*Note*: Page numbers followed by "n" indicate notes.

Academic-Business Cooperation on	Balanced approach, 382
Digital (ABCD), 201	Bank-centered groups, 72
Access to resources, 40	Banking crisis, 35, 41, 41–42
Activities, 118	Behaviors, 118
Actual groups, 70	Beiersdorf company, 102–103
Ad hoc ranking, 485	Big data and analytics, 256
Adult–adult communication, 503	Bilthoven Biologicals, 58
Adverse selection	Biodiversity loss; 249n3
problem, 71	Bird flu (H5NI virus), 492
and reach of state, 78–79	Bitcoin, 300
Adverse tech advances, 249n3	Black swans, 27
Age, 327–328	Blockchain technology, 290, 300–302,
Agency, 70	305
Aggravation factor statements, 320	Bloomberg's market crisis
Alarmists, 425	management index, 436
Amazon, 297, 302	Bottom-up partial pattern matching
Analytical generalizability, 144	approach, 437
Anglo-Iranian Company, 104	Bottom-up process, 135
Ansoff's matrix, 411, 413–414	Brexit, 410–411, 418
Anti-Crisis Fund, 361	brexit-induced uncertainty, 418
Anti-globalization reforms, 398	conceptual background, 411-412
"Antitrust" laws, 79	regulatory uncertainty, 425
Apex firm, 70	research methodology and sample,
Applied theory, 172	412–416
Arab Spring, 398	as source of company's uncertainty,
Archival data, 138	420–422
Archival research, 56	Brick-and-mortal retailers, 198, 298
Artificial intelligence (AI), 256, 290	Bridge Financing, 357
Asian financial crisis (1997), 34, 79	British Petroleum (BP), 28
Asset	British-based multinational banking,
bubble burst, 248n2	29
specificity, 172	Brundtland Report, 485
tokenization, 300	Business, 4
Attribution theory and SCCT, 117–118	becoming transnational
Australian business groups, 81	entrepreneur, 516–517
Automated IoT-powered control	case positioning, 520
systems, 302	change in business culture, 507–509

consequences of COVID-19 risk,	COVID-19 pandemic and, 357
505	fiscal measures, 360–363
developing transnational business,	growth and fiscal position, 358
517–518	linkage of COVID-19, economic
diversification, 422	activities and debt
drama in paradise, 519	financing, 354–357
family, 70	monetary measures for continuity
growth potential, 506	of business activities
increase of operational risk, 506–507	during COVID-19 crisis,
machines and equipment, 204	364–365
reliability of, 76	negative growth of GDP, 359–360
risks, 98	results and empirical findings,
shareholder return, profitability,	368–372
and liquidity effects,	Chinese film industry, 172
505–506	Chinese SMEs, 133
teaching objectives, 520	re-internationalization in, 136
teaching plan, 521–523	Circular-economy principles, 282
trust and empathy in, 437–440	Climate change, 11, 31, 454
Zanzi brand, 515–516	and COVI D pandemic, 39
Business Group Law, 70	Cloud computing, 256
Business groups, 70–71	Co-evolution of retailing and
firms, 78	consumption, 294–302
Business Historian, 56–57	Collaborative consumption (CC), 306
Business History, 56–57, 62–63	Collaborative economy (CE), 306
Business-to-business contexts, 254	Collection risk, 492
Butterfly defect, 5	Commercial best practices, 175–176
Buy online, pick up in-store (BOPIS),	Commodity
298	price collapse, 29
	shocks, 248 <i>n</i> 2
CAGE model, 520–521	"Common market" approach, 410
Capitalism, 355–356	Communications, 204
globalization in context of, 380–382	apps, 195
Carbon capture, 39	platforms, 441
Cardano, 300	Community logics, 305
Case study research, 278	Companies' selection, 478–479
Casson, Mark, 62	Competitiveness, 194
CATI method, 412	Complete re-internationalization, 136
CatNet® tool, 455	Complete re-internationalizers,
Causal analysis of crisis, 35–36	132–133, 145–147, 152–153
Cause and effect mechanisms, 99, 382,	Concerned, the, 425
420	Conflict minerals, 17
Cautious expanders, 413	Consumer
Central Asia Regional Economic	electronics, 204
Cooperation member	risk, 314
countries (CAREC member	Consumer vulnerability, 314–315
countries) 357	age 327_328

