### Index

*Introductory note: Bold page numbers indicate entries that refer to figures, tables and boxes.*

<table>
<thead>
<tr>
<th>Academic Literature on Mittelstand firms</th>
<th>Academic Literature on Mittelstand firms 307–10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Economies</td>
<td>Advanced economies 129</td>
</tr>
<tr>
<td>Learning from Emerging Economies</td>
<td>Learning from emerging economies 129</td>
</tr>
<tr>
<td>Advanced Economy Multinational Companies (AMNCs)</td>
<td>Advanced economy multinational companies (AMNCs) 88</td>
</tr>
<tr>
<td>Advanced Service Economy</td>
<td>Advanced service economy 42</td>
</tr>
<tr>
<td>Advantage of India in Qualified Engineers</td>
<td>Advantage of India in qualified engineers 144</td>
</tr>
<tr>
<td>Advertising</td>
<td>Advertising 335</td>
</tr>
<tr>
<td>African Geographical Domain, Bulk of Underdeveloped Infrastructure</td>
<td>African geographical domain, bulk of underdeveloped infrastructure 54</td>
</tr>
<tr>
<td>Age Discrimination</td>
<td>Age discrimination 175</td>
</tr>
<tr>
<td>Lack of Research Outside US and Western Countries</td>
<td>Lack of research outside US and Western countries 175</td>
</tr>
<tr>
<td>Age Preferences</td>
<td>Age preferences for certain jobs and positions 191</td>
</tr>
<tr>
<td>Age-Segregated Societies</td>
<td>Age-segregated societies 181</td>
</tr>
<tr>
<td>Aging Management</td>
<td>Aging management national context and history 182</td>
</tr>
<tr>
<td>Aging Population in Europe</td>
<td>Aging population in Europe 174</td>
</tr>
<tr>
<td>Agrarian and Industrial Commercial Activity</td>
<td>Agrarian and industrial commercial activity 5</td>
</tr>
<tr>
<td>Agricultural and Food Systems Sustainability</td>
<td>Agricultural and food systems sustainability 125</td>
</tr>
<tr>
<td>Agricultural Machinery as Solar Options</td>
<td>Agricultural machinery as solar options 121</td>
</tr>
<tr>
<td>Agricultural Output, Inefficient Use</td>
<td>Agricultural output, inefficient use 118</td>
</tr>
<tr>
<td>Agriculturally Based Society, Industrialization</td>
<td>Agriculturally based society, industrialization 42</td>
</tr>
<tr>
<td>Agriculture Farms, Community Supported, China</td>
<td>Agriculture farms, community supported, China 124</td>
</tr>
<tr>
<td>Agriculture, India, Thailand, China</td>
<td>Agriculture, India, Thailand, China 42</td>
</tr>
<tr>
<td>Aid Crisis</td>
<td>Aid crisis 334</td>
</tr>
<tr>
<td>Air Pollution Levels in China</td>
<td>Air pollution levels in China 124</td>
</tr>
<tr>
<td>Hourly Information on</td>
<td>Hourly information on 124</td>
</tr>
<tr>
<td>Algeria, Hydrocarbons</td>
<td>Algeria, hydrocarbons 54</td>
</tr>
<tr>
<td>A Model of the Impact of Government Policy Uncertainty on Corporate Investment</td>
<td>A model of the impact of government policy uncertainty on corporate investment 364</td>
</tr>
<tr>
<td>Analysis of EMNCs</td>
<td>Analysis of EMNCs 107</td>
</tr>
<tr>
<td>Anholt-GfK Roper Nation Brands Index</td>
<td>Anholt-GfK Roper Nation Brands Index 273–4</td>
</tr>
<tr>
<td>Animal and Plant Species, Intensities of Farming</td>
<td>Animal and plant species, intensities of farming 44</td>
</tr>
<tr>
<td>Animal Feeding, Large-Scale Confined Multitude of Problems</td>
<td>Animal feeding, large-scale confined multitude of problems 118</td>
</tr>
<tr>
<td>ANOVA Tests, Turkey, Research in</td>
<td>ANOVA tests, Turkey, research in 159</td>
</tr>
<tr>
<td>Anthropogenic Global Warming</td>
<td>Anthropogenic global warming 122</td>
</tr>
<tr>
<td>Anticompetitive Behavior</td>
<td>Anticompetitive behavior 77</td>
</tr>
<tr>
<td>Antitrust Laws</td>
<td>Antitrust laws 77</td>
</tr>
<tr>
<td>Creation and Enforcement</td>
<td>Creation and enforcement 68</td>
</tr>
<tr>
<td>Apparel Retailers, H&amp;M, Nike, Bestseller</td>
<td>Apparel retailers, H&amp;M, Nike, Bestseller 232</td>
</tr>
<tr>
<td>Arabization, Nationalization</td>
<td>Arabization, nationalization 340</td>
</tr>
<tr>
<td>Arable Land Losses, More than Historical Rate</td>
<td>Arable land losses, more than historical rate 122</td>
</tr>
<tr>
<td>Arable Land, Pollution in China</td>
<td>Arable land, pollution in China 123</td>
</tr>
<tr>
<td>Arab Spring</td>
<td>Arab Spring 331, 343</td>
</tr>
<tr>
<td>Cost of</td>
<td>Cost of 322</td>
</tr>
<tr>
<td>Arcor Brand, Argentina</td>
<td>Arcor brand, Argentina 282</td>
</tr>
<tr>
<td>Argentinean Shoe Producer Alpargatas Investment in Uruguay and Brazil</td>
<td>Argentinean shoe producer Alpargatas investment in Uruguay and Brazil 98</td>
</tr>
<tr>
<td>Aristocracy, Upper Class, Germany</td>
<td>Aristocracy, upper class, Germany 294</td>
</tr>
<tr>
<td>Asia and Latin America Increasing Investment for MNEs</td>
<td>Asia and Latin America increasing investment for MNEs 198</td>
</tr>
<tr>
<td>Asian Development Bank (ADB)</td>
<td>Asian Development Bank (ADB) 50</td>
</tr>
<tr>
<td>Assembly Line Format Manufacturing, China</td>
<td>Assembly line format manufacturing, China 305</td>
</tr>
<tr>
<td>Asset-Based Marketing</td>
<td>Asset-based marketing 155</td>
</tr>
<tr>
<td>Asset Specificity</td>
<td>Asset specificity 108</td>
</tr>
<tr>
<td>Automotive Sector</td>
<td>Automotive sector 108</td>
</tr>
<tr>
<td>Automobile Firms, Relocation to China</td>
<td>Automobile firms, relocation to China 305</td>
</tr>
<tr>
<td>Average Age in MENA Region</td>
<td>Average age in MENA region 322</td>
</tr>
<tr>
<td>Ayatollah Khomeini</td>
<td>Ayatollah Khomeini 340</td>
</tr>
</tbody>
</table>
banking service FDIs, growth of 225
bankruptcy 335
barter, re-use, household production 154
