

Career-Related Information

PROF. DR. NORIFUMI KAWAI, MPIA (Pittsburgh)

International Business & Trade
Università degli Studi di Bergamo
Dipartimento di Scienze Aziendali
Bergamo, ITALY



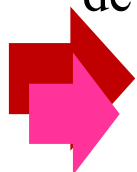
■ **Your Efforts Matter the Most !**

GRIT



■ Grit: The Power of Passion & Perseverance

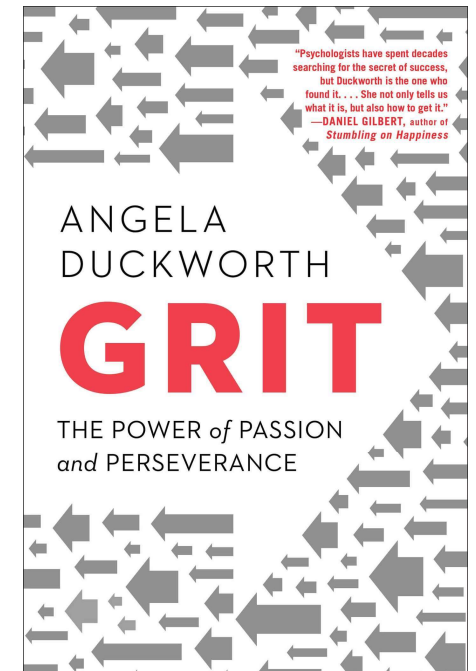
- ❖ **Professor Dr. Angela Lee Duckworth** (born 1970) is an American academic, psychologist & popular science author.
- ❖ She is **Christopher H. Browne Distinguished Professor of Psychology** at the **University of Pennsylvania**.
- ❖ She is also the **Founder & CEO of Character Lab**, a not-for-profit whose mission is to advance the science & practice of character development.



https://www.ted.com/talks/angela_lee_duckworth_grit_the_power_of_passion_and_perseverance



■ Grit: The Power of Passion & Perseverance



Source: Duckworth, A. L. (2013). Grit: The Power of Passion & Perseverance.(2013).

Career-Related Information



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Identifying success factors for female entrepreneurs using the AMO framework: Empirical evidence from Japan

Norifumi Kawai ^{a,*}, Hataya Sibunruang ^b

^a *Università degli Studi di Bergamo, Department of Business Sciences, Via dei Caniana 2, 24127, Bergamo, Italy*

^b *University of Waikato, Waikato Management School, Gate 7, Hillcrest Road, Hamilton, 3240, New Zealand*

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Ability
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Opportunity (AMO) framework

ABSTRACT

This study applies deep insights from the ability, motivation, and opportunity (AMO) framework as an overarching theoretical perspective to identify critical success factors for female entrepreneurs. In doing so, it investigates how entrepreneurial persistence (i.e., motivation or “M”), together with prior venture experience (i.e., ability or “A”) and competitive intensity (i.e., opportunity or “O”) influence the success of women’s entrepreneurial activities. Using data from 308 Japanese female entrepreneurs, we show a positive association between entrepreneurial persistence and female entrepreneurs’ venture growth, which becomes stronger when prior venture experience and competitive intensity are considered. Most importantly, the three-way interaction between these factors maximizes the business performance of female entrepreneurs. Thus, venture growth is the highest in the presence of high levels of entrepreneurial persistence, prior venture experience, and competitive intensity. Our findings suggest that policy makers should improve the competitiveness of women-led ventures and create supportive business environments for female entrepreneurs.

“Kent Chemical: Organizing for International Growth”

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“Kent Chemical”



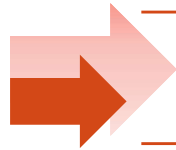
■ Discussion Points

- ❖ What is the **main argument**?
- ❖ **Characterize Kent Chemical** in terms of **business lines**.
Interpret the balance sheet (Exhibit 1) with care.
- ❖ **Assess Kent Chemical’s internationalization strategy**.
- ❖ **Clarify the root cause of the problem** relating to Kent Chemical’s **reorganization** process. Discuss **effective ways** to **integrate KCI with KCP** in greater detail.
- ❖ What **practical suggestions** can be drawn from this case?

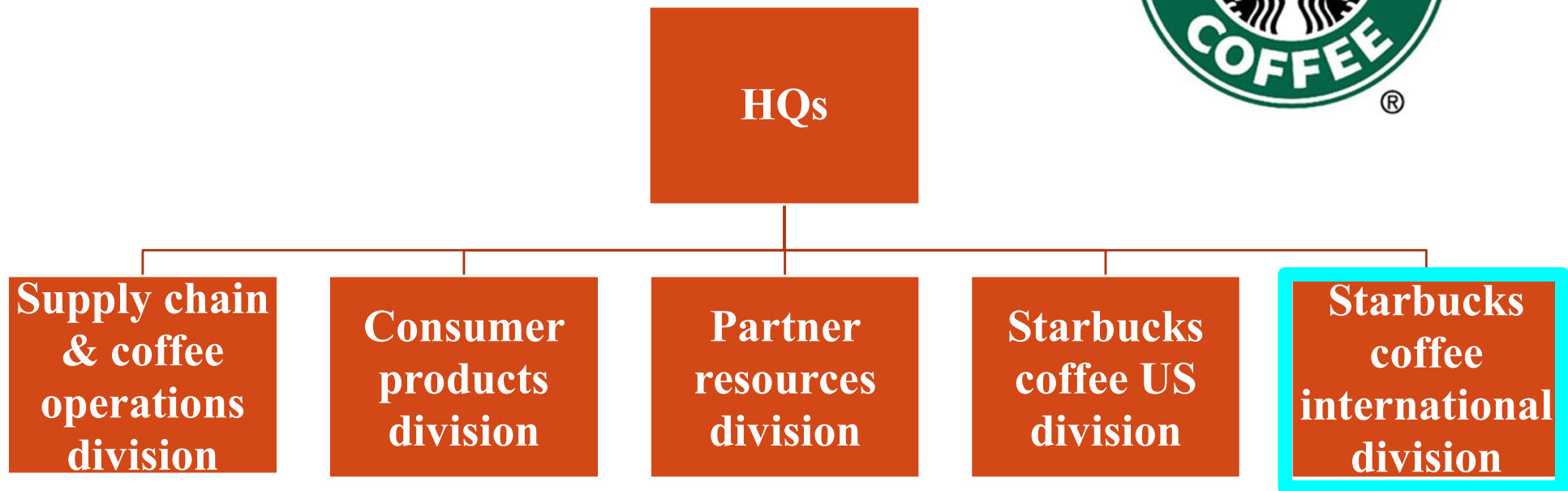
“Kent Chemical”



