

ANNUAL REPORT 2006: On the globalEDGE

International Business Center



The Eli Broad College of Business
The Eli Broad Graduate School of Management
Michigan State University



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Directors' Column



The International Business Center (IBC) in The Eli Broad Graduate School of Management at Michigan State University was designated in 1990 as a National Resource Center by the U.S. Department of Education (i.e., a Center for International Business Education and Research). The mission of IBC is to leverage our leading-edge competencies to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness using our guiding principles as the foundation. To realize this mission, IBC focuses its efforts on three areas that are vital to all aspects of organizations' global value chains:

- **Knowledge development** centers on conducting research that produces leading-edge knowledge.
- **Knowledge deployment** centers on offering leading-edge professional development programs and products.
- **Cultural competitiveness** centers on permeating leading-edge knowledge into business and society.



Announcing the new "Boldness by Design" initiative, MSU President Lou Anna K. Simon and Provost Kim Wilcox are working to get Michigan State University recognized worldwide as the United States' leading land-grant research university by 2012. Implementation of the five imperatives of Boldness by Design will work to move MSU from pioneer land-grant to premier world-grant university. Closely aligned with this initiative and commendable purpose, IBC and its portfolio of projects represent the most aggressive, far-reaching, and high-impact agenda that the Center has ever proposed to undertake in its seventeen years of existence. Resourceful business schools such as MSU's Broad Business College, with its world-leading international research faculty (*Management International Review* 2004) and influence in the field of international business (*Journal of International Business Studies* 2005), can achieve significant accomplishments within the structure of the Center's programming.

Michigan State was one of five universities awarded the 2006 Senator Paul Simon Award for Campus Internationalization and profiled in a major report published by NAFSA: Association of International Educators titled "Internationalizing the Campus 2006: Profiles of Success at Colleges and Universities." The report highlighted selected units at the University, and singled out both globalEDGE and IBC for recognition. The Eli Broad College of Business received mention not only for the renewal of the CIBER grant and top-rated globalEDGE website, but also for the depth and breadth of the study abroad programming. In 2004-2005, 521 undergraduate and graduate students at the Broad School studied abroad—the most of any college at the University. The Broad School also enrolled the greatest number of international students, with 638 international students in fall 2005 (the most recent date for which statistics are available).

A number of important developments have taken place

since our last report. The reach attained by IBC's activities and programming demonstrates the effectiveness of the efforts spent. For example, globalEDGE (<http://globalEDGE.msu.edu/>) has continued to rank as the world's leading online source for international business information (based on rankings by Yahoo! [yahoo.com], Google [google.com], and AOL [aol.com] using the search term "international business" as of December 29, 2006). Since August 2005, the number of monthly hits on globalEDGE has been exceeding 3,700,000, reaching almost seven million in peak months such as March 2006. Within the past year only, the number of hits on globalEDGE has exceeded 43 million, a 32 percent increase compared to the 2004-2005 reporting cycle. This solidifies the momentum this outreach activity has attained and proves globalEDGE is the farthest-reaching vehicle that equips our business executives, faculty, and students with the most recent knowledge and developments in global business. IBC's capabilities and strength in providing the best service to U.S. businesses to become globally competitive is clearly demonstrated through its portfolio of impressive outreach activities including globalEDGE.

The diversity of audiences served by the Center's programming efforts is impressive. In June 2006, the Annual Conference of the Academy of International Business in Beijing, China, set its third-year-in-a-row attendance record (1,055), after the AIB Executive Secretariat moved to MSU-CIBER in January 2004. MSU-CIBER completed the second round of the study tour and area studies workshop for the Globalizing Business Schools Program: A Historically Black Colleges and Universities (HBCU) and CIBER Partnership. Eight participants from each HBCU partner attended the area studies workshop and a total of 12 attended the study tour. MSU's African Studies Center and MSU-CIBER worked hand-in-hand towards building a very effective program for this initiative.

On a final note, it is with pleasure that we introduce three new staff members who are joining our Center in 2007. With Dr. Irem Kiyak taking on more challenging responsibilities as the Associate Director of IBC and MSU-CIBER, we have hired Sarah Singer to serve as the MSU-CIBER Assistant Director. She will start January 8, 2007. Sarah has an excellent portfolio of experiences, most recently as Assistant Registrar at Johns Hopkins School of Advanced International Studies. Prior to that, Sarah was OpenCourseWare (OCW) Project Coordinator at Johns Hopkins School of Public Health, and a graduate assistant in our Center while getting her master's degree at MSU's Higher Education Administration program. She has also worked in the Olin Center for Law and Economics and the European Union Center at University of Michigan as well as interned in the House of Commons of the British Parliament.

Anne Hoekman will start as an IBC Editorial Assistant on January 8, 2007. She is mainly connected to the Academy of International Business (AIB) office of the Center. Anne will be the Managing Editor of the *Journal of International Business Studies* starting July 1, 2007. Anne will be working on a number of AIB and IBC matters as well as the *JIBS* editorial transition

prior to July 1. Anne has a wealth of editorial experiences, most recently as the Managing Editor of *Pedagogy* (a journal that receives about 200 manuscripts per year). Anne has a BA in English and Art History from Calvin College.

Meg Sowle started on October 30, 2006, as IBC Office Assistant and *JIBS* Editorial Assistant. She is located at the AIB office of the Center. Meg is currently responsible for the administration of the AIB Office. Meg has been at MSU since 2002, most recently as an Office Assistant in the Biomedical Laboratory Diagnostics Program (and prior to that at the Diagnostic Center for Population and Animal Health). She has already proven to be a great asset in interfacing with our web technology and databases. Meg has a BA in Advertising from MSU.

Please help us welcome these three wonderful people to our staff. We encourage you to visit our website to meet the whole team that makes it all happen ([http:// CIBER.msu.edu/ team/](http://CIBER.msu.edu/team/)) and welcome you to visit us on the web as well as at our physical location at 7 Eppley Center in East Lansing, Michigan.

Sincerely,

S. Tamer Cavusgil, Executive Director
G. Tomas M. Hult, Director
Irem A. Kiyak, Associate Director

IN FOCUS



Sarah Singer

Sarah Singer will join the IBC staff in January 2007 as Assistant Director, following the search process in late 2006. In addition to assisting with day-to-day management of the center, Sarah will focus her energies on a variety of projects including developing foreign language initiatives at the College of Business, expanding international internship opportunities for business students, and

working with the globalEDGE student team. She will also oversee the revision of the globalEDGE online module series and serve as an editor and writer for many IBC publications.

Sarah previously worked for the IBC as a graduate assistant while at MSU working on her master's degree in Higher Education Administration. During that time, she served as managing editor of the globalEDGE online module project, overseeing all aspects of the modules' creation and implementation. She has also worked for the IBC as a freelance editor and writer since graduating.

Sarah returns to Michigan State after two years in the Baltimore/Washington area working for Johns Hopkins University. In addition to her master's degree from MSU, Sarah has a bachelor's degree in French from the University of Michigan.

2007 Sample of Activities

Faculty Development in International Business in China

January 1-13, 2007, China

Global Business Club of Mid-Michigan Featuring Tim Daman, Vice President, Economic Development Lansing Regional Chamber of Commerce, on the topic "Greater Lansing Region: Attracting International Business Investment."

February 13, 2007, East Lansing, Michigan

Language and Culture for International Business: A Workshop for Foreign Language Educators in Spanish, French, German

February 22-24, 2007, Memphis, Tennessee

Global Business Club of Mid-Michigan Featuring George J. Biltz, Global Vice President of Purchasing, The Dow Chemical Company, on the topic "Authentic Global Business: Dow's Philosophy of Globalization."

