



International Business in Tough Times: The Rio de Janeiro AIB Conference

Maria Tereza Leme Fleury

In the call for papers for the Conference of 2010 in Rio de Janeiro, Tatiana Kostova proposed some challenges for researchers in the field of international business. Among them she highlighted the need to revisit and reassess the applicability of current theories in the face of changes in the global scenario and the need to generate new ideas that better reflect the dynamics of a world crisis, aiming to help firms, managers, and policy makers to make decisions.

Back in 2002, Peter Buckley posed the question of whether the field of knowledge in IB was running out of steam. He and other authors suggested that the study of emerging economies and their multinationals could provide new insights. The articles from Ramamurti and Singh's book (2009) on *Emerging Multinationals in Emerging Countries* reinforce the argument.

In 2006, when AIB held its annual conference in Beijing, the venue was propitious for the academic community to address "in loco" the above argument. This is one of the great advantages of AIB as compared to the Academy of Management: the possibility to move its confer-

ence to different locations, around the world, because "location matters" to foster new ideas for the academic debate. The Presidential Address of the AoM, in 2009, mentioned that if the Academy really wants to be global it should have its conferences outside North America because this would enrich the diversity of perspectives. However due to cost and logistics reasons AoM decided that it was not feasible.

In Beijing a group of Brazilians decided to apply to bring the AIB Annual Conference to Brazil. As you are aware, it is the first time that AIB will be hosted in Latin America. Our proposal was accepted by the AIB Board, to whom we are grateful.

Brazil illustrates the positive and negative aspects of an emerging economy. It is a dynamic country with an increasing number of multinationals, in different industries, from low to high-tech, like Embraer. It has been a democracy with freedom of press for many decades. In recent years, it has faced the global crisis with great maturity. However, it is also a country with social inequality, educational deficits, violence, and urban and safety

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problems. Coming to Rio de Janeiro provides the researcher with an extraordinary experience of emerging countries.

However, Brazilians are creative, flexible and value personal relationships. The AIB project in 2010 reflects this trait. It is a project

undertaken by a group of researchers from different business schools in the country which, under the umbrella ANPAD–Brazilian Academy of Management, developed a winning proposal. The birth of the AIB Latin America chapter was conceived and assumed relevance to this proposal. The theme to be addressed in the first AIB-LAT conference will be: “Outside-in & inside-out: MNCs in Latin America.” At AIB Rio, in most of the tracks there will be sessions that will address issues related to emerging multinationals and emerging countries. They might be insightful.

Maria Tereza Leme Fleury is Dean of FGV—School of Business and Director of ANPAD—Brazilian Academy of Business.

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Rio de Janeiro

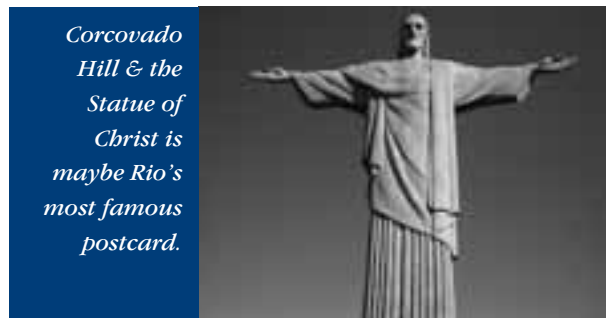
Rio de Janeiro state is one of the smallest in the federation, but few places in the world can compare with its astounding natural beauty—from the Atlantic forest with its rivers and waterfalls, to the coast with hundreds of islands, peninsulas, inlets and bays, and a backdrop of breathtaking mountain ranges. A destination full of tourist attractions allied to an excellent infrastructure. Its capital—Rio de Janeiro city, known worldwide as a wonderful city—besides uniting in one scenario the green of mountain forests and the blue of the sky and sea, was also, for almost 200 years, the center of the political, economic and cultural power of the country. During this period, marked by great historical, political and cultural episodes that consolidated their nationality, real treasures and relics of the past were accumulated. This heritage makes it one of the country's most important intellectual centers, disseminating culture and technology.

