

Inside this issue:

Inside this issue:
 MSU-CIBER Annual Advisory Board Meeting 1
 From the Directors 2
 Int'l Business Forums 3-4
 Research Presentations 5
 Visiting Scholar Kassey Garba. 6

Check us out on the Web!
<http://ciber.msu.edu/NewsAndEvents/CIBERNews/>

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Fruitful Discussion at the Annual Advisory Board Meeting

The annual meeting of the MSU-CIBER Advisory Board took place on Friday, March 21, 2003 at the James B. Henry Center for Executive Development. Some 30 business and government representatives who form the Board attended the meeting. The meeting started with lunch at the University Club, where The Eli Broad College of Business Senior Associate Dean, Alison Barber gave opening remarks. Dean Barber talked about the critical role that the Advisory Board plays into the success of the Center. She pointed to the diversity among



Tomas Hult, Director, addressing the Advisory Board

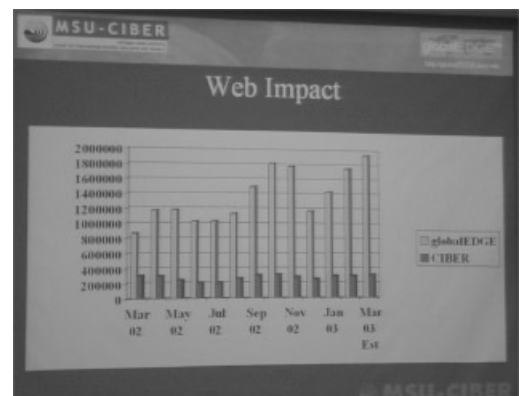


Tomas Hult talking about a sample of 2002-03 activities

CIBERs and briefed the Board about her positive experiences at the CIBER Directors' Meeting that took place in June 2002. Dean Barber also talked about the Strategic Plan and The MSU Research Center Review Process that the Center has recently completed. Dean Barber closed her remarks by highlighting the challenges facing the higher education institutions and the increasingly important role of CIBERs in reaching out to the business community and helping future employees become effective global business leaders.

The meeting continued with a brief update from Tomas Hult summarizing MSU-CIBER's progress in the past year. Dr.

Hult then presented three areas for the Board to work on in the afternoon breakout sessions with the MSU-CIBER team. Breakout discussions produced ideas and new directions: a) Fund-Raising b) Executive Education Programs, and c) MSU-CIBER at a Mature Stage. The recommendations and ideas generated from these breakout sessions were summarized in an-hour long session, where discussions took place among Board members and the MSU-CIBER staff. We appreciate the valuable guidance our Board has given us.



Briefing the Board on MSU-CIBER's web impact



- Are you looking for a simulation or interactive exercise to incorporate into your course plan?
- Are you searching for a global conference on emerging markets to present your latest paper?
- Would you like to find case studies to enrich the classroom experience?
- Are you looking for the style guide and submission instructions for the Journal of International Marketing?
- Are you trying to find a grant to support your recent research project?

Answers to these and other academic and research oriented queries lie at our new Academy Section.

Visit the new globalEDGE Academy Section now at <http://globaledge.msu.edu/academy/> to view the comprehensive portal that provides international business focused resources that cater specifically to the needs of teachers, researchers, and graduate students.

globalEDGE

From the Directors

We are most pleased to bring you this latest issue of CIBER News. A number of important developments have taken place since our last CIBER News.

We are pleased to report that the committee chaired by Geoffrey Booth, F.S. Addy Distinguished Chair in Finance and Chair of the Department of Finance, has completed its internal review of MSU-CIBER. The six-member committee submitted their final report to the Office of the Vice President of Research as the administrators on behalf of the Provost Office. The overall report and accompanying documents filled a few hundred pages; it included extensive data for 2001-2002 and a sample of representative data for 1990-2000. Overall, the committee suggested that “the crucial issue concerning MSU-CIBER is whether it adds value to the Eli Broad College, MSU, and all of its external stakeholders and whether this value is substantive enough to warrant the resources that it consumes...we believe that it does...MSU-CIBER staff should be commended for creating a research-education center that MSU and all its constituents can be proud of.” Please see the MSU-CIBER brochure for an outline of the objectives of the center (<http://ciber.msu.edu/msuciberbrochure.pdf>) and the globalEDGE™ brochure for an outline of its world-leading web portal (<http://globaledge.msu.edu/globalEDGE.pdf>).

On January 1, 2003, Dr. Erika Butler joined MSU-CIBER as its Specialist Director of Study Abroad. In her role, Erika reports to the MSU-CIBER Director and works closely with the Broad College’s Dean’s Office and MSU’s Study Abroad Office to develop, maintain, and implement study abroad programs for our business students. MSU currently sends more students abroad than any other university in the country (Institute of International Education 2003). We also provide a significant

number of scholarships to students (typically in the \$500-\$1,000 range).

