

Proceedings of the  
**65<sup>th</sup> Annual Meeting**  
of the



# **Academy of International Business**

*"International Business Resilience under Global Disruptions"*

Warsaw, Poland  
July 6-9, 2023

*Editors*

Kazuhiro Asakawa, Program Chair  
Tunga Kiyak, AIB Executive Director

(c) 2023 Academy of International Business

century-old local subsidiary of a beer-brewing MNE in Indonesia, the world's largest Muslim country. Drawing on a triangulated dataset that includes a series of interviews with company directors and related market and non-market actors, we present a longitudinal case study of how the subsidiary continued to negotiate its legitimacy and nonmarket influence in an unstable environment where alcohol consumption is proscribed. Based on this case we present a process model that suggests how foreign-owned businesses may maintain legitimacy in extreme institutional environments despite their engagement in 'sinful' products. Our study contributes to the nonmarket strategy literature and notably to research on managing the legitimacy of foreign firms in 'sin' industries. These contributions have implications for political risk management in inherently extreme institutional contexts. *(For more information, please contact: Christiaan Roell, University of Sheffield, United Kingdom: christiaanroell@gmail.com)*

*Words Matters: Discursive Legitimation in Emerging Market Multinationals' Mergers and Acquisitions in Advanced Markets*

Geer He, Hitotsubashi University

Previous literature on emerging market multinational enterprises (EMNEs)' mergers and acquisitions (M&As) in advanced markets suggests significant legitimacy concerns from the host country's public domain. However, we know little about how EMNEs strategically manage such legitimacy risk. Inspired by the idea of legitimacy as a discursive construction, this study takes a discourse analysis approach to investigate how M&As by EMNEs in advanced markets get legitimated in the public domain by the languages of the focal acquirer and the target. To this end, I analyzed over 5,000 pages of archives of four Chinese M&As in Japan between 2009 to 2022. The findings reveal that EMNEs engage in both the country-level and firm-level discourse for legitimation, in which four discursive strategies - invisibilization, detoxication, accreditation, and contribution, are employed. By illuminating and theorizing the discursive strategies and the country-level dimension in EMNEs' legitimation, this study contributes primarily to the EMNE literature in international business studies. *(For more information, please contact: Geer He, Hitotsubashi University, Japan: geer.he@outlook.com)*

*International Collaboration Between Emerging Markets and Rhetorical History*

Hamid Foroughi, University of Essex

Diego Vazquez-Brust, University of Portsmouth

Rekha Rao-Nicholson, University of Essex

Roberta de Castro Souza Piao, University of Sao Paulo

Samuel Bonsu, Ghana Institute of Public Management and Administration

Natalia Yakovleva, KEDGE Business School

The paper examines South-South cooperation between Brazil and African countries, which is an international collaboration between developing countries for the attainment of internationally agreed development goals such as Agenda 2030 for Sustainable Development. This study focuses on cooperation in the agricultural sector between Brazil, Ghana and Mozambique. In particular, we examine the role of rhetorical history in framing such cooperation to reinforce economic and social ties between organizations in these countries and its influence on the public sentiment of foreign organizations and their projects. The study is based on a qualitative analysis of interviews conducted with various public and private stakeholders engaged in agricultural sector projects in three countries. We examine the three types of rhetorical history work: authorizing, moralizing and rationalizing. We suggest that historical narratives were developed to enhance the public sentiment towards Brazilian investment in Africa. *(For more information, please contact: Natalia Yakovleva, KEDGE Business School, France: natalia.yakovleva@kedgebs.com)*