

INDEX

- Abrahams, Daniel, 211
- administrative heritage, 192–98
 - centralized hub, 196–97
 - coordinated federation, 195–96
 - decentralized federation, 194–95, 197
 - transnational challenge, 197–98
- Africa. *See also* Nigeria
 - JTD Group, 490–96
 - MTN, 121–35
- Ainuddin, R. Azimah, 348
- Airbnb, 48–56
- alliances. *See also* cross-border collaboration
 - alliance duration, 338
 - alliance scope, 333–34
 - Amazon–Future Group, 365–76
 - strategic alliances, 318–20
 - vs. mergers, 324–25
- Amazon–Future Group, 365–76
- anti-corruption, Global Compact principle, 462
- Applied Research Technologies, 306–8
- asset and resource configuration, 385
- attributes of MNEs, 102–4
- Australia
 - Artificial Intelligence, 1, 24, 268, 293–306
 - DeepMind, 268
 - Fujitsu, 293–306
 - Toyota Tsusho, 211–18
 - Yushan Bicycles, 155–57
- Bartlett, Christopher A., 40, 155, 162, 227, 237, 306, 401, 418, 428, 469, 502
- Beamish, Alex, 30, 211, 339, 479, 490
- Beamish, Paul W., 30, 48, 57, 121, 171, 211, 282, 339, 348, 360, 409, 479, 490
- Beckham, Heather, 306
- best practices cross-pollination, 389–90
- bicultural interpretation, 392–93
- bicycle company, Yushan Bicycles, 155–57
- boundary structures, cross-border
 - collaboration, 335–36
- Bowman, Gary, 211
- brewing, Eurasian Brewing Company (EBC), 40–43
- BROAD Group, 282–93
- business environment. *See* international business environment
- business management, global. *See* global business management
- Cameron Auto Parts, 57–64
- Canada
 - Cameron Auto Parts, 57–64
 - Shandong Gold, 479–89
 - Tim Hortons coffee, 175–84
 - TMAC Resources, 479–89
- Carlsberg Breweries, 87–89
- Carlson, Carole, 40
- centralized hubs, 196–97
- challenging the global leader, 152–53
- Chandrasekhar, Ramasastry, 101
- change agents, global competitors as, 72–73
- change forces, 67–73, 81–86
 - factor costs, 67–69
 - scale economies, 67–69
 - scope economies, 67–69
- change management, 206–54
 - functional management role, 210–11
 - matrix structures, 209
 - redefinition of key organization dimensions, 209–10
 - transnational organization in transition, 208
- Cheah, Sarah Lai-Yin, 294
- China
 - Airbnb, 48–56
 - BROAD Group, 282–93
 - CHINT Global, 409–17
 - construction industry, 282–93
 - Eurasian Brewing Company (EBC), 40–43
 - Hayco, 339–46
 - Holon Building, 282–93
 - joint venture, 183–84
 - JTD Group, 490–96

- China (cont.)
 - Levendary Café, 418–27
 - market conditions, 180–83
 - Shandong Gold, 479–89
 - Tim Hortons coffee, 175–84
 - tourism industry, 50–52
 - CHINT Global, 409–17
 - Chrysostome, Elie, 409
 - Citrine Software Solutions (CSS), 401–9
 - coffee, Tim Hortons coffee, 175–84
 - collaboration. *See* cross-border collaboration,
 See also alliances
 - competition
 - Fujitsu, 296–98
 - global competitors as change agents, 72–73
 - RoboTech, 164
 - competitive advantage, 137–85, *See also*
 strategies
 - global efficiency, 139
 - goals, 138–42, 145
 - mapping ends and means, 145
 - means, 142–45
 - multinational flexibility, 140–41
 - national differences, 142–43
 - scale economies, 143
 - scope economies, 144–45
 - strategic tasks, 150–55
 - strategies, 146–50
 - worldwide learning, 141–42
- construction industry, China, 282–93
- continual renewal, 399–401
- coordinated federation, 195–96
- corruption, anti-corruption, Global Compact
 principle, 462
- cost of strategic and organizational
 complexity, 329–30
- costs of collaboration, 325–29
- Crookell Harold, 57
- cross-border collaboration, 317–76, *See also*
 alliances
- boundary structures, 335–36
- building and managing collaborative
 ventures, 330–37
- building cooperative ventures, 331–34
- cost of strategic and organizational
 complexity, 329–30
- costs of collaboration, 325–29
- escalating commitment, 333
- flexibility, 333–34, 338
- global competition, 321–22
- governance structure, 337
- industry convergence, 322
- knowledge flows, 336–37
- knowledge network, 338
- managing cooperative ventures, 334–37
- mergers vs. alliances, 324–25
- partner selection, 331–32
- risk reduction, 322–24
- risks of collaboration, 325–29
- risks of competitive collaboration, 326–29
- scale economies, 322–24
- strategic alliances, 318–20
- strategic direction, 337
- technology exchange, 320–21
- cross-border coordination, 385–87
- cross-border knowledge management, 256–58
- cultural differences, 74–76
 - bicultural interpretation, 392–93
- Dasgupta, Meeta, 365
- decentralized federation, 194–95, 197
- defending worldwide dominance, 151–52
- Dhanaraj Charles, 25, 135
- Delios, Andrew, 69
- Der, Foo Maw, 294
- differentiation, local. *See* local and
 responsiveness
- direction and purpose, 397–98
- distributed, interdependent capabilities, 200–1
- domestic niches, protecting, 153–55
- Digital, 25, 70, 110, 136, 185, 210, 254,
 293–306
- Google, 25
- Infosys, 185, 210
- Rakuten, 70, 110, 136
- Fujitsu, 254, 293–306
- Domino’s Pizza Japan, 30–39
- EBC (Eurasian Brewing Company), 40–43
- e-commerce. *See also* Rakuten
 - European market, 118–20
 - internationalization, 114–15
- environment, Global Compact principle, 462
- environmental forces. *See* international
 business environment
- escalating commitment, cross-border
 collaboration, 333
- Eurasian Brewing Company (EBC), 40–43

