Cognitive antecedents of EMNEs' dynamic capabilities: A case study of global identity at Lenovo

Jing Betty Feng [a,*], Steven Y.H. Liu [b], Leigh Anne Liu [c]

[a] *Farmingdale State College (SUNY), Farmingdale, NY, USA*
[b] *Oakland University, Rochester, MI, USA*
[c] *Georgia State University, Atlanta, GA, USA*

ARTICLE INFO	ABSTRACT
	From a cognitive perspective, we examine how global identity facilitates the development of dynamic capabilities during EMNEs' internationalization. Triangulating multiple sources of data during 1984–2021, we conduct an intensive case study of Lenovo to address this question. First, we present an evolutionary shift from local to global identity at Lenovo through its claims and images. Second, we find three cognitive components of organizational global identity: diverse human capital, global vision, and agility thinking. The cognitive components of global identity are the building blocks for the construction of the micro-processes of dynamic capabilities in sensing, seizing, and transforming at Lenovo. This research extends our understanding of EMNEs' internationalization and dynamic capabilities from a cognitive perspective. The findings offer insights about how global identity orchestrates EMNEs' cognition to enhance their capabilities during internationalization.

1. Introduction

Extant research in dynamic capabilities emphasizes the role of organizational cognition (Baden-Fuller & Teece, 2020; Barreto, 2010; Danneels, 2011; Eisenhardt & Martin, 2000; Hodgkinson & Healey, 2011; Teece, 2007, 2014b; Wilden, Devinney, & Dowling, 2016). Empirical studies find organizational cognition shapes dynamic capabilities in various ways, including to identify key resources (Danneels, 2011), to facilitate constructive conflicts and deliberate learning (Tran, Zahra, & Hughes, 2019; Wilden et al., 2016), and to make sense organizational structures and routines (Teece, 2007). Baden-Fuller and Teece (2020, p. 1) notes that the dynamic capabilities theory "has cognitive and perhaps even emotional dimensions." However, while the predominant research indicates that organizational cognition shapes dynamic capabilities, research in international business (IB) knows relatively little about emerging market multinational enterprises' (EMNEs') cognitive antecedents to their dynamic capabilities during internationalization.

Two theoretical reasons drive our focus on this knowledge gap. First, distinctive environments and experiences in emerging markets shape EMNEs' unique organizational cognitions (Hernandez & Guillén, 2018; Luo, 2003; Luo & Zhang, 2016; Parthasarathy, Momaya, & Jha, 2017; J.

Zhang, 2021). Emerging markets are characterized by insufficient infrastructures, weak legal and regulative institutions, and latecomer disadvantages in technology and business (Hernandez & Guillén, 2018; Luo & Tung, 2007; Maksimov & Luo, 2021). Accordingly, EMNEs' organizational cognitions established within emerging markets are unlikely to apply across idiosyncratic international markets (Gaffney, Cooper, Kedia, & Clampit, 2014; Luo, 2003). Prior IB studies suggest EMNEs' cognitive shift in successful internationalizations (Buckley, Chen, Clegg, & Voss, 2016; Funk, Treviño, & Oriaifo, 2021). Nevertheless, how EMNEs' cognitive shift cultivates the EMNEs' dynamic capabilities across idiosyncratic international markets remains uncharted.

Second, conceptual works in strategic management literature discuss how cognitive foundations cultivate dynamic capabilities, offering rich insights into the corporations' micro-processes in maintaining the evolutionary fit over fast-changing environments (Eisenhardt & Martin, 2000; Hodgkinson & Healey, 2011). Yet, while conceptually relevant, predominant works in the micro-processes of dynamic capabilities have not explicitly considered the context of internationalization. Internationalization characterizes a differentiated learning process when companies initially step into multiple idiosyncratic national systems (Eisenhardt & Martin, 2000; Niittymies & Pajunen, 2020). In addition to the rapid environmental changes addressed by prior works in dynamic

---

capabilities (Eisenhardt & Martin, 2000; Hodgkinson & Healey, 2011; Teece, 2007), internationalization also requires the integration across discrete and diverse national systems of information, knowledge, and business practices (Buckley, 2011; Elia, Kafouros, & Buckley, 2020). Therefore, internationalization provides a distinct set of contexts to further understand the link between organizational cognition and dynamic capabilities.

We draw on the concept of organizational identity, an organizational-level phenomenon, to explore the EMNE's organizational cognition antecedences of dynamic capabilities during internationalization. Organizational identity defines "who we are" as an organization, providing the cognitive foundation for sensemaking of organizational activities (Albert & Whetten, 1985). Organizational identity is multi-faced that an organization can have multiple identities in different contexts (Gioia, Schultz, & Corley, 2000). Global identity, an aspect of organizational identity that is relevant to the context of internationalization, is the collective understanding of the organization as a member of the global business community (Erez & Gati, 2004). In this study, we aim to answer the research question: *How can the global identity of an EMNE act as a cognitive driver for the development of dynamic capabilities?*

We utilize an in-depth case study of Lenovo to answer this question. Lenovo, originated from China, has evolved from a radio engineering lab established in 1984 to a global firm on multiple fronts. Today, Lenovo operates in over 60 countries, sells its products in around 180 countries, and is ranked in Fortune 500 as a well-known consumer brand in both emerging and developed markets (Feng & Yu, 2021). Lenovo is a representative of home-grown EMNEs, originated from an emerging market but later became a household name in the global market (Cavusgil, 2021). A careful examination of such a company can provide opportunities for IB scholars to extend the research agenda on EMNE internationalization.

This study will make contributions to our understanding of the interconnection between organizational cognition and capabilities. We demonstrate the evolutionary shift from local to global identity based on the claims and images at Lenovo over its 37 years of growth. We further identify the membership, briefs, and readiness components of global identity in *diverse human capital, global vision,* and *agility thinking* (Oyserman, 2009). The shifts and evolution of organizational identity facilitate fundamental changes from perceptions, understandings, and sensemaking of organizations. We show that the identity-congruent cognitive components of global identity in an EMNE can guide the firm's strategic activities and influence its ongoing construction of micro-processes of dynamic capabilities in sensing, seizing, and transforming during internationalization. Overall, this study adds more understanding of EMNEs' internationalization from a cognitive perspective (Elia et al., 2020; Elia & Santangelo, 2017) and demonstrates that global identity can perform as a cognitive enabler to enhance EMNEs' capability development in an uncertain and turbulent environment.

2. Theoretical background

2.1. Cognitive foundations of dynamic capabilities

Dynamic capabilities refer to "the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments (Teece, Pisano, and Shuen (1997, p. 516)." Because rapid environmental changes could undermine or marginalize the company's existing economic advantages, dynamic capabilities cannot be solely built or sustained by the company's existing assets, resources, or routines (Eisenhardt & Martin, 2000). Further, when business options and outcomes become vague and unpredictable under the high-velocity environment, the decision-making process would be less driven by analytical rationality but more by experiential, cognitive, and affective thinking (Hodgkinson & Healey, 2011). Therefore, extant research questions whether economic-based thinking is sufficient in explaining dynamic capabilities (Helfat & Peteraf, 2015; Pandza &

Thorpe, 2009; Wilden et al., 2016).

Research has suggested that managerial cognition plays a central role in capability development (Eggers & Kaplan, 2013). To enable dynamic capabilities, it requires a shared organizational cognition to make sense the organizational changes (Helfat & Peteraf, 2015). Dynamic capabilities are underpinned by managerial cognitive capabilities such as perception attention, problem-solving and reasoning, and social cognition (Helfat & Peteraf, 2015). Beyond calculative strategic choices, dynamic capabilities scholars suggest a unique set of organizational heritage, endowments, and founding principles as the critical foundations for dynamic capabilities (Arikan, Koparan, Arikan, & Shenkar, 2019; Suddaby, Coraiola, Harvey, & Foster, 2020). These organizational heritages and principles facilitate organizational entrepreneurship and drive innovative managerial decisions (Suddaby et al., 2020; Teece, 2014a). Hence, the dynamic capabilities literature widely acknowledges the importance of organizational cognitive antecedents.

However, the concentrated focus on economic elements results in the domination of the neoclassical economics paradigm in the IB literature (Teece, 2014a). Prior research mostly focuses on the manifested economic elements, such as strategic assets, resources, or knowledge to explain the dynamic capabilities of MNEs (Arikan et al., 2019; Maksimov, Wang, & Yan, 2019; X. Zhang, Xie, Li, & Cheng, 2019). Overall, there is insufficient understanding regarding MNEs' psychological foundations of dynamic capabilities, the organizational-level capacities that "harness the cognitive and emotional capacities of individuals and groups to blend effortful forms of analysis with the skilled utilization of less deliberative, intuitive processes (Hodgkinson & Healey, 2011, p. 1500)." Our notion agrees with the sentiment highlighted by Baden-Fuller and Teece (2020, p. 1): "The cognitive side of competitive dynamics are completely omitted from traditional neoclassical economics (Baden-Fuller & Teece, 2020, p. 1).".

2.2. Developing dynamic capabilities during EMNE's internationalization

Internationalization implies rapid environmental changes that requires deliberate management of organizational cognition. However, the existing IB literature has overlooked MNEs' underlying micro-foundations that condition the cognitive antecedents and organizational dynamic capabilities (Baden-Fuller & Teece, 2020; Wilden et al., 2016). During internationalization, MNEs face with the novel, discrete, and idiosyncratic systems across foreign markets (Bartlett & Ghoshal, 1989; Eisenhardt & Martin, 2000; Johanson & Vahlne, 1977). When companies step into foreign markets, the exotic, complex, and unfamiliar environments would elevate the likelihood of cognitive bias (Elia, Larsen, & Piscitello, 2019). Accordingly, successful MNEs deliberately manage their strategic cognition to make sense internationalization processes (Maitland & Sammartino, 2015), identify appropriate cross-border opportunities (Zahra, Korri, & Yu, 2005), and integrate across subsidiaries (Pant & Ramachandran, 2017). Therefore, the context of internationalization allows for a nuanced investigation of cognition shift and dynamic capabilities.

Our focus on EMNEs' internationalization is driven by the unique challenges that require a critical cognition shift to achieve the development of dynamic capabilities in EMNEs (Cavusgil, 2021; Hernandez & Guillén, 2018; Luo, 2000; Zahra, Petricevic, & Luo, 2022). The disadvantageous home-market institutions hinder EMNEs' dynamic capabilities developments (Petricevic & Teece, 2019; J. Wu & Vahlne, 2020). EMNEs tend to be lagging in technology and rely on low-cost manufacturing when competing in the global marketplace (Verbeke, 2013). The political intervention, resource scarcity, rule-of-man, and market imperfection impose constraints on EMNEs' foreign expansion, especially in the advanced markets (J. Wu & Vahlne, 2020). As noted by Hernandez and Guillén (2018, p. 1), these constraints of emerging markets "offer the opportunity to observe the origin of the capabilities of MNEs in general and the development of the institutional ecosystem that supports internationalization." Hence, our research of EMNEs enables a

novel examination of dynamic capabilities in managing these challenges (Buckley, Doh, & Benischke, 2017; J. Wu & Vahlne, 2020).

Teece (2007) provides a seminal framework of how organizational dynamic capabilities manifest in sensing, seizing, and transforming. Based on Teece (2007), Hodgkinson and Healey (2011), and Helfat and Peteraf (2015), we summarize the relevant cognitive antecedents for each components of dynamic capabilities and argue that EMNEs face unique challenges in developing cognitive antecedents for cross-border dynamic capabilities (see Table 1). As EMNEs generally face institutional constraints and challenges in internationalization, their codified

Table 1
The challenges of developing EMNEs' cross-border dynamic capabilities: A cognitive perspective.

