Index

Academy of Sciences, Czech Republic 47
acquisition FDI 48–9
Czech life sciences 49–50
Alternative Energy Act, Japan 151
alternative energy systems 149–63
firm strategies 159–61
government support 161–2
market developments 150–58
reasons for market changes 158–62
asset exploitation motive for innovation 26
asset-seeking FDI, CEE life sciences sector 46
asset-seeking motive for innovation 26

Base of the Pyramid 166–7, 167–71
Baxter Corporation 49
Beamish, P.W. 80
Bell, M. 118
biofuels industry 157
Bottom of the Pyramid 166–7, 167–71
Brazil
biofuels industry 157
government role in oil industry 121
oil industry 113–14, 116–18, 121, 122, 146–7
bridging, multinationals and low-income markets 170
California Fuel Cell Partnership 160
cars, alternative fuel technology 155–6
Casas Bahia 174
Central and Eastern European (CEE) countries, life science industry 42–54
Czech Republic 46–54
FDI 45–8
Certified Emission Reduction (CER) 127

China
energy needs and alternative technologies 156–7
FDI from Hong Kong 92–107
government role in oil industry 121–2
innovativeness of foreign firms 24–5, 28–37, 31–4
motivations for international alliances 78–88, 145
oil industry 114–15, 119–20, 121–2, 122–3, 146–7
circles of Thailand 13–14
Clean Air Act 152
Clean Development Mechanism (CDM) 127
climate change conferences 154–5
clinical research
Czech Republic 47–8
in developing countries 58–70
Mexico 64–9
CNPC (China National Petroleum Corporation) 115, 120
COFEPRIS 67
competition, alternative energy industry 159–61
consortiums, alternative energy industry 160
cooperation, alternative energy industry 160–61
Cowan, R. 161
Crawford, R.J. 175
cross-border investment see FDI
cross-cultural intelligence 11–12
cultural intelligence 10–12
cultural onion model 11
cultural units 11
cultural webs 11–12
culture and multinationals 6–20
attitudes to deadlines 7–8, 16
attitudes to mistakes 8–10, 17–18
Multinationals and emerging economies

culture, definition 10
Czech Republic, life sciences sector
FDI 46–8
greenfield investments 51
multinational companies 48–53
partnerships 51–2
takeovers 49–50

Dachs, B. 23
Dacin, M.T. 80, 81
Dantas, E. 118
deadlines, cultural differences 7–8, 16
Denmark, alternative energy firms 153
developing countries
clinical trials 58–70
low income markets 166–81
and multinationals 171–3
dispersed locations, low-income markets 175–6
disposable income, low income markets 173–5
Dutch culture
and deadlines 7–8, 16
and mistakes 8–10, 17–18
view of ‘environment’ 15
view of ‘others’ 14
view of ‘self’ 12–13

Ecair 138, 140
education and low-income markets 176–7
efficiency-seeking FDI, CEE life sciences sector 45–6
egalitarianism as Dutch trait 12–13
emerging economies 2–3
energy industry
see alternative energy systems; oil industry
environment, cultural interpretations 15–16
ethics committees and clinical trials, Mexico 68–9
European Union
accession, effects on life sciences, CEE countries 45
waste management industry 134–5

FDI (foreign direct investment)
CEE life sciences sector 45–6
Czech life sciences 46–8

Guangdong 93, 96, 146
oil sector 112–15
Feenstra, R.C. 92
Ferring-Léčiva 51
foreign direct investment see FDI
foreign ownership and innovation 23–37
Frenz, M. 23
Fung, K. 103

Galena 49
Gilead Sciences 51–2
government policies and waste management industry 131–5
government role
alternative energy industry 161–2
oil industry 121–2
greenfield FDI 48–9
Czech Republic 51
Grontmij 139–40
Guangdong 92–107
economic relations with Hong Kong 93–6, 145–6
Hong Kong FDI 93, 96, 146
labour productivity 97
technological catching-up through FDI 96–103
total factor productivity 97–103
Gunby, P. 161
Guo, W.X. 83–4