Our former study abroad director has taken on a new role with MSU-CIBER. Elvin Lashbrooke is now Faculty Director of Education. His major focus will be on executive training programs and implementation of our new specialization in international business for undergraduates. MSU-CIBER is launching an increased effort toward developing cutting-edge training programs for business executives to complement the many faculty development and research activities that have become a staple of the Center. Much in the executive training spirit, we are happy to report that Myron Miller, former Outreach Director of our Center, has received the “International Trade Educator of the Year 2003” award from NASBITE (North American Small Business International Trade Educators).

In the last issue of CIBER News, we mentioned our National Science Foundation (NSF) grant on “online groceries.” The preliminary results of this three-year (2002-2005) project were recently featured in the Sloan Management Review (see <http://smr.mit.edu/past/2003/smr4421b.html>).

Finally, MSU-CIBER and all CIBERs in the country were prominently featured in the February 12, 2003 issue of *The Economist*. The article titled “CIBERnetic” discussed CIBERs as “the American government’s little-known aid for international business knowledge.” In the article, S. Tamer Cavusgil highlighted our globalEDGE™ website as a great tool in our efforts “for trying to find the best way of reaching executives.” At close to two million hits, we are certainly very proud of the exposure and impact globalEDGE™ has achieved (see <http://globaledge.msu.edu>).

S. Tamer Cavusgil, Executive Director
Tomas Hult, Director
Irem Kiyak, Assistant Director



Tom Quinn at the IB Forum

TRADE INTERRUPTED—How the September 11 Terrorist Attacks Affected the Michigan/Ontario Regional Economy

The first of this semester's International Business Forums was held on Tuesday, February 11 at the Michigan Athletic Club (MAC) in East Lansing, Michigan. Tom Quinn, International Trade Officer Canadian Consulate General, Detroit talked about the effects of 9/11 on the trade between the Michigan and Canadian border both from the security standpoint and the resulting trade volume in U.S. Dollars. Mr. Quinn started his presentation by indicating that the U.S. is the largest trade partner of Canada in terms of two-way merchandise

trade as of 2001 based on U.S. Department of Commerce and Statistics Canada data. He stated that the leading states for two-way trade are Ontario and Michigan. After 9/11, Michigan and Ontario are still the champions of two-way merchandise trade between U.S. and Canada, however the numbers are noticeably down. Mr. Quinn concluded that there was no economic devastation but some lost business is unrecoverable. He indicated that the auto industry is seeing a rebound already and international trade recovery has been slow but steady.



Testimonials we wanted to share with you!

"I can't thank MSU-CIBER enough for providing such a wealth of valuable information in a quick and courteous manner. I've returned to finish college after about 30+ years, and your prompt reply to my request is a great experience amid many frustrations. globalEDGE has provided the best information for this project so far! Keep up the good work!"

Bruce from Pennsylvania
February 2003

"I found globalEDGE extremely useful and full of important information which I needed when dealing with a client from the Netherlands! I found all of the information necessary to feel prepared about their culture and work ethics. I have a Master's degree in International Marketing, and wish that I knew about your site when I was in school! Thank you very much!"

Renu from Pennsylvania
January 2003

"Thanks for providing such a wealth of information on countries and their economies. globalEDGE is well-organized and maintained, easy to navigate, and the links are incredibly useful. I also enjoy the polls. I have used your site for the last 6 months to write a number of papers, as well as to research foreign economies and markets during my internship last summer with the US Dept of Commerce. You have made my life much easier and I am in your debt. Thanks again."

Justin from Minnesota
November 2002

March IBF Luncheon

The Changing Face of China—From Pagodas to Cell Towers

The IB Forum luncheon series continued with Special Guest Speaker John Pearson, Vice President and Executive Director, Capital Choice Partnership, Lansing Regional Chamber of Commerce on Tuesday, March 18th at the Michigan Athletic Club (MAC) in East Lansing, Michigan. Mr. Pearson indicated that with China's recent admission to the World Trade Organization, the awarding of the 2008 Olympics, and the World Cup, the push is on to Westernize at warp speed. After talking about the recent history of China, Mr. Pearson noted that China's output quadrupled in the past 20 years and China now has the world's second largest GDP. He also indicated that political controls remain tight even while economic controls continue to weaken.

The Thrills and Chills of Global Brand Building

IB Forum closed the academic year on Thursday April 3rd, with Special Guest Speaker, Lynn Upshaw. Mr. Upshaw, principal of Upshaw Consulting of San Rafael, California, is a leading independent brand marketing strategist and also teaches in the MBA program at the Haas School of Business, University of California/Berkeley. Mr. Upshaw presented an interesting and informative session on Global Brand Building. This session also broke the attendance record for IB Forums with 69 participants.

