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BOOKLET OF ABSTRACTS

CCBC 2022

CROSS-CULTURAL BUSINESS CONFERENCE 2022

May 12th - May 13th, 2022

School of Business and Management, Steyr Campus

Intercultural or International Perspectives in

- » Global Business and Export Management
- » Marketing, Sales and Service Management
- » Higher Education Research, Teaching and Learning
- » Human Resource Management

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Cross-Cultural Business Conference 2022

Thursday, 12th and Friday, 13th May 2022

Sessions

Intercultural or International Perspectives in Global Business and Export Management

Intercultural or International Perspectives in Marketing, Sales and Service Management

Intercultural or International Perspectives in Higher Education Research, Teaching and Learning

Intercultural or International Perspectives in Human Resource Management

Editors

Margarethe Überwimmer

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PREFACE

In the times of the COVID-19 crisis and the Ukraine war, the megatrends of globalization and digitalization have to be newly interpreted and the challenges in global business are enormous for everyone, although there are also winners of the crisis. Above all, cross-cultural and economic topics are increasingly becoming the centre of attention in a variety of business and research areas. Therefore, it is crucial for both researchers and practitioners to continuously enhance and share their knowledge of their particular research areas. The objective is to support both the economy and academia in establishing international cooperation.

In order to give researchers a platform to discuss and publish their findings, the research group Global Business Management at the University of Applied Sciences Upper Austria, Campus Steyr is hosting the 11th Cross-Cultural Business Conference. The special conditions as a response to the current challenges presented by the COVID-19 virus illustrate the importance of adapting to current trends, especially in digitalization and new forms of internationalization. The CCBC has become a symbol of international networking in the scientific community over the last few years. In order to facilitate this networking process, we are aware that unfortunately some of our international colleagues and friends are not able to join this year's conference.

The research group Global Business Management at the University of Applied Sciences Upper Austria, Campus Steyr performs research activities for the study programmes Global Sales and Marketing, addressing cross-cultural topics in an innovative global business setting. The 11th Cross-Cultural Business Conference serves as a platform for research and teaching co-operation in this specific field. Therefore, the CCBC 2022 sets out to deal with intercultural or international perspectives in:

- Global Business and Export Management
- Marketing, Sales and Service Management
- Higher Education Research, Teaching and Learning
- Human Resource Management


We would like to thank all conference participants for their valuable contributions. The willingness of all parties involved to overcome the current challenges enabled us to host this conference in Steyr despite the difficult situation.

We hope the conference and the successful cooperation under these particularly challenging circumstances will further strengthen our international partnerships and networks and serve as a platform for further research cooperation.


Sincerely,
The Cross-Cultural Business Conference Team




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University President



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Opening Keynote:
**“Leadership Competencies in International, Complex
and Highly Connected Environments”**

Monica López-Sieben

Dean at CETYS Graduate School of Business (Mexico)

Dr. Monica López-Sieben is the Dean of the CETYS Graduate School of Business in Mexicali, Mexico and Professor of Business Organization and Leadership. She earned her PhD in Business Organization at the Technical University of Valencia (Spain). As background she is a Computer Engineer and has a Master’s Degree in Business Administration from the Technical University of Valencia (Spain).

Dr. López-Sieben has been involved in developing graduate studies and executive education in higher education institutions for 30 years and has worked as a consultant for management teams in companies in more than ten countries in Latin America and Europe. Mónica López- Sieben focuses on people. Participating in projects and activities, she has led multifunctional teams with a clear orientation towards results. She believes in the strategic value that the new paradigms of education have in the process of social change, which our complex environment needs to respond to global trends. Using an innovative teaching style, Dr. López-Sieben has given numerous presentations on both sides of the Atlantic in which she invites the audience to avoid conventional thinking and to consider new ways of facing up to the future.



Closing Keynote:

“Getting the Mix right: Professional Competencies in a Post-Pandemic World”

Richard Griffith

Executive Director at The Institute for Culture, Collaboration, and Management, Florida Institute of Technology (USA)

Dr. Richard Griffith is the Executive Director of The Institute for Culture, Collaboration, and Management at the Florida Institute of Technology, a partner in the Erasmus Mundus Work and Organizational Psychology consortium. Dr. Griffith provides more than 25 years of expertise in talent management research and consulting. He is the author of over 150 publications, presentations, and book chapters and has conducted funded research for the Department of Defense examining the assessment and development of cross-cultural competence.

Dr. Griffith is the founder of the Ph.D. program at Florida Tech, including the international concentration, the first in the U.S. In addition, he is the editor of the books *Internationalizing the Organizational Psychology Curriculum*, *Critical Issues in Cross Cultural Management*, and *Leading Global Teams*. He has served as a guest editor of the journals *Human Performance*, the *International Journal of Cross Cultural Management*, *Military Psychology*, *Organizational Development* and as associate editor of the *European Journal of Psychological Assessment*. He has been recognized as a Fellow by the International Association of Applied Psychology (IAAP), the Society for Industrial Organizational Psychology (SIOP), and as a Senior Research Fellow by the Army Research Institute. His work has been featured in *Time* magazine and *The Wall Street Journal*.