Haier Group 175
Hart, S.L 168
healthcare system, Mexico 65–6
Hirschman, A.O. 3
Hitt, M.A. 80–81
Hofstede individualism index 12, 13
Holmes, H. 13
Hong Kong 92–6, 104–7
economic relations with Guangdong 93–6, 145–6
FDI in Guangdong 93, 96, 146
history of manufacturing development 104–6
Hopstaken, F. 133
human resources and clinical trial market 63–4

Ietto-Gillies, G. 23
Immunotech Czech Republic 49
incentives, alternative energy industry 154
India, energy needs and alternative technologies 156–7
individualism index 12, 13
industrial output dynamics, Guangdong 97
infrastructure and low-income markets 178
innovation 3–4
impact of foreign ownership 23–37
China 28–37
measurement 29–31
and multinationals 1–2, 25–8
innovation intensity 24, 30
innovation novelty 29–30
and foreign ownership 30–31
intensity 32–4, 34–5
propensity 24, 30, 31, 34
innovation process, pharmaceutical industry 59–60
innovation propensity 24, 30
Innovation and Technology Fund (ITF), Hong Kong 106
intangible assets motive for Sino-Triad alliances 86–7
intensity indicator of innovation 24, 30
intensity of innovations of high novelty 32–4, 34–5
International Clinical Research Centre, Czech Republic 47–8
internationalization of clinical research 60–64
drivers of 60–62
internationalization of R&D 27–8
internationalization, waste management industry 133–5
and Kyoto Protocol 130
Japan
alternative energy developments 151–2
alternative fuel vehicles 155–6
Jiangsu Province, China 28–37
innovation and foreign firms 31–4
Joint Implementation (Kyoto Protocol) 127
Kemp, R. 154, 155
Klausner, W.J. 15
knowledge-based competition, alternative energy industry 160
knowledge-based theory and knowledge transfer 27
Komin, S. 13
Kwong, K. 104, 105, 106
Kyoto Protocol and waste industry 127–41
and Dutch waste firms 137–40, 147
and firms’ international expansion 130
labour productivity, Guangdong 97
Lachema 49
Laminar Medica 51
Léčiva 49, 51
Lemoine, F. 103
leverage
Hong Kong 105–6
multinationals and low-income markets 170
Li, H.G. 97
life science industry 41–54
CEE countries 44–5
Czech Republic 46–54
FDI 45–8
Lin, X.L. 83–4
locational conditions and impact of innovation 26–7
Lonza 50
low-income markets 166–81
characteristics 173–8
market opportunities 170–71
and multinationals’ strategy 178–80
Luo, Y.D. 84
Maiti, R. 61
managerial capability motive for Sino-Triad alliances 86
manufacturing development, Hong Kong 104–5
market access as motive for Sino-Triad alliances 84–5
market size, low-income markets 170–71
market-based approaches to low-income markets 168–70
market-based instruments and waste management firms 129–30
Multinationals and emerging economies

market-seeking FDI, CEE life sciences sector 45
Mexico, clinical research 64–9
mistakes, cultural differences in attitudes 8–10, 17–18
Moser Baer 156–7
motivations, Sino-Triad alliances 78–88
Chinese perspectives 82–7
Triad perspectives 81–2, 84–7
multinationals 1–2
Czech life sciences sector 48–53
in developing countries 171–3
and innovation in host countries 25–37
and low-income markets 178–80
as multicultural units 18–19
R&D expenditure 41–2

National Renewable Energy Laboratory (NREL) 155
Netherlands
culture see Dutch culture
waste firms and Kyoto Protocol 137–40
waste management industry 135–7
Ng, L.F. 105, 106
Nokia, consumer education program 177

oil industry 111–23
Brazil 113–14, 116–18
China 114–15, 119–20
FDI 112–15
role of governments 121–2
others, cultural interpretations 14–15
outputs, waste management industry 133

Paine, S. 175
partnerships
alternative energy industry 161
life sciences sector, Czech Republic 51–2
Petrobras (Petróleo Brasileiro) 113–14, 116–18
PetroChina 119–20
pharmaceutical industry
and biotechnology companies 43–4
innovation process 59–60
see also clinical research
Pliva-Lachema 49
Prahalad, C.K. 168, 174
private firms, waste management industry 136
product innovation novelty 29–30
pro-poor innovations 172–3
propensity indicator of innovation 24, 30, 31, 34
public healthcare system, Mexico 65–6
Public Utilities Regulatory Policy Act, US 152
purchasing power, low-income markets 174