Mr. Upshaw was introduced by Jason Pitts, who serves as a graduate assistant at MSU-CIBER and is an MBA candidate at the Broad Graduate School of Management. Mr. Upshaw started his presentation by indicating that, in light of what's going on in the world, he was inclined to speak more about the chills rather than the thrills of global brand building. He introduced the concept of global branding as being a key business tool in the minds of many CEOs. But he also pointed out that global brands are also the "poster children" of globalization, which is a very controversial subject today. Mr. Upshaw defined a global brand as, "a promise kept across multiple regions. It symbolizes the worldwide covenant between a buyer and seller." He then gave specific examples of brands and their valuation, including Coca-Cola, IBM, Nike, and others.

Mr. Upshaw continued his presentation by talking about the challenges faced due to globalization. He mentioned the collective effects of anti-globalization protests, economic turmoil, and the latest anti-American boycotting of some global brands. He indicated that, like it or not, we have a global world and a global economy, and hence the value of global brands. An increasing number of global brands are becoming what may be called "cult-like" brands and some of these are held in higher esteem by some individuals than religious faiths. He pointed out that some of these brands, such as Calvin Klein and Sony PlayStation, have evolved into virtual global "languages" that

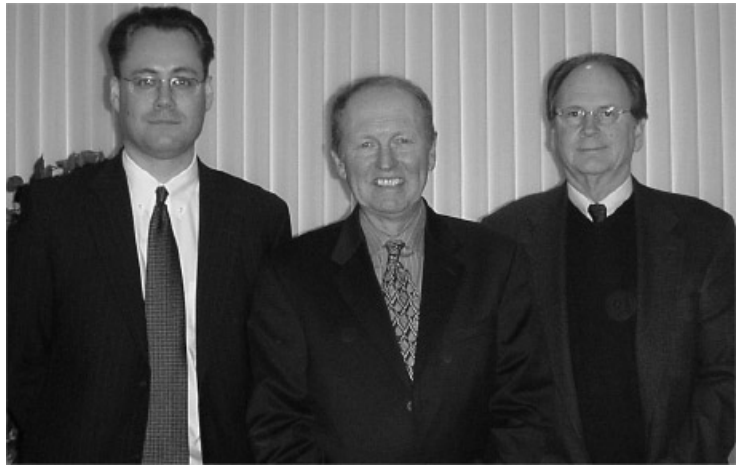
are spoken universally, whether you are on the Champs-Élysées in Paris or on Rodeo Drive in Beverly Hills.

"Just as important, these brands bring people together," said Mr. Upshaw. He also referred to a commonality among these brands that he calls their

"global strategic glue," which is unique to each brand. Mr. Upshaw talked about the "global, wholistic" brand experience that can be seen in McDonalds around the world, always involving family, food, and fun. He then showed several commercials and explained the intent of each. He indicated that what we may see in the future could be the rise of the "culture brand," which is a global brand managed in such a way that the cultural impact of the brand on global societies is integrated into the mainstream business planning process. Today, we are already seeing a spread of what is called "glocalization," meaning that the brand is "branded globally, but marketed locally."

Increasingly, this strategy puts a lot of emphasis on the cultural and socioeconomic impact of global brands. This can sometimes involve tapping common human emotions across multiple regions. Mr. Upshaw showed three Levi's commercials for their new Type I jeans. The commercials were from three different countries, but still conveying the message "bold jeans for bold people." He indicated that these three very different commercials all tap into this one concept of boldness in three different cultures and fundamental human emotions.

Mr. Upshaw enthusiastically fielded some very good questions from the audience, despite the fact the he had just come from non-stop guest lecturing to two MBA classes at MSU throughout



From left to right: Tomas Hult, Director of MSU-CIBER, Lynn Upshaw, Brand Marketing Strategist, Upshaw Consulting, San Rafael, California, and Bob Duncan, The Eli and Edythe L. Broad Dean, The Eli Broad College of Business, Michigan State University.

the morning, and had flown in late the night before after lecturing at the Haas School at Berkeley. Yet, he continued his day with an intensive research meeting with an MSU PhD candidate until 3 pm. His energy and level of commitment to international business education and research is greatly appreciated!



Jason Pitts from MSU-CIBER introducing his father-in-law, Lynn Upshaw.

Please visit: <http://ciber.msu.edu/newsandevents/IBForum/> for upcoming programs next year.

For more information about our luncheon programs or to be added to the mailing list, please call Beverly Wilkins, Program Coordinator for Michigan State University's Center for International Business Education and Research, at 517-353-4336, or e-mail her at ibf@bus.msu.edu. The costs of the luncheons are \$20 and reservations are requested.