March 14, 2007, East Lansing, Michigan

India Information Technology Forum

March 16, 2007, East Lansing, Michigan

Latin American & Caribbean Legacies and Transformations: Polarizations and Solidarities

March 28-30, 2007, East Lansing, Michigan

Global Business Club of Mid-Michigan Featuring Congressman Mike Rogers, on the topic "The Global Economy from a Federal Perspective"

April 13, 2007, East Lansing, Michigan

World Languages Day

April 21, 2007, East Lansing, Michigan

Faculty Development in International Business in Africa

May 12-29, 2007, Nairobi, Kenya, & Johannesburg, South Africa

7th Biennial International Business Institute for Community College Faculty

May 29-June 3, 2007, East Lansing, Michigan

The Fourth Facing East/Facing West Conference: A Multidisciplinary Conference on North America's Relations with China and South Asian Countries

June 15-16, 2007, Kalamazoo, Michigan

Global Management Accounting Research Symposium (GMARS)

June 16-17, 2007, East Lansing, Michigan

Five Globalization Seminars: Introduction to International Business, International Finance, Global Supply Chain Management, International Management, and International Marketing

June 21-24, 2007, Memphis, Tennessee

Academy of International Business Annual Conference

June 25-28, 2007, Indianapolis, Indiana



Awards Year for Executive-In-Residence Sten Sjöberg

Sten Sjöberg has had a busy year. In addition to carving out time in his busy schedule to serve as a CIBER Executive-In-Residence, he is preparing for the expansion of his company, Gestamp US HardTech, Inc., in Mason, Michigan.

As an automotive company with a natural customer base in Detroit, Michigan was the right fit at the right time when Gestamp US HardTech, Inc. was originally looking for a home over ten years ago. The company received a number of incentives to come to Michigan, according to Sjöberg. With the exception of some tax considerations on the international level, Sjöberg says there is no significant difference to being an international company in the state. He does believe that being a production company is looked upon somewhat negatively. "It is like the news organizations have written off manufacturing as a viable business," Sjöberg says.

Michigan's workforce is one reason behind the decision to expand operations in Mason. "Michigan has a very skilled and committed workforce, which helps when deciding where to establish a company in the U.S.," Sjöberg noted. Sjöberg believes that Gestamp US HardTech, Inc.'s decision to expand operations in Michigan may make other companies consider location in the state as well. "The quality of life is very high in Michigan," he said, "Michigan, and more specifically the Lansing area, has a lot to offer. We have one of the most advanced universities right here in town. We have a very highly skilled and motivated workforce."

And while Gestamp US HardTech's expansion benefits the region by adding to the tax base and providing stable jobs, the workers benefit in another way. When asked how working for a foreign firm impacts employees and their perceptions and attitudes, Sjöberg responds, "I believe that being a foreign firm is helping our associates to better understand and overcome

cultural differences. It is also a help in understanding that there is a competitive world out there and we always have to be efficient and work on reducing waste."

Sjöberg would encourage greater partnership between higher education and corporations. "I firmly believe there is a wealth of ideas and inventions within the university system," Sjöberg said. "We need to find a way to get it commercialized and out in the market. The cooperation between the 'brains' in academia and the managers in the market could and should be improved for the best of the area."

Awards

- 2005 Manufacturer of the Year Award, Michigan Manufacturing Association.
- 2005 DEQ Michigan Business Pollution Prevention Partnership Award
- 2005 Michigan Safety and Health Achievement Recognition Program (MSHARP). This was extended to 2007-2008 in December 2006.
- 2005 Tri-County Waste Reduction Award
- 2005 MIOSHA, Ergonomic Innovation Award
- 2006 Regional Growth Award, Lansing Regional Chamber of Commerce
- 2006 Excellence in Business Award, Mason Area Chamber of Commerce



Sten Sjöberg receives MSU-CIBER Executive-In-Residence plaque for his "dedicated service to international competitiveness." Left to right: Sten Sjöberg, Irem Kiyak, and Tomas Hult.

Mr. Sten Sjöberg is Executive-In-Residence at MSU-CIBER. Born in Malmo, Sweden, with a 25 year career in mid-size to large production companies, Sjöberg moved to the United States in 1983, and holds dual citizenships (American and Swedish). Mr. Sjöberg has a BS in Accounting from the University of Lund in Sweden. He has worked in management most of his career, holding functions in Accounting, Marketing, Production and President/CEO for two organizations (located in Wisconsin and Michigan). His most recent employer is Gestamp HardTech, Inc. (President 1997–present), located in Mason, Michigan. The Spanish company Gestamp Automoción acquired SSAB HardTech, a subsidiary of the Swedish Steel Group, in 2005.

During his tenure at Gestamp HardTech, Inc., the company has grown four times in size from 1999–2004. Employment increased from 20 to 165 associates during this period. Mr. Sjöberg is locally active in the Chamber of Commerce systems, school-to-work programs at high schools, One-Stop Career Center programs, and Manufacturing Councils to assist in resolving workforce issues at all levels. He is a prior member on the Board of Directors for the Lansing Chamber and currently serves on the Advisory Board of MSU-CIBER. Mr. Sjöberg has also been active in recruiting new companies to the region.

Unique Resource for Internationalizing Business Curricula

CIBER's top-ranked international business website, globalEDGE (<http://globalEDGE.msu.edu/>), continued to rank as the world's leading online source for international business information in 2006. globalEDGE's top ranking is based on rankings by Yahoo! (www.yahoo.com), Google (www.google.com), and AOL (www.aol.com) using the search term "international business."



Faculty can find job postings, course content materials, conference announcements, exercises & simulations, research tools, as well as grant opportunities in the Academy section of globalEDGE

Since August 2005, globalEDGE has seen the number of monthly hits exceed 3.7 million, with a peak of almost seven million in March 2006. From October 1, 2005, to September 30, 2006, over 43 million hits were recorded on globalEDGE, an increase of 32 percent compared to the 2004-2005 reporting cycle. These numbers solidify the momentum this outreach tool has attained and prove again that globalEDGE is the farthest-reaching vehicle to equip business executives, faculty, and students with the most

recent knowledge and developments in global business.

globalEDGE has received a number of accolades in recent months, from such websites as ResourceShelf, "...Michigan

State University's wonderful globalEDGE resource [is] a must for international business info," and LibrarySupportStaff, which notes globalEDGE is "a good addition to the CIA World Factbook as a source for international information." The American Library Association also named globalEDGE one of the best free reference websites in 2006, noting that "the site is loaded with additional, valuable features, including the ability to register and to be part of a network of 18,000 business professionals."

In the coming year, we look forward to improving upon this great vehicle by adding such new features as an industry profiles section and expanding the country insights section to include executive memos for selected countries. In addition to adding features to globalEDGE, we will also be improving upon the existing features. One area where we will especially focus attention is our online course modules.

It has been a number of years since MSU-CIBER originally launched a series of online, interactive international business modules using a grant from the U.S. Department of Education. These 45 modules are housed on globalEDGE and are available free of charge to all website visitors. These globalEDGE modules are well-utilized and provide an excellent source of international business information to students around the country. The modules are also great resources to prepare for the Certified Global Business Professional credential offered by the North American Small Business and International Trade Educators (NASBITE) <http://www.nasbitecgbp.org/>.

As the center prepares for an expansion of the module series and an update to the existing modules, we have tried to learn more about our users. One such user is Dr. Barbara

IN FOCUS



Kim A. Wilcox

Kim A. Wilcox has served as Michigan State University's provost and vice president for academic affairs since August 1, 2005. As the chief academic officer for MSU, Provost Wilcox provides leadership for matters that affect academic programs, research, and outreach involving faculty, students, and staff. He oversees the quality of instruction and research at the university through collaborative work with deans, departmental chairs, and other vice presidents, addressing issues such as effective planning, good management, and program reviews.

The provost helps ensure the quality of the faculty by administering and monitoring procedures and criteria for faculty appointments and promotions, working conditions, and tenure. He monitors the quality of student learning by overseeing the curriculum while encouraging and coordinating initiatives in undergraduate education. He also coordinates

recruiting and admissions for undergraduate and graduate programs. Additionally, he is responsible for overseeing academic and budgetary planning and priorities.

Dr. Wilcox began his career on the faculty at the University of Missouri. He then spent 14 years on the faculty of the University of Kansas, including 10 as chair of the department of speech-language-hearing. He has published extensively in the area of developmental speech acoustics, is the recipient of several teaching awards, and has directed teaching, research, and service projects funded by the National Science Foundation and the U.S. Department of Education.

Born and raised in Sault Ste. Marie, Wilcox received his bachelor's degree in audiology and speech sciences from Michigan State University (1976) and his master's and doctorate from Purdue University (1978 and 1980), both in speech and hearing science.

