

(1/2/2024)

## **CURRICULUM VITAE**

### **Masaaki Kotabe**

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School of Commerce  
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## **EDUCATIONAL BACKGROUND**

### **Ph.D. Michigan State University (1987)**

Major: Marketing  
Minors: International Trade & Finance (Economics)  
International Business (Business)

### **M.B.A. Michigan State University (1980)**

Major: Marketing

### **B.S.S. Chiba University, Japan (1976)**

Majors: Law and Economics  
Minor: Sociology

## **ACADEMIC EXPERIENCE**

2021-Present	Professor of Marketing and International Business at the Graduate School of Commerce, Waseda University, Tokyo, Japan and at the Shidler College of Business, University of Hawaii at Manoa.
1998-2021	The Washburn Chair Professor of International Business and Marketing, The Fox School of Business, Temple University
2004-2012	Director of Research, Center for International Business Education and Research, Graduate School of Business, The Fox School of Business, Temple University

1997-1998	Professor of Marketing and International Business and Ambassador Edward Clark Centennial Endowed Fellow in Business, The University of Texas at Austin
1996	Philips do Brasil Chair Professor of International Business, Escola de Administração de Empresas de São Paulo, Fundação Getúlio Vargas, São Paulo, Brazil
1992-1998	Director of Research, Center for International Business Education and Research, Graduate School of Business, The University of Texas at Austin
1992-1997	Associate Professor of Marketing and International Business, The University of Texas at Austin
1990-1992	Assistant Professor of Marketing and International Business, The University of Texas at Austin
1986-1990	Assistant Professor of Marketing, University of Missouri-Columbia
1980-1986	Research and Teaching Assistant, Department of Marketing and Transportation, Michigan State University

### **EXECUTIVE POSITION**

President, Academy of International Business, 2016-2017.

Director, Japan Marketing Academy, 2010-2017.

Council Member, Japan Marketing Academy, 2018-present.

Vice President, Academy of International Business, 1997-1998.

### **HONORS**

The Fox School Lifetime Achievement Award, Temple University, 2021.

Honorary Advisor to the Japan Academy of Multinational Enterprises, 2019.

Gold Medalist, the *Journal of International Business Studies*. Publications over the Past 50 Years, 2019 (announced in Alain Verbeke and Hadi Fariborzi, "Celebrating 50 Years of JIBS: Anniversary Issue and Medal Awardees," *Journal of International Business Studies*, 50 (9), 2019, 1441-1447.

Fellow of the Japan Academy of International Business Studies, 2017.

Fellow of the Academy of International Business (AIB), 1998.

## VISITING POSITIONS

2017 - 2019	Visiting Professor of International Business and Marketing, Aalto University, Finland
2015 - 2019	Visiting Professor of International Business and Marketing, Waseda Business School, Tokyo, Japan
2018	Visiting Professor of International Business and Marketing, Feevale University, Novo Hamburgo, Brazil
2015 (Fall)	Visiting Professor of International Business, Nagoya University, Graduate School of Economics, Nagoya, Japan
2007 - present	Visiting Professor of International Business, Kwansei Gakuin University, Business School, Osaka, Japan
2009 - 2012	Visiting Professor of International Business, University of Puerto Rico, Rio Piedras Campus, San Juan, Puerto Rico
2008 - 2013	Visiting Professor of International Business, Keio University, Faculty of Business and Commerce, Tokyo, Japan
2001 - 2013	Visiting Professor of Marketing, Johannes Kepler University, Austria
1998 - 2013	Visiting Professor of International Marketing, Pontificia Universidad Javeriana, Cali, Colombia
2008 - 2011	Visiting Professor of Marketing, University of Agder, Norway
2006 (Sep.-Dec.)	Visiting Professor of International Business, Kobe University, Japan
2002 (Summer)	Visiting Professor of International Business, Kobe University, Japan
1998 (Summer)	Visiting Professor of International Business, Helsinki School of Economics and Business Administration, Helsinki, Finland
1997 (Summer)	Visiting Professor of International Business, Kobe University, Japan
1997 (Jan.-June)	Visiting Professor of International Business, New York University, Stern School of Business
1995 (Summer)	Visiting Professor of International Business, Escola de Administração de Empresas de São Paulo, Fundação Getúlio Vargas, São Paulo, Brazil
1994 (Summer)	Visiting Professor of International Business, Helsinki School of Economics and Business Administration, Helsinki, Finland
1993 (Summer)	Visiting Professor of International Business, University of Indonesia, Jakarta, Indonesia

1993 (Spring) and Visiting Professor of Marketing and International Business, Instituto  
1991 (Fall) Tecnologico y de Estudios Superiores de Monterrey, Mexico

## PROFESSIONAL EXPERIENCE

Business Analyst at Pierce Consulting, Haslett, Michigan, 1979-1984.

Research Associate at Funabashi Research and Education, Japan, 1976-1977.

## RESEARCH AND PUBLICATIONS

### Books:

Kotabe, Masaaki, *Concise Introduction to Global Supply Chain Management*, Northampton, MA: Edward Elgar Publishing, 2024 forthcoming.

Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, Hoboken, NJ: John Wiley & Sons, Inc., (1<sup>st</sup> ed.) 1998; (Updated Edition) 2000; (2<sup>nd</sup> ed.) 2001; (3<sup>rd</sup> ed.), 2004; (4<sup>th</sup> ed.), 2008; (5<sup>th</sup> ed.), 2010; (6<sup>th</sup> ed.), 2014; (7<sup>th</sup> ed.), 2017; (8<sup>th</sup> ed.), 2020; (9<sup>th</sup> ed.), 2023.

Czinkota, Michael R., Masaaki Kotabe, Demetris Vrontis, and Riad Shams, *Marketing Management: Past, Present, and Future*, 4<sup>th</sup> ed., Springer, 2021.

Kotabe, Masaaki, Kei Kuriki, and Kazuki Ota, *The First Step to Global Marketing (1からのグローバル・マーケティング)* (in Japanese), Tokyo: Sekigakusha / Chuokeizai, 2017.

Kotabe, Masaaki, Al Marshall, Swee Hoon Ang, Kathleen Griffiths, Ranjit Voola, Robin E. Roberts, and Kristiaan Helsen, *International Marketing*, John Wiley & Sons Australia, 2014.

Czinkota, Michael, Masaaki Kotabe, and Ilkka A. Ronkainen, *The Future of Global Business*, New York: Routledge, 2011.

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Czinkota, Michael R., Ilkka A. Ronkainen, and Masaaki Kotabe, *Emerging Trends, Threats, and Opportunities in International Marketing: What Executives Need to Know*, Williston, VT: Business Expert Press, 2010.

Kotabe, Masaaki and Kristiaan Helsen, *The SAGE Handbook of International Marketing*, London: Sage Publications, 2009.

Morokami, Shigeto, Masaaki Kotabe, Yoshihiro Oishi, and Hajime Kobayashi, *Strategic Supply Chain Management Capabilities (戦略的 SCM ケイパビリティ)* (in Japanese), Tokyo: Dobunkan, 2007.

Kotabe, Masaaki, *International Marketing*, London: Sage Publications, 2007.

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- Czinkota, Michael R. and Masaaki Kotabe, *Marketing Management*, 3<sup>rd</sup> ed., Cincinnati, OH: Atomic Dog Publishing, 2005.
- Kotabe, Masaaki and Preet S. Aulakh, *Emerging Issues in International Business Research*, Northampton, MA: Edward Elgar Publishing, 2002.
- Kotabe, Masaaki and Ricardo Leal, *Market Revolution in Latin America: Beyond Mexico*, New York: Elsevier Science, 2001.
- Kotabe, Masaaki and Kristiaan Helsen, *Global Business Strategy* (グローバルビジネス戦略) (in Japanese), Tokyo: Dobunkan, 2001.
- Czinkota, Michael R. and Masaaki Kotabe, *Marketing Management*, 2<sup>nd</sup> ed., Cincinnati, OH: South-Western College Publishing, 2001.
- Czinkota, Michael R. and Masaaki Kotabe, *Japanese Distribution Strategy*, London, U.K.: Business Press, 2000.
- Czinkota, Michael R. and Masaaki Kotabe, *Trends in International Business: Critical Perspectives*, Cambridge, MA: Blackwell, 1998.
- Czinkota, Michael R., Masaaki Kotabe, and David Mercer, *Marketing Management: Text and Cases*, Cambridge, MA: Blackwell, 1997.
- Kotabe, Masaaki, *MERCOSUR and Beyond: The Imminent Emergence of the South American Markets*, Center for International Business Education and Research, The University of Texas at Austin, 1996.
- Kotabe, Masaaki and Kent W. Wheeler, *Anticompetitive Practices in Japan: Their Impact on the Performance of Foreign Firms*, Westport, CT: Praeger Publishers, 1996.
- Czinkota, Michael R. and Masaaki Kotabe, *The Japanese Distribution System: Opportunities and Obstacles, Structures and Practices*, Chicago, IL: Probus Publishing Company, 1993.
- Kotabe, Masaaki, *Global Sourcing Strategy: R&D, Manufacturing, and Marketing Interfaces*, New York: Quorum Books, 1992.