basic to applied research 75
benefit delivery of brands 161
Big Emerging Markets, definitions 5
bilateral investment treaties (BITS) 79–80, 228
binomial logistic regression 205
Binomial logistic regression estimates of establishment mode strategy 208
Birla Institute of Technology and Science, India 144
bivariate correlation analysis 207
BMP see brand management practices
Board activities: ideal and real 259
board level positions of family 260
bourgeoisie and merchants, middle class
Germany 294
brand management practices (BMP) 165
BMPs and broad sector of operation 167
BMPs and existence of product/brand management department firm 169
BMPs and firm size 166
in emerging country market 153–71
implementation 171
and ownership pattern 168
brand management support 170
brand orientation 154
brand relevance 161
brand report card (BRC)
assessment of BMPs in SMEs 155–6
brand reputation 272
brands benefits 169
consistency 162, 165
equity 164
identity 156
management and EC markets 154–5
management department and BMPs, Turkey 168
brand support availability, and BMPs, Turkey 168
R&D support, marketing planning 157–8
Brazil, emerging economy 42
Brazil ranking, Nation Brand Index 279
Brazil strong advances in Country Brand Index 279
bribery 69
BRIC (Brazil, Russia, India, China) 41, 269
Brief snapshot of the MENA region 342
economies 153, 209
Goldman Sachs 40
large consumer markets for firms 304
opportunities for Mittelstand firms 303
budget deficits 321
build-operate-transfer (BOT) process
outsourcing contracts 238
business environment, dynamism 184
Business Monitor of Corporate Reputation (Merco) 282
business school curricula,
internationalization need 75
Canada and United States
increased investment in fossil fuels’ extraction 118–19
capital controls 76
capital market institutions 67
liberalization and reform 76–7
cash flow estimation, lowering 361
CBDs see central business districts
Central and East European (CEE) region
and Latin America 225
Poland 190
central business districts (CBDs) 43
thriving in capital cities 55
chaos theory 325
characteristics of the sample
Turkey, research in 159
Chilean firm Concha y Toro 274
Chilean wine industry 274
Chinese Communist Party
No. 1 Central Document 123–4
Chinese-trained engineers
considered less employable than Indian 144
cities, sustainable 125–9
Classifications of emerging economies 32–5
climate change 118, 126
denial in advanced countries 122
coal producing, India
shortages and coal imports 119–20
cognitive institutions 65
collaborations with universities
R&D investments in India 147
collusion detection 77–8
Columbia drug trafficking history 274
communication during crises for EWS 344
communication systems 71
competition increase 77
competitive advantage
Chinese government 53
local rather than national level 49
composting, solar and wind power 127
computer and Internet usage in Lithuania
lower in older people 178
consistency of brand 169
consumer markets 304
consumer services
late movers into emerging markets 231
contract enforcement 78, 230
control mechanism, product markets 77
control variables 205
significant 209
Control variables used in the study 206
COO see country of origin
cooperative strategy with emerging markets 236
corporate control 76–7
corporate culture of Mittelstand firms 297
corporate governance 265
in family firms 251–67
corporate investment
emerging markets 355
government policy uncertainty 357
corporate malfeasance, lower 77
corporate needs, profit motives 125
corporate R&D
intellectual property (IP) protection 140
corporate reputation 270
economics and sociological perspectives 271–2
Corporate Social Responsibility (CSR) 274
corruption 72, 233
abuse or misuse of power for private gain 69–71
more likely in less-developed countries 69
serious obstacle to economic development 69
Ukraine 70
Corruption Perception Index, countries’ ranking 70
cost of capital, changes in 360
cost reduction of transport 48
cost-related factors 140
India 142
counterbalancing force to ‘Triad’ USA, EU, Japan 40
counterfeiting 340
countries with high aid dependency 321
country and firm reputations in Latin America
managing of 287
country development level differences 274
country-level competitiveness factors 142–9
country-level issues, Latin America 276
country-level reputation 270
Country of Origin (COO) literature 273, 274
Latin America 282
country reputation, Latin America 273–5
country specific advantages 274–5
creditor rights 284
crises in MENA 320–21
crisis management 345
black swans, MENA region 344
definitions 324–6, 328
research 343
crisis resolution outcomes 345
crisis surviving, criteria for 326–7
crisis types 328–43
Criteria used to define existing markets 25–9
CSR see Corporate Social Responsibility
cult of youth in Lithuania 184
Cultural, Administrative Geographic and Economic (CAGE) framework challenge for MNCs 230
cultural characteristics of country reputation influence 283–4
cultural distance 48 based on national culture 199 between home and host countries 199
choice of greenfield subsidiaries 210 dependent variable 204 economic freedom 197–203 entry mode strategy 215 high between home and host countries 200 impacts on FDI establishment mode strategy 213 influence on service MNCs 230 interrelationship 196–215 level of economic freedom 205 on strategy of investing MNEs 200 culture dimensions individualism, collectivism, masculinity-femininity 199 power distance, uncertainty avoidance 199 customer benefit delivery, brand management 156 customer understanding 156 Czech Republic, privatization programs 73

