

Bank of New Zealand Chair in Business in Asia



Introduction

Welcome to the annual report of the Bank of New Zealand Chair in Business in Asia for 2016.

It has been an eventful year. While the first half of the year was relatively quiet, the second half was ignited with Brexit and then the United States election. Barring the impacts of these significant world events on Asia, within Asia there has been a lot happening in China, India, Japan, South Korea and Southeast Asia.

Given the size and the rate of changes within Asia and how those affect the rest of the world, specifically New Zealand, the role has expanded in 2016 with more public education to meet the needs of New Zealand organisations and provide an even more complex understanding of the Asia context.

This could not have been achieved without the continual support of the sponsors, advisory board, various stakeholders and colleagues.

Throughout the year, the Chair has engaged in many activities aligned with the objectives of the role, including

high-quality research programmes, applied projects, practitioner-informed graduate teaching programmes and public education and engagement programmes.

Many of these activities have extended into the work programme of the Chair for 2017.

Based on the degree of participation in pertinent conversations relating to Asia and the dissemination and absorption of knowledge about the region, 2016 has been a strong year. I look forward to seeing similar progress in 2017.



Professor Siah Hwee Ang
Bank of New Zealand Chair in Business in Asia

Aims and objectives

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

The Chair aims to create and share knowledge that promotes and supports effective New Zealand business engagements with Asia. The Chair will also provide insights to enhance government policy in this area. Specifically, the Chair's objectives are:

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

www.victoria.ac.nz/business-asia

Sponsors

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

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

PRINCIPAL SPONSOR

Bank of New Zealand



The Bank of New Zealand (BNZ) helps New Zealand businesses operate, grow and prosper so that jobs are created, families and lifestyles are sustained, communities thrive and individual New Zealanders are able to realise their home-ownership, lifestyle, investment and retirement dreams.

The BNZ has a nationwide network of small business specialists to help manage and grow businesses. The BNZ also supports agribusinesses and businesses with an annual turnover of more than \$1 million by teaming them up with a BNZ partner (investment manager equivalent) to help accelerate their success.

The BNZ's New Zealand-based relationship management teams offer large corporate, financial and government entities access to a network of local and international experts who specialise in corporate banking, financial institutions and foreign exchange.

SECONDARY SPONSORS

Victoria University of Wellington



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

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

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

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

Ministry of Business, Innovation and Employment



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

Ministry of Foreign Affairs and Trade



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

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

New Zealand Trade and Enterprise



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

Advisory board

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

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

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

ADVISORY BOARD MEMBERS

Professor Bob Buckle	Pro-Vice-Chancellor and Dean, Victoria Business School
Paul Gestro	Head of Asia Desk, Institutional Banking, Bank of New Zealand
Jeremy Lambert	Principal Adviser, Americas and Asia Group, Ministry of Foreign Affairs and Trade
Associate Professor Dan Laufer	Head of the School of Marketing and International Business, Victoria Business School
Katherine MacNeill	General Manager, International Strategy, Ministry of Business, Innovation and Employment
Sharon-May McCrostie	Customer Director, New Zealand Trade and Enterprise
Pip McLachlan	Director, Engagement and Research, Asia New Zealand Foundation
Stephen Moir	Board Chair and Director, Bank of New Zealand

Research programmes

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

Thanks in part to the funding provided to the Chair, achievements and research programmes in 2016 that the Chair co-authored include a paper published, a paper accepted and several projects at different stages of development.

STUDY

HUMAN RESOURCE MANAGEMENT, SOCIAL CONNECTEDNESS AND HEALTH AND WELLBEING OF OLDER AND RETIRED MEN: THE ROLE OF MEN'S SHEDS

Co-authors: Timothy Bartram, Jillian Cavanagh, Sandra G. Leggat and Nicola McNeil, all from LaTrobe University, Australia.

Abstract

This study analyses human resource management in men's sheds in Australia. Men's sheds are volunteer-based, not-for-profit, grassroots community organisations that provide health-related resources and an avenue for largely older and retired men to engage with each other and the community. The research is timely, given the escalating numbers of retired men and rising national healthcare costs in Australia. The study used a sample of more than 200 men's sheds throughout Australia and matched 419 member responses to 162 leaders. Based on mediation analysis, it was found that perceived human resource practices supports the retention of members and enhance the social connectedness and health and well-being of men's shed members. The quality of relationships between leaders and members was also important for membership retention. The study demonstrates the importance of human resource management in grassroots community organisations and its role in supporting the health and well-being of the community.

