Index

Aaker, Jennifer 187
Abernathy, Frederick H. 214
absorptive capacity
  human capital and, RIS 389–95
  learning and, RIS 384–5
AC-AS hypothesis, economic development and
  340–41
Adams, F.G. 337, 345
Adler, Nancy 150, 196
Adler, P.S. 62, 77
advantages see benefits
advertising
  communications strategy and, China
    marketing 193–4
  customer attitude toward, China marketing
    186–7
Africa, Chinese globalization and 447, 448,
  450
age, organizational, knowledge transfer and
  93–4
Aggarwal, R. 432
Aggarwal, S. 89
Agócs, Carol 93
Ahlstrom, D. 31
Ahn, C.Y. 272
Akamatsu, K. 342
Albu, M. 384
Alpert, Frank 126
Amba-Rao, S. 30
Ambler, Tim 193
Amin, A. 381
Amsden, Alice H. 5, 24, 226, 287
Andrews, Tim G.
  convergence-divergence-crossvergence
    framework and 148, 149
  marketing practice crossvergence and 145,
    146, 150, 151, 158
  marketing strategy crossvergence and 152,
    154
Aoki, M. 20
Appadurai, Arjun 125
Appelbaum, Richard P. 213
Argote, Linda 95
ASEAN (Association of South East Asian
  Nations) 409, 410
Asheim, B. 381, 382, 383, 384, 385
Asian Development Bank 269

Asian Wall Street Journal 454, 455, 456, 458,
  459, 460
Atuahene-Gima, Kwaku 192, 194, 197
Au, K. 27, 51, 55
Aulakh, Preet S. 126
Australia, Chinese globalization and 448, 459
Avnimelech, G. 397
Ayoama, Yuko 363
Bagozzi, Richard P. 183, 188, 189, 197
Bandyopadhyay, Soumava 126, 127
Bangkok Post 150
Bao, G. 255
Bardacke, Ted 150, 151
Barney, Jay B. 3, 46, 48, 52, 73, 85, 438
base
  duality, guanxi 69–70
  institution-, view of business strategy 46–7,
    47–8
  knowledge, knowledge transfer and 85–6
  see also RBV
Batra, Rajeev 125, 127, 130
Battat, J. 279
Beamish, Paul W. 3, 54, 162, 168, 190
Beausang, Francesca 4
Becht, Marco 370
Becker, Gary 388
Belk, Russell W. 127, 132
benefits
  government policy and FDI linkages 268–9,
    277–8
  ownership, multinationals from developing
    countries and 417, 418
Bernard, Mitchell 421
Berry, A. 383
Berry, J. 252
Besanko, D. 23
Bhopal, Mhinder 150, 151
Bian, Wen-Qiang 188
Bian, Yanjie 65, 68, 75, 76, 112
Biggart, Nicole W. 287, 301–2
Bing, John W. 344
biotechnology sector, Singapore 232–3
  see also technology
Bitran, E. 384
Blau, P. 64
Blomqvist, Hans C. 409

467
Henry Wai-chung Yeung - 9781847203182
Downloaded from Elgar Online at 04/20/2019 07:07:28AM
via free access
Index

Bloomberg Financial News 459

Bluedorn, A.C. 30
Bluestone, Barry 211, 212, 213
Bodewyn, J. 27, 52, 259
Boisot, M. 54, 62, 70, 71, 77
Bolt, Paul J. 298
Bonacich, Edna 211
Borenstein, E. 269
Bornschier, V. 251, 252
Borrus, Michael 8, 276, 364, 365
Borthwick, S. 289
Boston Consulting Group (BCG) 162, 165, 166, 170, 171
Bourdieu, P. 63
Bradach, J.L. 72, 73
Bradshaw, Y.W. 234
Braithwaite, J. 257
brand
customer attitude toward, China marketing 187
development, marketing practice‘crossovergence’ 153–6
naming, customer perceptual subsystem
and, China marketing 185–6
see also OBM
Brook, D.H. 269, 281
Brown, Rajeswary Ampalavanar 288, 294, 367, 371, 430
Brown, S.L. 69
Brown, Stephen A. 214
Bruton, G.D. 54, 157
Buckley, Peter J. 87, 91, 92, 95, 191, 413
Bucklin, Louis P. 211
Burack, E. 157
Burt, R.S. 62, 66, 68, 75–6
business organizations see companies; institutions; organizations
The Business Times 261
Business Week 451, 455, 457
Business Week Online 456, 458
businesses see companies
Cable, V. 224
Calantone, Roger J. 191, 192
Calingo, Luis M.R. 1
Canabal, Maria E. 136
Canada
Chinese globalization and 448, 450, 458
tacitness and, knowledge transfer 88
Cantwell, John A. 164, 418, 432
Cao, Y. 62
capital
demands for social order, FDI and 257–61
financial, as hard infrastructure, RIS and SMEs and 397–8
human, as soft infrastructure, RIS and SMEs and 388–95
social, networks and, as soft infrastructure, RIS and SMEs and 395–7
see also transnational capital
capitalism‘ersatz’, Southeast Asian Chinese business
dynamics and 359, 366–7, 375
globalizing, Southeast Asian Chinese
business dynamics and 357–66
hybridizing, Southeast Asian Chinese
business dynamics and 366–73
see also entrepreneurship strategies
Cardinal, L.B. 63
Cardoso, F.H. 226
Carney, Michael 4, 31, 412
Carroll, G. 46
Cerny, P.G. 225, 226
Cervellon, Marie-Cecile 187
chaebol
FDI and social order and 260
multinationals from developing countries
and 413
state–transnational capital relationship and 234, 235, 236–7, 245
strategy research and 21
see also South Korea
Chalmers, Ian 288
Chan, Kwok-bun 288, 359
Chan, Ricky Y.K. 189
Chandler, Alfred D. Jr 23, 208, 209, 286
Chang, H.J. 251, 260
Chang, S.T. 73
Chang, Sea-jin 3, 51, 57, 300
Chang, T. 162, 164, 165
characteristics
knowledge 87–90
multinational 26–7
recipient organization, knowledge transfer
and 90–95
source organization, knowledge transfer and 85–7
Cheek, Timothy 412
Chellam, R. 253
Chen, C.C. 66, 68, 70
Chen, Homin 413
Chen, Derong 196
Chen, K. 256
Chen, M.J. 19, 54, 58
Chen, S. 23
Chen, S.-F. 269
Chen, Tain-Jy 366, 413
Chen, X.P. 66, 68, 70
Cheng, Hong 193
Cheng, Yuqiu 194
Index

Cheng Shin Rubber 174–5
Cherry, J. 236
Child, John 303

China marketing and 189
diversification strategies and 52
knowledge transfer and 86, 90, 91, 94
organization in Singapore and 287, 303
organizations in China and 109
strategy and institutions and 47

China consumer marketing challenges and 125,
132, 133–4, 136, 137, 138, 139–40
development and culture and 338, 339, 340,
341, 345–52
diversification strategies 52
entrepreneurial strategies 50–51
FDI and government policy and 266, 274,
276, 277, 278, 279, 280
FDI and social order and 251, 256, 258–9
FDI firms in, entry and marketing strategies
see entry strategy; marketing strategy
firms’ diversification 22
global retailer and Asian manufacturer
convergence in 216–17
growth strategies 54, 55
multinationals and strategy 26, 29
multinationals from developing countries
and 409
organization in Singapore and 285, 297, 298,
302
Southeast Asian Chinese business dynamics
and 361, 365–6, 373
Taiwanese electronics industry and 323, 327
Taiwanese state–transnational capital
relationship and 240–42, 243
see also China marketing; dynamics; guanxi;
knowledge transfer; organizations

China Entrepreneur (magazine) 460

China marketing
customer 185–9
customer–firm interaction 195–6
exchange, as 183
firm 189–95
future research 196–8
metatheoretical perspective 183–5
need for research 182
see also marketing

Chinese Communist Party 84, 113–14

Chinese diaspora
Thai multinationals as part of overseas
429–31

Chinese globalization
China marketing and 182, 190
entry and marketing strategies of FDI firms
in China and 162