Wooldridge, Associate Professor of Marketing and Coordinator of International Business Majors at the University of Tampa. Dr. Wooldridge discovered the international business modules three years ago after attending a CIBER conference on teaching international marketing at the University of Memphis. Dr. Tamer Cavusgil, Founding Executive Director of MSU-CIBER, was one of the presenters and spoke about MSU's top-rated international business website, globalEDGE. "I was so impressed with him, I wanted to see what [MSU-] CIBER was doing," said Dr. Wooldridge of her initial reasons for visiting the website. Of the modules, "It was love at first sight."

When asked what makes these modules so attractive to her that she assigns them regularly to both her undergraduate and graduate students, Dr. Wooldridge said, "For graduate students, it really synthesizes key material to very practical, usable information. I use them because the graduate students can read them, get the basic bones, and take and apply the information. For my undergraduates, it reinforces lecture and textbook material. They love them. The format is really user-friendly."

This sentiment is echoed by Dr. Zahir Quraeshi, Professor of Marketing and International Business at Western Michigan University. Dr. Quraeshi believes the greatest strength of the online modules is that they are, "simple, clear, easy to understand, particularly for those that may be novices" in the

area of international business. For that reason, Dr. Quraeshi has brought the modules to the attention of colleagues "the world over" as a useful teaching supplement.

globalEDGE module users will soon have more to love. The upcoming modules expansion and update will include more case studies focusing on current events such as U.S.–EU relations over Iraq, Turkey's negotiations with the European Union, and the Environmental Impact of Globalization. New modules will include "Doing Business in India," as well as more discussion questions for each module.

According to Dr. Wooldridge, her students "love" the modules, in part because they can go on-line and do them whenever they want. Her MBAs seem especially appreciative of the organized, concise presentation, and often refer to the modules as they prepare projects and assignments for class.

Asked for any parting words, Dr. Wooldridge was quick to say, "I think it's a fabulous resource. I recommend it to other professors and students, as well as people I meet in the business community."

MSU-CIBER's capabilities and strength in providing the best service to U.S. businesses—and business scholars and students—to become globally competitive is clearly demonstrated through its portfolio of impressive outreach activities including globalEDGE and the globalEDGE module series.

"I have used the site for my graduate class in international marketing for three years. I use the site to provide my students with the background information they need to succeed in my class. The site provides them with information in a user-friendly environment that is both efficient and flexible. I also for the past two years have used the site in support of my undergraduate class. I have these students do the modules on the individual countries; my undergrads find the modules fascinating. Keep up the great work."

Barbara Ross Wooldridge
Associate Professor of Marketing
Coordinator of International
Business Majors

45 Online Modules are offered as course content from globalEDGE (free registration required)



3rd Year-in-a-Row Record Attendance for AIB: Over 1,000 in Beijing!

The Eli Broad College of Business and IBC became the new home of the Academy of International Business (AIB) as of January 1, 2004. Since then, the annual AIB conferences have broken attendance records for three consecutive years, the most in AIB history. In 2004 the conference was held in Stockholm with 811 attendees participating. The 2005 meeting in Quebec City was attended by 869 people who participated



For more information about the AIB visit: <http://aib.msu.edu/>

The largest program in the history of the Academy was titled "From the Silk Road to Global Networks: Harnessing the Power of People in International Business." The program had over 935 submissions from 55 countries, requiring 1,121 reviewers and offering a *staggering*

in the program which centered on "Local Roots, Global Links." And, the 2006 conference drew 1,055 attendees to Beijing, China.

The largest program in the history of the Academy was titled "From the Silk Road to Global

Founded in 1959, AIB is the world's leading association of scholars and specialists in the field of international business. Today AIB boasts a membership of over 3,100 scholars, researchers, and business leaders from 76 countries. Dr. Tomas Hult, Director of IBC, serves on the AIB Board as Executive Director, and Dr. Tunga Kiyak, Outreach Specialist of IBC, serves as the Managing Director of the AIB.

According to Dr. Robert B. Duncan, Edith L. and Eli Broad Dean of the College of Business, the Academy's move to MSU is a matter of synergy. "Our vision for the Broad School is that we are here to create leading-edge, useable knowledge and to develop competencies and strategic leadership in a global, multicultural marketplace," he said. "Serving as the permanent host of the Academy of International Business, the premier professional organization in international business, coupled with having the world-leading National Resource Center in international business (MSU-CIBER) provides both great synergy and impact. This places the Broad School at the forefront of global business education."

The objectives of the Academy of International Business are to foster education and advance professional standards in the field of international business. The AIB objectives include:

- Facilitating the exchange of information and ideas among people in academic, business, and government professions who are concerned with education in international business;
- Encouraging and fostering research activities that advance knowledge in international business and increase the available body of teaching material; and,



Opening Plenary

number of intellectually stimulating events: 116 competitive paper sessions (462 papers), 16 panel sessions, 41 clusters of similarly-themed interactive papers spread over three days (194 papers) and 27 special, showcase, and/or pre-conference sessions including four special Plenaries.

A brief history of attendance at the annual conferences reveals the following:

Location	Attendance
Phoenix 2000	697
Sydney 2001	369
San Juan 2002	552
Monterey 2003	544
Stockholm 2004 (http://aib.msu.edu/events/2004/)	811
Quebec City 2005 (http://aib.msu.edu/events/2005/)	869
Beijing 2006 (http://aib.msu.edu/events/2006/)	1,055



AIB Executive Board 2004-06. CIBER Personnel included Tomas Hult from Michigan State, Mary Ann Von Glinow from Florida International, Alan Rugman from Indiana, Arie Lewin from Duke serving as JIBS Editor-In-Chief, Tunga Kiyak serving as Managing Director, Irem Kiyak from Michigan State serving as Treasurer, and Ronda Bunnell from Michigan State serving as Office Assistant.



Presidential Reception



Gala Event at the People's Hall

- Cooperating, whenever possible, with government, business, and academic organizations to further the internationalization objectives of the AIB.

The Academy of International Business publishes *The Journal of International Business Studies* and conducts international business education and research conferences and seminars. The next annual meeting and conference of the AIB will be in Indianapolis, Indiana, in June 2007. The theme will be "Bringing the Country Back In: The Importance of Local Knowledge in a Global Economy." Indiana University's Kelley School of Business will host the conference.

Program chair Oded Shenkar has set the research agenda to cover the following:

- The Historical Dimension in International Business
- Theory Development and Empirical Modeling Techniques in International Business
- International Finance and Accounting
- Co-evolution of Emerging Markets (EM) and Multinational Enterprises
- Global Strategy
- International Entrepreneurship
- Managing People across Cultures
- Marketing across Countries and Cultures
- Global Versus Local Knowledge in International Business



Gala Event at the People's Hall



Left to Right, Tunga Kiyak, Mary Ann Von Glinow, and Tomas Hult



Faculty Research Profile: Paulette Stenzel on Plan Puebla Panama and CAFTA

Professor Paulette L. Stenzel is on a mission to raise awareness of environmental issues and, along the way, encourage students and business leaders to take action to protect our earth. As a professor of International Business Law at The Eli Broad College of Business, she has become adept at showing the links between business activities and the state of our natural environment. "It is absolutely crucial that businesspeople understand the consequences of their actions on the environment. Business has the power to destroy this earth or to lead the way in sustainable development," she says. From her words and her research, it is clear that she intends to do everything in her power to help businesses do the latter.

Professor Stenzel's recent research, to which MSU-CIBER contributed research funds, focuses on the Plan Puebla Panama and the Central American Free Trade Agreement. Specifically, it focuses on the perspectives of the groups most affected by these agreements: workers, environmentalists, and indigenous populations. The Plan Puebla Panama (PPP) links on-going economic development projects in Mexico and Central America. Its members include most countries of Central America. Colombia is an observer, but with hopes to become a full member. The Central American Free Trade Agreement (CAFTA) came into force on January 1, 2006.