Besides these attributes, Rio is known for the warmth and hospitality of its people. It is the Rio of carnival, sun, sport and the music that makes its nightlife so exciting. In 2014, the FIFA World Cup will take place in Brazil. Also, in 2016, Rio de Janeiro will host the Summer Olympics, and will be the first South American city to host the event. Rio de Janeiro is the perfect destination at any time of the year.

Sightseeing

Rio de Janeiro Attractions

Corcovado Hill and the Statue of Christ is maybe Rio's most famous postcard: the Statue



of Christ blessing the city with open arms. It can be seen from most South Side neighborhoods. The statue stands on the hill of Corcovado, which is 710 m tall (about 2,400 feet). The Statue of Christ stands 30 meters high (100 feet), covered in a mosaic of soapstone. On its base there is a small chapel. This spot offers a 360° view of Rio.

Carnival in Rio de Janeiro is Rio's main event. Festivities attract thousands of people from all corners of the world. Carnival, as spelled in Portuguese, is a 4-day celebration. It starts on Saturday, and ends on Fat Tuesday, or Mardi-Gras. Carnival Sunday is seven weeks before Easter Sunday. The date changes every year and in 2010 it happened from February 13 through 16.



Maracanã Stadium is one of the world's largest stadiums. Maracanã was built for IV World Cup of Football that happened in Rio in 1950. Brazil unfortunately lost to Uruguay that year, but today it's the only nation in the world to hold 5 titles. Soccer is the national

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Maracanã Stadium is one of the world's largest stadiums

sport in Brazil, and the stadium is often filled to capacity with more than 90,000 people when there is a major match, and the official record is of 183,341 spectators in 1969. This is where Pelé made his 1,000th goal. Maracanã is also used for mega-shows every now and then, and artists like Frank Sinatra, Paul McCartney and the Rolling Stones have already performed here. Next door to it are Maracanãzinho, a smaller bowl with a capacity of 20,000, and the Olympic Stadium Célio de Barros, often used for international competitions.



Sugarloaf stands around scenic Guanabara Bay.

Sugarloaf competes with Corcovado for the position of Rio's most famous postcard. Sugarloaf (Pão de Açúcar) is the name of a hill 369 meters high (about 1,100 feet). It stands around scenic Guanabara Bay, and is connected by cable car to a shorter hill named Morro da Urca which is 220 meters (about 650 feet) tall. The cable ride takes two stages (3 minutes



Tijuca Forest is the largest urban forest in Rio.

each), and it is definitely worthwhile. From the top you have a wonderful view of Rio, including historical downtown, and even Niterói—the city across the bay.

Tijuca Forest is the largest urban forest in Rio, with over 100 square kilometers, and it is actually a smart reforestation project—the area was originally used for coffee plantations. The green carpet can be seen from most of the South Side. Its most visible landmark is the Statue of Christ the Redeemer on Corcovado Hill. The area is so big it is easy to get lost, so going on a tour is recommended to enjoy the most of it safely.



AIB-MENA CONFERENCE

Dubai, United Arab Emirates

Manara: A Call to Reignite Growth

December 10-12, 2010

Call for Papers

The Organizing Committee of the Academy of International Business—Middle East North Africa Chapter is proud to present its inaugural conference in the beautiful, sunny city of Dubai during December 10-12, 2010. *Manara* is an Arabic word for a Beacon. The Conference theme, “*Manara: A Call to Reignite Growth*” reinforces the renewed focus of the world on innovative methods to do business globally, as traditional methods gradually becomes irrelevant in a highly interconnected world. Particularly the AIB-MENA Committee would like research to shed light on a promising region—the Middle East North Africa that often gets overlooked in international business research.

