

2016-17
ANNUAL
REPORT



THE SECOND SHIFT MODEL: DYNAMIC, COLLABORATIVE, AND GLOBAL

Drive Win-Win Solutions with the Problem-Solving Framework That Kept GM in Lansing, Michigan

WHEN car-making giant General Motors decided to close its plant in Lansing, Michigan, in 1996, one person – the city’s newly elected mayor – stood up and said no. Initially, this was the cry of a man in the wilderness. Not once in its century-long history had GM reversed a decision to close a plant. But Mayor David Hollister quietly went to work building the “Lansing Works! Keep GM!” movement and succeeded in defying all the odds.

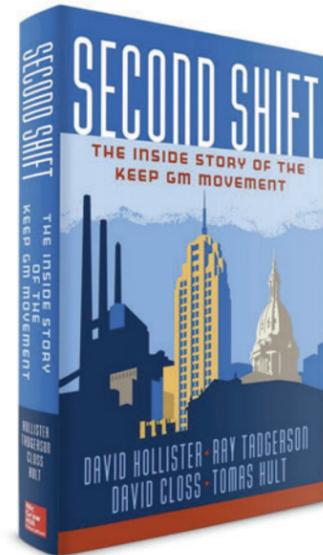
David Hollister, together with Ray Tadgerson (former CEO of C2AE) and MSU professors David Closs (McConnell Chaired Professor) and Tomas Hult (Byington Endowed Chair), penned the book *Second Shift: The Inside Story of the Keep GM Movement* as a codified solution that other cities worldwide can use to leverage community partnerships to stay globally competitive.

The collaborative problem-solving approach – the Second Shift model – succeeded in Lansing by bringing together state and regional politicians, economic developers, private sector firms, labor unions, educators, and residents of the region. Powerful, persuasive, and well-organized, this coalition implemented a strategic, six-dimensional framework to achieve the seemingly impossible:

- **IDENTIFYING:** Name the challenge and its impact
- **PARTNERING:** Develop meaningful relationships
- **BUILDING:** Construct your strategy as you go
- **SOLVING:** Engage in constant problem solving
- **CELEBRATING:** Mark successful milestones
- **PERSEVERING:** Adapt and endure

The “Lansing Works! Keep GM!” movement was a victory of people over bureaucracy, of a can do attitude over cynicism – a story rarely told in today’s complex, technological, and often dehumanizing global world of large business and out-of-control government. And the best part was that, in the end, both sides came away winners. It’s proof positive that when the public and private sectors work together as equal partners, amazing things can happen.

film.secondshift.org
book.secondshift.org



Business Partnerships

U.S. Department of Education
 U.S. Department of Commerce
 U.S. Export Assistance Center
 State of Michigan
 Michigan Economic Development Corporation
 Michigan Department of Agriculture
 Michigan Manufacturer Association
 Michigan Chamber of Commerce
 Michigan Business Network
 Lansing Regional Chamber of Commerce
 Lansing Economic Area Partnership
 Port Lansing / Foreign Trade Zone #275

Tomas Hult, David Hollister, Ray Tadgerson, and David Closs pictured at the RE Olds Museum



HULT TOP MARKETING PROFESSOR IN THE WORLD

TOMAS HULT of Michigan State University’s Broad College of Business was named the 2016 AMS/CUTCO-Vector Distinguished Marketing Educator by the Academy of Marketing Science (AMS).

With this annual award, AMS recognizes a marketing scholar’s outstanding career achievement and global impact. Hult is the Byington Endowed Chair, Professor of Marketing and International Business, and Director of the International Business Center in the Eli Broad College of Business at Michigan State University.

“Recipients of this award are those who are changing the way we do science in marketing,” said Helen Brown, academic outreach manager with CUTCO-Vector Marketing Corporation.

Linda Ferrell, president of the Academy of Marketing Science, added that “when Cutco-Vector endowed the AMS Distinguished Marketing Educator Award, the intent was to annually honor top scholars among the worldwide marketing professorate for their outstanding career achievements. Dr. Tomas Hult truly embodies the qualities that are intended by Cutco-Vector’s endowing the AMS/CUTCO-Vector Distinguished Marketing Educator Award.”

“I am truly honored and delighted that the Academy of Marketing Science selected me for the 2016 AMS/CUTCO-Vector Distinguished Marketing Educator Award,” said Hult. “This award is both a humbling experience and a recognition from peers whom I admire and a field to which I am so dedicated in research, teaching, and service,” he said.