Dynamic capabilities components (Teece, 2007)	Definitions (Teece, 2007)	Relevant cognitive antecedents for dynamic capabilities components	EMNE-specific challenges of developing cross-border dynamic capabilities	Reasonings
Sensing	The organizational analytical systems to learn, filter, shape, and calibrate opportunities	• Allowing for managerial intuitions rather than solely on rational calculations (Hodgkinson & Healey, 2011). • Developing positive and constructive perceptions toward possible opportunities (Helfat & Peteraf, 2015; Hodgkinson & Healey, 2011). • Guiding attentions toward valuable information (Helfat & Peteraf, 2015). • Sense-making the external information (Gioia & Chittipeddi, 1991).	• Weak formal institutions of emerging markets (Peng, Wang, & Jiang, 2008) • Liabilities of emergingness (J. Zhang, 2022) • Late-comer disadvantages (Luo & Tung, 2007)	• Weak formal institution implies poor accountability, lack of transparencies, and higher level of corruptions in emerging markets, positing systematic challenges in screening international opportunities that diminish EMNEs' trust of their own managerial intuitions. • Liabilities of emergingness challenges EMNEs' legitimacies in certain markets, requires EMNEs extra cautions in evaluating international opportunities, and hinders EMNEs' positive narrative in sense-making international opportunities. • Late-comer disadvantage in technologies and branding could impose EMNEs' organizational myopia/ inertia against entering developed markets.
Seizing	Adopting the innovative investments in the sensed external opportunities to address the market potentials.	• Resolving tensions between organizational reflexion and reflection (Hodgkinson & Healey, 2011). • Cognitive foundations for problem-solving and reasoning process (Helfat & Peteraf, 2015) • Developing emotional commitment to the innovative investments (Hodgkinson & Healey, 2011)	• Weak formal institutions with compensating informal institutions (Peng et al., 2008). • Weak infrastructures and IP protections of emerging markets (Luo & Tung, 2007, 2017; Luo & Zhang, 2016).	• Some of EMNEs' domestic competitive advantages in fulfilling the infrastructure voids in emerging markets cannot be applicable in developed markets. Significant differences in rule-of-games challenges EMNEs' cognitive foundations for problem-solving and reasoning in innovative investments abroad. • The approach of utilizing informal institution (e.g. Guanxi in China) to compensate weak formal institution will be challenged in certain international markets. It imposes a higher level of tension between EMNEs' organizational reflecxion and reflection. • Following the previous point, when relationship-based approaches, such as Guanxi in China, become less critical in the international markets, EMNEs might find it less affective investing in the international market. Such experiences posit challenges to develop affective emotions at the organization-level to further their market commitments.
Transforming	Organizational reforms in their processes, routines, and learnings to reconfigure the firm's tangible and intangible assets in response to the external opportunities and threats	• Crafting organizational-level reflection to make sense identity-based changes (Hodgkinson & Healey, 2011) • Justifying organizational reforms for collectively desired social identity (Gioia & Chittipeddi, 1991; Helfat & Peteraf, 2015) • Sense-giving the organizational changes (Gioia & Chittipeddi, 1991) • A collective organizational concept/ value for internal communication (Helfat & Peteraf, 2015)	• High dynamism of emerging markets (Cavusgil, 2021; Hernandez & Guillén, 2018). • Reliance on home-market subsidies, economic incentives, and home-market SOEs (Buckley, 2018; Yan, Wang, & Deng, 2018). • Dominance of business conglomerates in emerging markets (Cavusgil, 2021; Kim, Kandemir, & Cavusgil, 2004).	• The high dynamism and ongoing market reforms in emerging markets might make it difficult for EMNEs to develop a stable, long-term, and sustaining identity to make sense the changes from transforming.in international markets • EMNEs' reliance on home-market subsidies and domestic SOEs might hinder EMNEs' sovereignty of developing independent identities. • The dominance of oligopoly business conglomerates in emerging markets increase EMNEs' level of domestic business embeddedness. EMNEs' high dependences on domestic stakeholders might shape and cultivate EMNEs' identity to be more local oriented.

information and knowledge may not be applicable in international markets due to their lack of managerial cognitive capabilities (Eisenhardt & Martin, 2000). Developing dynamic capabilities at EMNEs requires guidance for employees to make complex strategic decisions, thus leaders and managers should utilize a simplifying cognitive space to identify the most attractive actions (Gavetti & Levinthal, 2000; Khan, Amankwah-Amoah, Lew, Puthusserry, & Czinkota, 2020). Particularly, EMNEs are less experienced and accustomed to the institutional complexity of advanced countries, therefore EMNEs' global expansion requires the necessary cognitive capabilities of information searching and processing to absorb and transfer learned knowledge (Elia & Santangelo, 2017). Taking together, the internationalization of EMNEs provides a distinct setting for analyzing the connection between organizational cognition and dynamic capabilities. It is theoretically and practically essential to explore managerial decision-making tools and practices during EMNEs' internationalization that will enhance and reshape the shared cognition of individuals and teams (Hodgkinson & Healey, 2011; Teece, 2014b).

2.3. Organizational global identity

This study draws on the organizational identity theory to explore EMNEs' cognitive antecedents for dynamic capabilities during internationalization. Organizational identity defines "who we are as an organization" to make sense and justify its business activities (Albert & Whetten, 1985; Gioia, Patvardhan, Hamilton, & Corley, 2013). It illustrates the core and distinctive portray of an organization (Albert & Whetten, 1985; Gioia et al., 2013). Organizational identity emerges from its ongoing interrelationship with an organizational image and adapts to environmental pressures by facilitating organizational changes (Gioia et al., 2000). Organizational identity is seen as a self-definition or cognitive self-representation adopted by organizational members (Cornelissen, Haslam, & Balmer, 2007). It indicates the membership of a particular group, the beliefs about the group, and readiness to act in ways that are congruent with beliefs about group membership (Oyserman, 2009). Organizational identity is vital for members to make sense in and of organizations to facilitate effective actions (Harquail & Wilcox King, 2010). In other words, organizational identity legitimates "what we should do as an organization" and drives identity congruent actions and procedures (Elsbach & Kramer, 1996; Oyserman, 2009). Researchers utilize organizational identity to understand organizational behaviors of strategic change (Ravasi & Phillips, 2011), decision making (Riantoputra, 2010), and subsidiary integration (Clark & Geppert, 2011). Overall, organizational identity influences the directions of organizational search, organizational learning, and innovation (Anthony & Tripsas, 2016; Kohtamäki, Thorgren, & Wincent, 2016). Therefore, organizational identity is an appropriate theoretical lens to explain EMNEs' cognitions and capabilities during internationalization.

A uniform identity can enable MNE to improve intra-firm coordination and knowledge learning among culturally and geographically dispersed headquarters and subsidiaries (Fortwengel, 2021). In the context of internationalization, local and global identity are more likely to be cued for MNEs (Vaara & Tienari, 2011). Identity claim as a globalist would legitimate MNE's international mergers & acquisitions (M&As) and ease the tensions of subsidiaries' host market identity construction between global–local positions (Pant & Ramachandran, 2017; Vaara & Tienari, 2011). On the contrary, the focus of national (local) identity may result in sociocultural challenges and confrontation in and around MNEs, which can lead to problems for headquarters-subsidiary relationships, collaboration, learning, and careers (Vaara, Tienari, & Koveshnikov, 2019).

Forming a uniformed global identity can be challenging for EMNEs: because of the aforementioned disadvantages, EMNEs are often perceived as "emerging", "low-cost" or "cheap" by their competitors or customers. Prior research finds that EMNEs typically utilize cross-border M&As to acquire tangible or intangible assets to catch up from their

latecomer disadvantages, but these acquired assets would be challenged in terms of their legitimacy to be held by EMNEs (J. Zhang, 2021). However, the discussed challenges in the literature often focus on the identity perceived by outsiders (Gioia et al., 2013). We know little about how EMNEs perceive themselves, or their self-identity, can influence their decision-making or organizational behaviors. In other words, how the sensemaking of "who we are" can directly influence EMNEs' actions leading to dynamic capabilities remains unknown. Therefore, we seek to learn how organizational global identity can act as a cognitive driver to develop dynamic capabilities during EMNEs' internationalization.

3. Methods

3.1. Research context

We utilize the qualitative method through an exploratory single case study of Lenovo, a well-known MNE from China with a significant global market share. With an initial capital outlay of only RMB200,000 (US $25,000), Lenovo's founding chairman Liu Chuanzhi, together with 10 colleagues, launched the New Technology Developer Inc. (the predecessor of the Legend Group) in China in 1984. Lenovo has evolved into a global firm with both marketing-seeking and knowledge-seeking internationalization activities (Liu, 2007). Since 2010, Lenovo's overseas income outside China has experienced steady growth for a decade (Fig. 1). As of 2020, Lenovo reached a global revenue of $50 billion with 79 % of them coming outside of China as well as the world's largest personal computer vendor by unit sales (Gartner, 2021). With a global reputation as a home-grown EMNE (Cavusgil, 2021), Lenovo provides tremendous research opportunities to extend our understanding of EMNEs' internationalization.

In addition, the choice of the case provides a suitable industry context to examine dynamic capabilities because of the volatile environment given by the global high-tech industry (Teece, 2007). The industry faces constant changes and challenges from the macro-social, economic, and technological environment (Qaiyum & Wang, 2018; L. Y. Wu, 2007). Meanwhile, EMNEs in the high-tech industry are more likely to internationalize to access new valuable (often intangible) resources and upgrade their capabilities (Elia & Santangelo, 2017). An in-depth study of Lenovo will provide new insights to understand how an EMNE can emerge and develop its capacities in an extremely competitive and dynamic environment.

A single case design allows us to observe and study a phenomenon to provide useful and contextualized insights (Ghauri, 2004). A single case can also explore, challenge, or extend the theory to offer possible alternative explanations (Marschan-Piekkari & Welch, 2011). Our choice of a case study is also consistent with calls of utilizing case studies in the field of IB research to offer tremendous theorizing potential through incorporating diverse contexts (Ghauri, 2004; Welch, Piekkari, Plakoyiannaki, & Paavilainen-Mäntymäki, 2011). Based on our interest in gaining an understanding of EMNEs' internationalization embedded in a rich, real-world context, we adopt an interpretivist approach with a rich narrative infused with theoretical concepts (Tsang, 2013; Welch et al., 2011). Our theoretical objective is to illuminate and provide insight through the thick contextual to examine the impact of global identity on the outcomes of dynamic capabilities at an EMNE. The single-case study offers a longitudinal perspective, thus allowing us to demonstrate the evolution and transformation of Lenovo's organizational identity at different points in time (Langley, Smallman, Tsoukas, & Van de Ven, 2013; Pant & Ramachandran, 2017). Because we treat the development of dynamic capabilities over time as the outcome of organizational changes, instead of sequential events in time, we adopt the variance approach to explain the influences of cognitive antecedences on the construction of dynamic capabilities and offer a good picture of mechanisms that drive the change outcomes (Van de Ven & Poole, 2005).
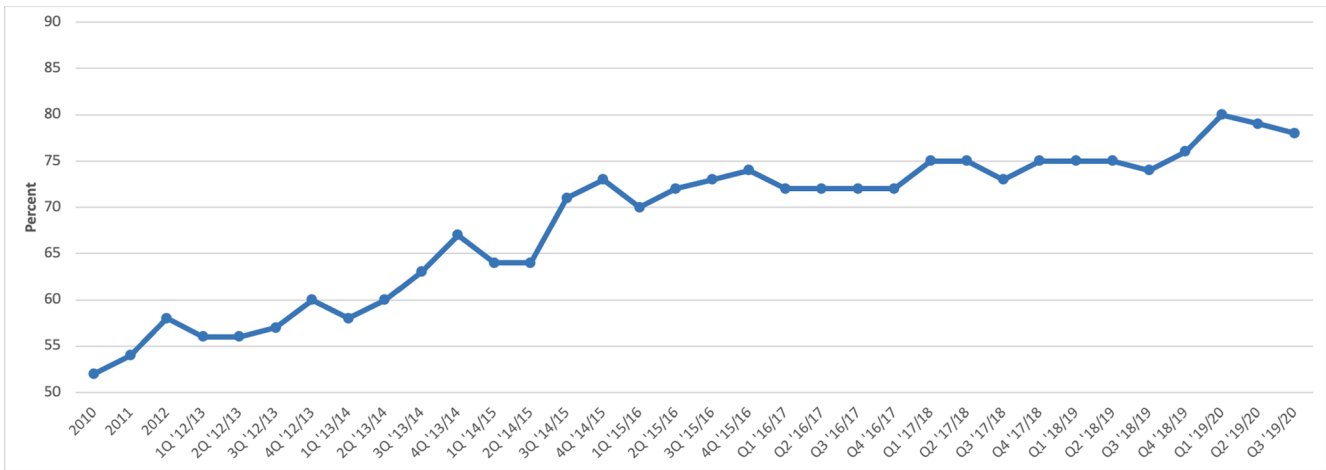
Fig. 1. Lenovo percentage of revenue outside China.