China Entrepreneur (magazine) 460
FDI, accelerated outward in 2000s 445–7
firm-level perspective 450–58
geographical spread 447–8
implications 458–61
organizations in China and 108–11
‘pull’ and ‘push’ motivating factors 448–50
Cho, Myung-Rae 413, 414
Choi, C.J. 272
choice
customer, criteria for, China marketing
187–8
done mode, China marketing 191–2
see also decision-making

Chu, W. 23
Chudnovsky, D. 24
Chung, C.C. 51, 273
Chung, W. 66, 67, 68, 70, 77
Clammer, John 134
Claessens, Stijn 25, 27, 344
Clark, C. 235
Clarysse, B. 382
Clegg, Stewart 19, 285
Clifford, Mark L. 369
Coase, R. 57
Coe, Neil 9
cognitive–ideological approach,
state–transnational capital relationship
236
Cohen, Nancy E. 212
Cohen, W.M. 109, 384
Coleman, J.S. 63, 65, 66, 68
communications strategy, China marketing
193–4
see also strategy

China, emerging 99–104
FDI, global business and organizational
change at firm level 108–11
government-enterprise relationships,
evolution of 104–8
guanxi, as Chinese business culture
111–13
research and practice, implications for
114–16
social control, new forms of 113–14
culture, FDI and social order 259–61
diversification 22–3
ethnic Chinese, Singapore, business
organization of 293–4
ethnic Indian, Singapore, business
organization of 294–5
FDI, in China see entry strategy; marketing
strategy

Henry Wai-chung Yeung - 9781847203182
Downloaded from Elgar Online at 04/20/2019 07:07:28AM
via free access
government-linked (GLCs), Singapore 285, 288, 289, 290–92, 293–4, 295–6, 301–2
government relationships, evolution of, China 104–8
household, private enterprises distinguished 103
internationalization 4
investment type, FDI and social order 257–8
linkages inter-, FDI and government policy 268–72
listed, Singapore 291
local, Singapore, business organization of 290–95
strategy 2–4, 258–9
see also joint ventures; organizations; multinationals; private enterprises; SMEs; SOEs; TVEs
comparative approach
China marketing research 184, 185, 198
strategy research 29–31
competition
diffusion management as source of advantage, Taiwanese electronics industry and 325
knowledge leakage and 92
Southeast Asian Chinese business dynamics and 364–5
state–transnational capital relationship and 225, 226
supplier creation for US retailers and 211
Thai multinational emergence and 431–2, 437, 439
conflict
resolution, entry mode strategy and, China marketing 192
state–transnational capital relationship and 225
Confucianism
economic development and 340–41
Southeast Asian Chinese business dynamics and 372
see also culture; religion
consumer marketing challenges
culture, life style and value influences 132–5, 138–9
decision-making styles 135–7, 138
globalization and 125–6, 138
international segmentation 126–130, 138
research implications 139–40
similarities and differences among consumers 130–32, 138
see also customer context
globalizing capitalism, for change, Southeast Asian Chinese business 357–66
guanxi duality 69
strategy research 19–21
Thai multinationals, post-crisis adjustments 436–7
Contractor, F.J. 168
control, social, business organizations in China and 113–14
convergence
global retailers and Asian manufacturers, in China (1997 to present day) 216–17
marketing practice, CDC framework and 147–9, 156–7, 158
multinationals from developing countries and 415–16
Cook, K.S. 64
Cooke, P. 383, 384
corporations see companies
Corsetti, G. 344
Cox, T. 344
Crafts, N. 261
cross-cultural approach
China marketing research 183–4, 187, 188–9, 194, 197–8
see also culture
‘crossvergence’ see marketing practice
‘crossvergence’
Cui, Geng 126, 127, 128, 130
culture
business, guanxi as 111–13
business development and 335, 340–41, 350–53
business practices 343–50
cultural dimensions 341–2
growth performance 335–40
business organization and, Singapore 286
consumer marketing challenges and 131
customer brand attitude and, China marketing 187
customer choice and, China marketing 188
expatriate deployment and 86
firm’s, FDI and social order 259–61
guanxi and 69
life style and value and, influences on consumers 132–5, 138–9
marketing practice ‘crossvergence’ and 147, 148–9, 150–51
multinationals from developing countries and 414
negotiation and, China marketing 196
sociocultural development in Singapore, business organization and 288–90
Southeast Asian Chinese business dynamics and 357
strategy and 19–20
Index

see also Confucianism; cross-cultural approach; ethnicity; language; religion
customer

China marketing and 185–9, 195–6
decision-making 135–7, 138
see also consumer marketing challenges

Das, T. K. 63, 388
Datta, D.K. 24
Davies, Howard 189
Davis, Diane E. 415, 422
Davis, L. 47
de Mooij, Marieke K. 125, 127, 138
Dean, Earl H. 100
decision-making
customer 135–7, 138
decentralized structure, innovation for SMEs and 401–2
marketing executive 189
see also choice
definitions
acquisition 93
acquisition joint venture 93
adaptive partnership 223
Asia 19
business organization 99–100
cognitive social capital 395
economic culture 343
economic ideology 147
explicit knowledge 88
formality–informality, guanxi 63–4
human capital 388
industrial clusters 382
institutional framework 47
institutions 47
explicit knowledge 88
knowledge 84
knowledge transfer 84–5
organizational memory 94
organizational technology 89
physical technology 89
RIS 384
social capital 395
Southeast Asia 356
strong guanxi 66
structural hole 76
structural social capital 395
tacit knowledge 88
total guanxi 66
trust-as-attitude 72
weak guanxi 66
Delios, A. 25
demand, capital, for social order, FDI and 257–61
Demos, T. 428
Demsetz, Harold 100
Deng, P. 241
Dent, C.M. 227, 228, 233, 236, 238
dependency theories, state–transnational capital relationship 226, 234
Deshpande, Rohit 189
development
China marketing research 183, 184, 186–7, 190, 195, 197
cultural approaches 335, 340–41, 350–53
business practices and 343–50
cultural dimensions 341–2
growth performance 335–40
economic, approaches to business development 335, 342–3
economic and sociocultural, business organization in Singapore and 288–90
evolutionary pattern of multinationals 418
social, Singapore, business organization and 288–90
stages-of-, concept, multinationals from developing countries and 418
technology, Taiwanese electronics industry 317–20
see also economics
development ladder, business development and culture 337–8
developmental state theory, states’ role in organization 5
developmental statism, state–transnational capital relationship 226–7, 236, 238
Deyo, Frederic C. 363
Dhungana, B. 385
Dichter, E. 131
Dicken, Peter 215, 224, 225, 232
Dierickx, Ingemar 85
diffusion
management, Taiwanese electronics industry and 325–8
process, as, Taiwanese electronics industry and 324
DiMaggio, Paul J. 6, 46, 47, 56, 287, 300
Ding, Daniel Z. 191
Dirks, K.T. 72
distribution strategy, China marketing 192–3
see also strategy
diversification
firms, strategy research 22–3
institutions, strategy research 21
strategies 51–3
supplier markets, for US retailers 212–14
see also product diversification
Dobson, W. 26
Index