COVID-19 pandemic effects on	consumer vulnerability after
young and older, 315	COVID-19s emergence,
before COVID-19s emergence,	323–324
321–323	consumer vulnerability before
after COVID-19s emergence,	COVID-19s emergence,
323–324	321–323
demographics of consumer	digitalization, and localization
vulnerability during	decisions in global value
COVID-19, 325	chains, 256–258
and fear of Coronavirus-19 scale,	digitalization and optimization, 269
332–333	digitalization impact on business
and fear of COVID-19, 324-325	functions and localization
fear of COVID-19, 328-329	decisions, 261–266
income, 328	on firms' local and international
literature review, 315	activities, 275
method, 320	health crisis, 255
mitigating risk of consumer	in India, 59
vulnerability during	linkage of economic activities, debt
pandemic, 319	financing and, 354–357
product knowledge, 325-326	localization decisions, 270
refund policy, 327	methodology, 258–260
results, 321	monetary measures for continuity
social pressure, 326–327	of business activities
young and elder, 316–319	during, 364–365
Consumer Vulnerability Scale (CVS),	opportunities and threats emerging
316, 321	due to, 277
Consumer-to-consumer ecommerce	pandemic effects on young
(C2C), 297	and older consumers'
Consumption	vulnerability, 315
co-evolution of, 294–302	possible scenarios of COVID-19
consumption-driven Western	impact on globalization,
economies, 290	383–391
Content-based analysis, 479	post-Covid consumers' trends, 268
Control variable, 461, 472–473	results, 261
Coping with dynamic in country risk,	supply chain management, 268–269
402–403	systems crisis, 11
Coronavirus (Covid-19), 4, 5, 21, 33,	vertical integration of value chain,
62, 98, 170, 195, 256, 274,	269
297–298, 342, 314, 354, 380,	Corporate communication studies, 9
418, 452, 492–493	Corporate emergency responsibility
business consequences of COVID-	(CER), 476
19 risk, 505–509	background, 476–477
and CAREC member countries,	companies' selection, 478–479
357–365	dimensions underlying, 478
companies learn from crisis,	framework for, 476
266_267	typology of CER actions 479

Corporate interventions post-shock,	MNEs as driver of, 90–93
taxonomy of, 479–484	De-integration, 20
Corporate misbehavior, 118	De-internationalization, 11, 19, 132
Corporate responses identification,	initial international experience and
486–487	reasons for, 145
Corporate social responsibility (CSR),	Debt crises, 248n2
114, 116	Debt financing, linkage of COVID-19.
Corporation logic, 304	economic activities and,
Corporations, 117	354–357
Country risk, 11, 15, 398–399	Decapitation, 79–82
coping with dynamic in, 402–403	Decentralized applications, 300
and FDI, 399–400	Decentralized autonomous
trends in, 400–401	organizations (DAOs), 302
Country-specific advantages (CSAs), 99	from DIY to, 303–306
Covid-washing, 22	Decision makers, 263
Creating Emerging Markets project,	Deepwater Horizon Oil Spill, 114–115
30	"Democratized" economy, 80
Crisis, 4, 33, 35, 64–67	Demographic factors, 315
causal analysis of, 35–36	Demographics of consumer
classification of, 37–44	vulnerability during
classifying, 9–12	COVID-19, 325
companies learn from, 266–267	Dengu fever, 452
crises episodes (1989), 5–6	Denial strategies, 117
engineering crisis for revolutionary	Depositors, 71
ends, 37	Destruction, 40
firm-specific crises, 44–47	"Developmental distance", 11
human agents in, 39	Digital adoption, 198
institution-specific disadvantages,	by traditionally non-digital firms,
47–49	197–198
in international business, 27–31	Digital business models, 204–209
management, 4, 9, 12, 116	Digital capacity, 194
people in, 36	Digital communication, 502
response strategies, 120–121	Digital content providers, 195
trust and empathy in business	Digital distance, 443
during times of, 437–440	development of digital capabilities
Critical situation, 34–36	and reduction of, 440–441
Cryptocurrency, 300	Digital divide, 11
Culture of economic individualism, 48	Digital economy, 194–195, 197–199,
Customer loyalty, 301	202, 204
Cybersecurity failure, 194, 248n1	Digital FDI, 194–197
Cyrus Poonawalla, 57	Digital FDI Enabling Projects
	(DEPs), 194, 199
Daewoo business group, 79	to create "digital friendly"
De facto framework, 204	investment climates, 196–200
De jure regulatory framework, 204	Digital firms, 249n5
De-globalization, 21, 34, 41, 64, 90,	Digital inequality, 194, 248n1
386–388	Digital laggards, 195