International Division Structure



... is a structure that is typically set up when firms initially expand abroad, often engaging in **a home replication strategy**.



2 Major Problems

- (1) Foreign subsidiary managers are **not given sufficient voice** relative to the heads of domestic divisions.
- (2) The ID structure serves as a ‘**silo**’ whose activities are **not coordinated with the rest of the firm**.

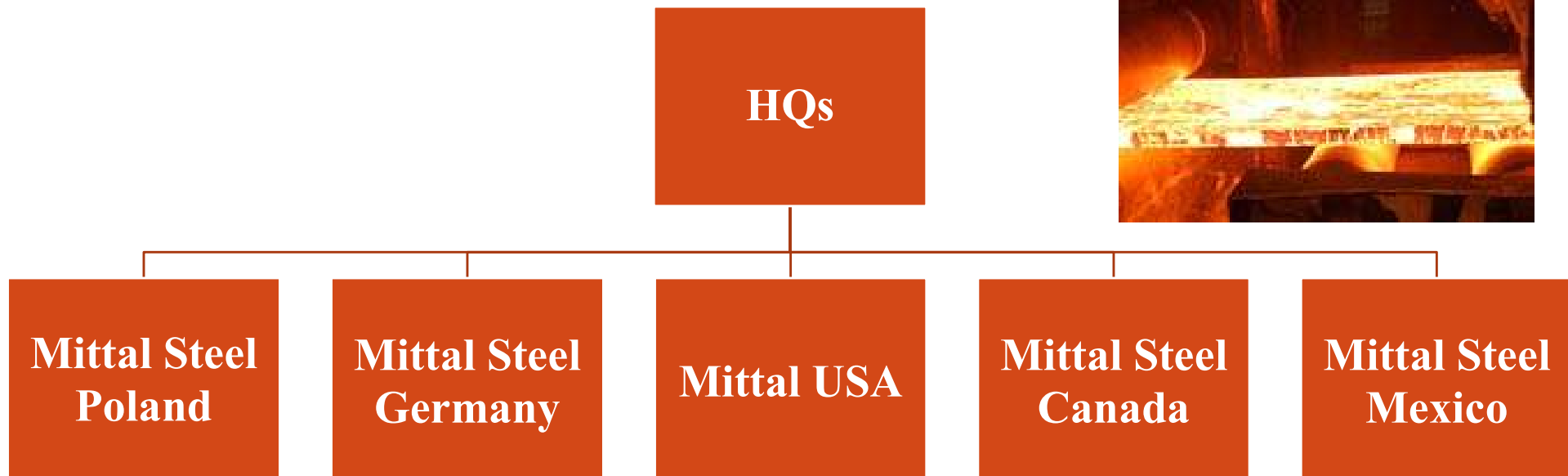
“Kent Chemical”



■ Geographic (Area) Division Structure

... is a structure that organizes the MNE according to different geographic areas & fits the most for **a localization strategy**

MITTAL



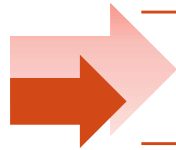
Key Points

- (1) In contrast to the limited voice of subsidiary managers in the international division structure, **country & regional managers carry a great deal of weight** in a geographic area structure.