Session A

Intercultural or
International
Perspectives in
Global Business and
Export Management

A Comparative Study of Carbon labeling Policy and Application*

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ABSTRACT

For coping with the consumers' awareness increase and scientific progress in climate change, more countries have been taking measures to decarbonize and actively enhance their adaptation ability. Among multiple instruments, carbon labeling effectively satisfies consumers' needs and motivates enterprises to mitigate greenhouse gas emissions. However, there are still some different views, including the immaturity of the Life Cycle Assessment (LCA) method and the possible increase in social inequity. This paper focuses on different countries implementing carbon labeling systems. It compares the institutions, evaluation methods, standards, etc., and sorts out the government, enterprises, and consumers' roles in implementing carbon labels from the time and space scales in providing strategic suggestions for the implementation of carbon labels in the future. The paper revealed that: (1) Most countries implementing carbon labeling systems are developed countries, few are developing countries, and there are significant differences in policies and applications in different countries. (2) There are technical barriers to promoting carbon labels, such as the diversification of carbon footprint accounting standards, the disunity of life cycle accounting boundaries, the availability and stability of data, and the variety of carbon labels. (3) In practice, the degree of support from consumers, enterprises, and governments for carbon labeling systems affects the implementation of carbon labeling systems.

Keywords: carbon label; policy and application; strengths and weaknesses; comparison

* Acknowledgement: This paper was supported by the Chinese national social science funding project, A study of china's carbon trading mechanism optimization-from political economics perspective (17BJL23)

Developing Management Students' Cultural Intelligence through Collaborative International Online Learning

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ABSTRACT

Collaborative Online International Learning (COIL) is a pedagogical model that offers a teaching and learning paradigm often employed to develop cross-cultural awareness (Suarez & Haduch 2020). In the face of travel restrictions, whether financial or COVID-19 related, COIL offers a viable alternative for academic institutions seeking to internationalize their curriculum without the need for physical travel. The question our study seeks to address is: Does COIL afford students an opportunity to develop their cultural intelligence without physical travel? Using an experimental design, we test this question with a group of university students from a University in Taiwan and a University in the Southeastern United States, enrolled in an International Human Resource Management course that included a nine-week COIL project. Findings show that participating in the COIL course contributed to students' metacognitive, cognitive and behavioral cultural intelligence. This serves to demonstrate the benefit of embedding COIL assignments in university courses in order to internationalize the curriculum without physical travel. This is especially relevant given travel restrictions driven by the COVID-19 pandemic. However, COIL also offers a solution for students who cannot travel for financial reasons or apprehension regarding the risks involved (Rubin 2017), but can still benefit from an opportunity to collaborate across cultures and boost their CQ.

BOOST4BSO: Supporting SMEs In Industry 4.0 Implementation Actions

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ABSTRACT

Of 300 words:

Digitalization poses an attractive opportunity for businesses worldwide to increase internal efficiency, intensify customer communication and interaction or even to access new markets. However, Small and Medium-sized Enterprises (SMEs) often lack the required expert knowledge, financial resources and time to make these transformations happen. This is why Business Support Organizations (BSOs) frequently need to support companies in this venture. The Interreg project BOOST4BSO focuses on increasing the knowledge exchange among Central European BSOs in order to optimize the support offered to SMEs in the field of Industry 4.0. Starting with the creation of a knowledge exchange platform, followed by the conceptualization of a knowledge distribution mechanism, selected SMEs are currently being assessed and supported in so-called “pilot actions” to create ideas and implement changes in the context of digitalization and Industry 4.0. First preliminary findings have already been derived from the initial steps of the ongoing pilot actions which seem to be valid across industries and application cases.

Developing an Entrepreneurial Self-Leadership and Mindfulness-based Course in International Collaboration

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2: University of Liechtenstein

3: University of Dubrovnik, Croatia

ABSTRACT

Nascent entrepreneurs face ambiguous demands and unique challenges. They require novel and specific skills to address the continuously changing environment successfully. Mindfulness can serve as a means to enhance self-leadership skills, and thereafter, entrepreneurial skills. This study is occupied with the development of a training program manual designed to improve the entrepreneurial mindset and skills of high school and university students via the use of mindfulness-based self-leadership methods. The manual will be tested with the focus groups of enrolled students and pupils in Albania, Croatia, Finland, and Liechtenstein. Based on the results, a digital course will be constructed. The first module of the course covers self-awareness; the second module focuses on goal setting; and during the third module, a business plan is constructed. The third module also provides exercises to address obstacles such as intrusive thoughts or impedimental emotions. The fourth module teaches revision and reflection of accomplishments as well as forming habits to reach goals and implementing systems to manage tasks. The final module covers understanding others, their opinions, and different ways of thinking to empower students to build relationships and connections. Thus, a path from self-awareness to leadership is established. The training manual resulting from the project's implementation will enable access to specialized education and knowledge to a wide audience.

Research on Influencing Factors of corporate social responsibility information disclosure: semi-structural literature review based on visual analysis*

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ABSTRACT

In the last decade, the influencing factors of corporate social responsibility information disclosure have been discussed from different perspectives. Although some scholars made a comprehensive comparison between developed and developing countries, it is limited to the comparison and analysis of literature in English only. To fully compare and synthesize the research in recent ten years, this paper uses CiteSpace software to make the meta-analysis for literature both in English and Chinese. Chinese scholars' research gradually increased in the last decade not only in Chinese but also in English. By using the meta-analysis, this paper will take the literature on the influencing factors of corporate social responsibility information disclosure that are included in the CNKI (China national knowledge infrastructure) Database and Web of Science Core Collection Database from 2009 to 2021. meantime It will then summarize the distribution of the Chinese and English academic journals, the main research institutions, the prolific authors, and the hotspots of research orientations in the research field above, and also analyzes the current research hotspots and trends. Based on the thorough analysis, this paper will finally conclude the findings into a theoretical framework that will provide a comprehensive idea to understand the relationship among the influential factors, information disclosure of CSR, and CSR performance.