Digital natives, 195	impact on business functions and
Digital service suppliers, 195	localization decisions,
Digital Services Trade Restrictiveness	261–266
Index, 203	of retailing, 296
Digital skills, 200–201	Direct business effects, 493–496 (see
among active population, 201	also Indirect business
Digital technologies, 263	effects)
for IB, 435	Disaster
implementation of, 264	in direct impact, 471–472
Digital transformation, 19, 194, 210	experience, 471
Argentina, 211–212	in indirect impact, 472
Australia, 213–214	perceived (firm-specific) disaster
Brazil, 215–216	risks, 471
Canada, 217–218	Discounted cash-flow models, 398,
challenge, 195–196	399–400
China, 219–220	Disrupted globalization, 21,
consumer uptake of new	383–386
technologies & Herfindahl–	Disruption types, 170
Hirschman Index, 201–202	Distance
digital skills among active	avoidance, 520
population, 201	bridging, 520
E-commerce legislation and legal	leveraging, 520, 522
framework's adaptability,	Distinguishability, 315–316
204–209	Diversification, 170, 411–412
France, 221–222	Diversifiers, 414
G20 economies, 194–195	Doing-it-yourself (DIY), 303
Germany, 223–224	from DIY to DAO, 303–306
going digital access, 202–203	Domestic credit to private sector
India, 225–226	(DCPS), 355, 365
Indonesia, 227–228	Double embeddedness, 522
Italy, 229–230	Drakes Supermarket, 301
Japan, 231–232	Droughts, 454
launch DEPs to create "digital	"Dual circulation" economy, 92
friendly" investment	Dynamic country risk and FDI,
climates, 196–200	401–402
Mexico, 235–236	401-402
Republic of Korea, 233–234	E-commerce
restrictiveness indexes, 203–204	firms, 195
Russia, 237–238	legislation and legal framework's
Saudi Arabia, 239–240	adaptability, 204–209
"SMART" test and tools, 200–201	Early re-internationalization, 140
South Africa, 241–242	Earthquakes, 10, 12, 454
Turkey, 243–244	in Indian Ocean, 98
United Kingdom, 245–246	eBay, 297, 302
United States, 247–248	•
Digitalization, 195, 262, 269	Ebola virus, 16, 39, 452, 492 Eclectic Paradigm, 171
Covid-19 health crisis, 256–258	Eclectic theory, 173
COVIU-17 HEARTH CHS18, 230–230	Leicette theory, 1/3

Economic activities, linkage of	direct business effects, 493-496
COVID-19, debt financing	effects on employees, 496–502
and, 354–357	indirect business effects, 502-505
Economic Cooperation Organization	risk origin, 493
(ECO), 357	Entrepreneurs, 98
Economic crises, 37, 43, 48	Entry mode theories, 172–174, 415
industry-specific, 43–44	Environmental, Social and Corporate
national economic, 43	Governance criteria (ESG
Economic dislocation, 398	criteria), 300, 354
Economic individualism, 48	Environmental crises, 33, 47
Economic policy, 48	Environmental risks, 7
Economic risks, 7	Epidemics, 454
Economic shocks, 72	Estonia, 249n6, 275, 279–280
Economic upgrading, 170	Ethereum, 300
Economies	European Union (EU), 355
economy-wide crisis, 71	Ex ante disaster risk relief, 475
subsequent rise of emerging, 346–348	Ex post disaster risk relief, 475
Educated strategies, 315	Exchange mechanisms, 305
Efficiency-seeking, 343	Exogenous crises, 12, 16, 21–22
"Elaborateness" of learning, 134	Exogenous risks, 452
Elder people, contextual analysis of	Exogenous shocks, 28
vulnerable pandemic, 316–319	Experiential learning, 144
Electronic components, 204	Exploratory open coding, 140
Embedded liberalism, 93	External borrowing (XDBT), 365,
Emergencies, 12	367–368
Emerging market firms, 62, 64–67	External shocks, 98, 475
Empathy in business during times of	Externalization modes, 174
crisis, 437–440	commercial best practices, 175–176
Employees	fast-growing business, 174–175
COVID-19 effects on, 496	multi-competence, 176–178
deteriorating personal well-being,	Extraordinary risk management, 100
500-502	COVID-19 crisis, 98
increased workload at home,	Geoffrey Jones's historical research
498–499	on VUCA environments,
insufficient availability of health	100–104
care services, 500	using history to help refine
lockdown, 499–500	international business
working from home, 497–498	theory, 104–107
Energy, 39	MNEs, 99–100
Engineering crisis for revolutionary	with VUCA environments, 98–99
ends, 37	Extreme temperatures, 454
Enterprise risk management (ERM), 491–492	Extreme weather events, 248n1
business consequences of COVID-	F-test, 412, 424
19 risk, 505–509	Facebook, 516, 523
data and methodology, 492-493	Facebook live chats, 436