Dore, R. 49
Doucet, Lorna 192
duality see guanxi
Dube, Laurette 187
Dunning, John H.
  FDI and order and 258
  knowledge transfer and 85
  entry and marketing strategies of FDI firms in China and 162
  multinationals from developing countries and 416, 417, 421
  strategy research and 27, 29
  Thai multinational emergence and 432
Dunphy, D. 147
Dyer, J. 49
dynamics
  Southeast Asian Chinese business 356–7, 374–5
  globalizing capitalism, context for change 357–66
  hybridizing capitalism, change and continuity 366–73
  Thai multinationals, post-crisis adjustments 436–7
East Asia Analytical Unit (EAAU) 429, 430
Ebers, Mark 434
Eckhardt, Giana M. 187
eclectic paradigm, multinationals from developing countries 416
economics
  development of, Singapore, business organization and 288–90
  ideology, marketing practice ‘crossovergence’ and 147–8, 149
  institutional, strategy and 20
  learning, national systems 326
  perspective of, consumer marketing challenges and 130
  policy, foreign, state–transnational capital relationship and 228–9
  theories, international production and, multinationals from developing countries 415–20
The Economist 302, 454, 455, 457
  economy, Taiwanese electronics industry contribution to 312–17
Edginton, David W. 363
Einhorn, B. 178
Eisenhardt, K.M. 69, 145
electronics industry
  Taiwan 307–8, 328–9
  contribution to economy 312–17
  hypotheses 324–8
  institutional setting 308–12
  patenting and 321–4
  technological learning as focus of 320–21
  technology developments 317–20
  see also technology embeddedness, social 89–90, 433
Encarnation, Dennis J. 363
enterprises see companies
Entrekin, L. 150
entrepreneurship strategies 49–51
see also capitalism; strategy
entry barriers, multinationals from developing countries 417
entry strategy
  China marketing and 190–92
  see also strategy
EPZs (export-processing zones), FDI and government policy 276
see also exports; industrial zones
Ernst, D. 269
Erramilli, M. Krishna 162, 417
ethnicity
Chinese enterprises, Singapore, business organization of 293–4
Indian businesses, Singapore, business organization of 294–5
multinationals from developing countries and 410–11
Singapore, business organization and 287–8, 296–9, 300
Southeast Asian Chinese business dynamics and 369–70, 371–3
Thai multinational emergence and 429–31, 435
see also culture
Europe
Chinese globalization and 447, 448, 450, 455–6
expatriate deployment and 86, 87
  growth strategies 54
  MNEs and strategy 28
  RIS and 396
tacitness and, knowledge transfer 88
Evans, P. 225, 226, 227
Ewing, Michael T. 130
exchange, marketing as, China 183
expatriates, deployment of, knowledge transfer and 86–7
experience, relevant, expatriate deployment and 86
exports
  domestic oriented firms and, FDI firms in China 167–9
intensity of firms, entry and marketing strategies of FDI firms in China 169–70 supplier creation for US retailers and 210 see also EPZs

Fan, J.X. 136, 137
Fang, Eric 194, 198
FDI (foreign direct investment) China 84, 90–91 Chinese globalization and 445–7 firms in China, entry and marketing strategies see entry strategy; marketing strategy
Fortune (magazine) 455

Fortune Global 500 1, 451–2, 460 Franks, Julian 371 free trade agreements (FTAs), Singapore, state–transnational capital relationship 233–4 Freeman, Christopher 417 Friedman, Thomas L. 219 Fröbel, F. 257, 381 Fruin, W. Mark 365 Fu, Jun 114 Fukuyama, Francis development and culture and 341, 344 dynamics and 368 organization in Singapore and 300 state–transnational capital relationship and 224 strategy and 50 strategy research and 19, 29 Furubotn, Eirik 100