#### **Journal Articles:**

- Shams, Riad, Kazi Sohag, Monirul Islam, Demetris Vrontis, Masaaki Kotabe, and V. Kumar, "B2B Marketing for Industrial Value Addition: How do Geopolitical Tension and Economic Policy Uncertainty Affect Sustainable Development?" *Industrial Marketing Management*, 117, February 2024, 253-274. <https://doi.org/10.1016/j.indmarman.2024.01.002>.
- Santos, Ricardo, Oliva, Fábio Lotti, Grisi, Celso Claudio de Hildebrand, and Kotabe, Masaaki, Del Giudice, Manlio, Papa, Armando, "Identification and Analysis of Enterprise Risks in the Open Product Innovation: The Case of Volkswagen Brazil," *Management Decision*, September 12, 2023, <https://doi.org/10.1108/MD-06-2022-0799>.

- Kotabe, Masaaki, "Thoughts on Sustainable Business, Circular Economy, and Circular Supply Chain Management," *Journal of Sustainable Marketing*, 4 (1), April 24, 2023, 1-8. <https://doi.org/10.51300/JSM-2023-84>.
- Kotabe, Masaaki, Dan Ayebale, and Janet Y. Murray, "Relationship Multiplexity, Multiple Resource Acquisition and Export Performance of Emerging-Market Firms," *Journal of International Management*, 29, 2023. <https://doi.org/10.1016/j.intman.2023.101030>.
- Feliciano-Cestero, María M., Nisreen Ameen, Masaaki Kotabe, Justin Paul, and Mario Signoret, "Can Digital Transformation be a Threat?: A Systematic Literature Review of the Factors Influencing Firms' Digital Transformation and Internationalization," *Journal of Business Research*, 157 (March), 2023. <https://doi.org/10.1016/j.jbusres.2022.113546>.
- Cha, Hongryol, Masaaki Kotabe, and Jie Wu, "Reshaping Internationalization Strategy and Control for Global E-Commerce and Digital Transactions: A Hayekian Perspective," *Management International Review*, November 2022, <https://doi.org/10.1007/s11575-022-00494-x>.
- Bresciani, Stefano, Alberto Ferraris, Gabriele Santoro, and Masaaki Kotabe, "Opening up the Black Box on Digitalization and Agility: Key Drivers and Main Outcomes," *Technological Forecasting and Social Change*, 178, May 2022. <https://doi.org/10.1016/j.techfore.2022.121567>
- Oliva, Fábio, Andrei Carlos Torresani Paza, Jefferson Luiz Bution, Masaaki Kotabe, Peter Kelle, Eduardo Pinheiro Gondim de Vasconcellos, Celso Claudio de Hildebrand e Grisi, Martinho Isnard Ribeiro de Almeida, and Adalberto Americo Fischmann, "A Model to Analyze the Knowledge Management Risks in Open Innovation: Proposition and Application with the Case of GOL Airlines," *Journal of Knowledge Management*, 26 (3), March 2022, 681-721. <https://doi.org/10.1108/JKM-11-2020-0809>
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- Cha, Hongryol, Jie Wu, and Masaaki Kotabe, "The Vulnerability Problem of Business Ecosystems under Global Decoupling," *Management and Organization Review*, 17 (3), July 2021, 617-623. <https://doi:10.1017/mor.2021.30>.
- Yasuda, Naoki and Masaaki Kotabe, "Political Risks and Foreign Direct Investments by MNCs: A Reference Point Approach," *Global Strategy Journal*, 11 (2), May 2021, 156-184. <https://doi.org/10.1002/gsj.1380>.
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- Lehtonen, Miikka J., Ainomaija Haarla, and Masaaki Kotabe, "Beyond the Inflection Point: How and Why Individuals Promote Cellulose-Based Inventions in Japan," *Asian Business & Management*, 19 (5), November 20, 2020, 505-529. <https://doi.org/10.1057/s41291-019-00073-3>.
- Jiang, Guohua, Masaaki Kotabe, Feng Zhang, Andy W. Hao, and Cheng Lu Wang, "The Determinants and Performance of Early-Internationalizing Firms: A Literature Review and Research Agenda," *International Business Review*, 29 (4), August 2020. <https://doi.org/10.1016/j.ibusrev.2019.101662>.
- Kotabe, Masaaki, "Japanese Management and the Climate of the Time," *Asian Business & Management*, 19 (1), February 2020, 25-35. <https://doi.org/10.1057/s41291-019-00078-y>.
- Ju, Min, Janet Y. Murray, Gerald Gao, and Masaaki Kotabe, "Concurrent Sourcing Strategy of Multinational Firms in China: Drivers and Performance Implications," *Journal of World Business*, 54 (6), December 2019, 1-10. <https://doi.org/10.1016/j.jwb.2019.101015>.
- Oliva, Fábio Lotti and Masaaki Kotabe, "Barriers, Practices, Methods and Knowledge Management Tools in Startups," *Journal of Knowledge Management*, 23 (9), November 11, 2019, 1838-1856. <https://doi.org/10.1108/JKM-06-2018-0361>. **\*\*\*Received the 2020 Literati Club Award for Excellence\*\*\***
- Choi, Jongmoo Jay, Ming Ju, Masaaki Kotabe, Lenos Trigeorgis, and Xiaotian T. Zhang, "Flexibility as Firm Value Driver: Evidence from Offshore Outsourcing," *Global Strategy Journal*, 8 (2), May 2018, 351-376.
- Teberga, Pedro Marins Freire, Fábio Lotti Oliva, and Masaaki Kotabe, "Risk Analysis in Introduction of New Technologies by Start-ups in the Brazilian Market," *Management Decision*, 56 (1) January 2018, 64-86.
- Usui, Tetsuya, Masaaki Kotabe, and Janet Y. Murray, "A Dynamic Process of Building Global Supply Chain Competence by New Ventures: The Case of Uniqlo," *Journal of International Marketing*, 25 (3), September 2017, 1-20. **\*\*\*Received the 2018 Japan Academy of Multinational Enterprises Best Article Award\*\*\***
- Kotabe, Masaaki, Steven J. Casper, and Arun Upadhyay, "The Effect of Tacit Knowledge and Marketing Capability on International Diversification Premium by Industry," *Kindai Management Review*, 5, April 2017, 19-40.
- Kotabe, Masaaki, "Have Japanese Companies Lost Sight of the Paradigm Shift in Competitive Advantage?" *Japan MNE Insights*, Academy of Multinational Enterprises (Japan), 3 (2), February 2017, 1-10.
- Kotabe, Masaaki, Crystal X. Jiang, and Janet Y. Murray, "Examining Complementary Effect of Political Networking Capability with Absorptive Capacity on the Innovative Performance of Emerging-Market Firms," *Journal of Management*, 43 (4/April), 2017, 1131-1156.
- Jiang, Guohua, Masaaki Kotabe, Robert Hamilton, and Sheryl Winston Smith, "Early Internationalization and the Role of Immigration in New Venture Survival," *International Business Review*, 25(6/December), 2016, 1285-1296.

- Kotabe, Masaaki and Tanvi Kothari, "Emerging Market Multinational Companies' Evolutionary Paths to Building a Competitive Advantage from Emerging Markets to Developed Countries," *Journal of World Business*, 51 (5/September), 2016, 729-743.
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- Kothari, Tanvi, Masaaki Kotabe, and Priscilla Murphy, "Rules of the Game for Emerging Market Multinational Companies from China and India," *Journal of International Management*, 19 (September), 2013, 276-299.
- Lee, Seong-Bong, Masaaki Kotabe, Albert H. Yoon, Ki-Hwan Kwon, "Export Strategies and Performance of Small and Medium-sized Enterprises: Evidence from Korean Manufacturing SMEs," *Journal of Korea Trade*, 17 (February), 2013, 1-24.
- Kotabe, Masaaki, Liesl Riddle, Petra Sonderegger, Florian A. Täube, "Diaspora Investment and Entrepreneurship: The Role of People, Their Movements, and Capital in the International Economy," *Journal of International Management*, 19 (March), 2013, 3-5.
- Kotabe, Masaaki, Michael J. Mol, Janet Y. Murray, and Ronaldo Parente, "The Limits to Outsourcing: Beware of the Consequences for Market Success," *World Financial Review*, January-February 2013, 11-14 <<http://www.worldfinancialreview.com/?p=928>>.
- Kotabe, Masaaki, Michael J. Mol, Janet Y. Murray, and Ronaldo Parente, "Outsourcing and its Implications for Market Success: Negative Curvilinearity, Firm Resources, and Competition," *Journal of the Academy of Marketing Science*, 40 (March), 2012, 329-346.
- Jiang, Crystal, Roy Y.J. Chua, Masaaki Kotabe, and Janet Y. Murray, "Effects of Cultural Ethnicity, Firm Size, and Firm Age on Senior Executives' Trust in Their Overseas Business Partners: Evidence from China," *Journal of International Business Studies*, 42 (December), 2011, 1150-1173. (Abridged and translated into Chinese and reprinted in *Chinese Management Insights*, 2 (1), 2013, 4-6.)
- Ju, Min, Janet Y. Murray, Masaaki Kotabe, and Gerald Gao, "Reducing Distributor Opportunism in the Export Market: Effects of Monitoring Mechanisms, Norm-based Information Exchange, and Market Orientation," *Journal of World Business*, 46 (October), 2011, 487-496.
- Thrassou, Alkis, Demetris Vrontis and Masaaki Kotabe, "Towards a Marketing Communications Model for Small Political Parties: A Primary Principles Strategic Perspective for Developed Countries," *Cross Cultural Management*, 18 (3<sup>rd</sup> Quarter), 2011, 263-292.
- Mol, Michael J. and Masaaki Kotabe, "Overcoming Inertia: Drivers of the Outsourcing Process," *Long Range Planning*, 44 (May), 2011, 160-178.
- Zhang, Dan, Peng Hu, and Masaaki Kotabe, "Marketing-Industrial Design Interface in New Product Development in China," *Journal of Product Innovation Management*, 28 (May), 2011, 360-373.