Current status

Forthcoming, *International Journal of Human Resource Management*.

PROJECT

FOREIGN COMPETITION AND DOMESTIC FIRM PERFORMANCE: THE ROLE OF COMPETITIVE REACTION AND POLITICAL TIES

Co-authors: Weiting Zheng, Hong Kong Polytechnic University; Kulwant Singh, National University of Singapore

Abstract

We examine how domestic firms respond to competitive pressures from foreign firms. We propose that foreign presence will trigger competitive reactions from domestic firms, particularly those connected with the State. We also argue that competitive actions undertaken by politically connected firms are likely to provide buffering from competition and will thus increase their survival chance. However, buffering from competition reduces associated benefits such as improved performance from increased market pressures, potentially lowering growth relative to politically unconnected peers. Analyses of firms in the Chinese television industry from 1993 to 2003 support our predictions.

Current status

Under second-round review at the *Global Strategy Journal*. Earlier revisions have been presented at the Strategic Management Society Conference 2016 and International Association for Chinese Management Research (IACMR) Conference 2016.

PROJECT

FIRM AND INDUSTRY COMPETITION ON DIVERSIFICATION BEHAVIOR

Description

In this paper, we argue that firm-specific competition affects diversification and that industry competition moderates these relationships. Specifically, we argue that high firm-specific competition precludes related diversification but gives incentives for unrelated diversification. Performance from related diversification declines while performance from unrelated diversification improves as firm-specific competition rises. Further, we propose that these relationships are stronger in low concentration industries than in high concentration industries. We largely find support for our hypotheses in a sample of manufacturing firms operating in the United Kingdom. The findings provide a fine-grained explanation of the defensive diversification hypothesis, highlight the importance of including both firm and industry-level competition in analysing related and unrelated diversification strategies and the self-selected nature of diversification.

Current status

Under review at *British Journal of Management*. Earlier revisions were presented at the Strategic Management Society Conference 2016.

PROJECT

THE EFFECT OF POSITIVE AND NEGATIVE MEDIA COVERAGE ON LOCATION CHOICE AND FDI

Description

This project is interested in examining the effect negative or positive media coverage has on a firm's decision to enter an emerging market and its cities. There is an increasing need for firms to expand globally in order to remain competitive. Part of this process involves acquiring knowledge about potential markets in order to make informed choices.

Current status

The project was awarded a Victoria University summer scholarship. This involves some research assistance work conducted by a senior undergraduate or Honours student.

WORKING PAPERS

TITLE	STATUS
Project: Impact of competitive and institutional factors on market entry strategies	Data collection
Project: Market entry strategies of Asian emerging market firms	Data collection
Ang, S.H., Benischke, M. Effects of environmental uncertainty, and competitive and capabilities' constraints on acquisition and alliance	Working paper
Ang, S.H., Benischke, M., Hooi, A.W-L. The role of director interlocks on a firm's choice of foreign market entry mode	Working paper
Ang, S.H., Benischke, M., Ljubownikow, G. The impact of firm competitive intensity on alliance governance mode choice	Working paper

Executive education and projects

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

PROJECT

WHAT 'ONE BELT ONE ROAD' MEANS FOR NEW ZEALAND

Role: Research advisory support for summer research project conducted in conjunction with the Ministry of Foreign Affairs and Trade.

Description

China has invested in the 'one belt one road' initiative this past year. Although located far from New Zealand, it is believed the connectivity around this initiative would mean that New Zealand could potentially have easier access to markets than before. This project seeks to gain a good understanding of the one belt one road initiative—what it is, what is involved and what this means for New Zealand and New Zealand firms.

PROJECT

GUIDE TO WINNING OVERSEAS GOVERNMENT PROCUREMENT BUSINESS

Role: Supervision and co-fund of summer research project conducted in conjunction with New Zealand Trade and Enterprise (NZTE).