Famine, 11	Fit-for-purpose, 204
Fast-burning crises, 89	Floods, 12, 454
Fast-changing technology, 175	Foreign direct investments (FDIs), 40
Fast-growing business, 174–175	64, 90, 171, 195, 342, 366,
fDi Markets, 250n19	379, 398
FDI Regulatory Restrictiveness Index,	country risk and, 399-400
203, 250 <i>n</i> 15	dynamic country risk and,
Fear of COVID-19 (FC), 324,	401–402
328–329	trends in, 400–401
consumer vulnerability and,	Foreign firms, 399
324–325, 332–333	Free standing company, 104
"Fiduciary duty", 10	"Free-rider" behavior, 12
Field-level institutional changes, 290	Free-trade agreements, 94
Film co-productions with Chinese	,,
firms, 182	G20 economies, 194–196, 199
Finally re-balanced globalization, 21	"Gain-of-function" research, 8
Finance, 40, 43	General Store, 305–306
Financial crisis, 6, 14, 29, 41, 48, 74,	Geographic distribution, 170
342, 348	Geopolitical risk, 7
banking crises, 41–42	Glass-Steagall Act, 80
impact on global FDI flows,	Global Banking Crisis (2009), 33
342–344	Global Competitiveness Index, 201,
stock market crises, 42–43	204
in Turkey, 75	Global disasters, 170
Financial economics, 70	Global disruptions, 170
Financial flexibility hypothesis, 421	Global financial crisis, 8, 30, 44, 299,
Financial risks, 98	349
"Finanzkapital", 12	Global foreign direct investment, 342
Firm experience with natural disasters,	different consequences on North
456–457	and South, 344–346
Firm-specific advantages (FSAs), 99	financial crisis impact on, 342–344
Firm-specific crises, 37, 44	implications for IB theory, 349–351
firm-specific disadvantage, 45–46	subsequent rise of emerging
implications for IB theory, 46–47	economies, 346–348
life cycle of firm, 44–45	sustains development resources
Firm(s), 136	and preventing investment
for altering GVC configuration, 170	protectionism, 348–349
behavior, 172	Global Risks Report, 194
firm-level corporate actions, 11	Global supply chains
firm-specific disadvantage, 35	restructuring, 299
firms fear Brexit's uncertainty,	Global survey
424–426	using guidelines, 457–458
serial nonlinear	of managers in disaster-prone
internationalization, 274	countries, 453
strategies, 170	Global value chains (GVCs) 6, 65,
Fiscal resources of governments, 357	170, 254–255, 380

case study of Korean filmmakers	HIV-AIDS, 39
co-production strategy,	Home delivery, 298
178–181	Homo oeconomicus, 381
Chinese firms, 182	Horizontal integration, 256
covid-19 health crisis, digitalization,	Host-country risk dynamics
and localization decisions	combine environmental variation
in, 256–258	literature, 404–405
entry mode theories, 172–174	coping with dynamic in country
firms, 171–172	risk, 402–403
industrial conditions for MNCs'	country risk and FDI, 399-400
externalization modes,	dynamic country risk and FDI,
174–178	401–402
industry-based view, 182–183	dynamic developments, 403-404
Korea-China film co-productions,	future research, 405–406
190	higher discounted cash flows,
literature review, 172	398–399
reconfiguration of, 170–171	NPV logic, 403
resilience, 62, 64–67	trends in country risk and FDI,
synergistic effects of win-win	400–401
growth, 183	Huawei 5G networks, 66
Globalization, 5, 11, 21, 27, 64, 90,	Human agents in crisis, 39
379–380	Human factor, 40
approaches to, 382–383	Hungary
in context of capitalism, 380–382	business consequences of COVID-
scenarios of COVID-19 impact on,	19 risk, 505–509
383–391	direct business effects, 493–496
Going Digital Toolkit, 202, 249n9	indirect business effects, 502–505
Google Maps, 521	Hurricane Andrew, 454
Governance modes, 170	Hyper-globalization, 383
types of, 171	
Great Depression, 29, 72, 74, 79, 81,	IBM Food Trust, 301
303–304, 342, 354	Idealism, 37
Great Kanto Earthquake (1923), 75	"Immediate" crises, 11
Gross domestic product (GDP), 6, 90,	Imperial Bank, 29
432	Imperial Bank of Iran, 103-104
Growth potential, 506	In-depth interviews, 261
	Income, 328
Health care services, insufficient	Independent firms, 70
availability of, 500	Indian business history, 57–58
Health crisis, 10	Indian multinational enterprise, 58
Covid-19, 256–258	Indirect business effects, 502
Herfindahl–Hirschman Index (HHI),	change in productivity, 505
201	IT security issues, 504
consumer uptake of new	loss of information and innovation
technologies, 201–202	502
HIGH-INCOME GROUP (HIGH) 366	management problems 503