* Acknowledgement: This paper was supported by the Chinese national social science funding project, A study of china's carbon trading mechanism optimization-from political economics perspective (17BJL23)

A qualitative study on sustainable marketing and strategy applied to creation of value according to SDG's 2030

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ABSTRACT

The main purpose of this research is to highlight the role of sustainable marketing and strategy as business disciplines, oriented to develop solid strategies aimed at meeting the corporate objectives and the Sustainable Development Goals (SDGs) 2030 of the United Nations. This work, in its initial stages, is focusing on documenting the experiences of entrepreneurs and organizations from various industries in Baja California, Mexico, such as medical, maquila, transportation, electronics, electro domestics, restaurants, quality, entrepreneurship, among other relevant local industries. With this, it can be implied that sustainable precepts, according to SDGs 2030, are a parameter of certainty that companies and the private sector can take advantage to rethink their traditional objectives and generate strategies focused on sustainable development. And it is in this balance where the efforts of those companies defined or conceptualized as sustainable are mainly concentrated. To visualize how the companies participating in the study plan to integrate their objectives and strategies into the 2030 Sustainable Development Goals (UN), a qualitative study (focus group session) with 11 participants of different industries and corporate concepts is presented with its results. Participants are part of an academic course (Sustainable Business), which is aimed to improve conscience and value of sustainable precepts applied to business. The main results of the focus group establish the testimony of participants, who enhance the strategic planning elements of their companies and their business objectives that can be matched with the United Nations (UN) SDGs 2030. Also, results show the application of these objectives to create innovative strategies of business and marketing with a sustainable approach and orientation.

Managers' Role in Innovations

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ABSTRACT

At a Harvard Business School colloquium on “Creativity, Entrepreneurship, and Organizations of the Future”, practitioners discussed the important question, “Can creativity and innovation be managed?” It also appears from current literature that there are critical views on whether and what traditional management approaches contribute to creativity and innovation in business, especially when SMEs are concerned.

This paper aims to discuss the main ideas within the field of innovation management, with a focus on the managers’ role. The presented literature research will serve as a basis for further elaborations and qualitative interviews, including existing evidence of innovation management and leadership theory research.

The results of the literature review point out several hindering and supporting factors for successful innovation management in general and end up with considerations about the special role of SME managers in innovations. It was found, among other aspects, that personal characteristics of managers, a fostering context and business culture, and the involvement of employees at all levels of the company are influential. Innovation leadership (as compared to innovation management) and its enabling, empowering character is shown to better foster innovations. The paper concludes by giving an outlook on further research recommendations in this field.

Global Carbon Pricing Mechanism Development : A Review

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ABSTRACT

Carbon pricing is the general term for putting a “value” on reducing carbon emission by putting a “price” on it. Carbon pricing internalizes the externalities by covering the cost of the damages from emissions in the production and consumption of a good or service. The carbon price provides a financial incentive for reducing CO₂ and other greenhouse gas emissions. There are two major carbon pricing mechanisms applied – carbon tax and carbon trade. Different pricing measures have distinctive strengths and weaknesses, and this requires policy interventions in real market situations. However, it is clear that potential of carbon pricing is still largely untapped, with most carbon prices below the levels needed to drive significant decarbonization.

This paper sort out the development of research and practice of the global carbon pricing mechanism, by using semi-systematic literature review combining meta-analysis and qualitative study. Both the literature in English and Chinese region will be collected and analyzed. By the thorough analysis, this paper summarizes the research on carbon pricing mechanism into the following aspects: the connotation and driving mechanism of carbon pricing, the status quo and trend of carbon pricing mechanism, and the impact of carbon pricing mechanism. It is found that mastering the basic characteristics of carbon pricing changes can help the government make correct decisions, maintain the effective operation of carbon market, and better serve the low-carbon economic development of countries and regions in the world.

Keywords: Carbon pricing, carbon tax, carbon trading, meta-analysis, literature review

The Taiwan Banking Sector – The Impact of Liberalization and Macro Economic Factors: An Empirical Study of Taiwan

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ABSTRACT

National culture is a well-researched and significantly impactful factor as nations transition from developing to emerging to fully developed status. Adam Smith set forth the idea that certain “norms” were required for capitalism to grow, and subsequent research has indicated that cultural factors are significant in both bilateral trade and the participation in stock markets. While many factors significantly influence the internationalization of currency, perhaps none is more important than financial liberalization. This paper investigates the process of liberalization of Taiwan’s banking sector since the Asian financial crisis in 1997. The steps undertaken by the country are reviewed and what foreign banks may offer in terms of increasing competitiveness amidst the domestic banks is examined. The effects of liberalization are analyzed by developing a model and tested by an empirical framework. Lessons are drawn for other markets currently engaged in efforts of liberalization of their financial services industry.

Why are intercultural skills and their development still not considered as gamechangers in the professional world?

