EUROPEAN MANAGEMENT JOURNAL

EUROPEAN MANAGEMENT JOURNAL

AIMS AND SCOPE

The European Management Journal (EMJ) is a generalist, academic review covering all fields of management including, but not limited to business ethics, business strategy, entrepreneurship & innovation, information systems, international business & cross-cultural studies, marketing, organization studies & general management as well as supply chain & operations management. The EMJ aims to present the latest thinking and research on major management topics in form of articles that meet high academic quality standards, while still being accessible to non-specialists.

Interdisciplinary research and cross-functional issues are particularly favored. The Journal takes a broad view of business and management and encourages submissions from other disciplines if they contribute significantly to problems considered by managers and researchers.

The EMJ is a peer-reviewed journal, with a "double-blind" procedure involving at least two reviewers.

The EMJ publishes 6 issues a year. Most articles are full length research papers but other types of submissions are welcome (reviews, surveys, opinion papers, interviews). Special Issues or groups of 3 or 4 papers (Management Focus) are published under the direction of Guest Editors.

THE EUROPEAN MANAGEMENT JOURNAL

is owned by





Published by Elsevier Ltd



Available online at www.sciencedirect.com

SciVerse ScienceDirect

Elsevier

European Management Journal is Abstracted/Indexed in: ABI/Inform; ANBAR; PIRA; PsycINFO; Public Affairs Information Service Bulletin: RePec. Also covered in the abstract and citation database SciVerse Scopus[®]. Full text available on SciVerse ScienceDirect[®]

VOLUME 30 • ISSUE 3 • JUNE 2012

EUROPEAN MANAGEMENT JOURNAL

Special Issue: Multinational Companies from Emerging Markets and Strategic Fit

Guest Editors: Peter Gammeltoft, Bersant Hobdari, and Igor Filatotchev

Peter Gammeltoft, Igor Filatotchev Bersant Hobdari

> Alberto Di Minin, Jieyin Zhang Peter Gammeltoft

> > Victor Zitian Chen, Jing Li Daniel M. Shapiro

Felipe Mendes Borini Moacir de Miranda Oliveira Jr. Franciane Freitas Silveira Ronald de Oliveira Concer

> Florian Becker-Ritterspach Gert Bruche

Anthony Kuo, Ming-Sung Kao Yi-Chieh Chang, Chih-Fang Chiu

> Filip De Beule Jing-Lin Duanmu

> > Tamara Stucchi



ELSEVIER

Victor Z. Chen Bersant Hobdari

Emerging multinational companies and strategic fit: A contingency framework and future research agenda

Chinese foreign direct investment in R&D in Europe: A new model of R&D internationalization?

International reverse spillover effects on parent firms: Evidences from emerging-market MNEs in developed markets

The reverse transfer of innovation of foreign subsidiaries of Brazilian multinationals

Capability creation and internationalization with business group embeddedness - the case of Tata Motors in passenger cars

The influence of international experience on entry mode choice: Difference between family and non-family firms

Locational determinants of internationalization: A firm-level analysis of Chinese and Indian acquisitions

Emerging market firms' acquisitions in advanced markets: Matching strategy with resource-, institution- and industry-based antecedents **Book Review**



European Management Journal

Website: http://www.elsevier.com/locate/emj

Editor

Michael Haenlein ESCP Europe, France

Associate Editor

Robert Paton University of Glasgow, UK

Subject Area Associate Editors Business Ethics

Steven Grover

University of Otago, Dunedin, New Zealand

Business Strategy

Thomas Wrona

Hamburg University of Technology, Hamburg, Germany

Entrepreneurship and Innovation

Celine Abecassis-Moedas

Universidade Católica Portuguesa, Lisbon, Portugal

Information Systems

Tsan-Ming Choi

The Hong Kong Polytechnic University, Hung Hom KLN, Hong Kong

International Business and

Cross-Cultural Studie Anne-Katrin Neve

Fraunhofer MOEZ, Leipzig, Germany

Marketing

Universidad Carlos III de Madrid, Getafe, Spain

Organization Studies and General Managemen Isabelle Bouty, Universite Paris Ouest, Nanterre, France

Supply Chain and Operations Management

Chalmers University of Technology, Gothenburg, Sweden

Editorial Board

Francisco Jose Acedo

Universidad de Sevilla, Sevilla, Spain

Sascha Albers Universität zu Köln, Köln, Germany

Joaquin Alegre

Universitat de València, Spain

Nathalie Angelé-Halgand

University of Nantes, Nantes, France

Elena Antonacopoulou University of Liverpool Management School, Liverpool,

A. Bartel-Radic

Université de Savoie, Chambéry, France

Hans Berends Technische Universiteit Eindhoven

Eindhoven, Netherlands

Stefano Borzillo

SKEMA Business School, Sophia Antipolis Cedex, France Eva Boxenbaum

MINES ParisTech, Paris, France

Liz Breen, University of Bradford, Bradford, England, UK

Frada Burstein

Monash University, Caulfield East, VIC, Australia

Lena Bygballe

BI-Norwegian School of Management, Oslo, Norway

Fabrizio Cesaron

Universidad Carlos III de Madrid, Madrid, Spain Robert Chia, University of Strathclyde, Glasgow, UK

Ricardo Chiva, Universitat Jaume I, Castellon, Spain

Nova School of Busines and Economics, Lisbon, Portugal Eva Delacroix

Iniversité Paris-Dauphine, Paris Cedex 16, France

Claudio Dell'Era

Politecnico di Milano, Milano, Italy

Colette Depevre

Université Paris-Dauphine, Paris Cedex 16, France

Herve Dumez Centre National de la Recherche Scientifique (CNRS), Paris

Lola C. Duque

Universidad Carlos III de Madrid, Madrid, Spain

Nathalie Fabbe-Costes Université de la Mediterranée (Aix-Marseille II).

