Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

3-D printing (additive manufacturing), 197–200 3Com, 355 3M Canada, 55 3M Taiwan, 54

99designers, 219, 376 360Cities, 219, 374

Acer Inc., 28, 32, 265, 357 additive manufacturing (3-D printing), 197-200 administrative (governance-related) knowledge, 6 administrative (or institutional) distance, 120-1 Aeon Co., 46 Agnico Eagle Mines Ltd, 33 AgroWays, 397 Airbnb, 70, 234, 370-1 Airbus, 186, 239 airlines global alliances, 62-3 Aldi, 46 Alibaba, 70, 204, 236, 246 Alibaba Group, 18 Alipay, 235-6 alliance-specific advantages (ASAs), 308-9 Alphabet, 216 Amazon, 70, 230, 234, 340 e-commerce market in India, 38 American film producers, economic exposure, 223 Anand, Jaideep, 300-2 Anand, N., 264-6 Ancarani, Fabio, 124-7 Anderson, Erin, 298-300 AOL (America Online), 320 Apple Inc., 95, 175, 190, 205 Arnold, David, 236-8, 273-8 artificial intelligence (AI), 186 Asian financial crisis (1997/1998), 55 assets alternative ownership and operation models, 311-13 AST Research, 39 Atlas Copco, 409

automotive sector digital domino effect, 205 Aversa, Paolo, 83-4 BAA airports, 239 Bahrami, Homa, 257-60 Baidu.com, 352 Bain & Co., 123 Ballabriga, Antoni, 409 Banco Bilbao Vizcaya Argentaria (BBVA), 409 Barberio, Massimo, 124-7 Barclay's Bank, 239 Barrick Gold Corporation, 33 Barsoux, Jean-Louis, 264-6 Bartlett, Christopher, 137-42 BASF, 34, 154-5, 407-8 Bayer AG, 49, 414 Becker, Markus C., 84-7 Bedyński, Wojciech, 162 benchmarking, 6 Benetton, 280 benevolent preference reversal, 65 Ben-Ner, Avner, 197-200 Bharti Airtel, 353 Bharti Enterprises, 38 biotechnology clusters, 35-6 Birkinshaw, Julian, 172-4, 236-8 BlaBlaCar, 370 Black, J.S., 249-53 BMW, 146-7, 205, 371 Boeing Co., 124, 239 born global firms, 372 bounded innovation, 88 bounded rationality, 9, 14, 60-4, 91, 95, 123 airlines global alliances, 62-3 definition, 60 divergence in management decision-making approaches, 63-4 divided engagement, 65-6 emerging economies, 347 entry mode decision making, 61-4

Fuji Xerox, 63-4

Häagen-Dazs, 60

Walmart 61

Xerox, 63-4

definition, 64

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

GAAP-approved financial reporting, 228

in mergers and acquisitions, 318-19

incomplete information problem, 60

information processing problem, 61

use of due process principles, 143-4

bounded reliability, 9, 14, 64-7, 88, 91, 95

distinction from bounded rationality, 66

governance mechanisms to eliminate, 67

potential to spread within the MNE, 66-7

BRIC countries (Brazil, Russia, India, and China),

scaling back on over-commitments, 65

use of due process principles, 144

identity-based discordance, 65-6

opportunism as source of, 64-5

resistance to change, 65

Bristol-Myers Squibb, 411-12

bullwhip effect in supply chains, 280

sources of, 64-7

BP, 24, 317

BP Amoco, 317

brand names, 6

333 - 4

as FSAs, 30-1

Brown, Charlie, 32

Business Week, 1

in mergers and acquisitions, 318-19

at the level of the individual, 66-7

benevolent preference reversal, 65

emerging economies, 347 good faith local reprioritization, 65

information problems, 60

multifaceted information, 63

drug pricing in developing countries (Vachani and Smith, 2004), 388-92 global account management (Arnold et al., 2001), 236-8 global customer management programs (GCMs) (Capon and Senn, 2010), 238-40 human resource management (HRM) (Bahrami, 2013), 257-60 internationalization strategies of emerging market firms (Tsai and Eisingerich, 2010), 356 - 8locational impacts of additive manufacturing (3-D printing) (Ben-Ner and Siemsen, 2017), 197 - 200managing uncertainty in supply chains (Lee, 2002), 280-1 mergers and acquisitions (Inkpen, Sundaram, and Rockwood, 2000), 322-3 problems with establishing strategic alliances (Kale and Anand, 2006), 300-2 sharing economy business models (Muñoz and Cohen, 2018), 369-72 strategic agility in MNEs (Fourné, Jansen, and Mom, 2014), 145-8 successful MNEs in high-distance environments (Ancarani et al., 2014), 124-7 Canada natural resources, 33 Candelon, François, 234-6 Canon, 82 capital investment alternative asset ownership and operation models, 311-13 Capon, Noel, 238-40 Carana, 397-8 Carrefour, 46, 133 Casadesus-Masanell, Ramon, 92-4 case examples 3M Canada, 55 3M Taiwan, 54 Acer Inc., 32 airlines global alliances, 62-3 Amazon in India, 38 American film producers, economic exposure, 223 biotechnology clusters, 35-6 BP, 24 Carrefour, 46 China National Petroleum Corporation (CNPC), 40 Cisco Systems, 7-8 Citibank (now Citigroup), 29-30, 55-7 ConocoPhillips, 59-60

Index

California Management Review articles 1-2 benefits of being located in a cluster (Teece, 1992), 103-4 circular economy business model (Hopkinson et al., 2018), 420-4 circular economy strategy in China (Matthews, Tan, and Hu, 2018), 341-4 clusters of innovation (COIs) (Engel, 2015), 174 - 8core competencies and R&D outsourcing (Becker and Zirpoli,2017), 84-7 corporate environmental sustainability (Kolk and Pinkse, 2005), 410-13 crowdfunding (Dushnitsky et al., 2016), 218-20

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index

More Information

Index

case examples (cont.) cross-border location advantages, 36 Disney, 22-3, 51 e-commerce market in India, 38 economic clusters, 35-6 educational system in Germany, 33-4 EnCana, 59-60 ExxonMobil, 37 FDI by Chinese companies, 40 FDI in China, 38 Federal Express, 7 Ford, 22 Fuji Xerox, 63-4 General Motors (GM), 226 Goodyear, 52-3, 226 Häagen-Dazs, 60 Hong Kong luxury hotels, 31 HP (Hewlett-Packard), 53, 56 Japanese home appliances industry, 34 Jollibee, 49-50 Kao, 29 KFC (Kentucky Fried Chicken) in China, 38 Lafarge Group (now LafargeHolcim), 26, 224-5 Lenovo, 39 location advantages in India, 35 Logitech, 24-5, 39-40 McDonald's in China, 38 Michelin, 52-3 Montedison, 59 natural resources in Canada, 33 NEC, 20-1 North American Free Trade Agreement (NAFTA), 36 Office Depot, 31-2 Parke-Davis, 52 Peninsula hotel group, 31 perfume industry in France, 34-5 Philips, 25-6, 52 Procter & Gamble (P&G), 57 Ralph Lauren Polo brand, 30-1 Ranbaxy, 49 regional trading and investment agreements, 36 Samsung Electronics, 39 Statoil, 227 TRW automotive, 58 Walmart, 61 Walmart in India, 38 Warner Bros. Pictures, 21 Warner-Lambert, 52 Whirlpool Corporation, 50-1 Xerox, 63-4 Caterpillar, 186 CEMEX, 28