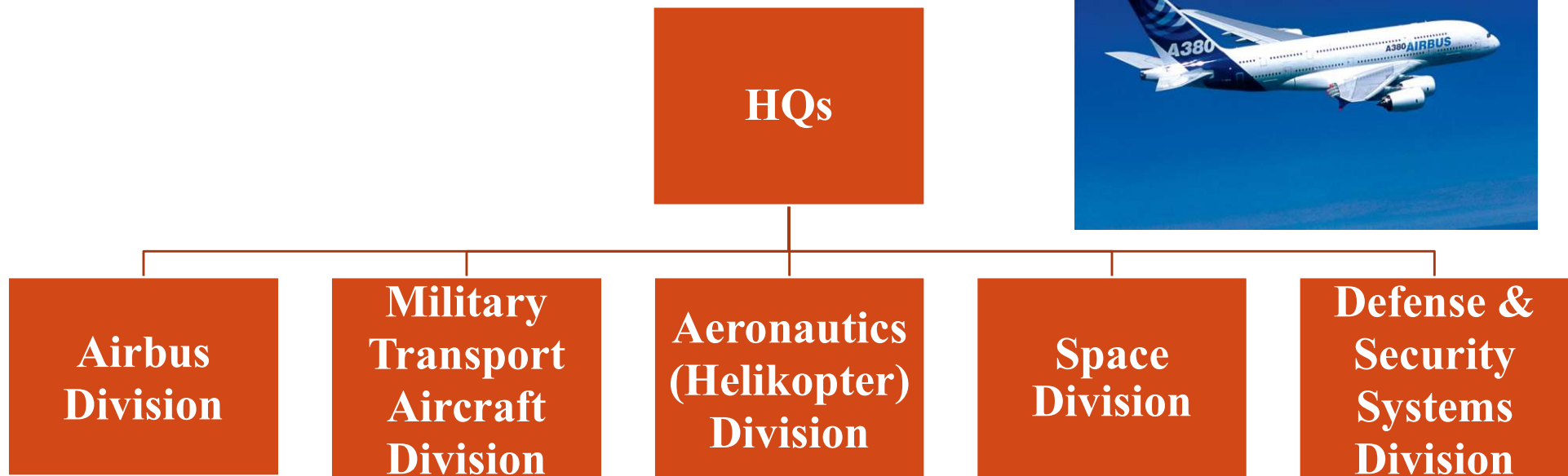
“Kent Chemical”



■ Global Product Division Structure



... is a structure that is the opposite of the geographic area structure & supports the **global standardization strategy**.



Key Points

- (1) This structure greatly facilitates attention to pressures for **cost efficiencies** because it allows for consolidation on a worldwide basis & **reduces inefficient duplication** in multiple countries.

“Kent Chemical”



■ A Hypothetical Global Matrix Structure

➔ ... is an organizational structure based on both **geographic area** & **global product division** structures.

➔ This structure supports the goals of the **transnational strategy**. However, it is difficult to deliver in practice.

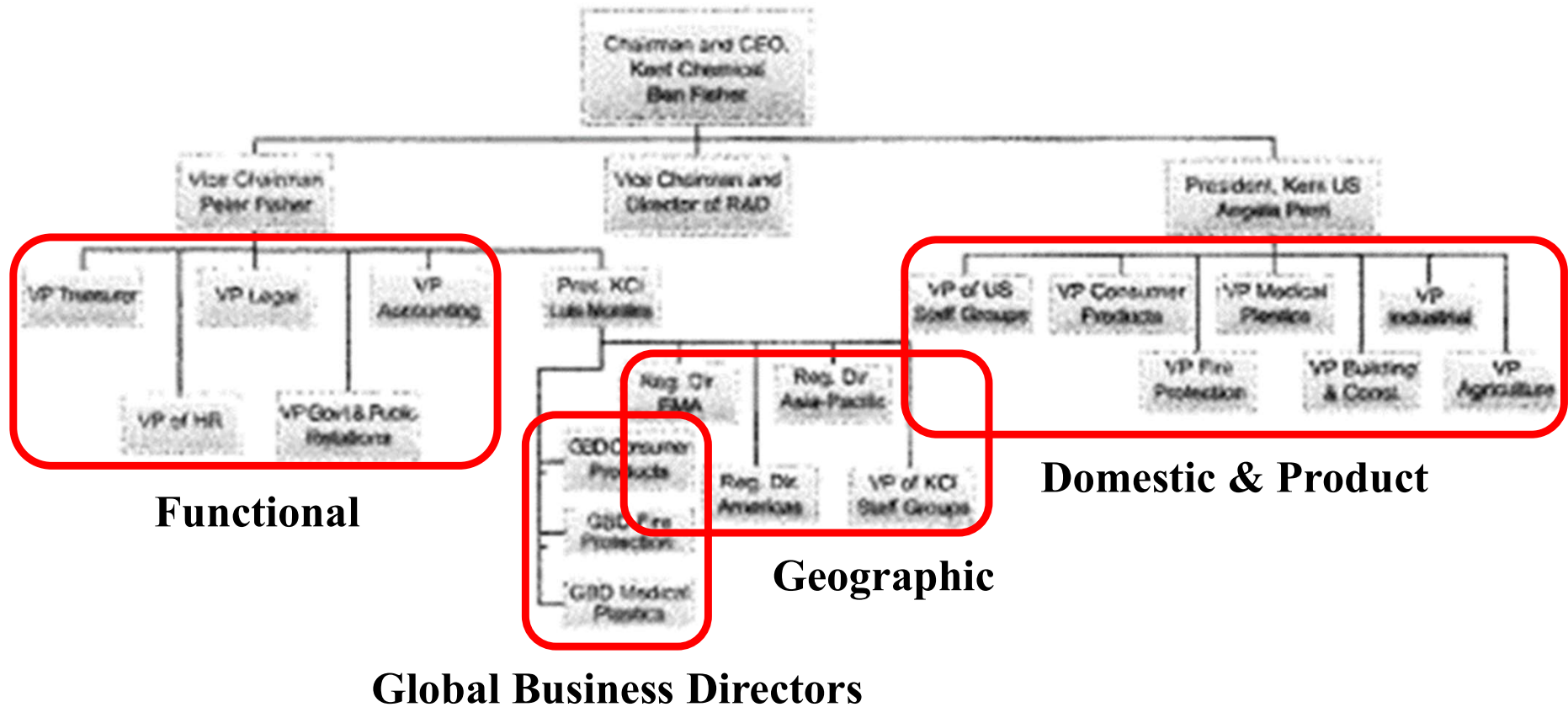


“Kent Chemical”



■ Much More Complexities in Reality !