Index

- European market, e-commerce, 118–20
- exploitive MNEs, 451–56
- factor costs, change force, 67–69
- Fagan, Perry L., 428
- Finland
 - background information, 353
 - Nora-Sakari, 348–53
- flexibility, cross-border collaboration, 333–34, 338
- flexible integrative process, 202–3
- fortressing, 37
- franchises, international, 31
- free trade, 69–71
- Fujitsu, 294–306
 - competition, 296–98
 - future opportunities, 304–5
 - innovation, 298–99
 - trends, 296–98
- functional management role. *See also*
 - worldwide functional management
 - change management, 210–11
- Future Group–Amazon, 365–76
- future of the transnational, 446–68
 - challenges, 449–50
 - discontent, 447–49
 - exploitive MNEs, 451–56
 - postures, 450–68
 - responsive MNEs, 459–62
 - transactional MNEs, 456–59
 - transformative MNEs, 462–65
- future opportunities, Fujitsu, 304–5
- Garrard Japan, 101–9
- Garrard S.A., 105–7
- geographic subsidiary management. *See*
 - subsidiary management, geographic
- global business management, 382–87
 - asset and resource configuration, 385
 - cross-border coordination, 385–87
 - global business strategist, 383–85
- Global Compact, 461–62
 - principles, 461–62
 - Sustainable Development Goals (SDGs), 462
- global competition, cross-border collaboration, 321–22
- global efficiency, competitive advantage, 139
- global integration and coordination, 67–73
- global leader, challenging the, 152–53
- global mentality, 27–28
- global strategy, 148
 - Unilever, 516–17
- globalization, 66–67
 - change forces, 67–73, 81–86
 - expanding spiral, 71–72
 - free trade, 69–71
 - global integration and coordination, 67–73
 - transition to transnationality, 84–86
- globally linked innovation, 264–65
- gold mining, Shandong Gold, 479–89
- Gordon, Rachel, 162
- governance structure, cross-border
 - collaboration, 337
- government demands, local differentiation, 76–79
- Gupta, Pooja, 360
- Han, Arar, 418
- Hayco, 339–46
- Holon Building, 282–93
- Hosoo, 271–82
- human rights, Global Compact principle, 462
- IKEA, 469
- implementation
 - corporate strategy, 395–96
 - effective implementation, 381–82
 - strategy implementation, 166–70
- India
 - Amazon–Future Group, 365–76
 - IKEA, 469
 - McDonald’s (India), 360–64
 - Schindler India, 428–43
- industry convergence, cross-border
 - collaboration, 322
- innovation, 256–314
 - barriers, 277–78
 - central model, 258–62
 - cross-border knowledge management, 256–58
 - forces for worldwide innovation and learning, 81–86
 - from dependence or independence to interdependence, 267–69
 - from simple control to flexible coordination, 269–70
 - from symmetry to differentiation, 266–67
- Fujitsu, 298–99
- globally linked, 264–65
- local management, 262–63