Cenovus Energy, 59 centralized exporter MNEs, 20-1 approach to expanding abroad, 122 core competencies, 82-3 dealing with foreign distributors, 278 distance factor in foreign markets, 128-9, 131 economic exposure challenge, 222-3 in globalized markets, 231-2 international expansion strategy, 69 international new ventures (INVs), 376-7 NEC, 20-1 Porter's view, 104 product standardization, 242 relationship with emerging economies, 347-8 strategic positioning, 41-5 subsidiary management, 138, 142, 148 use of insights engines, 247 Warner Bros. Pictures, 21 Chai, Sen, 101-3 change resistance to, 65 change management, 264-6 Chatterjee, Chirantan, 327-9 Chevreux, Laurent, 278-80 Chevron Petroleum, 37 Chile, 334-5 China circular economy strategy, 341-4 cultural distance for Western firms, 121 digital market, 234-6 FDI by Chinese companies, 40 foreign direct investment (FDI) in, 38 'good enough' market segment, 355 rise of Chinese MNEs, 354-5 China National Petroleum Corporation (CNPC), 40 Chrysler, 82 circular economy business model, 420-4 circular economy strategy in China, 341-4 Cisco Systems, 7-8, 186, 280, 343 Citibank (now Citigroup), 29-30, 55-7 clusters benefits of being located in, 101-4 biotechnology clusters, 35-6 economic clusters, 35-6 talent hubs, 111-13 technology hubs within countries, 348-50 clusters of innovation (COIs), 174-8 CNOOC Petroleum North America, 37 Coca-Cola, 125 Cohealo, 370 Cohen, Boyd, 369-72 Cohen, Debbie, 258

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

Colgate-Palmolive, 253 comparative advantage theory, 316 competency carriers, 81-2 complementary resources of external actors, 9, 14, 58 - 60ConocoPhillips, 59-60 EnCana, 59-60 Montedison, 59 ConocoPhillips, 59-60 consumer preferences homogenization of, 231-4 Contreras, Michael, 55 copyright, 121 core competencies acquisition through external alliances, 82 CMR article (Becker and Zirpoli, 2017), 84-7 competency carriers, 81-2 context of the Prahalad and Hamel article, 82-3 creation of end products, 80 definition, 79 developing strategic architecture, 81-2 HBR article (Casadesus-Masanell and Tarziján, 2012), 92-4HBR article (Prahalad and Hamel, 1990), 79-82 Honda example, 80 identifying, 80-1 impact of the COVID-19 pandemic, 94-5 learning objectives, 79 management insights, 87-91 management takeaways, 96 production of core products, 80 risks associated with outsourcing, 82 significance of, 79-82 SMR article (Aversa, Haefliger, and Reza, 2017), 83-4 Sony example, 80 use of multiple business models, 92-4 weaknesses in Prahalad and Hamel's analysis, 90 - 1core products, 80 corporate citizenship. See corporate social responsibility (CSR) corporate environmental sustainability Atlas Copco example, 409 Banco Bilbao Vizcaya Argentaria (BBVA) example, 409 BASF example, 407-8 Bristol-Myers Squibb example, 411-12 circular economy business model, 420-4 CMR article (Hopkinson et al., 2018), 420-4 CMR article (Kolk and Pinkse, 2005), 410-13 context of Porter and van der Linde's article, 405 - 6

Dow Chemical example, 403 Dutch flower industry, 404-5 ESG metrics, 406-10 features of good environmental regulations, 404 First Energy example, 411 General Electric (GE) example, 405-6 Greif Inc. example, 407 HBR article (Porter and van der Linde, 1995), 401 - 5innovation in response to environmental regulations, 401-5 key performance indicators (KPIs), 408 Kraft Foods example, 408 learning objectives, 401 limitations of Porter and van der Linde's analysis, 414-19 management insights, 413-19 management takeaways, 424 Monsanto example, 414 Nippon Steel example, 412 patterns of environmental FSA development, 417 pollution havens, 416 pulp and paper industry, 404 resource productivity approach, 402 Rhône-Poulenc example, 403 Ricoh example, 420-2 SMR article (Kiron et al., 2017), 406-10 strategies that firms can use, 410-13 sustainability at company level, 406-10 Timberland example, 408 Unilever example, 407, 412 corporate social responsibility (CSR) Carana example, 397-8 CMR article (Vachani and Smith, 2004), 388-92 context of Dunn and Yamashita's article, 386 definition of CSR, 381-2 doing well and doing good, 382-5 drug pricing in developing countries, 388-92 ESGD stewardship, 399 framework for doing well and doing good, 398 - 9HBR article (Dunn and Yamashita, 2003), 382-5 HBR article (Kaplan et al., 2018), 397-9 HP (Hewlett-Packard) example, 382-5 improving labour standards in developing countries, 386-8 inclusive growth, 397-9 learning objectives, 381 limitations of the analyses in the articles, 393-7 management insights, 392-7 management takeaways, 400

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index

More Information

Index

corporate social responsibility (CSR) (cont.) Nike example, 387-8 SMR article (Locke and Romis, 2007), 386-8 stakeholder capitalism, 399 strategic challenges in the new economy, 397-9 corporate transformation, 264-6 Corstjens, Marcel, 133-4 COVID-19 pandemic impact on home country location advantages, 114 - 16impact on international business strategy, 75-8 impact on management of subsidiary networks, 162 - 3impact on MNE core competencies, 94-5 cross-border location advantages, 36 crowdfunding, 218-20 crowdsourcing, 219-20 cultural distance, 120-1 challenges for expatriate managers, 266-9 challenges for international business, 254 customer data use of insights engines, 244-6 customer interface resources, 6 Daiichi Sankyo, 328 Daimler, 205 Daimler-Benz, 317 DaimlerChrysler, 317 Dairy Queen, 38 data lemon problem in M&As, 327-9 Deneffe, Daniel, 311-13 Denmark Copenhagen biotechnology cluster, 101-2 deregulation, 68 Deutsche Telekom, 206 developing countries drug pricing by pharmaceutical companies, 388-92 improving labour conditions, 386-8 DHL, 186 diamond model. See Porter's diamond model digital-assets-based business models, 367-9 digital domino principle, 205 digital economy hubs, 204-7 Digital Equipment, 190 digital globalization dark side of, 437-9 digital technologies challenges for established MNEs, 70 strategies for established MNEs, 70-5 Disney, 22-3, 51 disruptive events. See globally disruptive events

distance between countries context of Ghemawat's analysis, 123 HBR article (Ghemawat, 2001), 120-3 impact of globally disruptive events, 135-6 limitations of Ghemawat's analysis, 130-2 management takeaways, 136 outsourcing/offshoring for cost reduction, 123-4 risks and benefits associated with, 119 strategic challenges in the new economy, 133-4 successful MNEs in high-distance environments, 124-7 types of, 119-23 diversification strategy, 216-18 divided engagement problem, 65-6 dot-com bubble, 123, 320 Dow Chemical, 403 Dowa Metal, 342 downstream knowledge, 6 Doz, Yves, 182-5, 254-7, 293-7 dual branding strategy, 355 due process (procedural justice) approach to subsidiary management, 142-5 Dunn, Debra, 382-5 Dushnitsky, Gary, 218-20 Eastman Kodak, 64, 174 EasyGroup, 217 eBay, 234, 352, 369-70 e-commerce market in India, 38 economic clusters, 35-6 economic distance, 120, 122 economic exposure American film producers (case example), 223 assessing economic exposure, 210-12 capability to adjust inputs, 212-14 CMR article (Dushnitsky et al., 2016), 218-20 context of Lessard and Lightstone's article, 215-16 crowdfunding, 218-20 definition, 210 distinction from transaction exposure, 210 diversification strategy, 216-18 exchange rate pass-through strategy, 212-14 exposure absorption capability, 213 financial reporting, 228-30 General Motors (GM) case example, 226 Goodyear case example, 226 HBR article (Govindarajan et al., 2018), 228-30 HBR article (Lessard and Lightstone, 1986), 209 - 15impact on location advantages, 212 impacts of exchange rate fluctuations, 209-15 Lafarge Group case example, 224-5