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ABSTRACT

Intercultural competences are gaining an increased importance in today's business environment as international, highly qualified workers close the shortage of skilled workers. It is not only necessary to train one's employees accordingly to develop a competitive advantage on the global market, but also ever-changing technology and the digital transformation require new ways of working. This paper is focusing on the importance of intercultural competence as such, as well as the connectivity between intercultural competences and trainings and the impact in real business environments. Additionally, it emphasizes the opportunities organizations could gain when investing more in intercultural competences of their employees. The research is based on literature analysis and later in-depth interviews will be conducted with companies, schools and universities in Upper Austria and in Vysočina in the Czech Republic.

Session B

Intercultural or
International
Perspectives in
Marketing, Sales and
Service Management

Diffusion and (mis)perception of internet trust marks in Germany and Italy – a comparative empirical analysis

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ABSTRACT

Trust marks for online shops have been subject to intense research ever since their introduction in the USA in 1997. The vast majority of empirical research has its focus on national trust marks schemes, which come from a selected country – mainly the USA. Comparative studies about trust mark schemes from various countries and in particular cross-cultural comparative studies operating in more than one country are rare or not existent. This paper addresses this research gap by comparing the diffusion and perception of the most important trust marks in Germany and Italy. Two of the examined trust mark schemes (Trusted Shops and Ecommerce Europe) are operated in both countries.

The analysis was carried out with the help of an empirical study executed in both countries. A total of 598 online shoppers (381 in Germany, 217 in Italy) were surveyed with an identical questionnaire and a website analysis of the most frequented online shops in Germany and Italy was performed.

The results show significant differences regarding the diffusion and the recognition of trust marks by the study participants. Both diffusion and recognition were higher in Germany, including the schemes operated in both countries. At the same time, the study revealed great similarities regarding the (mis-)perception of the content of the analyzed trust mark schemes. In both countries, online shoppers showed an inadequate understanding of such certification, which means that trust marks currently do not fulfill their purpose, namely the generation of justified trust. The major implication for researchers and practitioners clearly lies in the development of measures to improve the correct perception of trust mark schemes. The authors' proposal is comprised of a new mindset for the development of trust mark schemes, using an outside-in approach instead of the prevailing inside-out approach.

Building-as-a-Service: The Opportunities of Service-Dominant Logic for Construction

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ABSTRACT

Construction as one of the largest industries worldwide is not necessarily a frontrunner in the application of digital technologies, tools, procedures, and processes. This has been demonstrated in innumerable reports and scholarly work. The industry has a reputation for delivering projects late, over budget and with improvable quality; all of this combined with a certain digital ignorance. Moreover, it is known for having a Goods-Dominant Logic, which is focused on distribution and management of tangible units of output. This is combined with Taylorism resulting in separation of the role of managing the work from the actual execution of work. The planning and erection of a building is cross-cultural, cross-country project setting due to the diverse nature of the industry and its globalised value chain.

Building Information Modelling (BIM), a three-dimensional representation of information including its corresponding management in asset's life cycle is considered as one of the enablers for the digital future of construction. However, the development of service-dominant logic within the construction industry has not kept pace with technological and technical possibilities or is not discernible. This is based on a very traditional approach of money for goods which in this case means money for planned and built assets. Service as a unit of exchange is very rarely considered in the sector. As has been shown in other sectors, this can lead to further (more profitable) business models and further increases in efficiency and effectiveness.

The aim of the paper is to show the opportunities that exist if buildings are not considered as amalgamation of materials and goods but as a service model. The paper shows what Service-Dominant Logic (SDL) in combination with BIM could offer to the industry and discusses the term Building-as-a-Service (BaaS) from an SDL perspective.

The role of the theory of planned behavior in cause-related lottery systems: A cross-cultural study

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ABSTRACT

Cause-related marketing provides the commercial link between a charity and a business for mutual benefit, namely a win for business, a win for the cause or charity, and a win for the consumer. One element of cause-related marketing is “cause-related lottery” (CRL) which is governed and administered by the state with proper rules, regulations, and due transparency to fund significant state projects or for important causes. In this study, by applying the Theory of Planned Behavior, the attitude, intention, and buying behavior of CRL consumers are researched in two emerging economies of India and Russia. This paper presents the underlying theory and the research setup. Later, it is planned to collect data from Indian and Russian respondents and to analyze using structural equation modeling. Respondents’ attitudes towards CRL, subjective norms, behavioral control, and buying intention will be investigated. This study would offer some compelling implications for policymakers of both the countries, India and Russia, that could be used to encourage the society to invest in CRL and help developing societies to create more funding for different pressing issues in the economy. It will also give insight to policymakers of both the countries to come out with regulation of CRL to make the process transparent for all the stakeholders to have the credibility of CRL.

Insight Into Biases When Measuring Socioeconomics And Demographics Of Consumers Patronizing Retailing Fashion Design Entrepreneurs: Germany's Perspective Vs South African Requirements