3.2. Data sources

Our data include multiple sources of information between 1984 and 2021 including annual reports, company websites, financial statements, published business cases, media articles, and books. We especially capitalize materials from the Chairman and CEO statements and letters to shareholders published in annual reports from 2001 to 2021. An organization's self-authored documents are widely used to provide valuable insights into the organization's perception of its identity (Pant & Ramachandran, 2017). Annual reports and statements to shareholders have been used in empirical research to evaluate organization identity. Identity claims – public claims extracted from the reports and letters made by the top management team present a formulation of 'who we are as an organization' (Cho & Hambrick, 2006; Chreim, 2005; Pant & Ramachandran, 2017). Although the messages from the top management, statements, financial reports, and marketing materials are promotion materials, they are reliable and effective sources to gauge managerial decision-makings, activities, and managerial cognition (i.e. Carlsen, 2006; Kusi, Gabrielsson, & Kontkanen, 2021). Particularly, the textual documents allow for examinations over time and compare past and present patterns.

The public available and regularly published documents are particularly suitable to offer a longitudinal temporal perspective on organizational identity (Chreim, 2005; Langley et al., 2013; Schultz & Hernes, 2013). We refer to two books written by corporate insiders and several teaching cases or interviews of the top management team members to provide insights and background narratives about historical events at Lenovo. The books, *The* Lenovo *affair: the growth of China's computer giant and its takeover of IBM-PC* by Ling Zhijun (2006), a well-known journalist on Chinese economic reform and a long-time observer of Lenovo, and *The* Lenovo *Way: Managing a Diverse Global Company for Optimal Performance* by Gina Qiao and Yolanda Conyers (2014). Qiao is a senior executive who joined Lenovo in 1999 and experienced the transformation of Lenovo over 30 years, reported detailed historical accounts of Lenovo's activities based the first -hand interviews of members of Lenovo's top management team and their personal experiences. The other author, Yolanda Conyers, has at least 14 years of tenure at Lenovo, most recently serving as the Vice President of Global Human Resources and Chief Diversity Officer. The two books reflect on first-person accounts, instead of third party aggregated data. In addition, the selected teaching cases or interviews are written by reputable reporters and scholars, built on in-person interviews or reliable data sources, and published by reputable publishers, such as Harvard Business Review and Ivey. Triangulation of data accuracy is achieved by cross-examining the events, personals, and statements from multiple sources to corroborate the phenomenon and enhance the trustworthiness of the data source (Cuervo-Cazurra, Andersson, Brannen, Nielsen, & Reuber, 2020). The use of multiple sources of data is complementary to developing the contextual narrative for the theorization and provides us the advantage to address a broader range of historical and behavioral

Table 2
Summary of Data Sources (1984–2020).

Constructs	Materials used for coding	Supplementary Data (used for framing narrative)
Identity, dynamic capabilities	1. Statements from Chairman and CEO in 21 annual reports, 2001–2021 (90 pages of statements, 3870 total pages) 2. Lenovo websites – Our Company 3. FY 2018/19 Diversity & Inclusion Report (27 pages) 4. the HBR interview: "I came Back because the Company Needed Me", 2014 (5 pages) 5. Presentation by Chuan Zhi Liu at AIB 2006. Lenovo: An example of globalization of Chinese enterprises. Journal of International Business Studies, 38(4), 573–577 (5 pages) 6. Tang, J. (2006). We Are Trying Everyday To Make Lenovo A Global Brand. *Interview with Deepak Advani.* (5 pages) 7. Milanesi, C. (2019). Cultural Diversity Is Lenovo's Strong Foundation: A Conversation With Yolanda Lee Conyers, Forbes (5 pages) 8. Book chapters (603 pages)	1. (Book) *The* Lenovo *affair: the growth of China's computer giant and its takeover of IBM-PC* by Ling (2006) 2. (Book) *The Lenovo Way: Managing a Diverse Global Company for Optimal Performance* by Qiao and Conyers (2014) 3. (HBR case) Lenovo: Building a global brand (2006, 2018) 4. (Ivey case) Lenovo: A Chinese dragon in the global village (2013) 5. (Ivey case) Lenovo: Is the cultural integration template reusable? (2016) 6. (ACRC case) Lenovo: Being on top in a declining industry (2017) 7. (HBR case) Lenovo to Buy IMB PC: Integration challenge (2017) 8. (HBR case) Lenovo: Building a global brand (2018) 9. (Book case) Lenovo – the global challenger from an emerging market (2021)
Image	Cover page designs of 21 annual report (2001–2021)	

issues (Pant & Ramachandran, 2017). A total of 4,493 pages of transcripts are included in the archival database and used in the analysis (Table 2).

3.3. Data analysis and coding schemes

With our goal to elaborate on a phenomenon for theory building, we followed an interpretive approach for data analysis (Trauth & Jessup, 2000; Welch et al., 2011). The analysis of the data comprised four main stages. First, we organized the data into an event history database according to the chronological ordering descriptions of events taken from the raw data (Maguire & Phillips, 2008). Such process conceptualization is particularly helpful to observe how things emerge and develop in organizations over time and to understand causality through chains of events rather than through abstract correlations (Langley et al., 2013).

In the second stage, we aimed to identify the evolution of organizational identity at Lenovo and coded global identity guided by a priori coding categories (i.e. Olins, 1990; Pant & Ramachandran, 2017). Our task was to perform the content-coding from the case study data and place them in the pre-existing categories following the definitions of each category (Trauth & Jessup, 2000). We started with analyzing the identity of Lenovo based on their annual reports from the first publication in 2001 to the most recent one in 2021. To analyze the dynamic nature of organizational identity, we focused on the transformation of Lenovo's identity based on its narratives and images demonstrated through annual reports.

a. Narratives of global identity

Narrative approaches to organizations have become increasingly popular in research and contribute to our understanding of collective identity (Brown, 2006; Humphreys & Brown, 2002; Vaara & Tienari, 2011). Following previous literature (Pant & Ramachandran, 2017), we used the key question "Who are we as an organization" to code identity claims. Organizational identity is the central and distinctive characteristics of the organization as perceived by its top managers (Voss, Cable, & Voss, 2006). Because leaders have the most influence on the construction of global identity, we coded Chairman and CEO statements from annual reports and media interviews for identity claims (Curry, 2002). We also used the messages to demonstrate how Lenovo represents its identity to its stakeholders and how the claims evolved over time from local to global identity.

b. Images of organization

Organizational image and identity are reciprocally interrelated and multifaced, including construed external image, projected or desired future image, or reputation (collective judgment by outsiders) (Gioia & Thomas, 1996). We adopted Olins (1990)'s approach to utilize the strategically planned and designed corporate symbols and logos to offer a consistent and targeted representation of the corporate. Like identity claims, the designed images operationally reflect the internal and external self-representation and project identity that organizations claim and commit to. We analyzed images on Lenovo's annual reports and how the images used in these reports change along with its claims of identity.

In the third stage, because there were no prior coding categories of dynamic capabilities in the context of internationalization, we followed the interpretive tradition to develop meaningful categories in a grounded fashion (Trauth & Jessup, 2000), allowing the relevant information to emerge through the interactive process of examination, connection, and reexamination (Strauss & Corbin, 1998). We applied open, axial, and selective coding techniques to categorize quotes and activities demonstrating the construction of dynamic capabilities (Strauss & Corbin, 1998). We built on the Teece (2007) framework to address the micro-foundations of dynamic capabilities that manifest the

organizational *sensing, seizing, and transforming* in the context of internationalization (Matysiak, Rugman, & Bausch, 2018). We identified the events and quotes during Lenovo's internationalization and categorized them into sub-categories, which then formed the categories of sensing, seizing, and transforming. Fig. 2 illustrates the coding scheme of dynamic capabilities during internationalization.

The interpretive approach helped to broaden the scope of contextual considerations and to allow for the emerged patterns from the interactive data analysis. We went back and forth on several theoretical frameworks to answer our seeking of cognitive antecedences for dynamic capabilities. Through this interactive process, we realized that narratives and images are the higher-level manifestations of organizational global identity instead of the lower-level cognitive foundations to explain the relationship between identities and capabilities. We eventually refocused on organizational identity theory to develop our conceptual framework and enhance theoretical clarity. During the final coding phase, we relied on the same data source of the leadership statements from the annual reports; however, we could now take a closer look at those messages to distinguish the identity-congruent cognitive procedures of Lenovo. Finally, we inductively developed and defined the three cognitive components included in global identity. Fig. 3 illustrates the coding scheme of global identity cognitive components.

4. Findings

Organizational identity offers a meaningful scope ("who we are") to internally sense-making ("how we think") the organizational activities ("what we do") amid uncertainties (Albert & Whetten, 1985; Anthony & Tripsas, 2016). Along this vein, we present our findings to explain the interconnection between the global identity and the construction of dynamic capabilities at Lenovo.

4.1. Who we are: global identity manifestations

Identity claims and images manifest "Who are we as an organization". Identity claims are the narratives by the top leadership thus the statements from Lenovo's annual reports indicate how Lenovo perceives and represents its identity to its stakeholders. The images, such as corporate symbols and logos, reflect the internal and external self-representation and project identity that organizations claim and commit to (Gioia et al., 2000; Gioia & Thomas, 1996). By examining the identity claims and images, we observed the shift from local to global identity at Lenovo from "Originating in China, Understanding China, Growing with China" (Lenovo, 2001)", "We are not a U.S. or a Chinese company but a global company (Ignatius, 2014, p. 108)", to a "global archetypal company (Lenovo, 2019b)." At the same time, the images of its consumer in the annual reports shifted from the faces of Chinese consumers with the background in China to the representations of its consumers from different parts of the world.