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

Laker Airways example, 214 learning objectives, 209 limitations of Lessard and Lightstone's analysis, 221 - 8management approaches, 214-15 management insights, 220-8 management takeaways, 230 real versus nominal exchange rates, 211-12 SMR article (Pidun et al., 2019), 216-18 sources of economic exposure, 210-12 Statoil case example, 227 strategic challenges in the new economy, 228-30 ecosystems of collaboration between companies, 185-7 educational system in Germany, 33-4 efficiency motivation for FDI, 39-40 Eisingerich, Andreas B., 356-8 Electrolux, 190 Eli Lilly R&D site development, 170-1 Eliot, Peter, 30 emerging economies bounded rationality issues, 347 bounded reliability issues, 347 BRIC countries (Brazil, Russia, India, and China), 333-4 Chile, 334-5 circular economy strategy in China, 341-4 CMR article (Matthews, Tan, and Hu, 2018), 341 - 4context of Khanna et al.'s articles, 338-9 definition of an emerging economy, 332 engaging with start-ups in emerging economies, 339-41 HBR article (Florida and Hathaway, 2018), 348 - 50HBR article (Khanna and Palepu, 1997), 332 HBR article (Khanna et al., 2005), 332 Home Depot example, 338 institutional voids, 332 institutional voids and MNE strategic decisions, 332 intellectual property rights (IPR), 336 learning objectives, 331 limitations of Khanna et al.'s analysis, 347-8 management insights, 344-8 management takeaways, 350 role in the world economy, 331-2 SMR article (Shameen and Yip, 2017), 339-41 South Africa, 335 strategic challenges in the new economy, 348-50

strategies to fill institutional voids, 340-1 technology hubs within countries, 348-50 emerging economy MNEs (EMNEs), 27-8 approach to international expansion, 69-70 categories of EMNEs, 356-7 challenge to developed country MNEs, 69-70 CMR article (Tsai and Eisingerich, 2010), 356-8 competitive strategies for established MNEs, 70 - 5context of Ghemawat and Hout's article, 354 dual branding strategy, 355 EMNE strategy in Europe, 362-4 'good enough' market segment, 355 HBR article (Ghemawat and Hout, 2008), 351-4 Huawei Technologies example, 354-5, 362-4 international expansion challenges, 353-4 internationalization strategies of emerging market firms, 356-8 learning objectives, 351 limitations of Ghemawat and Hout's analysis, 360 - 2management insights, 359-62 management takeaways, 364 predicting future global giants, 351-4 response to home country entry by foreign MNEs, 353 rise of Chinese MNEs, 354-5 smiling curve concept, 357-8 SMR article (Gadiesh and Vestring, 2008), 354-5 SMR article (Hensmans, 2017), 362-4 strategic challenges in the new economy, 362-4 emerging markets effects of urbanization and industrialization, 68-9 EMI 139-40 EnCana, 59-60 Engel, Jerome S., 174-8 enterprise resource planning (ERP) systems, 7 entrepreneurship. See multinational entrepreneurship entry mode decision making bounded rationality problem, 61-4 entry modes. See foreign distributors; mergers and acquisitions; strategic alliance partners environment, social, and governance (ESG) metrics, 406-10 environmental, social, governance, and data (ESGD) stewardship, 399 environmental sustainability. See corporate environmental sustainability Eresman, Randy, 59

Ericsson, 353

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index

More Information

Index

Erskine, Alex, 55 European Union (EU), 4, 107 exchange rate pass-through strategy, 212-14 exchange rates economic exposure risk, 209-15 real versus nominal exchange rates, 211-12 expatriate management. See managing expatriates Expedia, 70 ExxonMobil, 37 Facebook, 18, 175, 206 financial reporting, 228 Fairmondo, 370 Fasten, 206 Federal Express, 7 Ferdows, Kasra, 189-94 Fiat R&D oursourcing, 85-7 financial issues for MNEs. See economic exposure financial reporting, 228-30 financial resources, 6 Firestone, 432 firms resource base available to, 5-6 First Energy, 411 Flextronics, 195-7, 203, 362 Flipkart, 38 Florida, Richard, 348-50 Ford, 22, 190, 373, 432 foreign direct investment (FDI) by Chinese companies, 40 China National Petroleum Corporation (CNPC), 40 definition, 36 e-commerce market in India, 38 efficiency seeking, 39-40 ExxonMobil, 37 in China, 38 Lenovo, 39 Logitech, 39-40 market seeking, 37-8 mixed motivations for, 40 motivations for, 36-40 natural resource seeking, 37 role in the global economy, 16-17 Samsung Electronics, 39 strategic resource seeking, 38-9 Walmart in India, 38 foreign distributors bullwhip effect in supply chains, 280 CMR article (Lee, 2002), 280-1 context of Arnold's article, 278 guidelines for MNEs, 276-8

HBR article (Arnold, 2000), 273-8 HBR article (Simchi-Levi et al., 2014), 289-90 learning objectives, 273 limitations of Arnold's analysis, 285-8 management insights, 281-8 management takeaways, 291 managing supply chain disruption, 289-90 managing uncertainty in supply chains, 280-1 role in international strategy, 273-8 SMR article (Chevreux et al., 2018), 278-80 strategic challenges in the new economy, 289-90 supply chain adaptability, 278-80 Fortune, 1 Global 500 list of companies, 17-18 Fourné, Sebastian P.L., 145-8 France perfume industry, 34-5 freestanding companies, 27 Frels, Judy K., 124-7 Fry, Nick, 172-4 FSAs (firm-specific advantages), 5-8 recombination capacity as highest-order FSA, 47.58 See also patterns of FSA development. Fuji, 316 Fuji Xerox, 63-4 Fukushima earthquake, Japan (2011), 289 Furr, Nathan, 185-7 Future Coupon, 38 Future Retail, 38 Gadiesh, Orit, 354-5 Galeries Lafayette, 187 Gandhi, Suketu, 278-80 Genentech, 102, 154 General Electric (GE), 69, 124, 174, 206, 316, 434-5 ecoimagination initiatives, 405-6 General Motors (GM), 226 Generally Accepted Accounting Principles (GAAP), 228 genetically modified crops, 414 geographic (or spatial) distance, 120-2 Germany superior educational system, 33-4 Ghadar, Fariborz, 315-20 Ghemawat, Pankaj, 120-3, 315-20, 351-4 Ghoshal, Sumantra, 137-42 Gillette, 355 Glenn, T. Michael, 7 global corporate success avoiding the tragedy of the commons, 433-4 back office activities vs front office needs, 430-3 benevolent resource recombination, 435-6