“This award is a testament to the hard work and dedication Tomas puts toward his research. The broad impact his work has on the global community is immense, and we are very proud to have him as a colleague here at the Broad College of Business,” said Sanjay Gupta, the Eli and Edythe L. Broad Dean of the college.

“In his generation of marketing scholars, he is by far the eminent voice in both marketing strategy and international marketing,” said Roger Calantone, Eli Broad University Professor of Business at MSU.

broad.msu.edu/facultystaff/hult



Top: Tomas Hult and Michael Porter (Professor at Harvard)
 Middle: Sheri Jones, News Anchor-WLNS, and Tomas Hult
 Bottom: Tomas Hult with his market-leading *Global Supply Chain* book



At Michigan Business Network's inaugural International Business Breakfast, co-organized by the International Business Center in the Eli Broad College of Business at Michigan State University, the two U.S. Senators from Michigan – Debbie Stabenow and Gary Peters – dialogued with Chris Holman (CEO, Michigan Business Network) and Tomas Hult (Director, MSU's International Business Center) about a variety of issues that relate to the international competitiveness of U.S. companies.

Senator Debbie Stabenow covered international education, agriculture, and what makes Michigan companies competitive in the global marketplace. Senator Stabenow's core issues include biobased manufacturing, supporting Michigan agriculture, new skills for new jobs, and exporting and international trade.

Senator Gary Peters gave his perspective on a potpourri of international business issues, and then discussed the economic impact and multiplier effect of the auto industry, especially here in Michigan. Senator Peters' core issues include strengthening agriculture and rural communities, investing in education, making government efficient, growing the economy, and keeping America safe.

The breakfast event took place on September 12, 2016, and was attended by more than 300 people. Radio segments from the event can be found on the globalEDGE Business Beat, a radio show hosted by Tomas Hult on the Michigan Business Network.

From left to right:
Chris Holman,
Senator Gary Peters,
Senator Debbie Stabenow,
Tomas Hult

globaledge.msu.edu/get-connected/globaledge-business-beat



IBC team members and friends with Senators Peters and Stabenow



The Global Business Club of Mid-Michigan

The Global Business Club of Mid-Michigan serves as a knowledge and networking group linking Michigan exporters and trade specialists. The Global Business Club provides workshops, luncheon speaker series, networking opportunities, digital resources, e-newsletters, and other communications.

The Global Business Club is organized by MSU's International Business Center with the core sponsor being Foster Swift Collins & Smith. Jean Shtokal and Bill Motz serve as co-chairs. Other affiliates include Lansing Community College, Lansing Chamber, and MSU's Center for Advanced Study of International Development. For more information:

GBClub.msu.edu

THE Michigan Economic Development Corporation – the economic development branch of the Michigan Governor's Office – selected Michigan State University in 2016 as one of four statewide locations for its Regional Export Network. The three other locations in the network include Traverse City, Grand Rapids, and metro Detroit.

MSU's International Business Center, housed in the Eli Broad College of Business, will lead the charge in 24 of Michigan's 83 counties, including mid-Michigan, the Thumb, Lansing, Jackson, and southward to the Ohio border. Specifically, the center will be the first stop for the State of Michigan for companies developing their exporting activities and international trade.

"Exporting is important for Michigan's economic development," said IBC Director Tomas Hult. Last year, more than 15,000 Michigan companies were involved in international trade. The state ranks above the national average in that 91 percent of the companies that export are small- and medium-sized (fewer than 500 employees). The national average is 82 percent.

"The vast majority of these companies are small- and medium-sized enterprises that need knowledge, skills, and resources to export," he said. "It's essential for businesses to understand the viability of their product beyond Michigan and the Midwest. Ultimately, successful businesses face a choice: Where should they focus sales and manufacturing? The question could come down to Indiana or India."

Last year, companies assisted by MEDC's trade program reported a 49 percent increase over the previous year, which helped create 2,500 new Michigan jobs.

"Not only is MSU's inclusion as one of four RENs in the state creating internships and experiences for MSU students, but MSU is also becoming an instrumental part of job creation in the state," Hult said.

global.broad.msu.edu/megp
michiganbusiness.org/grow/international-trade-services

Networking and Training Series

- Michigan Business Network
- globalEDGE Business Beat
- Lansing Economic Club
- Global Business Club of Mid-Michigan



MICHIGAN STATE UNIVERSITY | Center for International Business Education & Research (MSU-CIBER)

On the globalEDGE of Business

WHO WE ARE

The International Business Center (IBC) in the Eli Broad College of Business at Michigan State University has been designated as a national center of excellence by the U.S. Department of Education (Title VI, CIBER program) since 1990.