- Kotabe, Masaaki, Crystal X. Jiang, and Janet Y. Murray, "Managerial Ties, Knowledge Acquisition, Realized Absorptive Capacity and New Product Development Performance of Emerging Multinational Companies: A Case of China," *Journal of World Business*, 46 (April), 2011, 166-176.
- Murray, Janet Y., Gerald Gao, and Masaaki Kotabe, "Market Orientation and Performance of Export Ventures: The Process through Marketing Capabilities and Competitive Advantages," *Journal of the Academy of Marketing Science*, 39 (April), 2011, 252-269.
- Kotabe, Masaaki, "Evolving Intellectual Property Protection in the World: Promises and Limitations," *UPR Business Law Journal*, 1 (1), 2010, 1-16.
- Dunlap-Hinkler, Denise, Masaaki Kotabe, and Ram Mudambi, "A Story of Breakthrough vs. Incremental Innovation: Corporate Entrepreneurship in the Global Pharmaceutical Industry," *Strategic Entrepreneurship Journal*, 4 (2), 2010, 106-127.
- Gao, Gerald Y., Janet Y. Murray, Masaaki Kotabe, and Jiangyong Lu, "A 'Strategy Tripod' Perspective on Export Behaviors: Evidence from Domestic and Foreign Firms Based in an Emerging Economy," *Journal of International Business Studies*, 41 (3), 2010, 377-396.
- Murray, Janet Y., Masaaki Kotabe, and Stanford A. Westjohn, "Global Sourcing Strategy and Performance of Knowledge-Intensive Business Services: A Two-Stage Strategic Fit Model," *Journal of International Marketing*, 17 (4) 2009, 90-105.
- Kotabe, Masaaki and Michael Mol, "Outsourcing and Financial Performance: A Negative Curvilinear Relationship," *Journal of Purchasing and Supply Management*, 15 (4), 2009, 205-213.
- Malik, Omar R. and Masaaki Kotabe, "Dynamic Capabilities, Government Policies, and Performance in Firms from Emerging Economies: Evidence from India and Pakistan," *Journal of Management Studies*, 46 (3), 2009, 421-450.
- Kotabe, Masaaki and Ram Mudambi, "Global Sourcing and Value Creation: Opportunities and Challenges," *Journal of International Management*, 15 (2), 2009, 121-125.
- Aulakh, Preet and Masaaki Kotabe, "Institutional Changes and Organizational Transformation in Developing Economies," *Journal of International Management*, 14 (September), 2008, 209-216.
- Kotabe, Masaaki, Michael J. Mol, and Sonia Ketkar, "An Evolutionary Stage Model of Outsourcing and Competence Destruction: A Triad Comparison of the Consumer Electronics Industry," *Management International Review*, 48 (1). 2008, 65-93.
- Kotabe, Masaaki, Michael J. Mol, and Janet Y. Murray, "Outsourcing, Performance, and the Role of E-Commerce: A Dynamic Perspective," *Industrial Marketing Management*, 37 (1), 2008, 37-45.
- Murray, Janet Y., Gerald Yong Gao, Masaaki Kotabe, and Nan Zhou, "Assessing Measurement Invariance of Export Market Orientation: A Study of Chinese and Non-Chinese Firms in China," *Journal of International Marketing*, 15 (December), 2007, 41-62.

- Kotabe, Masaaki, Ronaldo Parente, Denise Dunlap-Hinkler, and Harsh A. Mishra, "Determinants of Cross-National Knowledge Transfer and Its Effect on Firm Innovation," *Journal of International Business Studies*, 38 (2), 2007, 259-282.
- Kotabe, Masaaki, Ronaldo Parente, and Janet Murray, "Antecedents and Outcomes of Modular Production in the Brazilian Automobile Industry: A Grounded Theory Approach," *Journal of International Business Studies*, 38 (1), 2007, 84-106.
- Kotabe, Masaaki and Crystal Jiang, "Three Dimensional: The Markets of Japan, Korea, and China are Far from Homogeneous," *Marketing Management*, 15 (2), 2006, 39-43.
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- Kotabe, Masaaki and Janet Y. Murray, "Global Sourcing Strategy and Sustainable Competitive Advantage," *Industrial Marketing Management*, 33 (1), January 2004, 7-14.
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- Gencturk, Esra F. and Masaaki Kotabe, "Performance Implications of Export Marketing Involvement and Export Promotion Assistance Usage," 1995 AMA Summer Educators' Conference, August 1995.
- Kotabe, Masaaki and Michael R. Czinkota, "Marketing Implications of Antidumping Actions by the U.S. International Trade Commission," 1996 Korean Marketing Association/American Marketing Association Joint Conference, May 14-17, 1995.



Aulakh, Preet S. and Masaaki Kotabe, "Channel Integration in Foreign Markets: Beyond the Transaction Cost Analysis Approach," 1994 Academy of International Business Annual Meeting, November 3-6, 1994.

Murray, Janet Y. and Masaaki Kotabe, "Environmental Factors and Global Sourcing Strategy: An Empirical Investigation with Performance Implications," 1994 Academy of International Business Annual Meeting, November 3-6, 1994.

Kotabe, Masaaki and Preet S. Aulakh, "Control in International Contractual Relationships: Research Propositions and Managerial Implications," 1993 Academy of International Business Annual Meeting, October 21-24, 1993.

Sahay, Arvind and Masaaki Kotabe, "Technology Licensing as an Element of Global Strategy: Theoretical Perspective and Propositions," Academy of International Business Annual Meeting, October 21-24, 1993.

Swan, K. Scott and Masaaki Kotabe, "Emerging Trends in New Product Development: A Content Analysis," Academy of International Business Annual Meeting, October 21-24, 1993.

Aulakh, Preet S. and Masaaki Kotabe, "An Assessment of Research in International Marketing: 1980-1990," 1992 Academy of International Business Annual Meeting, November 20-22, 1992.

Kotabe, Masaaki, "On the Role of Product and Process Innovative Activities as a Joint Determinant of Market Performance," Association of Japanese Business Studies Annual Conference, January 1990.

Omura, Glenn S. and Masaaki Kotabe, "Foreign Competitors and their Production Strategies," *Europe 1992: Implications and Challenges for Competitor Intelligence Professionals*, the Society of Competitor Intelligence Professionals Annual Conference, October 1989.

Kotabe, Masaaki, "How Cooperative Are Member Companies in the Japanese Industrial Group?" Association of Japanese Business Studies Annual Conference, January 1989.

Kotabe, Masaaki, "Global Sourcing for Global Marketing," A Panel Member in a Special Session, Southern Marketing Association Annual Conference, November 1988.

Kotabe, Masaaki, "Sourcing Strategies of Japanese Firms," Academy of Marketing Science Annual Conference, May 1987.

#### **Invited Lectures/Presentations:**

"Stark Contrasts in US-Japan Global Supply Chain Management during the Coronavirus Pandemic," Grant Thornton Visiting Executive Series, Bryant University, November 1-2, 2021.

"Contrasts in US-Japan Global Supply Chain Management during the Coronavirus Pandemic," CJS Lecture Series, University of Michigan, April 1, 2021.

- “Publishing Business Research in English: How and For Whom?,” A keynote speech, Academy of International Business Japan Chapter Workshop, Tokyo, Japan, March 9, 2021.
- “Consequences of the Coronavirus Crisis on the World Economy: Examining Japanese MNE Strategy,” A keynote speech, Japan Academy of Multinational Enterprises East-West Online Joint Symposium, Japan, October 31, 2020.
- “Is Social Marketing Effective in the Polarized United States due to the New Coronavirus Crisis?,” A keynote speech, Japan Marketing Academy, August 1, 2020.
- “The Limited Role of Multinational Firms in the Antiglobalization Movement,” A keynote speech, 12<sup>th</sup> Japan Academy of Multinational Enterprises Annual Conference, Tokyo, Japan, July 6-7, 2019.
- “Outsourcing as a Game Changer: A Comparison of Successful “Low-Tech” APPLE and Not-So-Successful “High-Tech” SONY,” University of Victoria, British Columbia, Canada, February 7, 2019.
- “The Changing Nature of Competitive Advantage: A Comparison of Successful ‘Low-Tech’ Apple and Not-So-Successful’ High-Tech Sony,” A keynote speech, The International Conference on Creativity and Innovation 2018, Japan Creative Society, September 10-12, 2018.
- “The Changing Nature of Competitive Advantage: A Comparison of Successful ‘Low-Tech’ Apple and Not-So-Successful’ High-Tech Sony,” A keynote speech, 2018 Association of Japan Business Studies Annual Conference, Minneapolis, MN, June 25, 2018.
- “What We can Learn from ‘High-Tech’ Sony and ‘High-Tech-Appearing’ Apple: The Changing Nature of Competitive Advantage,” A keynote speech, 68<sup>th</sup> Japan Society of Marketing and Distribution Annual Conference, Tokyo, Japan, May 26, 2018.
- “Changes in U.S. Trade Policy and their Implications: A Case of NAFTA,” New Zealand Institute of International Affairs, A Think Tank, Wellington, New Zealand, February 28, 2018.
- “The Changing Nature of Sources of Competitive Advantage: A Comparison of Successful ‘Low-Tech’ Apple and Not-So-Successful ‘High-Tech’ Sony’,” Victoria University of Wellington, Wellington, New Zealand, February 27, 2018.
- “The Changing Nature and Sources of Competitive ‘Advantage: A Comparison of Successful ‘Low-Tech’ Apple and Not-So-Successful ‘High-Tech’ Sony,” 4<sup>th</sup> Global Trade and Investment Forum, A keynote speech, Binghamton University, Vestal, NY, November 17, 2017.
- “What Are the Real-Life Sources of Competitive Advantage in High-Tech Industry?: Casual Observations and Wild Speculations,” National Taiwan University, Taipei, Taiwan, March 16, 2017.
- “What Are the Real-Life Sources of Competitive Advantage?: A Comparison of “Low-Tech” APPLE and “High-Tech” SONY,” National Dong Hwa University, Hualien, Taiwan, March 14, 2017.