Dabur of India family business
Ayurvedic medicine manufacturing 261
Oversight Approach 260
Danish fashion retailer Bestseller in Chinese market 239
Danish footwear company, ECCO 239
Danish provider of engineering service to cement and mining industry, FL Smidth 235 data check 13–14 ‘Day of Rage’ plan, Syria long and bloody civil war 343
decentralization, potential improvements 127
decision making in Mittelstand economic responsibility 296 declining profits 77 degradation of our environment 118 Delimitation of Mittelstand firms from related types of firms 300 demographic picture of Europe, changes 174 denial mode or survival mode in crisis 326 depopulation challenge in Eastern Europe workforce shrinkage 174 depopulation in Lithuania 176–7 deportation of Lithuanians to Siberia emigration to West 179 Description analysis of BMPs brands, Turkey 161–4 Descriptive statistics and Pearson correlations 222 determinants of MNC activity in emerging markets institutional voids 230 developed countries and EM 12, 14 developed country service MNCs high growth in emerging markets 228 Results for the ‘Developed/EM-Broad’ country list 15 Results for the ‘Developed/EM-Narrow’ country list 16 development of institutions lack of, in home country of EMNC 110 digital divide, polarization of North and South 53–4 dimensions of a country social, politico-regulatory, geographic, economic 95 discriminatory efforts, ‘Arabization’ 322 discriminatory attitudes to older people 182 diseases 330 distance, physical, time and cost 47–8 distance ‘mental’, ‘psychic’ ‘cultural’ 48 distance perception and geographical realm 53 ‘distribution risk’ 341
diversity promotion 189
doctoral engineering degrees of USA awarded to foreign nationals 144
domestic service industries, MNCs, 228
drought, desertification 122, 329
Dubai 345
    financial crisis 2009, 331, 329
early warning signals (EWS) 345
    crisis management research 344
ecological perspective 46, 56
of emerging markets 38–56
economic dimension
    emerging countries, underdeveloped
innovation systems 95–7
economic freedom 200
    in a country, definitions 197
    high level in host country, preference of acquisitions over greenfield investments 202
    in host countries 202–3
    moderating impact, positive 203
    level, Economic Freedom of the World annual reports 204–5
    variance in level across nations 197
economic geography perspective 46, 56
of emerging markets 38–56
economic growth rates and world average 10, 41
economic perspectives, quality
    products 271–2
economic/political openness 41
Economics 10
    ‘economies in transition’ 39
    economies of scale
        network externalities (Shapiro and Varian) 234
Economist Intelligence Unit surveys 143
ecosystems protection 122
Ecuador, inalienable rights of nature 118
educational attainment
    inward foreign direct investment in Latin America 74
educational institutions 63, 68, 74–6
ego-protection function, old blaming 181
Egyptian Arab Spring 317–18
*Elements of institution building and associated benefits for firms and nations* 64
EM see emerging markets
EM criteria 11
E. Merck (Germany)
    family business 262
    emerging, classification of 89
    emerging countries 14
        lower levels of social development 95
        multinationals, theory development 100–10
    emerging country markets
        five main characteristics 154
        sources of brand competition 153
    emerging economy of Japan 39
    emerging market multinational companies 90
        behaviour based on country of origin 98
        unique characteristics 92–9
        how it affects firms’ internationalization 111
    emerging markets (EMs) 17–18
        accepted definitions 4–8
        business research 3
        definition 3–8
        heterogeneity of 230–31
        institutional voids 306
        restrictions on service MNCs 229
        risks and opportunities for
            Mittelstand firms in 303
        state-owned or state-supported 88
    emerging multinationals
        unique threat to Mittelstand 306
    EMNC see emerging market multinational companies
    emotional bonding of family in family firms 255
    emotional capital 345
    empirical approach 9–10
    empirical validity of EMs 17–18
    employer attitude to older workers
        Lithuania 174, 184–5
        further research need 175
    employment of women 335
    energy transformation 118–22
Handbook of contemporary research on emerging markets

engineering degrees in Indian universities awards to Indian citizens 144
Enron bankruptcy case 2002
Sarbanes–Oxley Act, USA 257
entrenchment 72–3
entrepôt trade 42
environment degradation killing by disease, humans 118
environmental awareness effect on consumers’ acceptance 357
environmental dynamism 363
epidemics 330
equal opportunity policy 189
establishment mode of Finnish MNEs preference to acquisitions 214
establishment mode strategy dependent variable 205
greenfield investment vs acquisition 203–7, 213
multinational enterprises, 196–215
estimations of the IFM 301
Euromoney Risk Ratings 365
European Union (EU) 39
Evolution of OFDI from advanced and emerging economies 91
EWS see early warning signals
expansion of and internationalization 98–9
export excellence of Germany 292–3
externalization of service activities 235
extortion, criminal conspiracies 69

factor market characteristics raw material and talent 305
family and state-owned firms 99
family business growing complexity 255
internationalization 307–8
positive feature 296–7
understanding of 252–4
family business, family extension 252–3
family control in Asia 251
family-owned Mittelstand firms 301
farming systems, traditional in China 125