Theme: *Manara*: A Call to Reignite Growth

Types of Papers: Competitive Papers (Academic/Practitioner and Student Papers)

Submission Deadline: July 10th, 2010

The Middle East North Africa region (MENA) includes all of the Gulf States, Mediterranean Africa and the Levant. Although the world at large, and international academics in particular, often view the Region from perspectives dominated by Petrodollars, a geostrategic location, long standing political conflicts, and the absence of a ‘research and data’ culture; we in AIB – MENA are excited by the unique opportunities our Region provides for international business behind an emerging manufacturing economy, logistics, tourism and high consumption by a rapidly growing and youthful population. This conference provides an opportunity for international academics, practitioners and students to participate in sharing of knowledge

Awards will be presented for best papers in each academic category and for best practitioner papers. Of particular interest will be submissions of cases that can be used to introduce students/academics to the unique aspects

of business in the Middle East or North Africa and which highlight some of the innovative efforts of local entrepreneurs. This conference will also have a separate section for student papers. The winning academic papers will be invited to contribute to a special issue of the International Journal of Emerging Markets that will showcase the submissions of this conference. There will be several breakout panels where participants will have a chance to interact with some of the finest business leaders of this region.

Each paper submission should be addressed to only one specific track and must be classified as an academic paper or a practitioner paper. The rule of two will be applicable, meaning that each individual may submit one paper as a lead author, and a second as a participating author. Student papers must be submitted separately. Please select the track closest to your proposal and see papers

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submission criteria on the AIB-MENA Website: <http://www.uowdubai.ac.ae/aib/>. We are also having a call for reviewers who will be acknowledged in the conference program. Ideally, market focus should be towards the MENA region, specifically the following countries: Algeria, Bahrain, Djibouti, Egypt, Iran, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates, and Yemen; however articles that are applicable to the region are also encouraged if the authors can show how their findings will benefit the region.

For any additional details please refer to the conference website: <http://www.uowdubai.ac.ae/aib/> or send a letter to the following committee members:

For conference papers:

Dr. Payyazhi Jayashree
(aibmena2010@uowdubai.ac.ae)
Program Chair

For Conference logistics and venue:

Dr. Ian Michael
(ianmichael@zu.ac.ae)
Conference Chair

I look forward to seeing you all in beautiful Dubai.

Regards,

Melodena

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Academy of international Business — Middle East North Africa Chapter
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Upcoming Events

AIB US-Southeast Chapter Meeting, October 27-29, 2010, St. Pete Beach, Florida, USA

AIB Southeast Asia Chapter Meeting, December 2–4, 2010, Ho Chi Minh City, Vietnam

AIB Middle East-North Africa Chapter Meeting, December 10-12, 2010, Dubai, United Arab Emirates

AIB 2011 Annual Meeting, Nagoya, Japan

AIB 2012 Annual Meeting, Washington, D.C., USA



C.K. Prahalad

Paul and Ruth McCracken Distinguished University Professor of Strategy,
Stephen M. Ross School of Business, University of Michigan

1941–2010

C.K. Prahalad, the Paul and Ruth McCracken Distinguished University Professor of Strategy at the University of Michigan's Stephen M. Ross School of Business, passed away in San Diego on April 16, 2010 at the age of 68.

Prahalad was one of the most beloved teachers and influential thinkers at the University of Michigan. He also served as distinguished fellow at the University's William Davidson Institute, where he played an important advisory role for the institute's Base of the Pyramid research initiative. He was twice ranked as the world's most influential business thinker, most recently in October 2009, by the "Thinkers 50" list of the top 50 management thought leaders in the world published by the leadership consulting firm CrainerDearlove.

"It's impossible to exaggerate C.K.'s impact on business and business education around the world," said Robert J. Dolan, the Edward J. Frey Dean of Business at the Ross School. "His thinking was far-reaching and commanded the attention of business leaders. I expect it will continue to be influential for a very long time. The passion he had for connecting thought leadership to business practice exemplifies what we are all about as a business school. On a more local level, he was an invaluable advisor to me, as well as to previous deans."