Paulette L. Stenzel, J.D., is professor of International Business Law in the Department of Finance at the Broad School. She has a J.D. (Juris Doctorate) from Wayne State University Law School. Professor Stenzel coordinates offerings in the Business Law group within the Department of Finance. She is active in teaching and advising Honors College students and is the originator of Honors Business Program in the

Yucatan of Mexico. She currently teaches two courses in Mexico: Legal Environment of Business in Mexico; and Environmental Protection: International and Comparative U.S.–Mexican Law and Policy.

MSU-CIBER is pleased to support Professor Paulette L. Stenzel's research. Her recent and current research includes:

"Plan Puebla Panama: An Economic Tool That Thwarts Sustainable Development and Facilitates Terrorism", published as lead article in the *William and Mary School of Law Environmental Law & Policy Review*, Volume 30, Issue 3, Spring 2006.

CAFTA: One More Domino in the Spread of a Harmful Paradigm, published in the 2006 Proceedings of the Tri-State Academy of Legal Studies in Business.

Messages from Indigenous People for the Environment and Free Trade in the Western Hemisphere to be published in the 2007 Proceedings of the Mid-West Academy of Legal Studies in Business.

The Plan Puebla Panama is an economic development tool designed to facilitate trade of the type supported by NAFTA and, most recently, CAFTA. The PPP is comprised of a set of projects promoting eight goals. The most costly and most significant is a dual highway through Mexico and Central America that will link North America to South America.

The construction of such a highway leads to multiple problems according to Professor Stenzel. "We are seeing tremendous environmental degradation" as a result of the Plan Puebla Panama, she noted. It is being built through the middle of communities, tearing up farmland, breaking up families and local economic systems, and destroying culture.

Equally damaging are the dams being built along the rivers of southern Mexico and Central America. However, the local communities do not see the electricity; it's for sale to consumers primarily in the United States. In addition to flooding vibrant, present-day communities, the dams along the Usumacinta River are flooding Mayan archaeological sites. "At least 14 will be—or already have been—flooded, most have not been explored, and there are probably many more undiscovered sites that will also be lost forever," Professor Stenzel lamented.

The United States government has been a proponent of CAFTA. This support comes in spite of the fact that the Plan Puebla Panama and CAFTA both have real and potential impacts on U.S. national security interests. "Colombia is the largest hotbed of terrorism anywhere outside the Middle East. Crime and terror feed on poverty, and we are creating more poverty" with these plans, Professor Stenzel said.

The long-term economic impact of such agreements is uncertain. "NAFTA's heyday is already over," noted Professor Stenzel, "and jobs are already moving from Mexico to places like Honduras and China" where workers earn lower wages. The reason is that when wages rise, as they have in Northern Mexico, businesses move their production facilities to places where wages are lower. The middle class lifestyle that was the promise of NAFTA for so many Mexicans has never materialized. Environmentally speaking, when factories are shuttered, damage to the land, air, and water of the area remain.

Though the peoples of Mexico and Central America may bear the brunt of the social and environmental impacts of the Plan Puebla Panama and the Central American Free Trade Agreement, they are not alone. Acid rain, the product of sulfur emissions from factories and plants that generate electricity, has already led to the demise of ecosystems in lakes throughout the hemisphere—including in Ontario and Michigan.

Asked for parting words, Professor Stenzel offered these words of reflection. "The environment is everything. I am deeply concerned about the serious problems we face today, but I am hopeful regarding the future because I see more and more of my business students showing a desire to learn about the environmental challenges we face."

China Tops Emerging Markets in 2007

Michigan State University's Center for International Business Education and Research (MSU-CIBER) in the Eli Broad College of Business has just released its annual emerging markets potential index (EMPI), available at <http://globaledge.msu.edu/ibrd/marketpot.asp>.

Emerging markets are some of the fastest growing economies in the world and represent countries that are experiencing a substantial economic transformation. Such economies are home to approximately 80 percent of the world's population, according to study leader S. Tamer Cavusgil, The John W. Byington Endowed Chair in Global Marketing at the Broad School. "Their tremendous economic expansion has fueled much of the recent wave of globalization. They remain the primary destinations for not only exports but popular markets for direct investment and offshoring activity," he says.

The 2007 update of the EMPI features China, Hong Kong and Singapore, respectively, in the top three spots. After finishing third last year, China displaced Hong Kong, which had been the most attractive emerging market for the previous three years. Singapore fell from second to third, and Taiwan, previously excluded from the study for lack of data, entered as the fourth most attractive market in its first year on the list.

While the East Asian economies occupy the top of the list, China has continued to register robust economic growth. "Its middle-class is growing rapidly, adding millions of consumers each year with spending capacity and a desire for an expanding portfolio of goods and services," Cavusgil says.

"Also notable is the performance of Eastern European economies. The cluster of Hungary, Poland, and the Czech Republic received an extra boost from their recent accession to the European Union. These countries are also recipients of substantial foreign direct investment," says Cavusgil. Latin American countries in the EMPI all dropped in the rankings, with the exception of Argentina. "Contributing to their relative decline have been the lack of political stability and lackluster economic growth," says Cavusgil. Mexico continues to be economically integrated with its NAFTA partners, and remains a major trading partner for both Canada and the United States, according to Cavusgil. However, other Latin American countries on the list are trading more with each

other (and less with the United States), especially within the framework of the MERCOSUR free trade area. (MERCOSUR is a regional trade agreement between Brazil, Argentina, Uruguay, Venezuela, and Paraguay.)

This year's list of emerging markets grew from 24 to 27 with the additions of Pakistan and Saudi Arabia, along with Taiwan. The index, which has been published annually by MSU-CIBER since 1995, uses a number of market growth indicators to determine the attractiveness of emerging markets. The factors include market size, market growth rate, market intensity, market consumption, commercial infrastructure, economic freedom, market receptivity, and country risk.

The on-line, interactive rankings allow users to rank emerging markets on any of those eight dimensions, allowing easy comparison of the data among the countries listed. Organizations interested in customizing the EMPI can contact Tomas Hult, Director of the MSU-CIBER, at 517-353-4336 or hult@msu.edu.

Country	Market Size	Market Growth Rate	Market Intensity	Market Consumption Capacity	Commercial Infrastructure	Economic Freedom	Market Receptivity	Country Risk	Overall Market Potential Index									
CHINA	1	100	1	100	20	22	12	58	10	45	27	1	22	3	11	49	1	100
HONG KONG	24	1	39	27	1	103	13	14	2	97	6	79	7	76	2	90	2	96
SINGAPORE	27	1	18	27	1	50	11	22	1	83	10	71	1	100	1	100	1	100
TAIWAN	12	9	6	57	11	57	-	-	1	100	9	76	9	23	2	83	8	79
INDONESIA	25	1	12	45	2	79	4	82	3	84	3	86	4	26	5	83	5	78
S. KOREA	9	12	16	31	1	63	2	59	1	99	1	70	10	13	4	86	6	75
CZECH REP.	23	2	9	40	13	55	3	57	4	91	2	93	3	15	3	83	7	73
HUNGARY	26	1	24	14	1	70	1	100	2	78	4	83	9	19	6	82	9	64
BRAZIL	2	44	3	63	22	37	7	77	25	12	11	44	27	1	11	39	11	55
POLAND	18	5	27	1	10	58	6	66	9	71	5	82	10	2	6	68	10	48
TURKEY	8	36	7	66	12	67	16	67	12	80	16	45	19	6	23	31	11	37
MALAYSIA	20	3	3	70	28	19	19	42	10	53	20	39	3	30	11	53	12	35
PERU	1	34	15	30	23	30	16	53	9	54	25	5	19	4	17	35	13	35
MEXICO	9	12	35	9	9	60	21	37	19	48	11	62	6	18	13	82	14	32
THAILAND	17	4	11	60	10	64	14	54	20	38	19	49	7	19	11	43	15	31
CHILE	21	2	19	25	17	44	23	13	13	51	1	100	12	10	13	87	16	26
ARGENTINA	15	5	10	48	4	85	20	39	11	53	14	49	25	2	27	1	17	21
SAUDI ARABIA	11	1	4	10	27	1	-	-	14	49	22	16	11	17	7	62	18	18
EGYPT	10	1	14	43	14	52	8	70	21	36	26	2	17	5	11	38	19	18
PANAMA	19	6	9	57	9	62	9	61	21	37	23	18	21	1	21	14	20	16
INDONESIA	6	12	10	45	21	38	8	72	27	1	21	37	15	8	24	13	21	16
PHILIPPINES	11	15	21	22	7	90	19	47	22	29	14	42	13	10	23	17	22	14
INDIA	4	25	36	3	30	30	24	13	17	44	13	65	24	2	11	36	23	14
S. AFRICA	1	6	17	29	10	44	25	1	24	22	9	75	20	4	10	44	24	10
PERU	22	2	32	20	16	46	15	55	22	22	12	62	23	3	22	18	25	9
VENEZUELA	13	4	8	51	24	27	17	52	19	36	24	5	10	6	20	4	26	3
COLOMBIA	19	8	23	20	15	42	22	17	19	41	19	44	21	4	21	26	27	1