R&D see research and development
Raghavendra, M. 61
regulatory issues and clinical trials, Mexico 66–8
reputational capital as motive for Sino-Triad alliances 87
research and development (R&D)
CEE countries 42
Chinese oil firms 119
expenditure, multinationals 41–2
life sciences sector 43–4
Czech Republic 46–53
research and development unit
acquisition as FDI 50, 53
research institutes, Czech Republic 47
acquisition 50
Robson, M. 30
Root, F. 42
Sadowsky, B.M. 23
Sadowsky-Rasters, G. 23
scalability, pro-poor innovations 172–3
self, cultural interpretations 12–14
Sino-Triad alliances 78–88
skill levels, low-income markets 176–7
social circles, Thailand 13–14
Soete, L. 155
Solar Energy Laboratory, US 152
solar industry, US 152
strategic motivations for international alliances 78–88
Sun, Y. 93–4
sustainability 4
<table>
<thead>
<tr>
<th>Term</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>takeovers, Czech life sciences</td>
<td>49–50</td>
</tr>
<tr>
<td>Tangtongtavy, S. 13</td>
<td></td>
</tr>
<tr>
<td>technological access as motive for Sino-Triad alliances</td>
<td>85–6</td>
</tr>
<tr>
<td>technological accumulation, oil firms</td>
<td>115–20</td>
</tr>
<tr>
<td>Thai culture and deadlines</td>
<td>7–8, 16</td>
</tr>
<tr>
<td>and mistakes</td>
<td>8–10, 17–18</td>
</tr>
<tr>
<td>three circles of Thailand</td>
<td>13–14</td>
</tr>
<tr>
<td>view of 'environment'</td>
<td>15–16</td>
</tr>
<tr>
<td>view of 'others'</td>
<td>14–15</td>
</tr>
<tr>
<td>view of 'self'</td>
<td>13–14</td>
</tr>
<tr>
<td>total factor productivity, Guangdong</td>
<td>97–103</td>
</tr>
<tr>
<td>transaction cost-based theory and knowledge transfer</td>
<td>27</td>
</tr>
<tr>
<td>Triad multinationals alliances with Chinese partners</td>
<td>78–88</td>
</tr>
<tr>
<td>Tuan, C. 105</td>
<td></td>
</tr>
<tr>
<td>Valdez-Martinez, E. 69</td>
<td></td>
</tr>
<tr>
<td>value added manufacturing, Hong Kong</td>
<td>105–6</td>
</tr>
<tr>
<td>van der Horst, H. 12–13</td>
<td></td>
</tr>
<tr>
<td>Van der Wiel Holding BV 137–8</td>
<td></td>
</tr>
<tr>
<td>Veluwse Afval Recycling BV 138–9</td>
<td></td>
</tr>
<tr>
<td>waste as commodity</td>
<td>131–2</td>
</tr>
<tr>
<td>waste industry</td>
<td>127–41</td>
</tr>
<tr>
<td>government policies</td>
<td>131–5</td>
</tr>
<tr>
<td>internationalization</td>
<td>133–5</td>
</tr>
<tr>
<td>Kyoto Protocol and firms' international expansion</td>
<td>130</td>
</tr>
<tr>
<td>Netherlands 135–40</td>
<td></td>
</tr>
<tr>
<td>internationalization 137–40</td>
<td></td>
</tr>
<tr>
<td>waste processing</td>
<td>132</td>
</tr>
<tr>
<td>waste-to-energy</td>
<td>140</td>
</tr>
<tr>
<td>webs of culture</td>
<td>11–12</td>
</tr>
<tr>
<td>wind energy</td>
<td>152–3, 156, 157</td>
</tr>
<tr>
<td>Wong, K. 93–4</td>
<td></td>
</tr>
<tr>
<td>World Wide Recycling BV 138–9, 140</td>
<td></td>
</tr>
<tr>
<td>Yeung, G. 94</td>
<td></td>
</tr>
<tr>
<td>Zentiva</td>
<td>49</td>
</tr>
</tbody>
</table>