Henry Wai-chung Yeung - 9781847203182
Downloaded from Elgar Online at 04/20/2019 07:07:28AM
via free access
retailers and Asian manufacturers and 208, 214–19
Singapore 289
Southeast Asian Chinese business dynamics and 356, 357–66, 367–8
state–transnational capital relationship and 224–5, 226, 232, 236, 239, 242
supplier markets, for US retailers 209–10
supply lines rationalization, retailers and Asian manufacturers and 214–16
Taiwan 317
see also Chinese globalization; multinationals
GLOBE (Global Leadership Organizational Behavior Effectiveness) programme 342, 345
Godement, François 150
Gold, T.B.
guanxi and social capital and 62
guanxi antecedents and processes and 69
guanxi consequences and roles and 75, 76
guanxi strength and structure and 63, 65, 66, 67, 68
Goldman, Arieh 193
Gollwitzer, P.M. 72
Gomez, Edmund Terence 6, 293, 360, 367, 373, 414
Gong, Wen 133, 187
Goodman, David 114
Goold, M. 22, 24
Gordon, D.M. 225
Gorn, Gerald J. 132
Gort, M. 22
governance, multinational 27
governments
economics policy, foreign, state–transnational capital relationship and 228–9
FDI and social order and 252
enterprise relationships, evolution of, China 104–8
policy and FDI see foreign direct investment, government policy and strategy research 20
TNCs and, state–transnational capital relationship 225
see also states
Grabher, G. 54
Graham, John L. 196
Granovetter, Mark
guanxi and 72, 73, 75
institutions and 6
multinationals and 413
SMEs and innovation and 384
strategy and 51, 57
Grant, Robert M. 24, 27, 84, 95
Greenwood, R. 145
Grosse, R. 225
groups, role of, inter-firm relationships 3–4
see also chaebol; keiretsu
growth
performance, culturally important aspects 335–40
strategies 53–5
guanxi
business culture, as 111–13
components 67–8
distribution strategy and, China marketing 193
duality
base 69–70
context 69
fate 76–7
formal and informal exchanges 63–4
implications 74–6
integrated framework of informal exchange 62–3, 78
role 71
strong and weak natures 65–7
trust link 71–4
expatriate deployment and 87
institutions’ role in organization 6
levels 67
multinationals from developing countries and 413
nature of, defining 65–7
Southeast Asian Chinese business dynamics and 372
strong 66–7
structure 68
Thai multinational emergence and 430
see also China; interpersonal relationships
Guillén, Mauro F. 190, 191, 414–15
Guisinger, S. 26
Gulati, R. 67, 69, 73
Gupta, A. 150
Guthrie, Douglas
organizations in China and 99, 104, 105, 107–8, 110, 112
state–business relationships and 6
strategy research and 22
Hackett, S.C. 278
Hadiz, V. 254
Hafstrom, J.L. 136, 137
Haggard, Stephen 5, 227, 234–5
Haider, A. Khan 343
Haier 453–5
Haley, G.T. 294, 411, 412, 430
Haley, U.C.V. 273
Hall, R.H. 29
Hamel, G. 109, 165
Hamilton, Gary G.
  groups and 3
  multinationals and 413, 421
  networks and 6
  organization in Singapore and 286, 293
  strategy and 51, 57
  strategy research and 19, 20, 21, 22, 27, 29
Hamilton-Hart, Natasha 5, 360, 361
Hamlin, Michael Alan 1
Han, C. Min 28, 165, 189
Hanchett, Thomas W. 211
Hansen, M.H. 75, 76
Harianto, F. 251
Harmes, Adam 370
Hamlin, Michael Alan 1
Han, C. Min 28, 165, 189
Hanchett, Thomas W. 211
Hansen, M.H. 75, 76
Harranto, F. 251
Harmes, Adam 370
Harrison, Lawrence E. 340
Hassler, Marcus 8
Hatch, Walter 363
Hayter, R. 258
Heath, Chip 93
Heimer, C.A. 71
Heine, S.J. 133
Helfat, C.E. 69
Helmke, G. 63, 74
Helsen, Kristiaan 126
Hemerling, J. 178
Henderson, Jeffrey 365
Henderson, Pamela W. 186
Hendryx, Steven R. 90
Hennart, J.F. 168
Heo, U. 235
Hewison, Kevin 6, 359, 360
Hien, L. 255
Hill, C. 23, 27, 49
Hill, Richard C. 287
Hitt, M.A. 77
Hodgson, Geoffrey M. 6
Hoesel, R.V. 432
Hofer, C.W. 150
Hoffman, R.C. 150
Hofstede, Geert
  business development and culture and 341–2, 343, 344, 345
  China marketing and 188
  marketing practice crossvergence and 148, 157
  strategy and 54, 58
Holland, D. 268
homophily hypothesis, guanxi and 75
Hong Kong
  business development and culture and 339, 340
  Chinese globalization and 447, 448
  consumer marketing challenges and 131, 132
convergence in China and 217
diversification strategies 51
entrepreneurial strategies 50
FDI and government policy and 274, 275, 276, 277, 278, 280
multinationals and strategy 27, 28
multinationals from developing countries and 409, 410, 411, 412, 413, 419
Southeast Asian Chinese business dynamics and 366
supplier creation for US retailers and 210, 211
Taiwanese state–transnational capital relationship and 240
Thai multinational emergence and 428, 430
Hoong, C.L. 256
Hornblower, Sam 217
Horsman, M. 224
Hoskisson, R.E. 19, 48, 51, 56
Hosmer, L. 66
House, R. 345
Hout, T. 166
Howard, John A. 185
Hsieh, S.-C. 396
Hsing, You-tien 107, 112, 240, 366
Hsu, H. 171
Huang, C. 240
Huang, Yasheng 106, 109, 114
Huber, G. 109
Hudson, A. 255
Huff, W.G. 230
Hui, Michael K. 194, 197–8
human resources
  committing, expatriate deployment and 87
  management (HRM), social embeddedness and 90
  soft infrastructure, as, RIS and SMEs and 388–95
see also interpersonal relationships;
  knowledge; resources
human rights, organizational change and, China 111
Hung, Kineta 193
Huntington, Samuel P. 224, 340
Huszagh, S. 126
Hwang, K.K. 66, 67, 68, 70
hybridity
  social order supply, FDI and 254–7
  Southeast Asian Chinese business dynamics and 366–73
Hymer, Stephen H. 420
identity, social, knowledge transfer and 91
Ilinitch, A.Y. 69
imports
supplier creation for US retailers and 210
supplier market globalization for US
retailers and 209–10
India
consumer marketing challenges and 125,
132, 134, 136, 137, 138, 139–40
diversification strategies 51
firms’ diversification 23
RIS and 383, 390–94, 396, 397, 400, 402, 404
Taiwanese electronics industry and 327
Indonesia
business development and culture and 340,
341
Chinese globalization and 448, 450
diversification strategies 51
FDI and government policy and 273, 274,
276, 277
FDI and social order and 251–2, 253, 254–5,
260–61
RIS and 383, 388, 390–94
Southeast Asian Chinese business dynamics
and 359, 360, 373
state–transnational capital relationship and
230
industrial parks
FDI and social order and 255–6
Singapore 231
Taiwan 242–3
industrial zones, linkages for government
policy and FDI, as means to promote
276–7
see also EPZs
information see perceptual subsystem
Infothai Co. 146
infrastructure
hard, RIS and SMEs and 397–8, 402–4
soft, RIS and SMEs and 388–97, 402–4
Inkeles, Alex 343
Inkpen, Andrew C. 95
innovation
multinationals from developing countries and 417–18
SMEs 381–3, 400–405
see also RIS; technology
institutions
business organization and, Singapore 286–8, 299–300
comparative, strategic management and, multinationals from developing
countries 410–15
diffusion management, Taiwanese electronics industry and 325–6
diversity, strategy research 21
economics, strategy and 20
guanxi and 64, 69–70, 71, 74–5, 76
integrated framework, business organization in Singapore 301
isomorphism, state-driven, business organization in Singapore 295–6
mediating, business organizations in China and 114–15
organizations and, interaction between, strategy research 30–31
role of, organization 2, 5–7
strategy 46–8
Taiwanese electronics industry and 308–12
see also organizations
International Herald Tribune 456
International Monetary Fund (IMF) 182,
360
international segmentation, consumer marketing challenges and 126–30, 138
internationalization see globalization
Internet services, diversification strategies and 52–3
interpersonal relationships
firms and networks 3
joint ventures 94
see also guanxi; human resources; relationships
investment development cycle, multinationals from developing countries and 416–17
Isobe, Takehiko 164, 191
isomorphism, institutional, business organization in Singapore 287, 295–6
Jacobs, J.B. 68
Jain, S.C. 150
Jamal, Ahmad 138
Japan
China marketing and 185, 186
Chinese globalization and 450, 452
consumer marketing challenges and 127–8, 130, 131, 132–3, 134
convergence in China and 217
FDI and social order and 251, 258, 260
global supply line rationalization and 215, 216
multinationals and strategy 26, 27, 28
multinationals from developing countries and 409, 411, 415, 419, 420–21
product diversification, impact on performance 25
Southeast Asian Chinese business dynamics and 363
state–transnational capital relationship and 227
supplier creation for US retailers and 210, 211
supplier strategies 49
Taiwanese electronics industry and 307, 318, 319, 320, 321
Thai multinational emergence and 428
see also keiretsu
Jeannet, Jean-Pierre 126
Jensen, M.C. 23
Jessop, B. 225
Jevons, Colin 131
Ji, Mindy F. 193
Jiang, B. 163
Johanson, J. 416
Johns, Jennifer 9
Johnson, Chalmer 5, 226, 287
Johnson, S. 20
Johnson Health Technology 176–7
joint ventures
business organizations in China and 103
entry and marketing strategies, FDI firms in China 162–3, 165, 168–9, 170–171
entry mode strategy and, China marketing 190, 191–2
greenfield versus acquisition, knowledge transfer and 92–95
organizational learning and, China 109–10
relationship management and, China marketing 195
wholly-owned subsidiaries compared, knowledge transfer and 90–92
see also companies
Jomo, K.S. 227, 268, 360
Jones, C. 63
Jones, R.J.B. 225
Julius, D. 257
Jung, Ku-Hyun 211
Jwa, Sung-Hee 3
Kamakura, W.A 127
Kao, Cheng-shu 165, 215
Kao, J. 430
Kashima, Y. 133
Kaufmann, A. 388
Kaynak, Erdener 126
Keillor, Bruce D. 131, 188
keiretsu
multinationals from developing countries and 413
strategy and 57
strategy research and 21
see also Japan
Keister, Lisa A. 6, 51
Kelley, L. 50
Kensy, Rainer 3
Keohane, R.O. 225
Kerr, C. 148
Khan, H. 20
Khanna, T.
multinationals and 411
strategy and 48, 51, 52, 56, 57
strategy research and 20, 24
Khilji, S.E. 145, 147, 148, 150, 158
Kim, Eun Mee 6
Kim, H. 23
Kim, K. 150, 157
Kim, Jae-Ok 131, 133
Kim, L.S. 324
Kim, S.S. 236
Kim, Y.T. 227
Kind, S. 151
King, A.Y. 66
Kipnis, A.B. 66, 68
Kiu, Victor, 128
Klapper, Leora F. 369
Klein, Jill G. 185, 198
Knickerbocker, F.T. 259
knowledge
social capital and 396
support for SMEs, RIS and 385
see also human resources
knowledge transfer
Chinese enterprises, to 84–5, 95–6
knowledge characteristics 87–90
recipient organization characteristics 90–95
source organization characteristics 85–7
see also China; learning
Kogut, Bruce
development and culture and 344
entry and marketing strategies of FDI firms in China and 164
knowledge transfer and 84, 88, 93
organizations in China and 109
strategy research and 27
Thai multinationals and 433
Koh, E. 254
Kojima, Kiyoshi 211, 342, 419, 420–21
Konovsky, M.A. 74
Kothari, R. 297
Kotkin, Joel 297, 373
Krugman, Paul 250, 344
Kumar, K. 432
Kumar, N. 269
Kuo, C.T. 227
Kwang, H.F. 289
La Porta, R. 20, 371
Lal, D. 133
Lall, Sanjaya 26, 269, 417, 432
Landes, David 340, 342
Lane, C. 77
Lane, P. 109
language
brand-naming and, customer perceptual subsystem, China marketing 185–6
customer brand attitude and, China marketing 187
expatriate deployment and 87
Singapore, business organization 289
see also culture
Lardy, Nicholas R. 108, 217
Lasserre, P. 20, 21
Latin America, Chinese globalization and 447, 448, 450
Lau, C.M. 49, 50, 51, 54
Laurent, A. 149
Lawler, E.J. 73
Lawler, J.L. 146
Lawrence, P. 47
learning
absorptive capacity and, RIS 384–5
economic, national systems 326
organizational, FDI and, China 109
subsystem for, customer and, China marketing 186
technological, as focus of Taiwanese electronics industry 320–21
see also human resources; knowledge
Lecraw, Donald J. 416, 432
Lee, C. 26
Lee, Hong Yung 77, 106
Lee, Kam-hon 57, 183, 189
Lee, Yih Hwai 185
Lee, Yeon-ho 6
legal system, China, business organizations and 115
Legewie, J. 150, 151
legislation
China 105, 106, 108, 114
Singapore 230, 297
South Korea 237
Taiwan 309, 310
see also regulations
Lenovo 456–8
Leung, Kwok 21, 194
Levin, D. 73
Levitt, B. 109
Lewis, J.D. 72
Li, Haiyang 192, 193
Li, Ji 191
Li, Linda Chelan 106
Li, Peter Ping