Research Presentations



Dr. Aysegul Ozsomer with some of the Marketing and Supply Chain Management faculty and PhD students after the seminar

On Tuesday, January 14, MSU-CIBER hosted a research seminar by Aysegul Ozsomer, assistant professor of Marketing and International Business at the College of Administrative Sciences and Economics at Koc University, Istanbul, Turkey. Dr. Ozsomer is a graduate of the Marketing Doctoral Program at Michigan State University and is currently a visiting scholar at the Anderson Graduate School of Management at UCLA for the 2002-2003 academic year.

Dr. Ozsomer presented her recent research paper titled "Marketing Program Standardization: A Cross-Country Exploration," in which she had assessed and empirically tested the relationship between the marketing program standardization (MPS) and performance of multinational firms. Most interesting contribution of her study was consideration of decision centralization as a moderator in this relationship. The audience was mainly comprised of marketing professors and doctoral students from the Department of Marketing and Supply Chain Management at MSU. She laced her presentation with real-world examples and kept the level of interest high among the audience. Her ideas and contributions lead to a fruitful discussion during and at the end of the presentation. Later,



Dr. Bernard Yeung and Dr. Zsuzsanna Fluck

Dr. Ozsomer individually met with the current marketing doctoral students to discuss their research interests and answer their questions.

MSU-CIBER also hosted Bernard Yeung, Abraham Krasnoff Professor of Global Business, Professor of Economics and Professor of Management, Stern School of Business, New York University for a research seminar with the Department of Finance at MSU. His presentation titled "Thinking about the Functionality of Equity Markets – Let International Business and Finance Meet" attracted an audience of faculty and doctoral students from both Marketing and Supply Chain Management and Finance Departments. Professor Yeung's interests include international trade, investment policies and firm behavior; foreign direct investment and multinational firm economics; international comparison of stock markets and stock price behavior; and firm size, growth, productivity, and survival.

Recently Published Books

Study Abroad: Perspectives and Experiences from Business Schools that resulted from the Roundtable on Study Abroad Programs in Business Schools in September 2001 is out! It has been published by Elsevier Science and can be purchased by visiting their online bookstore at: <http://www.elsevier.com/inca/publications/store/6/6/9/4/8/7/>

A University Turns to the World: A Personal History of the Michigan State University International Story by Ralph Smuckler provides an impressive account of nearly 40-years of internationalization at Michigan State University. Ralph Smuckler was MSU international programs dean for more than 20 years. Visit MSU-Press' online bookstore at: <http://msupress.msu.edu/bookTemplate.php?bookID=85>

Check it out on the web:

- The Eli Broad College of Business 2001-2002 Annual Report**
http://www.bus.msu.edu/information/about/documents/final_AR_03-02.pdf
- MSU-CIBER Brochure**
<http://ciber.msu.edu/msuciberbrochure.pdf>
- globaLEDGE™ Brochure**
http://globaledge.msu.edu/about_globaledge.asp
- MSU-CIBER News and Events**
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Visiting Scholar Kasseyy Garba

MSU-CIBER hosted Precious Kasseyy Garba, Director of the MBA Program and Associate Professor at the Department of Economics at the University of Ibadan in Nigeria. Dr. Garba was stationed at MSU from August 2002 to January 2003 under the Senior Fulbright Visiting Fellowship Program to study the organizational and management structures of selected Business Schools with the hope of evolving an appropriate model for her University. The study is to complement studies of Business Schools in the United Kingdom and in Nigeria that the Department had carried out in the recent past.



Dr. Garba

In addition to her research responsibilities under the Fulbright Program, Dr. Garba also gave several lectures and seminars organized by the African Studies Center, the Center for International Development, and Women in Development at MSU. She also joined with the group, headed by Professor Steve Esquith (Chair of the Philosophy department) that discussed matters relating to the introduction of a course in ethics and development. The course is expected to take off in the first semester of year 2003 and is titled Gender, Justice and Environmental Change: Issues and Concepts. It is aimed at “examining the conceptual issues related to ecological systems, environmental policy, and gender studies in order to acquaint graduate students with the key debates and theoretical approaches involved in understanding environmental concerns from a gender and justice perspective.” A major concern of the course is to examine critically the complex intersections of environmental actors, agencies, and institutions in the global arena through a focus on contested power relations. This global perspective aims to challenge dichotomies of First World and Third World.

Dr. Garba said, “My experiences at MSU-CIBER and the other centers I have interacted with have been wonderful. I have grown intellectually and spiritually. I have shared aspects of my culture with people and have improved my understanding of the American culture. It has been very productive for me.” MSU-CIBER is delighted to have hosted such a gracious person and an avid researcher!

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