Country	2003 Rank	2004 Rank	2005 Rank	2006 Rank	2007 Rank
CHINA	3	1	1	1	1
HONG KONG	2	2	2	2	2
SINGAPORE	1	3	3	3	3
TAIWAN	-	-	-	-	4
INDONESIA	5	1	1	1	5
S. KOREA	6	4	4	4	6
CZECH REP.	7	7	7	7	7
HUNGARY	8	8	8	8	8
BRAZIL	2	2	2	2	9



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The MSU International Business Center: A Conglomerate of Internationalization

*Developers of the world-leading globalEDGE™
knowledge portal*

*A CIBER-designated center by the
U.S. Department of Education*

*Headquarters of the
Academy of International Business*

A national leader in study abroad



The International Business Center (IBC) in The Eli Broad Graduate School of Management at Michigan State University was designated in 1990 as a National Resource Center by the U.S. Department of Education (i.e., a Center for International Business Education and Research). The mission of IBC is to leverage our leading-edge competencies to provide superior education, research, and assistance to businesses, public policy makers, academics, and students on issues of importance to international trade and global competitiveness, relying on our guiding principles as the foundation.

As the screenshot of the new website for the MSU International Business Center illustrates, we have now become a “conglomerate” of various internationalization activities. Under the leadership of Professor S. Tamer Cavusgil, the MSU International Business Center was formed in 1988 as a small “shop” (including one staff member and a few students) that produced research and organized study abroad activities. The Center received its first CIBER grant in 1990 and, thus, increased its scope. At the start of the century, IBC had 13 staff and student employees. Now, with the addition of the Academy of International Business (led by Tomas Hult as Executive Director and Tunga Kiyak as Managing Director), the addition of CIBERweb, and the re-formulated Global Business Club of Mid-Michigan, IBC has more than 30 staff and student employees. To realize our broad portfolio of activities within our current mission, IBC focuses its efforts on three areas that are vital to all aspects of organizations' global value chains:

- Knowledge development
- Knowledge deployment
- Cultural competitiveness

Knowledge Development

Knowledge development centers on conducting research that produces leading-edge knowledge. IBC develops innovative international business knowledge via a programmatic research agenda. The focus is on how to improve the international competitiveness of corporations and non-profit organizations. Our broad skill-set allows us to tackle research by qualitative and quantitative solutions. We focus on originality and managerial relevance. Our expertise centers on the globalization potential of corporations, global supply chains, what makes small and medium enterprises thrive globally, opportunities in emerging markets, and global

product development. IBC maintains the annual index of Market Potential Indicators for Emerging Markets, which has been published since 1996.

Some of these topics are investigated by IBC, while others are researched in collaboration with a worldwide network of researchers. MSU has a world-leading international business research faculty (*Management International Review*, 2004) and influence (*Journal of International Business Studies*, 2005). At MSU, IBC draws on more than 150 interdisciplinary colleagues throughout some 25 international units to conduct cutting-edge research and to mentor doctoral candidates. MSU has produced the 6th most PhDs in business since 1960 (METF, 2003), and our doctoral students rank #5 in the world in total citations (*Academic Assessment Services*, 2004).

We develop pioneering global knowledge!

Knowledge Deployment

Knowledge deployment centers on offering leading-edge professional development programs and products. IBC deploys leading-edge knowledge via an assortment of activities. For faculty and advanced students, we provide customary support—such as grants, support for conferences, seminars by lecturers, collaboration with scholars, links to industry—along with a portfolio of customized activities designed to elevate each scholar's capability. For businesses and public policy makers, we offer a variety of products—such as training programs, benchmarking of global value chains, and diagnostic tools—and innovative vehicles such as globalEDGE™ (<http://globalEDGE.msu.edu>). globalEDGE™ is the leading source on international business and trade on the web.

Achieving maximum reach and impact is the goal of our knowledge deployment. IBC offers vast opportunities for knowledge deployment. A local effort is the Global Business Club of Mid-Michigan—its monthly executive luncheon with high-level industry speakers is a great source for learning and networking. All activities are embedded in a coherent, sustained program of research and development, including incremental, radical, and disruptive innovations that can advance knowledge. Anchored in its history, IBC always strives to be in the forefront of knowledge development while maintaining consistency in delivering superior products to its constituency groups.

We deploy globalEDGE knowledge worldwide!

Cultural Competitiveness

Cultural competitiveness centers on permeating leading-edge knowledge into business and society. Our purpose is to instill global values in business and society. We develop and deploy global business knowledge that helps businesses, public policy makers, academics, and students achieve maximum personal value and benefits. IBC offers training and education programs for all our constituency groups. Each program is typically customized, with the common thread being to increase participants' knowledge of international business and trade. The collection of projects—such as those for businesses, community college faculty, Historically Black Colleges and Universities, and students—exemplify the wealth offered to business and society.

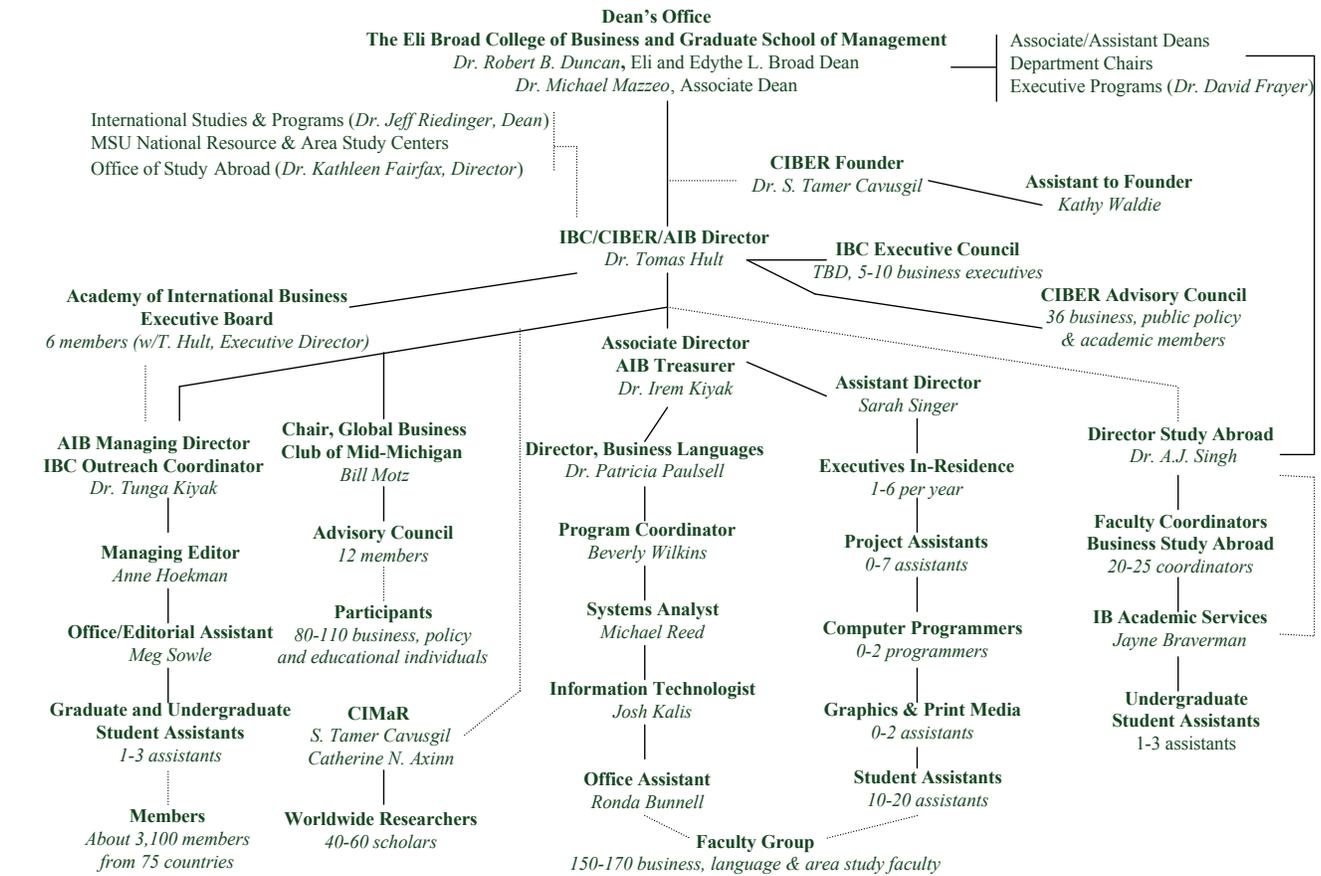
We also provide leadership in professional global communities such as the Academy of International Business™, the globalEDGE™ Network, and CIBERweb™. Established in 1959, the Academy of International Business has members in more than 70 countries, with IBC being its headquarters since 2004. The globalEDGE™ Network, established in 2001, includes a unique cross-section of global professionals from the majority of countries in the world. IBC also serves as the “web hub” for CIBERweb™—an online portal that integrates the activities of all CIBERs funded by the U.S. Department of Education.