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ABSTRACT

With an increasingly globalised market, it has become more pivotal to provide cross-cultural analytics of the different markets conducting international business. Thus, this paper aims to study demographic and socioeconomic variables inherent when conducting a cross-cultural analysis of consumer needs when patronising retailing fashion design entrepreneurs in Germany and South Africa. The primary problem was identified when the research team tried to match German and South African demographics and socioeconomic variables. A discrepancy in variables was recognised, delaying an appropriate cross-cultural analysis. Currently, fashion design entrepreneurs are becoming increasingly interested in the global market. Consequently, this research intends to provide information about consumer differences between one of the Southern African economies and one of the central European economies. Hence, this paper recognises that it does not need to compare “apples with apples” but instead acknowledges that cross-cultural analytics are still possible in different societies if similarities are not forced but rather acknowledged and appropriately managed. As a result, the diverse demographic and socioeconomic variables identified when conducting a cross-cultural analysis between German and South African consumers patronising fashion design entrepreneurs were scrutinised, and necessary recommendations were provided. Accordingly, the main question interrogated in this paper is that of demographic and socioeconomic differences between Germany and South Africa. Secondly, the question related to how bias can be avoided when comparing demographic and socioeconomic variables between Germany and South Africa is studied. Finally, the question connected to German consumers' characteristics and levels of patronage towards retailing fashion design entrepreneurs was addressed. The empirical data was collected through quantitative measures, through a survey and from 469 respondents in Germany. The findings indicated that construct, method and item biases all needed to be carefully considered for a cross-cultural analysis between Germany and South Africa. Secondly, the results revealed that the profile of consumers patronising retailing fashion design entrepreneurs in Germany as highly educated millennial females with an upper-middle-income living in metropolitan areas with no children. Finally, it was found that just over 10% of the population patronised retailing fashion design entrepreneurs in Germany.

Keywords: Biases, Cross-Cultural, Retailing, Fashion Designers, Entrepreneurship, Germany, South Africa

Session C

Intercultural or
International
Perspectives in
Higher Education
Research, Teaching
and Learning

Cross-Cultural Podcasts: How creating interview podcasts increases intercultural sensitivity

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ABSTRACT

Increasing intercultural sensitivity is a complex endeavour, especially in higher education. Students in Higher Education Institutions (HEI) traditionally grasp themes like determinants of culture, managing cultural change, and cultural diversity by reading textbooks and attending lectures. Missing practical cross-cultural experiences caused by a passive interaction with learning material hinders the development of a deeper understanding of critical aspects of cross-cultural business.

This research aims to outline how lecturers in HEI can increase their students' intercultural sensitivity by allowing them to create their own digital media in the form of an interview podcast with international partners from over ten different countries. 70 mechanical engineering students' part of a cross-cultural management class created 26 podcasts from April 2021 to September 2021. Afterwards, we conducted interviews with these students to evaluate the process of creating podcasts in HEI.

Creating podcasts in the context of cross-cultural business allows students to develop (1) a high level of self-reflection of personal and foreign cultures, (2) an increased openness to explore cultural differences and (3) a deeper understanding of the relevance of intercultural sensitivity in today's business world. Our students had to (1) use a variety of digital tools like audio editing and cloud-based video conferencing services, (2) systematically research digital and analogue media resources like videos and academic papers, and (3) interview international partners with a prepared question guideline. As a result, creating a podcast guarantees hands-on experience for students. It addresses valuable aspects of learning, such as resolving misconceptions about cross-cultural concepts through verification with their interview partners. Our research goal in this paper is to elaborate on our teaching concept and discuss our lessons learned to derive strategies for lecturers to use podcasts in teaching intercultural sensitivity in Higher Education Institutions.

Academic Difficulties, Wrong Choice Of Study Programme Or A Lacking Sense Of Belonging? - Reinvestigating The Reasons For Early Dropout

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ABSTRACT

What leads beginner students to break off their higher education experience and drop out? Based on Vincent Tinto's seminal analysis of student departure, the following study identified three main reasons for early dropout: (1) the wrong choice of study programme, (2) academic difficulties and (3) the "failure to become or remain incorporated in the intellectual and social life of the [higher education] institution" (Tinto 1993). Feeling out of place, having little to no contact with other students or just difficulties in finding one's way in the new, often anonymous university environment can make it hard to start out and succeed in higher education.

Using a survey developed within the international ENTRANTS project that investigates beginner students' sense of belonging in detail (habitus issues, relationship to students and teachers, motivation, anonymity, family support etc.) while also gauging the other two reasons (ability to follow content, satisfaction with chosen study programme/discipline etc.), the following study tests Tinto's model at one university and arrives at surprising results. It can show for this specific institutional case which aspects of Tinto's model weigh most strongly on the dropout-decision and for which groups of students.

The study is thus able to delineate clear-cut recommendations to counteract and prevent early dropout and to focus support in the areas and to student groups that need it.

Measuring Intercultural Competence: lessons from a pilot project

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ABSTRACT

There is an agreement among scholars that we need to prepare students to be ready-for-life, as well as the agreement that the future might be characterized by, broadly defined, diversity. Although the benefits of diversity are numerous and praised, there is also an understanding that diversity on its own does not necessarily mean that these benefits will be realized. Working (and living) in a culturally diverse environment poses a challenge and requires skills and mindset to overcome obstacles and reap the benefits. It is no surprise that the global contemporary business world induces discussion on globally competent employees. But employees of tomorrow are today's students, and therefore, to prepare them for culturally diverse workspaces, the question of intercultural competence and its development during studies becomes relevant. Future employees are to work with a diverse group of stakeholders outside the organization (customers, clients, intermediaries, partners) and to work in a diverse team of colleagues inside their organizations. The internationalization of HEI created an environment that offers opportunities to engage in cross-cultural contacts and advance cross-cultural competence.