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

dark side of digital globalization, 437-9 dominance of regional over global strategies, 426 - 8escaping from back office tyranny, 430-3 importance of resource recombination capabilities, 433-6 key building blocks, 425 limitations of most models, 425 move towards private equity, 436-7 'new forms' of international expansion, 428-9 protection of stakeholders, 435 radical innovation vs internal coherence, 429-30 respect for social justice, 435 themes related to, 425-6 global customer management programs (GCMs), 238 - 40global economy importance of international business, 15-18 process of integration, 15-18 role of foreign direct investment (FDI), 16-17 Global Manufacturing Futures Surveys project, 190 global value chains impact of disruptive events, 162-3 globalization types of 'distance' between countries, 123 globally disruptive events impact on home country location advantages, 114-16 impact on host country location advantages, 135-6 impact on international business strategy, 75-8 impact on MNE core competencies, 94-5 management of subsidiary networks, 162-3 goals divided engagement problem, 65-6 Godfrey, Vivian P., 60 'good enough' market segment in China, 355 good faith local reprioritization, 65 Goodyear, 52-3, 226 Google, 175, 205-6, 230, 258, 352 governance mechanisms to eliminate unreliability, 67 governance-related knowledge, 6 Govindarajan, Vijay, 228-30 Green Taxi, 370 Gregersen, H.B., 249-53 Greif Inc., 407 GTE, 82 Guerini, Massimiliano, 218-20

Häagen-Dazs, 60 Haas School of Business, University of California, Berkeley, 1–2 Habit Burger Grill, 122 Haefliger, Stefan, 83-4 Haier, 28 Hamel, Gary, 79-82, 293-7 Hansha, 29 Harrisons & Crosfield, 27 Harvard Business Review articles 1-2 addressing cultural distance (Meyer, 2017), 266-9 alternative asset ownership and operation models (Vantrappen and Deneffe, 2016), 311-13 change management (Anand and Barsoux, 2017), 264-6 core competencies (Prahalad and Hamel, 1990), 79-82 corporate social responsibility (CSR) (Dunn and Yamashita, 2003), 382-5 data lemon problem in M&As (Chatterjee and Sokol, 2019), 327-9 distance between countries (Ghemawat, 2001), 120 - 3due process (procedural justice) approach to subsidiary management (Kim and Mauborgne, 1998), 142-5 economic exposure (Lessard and Lightstone, 1986), 209-15 emerging economy MNEs (EMNEs) (Ghemawat and Hout, 2008), 351-4 financial reporting (Govindarajan et al., 2018), 228-30 foreign distributors (Arnold, 2000), 273-8 globally oriented entrepreneurs (Isenberg, 2008), 377 - 8home country location advantages (Porter, 1990), 97-100 homogenization of consumer preferences (Levitt, 1983), 231-4 hubs in the digital economy (Iansiti and Lakhani, 2017), 204-7 inclusive growth (Kaplan et al., 2018), 397-9 innovation in response to environmental regulations (Porter and van der Linde, 1995), 97-100 institutional voids and MNE strategic decisions (Khanna et al., 2005), 332 institutional voids in emerging economies (Khanna and Palepu, 1997), 332 international innovation (Kuemmerle, 1997),

making the most of foreign factories (Ferdows, 1997), 189–94 management of subsidiary networks (Bartlett

167 - 71

and Ghoshal, 1986), 137–42

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index

More Information

Index

Harvard Business Review articles (cont.) managing expatriates (Black and Gregersen, 1999), 249-53 managing global innovation projects (Wilson and Doz, 2012), 182-5 managing supply chain disruption (Simchi-Levi et al., 2014), 289-90 mergers and acquisitions (Ghemawat and Ghadar, 2000), 315-20 MNE organizational structure in emerging economies (Kumar and Puranam, 2011), 160 - 2offshoring and onshoring of IT services (Pande, 2011). 113-14 organizational culture in MNE subsidiaries (Meyer, 2015), 158-60 retail doesn't cross borders (Corstjens and Lal, 2012), 133-4 strategic alliance partners (Hamel, Doz, and Prahalad, 1989), 293-7 sub-national location advantages (Kerr, 2018), 111-13 technology hubs within countries (Florida and Hathaway, 2018), 348-50 use of insights engines to better connect with customers (van den Driest et al., 2016), 244-6 using multiple business models (Casadesus-Masanell and Tarziján, 2012), 92-4 Hathaway, Ian, 348-50 Hawkins, Philip, 420-4 Hensmans, Manuel, 362-4 Hercules (polypropylene producer), 59 Herfindahl index, 316-18 Hitachi, 343 Hofstede, Geert, 254, 266 home country location advantages, 36 benefits of being located in a cluster, 101-4 CMR article (Teece, 1992), 103-4 context of Porter's diamond approach, 100-1 dangers of relying on natural factor endowments, 98 HBR article (Kerr, 2018), 111-13 HBR article (Pande, 2011), 113-14 HBR article (Porter, 1990), 97-100 impact of globally disruptive events, 114-16 learning objectives, 97 management insights, 104-10 management takeaways, 117 Porter's diamond model, 97-100 SMR article (Shih and Chai, 2015), 101-3 strategic challenges in the new economy, 111-14 weaknesses in Porter's diamond model, 105-10 Home Depot, 338

Honda, 82 core competencies, 80 Honda of America, 252 Hong Kong and Shanghai Bank, 27 Hong Kong luxury hotels, 31 Hoover, 233 Hopkinson, Peter, 420-4 host country location advantages, 36-40 administrative (or institutional) distance, 120-1 CMR article (Ancarani et al., 2014), 124-7 context of Ghemawat's analysis, 123 cultural distance, 120-1 economic distance, 120, 122 geographic (or spatial) distance, 120-2 HBR article (Corstjens and Lal, 2012), 133-4 HBR article (Ghemawat, 2001), 120-3 impact of globally disruptive events, 135-6 learning objectives, 119 limitations of Ghemawat's analysis, 130-2 management insights, 127-32 management takeaways, 136 outsourcing/offshoring for cost reduction, 123-4 risks and benefits associated with 'distance', 119 SMR article (Vestring, Rouse, and Reinert, 2005), 123-4 strategic challenges in the new economy, 133-4 successful MNEs in high-distance environments, 124 - 7types of distance between countries, 120-3 host country-specific disadvantages institutional voids, 332 strategies to fill institutional voids, 340-1 Hounsfield, Godfrey, 139 Hout, Thomas, 351-4 HP (Hewlett-Packard), 53, 56, 174, 190, 206, 216 CSR initiative in Kuppam, India, 382-5 HSBC Banking Group, 154 Hu, Mei-Chih, 341-4 Hu, Michael, 278-80 Huawei Technologies, 181, 354-5, 362-4, 438 hub-and-spoke concept (Federal Express), 7 hubs in the digital economy, 204-7 human resource management (HRM) managing expatriates, 257-60 human resources, 6 Hurricane Katrina disaster (2005), 289 Hydro Aluminum, 190 Hyundai, 429

Iansiti, Marco, 204–7 IBM, 39, 64, 174, 190, 206, 240, 353 identity-based discordance, 65–6 Immelt, Jeff, 405–6