Description

Collaborative work in conjunction with Better by Procurement (part of the NZTE services team). The aim is to publish guides on how to do government procurement in Canada, Hong Kong, Japan, Korea, Singapore and Taiwan. Each guide will cover information such as how much overseas governments buy, what they buy, their key purchasing departments, the procurement rules and processes (for example, thresholds for going to tender, offsets) and the key sectors of interest.

Seminars

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

DATE	EVENT
4 Mar	Presentation: 'Recent economic developments in Asia and China' in NZTE's Friday Fast Track
22 Mar	Seminar: 'Recent economic developments in Asia and China' in MFAT's annual Economics for Non-economists course
21 Apr	Lecture: 'New Zealand businesses and Asia' in Victoria University's ASIA 101 Introduction to Asian Studies course
18 May	Two lectures: 'International business' in Victoria University's MARK 101 Principles of Marketing course
15 Jun	Talk: 'Recent economic developments in Asia and China' at Rotary Club of Port Nicholson meeting
2 Aug	Two lectures: 'International business' in MARK 101 Principles of Marketing course
5 Aug	Two lectures: 'Global markets' in MARK 101 Principles of Marketing
12 Aug	Talk: 'Recent economic developments in China, Asia and international business' at BNZ Diversity and Inclusion Council
24 Aug	Talk: 'Recent economic developments in Asia and China' at Rotary Club of Port Nicholson
30 Aug	Talk: 'China at the crossroads and its role in the world economy' at Confucius Institute, University of Auckland
1 Sep	Lecture: 'Strategy execution in trade' at MFAT's ASEAN Leaders' Programme for senior officials
26 Sep	Lecture: 'New Zealand-ASEAN business links and prospects' at DVIFA (Devawongse Varopakarn Institute of Foreign Affairs (DVIFA) Professional Diplomacy Fellows Programme
6 Oct	Talk: 'China as a market economy?' at Asia Forum
21 Nov	Seminar and roundtable: 'Key economic developments in Asia' at NZTE Wellington
25 Nov	Seminar: 'ASEAN-New Zealand relationship' at MFAT's ASEAN Leaders' Programme for senior officials
25 Nov	Presentation: 'Issues in Asia: Today and in the future', Victoria Business School Commerce Teachers' Development Event in Wellington
2 Dec	Presentation: 'Issues in Asia: Today and in the future', Victoria Business School Commerce Teachers' Development Event in Auckland
6 Dec	Seminar: 'Asia and ASEAN in the global economic environment' at MFAT's ASEAN Leaders' Programme for senior officials
7 Dec	Speech at the China and New Zealand Business Council 10th anniversary function
8 Dec	Talk and roundtable: 'Empowering Asian employees to build Asian brand and strategy' with BNZ Asian Employee Resource Committee (ERC)

Panels and roundtables

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

DATE	EVENT AND ROLE
9 Mar	Invited as panellist and moderator to Trans-Tasman Business Circle 'Doing business in Asia and with Asian organisations' session
4 May	Invited as participant to Productivity Commission's roundtable (Government Economics Network): "Big changes afoot in the Asia-Pacific economy" with Alan Bollard, Executive Director, APEC Secretariat
16-17 May	Participant at the Tripartite Economic Summit, Auckland
25 May	Participant at the Bank of China's China-New Zealand Agribusiness Investment and Trade Conference
2 Jun	Participant at MFAT's Business Operations Survey Roundtable discussion
3 Jun	Panel member at symposium: 'Prime minister's visit to China, implications and ways forward', New Zealand Asia Institute, University of Auckland
11 Jul	Provided session commentary on 'Belt and road initiative' presentation by Yuzhu Wang from the National Institute of International Strategy, Chinese Academy of Social Sciences hosted by the New Zealand Institute of International Affairs
27-28 Jul & 21-22 Sep	Panel member and market expert at the China Capability Programme at MFAT
1 Sep & 28 Nov	Keynote address at MFAT's ASEAN Leaders' Programme for senior officials networking event
28 Oct	Closing speech at the New Zealand International Conference on Contemporary China: The rise of Chinese agriculture, Wellington
2 Nov	Invited to the annual general meeting and as participant to New Zealand Pacific Economic Cooperation Council workshop: 'The challenges and opportunities ahead for trade and deeper economic integration in the Asia Pacific region—where are we heading?'
10 Nov	Introductory speech and participant at roundtable: 'One belt one road', Asia New Zealand Foundation and New Zealand China Council
14 Nov	Organiser and participant at the meeting between the Shanghai Free Trade Zone Financial Bureau and BNZ
30 Nov	Invited to breakfast meeting with Morrison & Co and the Phoenix with guest CLSA market strategist Chris Wood; we last had an opportunity to listen to Chris a little before the bursting of the bubble now known as the global financial crisis
1 Dec	Panel member at roundtable with New Zealand International Business Forum Board