The aim of this paper is to contribute to the debate about advancing and measuring intercultural competence by presenting findings from a pilot study. We conducted 45 interviews on internationalization and diversity in a HEI from the multistakeholder perspective (management, teachers, staff, students) across four schools belonging to a university in southern Sweden. Parallely, we assessed the intercultural competence of different student groups using Ang's Cultural Intelligence Scale collecting 177 responses in the process. We will present our experience from the project, initial findings and share a suggestion for a practice that can serve as an alternative to measuring intercultural competence.

The Potential of Critical Incidents - A Cross-Cultural Comparison

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ABSTRACT

This cross-border contribution seeks to shed light on potential answers and solutions for selected critical incidents (CI) happening to tertiary students during social encounters in various settings. For these purposes, two well-defined CIs were chosen that allow for a wide range of possible interpretations. Against the background of the international Erasmus+ project entitled 'Critical Incidents in Intercultural Communication and Promoting Diversity' five project partner countries, namely Czechia, Finland, Germany, Italy, and Austria have participated in this exploratory study to identify how the respective societal sample may interpret the critical incidents at hand and how they affect their personal and professional growth. At each partner institution, a purposive sample consisting of 33 student participants was asked to elaborate on the CIs and provide possible answers and further introspection of their train of thought. In a second step, a thematic analysis was conducted to allow for the extraction of subthemes and the creation of a thematic map. The findings were then sketched in line with specific cultural theories to verify if prevalent and hard-wired assumptions are still valid at a generation of young born into a globally interconnected world. This is all the more relevant in view of the dynamic VUCA world where volatile, uncertain, complex and ambiguous situations dominate our digitalized and globalized knowledge society. To account for these complexities, it was sought to not only look at societal cultures as a source of possible interpretations. In addition, it was attempted to also take account of demographic, cognitive, disciplinary, and functional diversity. As such, it was possible to obtain a profound and differentiated picture of potential societal answers that incorporate a broad potpourri of possible explanations of how to approach specific CIs, including their use for didactical purposes.

Developing curricula as part of cross-border Collaboration between Higher Education Institutions (HEI)

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ABSTRACT

Cross-border collaboration between higher education institutions has been examined widely. In this paper, we look at the cross-border collaboration between Finnish and Russian HEIs and, in particular, developing curricula to expand professional competencies to create new international competitive customer-oriented products and services using modern technologies, new models of management, and marketing in the field of culture. Data for the study, on the Finnish side in South Karelia, was collected from November 2019 to April 2020 using a number of different ways from representatives of the companies and organisations operating within the cultural sector, including festivals, museums, cultural spaces, art galleries. On the Russian side, data was collected using a mixed methodology approach during the period from August 2021 to September 2021 in the North-Western Russian region museums, libraries, theatres, and creative spaces. Educational needs identified by the Russian HEI from data available were the changes in consumer practices and work standards, harmonisation of online and offline formats as well as the sustainable development aspects were also taken into consideration when formulating the series of seminars themes. Furthermore, by examining Finnish data, the following topics were identified: new product development, networking and communication in the intercultural context, marketing and utilising digitalisation in cross-border sales activities, as well as crisis management. The content was developed in collaboration with the outsourced experts and the training programme was tested with the focus group by organising an online training programme from September 2020 to September 2021. Feedback from participants of the training programme was collected.

Keywords: cross-border collaboration, curriculum design

Diverse Intercultural Competence Assessments at a Swiss University of Applied Sciences

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ABSTRACT

This exploratory study is a start to approach the development of intercultural competence in a more systematic way. Today different assumptions form the basis of the current measures in place in the learning environment. However, these might not be addressing the needs of the different target audiences efficiently. With the goal to determine training and development measures for students and staff at a Swiss University of Applied Sciences and Arts (UAS) data was collected from November 2020 to October 2021 from different stakeholder groups. The Intercultural Development Inventory® (IDI®), developed and globally validated by M. Hammer and M. Bennet, was used to identify a more targeted approach to intercultural competence development.

180 participants (33 staff members and 147 bachelor students) completed the IDI during the assessment period, with debriefing sessions provided in person for the staff members and online via the IDI student tool for students. This data provided a baseline of mindsets prevalent in both the staff and student groups for which targeted individualized training measures could be developed. While on the whole participants were open and curious to learn more and develop themselves some were taken by surprise with the results and the majority felt comfortable with their developmental orientation.

The IDI instrument was critiqued with regards to the terminology used as it is perceived as judgmental however, through further explanation, participants understood more readily that the assessment is to be seen as the mindset/orientation an individual reverts to on a daily basis. The tool is not a measurement of behavior and should be used as a reflection instrument.

The outcome of the study showed that participants felt this was an interesting assessment and are open to further development. However, staff members felt that the IDI and follow-on measures need to be concretely embedded into the institution's strategy where training and development are concerned. This would lead to credibility with regards to the strategic goal Global Competence Development of all employees.

Global Competence of Teachers in Higher Education Institutions: A Case Study of Novia UAS

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ABSTRACT

In university education it is important to ensure that students possess not only professional skills but also global competence to address challenges described in the UN's 2030 agenda. This is relevant for higher education institutions in Finland. Global competence is related to internationalization of higher education. Based on a Finnish Ministry of Education report on global competence, the Finnish higher education should support conditions to work in international environment and actively use opportunities for Internationalization. The purpose of this paper is to provide information on what global competence means and how teaching skills in global competence can be developed. The focus is on conditions, materials and working methods to support the teaching staff's competence development. The findings suggest that for Novia to develop the teachers' global competence, a new way of working should be developed where native students and exchange students meet regularly in multicultural groups during a joint academic semester given entirely in English. Furthermore, teacher training must be arranged. Mentorship and access to a toolbox of knowledge and best practice of global competence could facilitate teachers in their development. This paper is drawn upon findings of a small-scale research of teaching staff of Novia University of Applied Sciences. Qualitative research in this study is based on the results of working groups at Novia and by interviewing the teachers who have experience in teaching multi-cultural students.