**guanxi**

- strength and structure and 63, 64, 65, 66, 67, 68
- multinationals and 412, 413, 414, 416, 418
- strategy research and 28
- Thai multinationals and 433
- Li, S. 22, 31
- Li, X. 268
- Li-Hua, Richard 88–9
- Liang, S. 66
- Lim, Daixing 292, 293
- Lim, G. 51
- Lim, Linda Y.C. 145, 150, 375, 411, 413
- Lim, S.-H. 281
- Lin, Carolyn A. 193
- Lin, Nan
  - **guanxi** and social capital and 62
  - **guanxi** consequences and roles and 75, 76, 77
  - **guanxi** strength and structure and 63, 65, 66, 67, 68
  - organizations in China and 107
- Lin, Xiaohua 189, 190, 191, 192
- Lindridge, Andrew 138
- linkages, government policy and FDI 268–72, 276–80
- Linz, S. 54
- Liu, S.-J. 395
- Liu, Sandra S. 189, 190
- Lo, Vai Io 115
- Loebis, L. 399
- Long, C.P. 72
- Lovett, Steve
  - China marketing and 193
  - **guanxi** and social capital and 62
  - **guanxi** antecedents and processes and 69, 70
  - **guanxi** consequences and roles and 71, 75, 77
  - **guanxi** strength and structure and 63, 66
- Low, E. 255
- Low, Linda
  - organization in Singapore and 288, 289, 290, 295, 296
  - state–business relationships and 6
  - state–transnational capital relationship and 227, 230, 232
- Lu, Yuan 22, 31, 90
- Luk, Chung-leung 190
- Lundstrom, William J. 126
- Lundvall, B.A. 381, 382, 383, 384
- Luo, Xueming 190, 195
- Luo, Yadong
  - China marketing and 189, 190, 191, 193
  - entry and marketing strategies of FDI firms in China and 164
Index

**guanxi** strength and structure and 66, 67
organizations in China and 109
strategy and 52, 53
strategy research and 19, 25
Thai multinationals and 430
Lyles, Marjorie A. 86, 164

Machado, Kit G. 363, 409
MacIntyre, A. 250
Madhok, A. 162, 164
Magretta, Joan 366
Maheswaran, Durairaj 131
Mak, Yuen Teen 288
Makino, S. 28

Malaysia
business development and culture and 340, 341
consumer marketing challenges and 128
FDI and government policy and 273, 274, 276, 277–8, 279, 280
FDI and social order and 252–3, 255, 258, 260
multinationals and strategy 27
multinationals from developing countries and 409, 410
RIS and 388
Southeast Asian Chinese business dynamics and 359–60, 360–61, 365, 373
state–transnational capital relationship and 230

management
diffusion, Taiwanese electronics industry and 325–8
journal list 205
product diversification 23–4
relationship, China marketing 191, 195
sales employees, motivation and, communication strategy and, China marketing 194
strategic, comparative institutions and, multinationals from developing countries 410–15

Mann, M. 224
Manrai, Lalita A. 125, 127, 130
Mansfield, Edwin 91

manufacturing
global retailers and 208, 214–19
US retailers and 208–14
see also OBM; ODM; OEM
March, James G. 69, 109
Marcotte, Claude 87, 88
Mardon, R. 235
marketing
consumer challenges see consumer marketing challenges
journal list 205
see also China marketing
marketing practice ‘crossvergence’ convergence-divergence-crossvergence (CDC) framework 147–9, 156–7, 158
crisis impact and 144, 145, 149
empirical background, corporate Asia pre- and post-crisis 149–51
implications 156–9
marketing strategy 151–6
research summarised 144–6
term 144–5
marketing strategy
China marketing and 189–90
crossvergence 151–6
FDI firms in China 162–3, 177–9
export intensity of firms, factors influencing 169–70
export versus domestic oriented firms 167–9
partnership and 163–5
sample and data 165–6
Taiwanese multinationals 170–177
see also strategy
markets
business organization and, Singapore 286
Chinese globalization and 449–50
transition, enterprise reforms and rule of law, China 105–6
Markides, C.C. 24
Markovits, Claude, 287, 296–7, 298
Markus, H.R. 133
Mathews, John A.
dynamics and 366
multinationals and 413, 415, 416, 419
strategy research and 28
Taiwanese electronics industry and 307, 310, 324
Thai multinationals and 432, 434
Matsusaka, J. 53
Mauzy, Diane K. 292, 301
Maxfield, S. 253
McAllister, D.J. 73
McBeath, G.A. 239, 242
McEvily, B. 73
McGaughey, S.L. 148, 149, 158, 159
McGrath, R. 50
McGuinness, Norman 188
McKendrick, David G. 8, 365
McPherson, M. 75
McVey, R. 430
Mead, R. 149, 151, 158
Mehra, Ajay K. 297
Melvin, Sheila 89–90
memory, organizational, knowledge transfer and 94
Menkoff, Thomas 359, 373
Meyer, Marshall 108, 115
Middle East, Chinese globalization and 447
Miles, R.E. 69
Mirza, Hafiz 415
Mishra, C.S. 164
Mitchell, Katharyne 412
Mitchell, R. 50
Mitchell, Will 164
MNEs see multinationals
moderating variables, list, 206–7
modernization
economic, globalization and 1
theories, state–transnational capital relationship and 226
Molm, L. 72, 74
Montgomery, C. 24
Moosa, I.A. 267
Morand, D.A. 63
Morck, R. 164
Morikawa, H. 303
Morrison, E.W. 72
Morrow, J.L. 72
Moskowitz, H. 127
motivation, Chinese globalization 448–50
multinationals
China marketing and 182, 189–90, 194–5
communications strategy 193–4
customer interaction 195–6
distribution strategy 192–3
entry mode strategy 190–92
product strategy 192
consumer marketing challenges and 139
developing economies, from 409–10, 420–22
comparative institutions and strategic management approaches 410–15
economic theories, international production and 415–20
FDI and government policy 267, 268–72, 277, 280–81
FDI and social order 250–51, 256, 257–8, 259–60, 261–2
globalization and FDI in China 162, 164 international operations 27
marketing practice ‘crossovergence’ and 144, 147, 148, 150
RIS and SMEs and 399, 400, 404
Singapore, business organization and 302
Southeast Asian Chinese business dynamics and 358, 364, 365–6
state–transnational capital relationship and 223, 224, 225, 226, 244
Singapore 230, 232
South Korea 236, 237
Taiwan 241–2, 243, 245
strategy research 25–9
Taiwanese, marketing strategy 170–77
see also companies; globalization; Thai multinationals
Mutinelli, M. 164
Nachum, L. 24
Nadvi, K. 396, 400
Nahavandi, Alsanah 93
Narula, R. 416
National Statistical Bureau of China 102–3
Naughton, Barry 99, 102, 114
Neal, M. 157
Neghandi, Arant R. 147
negotiation, customer–firm interaction, China marketing 195–6
Nelson, R. 46
networks
global production, organization and strategy and 2, 8, 9, 365
guanxi and 67, 75, 76
social capital and, as soft infrastructure, RIS and SMEs and 395–7
strategy and organization 2–4
strategy research 21
Thai multinationals as ‘third world’ multinationals and 431–6
see also relationships
Nevis, Edwin C. 132
New York Times 453, 460
New Zealand, Chinese globalization and 448
Newman, Karen L. 303
Ng, S.H. 157
Nielsen, Klaus 6
Nivatpumin, C. 146, 151
Noble, Howard S. 99
Nohria, N. 157
Nolan, Peter 99, 445
Nooteboom, B. 72, 73
North, Douglass 6, 19, 20, 46, 47, 55, 71
Nystrom, Paul C. 94
OBM (original brand manufacturing) role
entry and marketing strategies and, FDI firms in China 173
global production networks and 9
Southeast Asian Chinese business dynamics and 365
see also brand; manufacturing
O’Brien, P. 432
Index