Exhibit 3 Kent Chemical Products Organizational Chart, 2006



Ambos, T. C., & Birkinshaw, J. (2010).
“Headquarters’ Attention & its Effect on Subsidiary
Performance.” *Management International Review*.

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“HQs’ Attention & Subsidiary Performance”



■ Questions

- ❖ What is the **uniqueness** of this piece of work?
- ❖ What does it mean by “**headquarters’ attention**”?
- ❖ What is the **underlying rationale** for the positive effect of **headquarters’ attention on subsidiary performance**?
- ❖ Elaborate on the idea behind the **2-by-2 matrix** shown in p.454.
- ❖ Provide **brief clarifications on each hypothesized relationship**.
- ❖ Draw a **managerial implication** from the empirical findings.

“HQs’ Attention & Subsidiary Performance”



■ Research Questions

- ❖ Whether & how does HQs’ attention affect subsidiary performance?
- ❖ Under what conditions do MNC subsidiaries benefit from headquarters’ attention?

■ Theoretical Backgrounds

- ❖ The perspective of **organizational attention** in the context of HQs-subsidary relationships.

■ Analytical Strategy

- ❖ A **quantitative** approach.
- ❖ **283 subsidiaries in 3 countries** (*i.e.*, Australia, Canada, & UK).
- ❖ **Moderated** multiple regressions.

“HQs’ Attention & Subsidiary Performance”



■ Introduction

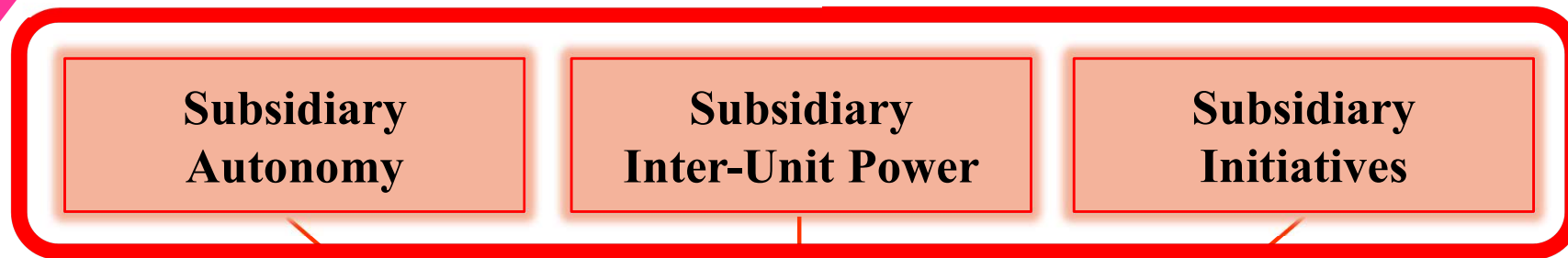
- ❖ **Attention is the most crucial & scarce resource** in organization (Haas & Hansen, 2001).
- ❖ HQs may desire to **(1) support** subsidiaries’ operations, **(2) transfer knowledge**, **(3) ensure coordination** or **(3) strengthen their control & limit disruptive behaviors**.
- ❖ **Subsidiaries are competing for HQs’ attention** to **(1) acquire resources**, **(2) augment their market mandate**, **(3) increase their bargaining power**, or **(4) try to avoid intervention**.
- ❖ Little is known how “attention” affects **strategic decisions, actions, & behaviors** (Smith et al., 1991; Thomas & McDaniel, 1990).

“HQs’ Attention & Subsidiary Performance”

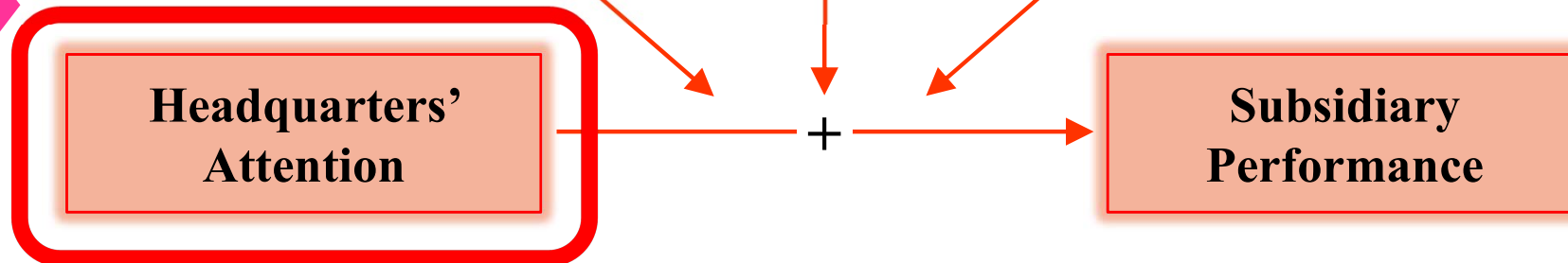


■ Conceptual Framework

➔ Strategic Configurations



➔ A Scarce Resource



“HQs’ Attention & Subsidiary Performance”