- “Export Promotion Research: The Past, Present, and Future,” A keynote speech, The International Conference on Innovating Export Promotion, Windesheim University of Applied Science, Zwolle, Netherlands, December 15, 2016, organized by Shanghai University of International Business and Economics (China), Telfer School of Management, University of Ottawa (Canada) & The Netherlands Enterprise Agency (The Netherlands).
- “The Dynamic Process of Building Competitive Advantage by Emerging-Market Firms: A Time-Series Analysis (新興国多国籍企業の競争優位性の構築の過程：時系列的観点から),” A keynote speech, 23<sup>rd</sup> Japan Academy of International Business Studies Annual Conference, Osaka, Japan, October 22-23, 2016.
- “A Research Career in International Business: How and For Whom?” Colloquium for Junior International Business Researchers, Keio University, Tokyo, Japan, October 20, 2016.
- “A Research Career in International Business: How and For Whom?” 2016 MBAA International Conference, Academy of International Business-Midwest Conference, Chicago, April 13-15, 2016.
- “Changing Paradigms of Competitive Advantage: Observations and Speculations,” A keynote speech, 18<sup>th</sup> Japanese Association of Administrative Science Annual Conference, Nagoya, Japan, November 14-15, 2015.
- “Evolution of Japanese Service Firms Facing Globalization: A Comparison of Tourism Industry with That of Europe and the United States,” 2<sup>nd</sup> Multicultural Sociology Conference, Nagasaki University, October 9-10, 2015.
- “Globalization of Service Outsourcing and Its Limitations: An Empirical Investigation,” A keynote speech, 65<sup>th</sup> Japan Society of Marketing and Distribution Annual Conference, Takamatsu, Japan, May 29-31, 2015.
- “Building A Research Career: What, When, and Where to Publish,” A keynote speech, Association des Doctorants en Administration de l'Université Laval, Quebec City, Canada, April 30, 2015.
- “Are Paradigms of Competitive Advantage Changing?: Observations, Speculations, and Food for Thought,” Victoria University of Wellington, New Zealand, March 4, 2015.
- “Building Blocks of the Competitive Advantage of Emerging-Market Firms: An Evolutionary View,” University of Puerto Rico, Rio Piedras, San Juan, PR, February 12, 2015.
- “Research Trends in Marketing Strategy: The Past, the Present, and the Future,” A keynote speech, 2014 Japan Marketing Academy Conference, November 23, 2014.
- “The History of International Business Discipline and its Future: A Contextual Perspective,” 2014 Academy of International Business-U.S. Northeast Chapter, November 14-15, 2014.
- “The Changing Nature of Competitive Advantage,” Temple University Japan Campus, September 18, 2014.
- “A Paradigm Shift in the Concept of Global Strategy,” A keynote speech, the 10<sup>th</sup> International Conference on Multinational Enterprises, National Taiwan University, Taipei, Taiwan, April 22-24, 2014.

- “Finding Your Way in Research Publishing,” Victoria University of Wellington, New Zealand, October 30, 2013.
- “Global Marketing and Role of Branding for Emerging-Market Multinationals,” Foreign Trade University, Hanoi, Vietnam, October 14, 2013.
- “Niche Marketing and Cash-Rich Positions Can Buy Me Love: Building Blocks for Emerging-Market Firms,” 2013 Academy of International Business Gurus Senior Executive Seminar, “Integration of Emerging Markets into the Global Economy: Insights for Turkish Firms,” Istanbul, July 4, 2013.
- “Building Blocks of the Competitive Advantage of Emerging-Market Firms: An Evolutionary View,” A keynote speech, the 5<sup>th</sup> IIMA Conference on Marketing in Emerging Economies, Indian Institute of Management-Ahmedabad, January 9-11, 2013.
- “Outsourcing Strategy and Its Negative Consequences,” A keynote speech, Marketing Club Linz, Austria, November 27, 2012.
- “Finding Your Way and Don’t Follow the Herd: State of Research in Marketing,” A keynote speech, 2012 Japan Society of Marketing and Distribution Summer Educators’ Conference, Nara, Japan, September 11-13, 2012.
- “Explaining the Building Blocks of Competitive Advantage of Emerging-Market Firms,” AIB Fellows’ Plenary, Temple-Sydney Conference on Emerging Market Firm Competitiveness - Internationalization, Innovation, and Institutions, November 11-12, 2011.
- “Some Serious Concerns about the Long-Term Implications of Outsourcing Strategy,” John B. Campbell Lecture Series, Rowan University, November 11, 2011.
- “Is Offshore Outsourcing What’s Cracked Up to be?” A keynote speech, Conference on Organizational Design Perspectives on Offshoring, Copenhagen Business School, October 27-28, 2011.
- “U.S.-Style Outsourcing Strategy and Customer Satisfaction,” A keynote speech, International Symposium on Managerial Challenge in the Age of Globalization, Research Center for Creative Management, Toyo University, June 29, 2011.
- “Some Serious Concerns about U.S.-Style Outsourcing Strategy: Technological and Marketing Implications,” Kean University, November 30, 2010.
- “Some Serious Concerns about the Long-Term Implications of Outsourcing Strategy,” A keynote speech, 12th International Business Symposium, San Angelo, Texas, November 18.
- “Seeing the Wood for the Trees: A Case of Outsourcing Strategy,” A keynote speech, The 7<sup>th</sup> Quest for Global Competitiveness Conference, San Juan, Puerto Rico, March 18-19, 2010.
- “How (not) to Compete in Global Markets: A Case of Honda in Europe,” Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey, Mexico, January 20, 2010.

- "Global Strategy: When Local Works & Global Fails," Japan-America Institute of Management Science, Hitotsubashi University, Tokyo, Japan, September 25, 2009.
- "A Thought on Efficiency vs. Effectiveness Business Orientation," A keynote speech, International Symposium on Management Quality Science, Meiji University, Tokyo, Japan, September 12-13, 2009.
- "In Search of a Dynamic Theory of the Competitive Advantage of Multinational Companies from Emerging Countries: A Longitudinal Content Analysis," A keynote speech, 2009 Annual Congress of the Academy of Multinational Enterprises (Japan), Kyoto, Japan, July 10-12, 2009.
- "Invention, Innovation, and Product Diffusion: Importance of Local Knowledge," A Plenary Session, 2007 Academy of International Business Annual Meeting, June 25-28, 2007.
- "Global Managerial Standards Originating from Japan," Business Insight 17<sup>th</sup> Symposium, Osaka, Japan, November 22, 2006.
- "Robust Design: A Secret of Japanese Corporate Competitiveness," 2006 Shikoku Marketing Research Conference, Shikoku Productivity Center, Takamatsu, Japan, November 17, 2006.
- "Is Outsourcing What It's Cracked up to be or Just a Fad?" Swedish Foundation for Strategic Research Meeting, Jönköping International Business School, Jönköping, Sweden, August 22-23, 2006.
- "Building Your Research Career in International Business: How and for Whom?" 2006 Internationalizing Doctoral Education in Business (IDEB) Conference, University of Connecticut, Storrs, CT, July 27-29, 2006.
- "Globalization and Technology: The View from Japan," Florida International Summit, University of Central Florida, February 15-16, 2006.
- "Doing Business in Asia," New Jersey Global Educators' International Education Conference, New Jersey City University, October 28, 2005.
- "Outsourcing and Performance," A keynote speech, Technical Change Associates, 12<sup>th</sup> Annual Conference on Lean/Six Sigma Strategies, September 21-23, 2005.
- "How to Build Your Research Career in International Business," Junior Faculty Consortium, 2005 Academy of International Business Annual Meetings, July 9, 2005.
- "Use of Secondary Data in International Marketing Research: Opportunities and Risks," 2005 Winter Marketing Educators Conference, February 11-15, 2005.
- "Marketing Opportunities in Asia," Future Issues in International Marketing, Executive Graduate Business Symposium, St. Joseph's University, February 4, 2005.
- "Doing Business in Asia," Global Educators Forum: Internationalizing Your Campus and Curriculum, Raritan Valley Community College, October 29, 2004.