- innovation (cont.)
 - local model, 258–59, 262–64
 - locally leveraged, 264–65
 - market mechanisms, 260–61
 - personnel flow, 261–62
 - subsidiary functions, 263–64
 - subsidiary input, 260
 - transnational innovation, 264–70, 390–92
- integrated networks, 201
- intelligence scanner, worldwide, 387–89
- international business environment, 66–136
 - change forces, 67–73
 - free trade, 69–71
 - global integration and coordination, 67–73
 - globalization, 66–67
- international mentality, 26
- international strategy, 146–47
 - Yushan Bicycles, 156–58
- International Structural Stages Model, 189–91
- internationalization
 - emerging motivations, 19–21
 - means, 21–25
 - motivations, 16–21
 - prerequisites, 21–22
 - process, 22–25
 - strategy, 480–81
 - traditional motivations, 17–19
- Japan
 - Domino’s Pizza Japan, 30–39
 - Fujitsu, 294–306
 - Garrard Japan, 101–9
 - Hosoo, 271–82
 - Japanese market, 33
 - kimono company, 271–82
 - Matsushita, 237–46
 - MNEs, 102–4
 - packaged foods industry, 104–5
 - Rakuten, 109–20
 - Toyota Tsusho, 211–18
- joint ventures
 - McDonald’s in India, 360–84
 - Nora-Sakari, 348–53
 - Tim Hortons coffee, 183–84
- JTD Group, 490–96
- Kent Chemical International (KCI), 227–28
- key organization dimensions, 209–10
- kimono company, Hosoo, 271–82
- knowledge flows, cross-border collaboration, 336–37
- knowledge management, cross-border, 256–58
- knowledge network, cross-border collaboration, 338
- labor standards, Global Compact principle, 462
- Lafkas, John J., 162
- Larson Inc., 171–74
- Latin America, Hayco, 339–46
- learning, forces for worldwide innovation and learning, 81–86
- Levendary Café, 418–27
- leveraging capabilities, RoboTech, 163–64
- leveraging corporate performance, 398–99
- Lin, Xiao Song, 490
- Lindblom, Arto, 109
- Litvak, I.A., 171
- Liu, Su, 282, 479
- local differentiation and responsiveness, 73–81
 - cultural differences, 74–76
 - government demands, 76–79
 - localization pressures, 79–81
- local management, innovation, 262–63
- localization pressures, 79–81
- locally leveraged innovation, 264–65
- Lu, Lin, 409
- Malaysia
 - background information, 352
 - Nora-Sakari, 348–53
- management, focus, 3–4
- market mechanisms, innovation, 260–61
- matrix structures, 190–92
 - challenges, 191–92
 - change management, 209
- Matsushita, 237–46
- McDonald’s (India), 360–64
- mentalities
 - global mentality, 27–28
 - international mentality, 26
 - multinational mentality, 26–27
 - transnational mentality, 28–29
- mergers vs. alliances, 324–25
- Meyer, Klaus, 87
- mining
 - gold mining, 479–89

stone mining, 490–96	Rakuten, 109–20, <i>See also</i> e-commerce
MNEs. <i>See</i> multinational enterprises	global expansion, 114–18
motivations, internationalization, 16–21	Japan, 109–20
emerging motivations, 19–21	United Kingdom, 118–20
traditional motivations, 17–19	resource and asset configuration, 385
MTN, 121–35	responsive MNEs, 459–62
Nigeria, 121–35	restaurants, Levendary Café, 418–27
multidimensional perspectives, 199–200	risks
multinational enterprises (MNEs)	collaboration, 325–29
attributes, 102–4	competitive collaboration, 326–29
definition, 12	international operations, 31
influence in the global economy, 14–16	risk reduction, cross-border collaboration,
scope, 12–14	322–24
multinational flexibility, competitive	RoboTech, 162–66
advantage, 140–41	assessing potential, 164–66
multinational mentality, 26–27	company and background, 162–63
multinational strategy, 147–48	competition, 164
Myers, Paul S., 155, 401	future choices, 166–70
	leveraging capabilities, 163–64
Nadayama, Naoto, 109	partnerships, 163–64
national defender and advocate, 393–95	strategy development, 164–66
national differences, competitive advantage,	strategy implementation, 166–70
142–43	Russia, 87–89
Neeley, Tsedal, 218	business climate, 91–96
Netherlands, Philips, 237–46	Carlsberg Breweries, 87–89
Nigeria. <i>See also</i> Africa	Crimea and its consequences, 93–96
economy in 2015, 129–32	deteriorating business climate, 91–96
Larson Inc., 171–74	fall of the Iron Curtain, 88–89
MTN, 121–35	market economy, 88–89
telecommunications, 121–35	war in Ukraine, 96–99
Nora-Sakari, 348–53	
	Sakari-Nora. <i>See</i> Nora-Sakari
organizational anatomy, 203–4	scale economies
organizational capability, 192	change force, 67–69
organizational physiology, 204–5	competitive advantage, 143
organizational psychology, 205–6	cross-border collaboration, 322–24
	Schindler India, 428–43
packaged foods industry	scope economies
Japan, 104–5	change force, 67–69
worldwide, 104–5	competitive advantage, 144–45
partner selection, cross-border collaboration,	SDGs (Sustainable Development Goals), Global
331–32	Compact, 462
partnerships, RoboTech, 163–64	Sethi, Madhvi, 360
personnel flow, innovation, 261–62	SEZs (special economic zones), 345–46
Petersen, Bent, 87	Shandong Gold, 479–89
Philips, 237–46	Sjöman, Anders, 469
pizza, Domino’s Pizza Japan, 30–39	sourcing challenge, IKEA, 469
protecting domestic niches, 153–55	Southam, Colette, 30, 339