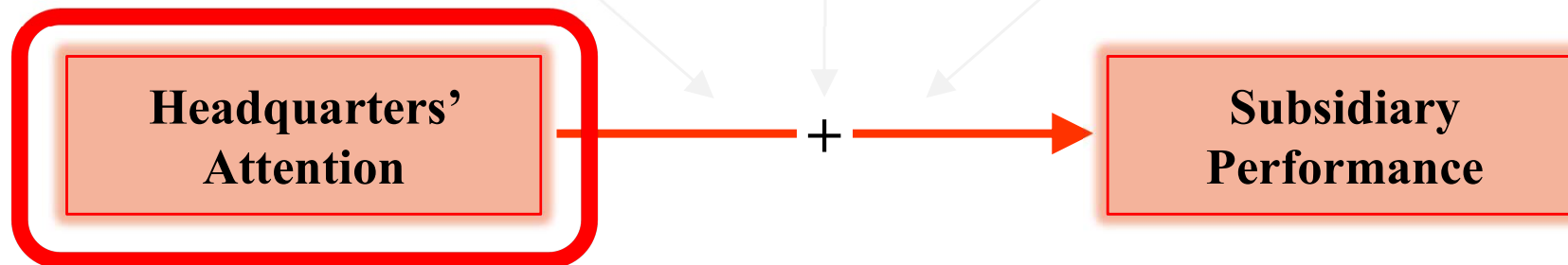


■ Hypotheses

KEY POINTS

- ❖ **Attention** has been viewed as a **socially structured pattern in organizations** & constitutes a **scarce resource** (Ocasio, 1997).
- ❖ The shifting level of **attention/connectedness granted to a particular unit** may act as a mechanism of **subsidiary development** over time (Galunic & Eisenhardt, 2001).
- ❖ In addition to manifest consequences (*e.g.*, **product inflow & resource commitments**), attention has a **positive signaling effect** (Dutton & Ashford, 1993).
- ❖ The firm is a **political system** as driven by **political coalitions** (Forsgren et al., 2005).

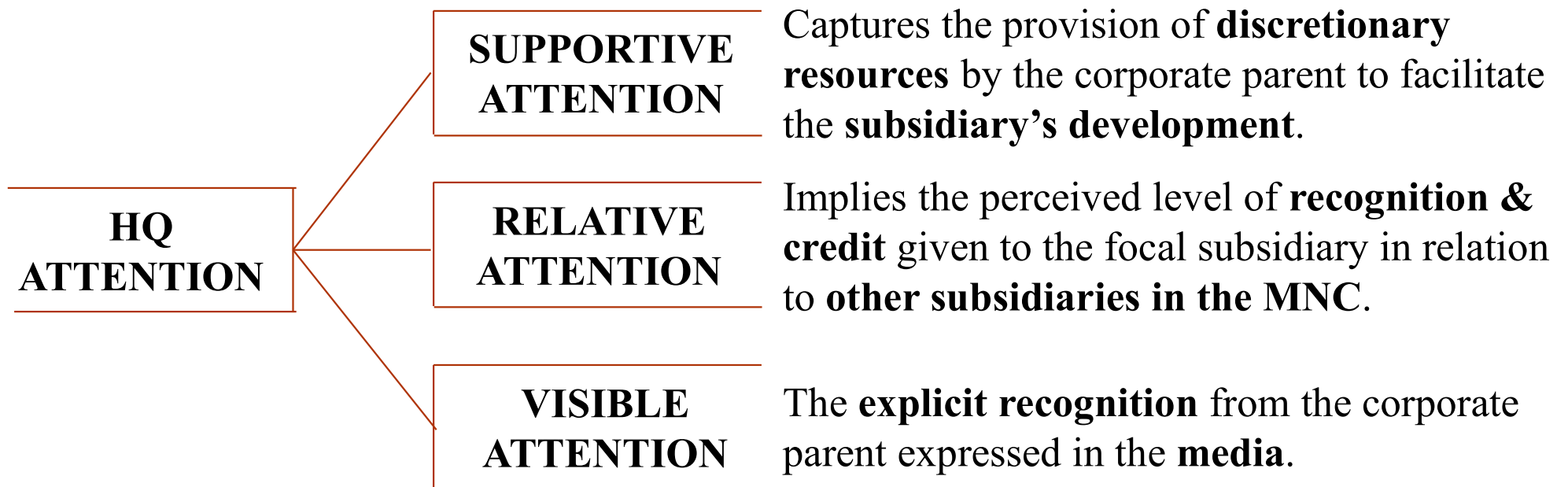
A Scarce Resource



“HQs’ Attention & Subsidiary Performance”



■ What is Headquarters’ Attention?