Prahalad's work has been enormously influential since 1990, when he and Gary Hamel co-authored an article in the *Harvard Business Review* called "The Core Competence of the Corporation." A watershed in the field of strategic management, the article asserted that executives should "identify, cultivate and exploit the core competencies that make growth possible." Their thinking on core competencies encouraged executives at complex corporations to think of their organizations as a portfolio of competencies rather than merely as a portfolio of businesses. It influenced a wide array of business leaders grappling with

the strategic implications of an ever more integrated global economy.

Prahalad and Hamel further developed their thinking in the 1994 book, *Competing for the Future*, which made a case for robust strategic thinking and analyzed how established market leaders tend to lose ground to innovative upstarts. The book famously looked at how IBM was blindsided by Apple, failing to see the future of the personal computer because it was too focused on maintaining its leadership in the mainframe business.

As the Internet took hold and the role of customer choice and customization grew more important, Prahalad focused much of his thought on how value is created. In 2004, he and Venkat Ramaswamy, professor of marketing and computer and information systems at the Ross School, published *The Future of Competition*. The book advanced the notion of "co-creation" and envisioned a world in which businesses and consumers collaborated in designing products and services characterized by greater customization than in the past.

In recent years, Prahalad had been a leader in Base of the Pyramid studies, an area of research that explores how businesses might pursue sustainable growth while playing a catalytic role in alleviating poverty in the world's poorest populations. His 2004 book, *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits*, is widely considered indispensable for executives and scholars who wish to understand emerging markets. The book presents 12 case studies, some of them co-authored by Ross MBA students, which illustrate how some companies are turning a profit while bringing enormous social and material improvements to people in emerging market countries.

Ted London, senior research fellow at the William Davidson Institute and director of its Base of the Pyramid research initiative, said

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Prahalad was “extraordinarily supportive of the work we were trying to do.”

“He was always willing to offer his time and advice to help us achieve our goals and push us to do even better work,” London said. “He helped us think about the direction of our work and gave great advice on next steps.”

Robert Kennedy, executive director of the William Davidson Institute, said Prahalad was one of the top two or three management thinkers in the past 25 years.

“He opened up four different fields of inquiry: the concept of strategic intent; the concept of core competency; bottom of the pyramid; and innovation,” he said. “Each was a big and important idea.”

One of the students who worked closely with Prahalad was Praveen Suthrum (MBA '04), now co-founder and chief operating officer of NextServices, a health care solutions company with offices in Mumbai and Ann Arbor. Suthrum co-authored articles with Prahalad that appeared in *The Fortune at the Bottom of the Pyramid*.

“During my first month at school,” recalled Suthrum, “A friend and I casually walked up to C.K.’s office to get him to speak to the Emerging Markets Club. We saw him working quietly in his office. We were too nervous to just walk in. After a minute of debate, we simply walked in and introduced ourselves, ‘We are MBA1 students and we love your work. We want you to speak to our club.’ He responded, ‘I’m sure your club members would turn up if I come to speak, but why don’t we do something more action-oriented?’ Our casual conversation turned into a brainstorming session on how exciting it would be for students to write business cases instead. We walked out of his room with our heads reeling with excitement. That chance meeting became a lifelong engagement that transformed my life.”

Prahalad’s most recent book, *The New Age of Innovation*, co-authored with Ross professor M.S. Krishnan, examines how companies can build organizational capabilities that allow them to achieve and sustain continuous change and innovation.

“Whether working with faculty on new research ideas, engaging senior executives of companies through our executive education programs, or teaching his MBA classes, C.K. al-

ways had the passion for pushing us to realize our full potential,” Krishnan said. “C.K. was a unique management scholar in contributing at least three or four big ideas that have had enormous impact on management thinking or policy making globally. He was a brilliant thinker and unique in his way of synthesizing complex management problems.”