- “Adding International Dimensions in Teaching and Research,” Curriculum and Program Internationalization Workshop, University of Maryland University College, October 22, 2004.
- “Stage Theory of Outsourcing,” A Keynote Speech, 2004 Global e-Supply Chain Management International Forum, Meiji University, Tokyo, Japan, October 1-2, 2004.
- “Issue-Based Research in Marketing,” The Ph.D. Project Marketing Doctoral Students Association Annual Conference, KPMG Foundation, August 4-6, 2004.
- “What Drives Consumers in Asia,” 10<sup>th</sup> Annual International Association of Jesuit Business School Conference, University of Deusto, Bilbao, Spain, July 11-14, 2004.
- “A Paradigm Shift in Global Procurement and Marketing,” A Keynote Speech, 13<sup>th</sup> Annual International Purchasing & Supply Education & Research Association Conference, Catania, Italy, April 4-7, 2004.
- “Follies of Americanizing Japanese Business Practices: From A Global Sourcing Perspective,” Japan Academy of International Business 2003 Annual Meeting, Tokyo, Japan, October 25-26, 2003.
- “Doing Business in Asia,” Community College Faculty Development Program: Strategies for Internationalizing Business Curricula, Temple University, October 17-18, 2003.
- “Follies of Americanizing Japanese Business Practices: From A Global Sourcing Perspective,” Japan Academy of International Business 2003 Annual Meeting, Tokyo, Japan, October 25-26, 2003.
- “Maintaining Firms’ Competitive Advantage in Rapidly Changing Global Market Environments,” Global Marketing Innovation Symposium, Japan Marketing Association, Tokyo, Japan, September 12, 2003.
- “Developing Products for Global Markets,” Fundação Getúlio Vargas, São Paulo, Brazil, April 11, 2003.
- “Localization of Global Strategy,” Symposium on the Impact of Globalization on International Business, St. Joseph’s University, February 21, 2003.
- “A Tale of Two Perspectives on Global Procurement and Technology Management: U.S. vs. Japanese,” 2003 Philadelphia-Japan Health Sciences Dialogue, February 12, 2003.
- “Forces of Convergence and Divergence at Work in Global Marketing,” Carnegie-Bosch Institute, Carnegie Mellon University, February 11, 2003
- “A Paradigm Shift in Global Procurement and Marketing: U.S. vs. Japanese Perspectives,” A Keynote Speech, Global e-Supply Chain Management Symposium, Meiji University, Tokyo, Japan, September 13, 2002.
- “Wal-Mart’s Global Strategy: Implications for Japan,” Japanese Marketing Association, Osaka, Japan, July 26, 2002.

- “Global Procurement and Marketing,” AIB Business Gurus Senior Executive Seminar, San Juan, PR, June 28, 2002.
- “U.S. Business Education: Implications for Japanese Business Education,” Kyushu University, May 23, 2002.
- “Global Competitiveness: Transitory or Sustainable?” keynote speaker, Beta Gamma Sigma Philadelphia Chapter, Inaugural Event, May 16, 2002.
- “Marketing and Global Strategy,” Kobe University, March 16, 2002.
- “Localization of Global Strategy: An Operational Hedging Perspective in Global Sourcing and Marketing,” 2002 Academy of International Business-Southwest Conference, March 8, 2002.
- “A Paradigm Shift in Global Procurement and Marketing: U.S. vs. Japanese Style,” University of Oklahoma, January 25, 2002.
- “A Fundamental Shift in Global Procurement and Marketing,” Erasmus University, Rotterdam, December 13, 2001.
- “The Nature of Marketing Services Internationally,” Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey, Mexico, September 25, 2001.
- “How to Build A Research Career,” 5<sup>th</sup> Annual Conference of the Ph.D. Project Marketing Doctoral Students Association, KPMG Foundation, August 9-11, 2001.
- “Marketing and Global Strategy in the 21<sup>st</sup> Century: Implications for Japanese Business,” Japan Marketing Association, Honolulu, HI, August 1, 2001.
- “How to Extend Your Research into International Business,” Internationalization Workshop, Bowling Green State University, May 4, 2001.
- “A Paradigm Shift in Global Procurement and Marketing: U.S. vs. Japanese Style,” University of Wisconsin, Bradley Seminar, March 16, 2001.
- “In Search of A New Export Promotion Program,” City University of Hong Kong, December 14, 2000.
- “Scholarly Research in International Business: Striving for Relevance and Rigor,” 2000 Academy of International Business Annual Meeting, November 17-20, 2000.
- “Transformation of Japanese Companies in the Current Economic Environment in Japan,” a panel, 2000 Academy of International Business Annual Meeting, November 17-20, 2000.
- “Establishing International Campuses/Major Offshore Programs by Business Schools,” a panel, 2000 Academy of International Business Annual Meeting, November 17-20, 2000.
- “Mexico: A Driver of the Future,” Speaker at the Plenary Session, Chapa/O’Quinn Cátedra, Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey, Mexico, October 30, 2000.

- "Marketing and International Business," Oxford University, Oxford, England, April 28, 2000.
- "International Business in the 21<sup>st</sup> Century," 2000 Academy of International Business-Southwest Conference, March 16-18, 2000.
- "The Current Status of Global Marketing Strategy: Winning Formulas," Japanese Marketing Association, Tokyo, Japan, December 10, 1999.
- "Efficiency vs. Effectiveness of Global Sourcing Strategy," Rutgers University, Camden, NJ, November 5, 1999.
- "The Future of International Marketing," Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey, Mexico, October 13, 1999.
- "Supplying Multinational Organizations: Opportunities and Recommendations for Developing Country Enterprises," UNCTAD/WTO Executive Forum, United Nations, Geneva, Switzerland, September 26-29, 1999.
- "The Current Status of International Marketing," Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey, Mexico, August 17, 1999.
- "Japanese Marketing Systems and Practices," Japan-America Institute of Management Studies, Honolulu, HI, June 7-18, 1999.
- "In Search of Japanese-Style MBA Education," Special Symposium on Japan's MBA Education, Kobe University, December 4-5, 1998.
- "Japanese Corporate Response to the Asian Financial Crisis: The Next Generation of the Japanese Juggernaut in Hiding?" The Japan-America Society of Hawaii, November 24, 1998.
- "Research in Global Sourcing," Stanford Graduate School of Business-Global Marketing Forum, Stanford University, August 21-22, 1998.
- "Pursuing Programmatic Research in International Marketing: Exploring Future Research Directions," the 18th American Marketing Association Faculty Consortium on International Marketing, July 11-15, 1998.
- "Managing R&D, Manufacturing, and Marketing Interfaces: U.S. Efficiency Orientation vs. Japanese Effectiveness Orientation," Simposium Comercio Internacional, Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico City, April 24, 1998.
- "How to Find Promising Research Opportunities in International Business: An Issue-Oriented View," 1998 Business Association of Latin American Studies (BALAS) Annual Conference Doctoral Consortium, March 31-April 1, 1998.
- "State of International Business: Past, Present, and Future," A Special Panel Session, 1998 Academy of International Business Meeting, U.S. Southwest Chapter, March 4-7, 1998.
- "International Business Research and Education for Academic Excellence," Indiana University, February 27, 1998.



- “Leadership from an Asian Cultural Perspective,” Leadership and Community Involvement Program, The University of Texas at Austin, November 15, 1997.
- “Business in Asia,” Executive MBA Program, Koç University, Istanbul, Turkey, July 14-16, 1997.
- “Global Sourcing: A New Perspective on International Business Strategy,” The Japan Research Institute and Kobe University, Osaka, Japan, June 13, 1997.
- “A Phoenix Rising from the Ashes of the Post-Bubble Japan: The New Japan as Global Competitor and Trading Partner,” University of Wisconsin, International Business Center Seminar, May 21, 1997.
- “Just-in-Time Procurement at the Retail: The Vanguard Program at 7-Eleven Stores in the United States,” New York University, May 8, 1997.
- “MERCOSUR and Mexico: Is MERCOSUR a Competitive Threat?” Primer Simposium Comercio Internacional, Instituto Tecnológico y de Estudios Superiores de Monterrey, Toluca, Mexico, March 21, 1997.
- “Use of Secondary Data in International Business Research: Opportunities and Risks,” Distinguished Speaker Series in International Business, Michigan State University, February 24, 1997.
- “MERCOSUR and Beyond: The Argentinean Perspective,” Fundacion Universitaria del Rio de la Plata Program, LBJ School of Public Affairs, The University of Texas at Austin, February 15, 1997.
- “Alianças Estratégicas e Administração de Tecnologia (Strategic Alliances and Management of Technology),” Fundação Getúlio Vargas, São Paulo, Brazil, October 7, 1996.
- “Perspectivas para El Comercio Internacional en El Siglo XXI y sus Aplicaciones para México y Latinoamérica (Perspectives on International Business for the 21st Century and Implications for Mexico and Latin America),” Primer Simposium Comercio Internacional, Instituto Tecnológico y de Estudios Superiores de Monterrey, Toluca, Mexico, March 22, 1996.
- “Global Sourcing: Managing R&D, Manufacturing, and Marketing for Sustainable Competitive Advantage,” New York University, February 23, 1996.
- “What Can You Learn from the U.S. MBA Program,” Kobe University, Kobe, Japan, January 12, 1996.
- “The Nature of Global Competition and Competitive Advantage: A Japanese Perspective,” Winterim Guest Lecture, Thunderbird, The American Graduate School of International Management, Phoenix, Arizona, January 3, 1996.
- “How to Compete with Leading Asian Countries: A Mexican Perspective,” Executive MBA Program, Instituto Tecnológico y de Estudios Superiores de Monterrey, Mexico City, Mexico, June 16, 1995.