IBC's mission is to provide superior education, research, and assistance to businesses, policy makers, academics, and students on international competitiveness and trade.

WHAT WE DO

globalEDGE: Worldwide leader for "international business resources" – globalEDGE.msu.edu (#1 ranked by Google); 1.5 million users across most countries.

Globalization Tools: National leader in increasing international competitiveness of U.S. companies – helped more than 12,000 companies with international trade since 2006.

Community Colleges: National leader in training for community colleges – trained faculty in 44 U.S. states; 69% of community colleges now teach international business (up from 51% in 2008).

Michigan Exporting: Serve as a Regional Export Network headquarters for the State of Michigan. Run the Michigan Export Growth Program – facilitated trade for more than 2,000 Michigan companies.

Global Leadership: Headquarters of the prestigious Academy of International Business with members in 90 countries; top ranked in international business research; #1 in supply chain management.

Education Abroad: Supporting more than 200 programs worldwide; Top 10 among U.S. universities for both incoming foreign students and outbound study abroad.

Strategic Multiplier: Integration of services with U.S. Department of Commerce; District Export Councils, and Michigan Economic Development Corporation.

Local Leader: Facilitating Michigan's global networking – Lansing Economic Club; Global Business Club of Mid-Michigan; Michigan Business Network Series; and International Trade Center of Mid-Michigan.

IBC.MSU.EDU

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NEW ORLEANS is one of the most fascinating cities in the USA, with a truly unique blend of culture, food, and music – and it was the perfect setting for the 2016 Annual Meeting of the Academy of International Business, organized as always (since 2004) by MSU's International Business Center.

More than 1,000 scholars from around the world enjoyed a jam-packed program. The conference opened with the introduction of this year's Fellows' awards winners: Indra Nooyi, CEO of PepsiCo, for the International Executive of the Year; Joseph Aoun, President of Northeastern University, for the International Educator of the Year; and Kathleen Eisenhardt for the John Fayerweather Eminent Scholar.

In the opening plenary, Nooyi gave a keynote speech on "Leadership, purpose, and innovation in the changing global economy." The other distinguished award winners participated in special sessions later in the conference, Aoun leading a panel of AIB fellows on the topic "Globalizing education: challenges, opportunities, and the AIB," and Eisenhardt on "Global innovation: The new frontier for international business."

Attendees had their choice of 40 panels, 88 competitive paper sessions, and 61 interactive paper sessions. Interspersed throughout the conference were 17 showcase sessions, which set out new challenges, new ideas, and new debates on various international business topics. They included the Buckley and Casson Dissertation Award Finalists' presentations and the JIBS Decade Award session, where authors Bradley L. Kirkman and Kevin B. Lowe discussed their award-winning paper, "A quarter century of *Culture's Consequences*: A review of empirical research incorporating Hofstede's cultural values framework" (co-authored with Cristina B. Gibson).

The new special interest town halls were a forum for participants to share, discuss, and improve ideas that are at an early stage of development; a town hall on the timely topic of Brexit, United Kingdom's exit from the European Union, was very popular.

In early July 2017, Dubai in the United Arab Emirates awaits the next annual conference of AIB members, who hail from 90 countries; more than 1,000 people are projected to attend as usual. The draw is the intellectual engagement among AIB members, and Dubai having emerged as a global city and business hub of the Middle East.



2017 ANNUAL MEETING

JOIN AIB FOR THE 2017 ANNUAL MEETING in Dubai, United Arab Emirates July 2-5, 2017

For full details, visit the AIB website: aib.msu.edu



AIB Executive Board from left to right: Maria Alejandra Gonzalez-Perez, Jiatao Li, Hadi Alhorr, Lorraine Eden, Sumit Kundu, Nakiye Boyacigiller, Tomas Hult, Charles Dhanaraj, Ram Mudambi, Jeremy Clegg, Rosalie Tung, Tunga Kiyak, Sarianna Lundan, Masaaki Kotabe



Community College Partners

- American Association of Community Colleges (AACC)
- Community Colleges for International Development (CCID)
- Lansing Community College
- Michigan Community College Association
- National Association for Community College Entrepreneurship (NACCE)
- NASBITE International