Fastest growing emerging market trade corridors 321
FDI see foreign direct investment
Fertile Crescent in Middle East 44
fertile soil, loss of 122
financial benefits effect on consumers’ acceptance 357
financial crises in Russia, 1998
effect on birth rate 177
financial instability, high levels in emerging economies 75
financial leverage and investment 355
financial markets 75–7
Finland on emerging economies of Asia and Latin America 213
internationalized Nordic economy 198
Finnish multinational enterprises (MNE) acquisitions preference and economic freedom 211
preference for greenfield investments over acquisitions 211
firm heterogeneity 311
firm size and BMPs, 165
firm-level issue, Latin America 279–80
firms with role of government infrastructure investment 95
floods 329
Food and Agriculture Organization (FAO) 117, 122
food safety in China organically grown produce 124
food security 118, 122
and sustainable agriculture in China 123–5
forced resignation of employee 344
foreign currency exchange rates 323
foreign direct investment (FDI) 39, 79–80, 196, 312
economic development 74
inward in developing countries 361
numbers 224
outward in developing countries 361
foreign entrant multinational enterprises (MNE)
appropriate target firms 201
foreign expansion of firms 111
foreign firms, attraction to Latin America 281
Coca-Cola, Unilever, Google, Volkswagen, Mercedes Benz 282
Index

foreign investment increase 78
foreign language skills’, lack
need for, in multinational companies
188
foreign market entry
establishment mode strategy 202
foreign multinational companies
(MNCs)
attraction to India 139
market-related factors in India 148
role in India 223
foreignness, liability of 46
low for export, high for investment
modes 231
foreign trade and GDP 42
formal business partnerships
MNCs dependence on 230
fossil fuels
counter to environmental protection
118
franchising 239
foreign operation mode replication
strategy 239
Fraser Institute of Canada
country’s openness to IB and trade
204
free-market system 5
free trade agreements (FTA) 52
furniture retailer IKEA, in India 2016
223
Future crises research agenda 345
GCC see Gulf Cooperation Council
GDP see gross domestic product
GDP growth rate 5
General Agreement on Trade in
Services (GATS) 228
general management theories
research to advance 312–13
Generators of uncertainty 324
genetically modified seed varieties
122
detrimental effect 117
increased need for irrigation,
mechanization, fertilizers and
pesticides 117
smallholders loss of land to big
farming business 117
worsening of conditions for poor
118
geographic aspects 45–6
geographic concentration of economic
growth
within national borders 49–50
geographic dimension
underdeveloped infrastructure 95
geographical distribution of emerging
markets 44
geographical diversification 234
geographical locations 43
geography of emerging markets 39
importance 56
German Engineering Federation 309
German Mittelstand firms 304
‘for India in India’ strategy 307
inexperience of institutional voids
306
research on emerging market
strategies 292–3
sparse literature on
internationalization of 309–10
Germany, E. Merck family business
digital divide 54
Oversight Approach 260
Germany “World Champion of
Experts” 302
global financial crisis 280
global food system
world population shortage 122
global growth, ‘increasingly multipolar’
153
global industries, expansion of 98
Globalization Index, KOF (2014) 319
‘globalization’, market firms to
embrace 74–5
Global R&D survey 148
global sourcing stability 234
global strategy 109
GMR Group (Indian)
Indian family business 262, 263
Google
challenge by Chinese search engine
Baidu 235
governance aspects of
professionalization
for family businesses 252
governance mode changes
foreign firms in emerging markets
238
governance, new and untested 126
governance professionalization 265–6
government policies on investments 358
government policy uncertainty 355
competitive intensity 364
direct effects on corporate investments 358–62
higher levels increase cost of capital 361
interaction with market dynamism 364
measurement of 365
preference of short-term projects 361–2
prohibiting corporate investment 356
grassroots movement in China 124–5
Green Revolution
agricultural industrialization 117
food security, China 123
reliance on mono-cropping 122
greenfield investment 196, 209
MNEs, in case of cultural distance 202
versus acquisition 197
greenfield subsidiaries 209
greenfield subsidiaries preference in BRIC economies 214–15
grocery retailers, Walmart, Carrefour, Tesco 232
gross domestic product (GDP)
growth rates of emerging economies 62
of Latin America 270
gross national income (GNI) countries 6
Grupo Sura, Colombia 280
Gulf Cooperation Council (GCC) 319
H1B visa quotas in US, mostly Indians 145
Halal 340
help from non-family employees 254
heterogeneous beliefs 356
hidden champions
less than 3 billion Euros in revenues 298–9
high cultural distance
preference for greenfield investments 213–14
high economic freedom
preference for acquisitions 213–14
higher education policy at national level 75
Hofstede's cultural dimensions 197, 199
home-based-augmenting R&D mandates 141
home countries, reputation, Latin America 276
homegrown ownership advantages exploiting in emerging markets 232
host countries in study sample from Asia 205
from Latin America 205
host country characteristics 282–6
human capital, to attract foreign investment 74
Human Resource Management (HRM) policies
for needs of older workers 193
Human Resource (HR) Managers dimension for service firms 236
interviewers of different ages and genders 182
IB see international business
IfM in Bonn 295
IFM see Institut für Mittelstandsforschung
IKEA, foreign firm in India entry into Indian market MNC with ownership advantages 232
‘international replicator’ 238
small-scale retailers, India, impact on 223
immigration criteria 335
incomplete contracts 108
incremental internationalization process model 106–7
independence restoration to Lithuania hardship and insecurity, 1990s 177
Independent variables 11, 13
and their operationalization 36–7
India
as destination for R&D activities 237
electricity 119
investment cut in renewables 121
Indian economy
integration into world economy 223
Index 377