- "Latin America and Japan," Texas International Education Consortium-Institute of Latin American Studies Seminar, The University of Texas at Austin, May 4, 1995.
- "Boxes, Betas, and Categorization of Business Strategy: A Panacea or A Prescription for A Disaster?" Mitsubishi Research Institute, Tokyo, Japan, May 22, 1995.
- "Economic Development Models and Investment Opportunities and Trends: A Global Perspective," the Texas Educational Consortium and the Institute of Latin American Studies, The University of Texas at Austin, May 4, 1995.
- "Trade Deficits and the Depreciation of the Peso: A Mexican Problem," Tampico City, Mexico, April 28, 1995.
- "In Pursuit of Genuinely Interdisciplinary Research in International Marketing" and "What Makes Your International Marketing Course Much More than Merely A Linear Extension of Domestic Marketing," Guest Speaker Series, Indiana University, April 21, 1995.
- "Building A Programmatic Research Agenda in International Marketing," Distinguished Speaker Series in International Business, Michigan State University, October 17, 1994.
- "Direction of Research in Marketing: What Has Been and What Should Be," Kobe University, Kobe, Japan, September 13, 1994.
- "International Marketing Research and Career Development from a Senior Researcher's Perspective," Workshop at the AMA Summer Educators' Conference, August 6, 1994.
- "Maquiladora Operations and NAFTA: What Does Mexico Really Want?" Productivity Forum for Japanese Executives, Japan Productivity Center, Alexandria, Virginia, June 14, 1994.
- "Product Proliferation and Standardization Simultaneously?: A Japanese Perspective," Japan Industry and Management of Technology Workshop for Executives, The University of Texas at Austin, June 9-10, 1994.
- "Trends in International Business/Strategy Research" and "Development of Doctoral Courses in International Business," The University of Texas System Doctoral Conference, June 6-8, 1994.
- "Global Sourcing Strategy" and "Distribution Systems in Japan and U.S.A.," Executive MBA and Ph.D. Programs, Escola de Administração de Empresas de São Paulo, Fundação Getúlio Vargas, São Paulo, Brazil, May 16-18, 1994.
- "Liderazgo el Mundo Academico (Leadership in Academia)," The First International Congress on Leadership, Instituto Tecnológico y de Estudios Superiores de Monterrey, San Luis Potosí, Mexico, April 14-16, 1994.
- "Evolution of Maquiladora Operations under the North American Free Trade Agreement: A Japanese Perspective," The Second International Business Congress, Instituto Tecnológico y de Estudios Superiores de Monterrey, Monterrey, Mexico, March 2-5, 1994.
- "How Different Is Intellectual Property Protection in the United States and in Japan?: A Case of Patents," Japan Seminar Series, Center for Asian Studies, The University of Texas at Austin, February 9, 1994.

- “Japanese Maquiladora Operations under NAFTA,” Distinguished Guest Speaker Series, University of Wisconsin, January 21, 1994.
- “Institutional and Cultural Differences in the U.S. and Japanese Distribution Systems,” The Distribution Systems Research Institute Symposium, Tokyo, Japan, October 28, 1993.
- “Japanese Maquiladora Operations under NAFTA: Will There Be Any Change?” The University of Texas-Pan American, October 5, 1993.
- “Global Sourcing Strategy and Theory Development,” Wissenschaftliche Hochschule für Unternehmensführung Koblenz (The Koblenz School of Corporate Management), Koblenz, Germany, July 19, 1993.
- “U.S. Business Education in its Soul Search,” Faculty of Law and Economics, Chiba University, Japan, June 25, 1993.
- “State of Pacific Rim Trade: Implications for the NAFTA,” Instituto Tecnológico y de Estudios Superiores de Monterrey, Toluca, Mexico, March 5-6, 1993.
- “Global Management of R&D, Manufacturing, and Marketing,” Texas Tech University, February 22-23, 1993.
- “Research in Global Sourcing Strategy,” Western Business School, the University of Western Ontario, London, Canada, November 11, 1992.
- “Japan and the Tigers: The U.S.A.'s Uneasy Trade Partners,” Internationalizing the Business Curriculum: World Area Perspectives, Michigan State University, April 20, 1992.
- “Global Sourcing Strategy: An Integrated View and Theory Development,” School of Business Administration, Georgetown University, Washington, D.C., March 27, 1992.
- “Global Product Strategy of Japanese Multinational Firms,” Japan-America Society of Austin, Austin, Texas, November 13, 1991.
- “Internationalizing the Business Curriculum: Topics in Marketing,” International Business Education Symposium, The University of Texas at Austin, May 16-17, 1991.
- “International Career Opportunities,” Faculty Involvement Today, College of Business Administration, The University of Texas at Austin, April 10, 1991.
- “Japanese-Style New Product Development,” Japan Business Study Program, Texas A&M University, November 16, 1990.
- “Innovative Behavior and Sourcing Strategy of European and Japanese Multinationals Serving the U.S. Market,” Nanzan University Colloquium, Japan, August 1989.

## **TEACHING**

### **Level**

### **Course Title**

Undergraduate	Global Strategic Management International Marketing
MBA	Marketing Strategy International Marketing Managing Marketing in the Enterprise International Business Global Sourcing Strategy
Ph.D.	Theory of International Business and Multinational Firms Research Methods in International Business Publishing Business Research in English

## **PROFESSIONAL SERVICES**

### **Editorial/Review Activities**

Consulting Editor, *Journal of International Business Studies*, 2023-present.

Editor, *Journal of International Management*, 2002-2019

Associate Editor, *Journal of International Business Studies*, 1998-2002.

Consulting Editor, *EuroMed Journal of Business*, 2018-present

Member, Editorial Advisory Board, *International Journal of Consumer Studies*, 2020-present.

Member, Editorial Advisory Board, *Journal of Knowledge Management*, 2019-present.

Member, Editorial Board of *Kindai Management Review*, 2017-present.

Member, Editorial Board of the *Journal of International Business Studies*, 1992-2002, 2007-2022.

Member, Advisory Board of the *Journal of Purchasing and Supply Management*, 2005-present.

Member, Editorial Board of the *Journal of Business Research*, 1997-2014, 2016-present.

Member, Editorial Board of the *Japanese Journal of Administrative Science*, 2005-present.

Member, Editorial Board of *Cross Cultural & Strategic Management* (formerly, *Cross Cultural Management*), 2015-present.

Member, Editorial Board of the *Journal of the Academy of Marketing Science*, 2000-2003.

Advisor to the Institute of Industrial Policy Studies (IPS) *National Competitiveness Report*, 1998-present

Member, Editorial Board of the *Journal of International Business and Economy*, 1999-present

Member, Editorial Board of *Thunderbird International Business Review*, 1997-present

Member, Advisory Board of the *Global Business and Organizational Excellence*, 2007- 2019.

Member, Editorial Board of the *Journal for Global Business Advancement*, 2006-2014.

Member, Editorial Board of the *Multinational Business Review*, 2002-2009.

Member, Editorial Board of the *Journal of World Business*, 1997-2009

Member, Editorial Board of the *Journal of International Marketing*, 1992-2007

Member, Editorial Board, *Journal of African Business*, 1999-2004

Member, Editorial Board of the *Journal of Marketing*, 1999-2002

Co-Editor, *Journal of International Management*, 1998-2000

Member, Council of Reviewers of *Marketing Management*, 1992-2001

Occasional Reviewer for various journals, including *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, *California Management Review*, *Sloan Management Review*, *Journal of Marketing*, *Journal of Marketing Research*, *Journal of the Academy of Marketing Science*, *Journal of Consumer Research*, *Management International Review*, *Journal of Personal Selling & Sales Management*, *Journal of Retailing*, and *IEEE Transactions on Engineering Management*.

### **Conference-Organizing Activities**

Conference Chair, International Business Research Forum, Temple University, 2000, 2002-8, 2010-2012.

Conference Co-Chair, Academy of International Business Northeast Conference, June 4-5, 1999.

Doctoral Consortium Chair, 1999 Business Association of Latin American Studies (BALAS) Annual Conference, April 7-10, 1999.

Conference Co-Chair, 1998 American Marketing Association Conference on Japanese Distribution Strategy, November 22-24, 1998.

Doctoral Consortium Chair, 1998 Academy of International Business Annual Conference, October 7-11, 1998.

Conference Chair, 1997 Academy of International Business Annual Conference, October 8-12, 1997.

Track Chair, International Business and Trade, 1997 Business Association of Latin American Studies (BALAS) Annual Conference, April 9-12, 1997.

Program Committee, The American Society for Competitiveness, 1996.

Track Chair, International Marketing Track, 1996 American Marketing Association Winter Marketing Educators' Conference, February 3-6, 1996.