Based on the analysis of the identity claims, images, and related key events, we categorized four phases at Lenovo demonstrating the evolution of its global identity: 1) Local Identity 1984–2004, 2) Transition to Global Identity 2005–2010, 3) Establishment of Global Identity 2011–2015, and 4) Maturity of Global Identity 2015- Present. Fig. 4 illustrates the identity evolution at Lenovo, the associated identity claims, and its global recognitions in different phases. The path from local to global identity in Lenovo demonstrates the fluid nature of organizational identity. It also indicates that successfully developing an organizational identity is an ongoing process and can take a long time, about 30 years for Lenovo. We created a chronology of the events for the different phases of identity evolution to analyze how the activities were different at each identity phase. This process is especially helpful for us to understand the shifts of cognitive components (What we Think) in Lenovo, which eventually lead to the micro-processes of dynamic capabilities (What we Do).
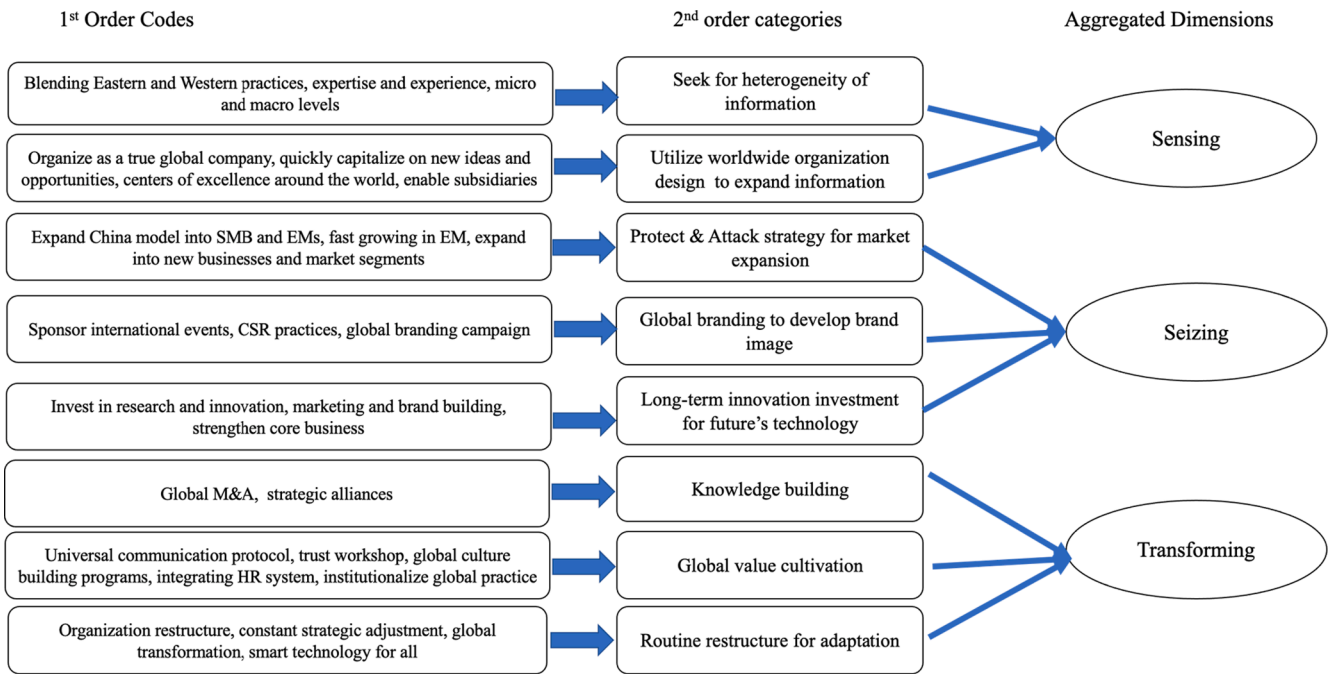
1st Order Codes   2nd order categories   Aggregated Dimensions

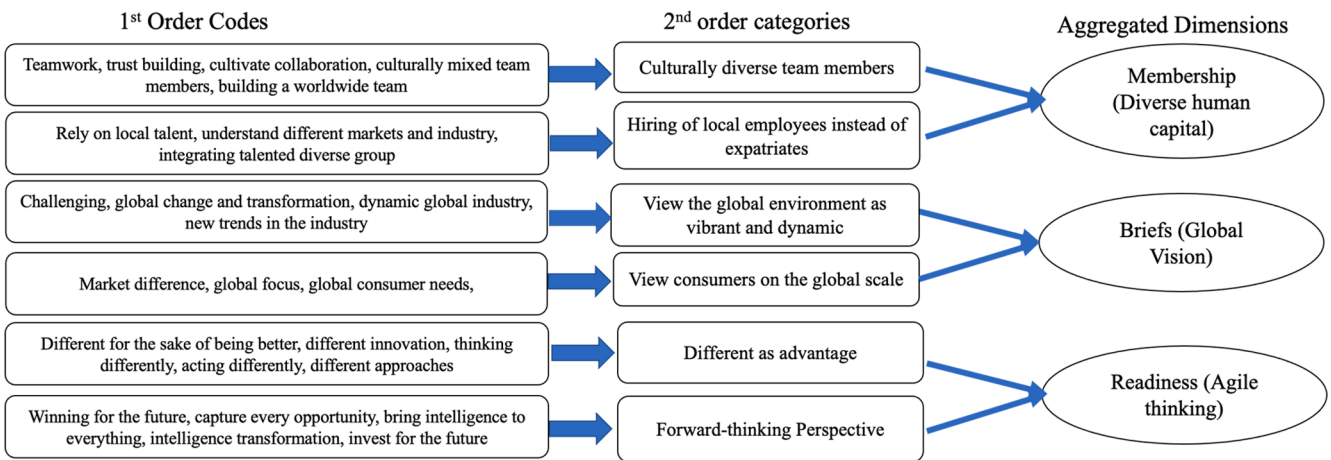Fig. 2. Coding scheme of dynamic capabilities.

Fig. 3. Coding scheme of the cognitive components of global identity.

4.2. What we think: global identity cognitive components

The claims and images that manifest the higher-order organizational identity are symbolic and visible to internal and external stakeholders. While the cognitive components indicate the lower-order organizational identity of "What we think", which reflect the organizational perspectives and motivate the identity-congruent cognitive procedures. Organizational global identity includes three basic cognitive components of membership, beliefs, and readiness of an organization (Oyserman, 2007, 2009). In other words, these three components of global identity serve as the cognitive foundations demonstrating the organizational perspectives consistent with their identity claims and images.

a. Membership: Diverse Human Capital

The membership component of identity is about the knowledge generated from becoming a member of a particular group (Oyserman, 2009). At Lenovo, the membership of global identity is cued by the heterogeneity of cognitive capabilities from a diverse human capital -

the globalized workforce and localized talent pool (Helfat & Peteraf, 2015; Shokef & Erez, 2008). Lenovo views itself as a *New World* company and "*takes great pride in [their] ability to attract top talent from diverse backgrounds and from around the world*" (Lenovo, 2009). Lenovo's collaborative culture is built on their differences and diversity, as it states in 2012 annual report:

> One of Lenovo's strengths is having a workforce composed of people from various cultures that allows us to capitalize on diverse perspectives in the development, manufacturing, marketing and sale of our products (Lenovo, 2012).

Distinct from many EMNEs which prefer to utilize expatriates to manage their foreign subsidiaries, Lenovo relies on the local talent in their foreign market for trust-building and knowledge seeking. In an interview by Harvard Business Review, Yang stated:

> We don't assign people to other countries; we rely on local talent. That helps build a culture of trust and helps us understand different markets

Identity Images			
Phases	Local Identity	Transition to Global Identity	Establishment of Global Identity	Maturity of Global Identity

1984   2000   2010   2015

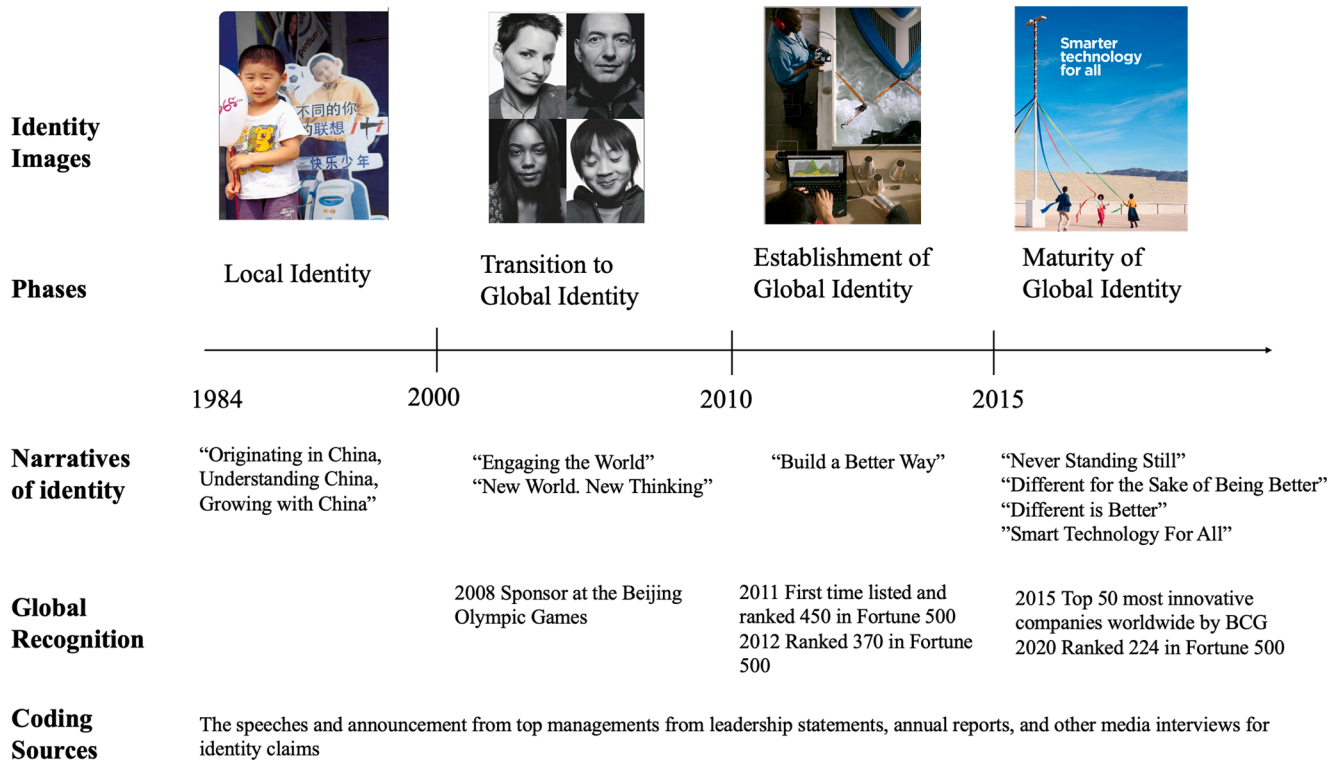|				
Narratives of identity	"Originating in China, Understanding China, Growing with China"	"Engaging the World" "New World. New Thinking"	"Build a Better Way"	"Never Standing Still" "Different for the Sake of Being Better" "Different is Better" "Smart Technology For All"
Global Recognition		2008 Sponsor at the Beijing Olympic Games	2011 First time listed and ranked 450 in Fortune 500 2012 Ranked 370 in Fortune 500	2015 Top 50 most innovative companies worldwide by BCG 2020 Ranked 224 in Fortune 500
Coding Sources	The speeches and announcement from top managements from leadership statements, annual reports, and other media interviews for identity claims			

Fig. 4. Illustrative the identity evolution of Lenovo.

and industries. Throughout the company we employ only about 50 expatriates among out 54,000 employees (Ignatius, 2014).