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

India e-commerce market, 38 joint ventures, 301-2 location advantages, 35 industrialization in emerging markets, 68 Inkpen, Andrew C., 322-3 innovation radical innovation vs internal coherence, 188, 429 - 30See also international innovation. insights engines use on customer data, 244-6 institutional distance, 120-1 institutional voids in emerging economies, 332 influence on MNE strategic decisions, 332-8 strategies to fill, 340-1 intellectual property rights (IPR), 121, 337 international business importance in the global economy, 15-18 international business publications, 1-2 need for a unifying framework, 2 international business strategy definition, 4 entry mode decision making, 61-4 implications for MNE performance, 67-8 implications of bounded rationality problems, 61-4 major business publications, 1-2 seven key takeaways for managers, 78 strategic linkages, 41-5 international coordinator MNEs, 23-5 approach to expanding abroad, 122 BP, 24 creation of new FSAs, 146 distance factor in foreign markets, 131 economic exposure challenge, 226-8 exploitation of national differences, 244 global orientation, 378 international expansion strategy, 69 international new ventures (INVs), 376-7 joint ventures, 302 Logitech, 24-5 mitigating economic exposure, 218 multiple input and output markets, 367 Porter's view, 104 purpose of expatriate managers, 260 recombination of internationally dispersed resources, 172 relationship with emerging economies, 347-8 sharing business models, 371-2 strategic positioning, 41-5 supply chain management, 280-1 use of host country location advantages, 132

international entrepreneurship (IE), 372-4 international expansion 'new forms' of, 428-9 international finance. See economic exposure international innovation clusters of innovation (COIs), 174-8 CMR article (Engel, 2015), 174-8 context of Kuemmerle's article, 171-2 decentralizing R&D, 167-71 development of foreign R&D units, 168-70 ecosystems of collaboration between companies, 185 - 7Eli Lilly example, 170-1 HBR article (Kuemmerle, 1997), 167-71 HBR article (Wilson and Doz, 2012), 182-5 home-base-augmenting R&D sites, 168-70, 173, 178 home-base-exploiting R&D sites, 168-71, 178-9 influence of the corporate immune system, 173 - 4learning objectives, 167 limitations of Kuemmerle's analysis, 179-85 management insights, 178-85 management takeaways, 188 managing global innovation projects, 182-5 Matsushita example, 171 Silicon Valley example, 174-8 SMR article (Birkinshaw and Fry, 1998), 172-4 SMR article (Furr and Shipilov), 185-7 strategic challenges in the new economy, 185-7 subsidiary initiatives, 172-4 Xerox example, 170 international marketing argument for global standardization, 231-4 China's digital market, 234-6 CMR article (Arnold et al., 2001), 236–8 CMR article (Capon and Senn, 2010), 238-40 context of Levitt's article, 234 global account management, 236-8 global customer management programs (GCMs), 238-40 HBR article (Levitt, 1983), 231-4 HBR article (van den Driest et al., 2016), 244-6 homogenization of consumer preferences, 231-4 Hoover example, 233 learning objectives, 231 limitations of Levitt's analysis, 242-4, 247 management insights, 241-4 management takeaways, 247 SMR article (Li et al., 2018), 234-6 strategic challenges in the new economy, 244-7

use of insights engines to better connect with customers, 244-6

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

international new ventures (INVs) CMR article (Muñoz and Cohen, 2018), 369 - 72digital-assets-based business models, 367-9 features of, 372-7 globally oriented entrepreneurs, 377-8 HBR article (Isenberg, 2008), 377-8 learning objectives, 365 limitations of Kuemmerle's analysis, 377 management insights, 372-7 management takeaways, 379 paths to early internationalization, 365-7 Planetary Power Inc. example, 368 Rocket Internet example, 368 sharing economy business models, 369-72 SK Telecom Co. Ltd example, 368 SMR article (Kerr, 2016), 367-9 SMR article (Kuemmerle, 2005), 365-7 strategic challenges in the new economy, 377-8 Uber example, 367 international projector MNEs, 21-3 approach to expanding abroad, 122 core competencies, 82-3 decentralizing R&D, 167-71 Disney, 22-3 distance factor in foreign markets, 128-9, 131 economic exposure challenge, 225-6 evolution of, 172 financial reporting issues, 230 Ford, 22 foreign factories, 201 human resource management practices, 258 in globalized markets, 231-2 international expansion strategy, 69 international new ventures (INVs), 376-7 joint ventures, 302 model of knowledge flows, 178 patterns of FSA development, 260 Porter's view, 104 product standardization, 242 purpose of expatriate managers, 260 regional integration effects on subsidiaries, 157 relationship with emerging economies, 347-8 strategic positioning, 41-5 subsidiary management, 138, 142, 148 transformation into multi-centred MNEs, 254, 266 use of insights engines, 247 international sourcing and production Alibaba example, 204 CMR article (Ben-Ner and Siemsen, 2017), 197-200 context of Ferdows' analysis, 194-5

contributor factory, 193, 201 Flextronics example, 195-7 HBR article (Ferdows, 1997), 189-94 HBR article (Iansiti and Lakhani, 2017), 204-7 hubs in the digital economy, 204-7 leader factory, 193, 202 learning objectives, 189 limitations of Ferdows' analysis, 202-4 locational impacts of additive manufacturing (3-D printing), 197-200 making the most of foreign factories, 189-94 management insights, 200-4 management takeaways, 207 NCR example, 194 offshore factory, 192, 201 outpost factory, 192, 201 possible roles for foreign manufacturing facilities, 191-3 reshoring manufacturing successfully, 195-7 server factory, 192, 201 SMR article (Shih, 2014), 195-7 Sony example, 194 source factory, 192-3, 202 strategic challenges in the new economy, 204 - 7international transfer routines, 7-8 internationally transferable (non-location-bound) FSAs, 5-8, 13 MNE archetypes, 20-8 overcoming additional costs of doing business abroad, 18-19 paradox of transferability, 19 strategic linkages, 41-5 tacit knowledge, 19-20 Isenberg, Daniel J., 377-8 Jansen, Justin J.P., 145-8 Jap, Sandy, 298-300 Iapan approach to management of subsidiary networks, 155 home appliances industry, 34 leadership culture, 267 local demands foster innovation, 34 Javorcik, Beata, 162 Jollibee, 49-50

Kakuyasu, 32 Kale, Prashant, 300–2 Kao, 29 Kaplan, Robert S., 397–9 Karna, Amit, 216–18

Karvinen, Jouko, 265

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index <u>More Information</u>

Index

Kerr, William, 111-13, 367-9 KFC (Kentucky Fried Chicken), 122 investment in China, 38 Khanna, Tarun, 332 Kim, W. Chan, 142-5 Kirkland Lake Gold Ltd 33 Kiron, David, 406-10 Kobayashi, Tony, 64 Kodak 316 Kolk, Ans. 410-13 Kraft Foods, 216, 408 Kraft Heinz, 111 Kuemmerle, Walter, 167-71, 365-7 Kumar, Nirmalya, 160-2 Lafarge Group (now LafargeHolcim), 26, 224-5 Laker Airways, 214 Lakhani, Karim R., 204-7 Lal, Rajiv, 133-4 LAN Airlines, 92-4 Latin American debt crisis (1980s), 55 leadership cultures, 267-9 Lee, Hau L., 280-1 Lenovo, 39, 265 Lessard, D. R., 209-15 Levi Strauss, 131 Levitt, Theodore, 231-4 LG Group, 253, 429 Li, Shu, 234-6 Lidl, 46 Lightstone, J. B., 209-15 Linux, 206 local best practices as FSAs, 31 Local Motors, 199 location advantages, 5-8, 14, 33-45 biotechnology clusters, 35-6 country-specific advantages, 35 cross-border location advantages, 36 economic clusters, 35-6 educational system in Germany, 33-4 highly skilled local workforce, 33-4 home country location advantages, 36 host country location advantages, 36-40 influence of NAFTA, 36 Japanese home appliances industry, 34 local business incentives, 35 local demands foster innovation, 34 local market for specific products, 34 market-seeking FDI, 37-8 motivations for FDI, 36-40 natural resources in Canada, 33 natural resource-seeking FDI, 37

