

Copenhagen Business School, Denmark

5 - 7 November 2025 (PDW on 4th Nov.)

Conference website: <https://eamsa2025.cbs.dk/>

Digital Transformation in Europe and Asia: Opportunities and Challenges

【Overview】

Tuesday, 4th November **[Pre-conference event]**

Time	Activity
12:15 - 17:00	Paper Development Workshop (PDW) <i>[Invited & pre-registered participants only. Details were provided to the participants via email.]</i>

Wednesday, 5th November

Time	Activity	Room (Building)
09:15 - 11:55	Conference Opening Plenary and Keynote speeches	Rs.20 Arena (PHR22)
12:00 - 13:15	(Lunch)	Gallery (PH24)
13:15 - 14:30	Parallel sessions [1] & [2]	407/408 (PH24)
14:45 - 16:00	Parallel sessions [3] & [4]	407/408 (PH24)
16:15 - 17:30	Parallel sessions [5] & [6]	407/408 (PH24)
17:45 - 19:45	Welcome Reception	Gallery (PH24)
(18:00 - 19:00)	<i>[Advisory Board Meeting: invitation only]</i>	1.68 (PH24)/online

Thursday, 6th November

Time	Activity	Room (Building)
09:15 - 10:30	Parallel sessions [7] & [8]	407/408 (PH24)
10:45 - 12:00	Single session [9]	407 (PH24)
12:00 - 13:00	(Lunch)	Gallery (PH24)
14:00 - 16:00	Study visit to <i>the UN City Copenhagen</i> <i>[Bus departs at 13:15. Pre-booking & a photo ID are needed]</i>	
18:00 - 20:15	Conference Dinner (at <i>Vækst</i>)	

Friday, 7th November

Time	Activity	Room (Building)
09:15 - 10:30	Single session [10]	Rs.20 Arena (PHR22)
10:45 - 12:00	Single session [11]	Rs.20 Arena (PHR22)
12:00 - 13:00	(Lunch)	Rs.20 foyer (PHR22)
13:00 - 15:00	General Assembly Meeting <i>- Closing -</i>	Rs.20 Arena (PHR22)

EAMSA 2025: Schedule of Sessions

Tuesday, 4th November: Paper Development Workshop (PDW)

- **Invited & pre-registered participants only.** (The details were provided to the participants by email.)

12.15 - 13:00	Registration & Welcome with light lunch (sandwiches and tea/coffee will be provided)		
Breakout sessions 13:00 - 14:45	• Group-1 <i>Advisors;</i> - Faith Hatani (CBS) - Jesper Edman (Waseda University)	• Group-2 <i>Advisors;</i> - Ari Kokko (CBS) - Patrik Ström (Stockholm School of Economics)	• Group-3 <i>Advisors;</i> - Björn Jindra (CBS) - Sine Håkanson (CBS)
14:45 - 15:15	Networking coffee break		
15:15 - 17:00	(Workshop continues in the same groups)		

Wednesday, 5th November (Presenting authors' names are indicated by underlining.)

08:15 onwards	Registration & welcome coffee/tea	
09:15 - 10:00 (Rs.20 , PHR22)	Conference Opening Plenary • Welcome Address Faith Hatani (Associate Professor, Dept. of International Economics, Government and Business, CBS) • Opening Remarks Ari Kokko (Professor, Dept. of International Economics, Government and Business, CBS)	
10:00 - 10:20	Coffee break (Rs.20 , foyer , PHR22)	
10:20 - 11:55 (Rs.20 , PHR22)	• Keynote Speeches <i>Moderator:</i> Björn Jindra (Prof. with special responsibilities, Dept. of International Economics, Government and Business, CBS) Keynote speech (1) Erik H. Stangerup (CEO, QunaSys Europe) <i>"Commercial Quantum Adoption: A discussion of key factors and how to approach them"</i> Keynote speech (2) Martin Jes Iversen (Associate Professor, Dept. of Strategy and Innovation, CBS) <i>"Why Denmark Benefitted More: Digitalization in Danish Business History"</i>	
12:00 - 13:15	Lunch (Gallery , PH24)	
13:15 - 14:30 (407/408 , PH24)	Session [1]: Digitalisation and Internationalisation <i>Chair:</i> Dirk Holtbrügge, Friedrich-Alexander-Universität Erlangen-Nürnberg.	Session [2]: Global Challenges and Strategic Responses <i>Chair:</i> Yoo Jung Ha, University of York.