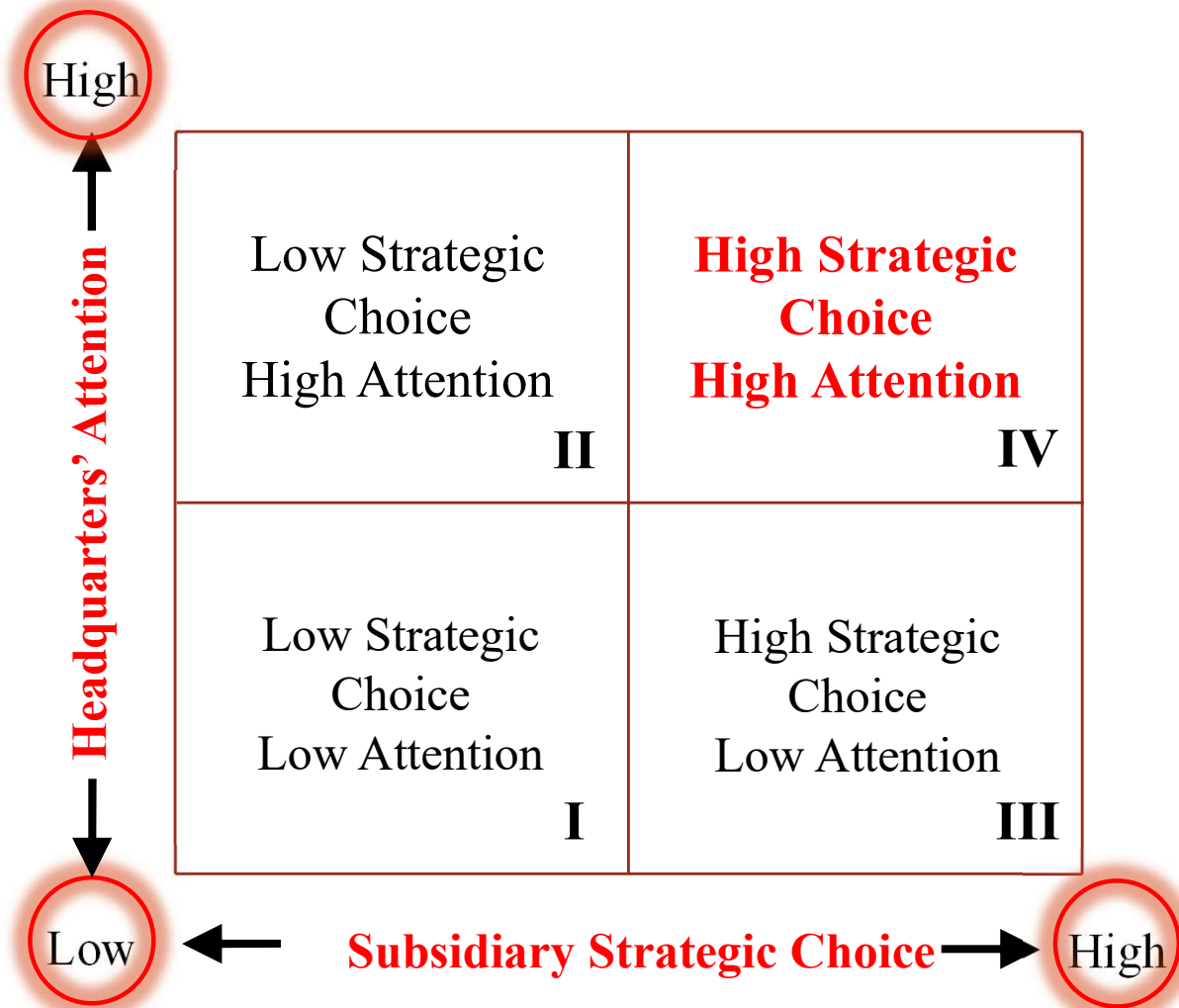


Source: Law et al. (1996), Ambos & Birkinshaw (2010), & Bouquet & Birkinshaw (2008).

“HQs’ Attention & Subsidiary Performance”



■ Model of Internal Collaboration within MNCs

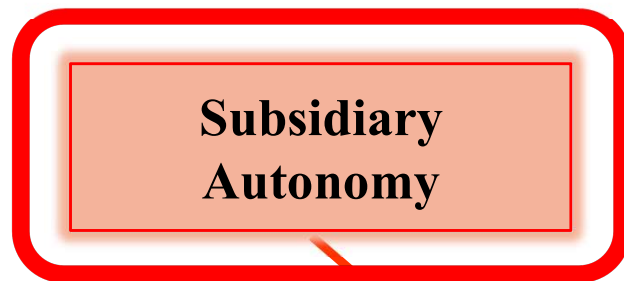


“HQs’ Attention & Subsidiary Performance”