Community engagements

The Chair also engaged in other roles in 2016.

ROLES
Appointed as panel member to the New Zealand Marsden Fund Economics, Human and Behavioural Sciences Panel (2015–2017)
Advisory group member of Economic Committee of the Asia-Pacific Economic Cooperation (2014–2016)
Universities of New Zealand representative on the selection panel for the Prime Minister’s Scholarships for Asia (2016–2017)
Participated as a stakeholder to the Performance Improvement Framework Review for MFAT (7 November 2016)
Chair of the Research Committee of Victoria’s School of Marketing and International Business
Selection panel member for recruitment of head of the School of Marketing and International Business (2016)
Acting head of Victoria’s School of Marketing and International Business
Committee member of Victoria’s School of Marketing and International Business Recruitment and Staffing committee
Victoria Business School Faculty Research committee member
Member of the Victoria Business School Master of Business Administration board of studies
Academic Mentoring Programme— mentored junior staff member, Dr Weiting Zheng (2016–2017)
Institute of Directors New Zealand, associate member (2013–2016), full member (2016–)
Royal Society of New Zealand, professional member, (2016–)

Practitioner-informed graduate teaching programme

MMBA 558 INTERNATIONAL BUSINESS

Description

The course examined the international business environment in which firms operate. It provided an overview of the strategies available to firms operating internationally and an understanding of how these firms can be managed in order to leverage international opportunities. Students who successfully completed the course demonstrated an ability to:

- understand frameworks and concepts relevant to international business
- use international business frameworks to critically evaluate information and develop appropriate strategies for international business
- appreciate various constraints managers face in their internationalisation process and international operations

- demonstrate knowledge of advanced and latest thinking in the international business field.

Outcome

The course was very well received and led to an invitation to teach it for a fourth time. Students in 2016 strongly asserted that the way in which this course was organised, and their preparation for the assessments, helped them to learn. They were encouraged to think critically, stimulated to learn more and developed their communication skills. They felt that the amount of work was about right, highly valued what they learnt and overall, rated the course as excellent. The students also appreciated the organisation of the sessions including the structure, materials, timing, thought-provoking group and plenary discussions in class, exposure to new tools, the use of cases as well as the engagement with, and insights gleaned, from the lecturer. Potential students have requested the MBA director that this course be delivered by the same lecturer in 2017.

Public education programmes

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

‘UNDERSTANDING CHINA’ COLUMN

Description

David Chaston, owner of interest.co.nz, signed the Chair to run a regular column on Understanding China on his site. When the column launched in May 2014, it was to be a fortnightly column in which business aspects of China were discussed from a Kiwi perspective. Due to strong and widening readership, the column became weekly from July 2014.

The columns are at www.interest.co.nz, www.interest.co.nz/understanding-china and www.interest.co.nz/business.

The Chair contributed 37 articles and interviews from February through November 2016.