perfume industry in France, 34-5 regional trading and investment agreements, 36 restriction on operating elsewhere, 34-5 strategic linkages, 41-5 strategic resource-seeking FDI, 38-9 tax regimes, 35 location-bound (non-transferable) FSAs, 5-8, 13-14 Acer Inc., 32 brand names, 30-1 Citibank (now Citigroup), 29-30 domestic recombination ability, 31-2 Hong Kong luxury hotels, 31 Kao, 29 local best practices, 31 local marketing knowledge, 30-1 Office Depot, 31-2 Ralph Lauren Polo brand, 30-1 reputational resources, 30-1 stand-alone resources linked to location advantages, 29-30 strategic linkages, 41-5 types of, 29-32 Locke, Richard, 386-8 Lockheed, 174 Logitech, 24-5, 39-40, 154 Louis Vuitton, 158 Lowe's, 186 Lucent, 239 LUX (Japanese high-tech company), 39 LVMH (Moët Hennessy Louis Vuitton), 34, 95 Lyft, 206 Mahindra Group, 216 Make Poverty History campaign, 386 management insights core competencies, 87-91 corporate environmental sustainability, 413-19 corporate social responsibility (CSR), 392-7 economic exposure, 220-8 emerging economies, 344-8 emerging economy MNEs (EMNEs), 359-62 foreign distributors, 281-8 host country location advantages, 127-32 international innovation, 178-85 international marketing, 241-4 international new ventures (INVs), 372-7 international sourcing and production, 200-4 management of subsidiary networks, 148-57 managing expatriates, 260-4 mergers and acquisitions, 323-7 multinational entrepreneurship, 372-7 Porter's diamond model, 104-10 strategic alliance partners, 302-11

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index

More Information

Index

management of subsidiary networks allocating specific roles to subsidiaries, 138-42 Black Hole subsidiary type, 141 centralization strategy, 138-9 CMR article (Fourné, Jansen, and Mom, 2014), 145 - 8context of Bartlett and Ghoshal's analysis, 142 contributor subsidiary type, 141 due process (procedural justice) approach, 142 - 5EMI example, 139-40 HBR article (Bartlett and Ghoshal, 1986), 137-42 HBR article (Kim and Mauborgne, 1998), 142-5 HBR article (Kumar and Puranam, 2011), 160-2 HBR article (Meyer, 2015), 158-60 homogenization strategy, 138-9 identifying valuable subsidiary initiatives, 150-1 impact of globally disruptive events, 162-3 Implementer subsidiary type, 141 Japanese approach, 155 learning objectives, 137 limitations of Bartlett and Ghoshal's analysis, 150 - 7management insights, 148-57 management takeaways, 164 MNE organizational structure in emerging countries, 160-2 organizational culture in MNE subsidiaries, 158-60 Procter & Gamble (P&G) example, 140 strategic agility in MNEs, 145-8 strategic challenges in the new economy, 158-62 Strategic leader subsidiary type, 141 management takeaways core competencies, 96 corporate environmental sustainability, 424 corporate social responsibility (CSR), 400 economic exposure, 230 emerging economies, 350 emerging economy MNEs (EMNEs), 364 foreign distributors, 291 home country location advantages, 117 host country location advantages, 136 international innovation, 188 international marketing, 247 international new ventures (INVs), 379 international sourcing and production, 207 management of subsidiary networks, 164 managing expatriates, 269-70 mergers and acquisitions, 329 multinational entrepreneurship, 379 Porter's diamond model, 117

seven key questions in international business strategy, 78 strategic alliance partners, 313 managers application of the elements of the unifying framework, 67-8 keys to successful international business strategy, 67-8 managing expatriates Acer example, 265 addressing cultural distance, 266-9 approaches to expatriate candidate selection, 252 - 3change management, 264-6 CMR article (Bahrami, 2013), 257-60 Colgate-Palmolive example, 253 context of Black and Gregersen's article, 253-4 corporate transformation, 264-6 cost of sending managers abroad, 250 cultural distance challenges, 254 HBR article (Anand and Barsoux, 2017), 264-6 HBR article (Black and Gregersen, 1999), 249 - 53HBR article (Meyer, 2017), 266-9 Honda of America example, 252 human resource management (HRM), 257-60 Japanese leadership culture, 267 leadership cultures, 267-9 learning objectives, 249 Lenovo example, 265 LG Group example, 253 limitations of Black and Gregersen's analysis, 251-62 management insights, 260-4 management takeaways, 269-70 Mozilla Corporation example, 257-60 Nokia example, 252 organizational context of substantive control, 254 - 7personal characteristics required for expatriate posting, 252-3 proposed best practices, 249-53 purpose of expatriate managers, 260-2 reasons for unfavourable outcomes, 251 return on investment, 251 SMR article (Prahalad and Doz, 1981), 254-7 Stora Enso example, 264-5 strategic challenges in the new economy, 264-9 market seeking motivation for FDI, 37-8 marketing local marketing knowledge as FSA, 30-1, 231 See also international marketing.

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

Marriott, 327 Martin, Dennis, 55 Massachusetts Institute of Technology (MIT), 1-2, 36 Mastercard International 186 Mathews, John A., 341-4 Matsushita 82 R&D site development, 171 Mauborgne, Renée, 142-5 McDonald's, 111 in the Philippines, 49 investment in China, 38 McDougall, Patricia P., 372 McGregor, Gordon, 22 Merck, 390-1 mergers and acquisitions (M&As) alternative strategies to, 319-20 bounded rationality and bounded reliability problems, 318-19 CMR article (Inkpen, Sundaram, and Rockwood, 2000), 322-3 context of Ghemawat and Ghadar's article, 320 data lemon problem, 327-9 European MNE acquisitions of Californian technology firms, 322-3 factors in a successful outcome, 320-2 HBR article (Chatterjee and Sokol, 2019), 327-9 HBR article (Ghemawat and Ghadar, 2000), 315 - 20inefficiency of, 315-20 learning objectives, 315 limitations of Ghemawat and Ghadar's analysis, 325 - 7management bias towards, 318-19 management insights, 323-7 management takeaways, 329 modified Herfindahl index, 316-18 reasons for unsuccessful outcomes, 318-19 SMR article (Sebenius, 1998), 320-2 Società Metallurgica Italiana (SMI) example, 320 - 2strategic challenges in the new economy, 327-9 theory of comparative advantage, 316 theory of monopolistic competition, 316 weakness of economic rationale for, 315-18 Metcalfe's law, 205 Mexican peso crisis (1994/1995), 55 Meyer, Erin, 158-60, 266-9 Michelin, 52-3 Microsoft, 206, 234, 258, 339 Microsoft Azure, 206 Miller, Joanne, 124-7 Mitsubishi, 413

MNE archetypes, 20-8 emerging economy MNEs (EMNEs), 27-8 freestanding companies, 27 strategic positioning, 28, 41-5 See also centralized exporter MNEs; international coordinator MNEs; international projector MNEs; multi-centred MNEs. MNE senior managers need for a practitioner-oriented framework, 2 sources of practical knowledge, 1-2 MNEs (multinational enterprises) challenges from advances in digital technologies, 70 competition from emerging economy MNEs (EMNEs), 69-70 definition of an MNE, 15 foreign direct investment (FDI) activities, 16-17 Fortune Global 500 list of companies, 17-18 importance in the global economy, 15-18 key competitive strengths, 46-7 meeting the challenges from digital firms, 70-5 meeting the challenges from EMNEs, 70-5 orientations, 255-6 overcoming additional costs of doing business abroad, 18-19 performance implications of international business strategy, 67-8 Modi, 432 Mom, Tom J.M., 145-8 monopolistic competition theory, 316 Monsanto, 414 Montedison, 59 Moore's law, 205 Motorola, 239 Motorola Solutions, 111 Mozilla Corporation, 257-60 Mudambi, Ram, 357 multi-centred MNEs, 25-6 building on host country-specific advantages, 124 - 7catering for host country preferences, 242 economic exposure challenge, 223-5 in globalized markets, 231-2 international expansion strategy, 69 international new ventures (INVs), 376-7 Lafarge Group (now LafargeHolcim), 26 mitigating economic exposure, 218 patterns of FSA development, 260 Philips, 25-6 Porter's view, 104 purpose of expatriate managers, 260 relationship with emerging economies, 347-8