481

O’Cass, Aron 127, 130
OCB (organizational citizenship behaviour) trust as embedded in guanxi and 72, 73 trust-as-mode and, guanxi 73–4
ODM (original design manufacturing) role entry and marketing strategies and, FDI firms in China 169, 173 global production networks and 9 Southeast Asian Chinese business dynamics and 365 Taiwan, state–transnational capital relationship 240 see also manufacturing
OEM (original equipment manufacturing) role Chinese globalization and 453, 455 entry and marketing strategies and, FDI firms in China 169, 173 global production networks and 9 global supply line rationalization and 215 Southeast Asian Chinese business dynamics and 365 Taiwan, state–transnational capital relationship 240 see also manufacturing
Oh, Donghoo 420
Ohmae, Keniche 148, 224
Oi, Jean C. 69, 70, 100, 107
Okita, S. 316
Olds, Kris 367, 370
Oliver, C. 30, 46, 47, 48, 52, 56, 57
Ong, A. 253, 254
Ong-Giger, Kim 412
organization departmental, rules and reform and, marketing practice ‘crossvergence’ 151–3 firms and networks 2–4 global commodity/value chains and production networks 2, 7–9 national, of US retailing 208–9 Singapore 285, 295 implications 299–303 local enterprises 290–95 market, culture and institution 286–8 regional ethnicity and strength of ties 296–9 state-driven institutional isomorphism 295–6 state-led economic and sociocultural development in 288–90 social, institutions’ role in organization 6–7 states, institutions and systems 2, 4–7 organizations age, knowledge transfer and 93–4 institutions and, interaction between, strategy research 30–31 learning, FDI and, China 109 memory, knowledge transfer and 94 recipient characteristics, knowledge transfer and 90–95 source characteristics, knowledge transfer and 85–7 see also institutions
Orrù, Marco 213, 285, 286
Osland, Gregory E. 191
Ouchi, W.G. 73
Oyelaran-Oyeyinka, B. 389
Paladim, M. 395
Palich, L.E. 22, 24
Pan, Yigang 162, 164, 168, 187, 190, 191, 192
Pananond, Pavida multinationals and 418 strategy research and 25, 31 Thai multinationals and 431, 432–3, 434, 436–7, 439
Pangarkar, Nitin 29, 419
Paprzycki, Ralph 3
Park, Seung Ho 193
Parris, Kristen 114
Parry, Mark E. 192
Parsons, T. 66 partnership adaptive, state–transnational capital relationship 223–4 marketing strategy and, FDI firms in China 163–5 see also relationships patenting, Taiwanese electronics industry and 321–4
Pavitt, K. 385
Pearce, J.A. 157
Pederson, T. 27
Pejovich, S. 62, 74
Peng, Mike W. China marketing and and 190, 193 diversification strategies and 52 entrepreneurial strategies and 51 growth strategies and 54 organizations in China and 112 resource-based view and 3 strategy and institutions and 46, 47, 48, 56, 57, 58 strategy and organization and 5 strategy research and 20 supplier strategies and 49 Thai multinationals and 429, 436, 438
Penrose, Edith T. 54, 84
Index

perceptual subsystem, customer, China marketing 185–6
Pereira, A. 232
performance
entry mode choice and, China marketing 191–2
factors influencing, China marketing 189
growth, culturally important aspects 335–40
multinationals 27–8
product diversification, impact on 24–5
Perkins, Dwight 341, 343
Perrow, Charles 208, 209
Perry, M. 254, 255
Peteraf, M.A. 438
Petrovic, Misha 216
Phau, Ian 131
Phelps, N.A. 250, 253, 254, 255, 258, 259, 260
Philippines, FDI and government policy and 273, 274
Pietrobelli, C. 382, 383, 384
Pillai, R. 74
Pitilis, C. 225
Plaza Accords 214
Polanyi, Michael 87, 88
Pongpaichit, Pasuk 363
Porter, Michael 46, 48, 164, 342–3
Porter, R. 382
Portes, A. 62, 63, 65, 66
Pou Chen Corporation 174
Powell, B. 163
Powell, W.W. 48, 56, 73
power, knowledge as 92
Powpaka, S. 158
Prahalad, C.K. 165
Prendergast, Gerard 195
private enterprises
China, business organization emergence and 103–4, 116
entry and marketing strategies and, FDI firms in China 168
household businesses distinguished 103
Singapore, business organization and 301, 302
see also companies
product diversification
strategy research 21–5
see also diversification
product strategy, China marketing 192
see also strategy
production
global networks, 2, 8, 9, 365
international, economic theories and, multinationals from developing countries 415–20
property rights, business organization emergence in China and 100
Puffer, S. 54
PuruShotam, Nirmala 294, 297
Putnam, R.D. 65, 66, 68
Pye, Lucian W. 68, 69, 78, 340, 343
Rajan, K. 27
Ralston, D.A. 145, 147, 148, 149, 156, 158, 343
Ramachandran, V. 398
Ramaswamy, K. 23
Rao, A.N. 72, 73
Rawski, Thomas G. 114
Ray, Pradeep Kanta 421
RBV (resource-based view)
firms and networks 3
knowledge-based view compared 84
Thai multinational emergence and 438
see also base
RCB (relationship citizenship behaviour)
trust as embedded in guanxi and 72
trust-as-mode as mediator between strong tie and, guanxi 73–4, 78
Reade, C. 150
Redding, S. Gordon
dynamics and 368, 373
groups and 3
guanxi and 69
multinationals and 410, 411–12
organization in Singapore and 286
strategy research and 19
reform
departmental organization and, marketing practice ‘crossvergence’ 151–3
enterprise, market transition and rule of law and, China 105–6
fiscal, rise of local states and, China 106–8
regulation, social order and FDI and 251–2
regulations, China 105, 106, 113
see also legislation
relationships
collective action, RIS and 385
inter-firm 3–4
interdependence, RIS and 384
management, China marketing 191, 195
see also interpersonal relationships;
networks; partnership; state-business relationships
religion, Singapore, business organization and 289
see also Confucianism; culture
research see strategy research

Henry Wai-chung Yeung - 9781847203182
Downloaded from Elgar Online at 04/20/2019 07:07:28AM
via free access
resources, Chinese globalization and 450

see also human resources

retailing

global, Asian manufacturers and 208, 214–19

‘lean’, global supply line rationalization and 214–15

US, Asian manufacturers and 208–14

Rhee, Yung Whee 211

Rice, Marshall D. 193

Richter, Frank-Jürgen 3, 21

Ricks, David A. 148

Ridding, John 369

Riedel, James 409

rights see human rights; property rights

Rimmer, P. 254

RIS (regional innovation systems)