Coimbatore Krishnarao Prahalad was born in 1941, in Coimbatore in the southern Indian state of Tamil Nadu. At the age of 19, he joined Union Carbide after obtaining a degree in physics from the University of Madras. He received a post-graduate diploma in business administration from the Indian Institute of Management, Ahmedabad, in 1966 and followed that with a doctor of business administration from Harvard Business School in 1975.

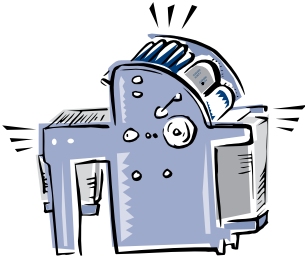
A professor at the University of Michigan since 1977, Prahalad earned the university’s highest distinction, Distinguished University Professor, in 2005. Among the numerous other awards he received were the Faculty Pioneer Lifetime Achievement Award from the Aspen Institute for contributions to social and environmental stewardship, the Italian Telecom Prize for Leadership in Business and Economic Thinking, Lal Bahadur Shastri Award for Excellence in Management, 2000, presented by the President of India, and many others. He served on the boards of NCR Corp. and Hindustan Lever Ltd.

Despite his renown and dizzying array of commitments around the world, Prahalad was generous with his time and insight with students and colleagues. Suthrum recalled what happened when he and his business partners sought Prahalad’s advice on their business plan for NextServices.

“He gently and systematically ripped it apart,” he said. “I distinctly remember that night in Ann Arbor. He had returned from dinner with his wife, Gayatri. Then he looked at me and said, ‘Can the entrepreneur arrange for some red wine?’ He always made time.”

Prahalad is survived by his wife, Gayatri Prahalad; son, Murali Prahalad; daughter, Deepa Prahalad; and three grandchildren.

A special Web site will soon be established for those wishing to share their thoughts or to send condolences to his family. The Web address has yet to be determined, but please send e-mails to Prahalad.family@gmail.com



Just off the Press

⇒ **Ilan Alon** (Rollins College, USA) has published a book *Franchising Globally: Innovation, Learning and Imitation* (Palgrave Macmillan, ISBN: 978-0230238282). Examining franchising both from an entrepreneurial and from an international perspective this book includes theoretical discussions and practical examples of international franchising as well as both micro and macro studies of franchising environments in different parts of the world: Europe, Balkans, China, U.S.A., Africa, and less developed markets. A stable of prolific business and hospitality researchers have collaborated to advance the state of knowledge on franchising and its applications to emerging markets. Part I of the book reviews applicable theories of internationalization, international market selection, emerging markets and entrepreneurship to franchising. Part II provides area studies of four distinct regions. Part III provides some case studies exemplifying internationalization, use of franchising in a non-profit setting, the decision to use franchising by a small entrepreneur, and an experience of a failed franchisee in china. Collectively, this volume contributes to the literature of international franchising through an examination of both internal and external factors.

⇒ **Ulf Andersson** (Copenhagen Business School, Denmark) and **Ulf Holm** (Uppsala University, Sweden) have co-edited *Managing the Contemporary Multinational: The Role of Headquarters (New Horizons in International Business series)* (Edward Elgar, ISBN: 978-1848448070). “Managing the Contemporary Multinational” explores the role of headquarters in different structures of multinational firms and shows how this role is affected by the complexity of contemporary research. This topical book illustrates that contemporary research has added complexity to the attributes of the multinational, with implications for the role of headquarters. It examines claims that

subsidiaries contribute to the overall competitiveness of the corporation, that they are organized in corporate networks spanning country borders, and that they depend upon specific relationships in the external network. It is stressed that headquarters’ knowledge of the multinational and its business environment is crucial, but also problematic. The eminent contributors question whether headquarters have become more or less important given the complexity of contemporary research, and argue that the answer to this question depends on the theoretical foundation adopted on the multinational. Based on empirical studies, this invaluable book will be a captivating read for students and researchers interested in international business and international management.