As of 2019, 97 percent of Lenovo's local business managers run their local markets, 100 different languages are spoken by Lenovo employees, and five unique nationalities are represented among the top 14 executives. In 2019 alone, Lenovo hired 66 nationalities in 61 markets, recasting the model for multinational companies (Lenovo, 2019b). Supported by the inclusive HR procedures, the global workforce from diverse backgrounds around the world demonstrates the heterogeneity of Lenovo's cognitive capabilities as the membership component of the global identity.

b. Beliefs: Global Vision

The beliefs component of identity focuses on beliefs about the group's place in the world and how the group engages the world (Oyserman, 2009). The different local or global identities can impact decision-makers' cognitive scope based on where they see themselves in the marketplace. Before 2005, Lenovo focused on and dominated the Chinese market as their legendary homemade brand. Yang stated in the 2002 annual report:

The immediate future will see Legend continue its concentration on the China market, while expanding into adjacent areas of the IT industry. The Group believes that China's IT market possesses formidable opportunities…As China's largest IT enterprise, Legend's development potential is enormous (Lenovo, 2002).

The statement indicates that the local identity as "China's largest IT enterprise" influenced Lenovo focusing on the domestic and adjacent areas as their place to "capture growth opportunities and consolidate resources in a wider horizon (Lenovo, 2003).".

Such beliefs were shifted with the establishment of global identity when Lenovo expanded its cognitive scope to a global scale. Viewing itself as a member of the global business community enabled Lenovo emphasize on responding to the global environment and global

consumers. Lenovo recognized the global environment with more volatility and more uncertainty, as its 2017 annual report indicated:

Externally the trading environment across all our geographies and businesses was challenging – something encountered by our whole industry. Emerging markets faced continued currency volatility; the PC market remained flat; industry component costs increased significantly in the second half of the year; growth and spending in China slowed, and global economic uncertainty resulting from both Brexit and the new US administration have made the last 12 months one of the most unpredictable years to do business in (Lenovo, 2017).

The perception of uncertainty from the global environment did not hinder their beliefs to expand into different markets and consumers, instead, Lenovo strengthened their "fundamental belief in developing Smarter Technology for All" (Lenovo, 2019b). Yang talked about "Our Place in the World" in 2021 annual report:

*At the heart of our smarter technology for all vision is the belief that no one should be left behind in our shared digital future… we are focused on building a brighter, more sustainable future for our customers, colleagues, communities and the planet (*Lenovo, 2021*).*

The quote reflects Lenovo's beliefs component of global identity as a member of the global society in the "shared digital future". Such belief not only provides Lenovo with a global vision to be aware of the rapid changing industry environment and consumer trends but also enforces their vision to engage with consumers around the world for a sustainable future.

c. Readiness: Agility Thinking

The readiness component of identity includes relevant cognitive procedures to make sense of the world that are congruent with beliefs about the group membership (Oyserman, 2009). The readiness component of Lenovo's global identity is demonstrated by its agility thinking, including "different" and forward-looking perspectives. Seeing themselves as a global company, "different" and forward-looking

perspectives can influence Lenovo's strategic activities in the changing environment. In 2017 annual statement, Yang emphasized the advantages of "different":

We also recognize that we need to do things differently. The entire company has embraced and is aligned to a common idea that "Different is Better". From the fundamentally different innovations we continually bring to market, to the way we challenge how we do business to make it better for our customers and partners. From thinking differently about how we approach a seemingly everyday task, to acting differently in all that we do (Lenovo, 2017).

"Different is Better" illustrates Lenovo's cognitive procedure of embracing different approaches to their operational practices and routines (Lenovo, 2017). "Different" becomes a motto of Lenovo that is congruent with their beliefs component of global identity as the below statement indicates:

At Lenovo*, we embrace and inspire different. Different fuels innovation. And different powers our fundamental belief in developing Smarter Technology for All. To deliver this, our technology must be built by all, and it is* (Lenovo, 2019b).

The agility thinking is also reflected by the forward-looking perspective of Lenovo. "To capture every opportunity in this dynamic environment, [Lenovo is] fully committed and dedicated to winning for the future" (Lenovo, 2011). The forward-looking perspective provides a vision to prepare Lenovo for the future, as Yang stated in 2018:

We see a world of technology shaped by intelligence. While the potential for AI technologies across industries is still developing, Lenovo*'s core technologies in data center computing, PC, mobile and smart devices will make this change happen. As a business we are bringing intelligence to everything we do* (Lenovo, 2018).

The cognitive procedures of "Different is Better" and forward-looking can compensate for a lack of needed capabilities in spurring the organization to take actions (Gavetti, 2005). The readiness component of global identity thus prepares Lenovo to shift from a "computer manufacturer" (Lenovo, 2001) to "the global leader in intelligence transformation" (Lenovo, 2019a). The emphasis on investing "in new and burgeoning opportunities for the future" continues to empower the company "with a freedom and entrepreneurial mandate that feeds their global transformation" (Lenovo, 2020).

4.3. What we do: micro-processes of dynamic capabilities

The global identity provides the collective understanding of Lenovo as a member of its global business community (Who We Are and What We Think), thus influences the behaviors of the organization (What We Do), including many procedurals, routines, resources allocations at different levels and functions (Elia et al., 2019). We identify the processes that contribute to the on-going construction of the sensing, seizing, and transforming capabilities congruent with its global identity, and label them as micro-processes of dynamic capabilities (Teece, 2007).

a. Sensing: Heterogeneity of information and organization of worldwide operations

Sensing refers to the organizational analytical systems to learn, filter, shape, and calibrate opportunities (Teece, 2007). Effective sensing means assessing the future rarity of resources and capabilities through a knowledge framework and information set (Matysiak et al., 2018). Through its culturally diverse workforce and global talent pool, Lenovo increases its sensing capability which can expand the information searching domain and achieve heterogeneity of information. Yang illustrated the sensing capability from the culturally diverse workforce:

With an approach blending Eastern and Western practices, the team has developed a very sound strategy. The team's scope of responsibility covers the whole spectrum of function of the Group, so they can access comprehensive and timely internal information. (Lenovo, 2010).

Lenovo established procedures to cultivate a global culture by setting out universal communication protocols and a consistent rewarding system between Chinese and American branches. The internal trust workshops titled "East Meets West" customized global culture-building programs and communication toolkits to proactively engage the CEO and all top managers. Lenovo also integrated an HR system to reform and institutionalize a global practice to appreciate the company's diversified nature (Qiao & Conyers, 2014). All these actions supported Lenovo in sensing opportunities in the global market, by attaining adequate access to the information source from global vs local stakeholders and lowering the biases caused by ethnocentrism in information searching, synthesizing, and screening processes (Kogut & Zander, 1992).

To expand sensing opportunities of heterogenetic information, Lenovo also incorporated and headquartered in Hong Kong, instead of Beijing where Lenovo was founded. Lenovo "organizes its worldwide operations with the view that a truly global company must be able to quickly capitalize on new ideas and opportunities from anywhere" (Lenovo, website: Locations). The operational centers are located strategically around the world to drive Lenovo's global/local business approach. Lenovo states on its website:

By foregoing a traditional headquarters model and focusing on centers of excellence around the world, Lenovo *makes the maximum use of its resources to create the best products in the most efficient and effective way possible. In addition, our dispersed structure keeps us closer to customers, enabling* Lenovo *to react quickly to local market requirements* (Lenovo, website: Locations).

The evidence shows that, to enhance sensing capabilities, Lenovo adjusted their incumbent knowledge set and sense-making processes by utilizing a culturally diverse workforce, which can screen and interpret the useful signals of opportunities in a discrete market setting. The unique organization of worldwide operations in Lenovo supports their subsidiaries with more sensing opportunities in host markets.

b. Seizing: "Protect and Attack" strategy, global branding, and innovation investment

Seizing means adopting the innovative investments in the sensed external opportunities to address the market potentials. It is executed through procedures, designs, and incentives for seizing opportunities (Teece, 2007). An EMNE's seizing activities entail its investments on business opportunities in foreign markets. Performing the seizing tasks in the host markets, the EMNE must make decisions regarding local investments and to attract local and global customers. Hence, we analyzed how Lenovo developed their seizing capabilities to address market potentials.

Since Lenovo entered the global PC market, Lenovo adopted a "Protect & Attack" strategy to seize opportunities for different markets. The strategy protected its core business – the China and enterprise (large-scale commercial and public-sector) market, while aggressively growing its market share in emerging markets and new product categories (tablets, smartphones, smart TVs) and the developed markets (Qiao & Conyers, 2014). Meanwhile, Lenovo expanded its successful dual "transaction and relationship" business model in China into the worldwide small & medium businesses (SMB) and emerging markets (Lenovo, 2006). Lenovo grew faster in key emerging markets such as Russia, Brazil, and Turkey, demonstrating how Lenovo extended their proven China business model into success in other emerging markets.

In the developed markets, Lenovo had to overcome the consumer perception of a low-cost computer manufacturer originated from China.

Lenovo sponsored international sports events, such as 2006 winter and 2008 summer Olympics games. Lenovo launched its first-ever global branding campaign with the slogan "For Those Who Do" to engage consumers around the globe. Through corporate social responsibility practices to invest in next generation education and the introduction of environmentally sustainable products, Lenovo further differentiated its brand personality and enhanced its brand image (Feng & Yu, 2021). All the branding campaigns strengthened Lenovo's recognition among global consumers, with Interbrand naming Lenovo as one of the world's Top 100 brands first time in 2015 (Lenovo, 2016).

The investment in technology innovation also allowed Lenovo to capture opportunities in the constantly changing industry and maintain sustainable profit growth. These investments, especially through cross-border M&As, increased their manufacturing presence across all four screens (PC, tablet, smartphone, and television), and boosted their overall strengths in innovation, product portfolio, and supply chain resources (Qiao & Conyers, 2014).

Lenovo also committed the branding and innovation investment to leverage the cross-national idiosyncrasies in market opportunities and industrial trends for long-term growth (Lenovo, 2011). Based on Lenovo's seizing activities, we observed that global identity established legitimacies of the investment decisions in the global market, enabling Lenovo respond to the local or global needs and requirements and build its global image.

c. Transforming: Knowledge-building, global value cultivation, and constant restructure for adaptation

Transforming indicates that companies conduct organizational reforms in their processes, routines, and learnings to reconfigure the firm's tangible and intangible assets in response to the external opportunities and threats (Teece, 2007). The key goal of EMNEs' transforming is to develop and transfer the firm's advantages via cross-border transactions in their day-to-day operations (Matysiak et al., 2018). We identified the key activities that transformed Lenovo from a Chinese PC manufacturer to a global leader in the high-tech industry.

The knowledge-building process aligned with Lenovo's identity developing process from "a leader in China's IT industry (Lenovo, 2004)", "a worldwide leader in technology (Lenovo, 2005)", to "smarter technology for all (Lenovo, 2020)." Lenovo initially utilized six major M&As for its knowledge acquisition while expanding its global market share from 2005 to 2014. Yang stated in 2011 (Bloomberg, 2011), "Acquisitions are a good tool for us, not only to grow, but to build foundations." Later, Lenovo shifted its knowledge-building strategy from M&A to strategic partnerships with major industry leaders of SAP, Nutanix, and Google. Since 2018, Lenovo started identifying and investing in some of the most cutting-edge technologies, such as AR/VR and AI technologies. Through Lenovo Capital and Incubator Group (LCIG), Lenovo invested in 85 companies and eight independent spin offs.