■ Hypothesis 1

Strategic Configurations

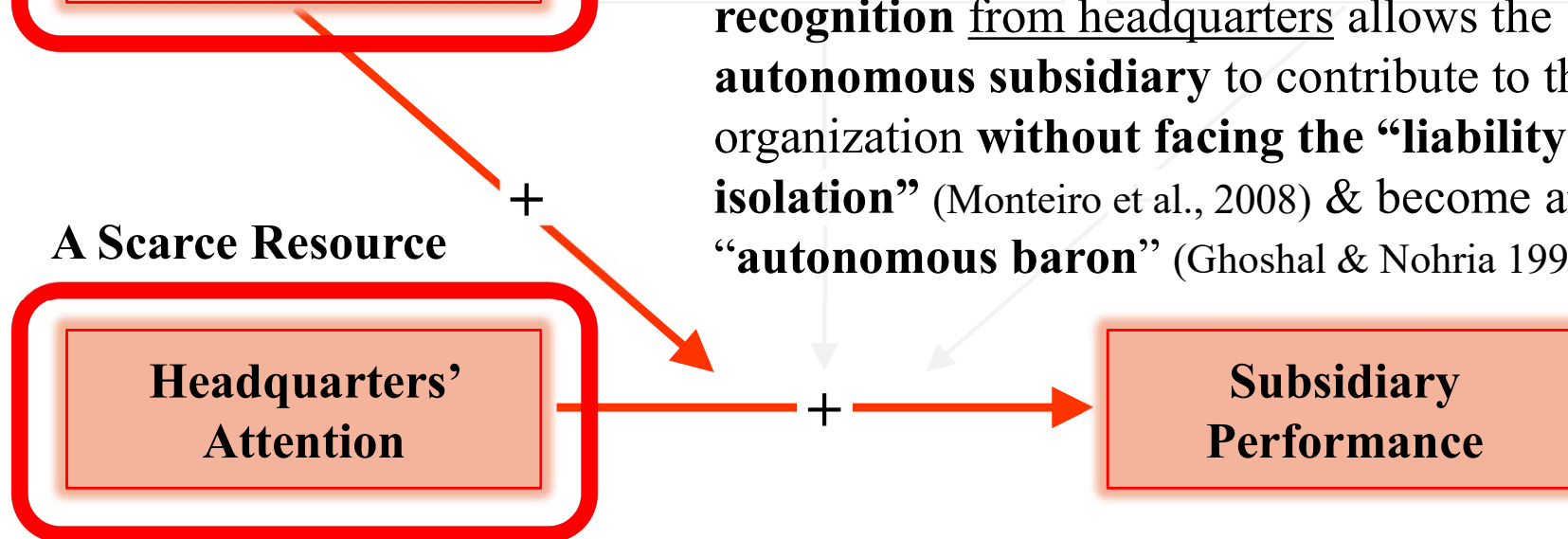


A Scarce Resource



KEY POINTS

- ❖ A high degree of **autonomy** contributes to expanding the **flexibility** needed to cope with the local environment (Harzing, 1999).
- ❖ **Receiving attention, relevant information, or recognition** from headquarters allows the **autonomous subsidiary** to contribute to the organization **without facing the “liability of isolation”** (Monteiro et al., 2008) & become an **“autonomous baron”** (Ghoshal & Nohria 1997).



“HQs’ Attention & Subsidiary Performance”

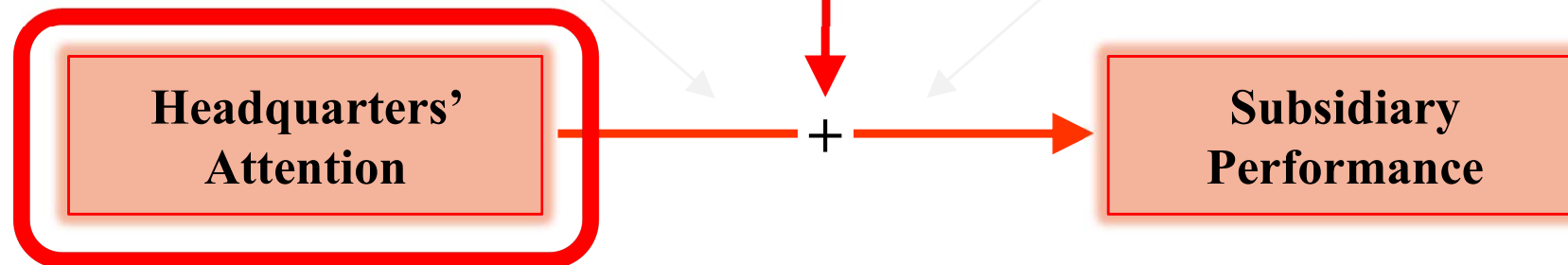


■ Hypothesis 2

KEY POINTS

- ❖ The **relative strength** of a subsidiary depends on its **ability to raise resources** through relationships with other subsidiaries inside the MNC.

A Scarce Resource



- ❖ Subsidiaries that exercise a **bargaining power** will be able to use HQs’ attention to **broaden & legitimize the influence of their actions & activities**.
- ❖ HQs’ attention **compliments subsidiaries’ power position & help to devise their strategic actions more efficiently**.

“HQs’ Attention & Subsidiary Performance”

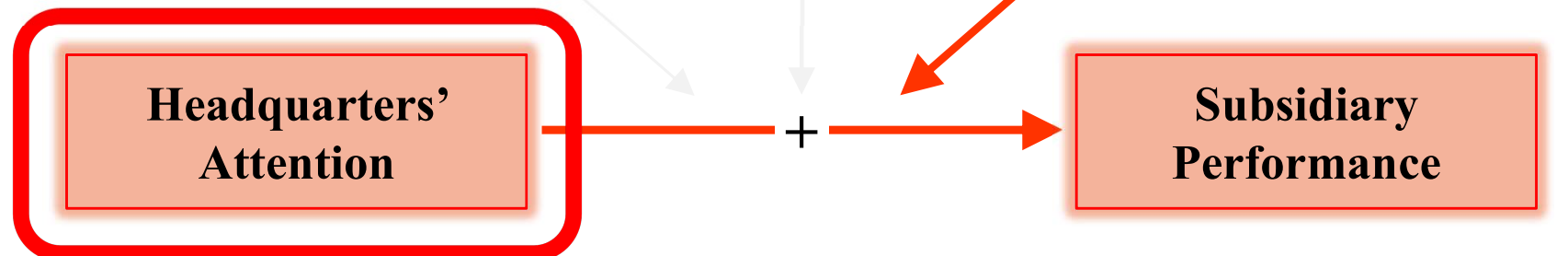


■ Hypothesis 3

KEY POINTS

- ❖ **Subsidiary initiatives** refer to a **discrete, proactive undertaking** that advances a new way for the corporation to use or expand its resources (Birkinshaw, 1997).
- ❖ **Subsidiary initiatives** benefit the entire organization as they lead to the **transfer of proprietary capabilities** (Rugman & Verbeke, 2001).

A Scarce Resource



- ❖ **Initiative-taking subsidiaries** are able to **leverage HQs’ attention & use it to realize the full potential of their initiatives** (Ambos & Birkinshaw, 2010).