⇒ **Roman Bartnik** (Institute for Operations Research and Management, Germany) has published *Organizing international innovation: R&D mandates and coordination patterns in Japanese multinational corporations* (Metropolis, ISBN: 978-3895187599). International business has changed profoundly over the last three decades. The radical strengthening of foreign subsidiaries within multinational corporations (MNCs) is arguably a key feature of the new competitive landscape since the 1990s. A second and related trend is the rising importance of technological innovation generated outside the corporate home base. This study addresses both issues by analyzing how multinational corporations coordinate R&D units located outside their home location. More specifically, the coordination structures employed towards Japanese expatriate R&D units are examined and the effect of R&D mandate and country-of-origin on coordination structures analyzed. The empirical research is based on an extensive questionnaire and interview study. Question-

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naire data on 69 Japanese R&D units were collected and 16 interviews were conducted with R&D managers in executive positions of Japanese MNCs.

- ⇒ **Prescott C. Ensign**, Jeffrey A. Timmons, and Stephen Spinelli (University of Ottawa, Canada) have published *New Venture Creation: Entrepreneurship for the 21st Century* (McGraw-Hill, ISBN: 978-0070719958). This book is about the actual process of getting a new venture started, growing the venture, successfully harvesting it, and starting again. There is a substantial body of knowledge, concepts, and tools that entrepreneurs need to know—before taking the start-up plunge—if they are to get the odds in their favour. Accompanying the explosion in entrepreneurship has been a significant increase in research and knowledge about the entrepreneurial process. Much of what was known previously has been reinforced and refined, while some has been challenged. Numerous new insights have emerged. *New Venture Creation* continues to be the product of experience and considerable research in this field, rooted in real-world application and refined in the classroom.
- ⇒ **David Hanson** (Duquesne University, USA) has published *Limits to Free Trade: Non-Tariff Barriers in the European Union, Japan, and United States* (Edward Elgar, ISBN: 978-1847202475). This book explores the growing list of non-tariff trade barriers raised by the US, EU and Japan and assesses the prospects for significant trade liberalization. The author examines the liability of global free trade through a review of the complaints these three countries raised about each other over a five-year period. He concludes that free trade may be increasingly hampered as barriers are created more rapidly than can be resolved, and that the prospects for significantly strengthening safeguards are limited. These issues are analyzed in the contexts of the major WTO trade agreements and the political economy of decision-making in the US, EU and Japan. The author concludes that the growing problems are endemic to the system and are not amenable to easy remedy. He tackles topics including international agreements, the trade policy processes in the three countries, issues concerning trade practices, import trade barriers in the EU, and prospects for reform. Scholars, students and practitioners in business economics, international business, and international economics will find much of interest in this book.
- ⇒ **Harukiyo Hasegawa** (Doshisha Business School, Japan) and Carlos Noronha (University of Macau, China) have co-edited *Asian Business and Management* (Palgrave Macmillan, ISBN: 978-0230545069). *Asian Business & Management* delivers an unparalleled understanding of the diverse and critically important Asian business world. Featuring an accessible two-part structure, the first section outlines the major contextual and theoretical issues of business and management. The second part offers a fresh, topical analysis of management in the major Asian nations. Throughout the book, you will benefit from the wisdom of leading international authorities and, unlike competing texts, a unique focus on corporate social responsibility in Asian countries.
- ⇒ **Geoffrey Jones** (Harvard Business School, USA) has published *Beauty Imagined. A History of the Global Beauty Industry* (Oxford University Press, ISBN 978-0-19-955649-6). This is the first authoritative history of the global beauty industry from its emergence in the nineteenth century to the present day. It shows how successive generations of entrepreneurs built brands which shaped perceptions of beauty worldwide, and created the multinationals which globalized them. The book, based on extensive archival research and interviews with top executives in the industry today, deepens our knowledge of the history of multinational enterprise by looking at a neglected but huge industry, whose worldwide sales today top \$330 billion. It provides a novel contribution to debates about the impact of globalization, by showing how firms in the past defined the gender and ethnic borders of beauty, and built its association with a handful of cities, notably Paris and New York. The result was a homogenization of beauty ideals throughout the world. More recently, it is argued, the global beauty industry is instead serving to diffuse alternative and local beauty ideals.
- ⇒ **Michael Morley** (University of Limerick, Ireland) has published *The Global Corporate Brand Book* (Palgrave Macmillan, ISBN: 978-1403996633). The corporate brand can be considered as the definition of the company. This book by a leading practitioner explores the connections between corporate brands, corporate reputation, relationships, perceptions and image and shows how reputation can be enhanced and corporate brand equity strengthened over the long term.