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index

More Information

Index

multi-centred MNEs (cont.)

sharing business models, 371-2 strategic positioning, 42-5 subsidiary management, 138, 142, 148 transformation of international projector MNEs into, 254, 266 use of insights engines, 247 multifaceted information, 63 multinational enterprises. See MNEs multinational entrepreneurship CMR article (Muñoz and Cohen, 2018), 369-72 digital-assets-based business models, 367-9 features of international new ventures (INVs), 372-7 globally oriented entrepreneurs, 377-8 HBR article (Isenberg, 2008), 377-8 learning objectives, 365 limitations of Kuemmerle's analysis, 377 management insights, 372-7 management takeaways, 379 paths to early internationalization, 365-7 Planetary Power Inc. example, 368 Rocket Internet example, 368 sharing economy business models, 369-72 SK Telecom Co. Ltd example, 368 SMR article (Kerr, 2016), 367-9 SMR article (Kuemmerle, 2005), 365-7 strategic challenges in the new economy, 377-8 Uber example, 367 Muñoz, Pablo, 369-72 Murdoch, Rupert, 121 Nasser, Jack, 432 natural factor endowments dangers of relying on, 98 natural resource seeking motivation for FDI, 37 natural resources Canada, 33 NCR, 194 NEC, 20-1, 82 Netflix, 70 Netherlands environmental innovations in the flower industry, 404-5 Nexen Petroleum, 37 Nike labour conditions in supplier companies, 387-8 Nile Breweries, 397-8 Nippon Steel, 69, 412 Nokia, 125-6, 252, 353 non-location-bound FSAs. See internationally transferable FSAs

non-transferable FSAs. See location-bound FSAs North American Free Trade Agreement (NAFTA), 36, 106–7 Novartis AG, 36 Novo Nordisk A/S, 102 Nutrien Ltd, 33

Office Depot, 31-2 offshoring for cost reduction, 123-4 Olivetti 190 Oneworld airline alliance, 309 Oneworld global alliance, 62 operating exposure. See economic exposure opportunism source of bounded reliability, 64-5 organizational culture, 6 in MNE subsidiaries, 158-60 organizational structure and function, 6 original equipment manufacturers (OEMs), 203, 295, 361-2 Ostrom, Elinor, 434 outsourcing core competencies, 82 for cost reduction, 123-4 R&D, 84-7 over-commitments scaling back on, 65 Oviatt, Benjamin, 372 P2P (peer-to-peer) market, 369-72 Palepu, Krishna, 332 Pande, Aditya, 113-14 Parke-Davis, 52 Parker, Keith, 135 patents, 6 patterns of FSA development, 47-58 Pattern I, 47-8 Pattern II, 48-50 Pattern III, 50-1 Pattern IV. 51-2 Pattern V, 52-3 Pattern VI, 53-4 Pattern VII, 54-6 Pattern VIII, 56 Pattern IX, 56-7 Pattern X, 57-8 patterns of FSA development (examples) Pattern I, 47-8, 69-70, 148, 178, 201, 220, 242, 283, 417 Pattern II, 49-50, 105, 417 Pattern II-B, 360 Pattern III, 50-1, 69-70, 128-9, 149, 179, 201, 220, 285, 338, 345, 360, 417

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

Pattern IV, 52, 149, 220, 242, 283, 417 Pattern V, 52-3, 202, 285, 417 Pattern VI, 54, 178, 202, 388, 397, 417 Pattern VII, 55, 126, 345, 392, 397, 417 Pattern VIII, 56, 179, 285, 417 Pattern IX, 56-7, 179, 285, 345, 374, 417 Pattern X, 58, 285, 344, 374, 417 PayPal Inc., 236 Peerby, 370, 374 Peninsula hotel group, 31 PetroKazakhstan, 40 Pfizer, 52 pharmaceutical industry drug pricing in developing countries, 388-92 Philips, 25-6, 52, 82, 145-6, 190 physical resources, 6 Pidun, Ulrich, 216-18 Pinkse, Jonathan, 410-13 Piva, Evila, 218-20 Pizza Hut, 38, 122, 186 Planetary Power Inc., 368 pollution havens, 416 Porter, Michael, 97-100, 168, 401-5 Porter's diamond model, 97-100, 115 context of development, 100-1 demand conditions, 98-9 double diamond model, 106-7, 172, 416 factor conditions, 98-9 firm strategy, industry structure, and rivalry, 99 management insights, 104-10 management takeaways, 117 multiple diamond model, 106-7, 416 related and supporting conditions, 99 related and supporting industries, 98 weaknesses in the model, 105-10 practitioner-oriented framework, 2 Prahalad, C. K., 79-82, 254-7, 293-7 Prashantham, Shameen, 339-41 private equity move towards, 436-7 privatization, 68 procedural justice (due process) approach to subsidiary management, 142-5 Procter & Gamble (P&G), 57, 124, 140, 353, 355 property rights regime, 6 Puranam, Phanish, 160-2 R&D (research and development) outsourcing, 84-7, 171 See also innovation; international innovation. Rajgopal, Shivaram, 228-30

recombination of resources, 8-9, 14 capability as highest-order FSA, 47 domestic recombination ability, 31-2 internationally dispersed resources, 172 to create value, 45-58 Reeves, Martin, 234-6 regional strategies dominance over global strategies, 426-8 regional trading and investment agreements, 36 Reinert, Uwe, 123-4 reputational resources, 6, 30-1 resource productivity model of environmental regulation, 402 resource recombination to create value, 14, 45-58 as highest-order FSA, 47 Carrefour, 46 definition, 45 domestic recombination ability, 31-2 importance to businesses, 46 key competitive strengths of MNEs, 46-7 paradox of strong routines, 47 patterns of FSA development, 47-58 requirements for, 45-6 resources complementary resources of external actors, 9, 14 recombination concept, 8-9 resource base available to firms, 5-6 Reza, Danielle Giuliana, 83-4 Rhodes, William, 55 Rhône-Poulenc, 403 Richter, Ansgar, 216-18 Ricoh, 64, 420-2 Rio Tinto Zinc, 27 Roche, 154 Rocket Internet, 368 Rockwood, Kristin, 322-3 Romis, Monica, 386-8 Roper, Stuart, 420-4 Rossi-Lamastra, Cristina, 218-20 Rouse, Ted, 123-4 routines, 6-8 Cisco Systems, 7-8 combination capability of, 6-7 Federal Express hub-and-spoke concept, 7 international transfer of, 7-8 paradox of strong routines, 47 Rugman, Alan, 73 Saibene, Chiara, 124-7