approach 382–3

composition, upgrading strategy of clustered SMEs and 398–400

financial capital (hard infrastructure) 397–8

human capital (soft infrastructure) 388–95

SMEs and 383–8

social capital and networks (soft infrastructure) 395–7

see also innovation

Ritchie, B.K. 253

Rivkin, J. 56

Robbins, D.K. 150

Robinson, Richard D. 88

Robinson, W.I. 226

Robison, Richard 6

Rodan, Garry 288

Roland Berger Strategy Consultants 449–50, 452

Romer, P. 388

Ronen, Simcha 147, 148

Roniger, L. 77

Ross, Douglas N. 411

Rostow, Walt Whitman 131

Rowley, C. 148, 149, 150, 151, 158, 236

Ruef, M. 75

Ruggie, J. 254

Rugman, A.M. 27

rule of law, market transition and enterprise reform and, China 105–6

rules, departmental organization and, marketing practice ‘crossvergence’ 151–3

Rumelt, R.P. 22, 46, 55

Russia, Chinese globalization and 448, 450, 458

SAC (Thailand) Ltd 145–6, 151–6

Sachs, Jeffrey 342

Sackman, S.A. 344

Safarian, A.E. 257

Sako, M. 73

Sally, R. 225

Samli, A. Coskun 131

Sandee, H. 389

Sandhu, Kernal Singh 297

Saparito, P.A. 72, 73

Sassen, Saskia 370

Saw, Swee Hock 297

Saywell, Trish 296

Schaan, Jean-Louis 93

Schein, E.H. 149, 230

Schmitt, Bernd H. 186

Schmitz, Hubert 8, 383

Schmukler, Sergio 369

Schneider, S.C. 149

Schoenberger, E. 260

Schroath, Frederick W. 190

Schumpeter, A. 324

Schütte, Helmut 125, 130, 138

Schwartz, S.H. 147

Scott, W.R. 46, 47, 48, 56, 57, 58, 63

Scott-Kennel, J. 268

security

economic, state–transnational capital relationship 228–9, 235, 236, 239

markets, Chinese globalization and 449–50

resources, Chinese globalization and 450

Sergeant, Andrew 86

Settoon, R.P. 73

Sevilla, C.C. 396

Shapiro, Daniel M. 29, 416, 431

Sharma, D. Deo 87

Shaw, M. 224

Shenkar, Oded 51, 54, 56, 91, 94, 191

Shieh, G.S. 6

Si-Flow 155–6

Siamwalla, A. 151

Siddiqi, M.M. Shahid 130

Silin, Robert H. 368

Sim, A.B. 26, 31

Simmons, Lee C. 185, 198

Sin, Leo Y.M. 190

Singapore

business development and culture and 339, 340

business organization see organization

Chinese globalization and 447, 460

consumer marketing challenges and 128–30, 131, 132

diversification strategies 51

expatriate deployment and 86, 87

FDI and government policy and 266, 274, 275, 276, 277, 278–9, 280

Henry Wai-chung Yeung - 9781847203182
Downloaded from Elgar Online at 04/20/2019 07:07:28AM
via free access
Index

FDI and social order and 251, 253, 254, 255, 256, 258, 260
firms’ diversification 23
multinationals and strategy 26, 27
multinationals from developing countries and 409, 410
Southeast Asian Chinese business dynamics and 365–6, 372
state–transnational capital relationship and 223–4, 226–7, 229–34, 244
supplier creation for US retailers and 210
Taiwanese electronics industry and 323
Thai multinational emergence and 428, 431
Singapore Airlines 5
Singh, Harbir 109
Singh, Kulant 19, 20, 290
Siu, Noel Y.M. 137
Sklair, Leslie 368
Smelser, Neil 6
SMEs (small and medium-sized enterprises)
innovation 381–3, 386–7, 400–405
Singapore, business organization and 288
South Korea, state-transnational capital relationship 235
Taiwan, state-transnational capital relationship 239–40
see also companies; RIS
Smith, D.A. 234
social capital, networks and, as soft infrastructure, RIS and SMEs and 395–7
see also capital; guanxi
social order see FDI, social order and sociopsychological perspective, consumer marketing challenges and 130–31
SOEs (state-owned enterprises)
acquisition joint ventures established on, knowledge transfer and 93–5
business organizations, as 102–3, 116
entry and marketing strategies and, FDI firms in China 168
Singapore, business organization and 302
see also companies
Song, X. Michael 189, 190, 192
South China Morning Post 458
South Korea
business development and culture and 340
business organization in Singapore and 285
Chinese globalization and 450, 452
consumer marketing challenges and 133, 134, 136, 137, 138
convergence in China and 217
FDI and government policy and 273, 274, 277
firms’ diversification 23
global supply line rationalization and 215, 216
multinationals 26, 28, 165
multinationals from developing countries and 409, 410, 411, 420
RIS and 388
state–transnational capital relationship and 223–4, 226–7, 234–9, 244–5
supplier creation for US retailers and 210, 211
supplier market diversification for US retailers and 213, 214
Taiwanese electronics industry and 307, 321, 323, 324
Thai multinational emergence and 428 see also chaebol
Sparling, Samuel E. 99
Spicer, A. 54
Sproles, Elizabeth Kendall 135
Sproles, G.B. 135, 136, 137, 138
Stark, D. 55
state–business relationships
China 104–8
institutions’ role in organization 6
states
economic and sociocultural development and, business organization in Singapore 288–90
institutional isomorphism and, business organization in Singapore 295–6
local, fiscal reform and, China 106–8
role of, organization 2, 4–6
transnational capital and see transnational capital, state and see also governments
Stayman, Douglas M. 188
Steenkamp, Jan-Benedict E.M. 126, 138
Steenstra, H. Kevin 95
Steer, P. 23
Stiglitz, J. 151
Stoever, W.A. 273
Stopford, J. 225
The Straits Times 260, 289, 292, 293, 294, 360, 361
Strange, S. 251
strategy
communications, China marketing 193–4
culture and 19–20
distribution, China marketing 192–3
diversification 51–3
entrepreneurial 49–51
entry mode, China marketing 190–92
firm’s, FDI and social order 258–9
firms and networks 2–4
Index