DATE	COLUMN
2 Feb	The Chinese New Year is the perfect time to cash in on not-to-be-missed business opportunities
9 Feb	Despite its economic slowdown, China will still be the top contributor to the world's economic growth in the coming years
12 Feb	Top 10: China's impossible trinity, multinationals & India, Korea Inc. 2.0, Foxconn & Sharp, China's customised McDonald's burgers and more
16 Feb	The two-way opportunities in export education with China
23 Feb	A global shopping spree by Chinese companies and the world can expect it to gather pace
1 Mar	China will take a few years to recover from its slowdown but the signs point to potential for strong domestic consumption growth
9 Mar	China needs time off from externally driven growth to focus on internal development
19 Apr	Challenges and opportunities in the development of China's food markets
27 Apr	A new tax move by the Chinese government will result in a major shakeup of the multibillion-dollar cross-border e-commerce retail market in China
4 May	China's efforts to deal with the worldwide problem of counterfeit products
26 May	It's time for a more targeted approach to international partnerships
28 May	On the Government's bid to use foreign investors to plug NZ's hotel shortage, and claims those doing business with China should expect to be hacked online
8 Jun	Many countries still are not ready for globalisation
14 Jun	The efforts China makes to ensure its national higher education entrance examinations run smoothly and to discourage cheating
21 Jun	China's global shopping spree and NZ is not the apple of China's eye
22 Jun	Top 10: RCEP, China's bad Apple, India's drug habits, South Korea's women trouble, a Mickey Mouse business in China, Singaporean students' Starbucks fix & more.
4 Jul	Asian investors, businesses and even shoppers are already pouncing on the immediate opportunity provided by the sharp fall in the British currency
12 Jul	Chinese consumers are pushing for greater protection and more regulation around product quality and safety
18 Jul	New food regulations are pivotal for foreign food companies in China
28 Jul	China's plan is still on track but there are global events looming that could threaten to derail plans for the second half of the year
2 Aug	If poverty alleviation targets are met, China will become an even more significant market on the world stage in the next decade, but the attractiveness will come with a price
9 Aug	China's increasing tit-for-tat strategy around trade and protectionism
24 Aug	China's consumers will become more selective so foreign companies need to make the most of their advantages in innovation and marketing

DATE	COLUMN
29 Aug	Development of human capital could turn out to be the most pivotal challenge for foreign businesses engaging with the Chinese market
12 Sep	We should expect more from G20 summits
16 Sep	Top 10: Brexit repercussions, turmoil in the South China Sea, technology in Viet Nam, Singapore has to pick sides, Aussies v Kiwis & more
20 Sep	Looking into China's future
27 Sep	Analysing competition, not just market potential
3 Oct	The Renminbi still has great potential to become a major currency
18 Oct	The paradox of a potential increase in foreign competition for Chinese companies, and the existence of China's 'negative list' for foreign investment
26 Oct	It's difficult to envisage the globalisation gatekeepers ever catching up with the trend toward protectionism
1 Nov	The growing trade relationship and tensions between China and India
8 Nov	China has left its sweatshops behind
16 Nov	Top 10: Escalating trade tension, scandal in Seoul, Trump's Taiwanese tryst, sour notes in India, ASEAN's open doors, Alibaba on the move

INTERNATIONAL BUSINESS COLUMN

Description

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

The column runs weekly and commenced in October 2015. The Chair contributed 31 articles from February to November 2016.

DATE	COLUMN	WHERE PUBLISHED
2 & 4 Feb	Kiwi brands are bolstered internationally by New Zealand's reputation	Online, the <i>Dominion Post</i> and the <i>Press</i>
11 Feb	It's time to strategise on tourism as our top export earner	Online, the <i>Dominion Post</i> and the <i>Press</i>
18 Feb	The aftermath of the signed TPPA	Online, the <i>Dominion Post</i> and the <i>Press</i>
25 Feb	The ship 'Asia' has set sail and China is at the helm	Online, the <i>Dominion Post</i> and the <i>Press</i>
2 & 3 Mar	China replacing foreign technology in military, SOEs and banks with its own	Online, the <i>Dominion Post</i> and the <i>Press</i>
9 & 10 Mar	Australia's trade with China has shifted from 'mining to dining'	Online, the <i>Dominion Post</i> and the <i>Press</i>
16 & 17 Mar	Despite trade liberalisation, we are far from a globalised world	Online, the <i>Dominion Post</i> and the <i>Press</i>
21 Apr	China is making a break for it on the technology front	Online, the <i>Dominion Post</i> and the <i>Press</i>
28 Apr	China recovery not yet in sight	Online, the <i>Dominion Post</i> and the <i>Press</i>
5 May	China grapples with massive urbanisation	Online, the <i>Dominion Post</i> and the <i>Press</i>
12 May	Exploring opportunities in sister cities	Online, the <i>Dominion Post</i> and the <i>Press</i>
19 May	Apple has lost an iPhone trademark case in China	Online, the <i>Dominion Post</i> and the <i>Press</i>
26 May	TPP efforts could be derailed by risk aversion	Online, the <i>Dominion Post</i> and the <i>Press</i>
9 Jun	How can tourism do us proud?	Online, the <i>Dominion Post</i> and the <i>Press</i>
16 Jun	Asia diabetes challenge and China's health advice	Online and the <i>Dominion Post</i>
23 Jun	Multinational corporations here to stay	Online, the <i>Dominion Post</i> and the <i>Press</i>
7 Jul	Brexit reminds us of a few lessons in collaboration dynamics	Online