Samsung, 429 coronavirus reponse, 95 Samsung Electronics, 39, 185–6

489

Ralph Lauren Polo brand, 30-1

Ranbaxy, 49, 328

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index

More Information

Index

Sanmina-SCI, 203 SAP SE, 340 Schmidt, William, 289-90 Schommer, Monika, 216-18 Sebenius, James K., 320-2 Senn, Christopher, 238-40 Serafeim, George, 397-9 Sethi, Suresh, 432 SGS-Thomson, 153-4 Shapiro, Robert, 414 sharing economy business models, 369-72 Shih, Stan, 357 Shih, Willy C., 101-3, 195-7 Shipilov, Andrew, 185-7 Siemens, 34, 146, 216, 343, 353, 373 Siemsen, Enno, 197-200 Silicon Vallev drivers of clusters of innovation (COIs), 174-8 inward FDI, 103-4 Simchi-Levi, David, 289-90 Sinha, Jayant, 332 SK Telecom Co. Ltd, 368 Skoda, 125 SkyTeam, 62 Sloan Management Review articles benefits of being located in a cluster (Shih and Chai, 2015), 101-3 business model portfolio (Aversa, Haefliger, and Reza, 2017), 83-4 China's digital market (Li et al., 2018), 234 - 6corporate social responsibility (CSR) (Locke and Romis, 2007), 386-8 dark side of strategic alliances (Anderson and Jap, 2005), 298-300 diversification strategy (Pidun et al., 2019), 216 - 18ecosystems of collaboration between companies (Furr and Shipilov, 2018), 185-7 emerging economy MNEs (EMNEs) (Gadiesh and Vestring, 2008), 354-5 EMNE strategy in Europe (Hensmans, 2017), 362-4 engaging with start-ups in emerging economies (Shameen and Yip, 2017), 339-41 international expansion models (Kerr, 2016), 367-9 mergers and acquisitions (Sebenius, 1998), 320 - 2organizational context of substantive control (Prahalad and Doz, 1981), 254-7 outsourcing/offshoring for cost reduction

(Vestring, Rouse, and Reinert, 2005), 123–4

paths to early internationalization (Kuemmerle, 2005), 365-7 reshoring manufacturing successfully (Shih, 2014), 195-7 subsidiary initiatives (Birkinshaw and Fry, 1998), 172-4 supply chain adaptability (Chevreux et al., 2018), 278-80 sustainability at company level (Kiron et al., 2017), 406-10 smiling curve concept, 357-8, 428 Smith, Frederick W., 7 Smith, N. Craig, 388-92 social justice, 435 Società Metallurgica Italiana (SMI), 320-2 Softbank, 186 Sokol, D. Daniel, 327-9 Solectron, 203 Sony, 82, 190, 194 core competencies, 80 South Africa, 335 Srivastava, Anup, 228-30 stakeholder capitalism, 399 stakeholder groups, 4 Star Alliance, 62, 309 Star TV, 121 Starwood, 327 Statoil, 227 Sthanunathan, Stan, 244-6 Stich, Johan, 53 STMicroelectronics, 153 Stora Enso, 264-5, 413 strategic agility in MNEs, 145-8 strategic alliance partners alliance-specific advantages (ASAs), 308-9 alternative asset ownership and operation models, 311-13 bounded reliability issues, 298-300 CMR article (Kale and Anand, 2006), 300-2 competitive collaboration, 293-7 context of the article by Hamel et al., 297-8 control of knowledge and skills transfer, 296-7 dark side of alliances, 298-300 dynamics of international strategic alliances, 293 - 7HBR article (Hamel, Doz, and Prahalad, 1989), 293-7 HBR article (Vantrappen and Deneffe, 2016), 311-13 inherent instability in joint ventures, 302 joint ventures in India, 301-2 learning objectives, 293

limitations of Hamel et al.'s analysis, 309-11

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

management insights, 302-11 management takeaways, 313 potential for exploitation and abuse, 298-300 problems with establishing alliances, 300-2 risk of a dependency spiral, 295-6 safeguards against dysfunctional relationships, 298-300 SMR article (Anderson and Jap, 2005), 298-300 strategic challenges in the new economy, 311-13 winning the learning race, 294-5, 301-2 strategic architecture, 81-2 strategic challenges in the new economy approaches to international expansion, 68-75 corporate social responsibility (CSR), 397-9 drivers of MNE competitive success, 68-75 economic exposure, 228-30 emerging economies, 348-50 emerging economy MNEs (EMNEs), 362-4 foreign distributors, 289-90 home country location advantages, 111-14 host country location advantages, 133-4 international innovation, 185-7 international marketing, 244-7 international new ventures (INVs), 377-8 international sourcing and production, 204-7 management of subsidiary networks, 158-62 managing expatriates, 264-9 mergers and acquisitions, 327-9 multinational entrepreneurship, 377-8 strategic alliance partners, 311-13 using multiple business models, 92-4 strategic resource seeking motivation for FDI, 38-9 subsidiary networks. See management of subsidiary networks subsidiary-specific advantages (SSAs), 308 Sumitomo Mitsui Banking Corporation (SMBC), 30 Sundaram, Anant K., 322-3 supply chains adaptability, 278-80 bullwhip effect, 280 managing supply chain disruption, 289-90 managing uncertainty in, 280-1 sustainability. See corporate environmental sustainability Suzlon, 352 Suzuki, 338 tacit knowledge, 18-20 Taco Bell, 122 Tan Caktiong, Tony, 49 Tan, Hao, 341-4

Taobao, 235, 352 Tarziján, Jorge, 92-4 Tata Group Nano car, 28 tax regimes location advantages, 35 technical knowledge resource, 6 technology hubs within countries, 348-50 Teck Resources Ltd, 33 Teece, David, 103-4 Telenor Group, 362 Telfort B.V., 362 Tencent, 236 Threadless, 219, 376 Timberland, 408 Toronto Stock Exchange (TSX), 33 Total SA, 37 Toulan, Omar, 236-8 Toyota, 19 tragedy of the commons, 433-4 transaction exposure, 210 Transparency International corruption ratings, 334 Tricon Restaurants International, 122 TRW automotive, 58 Tsai, Huei-Ting, 356-8 TSX Venture Exchange, 33 Tugendhat, Eduardo, 397-9 Twitter, 70 Uber, 70, 206, 234, 236, 367, 370, 373 unifying framework bounded rationality, 9, 14, 60-4 bounded reliability, 9, 14, 64-7 complementary resources of external actors, 9, 14, 58-60 core concepts, 13-14 firm-specific advantages (FSAs), 5-8 internationally transferable (non-locationbound) FSAs, 5-8, 13 learning objectives, 13 location advantages, 5-8, 14, 33-45 location-bound (non-transferable) FSAs, 5-8, 13-14, 29-32 need for, 2 overview, 4-9 recombination of resources, 8-9, 14, 45-58 strategic linkages, 41-5 Unilever, 125-6, 407, 412 use of insights engine to better connect with customers, 244-6 United Airlines, 431 United States biotechnology clusters, 35-6

Cambridge University Press 978-1-108-48803-7 — International Business Strategy 3rd Edition Index More Information

Index

United States-Mexico-Canada Agreement (USMCA), 4, 36 upstream knowledge, 6 Upwork Global Inc., 376 urbanization, 68

Vachani, Sushil, 388–92 value creation through recombination of resources, 14, 45–58 van den Driest, Frank, 244–6 van der Linde, Claas, 401–5 Vantrappen, Herman, 311–13 Varian, 174 Vasella, Daniel, 36 Verizon, 328 Vestring, Till, 123–4, 354–5 Vodafone, 363 Volkswagen, 34, 125–6, 146, 205, 239

Walmart, 17, 61, 111, 113, 133, 195, 239 e-commerce market in India, 38 Wanxiang, 353 Warner Bros. Pictures, 21 Warner-Lambert, 52 WeChat Pay, 236 Weed, Keith, 244–6 Wei, Yehua, 289–90 Welch, Jack, 316 Whirlpool Corporation, 50–1 Wilson, Keeley, 182–5 Wizz Air, 95 World Economic Forum Global Competitiveness Index, 334

Xerox, 63–4, 82, 239–40 R&D site development, 170 Xylem Inc., 163

Yahoo, 328 Yamashita, Keith, 382–5 Yashiro, Masamoto, 30 Yelp, 70 Yip, George S., 339–41 YUM! Brands, Inc., 122

Zils, Markus, 420–4 Zirpoli, Francesco, 84–7