Session D

Intercultural or
International
Perspectives in
Innovation and
Entrepreneurship

Value orientations of students in Austria and Ukraine: Implications for Leadership

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ABSTRACT

The aim of this study is to identify cross-cultural value orientations of individuals in different national cultures. To this end, a survey was conducted in Austria and Ukraine using the Rokeach Values Survey (RVS) (Rokeach 1973). This instrument uses lists of final and instrumental values that respondents must rank. 137 Ukrainian and 49 Austrian individuals participated in the study. Respondents had to rank the importance of terminal and instrumental values. Structures of value orientations were determined and analyzed. The results were examined for differences in the importance of terminal and instrumental values between representatives of the two cultures studied. The value orientations of respondents in Ukraine and Austria show differences related to the cultural characteristics of these groups of respondents. Instrumental values differ significantly more among representatives of different cultures. These structural comparisons make it possible to identify universal values in the national and international environment. From this, recommendations for action were derived for management work both within a culture and in an intercultural context.

Managing Diversity: How does foreignness turn into normality?

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ABSTRACT

The prerequisite for cultural diversity management is intercultural competence. Intercultural competence refers to the capability of individuals to successfully operate in a diversified culture. In this regard, it is necessary to investigate how intercultural competence can facilitate the behaviour of successfully operating in a diversified culture. The purpose of this paper is to develop guidelines for managers on how to cope with diversity and transform the perceived foreignness into normality. In particular, the paper investigates how the process of this transformation takes place and which personality traits are relevant for it. In addition, the paper examines whether the theoretical notion of intercultural competence as a cultural producer shows applicability in practice. We chose a qualitative approach and conducted four expert interviews with managers in international firms working in cross-cultural settings for at least two years. The experts' perceived foreignness and normality are analyzed on the basis of cultural studies. With the qualitative empirical verification of the conceptual development, the work contributes to research and practice. The findings broaden the understanding of intercultural competence and add value to the scientific debate about its concept. By examining the theoretical conception in its applicability, it also contributes to intercultural practice. Four personality traits are identified that are relevant for the transformation of foreignness into normality. These four personality traits are (1) Distinct self-image (2) Low tendency to self-assertion (3) Recognition of cross-collective commonalities and (4) Access to collective thinking. The findings show that developing an understanding of foreign cultural differences is crucial for the transformation towards normality. The expanded understanding specifies the basis for practical applications, on which measures for training and further education of intercultural competence can be built. To produce accurate results, the work combines the experts' assessments of the research objective.

Cultural profile of Ukrainian generation Y: influence of COVID-19

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ABSTRACT

The pandemic of the coronavirus infection COVID-19 caused large-scale socio-economic changes in the world and affected all spheres of society in all countries of the world. The interruption in work activity and the closure of companies and enterprises led to changes in the labor market, an increase in unemployment, and significantly reduced the quality of life of millions of people. Negative labor market trends associated with the economic crisis and the COVID-19 pandemic have led to job losses in many sectors of the economy. An additional factor causing increased stress and the emergence of fears is the uncertainty of the economic situation, the impossibility of planning and building a professional perspective. The inability to predict one's life and influence what is happening, a high degree of uncertainty in the economic situation, cause stress and, as a result, emotional exhaustion, which deprive a person of self-confidence, lead to a sense of instability in life and loss of future prospects. A person's involvement in a negative information space and a long stay in conditions of uncertainty causes a decrease in all types of activity, blocks the desire and ability to find and use even simple ways to overcome difficult situations. This study analyzes how the cultural profile of Ukrainian most economically active generation, generation Y, has changed. The cultural profiles of this generation before the start of the pandemic (2018) and during the pandemic (2020) were compared.

Young Scientists

Graduates present
their research

Virtual Negotiations – The new Way to seal the Deal? A Comparison of virtual B2B Negotiation Developments between Europe and China

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ABSTRACT

Motivation: The outbreak of the global COVID-19 pandemic in the beginning of 2020 forced many global industrial companies to switch their business negotiations from a face-to-face setting to a virtual setting. Board room meetings, pitches and presentations in person were replaced by digital forms of communication and online mediums such as Zoom or Microsoft Teams have become the new standard for most companies nowadays. But even prior to the pandemic, business negotiations occasionally happened to occur online with the aim of eliminating unnecessary business traveling, saving time and money and helping reduce environmental costs. Although virtual negotiations are no longer new to the business world, companies still struggle with the digital setting, especially in the intercultural negotiation world. Social norms such as body language, emotional intelligence and cultural backgrounds can tremendously impact a negotiation and its result. Yet, these behaviors are difficult to be transferred to a virtual world and as a result, intercultural negotiations are even more complex. Thus, this study aimed to develop strategies and managerial implications that global B2B companies in the industrial sector can use to succeed in virtual intercultural negotiations as well as recommendations, which respond to future virtual negotiation developments emerging out of the study. The authors selected Europe and China as the two main areas for investigation as they tremendously differ in culture and hence in negotiation styles. Both Europe and China are considered as economically significant partners for companies across the globe and thus engage increasingly in intercultural and virtual business negotiations with each other.