DATE	COLUMN	WHERE PUBLISHED
14 Jul	With world trade in flux, NZ needs to stay focused	Online, the <i>Dominion Post</i> and the <i>Press</i>
21 Jul	ASEAN single market on the backburner	Online, the <i>Dominion Post</i> and the <i>Press</i>
28 Jul	NZ businesses should have Indonesia on their radar	Online, the <i>Dominion Post</i> and the <i>Press</i>
4 Aug	New Zealand should continue to reach out to Viet Nam	Online
11 Aug	Could ASEAN displace China?	Online
2 Sep	India and China need to work in tandem	Online
15 Sep	Why we need to keep an eye on our neighbours	Online
21 Sep	Lessons from Samsung's exploding batteries	Online
29 Sep	Observing regulations in international markets	Online
6 Oct	International growth: learn from those who have gone before	Online
20 Oct	World business rankings demonstrate need for improvement for NZ	Online
27 Oct	Failing big trade deals not necessarily the end of globalisation	Online
3 Nov	Look to Amazon for some lessons in India	Online
10 Nov	Dynamics of growth in Asia	Online

OTHER COMMENTARIES

The Chair also made other commentaries upon invitation.

DATE	COMMENTARY AND WHERE PUBLISHED
14 Mar	Interview: NZ businesses to better capitalise on the growing market of Asians in NZ and that China's capital controls can't tighten much more so the money will keep rolling out www.interest.co.nz/understanding-china
18 Mar	INZBC focuses on national presence: Wellington chapter launched <i>India Weekender</i> and www.scoop.co.nz
23 May	Commentary: Experts call for overhaul of the OIO, saying the non-economic incentives NZ accepts makes us look like a developing country and the cumbersome application process puts off foreign investors www.interest.co.nz/business
28 May	Interview: The Government's bid to use foreign investors to plug NZ's hotel shortage, and claims those doing business with China should expect to be hacked online www.interest.co.nz/business
30 May	Commentary: One of the biggest trends in China is slowing down—and it's a bad sign for the economy' www.businessinsider.com/r-for-many-chinese-migrants-the-lure-of-the-city-is-fading-2016-5?IR=T (Reuters)
11 Jul	Commentary: Expert thinks the "One Belt One Road" will bring New Zealand new opportunities (in Chinese) http://news.xinhuanet.com/world/2016-07/11/c_1119200999.htm (XinhuaNet, Xinhua News Agency)
12 Aug	Interview: China is using Zespri to signal to the world it's becoming bigger on quality rather than quantity, says an Asia NZ professor www.interest.co.nz/busines
18 Aug	Commentary: China's One Belt One Road may offer best avenue for NZ trade talks, academic says' www.nbr.co.nz/article/chinas-one-belt-one-road-may-offer-best-avenue-nz-trade-talks-academic-says-b-193113 (National Business Review, 18 August) http://business.scoop.co.nz/2016/08/18/chinas-one-belt-one-road-may-offer-best-avenue/ (Scoop Business)
3 Sep	Commentary: Samsung recalls phone after battery explosions www.newstalkzb.co.nz/news/business/samsung-recalls-phone-after-battery-explosions/ (<i>NZ Herald Business</i>)
22 Oct	Interview: On accusations Bill English is bowing to Chinese interests and the Philippines' 'dramatic' separation from the US www.interest.co.nz/business
Oct	Article: Southeast Asia set to sustain the growth of NZ dairy exports <i>NZMP Perspective</i> , October 2016, pp.7–8
28 Nov	Commentary: NZ-China Free Trade Upgrade Radio New Zealand