“HQs’ Attention & Subsidiary Performance”



■ Managerial Relevance

- ❖ Focusing on MNC subsidiaries with a high level of strategic choice may be most effective but will even create **in-group/out-group cycles** in the organization (Monteiro et al., 2008).
- ❖ Subsidiary managers should strive for **both HQs’ attention & strategic choice**, as gaining HQs’ attention alone is not sufficient to improve their subsidiary performance (Ambos & Birkinshaw, 2010).
- ❖ Competitive superiority can be fully realized when the importance of “ambidextrous” managerial mindsets (to focus on the **local market** & the **global linkage**) is valued among subsidiary managers (Ambos & Birkinshaw, 2010; Gibson & Birkinshaw, 2004).

O'Brien et al. (2019). “The Microfoundations of Subsidiary Initiatives: How Subsidiary Manager Activities Unlock Entrepreneurship”, *Global Strategy Journal*.

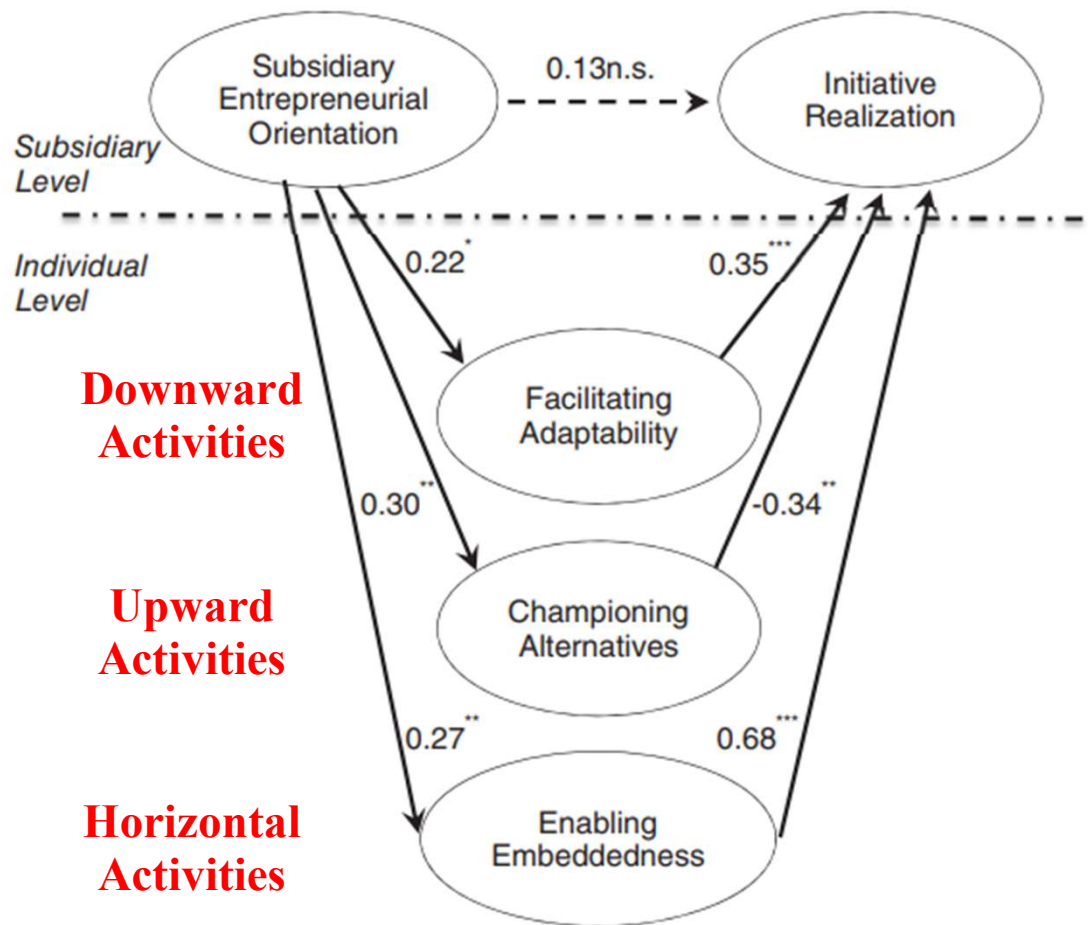
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“Subsidiary Initiative at Schenck in China”



■ How Do Subsidiary CEOs Unlock Entrepreneurship?



Source: O'Brien et al. (2018: 15) in *Global Strategy Journal*.

COMMENTS

Facilitating Adaptability

- Mobilize their employees & create an entrepreneurial space by preventing such activities from interference by corporate-level management.

Championing Alternatives

- Identify the value of an idea & bring it to HQs' attention.
- Engage in issue selling & winning top managers' support for particular issues to attract HQ' attention.

Enabling Rmbeddedness

- Access information on future market trends & novel ideas & monitor competitors via engagement with customers & suppliers, managers.

Reading Assignments for 25.04.2024 (Thursday)



■ Please Read the Following Articles!

- ❖ **Yang, X., Jiang, Y., Kang, R. & Ke, Y. (2009).** “A Comparative Analysis of the Internationalization of Chinese & Japanese Firms”, *Asia Pacific Journal of Management*, 26: 141-162.
- ❖ “*Xiaomi Challenges Global Smartphone Leaders*” (pp. 500-504 in P&M).
- ❖ “*Beko Washes Clothes Across Europe*” (pp. 558-560 in P&M).
- ❖ “*Nidec Corporation*” (in Hubbard, 2013).

The End of Today's Lecture



ご清聴有難う御座いました。

Thank you so much!

Vielen Dank für Ihre Aufmerksamkeit!

Grazie mille !

【Contact Address】

ADDRESS: 208 in Via dei Caniana 2, 24127 Bergamo, ITALY

E-mail: norifumi.kawai@unibg.it