Indian household, consumption expenditure almost doubling, 2011, 149
Indian Institutes of Science Education and Research 144
Indian Institutes of Technology (IITs) 144
Indian pharmaceutical industry R&D sourcing for MNCs 237
Indian stock market regulator ‘Clause 49’ India 257
India’s IP protection regime 143
industrial goods emerging markets’ demand for 304–5
industry development, small-scale 229
industry in Soviet Russia mainly engineering and sciences 179
industry reputation 272–3
industry risk 337–8
industry sector, brand investment 157
informal economic arrangements, support for 126
informal institutions 127–8
informal working with formal institutions 130
information and communication technology (ICT) 48
infrastructure capability policy 358
development 229
facilities for functioning of society 71–2
institutions including privatization 63, 68
innovation and economic growth, link 139–40
innovation source 306–7
innovation theory development 130
institutional conditions and transitions in emerging markets 80
institutional constraints 66
institutional distance between home and host country 62
institutional environments 306
institutional isomorphism 66
institutional theory 62–82
research in 312–13
for studying corruption 63
institutional voids underdevelopment of product markets and other institutions 63
institutional weaknesses 4
institution building 62, 63 in emerging economies 67–82
institutions, role of reduction of transaction and information costs 67
insurance premiums, emergency for shipping companies in GCC 328
integration/differentiation model of MNC extending 109
Intellectual Property (IP) protection 142–3
intellectual property rights protection 201, 211, 239
Interaction plot of cultural distance and economic freedom in the host country for establishment mode strategy of Finnish MNEs 212
Interconnections between reputation levels 275
interdependence among key economic players 196
interest rate risks 360
internal conformity with foreign subsidiaries 200
internalization advantages in emerging markets 235–40
internalization theory of MNC 108
International Business (IB) literature and studies 196, 199, 213
perspective 226
international crisis management 327–8
International Finance Corporation (IFC) 11
international law of foreign investment bilateral investment treaties 79
international management thriving on edge of chaos 343–6
international markets and Mittelstand 302
International Monetary Fund (IMF) 11
‘advanced economies’ 39
classification of emerging countries 90
international new ventures (INV) 309
international replication 238
international service firms in emerging markets 223–43
internationalization 109
internationalization advantages (I) 107–8
attitudes and motives 311
educational institutions 75
for service MNCs 240
internationalization of EMNCs differences 97–8
of German Mittelstand 302–14
of hidden champions 292–314
internationalization process, psychic distance 106
internationalization theories research to advance 312
internationalizing of MNCs 232
Internet penetration, lower in Africa 54
Internet service providers 53
invasion of Kuwait 345
investing firm characteristics 281–2
investing firm, local or foreign 281
investment 71–2
investment attraction 72
Investment Development Path (IDP) 230–31
investment into emerging economies greater political risk 68
investment platform, stable 66
investment projects short-term or long-term 360–61
Iran–Iraq war 342
irrigation 122
IT and business services sensitivity to cultural distance 230

Jawaharlal Nehru National Solar Mission 120
job requirements computer literacy, English and Russian skills, Lithuania 188
Journal of International Business Studies 10

Key characteristics of professionalization of governance 265

Key theories of the MNC and their extension from the analysis of EMNCs 101–5

Kingdom of Saudi Arabia (KSA) 335, 336, 343
knowledge and maturity 185
knowledge assets 236
knowledge capital management in MENA 322
knowledge intensive activities 226
Asian emerging market economies 51
knowledge management capacities 362
KOF Globalization Index (2014) 319
KSA see kingdom of Saudi Arabia

Labor Code liberalization 193
labor force aging effects on performance and employer attitudes 174
labor force shortage in Lithuania dependence on older workers 177
labor market in MENA region Internet and technology industries 322
labor market institutions 67
land degradation from human activities 122
Landes, David The Wealth and Poverty of Nations 44
large-scale manufacturing 305
Latin America colonial heritage, Spanish language 276
complex reputation issues 275
Country RepTrak Pulse scores 284
higher mean reputation 279
industry bias, telecommunications banking, energy 272–3
privatization programs 73–4
Latin American reputation and institutional development statistics 285–6