Organizer, Productivity Forum in the U.S.A., Japan Productivity Center, June 11-June 15, 1994.

Track Chair, International Marketing Track, 1992 Academy of International Business-Southwest Conference, March 3-7, 1992.

Conference Co-chair, 1991 American Marketing Association 2nd Annual Global Marketing Conference on the Japanese Distribution System, November 24-26, 1991.

Track Chair, International and Export Marketing Track, 1991 Academy of International Business Annual Conference, October 17-20, 1991.

Track Chair, International Marketing Track for 1991 American Marketing Association Summer Marketing Educators' Conference, August 17-20, 1991.

Organizer, SONY San Diego Plant Tour, 1991 American Marketing Association Summer Marketing Educators' Conference, August 17-20, 1991.

### **Dissertation Committee**

Hongryol Cha, "Self-Organization for Strategic Adaptation under Disequilibrium," September 2016-April 2019 (chair).

Jimi Kim, "The Role of Culture, Governance and Institution in Corporate Social Responsibility Around the World," September 2016-March 2018 (member).

Bruno Barreto de Goes, "The Diffusion of Corporate Sustainability in Global Supply Networks: Theoretical and Empirical Perspectives," September 2013-December 2016 (chair).

Izzet Sidki Darendeli, "An Investigation of Firm Responses to Rapid vs. Continuous Institutional Change: Dynamic View of Firm Performance at Post-Entry," 2013-June 2015 (member).

Sohaib Hassan, "Outward FDI by the Emerging Market Multinationals: Location Choice Analyses in the European Union," a Ph.D. dissertation, Friedrich-Schiller-Universität Jena, Germany, 2012-June 2014 (member).

Guohua Jiang, "The Determinants and Performance of International New Ventures," a Ph.D. dissertation, Temple University, 2011-July 2013 (chair).

Daniel Ayebale, "Developing Export Competitiveness among Emerging Economy Firms: Exploiting Sourcing Ties with Developed Country MNEs (DMNEs)," a Ph.D. dissertation, University of Agder, Norway, 2010-June 2013 (co-chair).

William Kline, "Executive Pay: Relationships with Risk-Adjusted Performance, Entry Mode Choices, and Firm Control Systems," a Ph.D. dissertation, Temple University, 2010-Aug. 2012 (chair).

- Dan Zhang, "Affect, Attitude, and Meaning: Assessing the Universality of Design in a Transnational Marketing Context," a Ph.D. dissertation, Temple University, 2010-Aug. 2012 (member).
- Steven J. Casper, "Does the International Diversification Discount Vary by Industry and/or Firm Characteristics?" a Ph.D. dissertation, Temple University, 2008-2010 (chair).
- Tanvi H. Kothari, "The Ball Is In Their Court: Changing Role of Multinational Companies from Emerging Nations," a Ph.D. dissertation, Temple University, 2007-2009 (chair).
- Sheela Pandey, "M&A Non-Consummation – A Strategic Option?: The Untold Story," a Ph.D. dissertation, Temple University, 2006-2008 (chair).
- Crystal Jiang, "Exploring Resource Acquisition, Capability Development and Internationalization of Chinese Companies," a Ph.D. dissertation, Temple University, 2006-2008 (chair).
- Xiaotian Tina Zhang, "The Effects of Flexibility and Governance of Outsourcing," a Ph.D. dissertation, Department of Finance, Temple University, 2007-2008 (member).
- Sonia Ketkar, "Multinational Corporations' Foreign Subsidiary Divestiture Modes and Sustainability of Competitive Advantage," a Ph.D. dissertation, Temple University, 2004-2006 (chair).
- Omar Malik, "Technology Absorption Strategies, Government Policies, and Performance in Firms from Less Developed Countries: Evidence from India and Pakistan," a Ph.D. dissertation, Temple University, 2002-2005(chair).
- Denise Dunlap-Hinkler, "The Effect of Knowledge Sourcing on Innovation and Firm Performance: The Case of Pharmaceutical Industry," a Ph.D. dissertation, Temple University, 2002-2005 (chair).
- Jian Gu, "Links between Firm Resources, Strategies, and Performance in Cross-Border Mergers and Acquisitions," a Ph.D. dissertation, Temple University, 2002-2003 (member).
- Ronaldo Parente, "Strategic Modularization in the Brazilian Automotive Industry: An Empirical Analysis of its Antecedents and Performance Implications," a Ph.D. dissertation, Temple University, 2001-2003 (chair) – A Finalist for the 2004 Richard Farmer Best Dissertation Award at the Academy of International Business.
- Ljudevit Pranic, "Travelers' Perception of Biometric Use in Airport Security: An Exploratory Study," a masters thesis, School of Tourism & Hospitality Management, Temple University, 2002-2003 (member).
- Michael J. Mol, "Outsourcing, Supplier Relations, and Internationalization: Global Sourcing Strategy as a Chinese Puzzle," a Ph.D. dissertation, Erasmus University, Rotterdam, Netherlands, 2000-2001 (co-chair).
- Harsh Mishra, "Determinants of Cross-National Knowledge Sourcing and its Effect on Firm Innovation," a Ph.D. dissertation, Temple University, 1998-July 24, 2000 (chair).

- Maneesh Chandra, "Global Sourcing of Services: A Theory Development and Empirical Investigation," a Ph.D. dissertation, The University of Texas at Austin, 1997-1999 (chair).
- Yukako Sunaoshi, "Language Use by Workers in Japanese Manufacturing Plants in the United States," a Ph.D. dissertation, Department of Linguistics, The University of Texas at Austin, 1997-1999 (co-chair) \*\*\***Received the University-Wide Best Dissertation Award across the University of Texas System, 2000**\*\*\*
- Sangmin Lee, "From Visible to Invisible Trade Barriers: A Comparative Study of the Automobile Industry in Japan and Korea," a Ph.D. dissertation, Department of Sociology, The University of Texas at Austin, 1997-1999 (member).
- Pai-ta Shih, "Post-War Economic Development in Taiwan," a Ph.D. dissertation, Department of Economics, The University of Texas at Austin, 1997 (member).
- Marcelo Gechele Cleto, "Transferência de Tecnologia Intra-Firma para Produção no Exterior em Empresa Brasileira: O Caso da Metal Leve Ltda.," Ph.D. dissertation, Department of Production Engineering, Federal University of Santa Catarina, Brazil, 1995-1996 (expert reviewer)
- K. Scott Swan, "Robust Design for Global Product Development: An Data Envelope Analysis," a Ph.D. dissertation, Management Science and Information Systems, The University of Texas at Austin, 1995-97 (co-chair)
- Arvind Sahay, "Technology Licensing and Global Product Strategy," a Ph.D. dissertation, The University of Texas at Austin, 1995-96 (chair): \*\*\***Received the University-Wide Best Dissertation Award across the University of Texas System, 1997**\*\*\*
- Patric M. Jarvis, "Taiwan's Economic Policy: Changes in Factors of Production and Cross Strait Relationships," a master's thesis, Asian Studies, The University of Texas at Austin, 1996 (member).
- Katsuhiko Kawai, "Modeling Japan's Growth and Structural Change: A Computational Approach," a Ph.D. dissertation, Department of Economics, The University of Texas at Austin, 1994-95 (member).
- Jaishankar Ganesh, "Competitive Marketing Strategies of Firms in Multidomestic and Global Industries: An Empirical Investigation of the Strategy-Performance Relationship," a Ph.D. dissertation, University of Houston, 1994-95 (co-chair)
- Aldor R. Lanctot, "Technology Reliance Strategy in a Globally Competitive Environment: Empirical Investigation and Managerial Implications," a Ph.D. dissertation, The University of Texas at Austin, 1992-95 (chair).
- Lisa E. Arbogast, "Japan's Energy Supply Strategy," a master's thesis, an MBA-Asian Studies masters thesis, The University of Texas at Austin, 1994-95 (chair).
- Preet S. Aulakh, "Control Mechanisms in Cross-National Marketing Relationships: An Empirical Investigation into International Licensing and Export Operations," a Ph.D. dissertation, The University of Texas at Austin, 1993-95 (chair).



Kent W. Wheeler, "The Relative Occurrence of Anti-Competitive Behavior and its Impact on the Performance of U.S. Companies Marketing Manufactured Products in Japan," a Ph.D. dissertation, The University of Texas at Austin, 1993-94 (chair).

Lianlian Lin, "Risk Analysis of International Business with and within China," a Ph.D. dissertation, Management Science and Information Systems, The University of Texas at Austin, 1991-92 (member).

Janet Y. Murray, "An Integrated Approach to Global Sourcing Strategies," a Ph.D. dissertation, University of Missouri-Columbia, 1990-92 (co-chair).

Brad C. Gehrke, "Japanese Import Beef Market: Structure, Liberalization, and Market Shares," a master's thesis, Agricultural Economics, University of Missouri-Columbia, 1990 (co-chair).