	<u>Sanjiv Sen</u>, XLRI, Jamshedpur. <i>Leveraging domestic digital capabilities for international expansion: A conceptual framework for Indian firms.</i> <u>Eva Liias</u>, University of Tartu & Hiroshi Ota, Hitotsubashi University. <i>DX and EdTech solutions for internationalizing Japanese universities? Digitalizing university admissions.</i> <u>Lukas Baschung</u>, University of Applied Sciences Western Switzerland (HES-SO), Gerhard Schnyder, Loughborough University London, Lo May Chiun, Universiti Malaysia Sarawak, Sneha Kadyan, O.P. Jindal Global University, & Anirban Ganguly, O.P. Jindal Global University. <i>Internationalization of Swiss SMEs in India: what is the impact of the digitalization of public administrations in the host market.</i>	<u>Ju Hyun Pyun</u> & Jong-in Sun, Korea University Business School. <i>What sets resilient firms apart in times of global disruption: Lessons from the COVID-19 pandemic.</i> <u>Alvin Chris Antony</u> & Shobha Tewari, Indian Institute of Management, Kashipur. <i>Letting Go: How industry divergence influence commitment de-escalation in business groups.</i> <u>Erja Kettunen</u>, University of Turku & Patrik Ström, Stockholm School of Economics. <i>Bargaining for a Free Trade Agreement enforcement on standards – Unlocking the future potential?</i>
14:30 - 14:45	Short break (Rooms 407/408, foyer, PH24)	
14:45 - 16:00 (407/408, PH24)	Session [3]: Organizational Adaptation and Innovation <i>Chair: Masoud Karami, Manchester Metropolitan University.</i> <u>Anastasia Sinitsyna</u>, University of Tartu & Luca Alfieri, Politecnico di Milano. <i>Coworking spaces' response to the digital transformation in Singapore.</i> <u>Jongik Chang</u>, Korea University Business School. <i>Navigating climate regulatory diversity: How multinational enterprises learn from cumulative experience.</i> <u>Martí Bosch-Tobella</u> & Joan Torrent-Sellens, Open University of Catalonia. <i>AI, firm dynamism and sustainability: Unveiling effects in European MSMEs.</i>	Session [4]: Workers, Identity and Human Resource Management <i>Chair: Adam Johns, Sophia University.</i> <u>Geer He</u>, Ritsumeikan University. <i>Foreignness as managed workplace identity: Insights from immigrant workers in Japan.</i> <u>Sing Yee Lim</u>, Liu Ting & Tomoki Sekiguchi, Kyoto University. <i>Managing leadership identity threats: Strategies leaders use to navigate challenges from followers</i> <u>Defeng Sun</u>, Nihon University. <i>Board gender diversity, board independence, and CSR: The moderating effect of ownership structure.</i>
16:00 - 16:15	Short break (Rooms 407/408, foyer, PH24)	
16:15 - 17:30 (407/408, PH24)	Session [5]: Digital Transformation in Management <i>Chair: Bhargab Chattopadhyay, Indian Institute of Technology Jodhpur.</i> <u>Dong Sung Lee</u> & Daeil (Dale) Nam, Korea University Business School. <i>Strategic Openness in AI: How Hugging Face contributions signal venture funding success.</i>	Session [6]: Sustainability in Local and International Contexts <i>Chair: Erja Kettunen, University of Turku.</i> <u>Philippe Régnier</u>, University of Applied Sciences Western Switzerland. <i>Swiss-Asian equity investment: What role for SME sustainable development?</i>

	<u>Famei Shen</u>, Xi'an Jiaotong-Liverpool University & Bin Wang, Monash University. <i>AI awareness and hospitality employees' helping behaviour: Advancing the theory of purposeful work behavior.</i> <u>Rajnish Yadav</u>, Shweta Anand, & Kavita Singh, Gautam Buddha University. <i>Bridging continents: Comparative analysis of infrastructure, digitalization, and institutional drivers of logistics performance in Asian and European economies</i> <u>Mary Fisher</u>, Eastern Oregon University College of Business. <i>The liability of foreignness in digital infrastructure FDI: A multi-institutional perspective across Asia and Europe.</i>	<u>Ngoc Bao Vuong</u>, Hiroshima University. <i>Employee treatment and corporate economic sustainability: evidence from Japan.</i> <u>Galsanjigmed Enkhzul</u>, Hokkaido Musashi Women's University. <i>The Rice Paper Ceiling: Gendered career barriers in JMNCs in Mongolia.</i> <u>Ryoji Miyawaki</u>, Kyoto University, Masaru Karube, Hitotsubashi University, Jinichiro Yamada, Kyoto University & Yuki Miyazawa, Hitotsubashi University. <i>From LULU to PILU: Regional innovation at the Saga City waste treatment plant.</i>
17:45 - 19:45	Welcome Reception (Gallery, PH24) [Advisory Board Meeting 18:00-1900: invitation only]	