International engagements and recognition

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

APPOINTMENT AS SENIOR EDITOR

Journal of World Business (September 2014–September 2017)

The *Journal of World Business* (JWB) is a premier journal in the field of international business and dates from 1965 when it was founded as the *Columbia Journal of World Business*. The JWB publishes cutting-edge research that reflects important developments in the global business environment and advances new theoretical directions and ways of thinking about global phenomena. The JWB especially encourages submissions that break new ground or demonstrate novel or counterintuitive findings in relation to established theories or assumptions. It welcomes a variety of conceptual and theoretical traditions, including those drawn from allied social and behavioural sciences. Although the JWB's primary readers are scholars and researchers, it

values contributions that explore and explicate implications for global enterprises and their managers, as well as consequences for public policy and the broader role of business in society. The Chair assumes the senior editor role that covers the broad areas of strategy, institutions and research design. The senior editor is assigned about 50 paper submissions a year by the JWB to oversee the process of considering them for publication. This includes an initial screening of the papers, rejecting papers that are not suitable with a letter to authors, sending appropriate papers to two to three reviewers identified through a search process and overseeing the two to three rounds of review with the authors and reviewers.

EDITORIAL BOARDS

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

DURATION AS EDITORIAL BOARD MEMBER	JOURNAL
2006–	<i>International Journal of Chinese Culture and Management</i>
2008–	<i>International Journal of Asian Business and Information Management</i>
2008–	<i>Long Range Planning</i>
2010–	<i>Journal of Management & Organization</i>
2012–*	<i>De Gruyter Open journals**</i>
2013–	<i>Asia-Pacific Journal of Human Resources</i>
2013–	<i>International Journal of Management–Theory and Application</i>
2014–2017***	<i>Journal of World Business</i>
2015–*	<i>Business and Management Video Collection, Sage Publications</i>

* Editorial advisory board

** In the fields of management, business and finance

*** Senior editor/editorial review board member

EXTERNAL ASSESSOR APPOINTMENT

In 2013, the Chair was a visiting professor at the University of Malaya. The visit involved giving seminars and academic advice on publications to staff. In 2014, the University formally appointed the Chair to be an external assessor for its promotion process for three years. This will involve assessing the credentials of candidates who are applying for promotion to associate professor and professor.

INTERNATIONAL COMMUNITY ENGAGEMENTS

The chair also undertook the following international community engagements during 2016:

- Visiting Professor at Lanzhou University
- Academic Lead for North Asia in University participation in the Centre for Asia–Pacific Excellence (CAPE) Initiative (2016–2017)
- Member of the steering committee for the University’s academic distinctive theme Enabling our Asia-Pacific Trading Nation (2016)
- Hosting academic delegations from the University of International Business and Economics (May and December 2016)
- Hosting Distinguished Professor Masaaki ‘Mike’ Kotabe, Washburn Chair Professor of International Business and Marketing from Temple University, Philadelphia, United States of America (March 2016)
- Hosting Visiting Professor Forrest Zhilin Yang from City University of Hong Kong (November 2016)

Research team



ASHLEY ANGUS

Ashley has completed a Bachelor of Commerce with Honours at Victoria. He worked on a collaborative project between Victoria and NZTE to produce published guides for New Zealand SMEs looking to win government business overseas. His research looked at how government practices for public procurement occur in Hong Kong, Japan and Taiwan. This included market analysis, interviews with representatives from across the New Zealand public sector and research of our free trade agreements, foreign government policies and the performance of our exporting SMEs.



CAMILLE COCHRANE

Camille has completed a Bachelor of Commerce at Victoria, majoring in International Business and Marketing, and has begun Honours study in International Business. She is currently researching managerial understanding of collaboration and collaborative dynamics as well as collaboration in the supply chain, with special focus on logistics and freight.



KATELYNN FULLER

Katelynn has completed a Bachelor of Commerce, majoring in Marketing and Psychology at Victoria and has begun her Honours degree in Marketing. Her Summer Research Scholarship examined how managers, as factors of organisations, may experience cognitive biases in their decision to engage in acquisitions and alliances. Her research focused on the extent to which reference group categorisation will affect risk preference, competitive blind spots and overconfidence in assessing acquisition and alliance needs, options and decisions.



