

---

# Contents

---

|                                                                                                                                                                         |      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <i>List of contributors</i>                                                                                                                                             | viii |
| Introduction: filling gaps in research on interfirm collaboration –<br>focus on alliances and networks<br><i>Jorma Larimo, Niina Nummela and Tuija Mainela</i>          | 1    |
| <br><b>PART I STATE OF THE ART IN ALLIANCE AND<br/>NETWORK RESEARCH</b>                                                                                                 |      |
| 1 Diaspora networks in international business: a review on an<br>emerging stream of research<br><i>Maria Elo</i>                                                        | 13   |
| 2 National culture and international alliances: a review of<br>recent literature<br><i>Cristina López-Duarte and Marta M. Vidal-Suárez</i>                              | 42   |
| 3 Hybrid ways of organizing opportunities in international<br>entrepreneurship<br><i>Tuija Mainela, Vesa Puhakka and Per Servais</i>                                    | 65   |
| 4 Transaction cost perspectives on alliances and joint ventures:<br>explanatory power and empirical limitations<br><i>Klaus E. Meyer and Yi Wang</i>                    | 87   |
| <br><b>PART II CONCEPTUAL DEVELOPMENTS IN ALLIANCE<br/>AND NETWORK RESEARCH</b>                                                                                         |      |
| 5 International growth in born globals – continued growth<br>through networking on institutionally distant markets<br><i>Svante Andersson and Gabriel Baffour Awuah</i> | 139  |
| 6 Internal MNC structures' bearing on externally embedded<br>subsidiaries' organizational performance<br><i>Ulf Andersson, Peter Ekman and Cecilia Erixon</i>           | 155  |

---

# Contents

---

|                                                                                                                                                                         |      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| <i>List of contributors</i>                                                                                                                                             | viii |
| Introduction: filling gaps in research on interfirm collaboration –<br>focus on alliances and networks<br><i>Jorma Larimo, Niina Nummela and Tuija Mainela</i>          | 1    |
| <br><b>PART I STATE OF THE ART IN ALLIANCE AND<br/>NETWORK RESEARCH</b>                                                                                                 |      |
| 1 Diaspora networks in international business: a review on an<br>emerging stream of research<br><i>Maria Elo</i>                                                        | 13   |
| 2 National culture and international alliances: a review of<br>recent literature<br><i>Cristina López-Duarte and Marta M. Vidal-Suárez</i>                              | 42   |
| 3 Hybrid ways of organizing opportunities in international<br>entrepreneurship<br><i>Tuija Mainela, Vesa Puhakka and Per Servais</i>                                    | 65   |
| 4 Transaction cost perspectives on alliances and joint ventures:<br>explanatory power and empirical limitations<br><i>Klaus E. Meyer and Yi Wang</i>                    | 87   |
| <br><b>PART II CONCEPTUAL DEVELOPMENTS IN ALLIANCE<br/>AND NETWORK RESEARCH</b>                                                                                         |      |
| 5 International growth in born globals – continued growth<br>through networking on institutionally distant markets<br><i>Svante Andersson and Gabriel Baffour Awuah</i> | 139  |
| 6 Internal MNC structures' bearing on externally embedded<br>subsidiaries' organizational performance<br><i>Ulf Andersson, Peter Ekman and Cecilia Erixon</i>           | 155  |

|    |                                                                                                                                                                                                                                                             |     |
|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| vi | <i>Handbook on international alliance and network research</i>                                                                                                                                                                                              |     |
| 7  | Business networks, firm strategy, opportunity development and strategic outcomes: a conceptualization of the initial phase of firm internationalization<br><i>Mikael Hilmersson, Martin Johanson, Heléne Lundberg, Stylianos Papaioannou and Aron Thyrs</i> | 171 |
| 8  | Knowledge transfer and organizational learning processes in international strategic alliances: the determinants, consequences, and moderators<br><i>Mia Hsiao-Wen Ho and Pervez N. Ghauri</i>                                                               | 195 |
| 9  | The potential of network pictures for international alliance and network research<br><i>Valtteri Kaartemo, Hannu Makkonen and Rami Olkkonen</i>                                                                                                             | 229 |
| 10 | Dynamic contracting scenarios in international strategic alliances: inter-temporal culturally sensitive incentive schemes<br><i>Ursula F. Ott</i>                                                                                                           | 243 |
| 11 | Overlapping of networks during transformation of the Russian economy<br><i>Asta Salmi and Lars-Gunnar Mattsson</i>                                                                                                                                          | 271 |