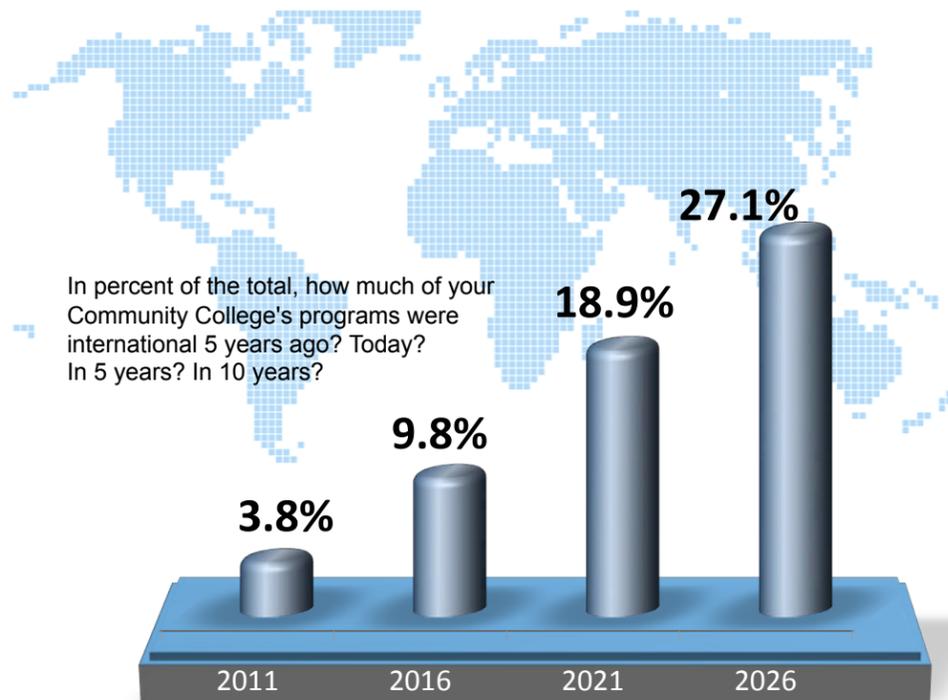
FIGURING out where a Community College has been, where it is, and where it is planning to go in terms of internationalizing its programs represents a way to outline a strategic path toward targeted goals. MSU's International Business Center has a long-standing commitment to internationalizing community college administrators, faculty, and students.

As the chart shows - using a scale from zero to 100 percent, with 100 percent representing a Community College with all of its programs fully internationalized - the 2016 benchmark shows a reason to be optimistic for the future. In 2014, 8.4 percent of the campus was internationalized, and now it is 9.8 percent, with more to come.

In 2016, MSU trained more than 100 community college faculty in its workshops, coined International Business Institute on the Road. The team went to Central Nebraska Community College in Nebraska, Polk State College in Florida, Mesa Community College in Arizona, and also did a community college workshop at the University of Texas at Austin.

Additionally, MSU's annual Nationwide Benchmarking Report on International Business Education at Community Colleges continues to inform community colleges on where they are, what they can do, and how.

Our white paper series (Reporting on Internationalization at Community Colleges) has also tackled several topical issues, such as The President's Role in Driving Internationalization, Internationalizing the Community College Business Curriculum, The Business of Rural Community College Internationalization, and Intersection of Entrepreneurship and Globalization. All of these reports are available online at global.broad.msu.edu/IBC/research.



Organizational Chart and Strategic Clusters
INTERNATIONAL BUSINESS CENTER
Dr. Tomas Hult, Director



- ranked #1 on Google for “international business resources”
- 1.5 million active users



<http://globalEDGE.msu.edu>



BACK ROW, LEFT TO RIGHT: Tunga Kiyak, AIB Managing Director; Ronda Bunnell, Educational Programs Coordinator; Kathy Kiessling, AIB Member Services Coordinator; Tomas Hult, Director; Erkan Kocas, International Trade Specialist; Jade Sims, International Trade Specialist.
FRONT ROW, LEFT TO RIGHT: Laura Shanks, AIB Communications Manager; Sarah Singer, Assistant Director; Anne Hoekman, JIBS Managing Editor; Jamie Rytlewski, Systems Analyst; Irem Kiyak, Associate Director.

WHO WILL
MAKE
BUSINESS
HAPPEN?
**SPARTANS
WILL.**



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