Individual emotions, 328	International business (IB), 9, 27, 33,
Inductive-deductive analysis, 476	62–63, 89, 398, 342, 431
Industrial diversification, 81	activities, 90
Industrial organizational economics	anticipating perfect storm, 6–7
(IO economics), 174	breaking cycles, 93–94
Industrialization, 294, 304	classifying crises on IB perspective,
Industry 4. 0 technologies, 262,	9–12
256–257	crises episodes (1989), 5-6
Industry-based approach, 178	crisis in, 28–31
Industry-specific crises, 37, 43–44, 49	critical questions for IB research,
Inequality, 11	7–9
Infectious diseases, 248n1	exogenous crises, 21–22
Information	historical and topical contributions
distribution in international	18
business research, 133, 135	historical IB studies, 18–19
interpretation, 133	history, 56–59
security, 302	using history to help refine,
Initial public offering (IPO), 362	104–107
Insect infestations, 454	implications for, 349–351
Inside-out approaches to crises,	Industry 4. 0 in, 257
9–10	longitudinal perspective, 18–19
Instagram, 441	macro-level perspective, 20-21
Institution-specific disadvantages,	meso-perspective, 19–20
47–49	micro-perspective, 19
Institutional agility, 424	occasion, 4–5
Institutional change, 292–294	PIBR approach, 7–9
Institutional complexity, 291–292	SIC evolution in, 116
Institutional disadvantage, 35	status of IB research, 12–17
Institutional infrastructure, 90–91	International competitiveness, 385
Institutional logics, 290–291	International crises, 40
Institutional order	International institutions, 91
co-evolution of retailing and	International investment theory, 343
consumption, 294–302	International Monetary Fund (IMF),
from DIY to DAO, 303–306	249n6, 354
institutional complexity and	International political instability, 40
change, 291–294	International politics, 91
institutional logics, 290–291	International trade, 40, 379
Institutional risks, 98	Internationalization, 132, 421, 274,
Institutional theory, 171, 173	422
Insurance, 12	Internationalizing SMEs, 434
Integrated ERM system, 491	Internet of Things, 256
Intellectual property rights, 59	Internet platforms, 249n4
Intelligence, 12	Interventionist public policies, 170
Inter-governmental institutions, 40	Investment, 12
Interconnected machines, 256	protectionism, 348–349
"Internal capital market", 75	Investment Company Act, 80

Investment in non-financial assets	Localization decisions, 270
(INONFN), 357, 365	in global value chains, 256–258
Investments Companies Act, 80	Locational natural disaster risk, 461
Israel's economy, 81	Lockdown, 499–500
Issue identification, 455	Long-term risk, 194, 249 <i>n</i> 3
IT infrastructure breakdown, 194, 248 <i>n</i> 2	Longevity Project Lifestyle Medicine health program, 492
IT security issues for employer, 504	Loyalty, 301
Italian strategy, 254	
	Machine learning, 256
Jones, Geoffrey, 62–63, 100	Macintosh, 176
historical research on VUCA	Macro-level IB research, 432
environments, 100-104	Macro-level perspective, 11, 20–21
•	"Madcow" disease, 11
K-means clustering method, 423	Made in China 2025 plan, 91–92
Keynesian multiplier, 48	Managers identification of natural
Kindness, government mandate for,	disaster risks, 454–457
435–436	Market
Knowledge, 132	development, 411
acquisition processes, 134	functioning, 201
firms, 136	logics, 303
Koç (Turkish business group), 106	penetration, 411
Kondratiev-type observation, 344	risk, 492
Korea-China film co-productions, 190	Market-seeking, 343
Korean filmmakers co-production	FDI, 346
strategy, 178–181	Marketing and emotional pressures,
KÜRT Academy Live, 492, 501, 503,	316
507	Marketplaces, 302
	Mass movements, 454
Labor, 48	"Me-too" strategy, 176
Late re-internationalization, 140	MedApp, 197
Lead firm's perspective, resilience	Media, 486
from, 64–66	Medium-term damping effect, 342
Learning, 132	Medium-term risks, 194, 248n2
processes during	Mercantilism, 92
re-internationalization,	Merco Pandemic Reputation Ranking
134–136	485–486
Least developed countries (LDCs), 348	Mergers and acquisitions (M&A), 196, 343
"Legge Calenda", 256	Meso-level IB research, 432
Legitimacy, 117	Meso-perspective on crises, 11, 19–20
Leveraging, 64	Meta-communication, 502
Liberalism, 90, 93	Mexican business groups, 78
Liquidity effects, 505–506	Micro-level IB research, 432
Livelihood crises, 248n1	Micro-perspective on crises, 10–11, 19
Local businesses, 254	"Micromodularize" value chains, 390