### PART III EMPIRICAL EVIDENCE OF INTERNATIONAL ALLIANCES AND NETWORKS

|    |                                                                                                                                                                                    |     |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 12 | Inside born globals' international network: a microscopic study of the Irish digital animation sector<br><i>Adele Smith, Paul A. Ryan and Natasha Evers</i>                        | 297 |
| 13 | Greenfield joint ventures versus partial acquisitions: determinants of collaborative entry strategies of Finnish multinational enterprises<br><i>Ahmad Arslan and Jorma Larimo</i> | 320 |
| 14 | Sustaining a business: from partnership to acquisition<br><i>Svetla Trifonova Marinova and Marin Marinov</i>                                                                       | 356 |
| 15 | Institutional signatures or firm-specific imprints? Joint venture profiles and the performance panorama in five emerging market groups<br><i>Hemant Merchant</i>                   | 396 |
| 16 | Network brokers as a resource for ensuring acquisition integration<br><i>Nicola Mirc and Philippe Very</i>                                                                         | 413 |

|                                                                     |                                                                                                                                                                                                                                                             |     |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| vi                                                                  | <i>Handbook on international alliance and network research</i>                                                                                                                                                                                              |     |
| 7                                                                   | Business networks, firm strategy, opportunity development and strategic outcomes: a conceptualization of the initial phase of firm internationalization<br><i>Mikael Hilmersson, Martin Johanson, Heléne Lundberg, Stylianos Papaioannou and Aron Thyrs</i> | 171 |
| 8                                                                   | Knowledge transfer and organizational learning processes in international strategic alliances: the determinants, consequences, and moderators<br><i>Mia Hsiao-Wen Ho and Pervez N. Ghauri</i>                                                               | 195 |
| 9                                                                   | The potential of network pictures for international alliance and network research<br><i>Valtteri Kaartemo, Hannu Makkonen and Rami Olkkonen</i>                                                                                                             | 229 |
| 10                                                                  | Dynamic contracting scenarios in international strategic alliances: inter-temporal culturally sensitive incentive schemes<br><i>Ursula F. Ott</i>                                                                                                           | 243 |
| 11                                                                  | Overlapping of networks during transformation of the Russian economy<br><i>Asta Salmi and Lars-Gunnar Mattsson</i>                                                                                                                                          | 271 |
| PART III EMPIRICAL EVIDENCE OF INTERNATIONAL ALLIANCES AND NETWORKS |                                                                                                                                                                                                                                                             |     |
| 12                                                                  | Inside born globals' international network: a microscopic study of the Irish digital animation sector<br><i>Adele Smith, Paul A. Ryan and Natasha Evers</i>                                                                                                 | 297 |
| 13                                                                  | Greenfield joint ventures versus partial acquisitions: determinants of collaborative entry strategies of Finnish multinational enterprises<br><i>Ahmad Arslan and Jorma Larimo</i>                                                                          | 320 |
| 14                                                                  | Sustaining a business: from partnership to acquisition<br><i>Svetla Trifonova Marinova and Marin Marinov</i>                                                                                                                                                | 356 |
| 15                                                                  | Institutional signatures or firm-specific imprints? Joint venture profiles and the performance panorama in five emerging market groups<br><i>Hemant Merchant</i>                                                                                            | 396 |
| 16                                                                  | Network brokers as a resource for ensuring acquisition integration<br><i>Nicola Mirc and Philippe Very</i>                                                                                                                                                  | 413 |

|    |                                                                                                                                  |     |
|----|----------------------------------------------------------------------------------------------------------------------------------|-----|
| 17 | Individual acting in customer-focused internal networks<br><i>Elina Pernu</i>                                                    | 438 |
| 18 | The development of network competence in an<br>internationalized SME<br><i>Lasse Torkkeli, Sami Saarenketo and Niina Nummela</i> | 459 |
|    | <i>Index</i>                                                                                                                     | 495 |

|    |                                                                                                                                  |     |
|----|----------------------------------------------------------------------------------------------------------------------------------|-----|
| 17 | Individual acting in customer-focused internal networks<br><i>Elina Pernu</i>                                                    | 438 |
| 18 | The development of network competence in an<br>internationalized SME<br><i>Lasse Torkkeli, Sami Saarenketo and Niina Nummela</i> | 459 |
|    | <i>Index</i>                                                                                                                     | 495 |