We nurture global mindsets for the world's culture!



Left to Right **Back Row:** Tomas Hult, Joshua Kalis **Fourth Row:** Matt Pruente, Tunga Kiyak, Matt Smith, Kathy Waldie **Third Row:** Geng Wang, Michelle Gleason, Michael Reed, **Second Row:** Drew Stanecki, Ronda Bunnell, Meg Sowle, Irem Kiyak, S. Tamer Cavusgil **Front Row:** Melina Lito, Dan Clay, Glen Lee, Sarah Singer, Anne Hoekman, Beverly Wilkins

Organizational Chart 2007 International Business Center



<http://ibc.msu.edu>

MSU Remains Top University for Study Abroad

For the second year in a row, MSU is the top public university in the United States for study abroad according to Open Doors 2006, the annual report on international education recently released by the Institute of International Education. MSU-CIBER is instrumental in developing and maintaining the study abroad programs in the Broad School as well as administering the scholarship funds.

During the 2004-05 academic year, the most recent year for which data are available, 2,385 MSU students studied abroad, second only to New York University among all colleges and universities. MSU also sends a larger proportion of "nontraditional" majors abroad than the national average. In 2004-05, 36 percent of MSU study abroad participants were majors in business, engineering, science and agriculture. Nationally, only 28 percent of study abroad students came from those fields.

MSU is also successfully diversifying its study abroad program locations. Nationally, 25 percent of study abroad students went to nontraditional locations in Africa, Asia, and Latin America. At MSU, that number was 31 percent, including 123 students studying in Africa. MSU has a long tradition of sending students to various African countries to study. The Broad College of Business offers one program in Africa; in 2004-05, 15 students participated in Doing Business in South Africa. The College of Business also offers four programs in Latin America and eight programs in Asia.

This diversity of study location highlights the wide variety of MSU study abroad programs. MSU's study abroad options are among the most diverse in the country, with more than 230 programs in 62 countries on all continents. The Broad College of Business offers more than 35 programs in more than 20 countries, with study options ranging from internships in Germany to business and environment studies in Mexico's Yucatan.

"Maintaining Michigan State's rank as the number one study abroad program among public universities underscores both the strength of MSU's institutional commitment to study abroad as well as the depth and breadth of faculty involvement," said Kathleen Fairfax, director of MSU's Office of Study Abroad. "This extraordinary combination of support at all levels for study abroad, including financial aid and scholarships, is what makes MSU's program as unusual and successful as it is."

MSU-CIBER is one source for scholarship aid for business students seeking to go abroad. Working with the University Development Office, the Center raises funds for study abroad scholarship awards from public and private institutions. In addition to developing and maintaining the Broad College's study abroad offerings, MSU-CIBER administers the college's scholarship funds. In 2004-05, 58 business students received scholarships, ranging from \$500 to \$1,000. Scholarship recipients studied in 13 countries on five continents. The 2005-2006 funding was provided by Ford Motor Company, General Motors, Japan Study Abroad Endowment Fund, DaimlerChrysler, Frederick L. & Margaret F. Hubacker, and the Broad China Business Forum.

IN FOCUS



A.J. Singh

Dr. A.J. Singh is Director of Study Abroad for the Broad School and Professor of International Lodging, Finance and Real Estate Finance in *The School of Hospitality Business*. Dr. Singh was jointly responsible for the establishment of The Hospitality Business Real Estate and Development Specialization in *The School of Hospitality*; he currently teaches the Hospitality

Business Real Estate, International Lodging Development and Management and Financial Management courses at *The School*. In addition, he leads two study abroad programs to India, Dubai, and China.

Dr. Singh earned his undergraduate from the University of Delhi in India. His MS degree was from Purdue University in Hotel Restaurant and Institutional Management and PhD in Park, Recreation, and Tourism from Michigan State University. He is an active member of HAMA (Hospitality Asset Managers Association), CHRIE (Council of Hotel, Restaurant and Institutional Education) and AHFME (Association of Hospitality Financial Management Educators). He was recently inducted into the International Society of Hospitality Consultants, an industry advisory group consisting of hospitality investment and operations advisors.

Dr. Singh has over 15 years of hospitality business experience in various management positions in the USA and India. He has worked for Oberoi Hotels, Stouffer Hotels, and Hyatt Hotels. He is currently a member of Michigan State University's World Travel and Tourism Tax Policy Center, which monitors tourist taxes globally. The National Institutes of Standards and Technology appointed him to the 2005 Board of Examiners for the National Malcolm Baldrige National Quality Award. He received the Richard Lewis award for Quality and Innovation in 2006.

Freshman Kneisha Garrett, right, laughs as she plays the "Guess That Flag" game at the globalEDGE.msu.edu booth during the Study Abroad Fair at the MSU Union. In the background is Michelle Gleason, an MSU-CIBER student assistant and website editor for globalEDGE.

Photo Credit: Travis Haughton/The State News





The Global Business Club of Mid-Michigan

Since 1990, a consortium of organizations has offered a luncheon speaker series under the auspices of the International Business Forum (IBF) targeted to local academics, public policy makers, and the local business community. The IBF has now become The Global Business Club of Mid-Michigan, with a newly developed focus on global issues of interest to the mid-Michigan business community. The GB Club is dedicated to supporting global business growth tied to Michigan and its diverse corporations. The main activity of the GB Club is the luncheon speaker series. Co-sponsored by Michigan State University's Center for International Business Education and Research (CIBER), the Greater Lansing Regional Chamber of Commerce, Lansing Community College, Michigan State University College of Law, Michigan State University Center for Advanced Study of International Development (CASID) and Women in International Development (WID), the monthly GB Club luncheons provide outstanding speakers and relaxed networking opportunities for anyone interested in doing business in the global economy.

With extensive international experience, the speakers wrap personal insights around a practical and up-to-the-minute approach to conducting international trade. The event is open to the general public. This event provides both insights on a relevant global business topic as well as a networking opportunity for mid-Michigan's global business executives.

In the 2005-2006 academic year alone, the Global Business Club of Mid-Michigan events attracted 540 participants.

Upcoming Events:

February 13, 2007

Tim Daman, Vice President, Economic Development Lansing Regional Chamber of Commerce, on the topic "Greater Lansing Region: Attracting International Business Investment."

March 14, 2007

George J. Biltz, Global Vice President of Purchasing, The Dow Chemical Company, on the topic "Authentic Global Business: Dow's Philosophy of Globalization."