Middle East respiratory syndrome	disaster experience, 471–472
(MERS-Cov), 452	experience, 465–466
Middle up-down	firm experience with natural
information distribution, 157–158	disasters, 456–457
process, 135 Minimum variance technique, 423	firms in disaster-prone regions, 451–452
Mitigation strategies, 107	future research, 466–467
Mixed-method study, 258	in given location, 455–456
Mode of entry, 351	identifying issue of natural disaster
Mode of exit, 351	risk, 454–455
Modern institutionalists, 305	managers identification of, 454
Modus operandi, 389	measures, 460–461
Monetary measures for continuity of	methods, 457
business activities, 364–365	model, 461
Moral hazard, 71–72	perceived (firm-specific) disaster
and organ banks, 74–76	risks, 471
and reach of state, 76–78	results, 461–464
and zombie firms, 72–74	survey design and data collection,
Multi-competence, 176–178	457–460
Multinational corporations (MNCs),	Natural disasters, 10, 12, 39-40, 65, 71
114, 116, 295	and emergencies, 21-22
industrial conditions for MNCs'	Natural hazards, 454
externalization modes,	Natural resource crisis, 249n3
174–178	Net Present Value (NPV), 398, 400
Multinational enterprises (MNEs), 4,	New Zealand businesses during
8-9, 63, 90, 98, 195, 343,	Covid-19
381, 432	development of digital capabilities
as driver of de-globalization, 90–93	and reduction of digital
traditional FSAs, 100	distance, 440–441
Multinationals, 28, 70	distance to major export markets,
Multiple case study design, 136, 278	433–435
Multiple simultaneous games, 76	exploiting serendipitous
Mutual fund companies, 80	opportunities to overcome
	tyranny of distance,
National crises, 34, 37	441–442
National Disaster Management	government mandate for kindness,
Authority (NDMA), 361	435–436
National economic crises, 43	implications and contribution,
Nationalism, 398	442–444
Native money, 305	methods, 436
Natural crises, 47	paradox of distance during crisis, 433
Natural disaster risks, 454	trust and empathy in business
challenge of identifying and	during times of crisis,
preparing for relevant firm	437–440
risks, 453	VUCA, 431–432
control variable 472_473	Non-equity mode (NFM) 171

Non-essential businesses, 256	Perceived (firm-specific) disaster risks
Non-pyramidal business groups, 70	471
Nonlinear internationalization, 274	Perceived disaster risk, 460
Normal risks, 98	Personal computer (PC), 176
	Personal well-being, deteriorating,
Oasis of peace, 425	500-502
Observers, 413	Policy uncertainty, 418, 420
Obsolescence, 43	Policymakers, 201, 202–203
Oil spills, 9	Policy–makers, 82
Older people	Political crises, 40–41, 47
contextual analysis of vulnerable	Political favor trading, 77
pandemic, 316–319	Political instability, 47
COVID-19 pandemic effects on	Political risks, 15, 98
and, 315	Political science, 90
OLI model, 173	Political shock, 71
Online communication, 502	Pooled OLS technique, 367
Online retailing, 295, 297, 304	Populism, 40
Open access orders, 78	Populism, 47
OpenBazaar, 302	Post-Brexit, 422
Operational risk, 194	Post-conflict strategies, 12
increase of, 506–507	Post-Covid consumers' trends, 268
Opportunity seekers, 414	Poverty, 11
Optimization, 269	Pre-Brexit measures, 410
Organ banks, moral hazard and, 74–76	Pre-internationalizers, 133
Organizational learning, 132, 134	Prevention strategies, 106
Organizational learning theory, 136	Price instability, 248 <i>n</i> 2
Outside-in approaches to crises, 10	Private actors, 194
Outstanding External Debt (XDBT),	Private equity funds, 80
367	Pro-globalization approach, 382
Oversimplification, 91	Product development, 411
1	Product knowledge (PK), 316,
Pandemic	325–326
aggravation factor statement, 320	Product life cycles, 175
pandemic-induced crisis, 194	Product promotion, 316
risk mitigation of consumer	Professional logics, 303
vulnerability during, 319	Professional management team, 70
Partial re-internationalization, 136	Profitability, 505–506
Partial re-internationalizers, 132, 133,	Progress in International Business
145–147, 151–152	Research (PIBR), 7–9
Partnerships	Property rights, 305
CER actions in, 479, 482	Protectionism, 170, 342
strategies, 434	sustains development resources
Payments, 301	and preventing investment.
People in crisis, 36	348–349
Perceive Brexit-induced political	Public actors, 194
uncertainty, 421	Public campaigns, 11