### **University Service:**

Council of Deans on the Named Professorship Committee, member, 2004-present

Faculty Contacts Program, 1994-1998

Japan Industry and Management of Technology Project, Advisory Board Member, 1993-1998

International Environment Task Group, Member, 1993-94

Dean Search Committee, Member, 1988-1989 (UMC)

East Asian Studies Committee, Member, 1987-1988 (UMC)

### **College Service:**

The Dean's Advisory Committee on Promotion and Tenure, 2015-present

Doctoral Program Committee, 2012

Ph.D. Advisor in International Business, 2002

Promotion and Tenure Committee, 2006-2009

Ph.D. Re-Engineering Committee, 2007-2008

Temple MBA/IMBA Japan Internship Program, 1999-2006

2003 Musser Research Award Selection Committee, 2003

IMBA Curriculum Taskforce Committee (chair), 1999-2000

Established an MBA student exchange program with the Graduate School of Business Administration, Kobe University, Japan, 1994-98

Mentor, The University of Texas at Austin/Pan American Doctoral Faculty Mentor Program, 1994-1997

Manufacturing Competitive Analysis Subcommittee, 1992

Texas MBA Summer Internship Program in Japan, 1991-98

Various companies, including Sony, Canon, the Bank of Fuji, Mitsubishi Research Institute, Canon, Ito-Yokado (parent of 7-Eleven), Ezaki Glico, Kawata Manufacturing Company, Weyerhaeuser Far East, Coca-Cola Japan, and Teradyne Japan, have agreed to sponsor Texas MBA interns in Japan during the summer (airfare, living and commuting expenses, and stipends paid for by the sponsoring companies; total commitment worth over \$200,000).

Coordinator and Lead Professor for a course on "International Marketing and Technology Diffusion," The University of Texas-Instituto Tecnologico y de Estudios Superiores de Monterrey Joint Ph.D. Program, 1993 (Spring) and 1991 (Fall)

Computer Committee, Member, 1989-1990 (UMC)

Undergraduate Programs Committee, Member, 1987-1988 (UMC)

Educational Policy Committee, Member, 1986-1987 (UMC)

#### **Department Service:**

Promotion and Tenure Committee, Chair, 2016-2017

Ph.D. Program Director, General and Strategic Management, January-June 2002

Business Policy Case Competition, Judge, 1999, 2000, 2001

Faculty Recruiting Committee, 1990, 1992-94, 1999-present.

Doctoral Advisory Committee, Member, 1990-1995

International Marketing Area Committee, Chair, 1990-1998

Budget Council, Member, 1990 (Fall), 1994 (Spring); 1995 (Spring); 1996 (Spring); 1997-1998

Marketing Library Committee, Chair, 1988-1990

Research Committee, Member, 1986-1990

Computer Committee, Member, 1986-1990

Student Relations, Member, 1986-1990

#### **Other Public Services:**

External Reviewer Panel, the Marketing and International Business Programs at Victoria University of Wellington, New Zealand, November 25-27, 2015.

New Journal Taskforce, Academy of International Business, 2011-2012.

External Evaluator, the Doctoral Program in Business Administration at the University of Puerto Rico, September 2008.

Chair of the External Review Committee, the International Relations Program, Rutgers University, Newark Campus, April-June, 2005.

Member, International Visitors Council of Philadelphia, 2000-present

Faculty Advisor, Pacific Ties, Graduate School of Business, The University of Texas at Austin, 1997-98

Member, Committee for Attracting Foreign Direct Investment in Austin, Austin Chamber of Commerce, 1994-98 (instrumental in attracting Tokyo Electron, Inc., the world's second largest semiconductor equipment supplier, and Samsung to move their plants to Austin)

Advisor, the Japanese Association, 1987-1989, 1991-1993

## **PROFESSIONAL ASSOCIATIONS**

Academy of International Business

Academy of Management Association

Japanese Marketing Academy

## **AWARDS**

Japan Ministry of Education, Culture, Science and Technology Grant, Meiji University, Intelligent Business Collaboration, 2007-2011

Japan Ministry of Education, Culture, Science and Technology Grant, Meiji University, Global e-Supply Chain Management, 2001-2006

Academy of Consumer Financial Services, Research Grant, Tokyo, Japan, 2001-2003

City University of Hong Kong Strategic Research Grant, 2001-2002

Ambassador Edward Clark Centennial Fellow in Business, 1992-1998

Center for the Study of Western Hemispheric Trade, Research Grant, 1996-97

U.S. Department of Defense, Japan Industry and Management of Technology, Research Grant, 1993-94, 1995-96

Fundação Getúlio Vargas Research Grant, São Paulo, Brazil, 1995-96

Center for International Business Education and Research Grant, 1992-96, 1998

Canadian Embassy Research Grant, 1993-94

University Research Institute Special Research Grant, 1997, 1998

University Research Institute Grant, 1991, 1992, 1993

Graduate School of Business Research Grant, 1991, 1992

Dean's Incentive Grant, 1989, 1990, 1991

Faculty Summer Research Fellowship (University of Missouri), 1987, 1988, 1989

University of Missouri Graduate Research Council Grant, 1988a, 1988b

American Marketing Association Doctoral Consortium Fellow, 1986

Southern Marketing Association Best Dissertation Proposal Award, 1986

## OTHERS

Ranked the most highly published author in the *Journal of International Business Studies* (JIBS) in Alain Verbeke and Angelito Calma, "Editorial: Footnote on JIBS 1976-2016," *Journal of International Business Studies*, 48 (December), 2017, 1037-1044.

Ranked 7th most prolific author in International Strategic Management Research (2000-2013) in George O. White III, Orhun Guldiken, Thomas A. Hemphill, Wu He, and Mehdi S. Khoobdeh, "Trends in International Strategic Management Research From 2000 to 2013: Text Mining and Bibliometric Analyses," *Management International Review*, 56 (2016), 36-65.

Member, Waseda Blue Ocean Strategy Research Institute, Waseda University, 2016-present.

The Musser Award for Excellence in Research, 2002

The Dean's Research Honor Roll, 2000, 2001, 2004, 2005, 2006, 2011, 2012

Ranked the most prolific scholar in international marketing research in the 1987-1993 period by *Journal of Teaching in International Business*, 8 (3), 1997, pp. 37-38.

Induction to the New York Academy of Sciences, 1994.

Ranked the 6th most contributing researcher of international business in the world in the past 25 years (1970-94) by the *Journal of International Business Studies*, 4th Quarter 1994.

Nomination for the CBA Foundation Research Excellence Award for Assistant Professors, The University of Texas at Austin, 1991, 1992

Beta Gamma Sigma

## Biographical Sketch for

**Waseda University  
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**Masaaki Kotabe** holds a joint appointment at the School of Commerce, Waseda University in Tokyo, Japan and at the Shidler College of Business at University of Hawaii at Manoa in the United States. Previously, he held the Washburn Chair Professorship at the Fox School of Business at Temple University in 1998-2021, and the Ambassador Edward Clark Centennial Endowed Fellow and Professorship in Marketing and International Business at the University of Texas at Austin in 1990-98. Dr. Kotabe also served as President of the Academy of International Business in 2016-17.

Dr. Kotabe received his Ph.D. in Marketing and International Business at Michigan State University. Dr. Kotabe has taught international marketing, global sourcing strategy (R&D, manufacturing, and marketing interfaces) at the undergraduate and MBA levels and theories of international business at the Ph.D. level, among others. He has lectured widely at various business schools in more than 20 countries around the world. For his research, he has worked closely with leading companies such as AT&T, Kohler, NEC, Nissan, Philips, Sony, and Seven&i Holdings (parent of 7-Eleven stores), and served as advisor to the United Nations' and World Trade Organization's Executive Forum on National Export Strategies.

Dr. Kotabe has written more than 150 scholarly publications, with well over 20,000 Google Scholar citations. His research work has appeared in such journals as the *Journal of International Business Studies*, *Strategic Management Journal*, *Academy of Management Journal*, and *Journal of Marketing*. His books include *Global Sourcing Strategy: R&D, Manufacturing, Marketing Interfaces* (1992), *Japanese Distribution System* (with Michael R. Czinkota, 1993), *Anticompetitive Practices in Japan* (with Kent W. Wheeler, 1996), *MERCOSUR and Beyond* (1996), *Market Revolution in Latin America: Beyond Mexico* (with Ricardo Leal, 2001), *Emerging Issues in International Business Research* (with Preet Aulakh, 2002), *Global Supply Chain Management* (with Michael J. Mol, 2006), *SAGE Handbook of International Marketing* (with Kristiaan Helsen, 2009), *Global Marketing Management, 9<sup>th</sup> ed.* (with Kristiaan Helsen, 2023), and *Concise Introduction to Global Supply Chain Management* (2024), among others.

Dr. Kotabe served as the Editor of the *Journal of International Management* for 17 years from 2002 to 2019, and also serves / has served on the editorial boards of the *Journal of Marketing*,

the *Journal of International Business Studies*, the *Journal of the Academy of Marketing Science*, the *Journal of International Marketing*, the *Journal of World Business*, and the *Journal of Business Research*, among others.

Dr. Kotabe was elected a Fellow of the Academy of International Business in 1998 and a Fellow of the Japan Academy of International Business Studies in 2017, for his significant contribution to international business research and education. He is the recipient of the 2002 Musser Award for Excellence in Research and the 2021 Fox School Lifetime Achievement Award at Temple University. He has been recognized as one of the most prolific and influential researchers in international business / marketing / strategic management in a number of circles. He received a Gold Medalist award from the Academy of International Business as one of the most published researchers in the world over the Past 50 Years in the *Journal of International Business Studies* in 2019.