Thursday, 6th November

09:15 - 10:30 (407/408, PH24)	Session [7]: Green Innovation <i>Chair: Nicola Berg, University of Hamburg Business School.</i> <u>Yoo Jung Ha</u>, University of York. <i>Driving innovation: Determinants of team size in collaborative R&D projects at Toyota Motor Corporation.</i> <u>Xiayu Zhai</u>, Peking University. <i>Turning the tables: Reverse knowledge flow and innovation co-evolution in China's new energy vehicle industry.</i> <u>Dirk Holtbrügge</u>, Friedrich-Alexander-Universität Erlangen-Nürnberg. <i>Technological spillover effects in green industries: The case of Indo-German collaboration.</i>	Parallel Session [8]: Cross-cultural Management <i>Chair: Geer He, Ritsumeikan University.</i> <u>Taehong Min</u>, Korea University Business School. <i>CEO regulatory focus and innovation: Comparing Japan and Sweden as cultural regulatory fit context using propensity score matching</i> Sanmoy Ghosh & <u>Umesh Bamel</u>, International Management Institute New Delhi. <i>Global perspective, regional culture: How multinational corporations implement LGBTQAI+ Inclusion policies across Asian branches in a digitally connected world.</i> <u>Daojuan Wang</u>, Aalborg University & Juan Wu, Zhaw University. <i>From hostile strangers to close-knit family: Empowering employees for cross-border acquisition success.</i>
10:30 - 10:45	Short break (Rooms 407/408, foyer, PH24)	

Thursday, 6th November (continued from p.4)

10:45 - 12:00 (407/408, PH24)	Session [9]: Internationalisation Strategies in the New Era <i>Chair:</i> Russell Seidle, Sawyer Business School, Suffolk University. <u>Yiyue Shao</u>, Jian Du, Yutong Chen & Xiaobo Wu, Zhejiang University. <i>Cognition of ambidextrous innovation and R&D internationalization: An empirical study of listed manufacturing companies in China.</i> <u>Weifeng Lin</u>, Alliance Manchester Business School, University of Manchester. <i>Navigating the nexus of MNEs' internationalisation, environmental performance, and green technological innovation.</i> <u>Adam Johns</u>, Sophia University <i>Partitioned COO, offshoring, and entry modes: How provenance vs. experiential consumer orientations shape place-of-origin authenticity in cultural goods.</i>
12:00 - 13:00	Lunch (Gallery, PH24)
13:00 - 13:15	Bus arrives outside the rear entrance (PH24B. See p. 7) and <u>departs at 13:15 sharp.</u>
14:00 - 16:00	• Study visit to <i>the UN City Copenhagen</i> (Please see the schedule on p. 8 below.) Presentation by the United Nations Office for Project Services (UNOPS) on; "Scaling Impact through AI".
18:00 – 20:15	Conference Dinner ("Vækst". See p. 9)

Friday, 7th November

09:15 – 10:30 (Rs.20, PHR22)	Session [10]: Best PhD Paper nominees (PhD candidates presenting the paper are <u>underlined</u>) <i>Chair:</i> Björn Jindra, CBS <u>Fuqiang Wang</u>, University of Chinese Academy of Sciences, Lingling Zhang, University of Chinese Academy of Sciences & Daojuan Wang, Aalborg University. <i>Unveiling the catalyst: How research facility sharing policies drive regional technological innovation in China.</i> <u>Fuxin Lin</u>, Jiayi Ma, Xiaobo Wu, Zhejiang University. <i>Born-native vs. adaptive: A dual case study on platform evolution and innovation interaction from a value network perspective.</i> Jiang Yu, <u>Ran Lu</u>, & Yue Zhang, Institutes of Science and Development, Chinese Academy of Sciences/University of Chinese Academy of Sciences. <i>Exploring institutional asymmetries: How formal and informal institutions impact digital technology application in China.</i>
10:30 – 10:45	Short break (Rs.20, foyer, PHR22)