Latin American reputation and investment statistics 277–8
Latin America’s inward and outward foreign direct investment (FDI) 269–87
leadership in crises 344
learning from failures 328
legal compliance of family business 257
legal institutions 78–9
   bilateral investment treaties 63, 68
legal remedies, creation and
   enforcement 68
legislation 336
legislation, labor law 334
legitimacy tension, HQ and host
country 109
‘less developed countries’ (LDCs) 5
liberalization of the service sectors
   in emerging markets 224
limited resources of Mittelstand firms
   297–8
literacy, lack of, in IT
   serious obstacle in modern work 188
Lithuania
discriminated social group, older
   workers 192
high negative net migration 20–34,
   177
Labor Code
   extra vacation days for older
   employees 189
most highly educated country in
   Europe 177–8
no age-specific practices 192
no early retirement schemes, 65 for
   men and women 176
post-Soviet country
   discrimination against older
   workers 176
local adaption mandates, market
growth potential 141
local market factors 17
local urban agriculture 130
location advantages (L) of another
country 107–8
location advantages of emerging
   markets 227–31, 240
location and distance 47
location of MNE activities 49
London Stock Exchange 9
low wage earners 177
‘low order’ or ‘high order’ service
   sector industries 52
macroeconomic conditions
   in emerging market countries 355
‘Made in China’, ‘Created in China’
   53
Maersk Line, shipping company
   investments in container terminals in
   African, Asian ports 234
Maktoob.com 319
management uncertainty 356
managerial control ‘let go’
   family business leaders 259
managerial perquisite consumption
   72–3
managerial professionalization
   in family firms 251–67
MANOVA tests, EM-Broad, EM-
   Narrow 12
manpower losses, Soviet during WWII
   178
manufacturing industries Group1
   food, beverages, textile, apparel,
   leather 166
   metal, iron, steel, mining, petroleum,
   gas 166
manufacturing industries Group2
   auto, transport, electrical, durables,
   chemicals 166
manufacturing industries Group3
   construction, logistics 166
   export–import trading, tourism,
   banking and financial services
   166
manufacturing sector 42
manufacturing sector of Mittelstand
   positive effects 301
market analysis projects, regular,
   MNEs 55
market attractiveness
   separation from psychic distance
   107
market-based institutions 67, 81–2
market dynamism 362–3
   and government policy uncertainty
   363
market failures 70
market governance 5
market growth main components
   consumption growth 149
   potential market size 149
market heterogeneity, fragmented
   154
marketing and EC markets 154
marketing behavior
of small and medium enterprises (SMEs) 154
marketing in EC markets 154
market institutions
including financial and product markets 63, 68
market multinationals, emerging theory development 88–111
market-related factors 140
India 142
market segmentation 229
market size and market growth 148–9
mature attitude to work
responsibility, commitment, wisdom 185
McDonald’s, KFC, Taco Bells, fast-food chains 232
mechanization 122
medium-sized enterprise and small enterprises 295
MENA countries
weak legal systems, high levels of corruption 343
mergers and acquisitions (M&A) 337
politically connected bidders 343
mergers and acquisitions, for Latin American firms 280
micro businesses 295
micro grids for solar energy, India 121
micro-organizational risks 337
micro, small and medium enterprises (MSMEs) 323
Middle East Africa (MEA), Internet traffic 322
Middle East North Africa (MENA)
cross-cultural issues, talent retention, human resource (HR) policies 317
diversity, ethnicity, religion, income group, history 317
group of countries across Asia and Africa 319–23
natural disaster, earthquakes 318
perspective for international management 317–42
political instability, conflict,

humanitarian crisis, resource scarcity 317
population mainly youths 319
potential of this region 319
scarcity of water, food, power 318
migration and refugee crisis 334
military coup in Thailand, uncertainty of firms 357
Ministry of Environmental Protection, China
Water Pollution Prevention Act 124

Mittelstand, word from Middle Ages 294
champions, sub-set of firms 313–14
characteristics outshining global competitors 294–300, 303
concept, extension to other European countries 310
firms, innovative companies 298
Germany 292–3
symbiotic relationship with local environment 313
internationalization not addressed by academic research 307
key role for Germany 300–302, 310–11
middle class 294
often family businesses 296
potential future research 310
qualitative characteristics of 298
quantitative characteristics 294–5
unknown competitive behavior 305–6
‘Wirtschaftswunder’ post-Second World War 301

MNC see multinational companies
MNE see multinational enterprises
Morocco and Tunisia
electronics, textiles and call centres thriving 54
multi-domestic strategy 109
multilocal behaviour of multinational enterprises 47–8
multinational companies (MNCs) 10, 100
context 328, 148
‘foreign’, exit likely 344
in India, R&D, 140
professional service firms, facility service firms 233
service activity increase 241
multinational enterprises (MNEs) 82
challenge 55
cross-border dimension 46
differences in home and host countries 196
internationalization theories 312
multi-localational 50
responses to political risk 68
multinational firm 344
education in developing countries 74
multinationality of service MNCs 234
multinationalization of EMNCs 98
multiple levels of reputation 271–5
Muslim Brotherhood 333

National Action Plan on Climate Change 121
India, June 2008, 120
National Institutes of Technology, India 144
National Solar Mission, January 2010, 120
Nation Brand Index ranking, Russia, China, India 279
nations and multinational enterprises (MNEs)
due to globalization 196
nation state 68
native crop varieties, native seed sharing 125
natural disasters (black swans) 329–43
natural resource exploitation 118
negative attitudes of employers to older workers 174
net present value (NPV) 358
networks in SMEs, neglect of role 309
new business models 110
new competitors 305–6
new energy vehicles (NEVs)
Chinese government policies 357
New Institutional Economics (NIE) 66, 196–7
Newly Industrializing Economies 42, 46–7

normative institutions 65
nuclear power 331

OFDI see outward foreign direct investment
OFDI flows and stocks from emerging and advanced economies selected years 93–4
offensive by Israel against Gaza 332
off-grid solar capacity, India 121
oil exporting countries 320, 331
older employees, traits of 185
older worker employability in changing labor market 174–94
conservative, less productive 186
context specific 193
declining physical capacity, more costly 185
discrimination causes 180–81
post-Soviet context 174–94
older workers in Lithuania lack of self-confidence 187–8
older workers’ lacks, Lithuania foreign language skills 188
IT literacy 188
OLI framework 107, 227, 231–2, 241–2
online game companies 53
operational flexibility for manufacturing MNCs 234
operational tasks delegation from family business 255
opportunism 108
Organization of the Petroleum Exporting Countries (OPEC) oil prices 319
organizational response to environmental stimuli 327
Outward Foreign Direct Investment (OFDI) 90–92
Oversight Approach 266
professionalization of governance 260–61
ownership advantage retaining 107–8
creation of 233–5
in emerging markets 231–5, 240
retention and creation of 242
ownership dispersing, in family businesses 255
ownership mode 209
control variables, significant 215
ownership pattern of firm
and BMPs, Turkey 167
local, foreign, or mixture 157