TESSA HOFFMAN

Tessa has recently completed a Bachelor of Commerce in Marketing and Media Studies and has begun her Master of Commerce in Marketing. She is currently researching the effect of scarcity on multichannel consumer behaviour, with a focus on online channels and device choice. Her other research interests include sustainability, retailing and communications.



NAGHMEH KARGOZAR

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



OLIVIA NELSON

Olivia has a Bachelor of Commerce in International Business, Marketing and Commercial Law and a Bachelor of Commerce with Honours in International Business. Olivia's research interests include international business strategy, intellectual property protection and branding strategy. She is currently involved in a research project that examines how to create and sustain niche branding in large Asian markets.



CASSANDRA ONG

Cassandra recently completed a Bachelor of Commerce in Marketing and Management and has begun a Master of Commerce in Management. Her research interests are in business strategy, critical management studies and organisational ethics. Her Summer Research Scholarship project focused on the interplay between competition and collaboration.

Supervision

PhD: Sraha, Gloria, 'Export performance of Ghanaian firms in the agricultural, handicraft and manufacturing industries' (administration supervisor) (April 2016)

PhD: Chugh, Richa, 'The influence of the psychological contract on exporter-distributor relationships and export venture performance' (administration supervisor) (May 2016)

PhD: Nguyen, Thao, 'Escaping the exploitation trap of power-disadvantaged firms in asymmetric networks: A study of Vietnamese contract manufacturing exporters in buyer-driven global value chains' (administration supervisor) (November 2016)

PhD: Kargozar, Naghmeh, 'Institutional distance and MNEs' governance mode: The role of vicarious and experiential learning' (expected completion August 2017)

PhD: Ahmed, Umar, 'Defying isomorphism: The role of institutionally similar learning and upper echelons' (expected completion February 2018) (Victoria University of Wellington Doctoral Scholarship)

Master of Commerce: Kennedy, Ollie, 'When does expenditure exceed value: A study into target firm determinants of acquisition premiums from a signalling theory perspective' (30-point project) (co-supervisor) (June 2016)

Master of Commerce: Mo, Xiaoxin, 'Normative institution and its effects on acquisitions and alliances' (expected completion February 2017)

Master of Commerce: Cochrane, Camille, 'The imitation of market entry modes: The influence of culture' (expected completion May 2017)

Master of Innovation and Commercialisation: Dowd, Paul, 'Market identification and product development for back pain sufferers to benefit most from the Lifbak system' (expected completion November 2016)

Bachelor of Commerce with Honours: Fitzpatrick, Megan, 'China's service sector growth: The relationship with China-New Zealand bilateral trade and investment' (October 2016)

Looking ahead

Looking ahead to 2017, it is expected that some of the research projects will move on to the next stages in the research pipeline. These projects are in different stages at the moment and relate to international branding, international political connections, foreign competition and international acquisitions and alliances. The target journals for the findings of these research projects will be the *Strategic Management Journal*, *Journal of Management*, *Journal of Management Studies*, *Journal of Marketing*, *Journal of International Business Studies*, *Global Strategy Journal* and *Journal of World Business*.

The contributions to both the Understanding China column (at www.interest.co.nz) and the Fairfax Media Business column will continue on a weekly basis for 2017 with the number of contributions anticipated to be around 80 articles. Ad hoc media articles will also happen throughout the year. Requests for commentaries from various media outlets will be met.

Upon popular demand, the Chair will again be delivering the Master of Business Administration International Business course, which will commence in March. It is expected to give managers greater understanding on how they can engage Asia and more broadly international business.

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

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

Internally, the Chair will seek to contribute to the University's advancement in the Asia-Pacific space (for example, as academic lead for Victoria's North Asia bid for the Centre for Asia-Pacific Excellence and committee member of Victoria's Enabling Asia Pacific Trading Nation strategic theme), as well as enabling and engaging with other parts of the University and within the Business School.

In all, the Chair seeks to establish in 2017 even greater presence in all the arenas discussed, and to push more agendas enabling New Zealand organisations doing business in Asia and engaging with Asian organisations.