In combination with knowledge building, Lenovo also transformed its organizational values to meet the needs of a global workforce. After the first IMB-PC M&A, Lenovo implemented a series of organizational changes to reconcile post-merger conflicts, including moving the headquarters to the U.S., making English the official language, and moving CEO's position base to the former IBM-PC office in the U.S. rather than the other way around (Liu, 2007; Qiao & Conyers, 2014). The continuing communication of Lenovo as a global company effectively convinced its employees of the necessity of such changes, because "If our people were to feel pride in who we were, we needed to grow and evolve (Qiao & Conyers, 2014, p. 60)." Indeed, these policies adopted by Lenovo convinced the employees that the communicated goal of becoming a global company was a genuine identity shift rather than a dogmatic claim.

Lenovo went through several organizational restructures responding to the changes in the dynamic environment of the global market and the high-tech industry. The company "took decisive actions to meet the market and industry challenges" (Lenovo, 2016) and made constant strategic adjustments to shift its markets from personal computers to mobile internet and future artificial intelligence technology. In 2020, Yang summarized its vision for Lenovo to lead the intelligent transformation:

> It is against this backdrop of great global transformation – economically, socially and environmentally, that Lenovo too has transformed…Two years ago, we embarked on a strategy of 'intelligent transformation', with a clear vision to not only lead our own intelligent transformation but enable our customers to do the same – through a strategy (3S) focused on smart IoT, smart infrastructure and smart verticals and a bold vision of bringing the world 'smarter technology for all' (Lenovo, 2020).

The outcome of transforming capabilities at the global scale is apparent. Lenovo remains its competitive position in the dynamic high-tech industry: it dominates the number one PC market share since 2013 and advances its rank to 224 in Fortune 500 in 2020. It has transformed from a PC manufacturer to a "smart technology" company, "leading and enabling intelligent transformation" (Lenovo, 2019a). Such a transforming demands substantial efforts and would essentially face internal pushbacks questioning the changes. Changes in routines and processes might cause serious individual identity crises as they face profound changes in individual tasks and missions. The constructed global identity would thus serve as the critical organizational heritage that aligns the incentives among multiple internal sectors to enable the necessary adjustments through sense-making the goals, targets, and missions for global expansion.

As the findings suggest, the global identity of Lenovo is not only presented through its claims and images (Who We Are), but also demonstrated through its cognitive components of diverse human capital, global vision, and agility thinking (What We Think). Consequently, the managerial cognitions toward global identity shape the micro-processes of dynamic capabilities (What We Do) in filtering the external information for the organization, leading to idiosyncratic adaptive intelligence and trajectories of organizational capabilities (Grégoire, Barr, & Shepherd, 2010; Tripsas & Gavetti, 2000). With its global identity, Lenovo attracts culturally diverse global talents and cultivates different ideas and knowledge through integrated HR practices. Lenovo perceives the global environment as highly dynamic and views the global market as an integrated industry rather than geographically dispersed marketplaces. Last, global identity also enables Lenovo to plan its moves with a "different" but forward-looking perspective to transform and adapt to the needs of future growth.

The evidence shows that cognitive components of global identity are highly relevant to the micro-processes of dynamic capabilities in searching for information, selecting opportunities, and engaging resource allocation and reconfiguration. It explains how organizational identity, as the social construction of an organization, can facilitate the strategic thinking and activities of on-going constructions of dynamic capabilities. Fig. 5 illustrates the proposed conceptual framework between global identity and micro-processes of dynamic capabilities.

5. Discussion

Through an in-depth case analysis of Lenovo's growth over 37 years, we demonstrate how an EMNE is capable to enhance its dynamic capabilities during internationalization by developing a global identity. As our proposed framework indicates (Fig. 5), the global identity of an EMNE enables capabilities development through its management of cognitive components, which drive sensing, seizing, and transforming activities across borders. In this section, we discuss our central contributions to the literature of EMNEs' dynamic capabilities and internationalization with an overview of future research possibilities.
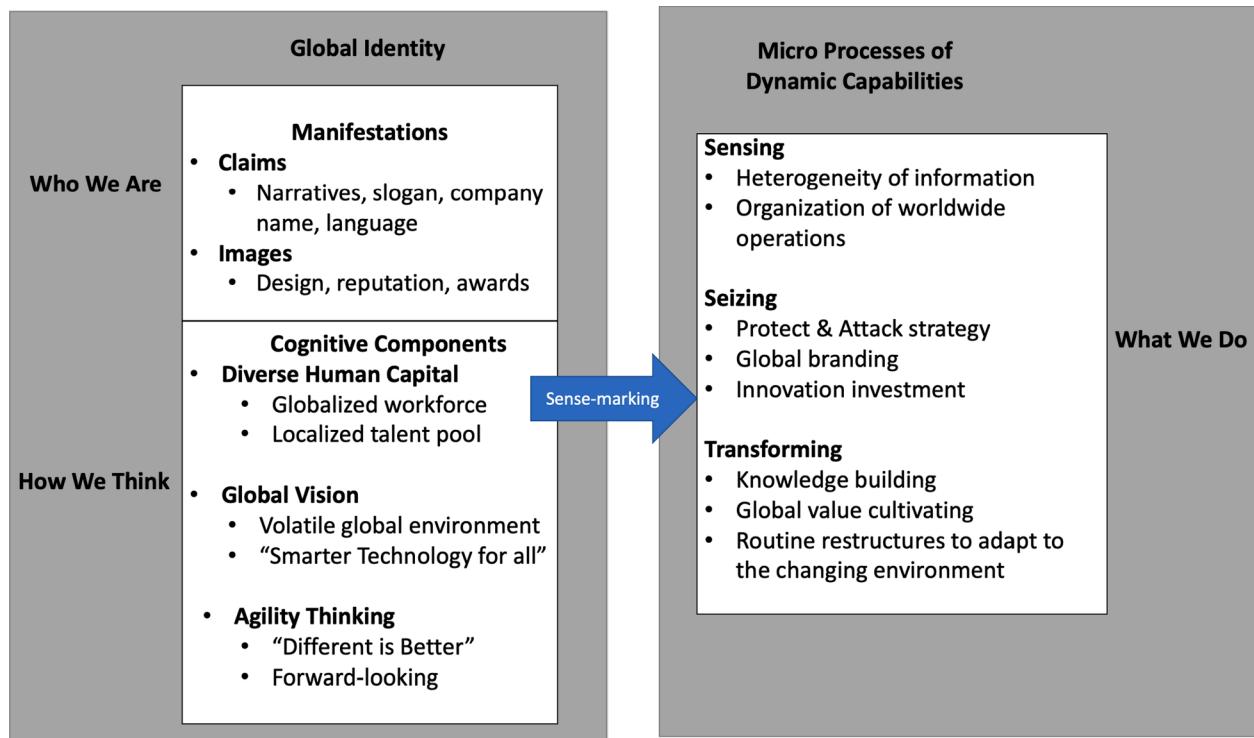
Fig. 5. Proposed framework of global identity and dynamic capabilities.

5.1. Contribution to dynamic capabilities of EMNEs

Drawing from the organizational identity theory, we extend our understanding of the psychological foundations of EMNEs' dynamic capabilities (Danneels, 2008, 2011; Hodgkinson & Healey, 2011). Complementary to the learning and resource-based perspectives (Matysiak et al., 2018), global identity can serve as a cognitive mechanism to enhance EMNE's micro-processes of sensing, seizing, transforming capacities while competing in the global marketplace.

First, we show that global identity relates to the construction of strategic capabilities to adjust and adopt decisions for competing investment choices and to detect the customer needs (Teece, 2007). Ample studies in dynamic capabilities indicate that, during rapid industrial changes, a reshaping of managerial cognition is critical for firms to recognize, reconfigure, and redevelop essential resources to enable rapid adjustments (Danneels, 2008; Helfat & Peteraf, 2015; Kor & Mesko, 2013). This study firstly applies these insights in the context of EMNEs' internationalization. Our results demonstrate that, during Lenovo's internationalization, global identity plays an essential role in shaping managerial cognition and decision making to drive sensing, seizing, and transforming behaviors, such as knowledge building, global value cultivation, and constant restructures for adapting to the changing environments. As a representative EMNE, Lenovo implemented substantial efforts to (1) review whether their successful business experiences at the base market are applicable in the host market context, particularly in the developed market, and (2) adjust the established routines. The review and routine adjustment activities require a clear higher-order mission and strong internal legitimacy to proceed. Otherwise, managers may encounter internal pushbacks such as "This is not what our company do" (Brown & Starkey, 2000). A well-crafted global identity would offer collective narratives to mitigate the challenges brought by entering the international market. The evidence supported global identity could (1) soften EMNEs' identity crisis brought by organizational changes and (2) legitimate the mobilization of resources. Particularly for EMNEs, global identity would establish a collective internal mindset on enhancing adaptations for the global market, thus

offer the essential legitimacies of cross-border activities.

Second, we demonstrate the cognitive components of global identity driving the micro-processes of dynamic capabilities. Identity claims and images present the higher order of organizational identity which are visible to the internal and external stakeholders. However, the cognitive components of membership, beliefs, and readiness are the lower-level foundations and reflect what an organization thinks about its positions and roles in the world (Oyserman, 2009). We found Lenovo's cognitive components of global identity in *diverse human capital, global vision, and agility thinking* shape the managerial cognition and decision-makings, which lead to the ongoing construction of dynamic capabilities. The sensing, seizing, and transforming efforts require tremendous cognitive capabilities from both top management and frontier managers to process the new information and to allocate its resources responding to strategic changes (Helfat & Peteraf, 2015). A consolidated organizational global identity will likely draw the potential employees who resonate with the organizational position during recruitment. In the long run, it will gather the "right people" who are more adapted to reconfiguration and recombination within EMNEs and transform together during EMNEs' ongoing internationalization.

5.2. Contribution to EMNEs internationalization

We extend the research agenda of EMNEs internationalization and capacities building from a cognitive perspective. We propose global identity as an EMNE' crucial intrinsic factor to cultivate dynamic capabilities during its internationalization. A global identity is more important for EMNEs due to their unique economic, social, and institutional contexts. The results suggest that global identity provides EMNEs a sense of belonging to the global community, and hence drives capacity-building activities congruent with the membership, beliefs, and readiness components of global identity while responding to the changing global environment. The global identity of EMNEs will attract managers with global mindsets to better identify and leverage the business opportunities in global markets (Andersson & Evers, 2015). To elaborate, an EMNE's global identity enables the perspective and

engagement of learning and adaptation as the EMNE makes efforts to operate in the global environment, not only to learn from and adapt to the host markets' business practices and consumer needs, but also to transform from a national to global persona.

EMNEs' rapid and quick internationalization shows a significant deviation from advanced-market MNEs (Luo & Tung, 2007, 2017; Maksimov & Luo, 2021). Predominant research suggests that EMNEs' aggressive, risk-taking internationalization into developed markets is to seek for strategic assets, superior market institutions, and advanced knowledge sources (Buckley et al., 2007; Buckley et al., 2018; Elia et al., 2020). This study further investigates EMNEs' ongoing cultivation of global identity at different internationalization stages. Our findings demonstrate that Lenovo purposefully started developing its global identity at the pre-internationalization stage to prepare themselves for later ambitious internationalization. Our results urge future studies on EMNEs' pre-internationalization efforts to understand EMNEs' strategic purpose behind their rapid and quick internationalization. We also provide novel insights into EMNEs' internationalization by showing how global identity enhances Lenovo's dynamic capabilities. The co-evolution between Lenovo's global identity and internationalization stages shed lights on understanding the cognitive mechanisms underlying EMNEs' strategies and behaviors to achieve successful internationalization.