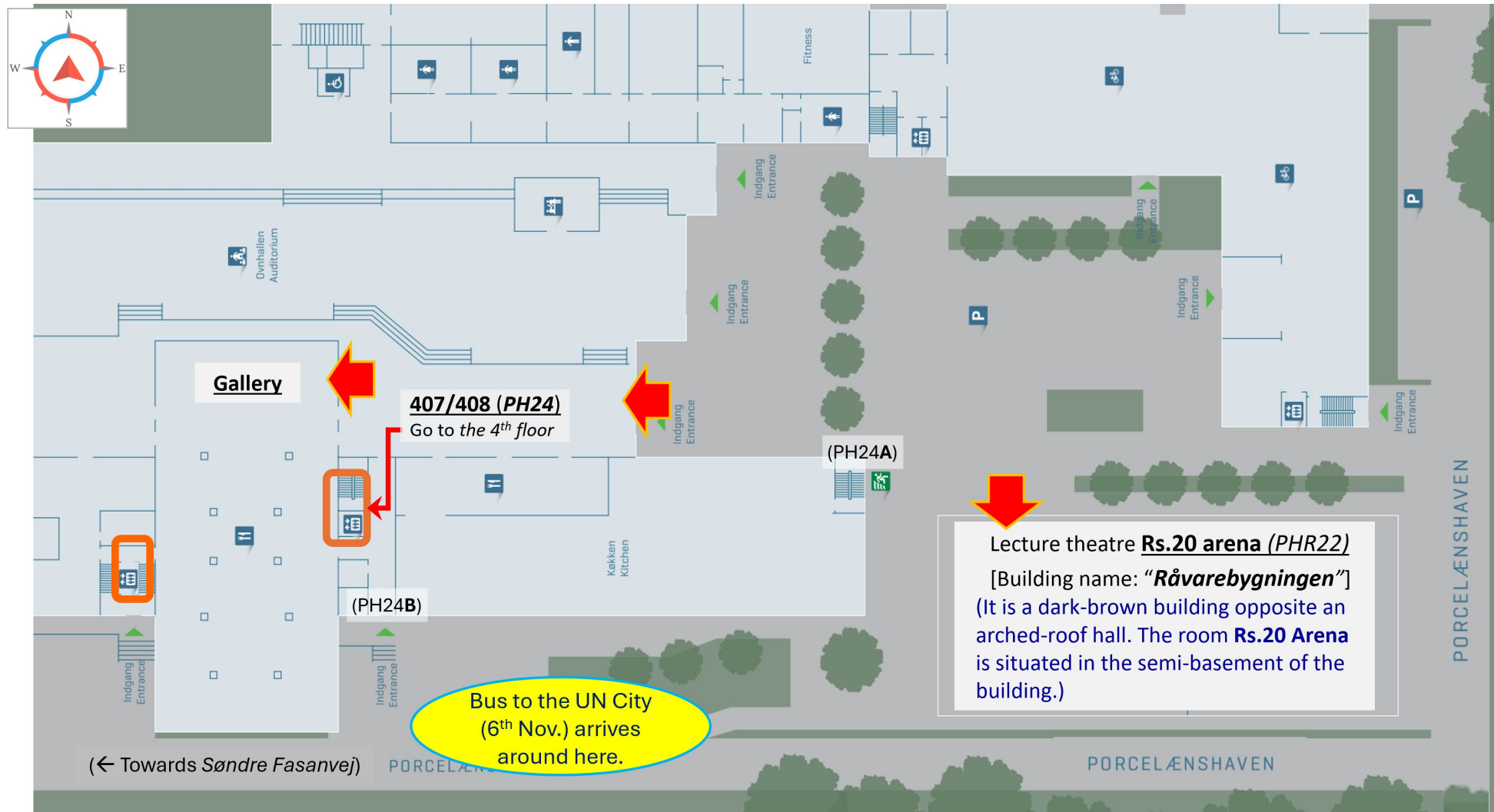
10:45 – 12:00 (Rs.20, PHR22)	Session [11]: Best Paper nominees <i>Chair:</i> Ari Kokko, CBS <u>Masoud Karami</u>, Manchester Metropolitan University, Arto Ojala, University of Vaasa & Nikan Mehrara, Imam Khomeini International University. <i>Business model transformation for frugal innovation during market disruption.</i> Will Stamey, University of Notre Dame, Ken Kelley, University of Notre Dame, <u>Bhargab Chattopadhyay</u>, Indian Institute of Technology Jodhpur & Tathagata Bandyopadhyay, Dhirubhai Ambani Institute of Information & Communication Technology. <i>Sequential approach to best treatment selection.</i> Carlos Rodriguez, INCAE Business School & <u>Russell Seidle</u>, Sawyer Business School, Suffolk University. <i>Patterns of search and organizational learning in value chain fine slicing decisions.</i>
12:00 - 12:50	Lunch (Rs.20, foyer, PHR22)
12:50 - 13:45 (Rs.20, PHR22)	General Assembly Meeting • Award Ceremony – <i>Chair:</i> Faith Hatani (CBS). <i>Award Presenter:</i> Ari Kokko (CBS) • Call for Papers for <i>Asian Business & Management (ABM)</i> special issue (SI) on the conference theme – <i>Guest Editor for the SI:</i> Björn Jindra (CBS)
13:45 - 14:00	Short break (Rs.20, foyer, PHR22)
14:00 - 15:00 (Rs.20, PHR22)	• Activities of EAMSA and updates – by EAMSA board members - Reports, governance, voting, etc. - Presentation of the next EAMSA conference venue 2026 - Open floor & any other matters - Closing - Farewell -