April 13, 2007

Congressman Mike Rogers on the topic "The Global Economy from a Federal Perspective."

Tuesday, February 21, 2006 "Achieving Customer Satisfaction Globally"—Claes Fornell, Chairman of the Board, CFI Group.

The Claes Fornell International Group (CFI Group) is the world leader in satisfaction measurement and techniques for optimizing shareholder (or other stakeholder) value by increasing customer and employee satisfaction. In 12 offices on four continents, the CFI Group holds a patent in the methodology that provides its clients with the ability to center all business and employee activities on strengthening the value of the vital customer asset. The methodology is based on the principle that satisfied customers are economic assets that yield future cash flows and increase the equity of the shareholders, and that employee satisfaction and motivation are central for leveraging the performance of the customer asset. The CFI Group helps its clients establish a monetary measure of the customer asset and develop action plans and growth strategies for increasing the financial value of the customer base.

Claes Fornell is Chairman of the Board and Founder of the CFI Group and Chairman of the Board of Foresee Results, Inc. (a company that measures on-line customer satisfaction with web sites). He is one of the world's leading experts on Customer Satisfaction Measurement, its impact on economic growth, and on Customer Asset Management. In this role, Professor Fornell is also Director of the National Quality Research Center and Donald C. Cook Professor of Business Administration at the University of Michigan. Dr. Fornell is responsible for the American Customer Satisfaction Index (ACSI)—a quarterly national indicator of the quality of economic output.

On February 21, 2006, 90 individuals had the opportunity to hear Claes Fornell speak about customer satisfaction globally, how to achieve it, and what it can do for a company's bottom line. As Professor Fornell says, "As long as repeat business is important, and as long as customers have a chance to go somewhere else, employees must deliver high levels of customer satisfaction for a company to be successful." Claes Fornell's luncheon presentation was a rare event not to be missed by those striving to satisfy global customers and maximize shareholder wealth.

Tuesday, March 28, 2006 "Global Corporate Banking"—Thomas D. Ogden, Executive Vice President, Global Corporate Banking, Comerica.

Mr. Tom Ogden is Executive Vice President of Global Corporate Banking at Comerica, and a member of its Management Council. Comerica is a Fortune 500 company and is listed by the magazine as one of America's Most Admired Companies. Organized into three operating units, the Comerica has a Business Bank division that focuses on business and asset-based lending,



The Swedes at work (from left to right): Sten Sjoberg, President of Gestamp US HardTech, Inc., Claes Fornell, and Tomas Hult

treasury management, and leasing services. The Small Business and Personal Financial Services include consumer lending and deposits, mortgages, small-business banking, and merchant services. The Wealth and Institutional Management arm, which includes Munder Capital Management, deals in private banking and asset management, trust products, insurance, and retirement services.

In his role, Mr. Ogden oversees International Banking, U.S. Banking, Treasury Management Services, and Corporate Finance. He began his banking career as a credit analyst with the bank (Manufacturers) in 1971. During the years, he has held various commercial lending and management positions at Comerica, including service as the bank's chief credit officer from 1999 to 2003. Mr. Ogden was named Senior Vice President in 1990 and Executive Vice President in 2001. He was appointed to his current position in 2003. Tom Ogden is also a long-standing Spartan, having received two degrees—a bachelor's degree and MBA from the Advanced Management Program—from Michigan State University. He serves on the Advisory Council of MSU's Center of International Business Education and Research, where he is helping to guide such projects as the world-leading globalEDGE knowledge portal (globalEDGE.msu.edu; ranked #1 in "international business" by Google.com). With close ties to MSU, he is also a member of the University's President's Club and Alumni Association.

Mr. Ogden spoke about the role of global corporate banking in today's increasingly complex global marketplace to a crowd of 95 attendees in March. During his talk, he focused on Comerica—one of Michigan's largest companies and a major contributor to the Michigan business scene.

Wednesday, April 19, 2006 "Michigan's Role in the Global Economy"—James C. Epolito, President and Chief Executive Officer, Michigan Economic Development Corporation.

Mr. James Epolito serves as the President and CEO of the Michigan Economic Development Corporation (MEDC). MEDC is the State of Michigan's one-stop resource for businesses seeking to grow in Michigan. Whether it's an expansion, a relocation, or even a concern with another agency of state government, the Michigan Economic Development Corporation is here to help businesses. From site location assistance to job training grants, from help with permits to tax abatements, MEDC is the state's economic development corporation. MEDC was formed in 1999 through an alliance between the State of Michigan and several local communities. MEDC is the successor to the Michigan Jobs Commission, the state's economic development department, and has the ability, authority, and reach to serve as a one-stop resource for business retention, expansion, and relocation projects. Formed by a cooperation between state and local governments, MEDC provides excellent coordination with local communities and agencies across the state.

Mr. Epolito heads a 265-person operation, which leads the state's economic development efforts, including economic policy development, business retention and attraction, technology development, trade and international investment, tourism promotion, and marketing and community development functions. As the head of the \$140 million a year



The Ogden family and Tomas Hult

public-private enterprise, he is responsible for developing and implementing the MEDC's strategic plan, annual operating goals and performance objectives. Prior to joining the MEDC, he served as President and CEO of the Accident Fund Insurance Company of America and Senior Vice-President of Subsidiary Operations for Blue Cross Blue Shield of Michigan. As head of the Accident Fund, the Blues workers' compensation subsidiary, he transformed the business from a \$117 million, single-state insurance provider to a 40-state operation generating more than \$500 million annually. Originally from McKeesport, Pennsylvania, Mr. Epolito attended Michigan State University on a football scholarship where he earned his BA in Communications in 1978. He earned his Master's in Public Administration from Western Michigan University in 1990.

In front of 95 interested businesspeople, students, and others, Mr. Epolito spoke about the State of Michigan's role in the global economy. Providing specific examples of some successful Michigan companies, he talked about the important pieces necessary for Michigan companies to compete in the global marketplace.

Tuesday, September 26, 2006 "Global Leadership and International Business"—Nancy Bennett, Director of Global Learning & Performance, College of Leadership, General Motors University.

Nancy Bennett serves as Director of Global Learning & Performance for the General Motors University (GMU). Established in 1997, GMU is one of the largest corporate educational programs in the world. It has 14 functional colleges tied to GM's global processes that are charged with developing curricula tailored to the professional needs and unique challenges facing GM employees from a business sector, divisional, and regional perspective. GMU has been designed to help GM's executive, management, technical, and professional employees continuously improve their competitive performance. It offers more than 2,000 corporate courses in multiple languages to GM's 82,000 managerial, executive, professional, and technical employees worldwide. Last year, GMU provided nearly 7.7 million hours of learning to nearly 600,000 GM employees and dealership participants.



Nancy Bennett addresses the GB Club Luncheon attendees.

In her role at GM, Nancy Bennett's activities include managing worldwide learning services, including e-learning, learning consulting, learning system technology, learning quality and vendor management. Prior to her current assignment, she was GM's Director of Global Change Management responsible for the worldwide implementation of *GoFast!* Ms. Bennett was responsible for obtaining approval and investments to factory install OnStar systems on GM vehicles, leading to an over-3000 percent increase in OnStar's subscriber base during the years 1998-2000. Ms. Bennett graduated Phi Beta Kappa from the University of New Hampshire. She also holds a Master's degree in Business Administration from Dartmouth College's Tuck School of Business.

Ms. Bennett's mission is to help global organizations maximize their business goals and objectives by optimizing the performance of their workforce. Her passion is in creating an environment that allows people to grow and contribute to the success of a global organization. Ms. Bennett's luncheon presentation, seen and heard by the 75 people in attendance, provided attendees with a better understanding of how corporations such as General Motors provide continual education to their diverse worldwide employees.

Tuesday, October 24, 2006 "Starting, Growing, and Internationalizing a Firm"—Bruce Leech, Philanthropist and Founder, CrossCom National, Inc.

Mr. Bruce Leech established CrossCom National in 1981 as a telecommunications broker providing business telephone systems to small businesses in the Chicago area. Over the next couple of decades, CrossCom grew its retail customer base substantially. In 1998 the company launched CrossInform, its Web-based project management and customer information portal. In 1999, the company implemented its voice repair business. CrossCom also expanded its field capabilities into data, POS, and wireless services.