Participative Approach 266
family business 261–5
patent filing in India, by foreigners 143
patent protection analysis in 122
countries 143
people risks 340
per capita income level, in PPP terms 41
pharmaceutical industry 237
‘pillars’ of institutional structure
regulative pillar, cognitive pillar,
normative pillar 65
piracy in the Gulf of Aden 333
risks 328
Poland, socialist experience
private-enterprise retention during
Soviet times 190
policies and practice, older-worker-
friendly 188–9
political and economic liberation in
Europe
Mittelstand firms in European
expansion 302–3
political instability, conflict,
humanitarian crisis, resource
scarcity 329, 332
political institutions 68
corruption 63–4, 68
political risk 72, 365
bribery, bureaucracy 68
determinant of FDI 358–9
high in developing countries 355,
358–9
insurrections, corruption,
expropriation 68
opaque rules and regulations 68
Political Risk Services Group 365
politico-regulatory area
weaker institutions, unstable political
and regulatory systems 95
pollution
by economic development 118
pollution of arable land, China 124
industrial waste dumping, mining 123
Portuguese language, Latin America 276
positive traits of older workers
stability, loyalty, adherence to rules 185
post-Soviet imprint effects, on older
worker 190
post-Soviet mentality, lack of ambition 187
poverty in developing world 117
power generation, capacity generation
in India
increased investment in fossil fuels’
extraction 119
power-related disasters (Black Swans) 331
‘practitioner’ lists 12
pricing strategies 156
of brand 169
on perception of value 161
private firms 358
private investment, disruption 70
private investment in infrastructure
greater levels if corrupt 71
privatization 64
in emerging economies 72
transfer of ownership from state to
private sector 72–4
produce risk 340
product/brand management
department 157
product liability laws 77, 78
product life cycle model
innovations in advanced countries
100–106
product market characteristics 77–8,
304–5
product risk 338
professional board of directors active
duties in family business 256–7
professionalization of family business
governance 251, 256–65, 258–9
two approaches 259–60
professional service firms
consultancies, lawyer firms,
advertising agencies, accounting
firms 232
prohibitive controls  
over capital account transactions 76
property rights 68, 78
protectionist policies 202, 213
public assets, theft of 69
public equity markets, capital allocation 76–7
public–private partnerships (PPPs) 126, 229, 358
willingness to invest 128–9
purchasing power and welfare 40
Purchasing Power Parity (PPP) 39
quality of life for citizens 130
R&D activities
relocating to emerging economies 307
R&D investments
in emerging markets, India 139–50
offshored and non-offshored 141–2
offshoring foreign direct investment (FDI) 142
R&D mandates, types
local adaption, international adaption, international creation 140
ranking differences between BMPs, Turkey 160
ransome 333
rapid industrialization of China 123
RBV see resource-based reviews rebranding, importance of 338
recovery rate of German SMEs after financial crises in 2008, 301
recruitment practices, Lithuania 192
reduction of undernourished in China 123
reform in corporate governance 251
reform in rural agriculture, China 123
refugee crisis 321, 343
regression coefficients 14, 211
older investments 210
regression model 15, 16
regulation of service MNCs, national interests 229
regulatory agencies 77
relevance of brand 169
religion and culture 336
religion of owners versus COO Halal 339
renewable energy, active promotion 120–22
reputational capital 345
reputation gaining, Latin America 280
Reputation Institute 281
reputed companies, BRIC, Mexico 280
reputation issues affecting Latin American firms 275–80
reputation levels, integration of 275
firms investing in Latin America 280–87
reputation management, scandals, legal issues 341
reputation of firms 283
reputation of industries inward and outward FDI Latin America 270, 273, 287
research and development (R&D) contribution to firm growth 362
research findings, aging management 181–4
research, lack of focus on 146
research methods sample, Turkey 158
survey instrument 158–60
resource-based reviews (RBV) 109–10, 308, 313
Respondent and organizational characteristics 183
reverse innovation 129
reverse linkage investment and acquisitions 153
Rio +20, The Future We Want, access to energy 118
risk-averse firms 68–9, 107
risk instability 324
risk management 106
risk mitigation 328
rooftop solar capacity, India 121
rule of law mechanism 78
rules and regulations 99
Russian language, compulsory foreign socialization not allowed 179
salary of R&D personnel, India 146–7
scale economies 234
science and engineering (S&E) talent in India 144–5
science factors
availability of scientists, engineers, India 142
scientific infrastructure 140
scientific research institutions quality of, India 145–6
scientists and engineers, availability, India 143–4
Securities and Exchange Board of India (SEBI) 257
segregation of women 335
service activities 51
in IT and engineering work 238
nature of 241
service FDI s, growth of in emerging markets 224–5, 228
service firms’ internationalization 241
service industries 56, 229
and the internet in emerging markets 50–55
in CBDs Cairo, Casablanca 54
service MNCs 223
car rental firms, airlines, hotel chains 233
challenges 229–30
in emerging markets 226, 228
international business perspective 225–7
vital for sustainable development 228
water provision, energy production, health care, telecommunications 228
service OEMs in IT 225
services activities, Western economies to Asia 50
services, and goods, distinguishing attributes 225–6
services in emerging markets 51–2
opportunities 228–9
’servitization’ 225
shareholder right in a society 284
sibling partnerships
shared leadership arrangement 255
size of firm small and medium enterprises, branding 156
size of Mittelstand firms, SMEs 294–5
skilled labor pool, dwindling of 341
skilled workers, mobility of, in India 144
small and medium-sized enterprises, SMEs 295
branding 156
description 295
internationalization 307–8
so-called hidden champions 292
social capital 345
social identity theory 181
social instability 332
social institutions 64
socialisation values 74
social networks, Facebook, Twitter, Google
‘natural monopolies’ on internet 234
social stability in Middle East 346
societal norms beliefs and values transmission by education 74
socio-cultural dimension 95
of professionalization 257–8
socioeconomic decentralization 126–7
sociological perspective 271–2
soil remediation, China 124
solar energy, India 119–21
solar energy price, Madhya Pradesh 121
solar photovoltaic panels (PV) prices from China and US 120
solar power in India 119–22
solar projects, open bidding, India 121
source of brand equity 156, 169
South Africa
scarce arable land grain fed to cattle in feed lots 118
strain on limited water resources 118
South Korea, discrimination against women 281
South Korea, Mexico, Turkey ‘emerging country markets’ 153
sovereign wealth funds (SWFs) of Middle East 319
Soviet educational system
no provision for modern skills 191–2
Soviet employment traditions 177
Soviet era
free compulsory secondary education 179
Soviet experience
absence of personnel management 175
high female employment 175
impact on age discrimination 175
isolation of disabled from society 175
nearly zero unemployment 175
no personal attitudes or opinions 179, 192
Soviet imprint on employer attitudes
lack of use of technology 186–8
older worker employability 174
Soviet Union
continued work of retirement-age people 178
space and time 45
stakeholder management of
Mittelstand firms 297
stakeholder mapping and analysis 55
Stand, German word
'class' or socio-economic status 294
statistical analysis method 205–7
statistical analysis of sample, ANOVA tests 160
statistical methods 14
stereotypical conditions of emerging countries
their impact on behavior of EMNCs at home and abroad 96, 97
stereotyping of older workers 175, 188
social identity theory 180–81
Strategies for managing corporate-conflict dynamics 325
Study hypotheses 203
study sample description 205
study of foreign firms' strategies 226
sub-Saharan Africa, GDP growth rate 54
Subsystems of a family business 254
Sudarshan Chemicals Industries Limited (India) 264
participative approach 263–4
Summary of location (L), ownership (O) and internalization (I)
advantages for MNCs in emerging markets 240
Summary of sample characteristics 207
surrounding areas to cities
life-support system, care for 129
survey instrument, mail survey by questionnaire 158
sustainability, importance of 130
sustainability initiatives 118
in emerging markets, learning from 117–30
sustainable cities 118
sustainable development, definition 117, 129
economic development, environmental protection, social equity 117
Swedish Internet firm Truecaller, global reach 49–50
Syrian crisis, Lebanon, Turkey, Jordan 321
takeover, unsolicited 77
target countries
for Mittelstand internationalization 312
target country experience 205
tax burden
MNC's establishment of R&D facilities 142, 147–8
tax deductions for R&D in India 148
technological modifications for raw materials 127
technology and market changes, Lithuania 184–5
technology in MENA region 322
technology threats 336
telecommunications
hard infrastructure 99
service FDIs, growth of 225
Vodafone, Telenor 232
template analysis 182–3
termination, resignation 341
terrorism 333
business scholars to shed light 317'The Asian Tigers'
Hong Kong, Singapore, South Korea, Taiwan 39
The uncertainty continuum: frequency of events along a period of time