- special economic zones (SEZs), 345–46
- stone mining, 490–96
- strategic tasks, 150–55
 - challenging the global leader, 152–53
 - competitive advantage, 150–55
 - defending worldwide dominance, 151–52
 - protecting domestic niches, 153–55
- strategies, 146–50, *See also* competitive advantage
 - global business strategist, 383–85
 - global strategy, 148, 516–17
 - implementation of corporate strategy, 395–96
 - international strategy, 146–47
 - internationalization strategy, 480–81
 - multinational strategy, 147
 - strategic alliances, 318–20
 - strategic direction, 337
 - strategy development, 164–66
 - strategy implementation, 166–70
 - transnational strategy, 148–50
- structural fit, 189–92
 - International Structural Stages Model, 189–91
 - matrix structures, 190–92
 - organizational capability, 192
- subsidiary functions, innovation, 263–64
- subsidiary input, innovation, 260
- subsidiary management, geographic, 392–96
 - bicultural interpretation, 392–93
 - implementation of corporate strategy, 395–96
 - national defender and advocate, 393–95
- Sugai, Philip, 271
- Sun, Min, 409
- Sustainable Development Goals (SDGs), Global Compact, 462
- Taiwan, Yushan Bicycles, 155–57
- tariffs, United States, 341
- technology exchange, cross-border
 - collaboration, 320–21
- telecommunications
 - deregulation, 126–28
 - dominance of mobile, 128–29
 - MTN, 121–35
 - Nigeria, 121–35
 - Nora-Sakari, 348–53
 - Tim Hortons coffee, 175–84
 - joint venture, 183–84
 - TMAC Resources, 479–89
 - top-level corporate management, 396–401
 - continual renewal, 399–401
 - direction and purpose, 397–98
 - leveraging corporate performance, 398–99
 - tourism industry, China, 50–52
 - Toyota Tsusho, 211–18
 - transactional MNEs, 456–59
 - transfer pricing, Yushan Bicycles, 159–60
 - transformative MNEs, 462–65
 - transnational challenge, 197–98
 - transnational implications, 1–3
 - transnational innovation, 390–92
 - transnational mentality, 28–29
 - transnational organization, 198–206
 - distributed, interdependent capabilities, 200–1
 - flexible integrative process, 202–3
 - integrated networks, 201
 - multidimensional perspectives, 199–200
 - organizational anatomy, 203–4
 - organizational physiology, 204–5
 - organizational psychology, 205–6
 - transition, 208
 - transnational strategy, 148–50
 - transnationality, transitioning to, 84–86
 - Unilever, 516–17
 - United Kingdom, Rakuten, 118–20
 - United States
 - Cameron Auto Parts, 57–64
 - regulatory environment, 165
 - RoboTech, 162–66
 - tariffs, 341
 - value systems, 279–80
 - Vietnam, Citrine Software Solutions (CSS), 401–9
 - Vodafone, 218–20
 - Wang, Lucas Liang, 175
 - water purification, Applied Research Technologies, 306–8
 - Winig, Laura, 227
 - Wöcke, Albert, 121

Index

worldwide dominance, defending, 151–52	Yang, Zoe, 48
worldwide functional management, 387–92	Yoshino, Michael Y., 428
best practices cross-pollination, 389–90	Yushan Bicycles, 155–57
change management, 210–11	delivery delays, 160–61
functional management role, 210–11	headquarters’ response, 157–61
transnational innovation, 390–92	information systems problems, 160
worldwide intelligence scanner, 387–89	international strategy, 156–58
worldwide learning, competitive advantage, 141–42	transfer pricing, 159–60
	Zhang, Jingshu, 409
	Zheng, Yaozhou, 282