5.3. Limitation and future direction

We use a single case study to explore the interconnection between global identity and dynamic capabilities and to offer an in-depth understanding of the longitudinal evolution of an EMNE's identity and constructions of dynamic capabilities. Future studies can utilize multiple cases or quantitative studies to support the model, and even use a field experiment to make organization identity change and examine its impacts. The current study focuses on the variance approach, while future studies may utilize the process approach to dissect the processes of forming global identity components (human capital, global vision, and agility thinking) and construction of dynamic capabilities (sensing, seizing, and transforming) across different stages of global identity formation. In addition, future studies can examine whether global identity and dynamic capabilities coevolve and reinforce each other, in a way that the more developed dynamic capabilities will in return further enhance global identity.

6. Conclusion

Utilizing a case study on Lenovo, we offer insights on how global identity serves as the central organizational cognitive force that drives the micro-processes of dynamic capabilities during EMNEs' internationalization. We entail how the cognition components of global identity in diverse human capital, global vision, and agility thinking influence the micro-processes of dynamic capabilities. The in-depth and longitudinal case study explains why global identity is cognitively important for EMNEs to structure their managerial mindset. The findings demonstrate how global identity facilitates a firm's organizational search, learning, and innovation in the global market. When a firm identifies itself as a member of the global community, it applies global standards to fit in and compete in the global arena. In a worldwide marketplace where competition is fierce and fervent, the aspiration for a global identity holds the commitment to building capabilities and achieving goals of internationalization, especially for EMNEs.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

References

Albert, S., & Whetten, D. A. (1985). Organizational identity. *Research in Organizational Behavior, 7*, 263–295.

Andersson, S., & Evers, N. (2015). International opportunity recognition in international new ventures—a dynamic managerial capabilities perspective. *Journal of International Entrepreneurship, 13*(3), 260–276.

Anthony, C., & Tripsas, M. (2016). Organizational identity and innovation. In *The Oxford Handbook of organizational identity* (pp. 417-435).

Arikan, I., Koparan, I., Arikan, A. M., & Shenkar, O. (2019). Dynamic capabilities and internationalization of authentic firms: Role of heritage assets, administrative heritage, and signature processes. *Journal of International Business Studies*, 1–35.

Baden-Fuller, C., & Teece, D. J. (2020). Market sensing, dynamic capability, and competitive dynamics. *Industrial Marketing Management, 89*, 105–106.

Barreto, I. (2010). Dynamic capabilities: A review of past research and an agenda for the future. *Journal of Management, 36*(1), 256–280.

Bartlett, C. A., & Ghoshal, S. (1989). *Managing across borders: The transnational solution*. Harvard Business Press.

Bloomberg. (2011). Lenovo offers to buy out Germany's Medion for $671 million.

Brown, A. D. (2006). A narrative approach to collective identities. *Journal of Management Studies, 43*(4), 731–753.

Brown, A. D., & Starkey, K. (2000). Organizational identity and learning: A psychodynamic perspective. *Academy of Management Review, 25*(1), 102–120.

Buckley, P. J. (2011). International integration and coordination in the global factory. *Management International Review, 51*(2), 269–283.

Buckley, P. J. (2018). Internalisation theory and outward direct investment by emerging market multinationals. *Management International Review, 58*(2), 195–224. https://doi.org/10.1007/s11575-017-0320-4

Buckley, P. J., Chen, L., Clegg, L. J., & Voss, H. (2016). Experience and FDI risk-taking: A microfoundational reconceptualization. *Journal of International Management, 22*(2), 131–146. https://doi.org/10.1016/j.intman.2016.02.001

Buckley, P. J., Clegg, L. J., Cross, A. R., Liu, X., Voss, H., & Zheng, P. (2007). The determinants of Chinese outward foreign direct investment. *Journal of International Business Studies, 38*(4), 499–518.

Buckley, P. J., Clegg, L. J., Voss, H., Cross, A. R., Liu, X., & Zheng, P. (2018). A retrospective and agenda for future research on Chinese outward foreign direct investment. *Journal of International Business Studies*, 1–20.

Buckley, P. J., Doh, J. P., & Benischke, M. H. (2017). Towards a renaissance in international business research? Big questions, grand challenges, and the future of IB scholarship. *Journal of International Business Studies, 48*(9), 1045–1064.

Carlsen, A. (2006). Organizational becoming as dialogic imagination of practice: The case of the indomitable Gauls. *Organization science, 17*(1), 132–149.

Cavusgil, S. T. (2021). *Advancing knowledge on emerging markets: Past and future research in perspective* (p. 101796). International Business Review.

Cho, T. S., & Hambrick, D. C. (2006). Attention as the mediator between top management team characteristics and strategic change: The case of airline deregulation. *Organization science, 17*(4), 453–469.

Chreim, S. (2005). The continuity–change duality in narrative texts of organizational identity. *Journal of Management Studies, 42*(3), 567–593.

Clark, E., & Geppert, M. (2011). Subsidiary integration as identity construction and institution building: A political sensemaking approach. *Journal of Management Studies, 48*(2), 395–416.

Cornelissen, J. P., Haslam, S. A., & Balmer, J. M. (2007). Social identity, organizational identity and corporate identity: Towards an integrated understanding of processes, patternings and products. *British Journal of Management, 18*, S1–S16.

Cuervo-Cazurra, A., Andersson, U., Brannen, M. Y., Nielsen, B. B., & Reuber, A. R. (2020). From the editors: Can I trust your findings? Ruling out alternative explanations in international business research. In *Research Methods in International Business* (pp. 121-157): Springer.

Curry, B. K. (2002). The influence of the leader persona on organizational identity. *Journal of Leadership Studies, 8*(4), 33–42.

Danneels, E. (2008). Organizational antecedents of second-order competences. *Strategic Management Journal, 29*(5), 519–543.

Danneels, E. (2011). Trying to become a different type of company: Dynamic capability at Smith Corona. *Strategic Management Journal, 32*(1), 1–31.

Eggers, J. P., & Kaplan, S. (2013). Cognition and capabilities: A multi-level perspective. *Academy of Management Annals, 7*(1), 295–340.

Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal, 21*(10–11), 1105–1121.

Elia, S., Kafouros, M., & Buckley, P. J. (2020). The role of internationalization in enhancing the innovation performance of Chinese EMNEs: A geographic relational approach. *Journal of International Management, 26*(4), Article 100801.

Elia, S., Larsen, M. M., & Piscitello, L. (2019). Entry mode deviation: A behavioral approach to internalization theory. *Journal of International Business Studies, 50*(8), 1359–1371.

Elia, S., & Santangelo, G. D. (2017). The evolution of strategic asset-seeking acquisitions by emerging market multinationals. *International Business Review, 26*(5), 855–866.

Elsbach, K. D., & Kramer, R. M. (1996). Members' responses to organizational identity threats: Encountering and countering the Business Week rankings. *Administrative Science Quarterly, 41*(3), 442–476.

Erez, M., & Gati, E. (2004). A dynamic, multi-level mode of culture: From the micro level of the individual to the macro level of a global culture. *Applied Psychology: An International Review, 53*(4), 583–598.

Feng, J. B., & Yu, L. (2021). Lenovo – the global challenger from an emerging market. In S. T. Cavusgil, P. N. Ghauri, & L. A. Liu (Eds.), *Doing Business in Emerging Markets* ((3rd ed.):). SAGE.

Fortwengel, J. (2021). The formation of an MNE identity over the course of internationalization. *Journal of International Business Studies*, 1–27.

Funk, C., Treviño, L. J., & Oriaifo, J. (2021). Resource curse impacts on the co-evolution of emerging economy institutions and firm internationalization. *International Business Review, 30*(4), Article 101753.

Gaffney, N., Cooper, D., Kedia, B., & Clampit, J. (2014). Institutional transitions, global mindset, and EMNE internationalization. *European Management Journal, 32*(3), 383–391.

Gartner. (2021). Gartner says worldwide PC shipments grew 10.7% in fourth quarter of 2020 and 4.8% for the year. Retrieved from https://www.gartner.com/en/newsroom/press-releases/2021-01-11-gartner-says-worldwide-pc-shipments-grew-10-point-7-percent-in-the-fourth-quarter-of-2020-and-4-point-8-percent-for-the-year.

Gavetti, G. (2005). Cognition and hierarchy: Rethinking the microfoundations of capabilities' development. *Organization Science, 16*(6), 599–617.

Gavetti, G., & Levinthal, D. (2000). Looking forward and looking backward: Cognitive and experiential search. *Administrative Science Quarterly, 45*(1), 113–137.

Ghauri, P. (2004). Designing and conducting case studies in international business research. In R. Marschan-Piekkari & C. Welch (Eds.), *Handbook of qualitative research methods for international business* (pp. v): Cheltenham: Edward Elgar.

Gioia, D. A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal, 12*(6), 433–448.

Gioia, D. A., Patvardhan, S. D., Hamilton, A. L., & Corley, K. G. (2013). Organizational identity formation and change. *The Academy of Management Annals, 7*(1).

Gioia, D. A., Schultz, M., & Corley, K. G. (2000). Organizational identity, image, and adaptive instability. *Academy of Management Review, 25*(1), 63–81.

Gioia, D. A., & Thomas, J. B. (1996). Identity, image, and issue interpretation: Sensemaking during strategic change in academia." *Administrative science quarterly. Administrative Science Quarterly, 41*(3), 370–403.

Grégoire, D. A., Barr, P. S., & Shepherd, D. A. (2010). Cognitive processes of opportunity recognition: The role of structural alignment. *Organization Science, 21*(2), 413–431.

Harquail, C. V., & Wilcox King, A. (2010). Construing organizational identity: The role of embodied cognition. *Organization Studies, 31*(12), 1619–1648.

Helfat, C. E., & Peteraf, M. A. (2015). Managerial cognitive capabilities and the microfoundations of dynamic capabilities. *Strategic Management Journal, 36*(6), 831–850.

Hernandez, E., & Guillén, M. F. (2018). What's theoretically novel about emerging-market multinationals? *Journal of International Business Studies*. https://doi.org/10.1057/s41267-017-0131-7

Hodgkinson, G. P., & Healey, M. P. (2011). Psychological foundations of dynamic capabilities: Reflexion and reflection in strategic management. *Strategic Management Journal, 32*(13), 1500–1516.

Humphreys, M., & Brown, A. D. (2002). Narratives of organizational identity and identification: A case study of hegemony and resistance. *Organization Studies, 23*(3), 421–447.

Ignatius, A. (2014). I came back because the company needed me. *Harvard Business Review, 92*(7), 104–108.

Johanson, J., & Vahlne, J.-E. (1977). The internationalization process of the firm-a model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies, 8*(1), 23–32.

Khan, Z., Amankwah-Amoah, J., Lew, Y. K., Puthusserry, P., & Czinkota, M. (2020). Strategic ambidexterity and its performance implications for emerging economies multinationals. *International Business Review, 101762*.

Kim, D., Kandemir, D., & Cavusgil, S. T. (2004). The role of family conglomerates in emerging markets: What western companies should know. *Thunderbird International Business Review, 46*(1), 13–38.

Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization science, 3*(3), 383–397.

Kohtamäki, M., Thorgren, S., & Wincent, J. (2016). Organizational identity and behaviors in strategic networks. *Journal of Business & Industrial Marketing*.

Kor, Y. Y., & Mesko, A. (2013). Dynamic managerial capabilities: Configuration and orchestration of top executives' capabilities and the firm's dominant logic. *Strategic Management Journal, 34*(2), 233–244.

Kusi, S. Y., Gabrielsson, P., & Kontkanen, M. (2021). Developing brand identities for international new ventures under uncertainty: Decision-making logics and psychic distance. *International Business Review, 101867*.