Methodology: Expert interviews with 30 employees from 19 global industrial B2B companies based in Europe and China were conducted. The data collected provides opinions, insights and best practice examples from individuals who actively negotiate via online mediums and are hence considered as experts in the field of virtual negotiations.

Findings: The proper preparation, an increased communication with negotiation counterparts, the establishment of rules and guidelines as well as offering virtual negotiation training were identified as the key success factors to master virtual negotiations. Conducting pre-meetings before the negotiation, proactive research about the negotiation partners, being reliable and transparent throughout the entire process, connecting with negotiation partners on social media in advance, as well as doing follow ups and being consistent throughout the entire negotiation process are ways of how negotiators can establish trust in a virtual environment. A hybrid model of both virtual and face-to-face negotiations is predicted to become the future way of negotiating. In the mid-to long-term future, the metaverse, seen from the collective concepts perspective and utilizing a fully decentralized infrastructure with Avatar set ups, will revolutionize even more the virtual negotiations research field.

Conclusion: Consequently, the extent to which the implementation of the virtual negotiation study stimulated the dialogue between the academic and business community led to strategies and managerial recommendations for international B2B companies in the industrial sector which can be used to successfully negotiate with parties from different cultures in a digital setting. In conclusion, virtual negotiations are an efficient tool, helping to keep business operations running even in times of a global pandemic. Companies can save a lot of time and costs, mostly related to travel expenses that no longer occur. Outpacing competition by continuous cost-/efficiency management and simultaneous 24/7 hours availability for negotiation partners is the key success factor. Nevertheless, various challenges are associated with virtual negotiations, which make negotiators want to switch back to face-to-face

negotiations. Therefore, a hybrid negotiation model, including both virtual and face-to-face negotiations in combination with the metaverse, seems to be most reasonable for the future of intercultural business negotiations.

Customer Experience: How to turn Customers into Advocates in the Machinery Construction Industry in the Digital Age

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ABSTRACT

Progressions regarding digitalization and information overload force businesses to rethink their positioning. In this context, unique customer experience leads to increased loyalty. Though, B2B companies find it difficult to create value and reach their customers via the right channels. The result of this research – confirmed along qualitative in-depth interviews – comprises a proposed customer journey (CJ) map that considers the purposeful implementation of digital and non-digital touchpoints that aim at creating customer experience (CX). The CJ-model entails seven phases: initial need recognition, awareness, information, consideration & negotiation, purchase, retention, and advocacy. Customer experience aspirations follow the consideration of the functionality of the machine, human factors & servicing, and new technologies. The research revealed that particularly pre- and postpurchase phases offer potential for the integration of digital channels such as websites or AR/VR applications. When it comes closer to the final purchase decision, traditional channels, mainly face-to-face, remain indispensable.

Artificial Intelligence and its Impact on Customer Value Co-creation in B2B Sales

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ABSTRACT

“Putting the customer first” is said to be one of the oldest rules of the long-term organizational success. However, as the world became more complex, fast changing and competitive, organizations not only needed to improve their customer knowledge, but furthermore their understanding of the internal, as well as external business environment. Much more knowhow is nowadays required for organizations to stay economic efficient and competitive. Resulting in the fundamental importance of data, information technologies, and business case applications. As such, artificial intelligence became a buzzword often used by companies, politicians and the general public, yet without understanding its full meaning or potential. Let’s discuss how artificial intelligence, and moreover innovative technologies could enhance today’s organizational success by exploring correlations of customer value, value co-creation mechanisms, and artificial intelligence.

Workshops at the CCBC

Artificial Intelligence Applications for Marketing and Sales

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ABSTRACT

All participants were able to take part in a Social Design Thinking Lab dedicated to the discovery and reflection of AI applications for sales and marketing. A selection of some cutting-edge AI applications in the field of sales and marketing including in-ear translators, content marketing applications for copy writing and campaigning as well as AI pricing case studies were put at disposal. Participants were given time to make acquaintance with the applications. Afterwards, all participants have been invited to express their thoughts about what they have experienced.



AI SDT-LAB

Is Culture Socially Learned? The Role of Geography, Genes, Brain, and Behaviors in Shaping Culture

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ABSTRACT

Taking an interdisciplinary approach, the notion that culture has a dynamic relationship with biology has been explored. Discussing culture without discussing the link with biology may oversimplify the evolutionary role of culture. This relationship manifests itself in the way culture has evolved to be a survival strategy for human beings.

Doing Business in the USA

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2: Concordia University Wisconsin, United States

ABSTRACT

This session discussed the stereotypes and other cultural considerations of doing business in the United States. A brief look at cultural data and key characteristics of the US Business Culture provided a backdrop to the credibility, persuasion, and negotiation aspects of closing a deal in the United States.

Artificial Intelligence Applications for Marketing and Sales

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ABSTRACT

The workshop's trainers led participants to gather AI experiences and reflect on what they liked or have surprised them the most. A questionnaire with requested open answers was then offered to participants. The objective here was to investigate participants' thoughts regarding the necessary involvement of AI developers, SMEs and public authorities when it comes to the seamless adoption of AI applications and systems within a corporation. The workshop ended with a final rating of the applications according to levels of understandability, complexity, trust, and user-friendly usages.



AI SDT-LAB