Public Expenditures to GDP Ratio (EXG DP), 367	Reactive CER, 487 Realism, 93
Public Finance (Well-being)	Rebalanced model, 388–391
Amendment Act, 435	Rebuild strategies, 117
	<u> </u>
Public Utilities Holding Company Act, 80	Recall strategies, 11
· ·	Refund policies, 316
Purchase ability, 316	Refund policy (RP), 327
Purposeful sampling, 278	Regional crises, 33
0 11: 1: 1 11: 1 250	Regional integration, 20
Qualitative in-depth interviews, 258	Regional trading blocs, 382
Quality	Regulatory restrictions, 203
of infrastructure, 472–473	Regulatory uncertainty, 418
of social capitals, 473	Reliability of business, 76
Qualtrics, 458	Research and development (R&D), 174
Quantitative easing (QE), 355	investments in, 411
	Research trustworthiness, 140–144
Ramifications, 62	Resilience
Re-entry process, 134	from lead firm's perspective, 64–66
Re-internationalization, 132–133	from supplier firm's perspective,
changes in information	66–67
distribution, 148–150	Resource-Based View (RBV), 171, 173
changes in information	Resource(asset)-seeking, 343
interpretation, 150–154	Response time dimension, 478
changes in knowledge acquisition,	Responsibility, 117–118
144–148	system, 492
contributes to, 156–157	Restrictiveness indexes, 203–204
data analysis, 140–144	Retail
data collection, 138–140	development, 297
differences of learning between	payment services, 301
complete and partial	Retailers, 290
re-internationalizers, 155	Retailing, 290
exporting ratios, 164–167	co-evolution of, 294–302
findings, 144	Reward programs, 301
learning process, 154–155	Risk(s), 9, 28, 98, 399
learning processes during, 134–136	for internationalizing SMEs, 434
methodology, 136	
	management process, 467, 492
middle up-down information	map, 492
distribution, 157–158	mitigation, 12
research, 133–134	mitigation of consumer vulnerability
research process, 137–138	during pandemic, 319
research setting and case selection,	perception, 465
136	types, 7, 194
research trustworthiness, 140–144	uncertainty and, 418–420
successful, 158–159	
Re-internationalizers, 132	SARS, 16
Reactive activities, 484	Scope dimension, 478

Scottish banking model, 75	Showa Financial Crisis (1927), 75
Sectoral crises, 11, 14, 19	Simulation systems, 256
Selective CER, 486	Simulation-based research, 496
Selective initiative, 484	Situational crisis communication
Self-created crisis, 8	theory (SCCT), 116
Self-inflicted crises (SIC), 10–12, 19,	attribution theory and, 117–118
114	Skeptics, 382
attribution theory and SCCT,	Skills, 200–201
117–118	Skills, Markets, Access, Restrictions,
crisis response strategies, 120–121	and Trust (SMART), 200
evolution in international business,	test and tools, 194, 200-201, 205
116	Slow moving crises, 11
measures, 120	Slow-burning crisis, 11, 89
methodology, 118	Small and medium-sized enterprises
results, 122–124	(SMEs), 132, 195, 410, 432
sample, 118–120	Chinese SMEs, 133
theoretical framework, 116	Smart contracts, 300
type, 121–122	Social capitals, quality of, 473
Semi-structured interviews, 138	Social isolation, 314, 316, 318, 330
Semiconductors, 204, 206, 208	Social networks, 486
Sense of urgency, 5	Social pressures (SP), 316, 326–327
Serial nonlinear internationalization,	Social risks, 98
274–275	Social sustainability, 475–476, 485
case study evidence, 279–282	benefit social sustainability in times
literature review, 275–278	of shock, 486–487
method, 278–279	framework for CER, 476-479
studied firms, 282-284	identification of corporate
Serum Institute of India, Pvt. Ltd.,	responses, 486–487
57, 59	social impact of different strategies,
Settlement payment, 119	485–486
7-point Likert scale, 461	taxonomy of corporate
Severe Acute Respiratory Syndrome	interventions post-shock,
Coronavirus-2 (SARS-	479–484
CoV-2), 493	Societal discontent, 9
Shareholder return, 505–506	Societal risks, 7
Shocks, 27	Societal-level institutional orders,
Short-term borrowing (STDBT),	291
367–368	Software & IT services, 204
Short-term crisis management	Sorting mechanism, 78
interventions, 8	Spain's fatality rate, 476
Short-term debt as percentage of total	Spanish flu, 39
debt (STDBT), 365	Spearman's Correlation test, 325
Short-term financial debts, 267	Spearman's Rank Correlation, 324
Short-term financing (STDBT), 366	Stagflation, 43
Short-term risks, 194, 248 <i>n</i> 1	Stakeholders, 114
Short-term trade credit 75	engagement strategies 11