The Wealth of Nations (Adam Smith)

slave labour 44

Third World countries 5
time- and cost-distance 48
tipping points 344
top level manager in Lithuania, typical 180
tourism importance, place-specific 52
trade and investment liberalization 52
Trade-Related Aspects of Intellectual Property Rights (TRIPS agreement) 237
training and requalification for older working 190
transaction and information processing costs
reduction of 66
transaction-cost economics (TCE) 63, 67, 226, 235, 308
transboundary crises 343
‘transitional economy’ 5
trans-national corporations (TNCs) 317
transnational strategy 109
Transparency International
Corruption Perception Index 41–2, 70
transportation 71
hard infrastructure 99
Tunisian vegetable seller, self-immolation act of 343
Turkey, research in emerging market research 158–60
Types of corporate crisis 318
Types of MENA crises and examples 329–42

Ukraine
mafia-style syndicate of former president 69–70
uncertainty in MENA region 323
underdevelopment of economy 99
unfamiliarity hazards
major hurdle in subsidiary managing 200
unification of Germany, early 1990s
Mittelstand locations abroad 302

United Arab Emirates (UAE) 319
United Nations Convention against Corruption (UNCAC) 69
United Nations Economic Commission for Latin America and the Caribbean (ECLAC) 52
United States gross domestic product (GDP) 41
universities and nation building 74
university-industry collaborations challenges in India 146
strength of, India 145–6
university-related factors, strength, India 142
Upssala model 312
Uppsala School, psychic distance 230
urban centres in emerging markets and digital divide 52–4
urban growth in developed countries 126
urbanization in emerging economies
immigration, slums, megacities 126
urban sustainability 126–7
urban versus rural areas, market targeting, India 149
utilities and infrastructure focus of FDIs in emerging markets 225

Various stages of the firm life cycle 253
vertical agricultural structures 127
veteran MNCs in China
‘foreign investor’ to ‘strategic insider’ 233

war in Iraq 345
waste management’ 130
water and power infrastructure 71
water resources in China
overuse of fertilizers, pesticides, irrigation 123
Waze, Israeli startup, 2008, 319
weak communication and service activity 229
Why Nations Fail, Acemoglu and Robinson 44
wind for renewable energy, India 119
working class
agriculture-based communities, Germany 294
World Bank 13–14
G20 Summit Report 153
World Bank classification, ‘middle income economies’ 39
World Commission on Environment and Development (WCED) 117
World Economic and Social Survey 2013
United Nations 118
World Health Organization 237
world market leaders, Mittelstand firms, Germany 299
world population increase 122
World Trade Organization 237
worldwide network access firms 234–5
World War II victims of Lithuania 179
‘youth bronia scheme’ 1966 Soviet Union
job guarantee to university students 179
youth unemployment 333
Zaatari Syrian refugee camp 334