Members on the Move

⇒ **Lloyd Russow** (Philadelphia University, USA) has been promoted to the position of Associate Provost at Philadelphia University.

Lloyd has served in both faculty and administrative capacities at Philadelphia University since 1992. He has taught both undergraduate and graduate courses in international business and marketing, has been an Associate Dean in the School of Business Administration, and has been the Graduate Dean in the Office of Academic Affairs for the past three years. In this role, Lloyd has worked to raise the profile of graduate education at the University. He has assisted in the development of new program proposals and has extensive budget, outcomes assessment, accreditation, and curriculum development experience. Lloyd has been an important asset to the Office of the Provost and we are pleased that he will continue in an elevated capacity.

Lloyd's new role reflects the added responsibilities he has assumed this year. His position as Associate Provost replaces the Graduate Dean, but Lloyd will continue to oversee and support graduate programs, and chair the Graduate Council.

AIB Newsletter would like to share the latest news about its members in the Members on the Move and Just Off the Press sections. Email your professional accomplishments, book publications, promotions, and honors, to: newsletter@aib.msu.edu. Please limit your announcements to 150 words and identify the name of the section it is intended for in the subject line of your email.

New AIB Members

AIB welcomes the following 173 new members who joined our community between February 2, 2010 and April 15, 2010.



Esi Abbam Elliot
Ashraf Abdelaal M. Abdelaal
Danielle Aguiar
Paulo Aguiar
Frederick Ahen
Arash Amirkhany
Tatiana Andreeva
Bernardo Arnaud
Soma Arora
Elena Avramenko
Hortensia Barandas
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Kristin Brandl
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Edgard Cornachione
Christina Cregan
Rafel Crespi-Cladera
Vicente Crisostomo
Luiz Ricardo de Castro
Claudiu Dimofte
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Denise Fleck
Sergio Forte
Xiaowen Gao
Antonio Gelis Filho
Andreas Größler
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Michael Hamilton
Xia Han
Michael Harrison
Paul Haslam
Andreas Hauskrecht
Ilir Haxhi

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Chan Hsiao
Kai-Yu Hsieh
Bo Huang
Zengyu Huang
Magnus Hultman
Dessy Irawati
Ryoji Ito
Srividya Jandhyala
Payyazhi Jayashree
Alexandra Kaar
Ming-Sung Kao
Georgios Katechos
Valery S. Katkalo
Jan Kemper
Katharina Kertels
Suthikorn Kingkaew
Bradley Koch
Edyta Kostanek
Mariella Köstner
Erica Piros Kovacs
C Lakshman
Marcus Møller Larsen
Alexander Lascaux
W. Leartsurawat
Byoung Youp Lee
Panseop Lee
Aurelia Lefaix-Durand
Miikka Lehtonen
Shu-Ping Li
Yuan Liao
Vivien Lim
David Liu
Xiyou Liu
Grigorios Livanis
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Joel Malen
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Luiz Mesquita
Ian Michael
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