management, 116	Systems crisis, 8, 11, 15
orientation, 478	and country risks, 20–21
State collapse, 249n3	
State of crisis, 35	Taiwan Semiconductor
States supporting rules-based	Manufacturing Company
economic openness, 94	(TSMC), 65
Stock market crisis, 41, 42–43	TaoBao, 297, 302
Storms, 454	Target FDI in sectors, 204
Strategic actor, 62	Tax-to-GDP ratio (TXTOGDP), 358,
Strategic CFO, 452	365, 369
Strategic decision making, 170	Taxonomy of corporate interventions
Strategic decisions for GVC	post-shock, 479–484
configuration, 170	Teams, 266
Strategic management, 411	Techno-nationalism, 195
Strategic risks, 9, 194	Technological change in globalization
Stress tests, 11	process, 381
Structural digital enablers, 206–207	Technological risks, 7
Structural realism, 90	Technology, 39
"Structural" digital enablers, 204	Telecoms firms, 195
Structured questionnaire, 258	Telemedicine, 197
Suez Canal blockage (2020), 65	Temporal bracketing strategy, 140
Sumitomo Bank, 73	Thailand flood (2011), 65
Supplier firm's perspective, resilience	Thematic analysis, 141–143
from, 66–67	Thomas Foods International, 301
Supply chain (SC), 49 (see also Value	Thomson Reuters Datastream, 120
chain)	"Thoroughness" of learning, 134
disruptions, 170, 496	3D printing, 90, 256–257
management, 268–269	Time compression, 35
strategies, 300	Time dimension, 63
transparency and provenance, 301	Too big to fail" syndrome, 8
Supportive CER, 487	Top management team (TMT), 140,
Supportive digital enablers, 204	144
Supportive initiatives, 484	Top-down process, 135
Sustainability, 298 (see also Social	Totalitarianism, 47
sustainability)	Trade, 90, 171
Sustainable consumption, 298–299	Traditional entry mode theories, 173
Sustainable development, 298, 485	Traditional offline retailers, 296
Sustainable Technology Board (STB),	Traditionally non-digital firms,
199–200	197–198
Swine flu (H1N1 virus), 11, 452, 492	Transaction Cost Economics (TCE),
Switching, 170	171, 172
strategies, 170	Transaction frequency, 172
Symbolic activities, 481	Transaction-cost related variables, 172
Symbolic CER, 486–487	Transfer pricing, 70
Systemic risks, 9, 194	Transferability, 144
Systemic shock, 71	Transformationalists, 382–383

Transnational business development,	Visual mapping strategy, 140
517–518	Volatility, uncertainty, complexity and
Transnational entrepreneur, 516–517	ambiguity (VUCA), 7, 19,
Transparency international ranks, 77	431–432
Trend analysis, 5	environments, 98–99
Trouble-makers, 36–37, 44	Geoffrey Jones's historical research
Trouble-shooters, 36, 44–45	on, 100–104
Trust, 11	phenomenon, 7
in business during times of crisis,	Volcanic activity, 454
437–440	Volkswagen (VW), 114–115
Tsunamis, 10, 12, 98	VRIN, 173
Tunneling, 70	Vulnerability, 316
Tycoon, 70	
	W-shaped recovery, 343
Uncertainty, 172, 254, 410, 418	Wall Street Crash, 30, 37
Brexit as source of company's	Wars, 12
uncertainty, 420–422	Wealthy families, 70
firms fear Brexit's uncertainty,	Weapons of mass destruction,
424–426	249 <i>n</i> 3
regulatory, 418	WhatsApp, 441
research methodology and sample,	Whig history, 56
422–424	Wild fires, 454
risk and perception, 418-420	"Wild West" approach, 203
Unequal gender treatment, 11	Withdrawal Agreement, 410-411, 412,
Unethical behavior of companies, 10–11	424
United Nations Conference on	Word-of-mouth (WOM), 326
Trade and Development	Working from home, 497–498
(UNCTAD), 65	World Economic Forum (WEF), 6
United States (US), 355	World GDP growth (GROW), 354,
Univalent interpretation, 135, 150–151	357, 365, 369
US anti-business group reforms, 81	World Health Organization (WHO), 12, 381
Vaccination campaign, 254	World Trade Organization (WTO),
Vaccine production, 57–58	91, 386
Value chain	
disruptions, 170	Young people
vertical integration of, 269	contextual analysis of vulnerable
Variance inflation factor (VIF), 461	pandemic, 316–319
Venture capital funds, 80	COVID-19 pandemic effects on
Vertical integration, 78–79, 256	and, 315
of value chain, 269	
Vesting agency in apex firm, 70	Zanzi brand, 515-516, 518, 522
Victims, 36, 44	Zika virus, 452
Violent conflicts, 10	Zombie firms, 18, 72
Virtual embededdness, 522	moral hazard and, 72–74
Virtuality trap, 435	Zooms, 266, 441