Langley, A., Smallman, C., Tsoukas, H., & Van de Ven, A. H. (2013). Process studies of change in organization and management: Unveiling temporality, activity, and flow. *Academy of Management Journal, 56*(1), 1–13.

Lenovo. Locations. Retrieved from https://www.lenovo.com/us/en/about/locations.

Lenovo. (2001). *Annual Report 2000-2001*.

Lenovo. (2002). *Annual Report 2001-2002*.

Lenovo. (2003). *Annual Report 2002-2003*.

Lenovo. (2004). *Annual Report 2003-2004*.

Lenovo. (2005). *Annual Report 2004-2005*.

Lenovo. (2006). *Annual Report 2005-2006*.

Lenovo. (2009). *Annual Report 2008-2009*.

Lenovo. (2010). *Annual Report 2009-2010*.

Lenovo. (2011). *Annual Report 2010-2011*.

Lenovo. (2012). *Annual Report 2011-2012*.

Lenovo. (2016). *Annual Report 2015-2016*.

Lenovo. (2017). *Annual Report 2016-2017*.

Lenovo. (2018). *Annual Report 2017-2018*.

Lenovo. (2019a). *Annual Report 2018-2019*.

Lenovo. (2019b). *FY 2018/19 Diversity & Inclusion Report*.

Lenovo. (2020). *Annual Report 2019-2020*.

Lenovo. (2021). *Annual Report 2020-2021*.

Ling, Z. (2006). *The Lenovo affair: The growth of China's computer giant and its takeover of IBM-PC*. John Wiley & Sons.

Liu, C. Z. (2007). Lenovo: An example of globalization of Chinese enterprises. *Journal of International Business Studies, 38*(4), 573–577.

Luo, Y. (2000). Dynamic capabilities in international expansion. *Journal of World Business, 35*(4), 355–378.

Luo, Y. (2003). Industrial dynamics and managerial networking in an emerging market: The case of China. *Strategic Management Journal, 24*(13), 1315–1327.

Luo, Y., & Tung, R. L. (2007). International expansion of emerging market enterprises: A springboard perspective. *Journal of International Business Studies, 38*(4), 481–498.

Luo, Y., & Tung, R. L. (2017). A general theory of springboard MNEs. *Journal of International Business Studies, 49*(2), 129–152. https://doi.org/10.1057/s41267-017-0114-8

Luo, Y., & Zhang, H. (2016). Emerging market MNEs: Qualitative review and theoretical directions. *Journal of International Management, 22*(4), 333–350. https://doi.org/10.1016/j.intman.2016.05.001

Maguire, S., & Phillips, N. (2008). 'Citibankers' at Citigroup: A study of the loss of institutional trust after a merger. *Journal of Management Studies, 45*(2), 372–401.

Maitland, E., & Sammartino, A. (2015). Managerial cognition and internationalization. *Journal of International Business Studies, 46*(7), 733–760.

Maksimov, V., & Luo, Y. (2021). International springboard as an entrepreneurial act. *Journal of World Business, 56*(3). https://doi.org/10.1016/j.jwb.2020.101176

Maksimov, V., Wang, S. L., & Yan, S. (2019). Global connectedness and dynamic green capabilities in MNEs. *Journal of International Business Studies*, 1–18.

Marschan-Piekkari, R., & Welch, C. (2011). *Rethinking the case study in international business and management research*. Edward Elgar Publishing.

Matysiak, L., Rugman, A. M., & Bausch, A. (2018). Dynamic capabilities of multinational enterprises: The dominant logics behind sensing, seizing, and transforming matter! *Management International Review, 58*(2), 225–250.

Niittymies, A., & Pajunen, K. (2020). Cognitive foundations of firm internationalization: A systematic review and agenda for future research. *International Business Review, 29*(4), Article 101654.

Olins, W. (1990). *Corporate identity: Making business strategy visible through design*. Harvard Business School Pr.

Oyserman, D. (2007). Social identity and self-regulation. In W. K. Arie, & E. T. Higgins (Eds.), *Handbook of social psychology* (2 ed., pp. 432–453). NY: Guilford Press.

Oyserman, D. (2009). Identity-based motivation: Implications for action-readiness, procedural-readiness, and consumer behavior. *Journal of Consumer Psychology, 19*(3), 250–260.

Pandza, K., & Thorpe, R. (2009). Creative search and strategic sense-making: Missing dimensions in the concept of dynamic capabilities. *British Journal of Management, 20*, S118–S131.

Pant, A., & Ramachandran, J. (2017). Navigating identity duality in multinational subsidiaries: A paradox lens on identity claims at Hindustan Unilever 1959–2015. *Journal of International Business Studies, 48*(6), 664–692.

Parthasarathy, S., Momaya, K. S., & Jha, S. K. (2017). EMNEs venturing into advanced economies: Findings from comparative cases of two Indian MNEs. *Thunderbird International Business Review, 59*(3), 437–454.

Peng, M. W., Wang, D. Y. L., & Jiang, Y. (2008). An institution-based view of international business strategy: A focus on emerging economies. *Journal of International Business Studies, 39*(5), 920–936.

Petricevic, O., & Teece, D. J. (2019). The structural reshaping of globalization: Implications for strategic sectors, profiting from innovation, and the multinational enterprise. *Journal of International Business Studies, 50*(9), 1487–1512.

Qaiyum, S., & Wang, C. L. (2018). Understanding internal conditions driving ordinary and dynamic capabilities in Indian high-tech firms. *Journal of Business Research, 90*, 206–214.

Qiao, G., & Conyers, Y. (2014). *The lenovo way: Managing a diverse global company for optimal performance*. McGraw Hill Professional.

Ravasi, D., & Phillips, N. (2011). Strategies of alignment: Organizational identity management and strategic change at Bang & Olufsen. *Strategic Organization, 9*(2), 103–135.

Riantoputra, C. D. (2010). Know thyself: Examining factors that influence the activation of organizational identity concepts in top managers' minds. *Group & Organization Management, 35*(1), 8–38.

Schultz, M., & Hernes, T. (2013). A temporal perspective on organizational identity. *Organization science, 24*(1), 1–21.

Shokef, E., & Erez, M. (2008). Cultural Intelligence and Global Identity in Multicultural Teams. In S. Ang, & L. V. Dyne (Eds.), *Handbook of Cultural Intelligence: Theory, Measurement, and Applications* (pp. 177–191). M.E. Sharpe.

Strauss, A., & Corbin, J. (1998). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (2nd ed.). Sage.

Suddaby, R., Coraiola, D., Harvey, C., & Foster, W. (2020). History and the micro-foundations of dynamic capabilities. *Strategic Management Journal, 41*(3), 530–556.

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal, 28*(3), 1319–1350.

Teece, D. J. (2014a). A dynamic capabilities-based entrepreneurial theory of the multinational enterprise. *Journal of International Business Studies, 45*(1), 8–37.

Teece, D. J. (2014b). The foundations of enterprise performance: Dynamic and ordinary capabilities in an (economic) theory of firms. *Academy of Management Perspectives, 28*(4), 328–352.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 509–533.

Tran, Y., Zahra, S., & Hughes, M. (2019). A process model of the maturation of a new dynamic capability. *Industrial Marketing Management, 83*, 115–127.

Trauth, E. M., & Jessup, L. M. (2000). Understanding computer-mediated discussions: Positivist and interpretive analyses of group support system use. *MIS Quarterly, 24* (1), 43–79.

Tripsas, M., & Gavetti, G. (2000). Capabilities, cognition, and inertia: Evidence from digital imaging. *Strategic Management Journal, 21*(10–11), 1147–1161.

Tsang, E. W. (2013). Case study methodology: Causal explanation, contextualization, and theorizing. *Journal of International Management, 19*(2), 195–202.

Vaara, E., & Tienari, J. (2011). On the narrative construction of multinational corporations: An antenarrative analysis of legitimation and resistance in a cross-border merger. *Organization Science, 22*(2), 370–390.

Vaara, E., Tienari, J., & Koveshnikov, A. (2019). From cultural differences to identity politics: A critical discursive approach to national identity in multinational corporations. *Journal of Management Studies*.

Van de Ven, A. H., & Poole, M. S. (2005). Alternative approaches for studying organizational change. *Organization Studies, 26*(9), 1377–1404.

Verbeke, A. (2013). *International business strategy*. Cambridge University Press.

Voss, Z. G., Cable, D. M., & Voss, G. B. (2006). Organizational identity and firm performance: What happens when leaders disagree about "who we are?". *Organization Science, 17*(6), 741–755.

Welch, C., Piekkari, R., Plakoyiannaki, E., & Paavilainen-Mäntymäki, E. (2011). Theorising from case studies: Towards a pluralist future for international business research. *Journal of International Business Studies, 42*(5), 740–762.

Wilden, R., Devinney, T. M., & Dowling, G. R. (2016). The architecture of dynamic capability research identifying the building blocks of a configurational approach. *Academy of Management Annals, 10*(1), 997–1076.

Wu, J., & Vahlne, J.-E. (2020). Dynamic capabilities of emerging market multinational enterprises and the Uppsala model. *Asian Business & Management*, 1–25.

Wu, L. Y. (2007). Entrepreneurial resources, dynamic capabilities and start-up performance of Taiwan's high-tech firms. *Journal of Business Research, 60*(5), 549–555.

Yan, H., Wang, J., & Deng, P. (2018). Outbound linkage and inbound leverage for emerging multinationals: A signaling theory perspective. *Asia Pacific Journal of Management, 35*(2), 347–372. https://doi.org/10.1007/s10490-017-9554-8

Zahra, S. A., Korri, J. S., & Yu, J. (2005). Cognition and international entrepreneurship: Implications for research on international opportunity recognition and exploitation. *International Business Review, 14*(2), 129–146.

Zahra, S. A., Petricevic, O., & Luo, Y. (2022). Toward an action-based view of dynamic capabilities for international business. In (pp. 1-18): Springer.

Zhang, J. (2021). Liability of emergingness and EMNEs' cross-border acquisition completion: A legitimacy perspective. *International Business Review, 101951*.

Zhang, J. (2022). Liability of emergingness and EMNEs' cross-border acquisition completion: A legitimacy perspective. *International Business Review, 31*(2). https://doi.org/10.1016/j.ibusrev.2021.101951

Zhang, X., Xie, L., Li, J., & Cheng, L. (2019). "Outside in": Global demand heterogeneity and dynamic capabilities of multinational enterprises. *Journal of International Business Studies*, 1–14.

Dr. Jing Betty Feng is an Associate Professor of International Business at Farmingdale State College (SUNY). She received her PhD from Georgia State University. Her research interests include the impacts of culture on the cognition and behaviors of individuals and firms in the cross-cultural settings. Dr. Feng has published articles in *Management and Organization Review, Asian Business & Management, and Journal of Teaching in International Business.*

Dr. Steven Y.H. Liu is an Assistant Professor of Management and Marketing at Oakland University. He holds a Ph.D. in Marketing and International Business from Georgia State University. His research interests focus on business-to-business (B2B) relationships, international marketing, and emerging markets. He has published in scholarly journals such as *Journal of Business Research*, *International Business Review*, and *Journal of World Business*.

Dr. Leigh Anne Liu is a Professor of International Business at Georgia State University and the Fulbright-Hanken Distinguished Chair of Business and Economics 2020-2021. She received her PhD from Vanderbilt University. Her research explores culture, cognition, and identity in intercultural interactions at the individual, organization, and country levels. She is an associate editor of *Journal of Business Research* and *Cross Cultural & Strategic Management*.