The beginning of the new century marked other forms of expansion for CrossCom. In 2003, CrossCom acquired Integrated Rollout Solutions, a leading provider of nationwide rollout solutions for retailers. In 2004, Goense Bounds & Partners, a private equity firm currently managing a \$225 million fund, partnered with CrossCom to fund continued rapid

growth. In addition, CrossCom acquired Image Technology Solutions, a nationwide provider of POS and data systems total refurbishment services.

Bruce Leech, in addition to being the company's founder, held the position of CEO and President until July of 2001. He continues to serve on the CrossCom's Board of Directors. Today, CrossCom's mission is "to grow and prosper by providing unique solutions to our customers' business needs better, faster, and more cost-effectively than the competition."

Mr. Leech earned his certification from the Harvard Business School's Owner/President/Managers Executive Education Program, his MBA from DePaul University, and his Bachelor of Arts degree in Finance from Michigan State University. He also started the Broad Executive Forum of Chicago in 2006, drawing 225 people to the inaugural event. He is also a long-standing supporter of MSU's Broad College of Business. He serves on the Dean's Advisory Board and MSU-CIBER's Advisory Council.

In his talk, attended by 85 executives, students, and scholars, Bruce tackled a variety of areas concerning starting a business, growing it successfully domestically, and then taking it international.



From left to right: Professor Gil Harrell, Tomas Hult, Bruce Leech, and The Eli and Edythe L. Broad Dean Robert B. Duncan.

Tuesday, November 21, 2006. "International Opportunities for Michigan's Small and Medium-Sized Firms"—Chris Holman, Publisher of the Greater Lansing Business Monthly and Appointed as Michigan's Small Business Advocate by Governor Granholm.

A wealth of experiences, knowledge, and entrepreneurial spirit along with a witty personality and superb speaking skills—that's what the 100 people who attended the November Global Business Club luncheon received! Mr. Chris Holman, radio personality and publisher of the *Greater Lansing Business Monthly*, has hosted the popular "Chris Holman Morning Show" on WJIM-AM 1230 Radio since 1993. He also has hosted the "Business Beat" report for WLNS-TV Channel 6 since 1990.

Holman was recently appointed Michigan's Small Business Advocate by Governor Jennifer Granholm. His statewide appointment was widely covered in the area. The Lansing State Journal, for example, published a feature with comments by Governor Granholm and MEDC

President and CEO James C. Epolito. "His appointment as Small Business Advocate underlines the importance of small business as the job-creating engine of the state's economy. I am delighted to welcome him as a member of our team to share the multitude of services and support we've developed to help small businesses grow," Granholm said. Epolito agreed: "As a communicator par excellence, Chris is superbly qualified to speak to and on behalf of the state's small business community....As Michigan's Small Business Advocate, he will help raise awareness of the wealth of resources and assistance our entrepreneurs can call upon, including help with state and federal contracting," Epolito also said.

A business entrepreneur, Mr. Holman founded H&H Inc., a Lansing marketing consulting firm. Previously he was a teacher, coach, athletic director, and principal with the Huron Valley-Harland school district. Active in civic and community affairs, Holman served in various leadership positions in the Capital Area United Way, as a board member of the Capital Region Airport Authority, as chairperson of the board of governors of the Lansing Convention and Visitors Bureau, and as a board member of First of America Bank and REO Transportation Museum.

In his talk, Chris Holman focused on a variety of internationally oriented issues that apply to small and medium-sized firms from the State of Michigan.



Chris Holman addressed 100 attendees at the GB Club Luncheon.

IN FOCUS



Matt Prunte

Matt Prunte is currently the Undergraduate Team Manager at MSU-CIBER. At the beginning of his freshman year, Matt had the opportunity to work on research under the direction of Founding Executive Director S. Tamer Cavusgil. This research analyzed the competitiveness of domestic automakers, specifically focusing on the reasons for their recent decline in demand. Upon the conclusion of that project, Matt came to MSU-CIBER, where he has remained for over two years. Since that time, Matt has had the opportunity to work on a variety of projects primarily related to globalEDGE. In addition to serving as Team Leader, Matt is also an associate editor of the globalEDGE site and performs analysis on large amounts of electronic data.

An accounting major, Matt is a site leader for the Voluntary Income Tax Assistance (VITA) project, is a student leader for Honor's College recruitment, and has served as the Vice President of Membership for the Accounting Student Association. Matt also works as a second-year resident mentor supervising a residential community ranging from 30 to 50 students while developing educational and social activities. In addition, he has served as a student assistant in Accounting 201, teaching accounting principles to nearly 70 students, and also concurrently works within the Lear Career Services Center analyzing employment statistics.

Matt has won a number of honors during his time at Michigan State including the Institute of Management Accountants 2006 Student Excellent Award; he was also a finalist for the 2006 Michigan State University Student Employee of the Year Award. Matt will graduate in May 2007 with a Bachelor of Arts in Accounting with an International Business specialization.

Doctoral Dissertation Research Profile: Steven Seggie

- A U.S.-based manufacturer is concerned that its foreign distributor is failing to fully exploit the market potential for the firm's products, possibly because the distributor has begun to represent other firms with competing product lines.
- A U.S. firm suspects that one of its major suppliers in a foreign country is possibly marketing products manufactured under an exclusive license from the firm to others in its domestic market.
- A U.S.-based franchisor is concerned that one of its major franchisees in a foreign market is about to terminate its contractual relationship with the franchisor and start a competitive business.

These and similar scenarios are examples of troubled relationships far too common in international business. Steven Seggie sees a research opportunity in such inter-firm relationships. Steven, whose research is partially funded by MSU-CIBER, is studying the relationships between buyers and sellers or suppliers and distributors, particularly cross-nationally. His research, titled "Why relationships go wrong: An examination of dysfunctional cross-national marketing channel

relationships," seeks to explain why so many relationships sour. He is essentially looking for interruptions to the smooth running of relationships—"the 'dark side' of relationships," as it has been dubbed.

Although there is a plethora of research on this topic, Steven's research is unique because of its experimental design. In order to gain a comprehensive understanding of how and why these relationships fail, Steven requires "real-world feedback from businesspeople" who have experienced this phenomenon. For a number of reasons, this is difficult to obtain in direct interviews. To elicit the feedback he needs, Steven has created a series of scenarios based upon real-life examples of disruptive behaviors. He shares these with managers and then quizzes them about how they would react at various stages of the scenario. Eventually, some 400-500 managers will have reviewed Steven's scenarios. Their reactions to the scenarios will allow Steven to generalize about the pattern of reactions and at what points the inter-firm relationships finally "turn" and cease to be salvageable.

Even relatively early into his research, Steven was surprised by the number of relationships that sour and the number of relationships that do not terminate, the ones that "are irretrievably damaged, but continue." One reason a company may choose to continue a damaged relationship is that it is still deriving benefits from the relationship that outweigh the cost of sustaining it.

A second contributing factor to the continuation of relationships is that what makes them strong also makes them weak. Previous research indicates that the more trust firms have in one another, the easier it is to exploit one another. However, as trust in one another grows, partnerships become more and more intertwined, to the extent that it is more difficult to get out of the relationship than to stay.

His research is still on-going, but already Steven has four definite pieces of advice for managers in inter-firm relationships:

- Be proactive. Expect and anticipate problems before they happen.
- Be knowledgeable about the relationship and recognize that the partnership will require close attention.
- Manage the trade-offs between benefits and costs.
- Always keep other options open in case the particular relationship cannot continue.

Getting to know Steven Seggie

Research title: Why Relationships Go Wrong: An Examination of Dysfunctional Cross-National Marketing Channel Relationships, Dr. Tamer Cavusgil and Dr. David Griffith, advisers

**Major: Marketing
Minor: International Business**

**MBA from Sabanci University, Istanbul, Turkey
MA from University of Glasgow, Glasgow, Scotland, UK**

Research Interests: Channels of Distribution; Inter-organizational Relationships; International Channels of Distribution; Supply Chain Management; Marketing Metrics

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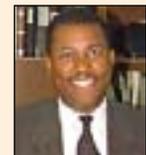
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