NOTE: Following the practice of recent EAMSA annual conferences, we will not be issuing formal proceedings for the EAMSA 2025. While proceedings are common and offer certain advantages, we also value the confidentiality of pre-published works and recognise the need for authors to make rapid revisions to their papers. Publishing early versions can create unnecessary redundancy, which we aim to minimise. Instead of formal proceedings, we encourage authors to network during the conference and share their papers and ideas directly with other participants.

- The conference venue: CBS PorcelænsHAVEN, PHR22 & PH24, 2000 Frederiksberg, Denmark. (Please see [the webpage](#).)
- **Red arrows** on the map below indicate the main entrances. The rooms for the parallel sessions (407/408, PH24) are accessible by taking a lift (shown by **orange rectangles** on the map).

On Wed. 5th & Fri. 7th Nov., Room **Rs.15** (near Rs.20 Arena) can be used as unattended cloakroom for a limited period; Wed. 5 Nov (8:30-12.00), and Fri. 7 Nov. (8:30-15:30). The rooms for parallel sessions (407/408, PH24) have enough space to keep your belongings in the venue.

On Thursday 6th Nov., after the sessions, please ensure bringing all your belongings with you to lunch and the subsequent study visit.



[Thursday 6th November: Afternoon]

- Information about **the study visit to the UN City Copenhagen** (<https://un.dk/>)

TIME	Activities
13:00	Bus arrives at CBS PH24B. Please come to the meeting point <u>no later than 13:00</u> to board the bus. (See a yellow oval mark on the map on p.7)
13:15	Bus departs CBS at 13:15 sharp.
13:45	The bus is expected to arrive at the UN City. - A member of the UN staff will meet us <i>outside</i> and distribute visitor tags before the identity check. - Then, each visitor will go through the security check gate.
14:15 Until around 15:30	UNOPS staff's presentation: <i>"Scaling Impact through Artificial Intelligence (AI)"</i> - Followed by Q&A
15:45 16:00	Bus arrives at the UN City - We leave the UN City's premises and board the bus. Bus departs the UN City at 16:00 sharp. - The bus returns to an area near Tivoli/Rådhuspladsen. (See the map on p.9 below.) All delegates must alight from the bus there. (The bus does not return to the conference venue.)

- Please note that the bus will depart at the times stated in the timetable above (it will not wait for you).
- While we should arrive at the UN City at least 15 minutes before the UN staff's presentation, we will not get access to the building until 30 minutes before the scheduled visit. (So, some waiting time is expected.)

- ***"What do I need to bring?"***

For security reasons, only those who have signed up for the visit will be given access to the building. Please **bring a valid photo ID** (e.g., **a passport or a driving license**).

- ***"What will the security check be like?"***

To access the building, you will need to go through a security check (similar to that at an airport). We advise you to leave any valuable items at home or in your hotel.

- ***"Can I buy or bring and enjoy food in UN City?"***

Although you are allowed to bring your water bottles, visitors will not have the chance to buy or bring food to eat in the UN City for security reasons.

[Thursday 6th November: Evening]

- Conference Dinner: **Vækst** (Sankt Peders Stræde 34, 1453 København)
 - The nearest Metro station is *Rådhuspladsen* (M3 or M4 Lines. See the Metro map at <https://m.dk/en/>)
 - **Please be on time** (and please don't forget to **bring your conference name badge**). Our reservation is from **18:00 to 20:15**. We recommend arriving at the restaurant around 17:45.
 - Please note that the restaurant only opens the venue to the guests 30 minutes before the reserved time (i.e., entry is not permitted before 17:30).



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