485

global commodity/value chains and production networks 2, 7–9
growth 53–5
institution-based view 46–7, 47–8
institutional economics perspective 20
mixed technology, towards inter-firm linkages 272
MNEs 26–7
product, China marketing 192
states, institutions and systems 2, 4–7
Singapore FTA, state–transnational capital relationship and 233–4
supplier 48–9
upgrading, of clustered SMEs and, RIS composition 398–400
see also entry strategy; marketing strategy research
context 19–21
future 31
implications and future directions 29–31
institutional economics perspective 20
MNEs 25–9
product diversification 21–5
Su, C. 163
Suehiro, A. 429–30
Suh, Taewon 125, 127, 129, 138
suppliers
Asian, creating for US retailers 210–12
linkages for government policy and FDI, policies encouraging 278–80
market diversification, for US retailers 212–14
market globalization, for US retailers 209–10
strategies 48–9
supply lines rationalization, global retailers and Asian manufacturers and 214–16
social order, FDI and 251–2, 254–7
Supratikno, H. 397
Suzuki, Hiroe 127
Sydow, J. 72
systems
business 2, 7, 414
governance, strategy research 20–21
guanxi and 67, 75–6
Szulanski, Gabriel 84, 164
tacitness, knowledge characteristic 88–9
Tai, Susan H.C. 130, 132, 137
Taiwan
business development and culture and 339, 340
convergence in China and 217
diversification strategies 51
electronics industry see electronics industry
entrepreneurial strategies 50
FDI and government policy and 274, 277, 278, 279
firms’ diversification 22–3, 23–4
global supply line rationalization and 215, 216
knowledge base and 85
multinationals 26, 28, 170 77
multinationals from developing countries and 409, 411, 413, 418, 419
RIS and 383, 390–94, 395, 396, 398, 399, 403
Southeast Asian Chinese business dynamics and 366
state–transnational capital relationship and 223–4, 226–7, 239–43, 245
supplier creation for US retailers and 210, 211
supplier market diversification for US retailers and 213–14
Thai multinational emergence and 428, 430
Taiwan Semiconductor Manufacturing Company (TSMC) 5
Takatoshi, I. 269
Talukdar, Debarata 192
Tamney, Joseph B. 289, 297
Tan, J. Justin 50, 51, 53, 57, 189
Tanzer, A. 163
Tavassoli, Nader T. 186
Taylor, M. 258
taxation
incentives, linkages for government policy and FDI and 278
reform, rise of local states and, China 106–8
TCL-Thomson 455–6
Techakanont, K. 398, 400
technology
Chinese globalization and 450
developments, Taiwanese electronics industry 317–20
diffusion management and, Taiwanese electronics industry 327–8
entry and marketing strategies and, FDI firms in China 164
innovation and 381
knowledge transfer and 85, 88, 91–2
learning as focus of Taiwanese electronics industry 320–21
mixed, strategies towards inter-firm linkages 272
multinationals from developing countries and 415
organizational and physical, social embeddedness and 89–90
RIS and 385
Thai multinationals as ‘third world’
multinationals and 431–6, 438–9
see also biotechnology sector; electronics industry; innovation
technology transfer
benefit from, linkages for government policy and FDI and 277–8
Southeast Asian Chinese business dynamics and 363
Teece, D.J. 88, 89, 164
Terpstra, Vern 125
Tetrealt, M. 259
Thai multinationals emergence 428–9
context and dynamics, post-crisis adjustments and 436–7
future research agenda 437–9
‘overseas Chinese’ diaspora, as part of 429–31
‘third world’ multinationals, as, technological and networking capabilities 431–6
see also multinationals
Thailand business development and culture and 345–52
Chinese globalization and 448
consumer marketing challenges and 131 diversification strategies 52
FDI and government policy and 273, 274, 276, 277
FDI and social order and 251–2
marketing practice ‘crossvergence’ and 146, 150, 151
MNEs and strategy 27
RIS and 383
Asian cases compared 390–94
composition 399, 400
financial capital 397, 398
human capital 389
social capital and networks 395, 396
soft and hard infrastructure 403
Southeast Asian Chinese business dynamics and 360
Theodosiou, M. 150
Thomas, K. 250
Thongrung, W. 255
Thorpe, R. 168
Thurbon, E. 235, 236
Tihanyi, Laszlo 191
Tjosvold, Dean 345
Toews, B. 150
Toh, M.H. 26
Tolbert, P.S. 31
Tolentino, Paz Estrella E. 26, 418, 419, 432
training, knowledge transfer and 91
transnational capital state and 224–7, 243–5
foreign policy, new macro-framework of analysis 228–9
Singapore 223–4, 229–34
South Korea 223–4, 234–9
Taiwan 223–4, 239–43
see also capital
transnational corporations (TNCs) see multinationals
transnationalization see globalization
Trompenaars, F. 342
Tsang, Eric W.K.
China marketing and 191
knowledge characteristics and 88
recipient organization characteristics and 91, 93, 94, 96
social embeddedness and 90
source organization characteristics and 85–6, 87
strategy research and 29
Tse, David K. 126, 130, 132, 189, 190, 192, 193
Tsoukas, H. 411
Tsui-Auch, Lai Si 287, 290, 292, 294, 298
Tsurumi, Yoshi 211
Tsutsumi, Nobuko 134
Tung, A.-C. 316
Tung, Rosalie L. 86, 344
Tunzelmann, N.V. 385
Turpin, Dominique 1
TVEs (township and village enterprises)
business organization emergence in China and 100–102, 116
entry and marketing strategies and, FDI firms in China 168
fiscal reform and 107
see also companies
Uchida, Y. 269
Ulgado, F.M. 432
uncertainty, guanxi and 69, 70
UNCTAD
Chinese globalization and 446–7, 450–51
entry and marketing strategies of FDI firms in China and 162
FDI and government policy and 266, 268, 269, 277
FDI and social order and 253
multinationals and 409
strategy research and 25
Thai multinationals and 428, 439
Ungson, Gerardo Rivera 24
UNIDO 384
United Kingdom, FDI and social order and 258
United States of America (USA) business development and culture and 345–52
consumer marketing challenges and 136, 137, 138
customer brand attitude, China compared 187
diversification strategies 53
entrepreneurial strategies 50–51
FDI and social order and 256
knowledge base and 85
MNEs and strategy 27, 28
product diversification, impact on performance 24
retailers, Asian manufacturers and 208–14
RIS and 396
state–transnational capital relationship and 230
strategy research, comparative studies 30
US Embassy of Singapore 289, 290, 292, 296
USPTO (US Patent and Trademark Office) 321
Uzzi, B. 68, 71, 72, 73, 75, 76
Van de Ven, A.H. 438
Van der Pijl, K. 226
Van Dyne, L. 74
Yang, J. 400
Vanhonacker, Wilfried R. 91, 168, 190
Vasil, Raj 288
Verhage, Bronislaw J. 127
Vernon, Heidi 337
Vernon, R. 224, 258
Vernon-Wortzel, H. 432
Vietnam
business development and culture and 339
FDI and government policy and 266, 276, 277, 280
FDI and social order and 255
Villiner, Roland 87
Vogel, Ezra F. 5
Von Hippel, E. 381
Von Keller, Eugen 449
Wade, Robert 5, 20, 226, 250, 261, 287, 340
Walder, Andrew 104, 106, 107
Walsh, Gianfranco 135
Walsh, James P. 94
Walters, Peter G.P. 163
Wan, C. 28, 51
Wang, Cheng Lu 187
Wang, Gungwu 287, 372
Wang, Pien 85, 91, 92
Wang, Shaoquang 107
Wank, David 108, 112
Warner, Malcolm 90
Webb, Sara 292
Webber, Ross H. 147
Weber, Max 77, 371
Weder, B. 21
Wee, Thomas Tan Tsu 130
Wei, Yinghong (Susan) 192
Weidenbaum, M. 430
Weiss, L. 225, 226, 227, 236–7
Wellman, B. 67, 68
Wells, Louis T. Jr 4, 26, 416, 432
Wernerfelt, B. 438
Westney, D. Eleanor 89, 90, 303
Westwood, R. 19
White, D. Steven 54, 142, 189
Whitley, Richard
business systems and 7
dynamics and 368, 369
FDI and social order and 250, 251, 260
multinationals and 411, 414
organization in Singapore and 286
strategy research and 20, 29
Wiersema, M.F. 30
Wieselquist, J. 74
Wilk, Robert 128
Wilkinson, R. 250
Williamson, O.E. 22, 23, 47, 48, 49, 54, 57
Winter, Sidney G. 86
Woetzel, Jonathan R. 449
Wong, John 412, 445
Wong, Siu-lun 3, 5, 357
Woo, Wing Thye 114
Woo-Cumings, Meredith 5, 226, 227
Woodcock, C.P. 168
Woolcock, M. 62, 63
Woon, Y.-F. 298
World Bank 19, 20, 182, 266, 340, 388, 395
World Trade Organization (WTO) 327–8
Worthington, Ross 292
Wu, Friedrich 361, 445, 454, 455
Xie, Jinhong 30, 192
Xin, Katherine R. 54, 193
Yamagishi, T. 72
Yan, Aimin 54, 191
Yan, R. 164
Yan, Y. 66
Yang, C. 242
Yang, M.M. guanxi antecedents and processes and 70
Index

*guanxi* consequences and roles and 71, 75, 76, 77

*guanxi* strength and structure and 63, 66, 68

Yau, O.H.M. 132

Yavas, Ugur 127

Yee, Albert 373

Yeoh, B. 232

Yeung, Henry Wai-chung
dynamics and 357, 359, 364, 366, 367, 370
FDI and social order and 251, 252, 259, 260
groups and 3
internationalization and 4
multinationals and 410, 412, 413, 414, 415, 419
organization in Singapore and 285, 286, 287, 293, 295
state–transnational capital relationship and 232
strategy research and 26, 27, 28
Thai multinationals and 433

Yin, Jiafei 193

Yin, L.H. 256

Yiu, Daphne 189

Yoon, J. 73

Yoshihara, Kunio 359, 366–7, 373, 375, 430

Yoshino, M.Y. 211

Young, M. 58

Young, S. 26, 31, 150, 251

Yusuf, S. 268, 269, 276, 281

Yuthamanop, P. 150

Zahra, S.A. 384

Zhang, B. 55

Zhang, Jing 193–4

Zhang, K.H. 166

Zhang, Shi 186

Zhang, Yong 194

Zhang, Z. 242

Zhao, Zheng 95

Zhou, Dongsheng 186

Zhou, Kevin Zheng 187, 189

Zhou, Lianxi 126, 130, 188

Zhou, Nan 186, 194

Zhou, Shuhua 94

Zhou, Zheng 191

Zin, R. 27, 31

Zutshi, Ravinder K. 31, 414