Aix-en-Provence Cedex 1. France

Mario Fernando

University of Wollongong, Wollongong, Sydney, NSW Australia

Eric Flamholtz

University of California at Los Angeles (UCLA), Los Angeles CA. USA

Margaret Fletcher, University of Glasgow, Glasgow, UK Michael Gibbert, University of Lugano, Lugano, Switzerland Marie-Leandre Gomez

ESSEC Business School, Cerqu-Pontoise, France

Anne-Wil Harzing

University of Melbourne, Parkville. VIC. Australia Bernd Helmig

Universität Mannheim, Mannheim, Germani

Juliana Hsuan

Copenhagen Business School (CBS), Fredericksberg, Denmark

Thomas Hutzschenreuter WHU, Vallendar, Germany

Reinhard Hünerberg

Universität Kassel, Kassel, Germany Marc Jegers

Vrije Universiteit Brussel, Brussels, Belgium

A. Kolk Universiteit van Amsterdam, Amsterdam, Netherlands

Nora Lado, Universidad Carlos III de Madrid, Getafe, Spain Joseph Lajos, HEC Paris, Jouy en Josas, Franci Xavier Lecocq, University of Lille, Lille, France

Benoît Leleux Institute for Management Development (IMD)

Lausanne, Switzerland

Carlos Lourenco Erasmus Universiteit Rotterdam, Rotterdam, Netherlands

Robert MacIntosh University of Glasgow, Glasgow, UK

Sihem Ben Mahmoud-Jouini

HEC Paris, Jouy en Josas, France

Ronan McIvor, University of Ulster, UK Stephen McLaughlin

National University of Ireland, Maynooth, Maynooth, Ireland Niina Nummela, University of Turku, Turku, Finland

Université de Lausanne, Lausanne-Dorigny, Switzerland

David Patient

Universidade Católica Portuguesa, Lisbon, Portugal

Joe Peppard Cranfield University, Cranfield, Bedford, UK

Maia Piecyk Heriot-Watt University, Edinburgh, UK

Ionatan Pinkse

Grenoble Ecole de Management, Grenoble, France

Andrew Potter

Cardiff University Cardiff 11K

Ionas Puck, WU Vienna, Vienna, Austria

Vanessa Ratten, Deakin University, Burwood, VIC, Australia James Rice, Jr.

Massachusetts Institute of Technology (MIT), Cambridge MA. USA

David Robb

The University of Auckland, Auckland, New Zealand Linda Rouleau, HEC Montreal, Montreal, QC, Canada Isabelle Royer, IAE Lyon, Lyon, France

Stefan Schmid, ESCP Europe, Berlin, Germany Julien Schmitt

Aston Business School, Birmingham, England, UK

The Open University, Milton Keynes, UK

Mikael Sondergaard, Aarhus Universitet, Aarhus, Denmark Ileana Stigliani, Imperial College London, London, UK Stefan Suess

Heinrich-Heine-Universität Düsseldorf, Düsseldorf, Germany Howard Thomas

Singapore Management University, Singapore Georg von Krogh, ETH Zurich, Switzerland

Eidgenössische Technische Hochschule (ETH) Zürich, Zurich, Switzerland

Peter William

University of Cambridge, Cambridge, England, UK Duane Windsor, Rice University, Houston, TX, USA Chee Yew Wong, University of Hull, Hull, UK

Sheldon B Lubar School of Business, Milwaukee, WI, USA

Università Ca'Foscari Venezia, Venezia, Italy

Advisory Panel

Iain Docherty, University of Glasgow, Glasgow, UK Michael Haenlein, ESCP Europe, Paris, France Pierre Koch, ESCP Europe, Paris, France Robert Paton, University of Glasgow, Glasgow, UK

Editorial Office

Any correspondence relating to editorial matters should be sent by email to Hervé Laroch (E-mail: laroche@escp-eap.net). All papers must be submitted via the journal's online submission website, please refer to the Notes for Contributors at the back of the journal.

Whilst every effort is made by the publishers and editorial board to see that no inaccurate or misleading data, opinions or statements appear in this journal, they wish to make it clear that the data and opinions appearing in the articles and advertisements herein are the sole responsibility of the contributor or advertiser concerned. Accordingly, the publishers, the editorial board and editors and their respective employees, officers and agents accept no responsibility or liability whatsoever for the consequences of any such inaccurate or misleading data, opinions or statements.

The Journal appears 6 issues per year in February, April, June, August, October and December. For subscription information, please see inside back cover and Order Card.

© Elsevier Ltd 2012 ISSN 0263-2373 30(3) 175-292 (2012)

Printed by Henry Ling Ltd,

The European Management





It is published by ELSEVIER LTD

Notes for Contributors • Subscription Information

The European Management Journal is a generalist, academic review covering all management fields. The EMI aims to present the latest thinking and research on major management topics. While meeting high academic quality standards, articles are interesting and accessible to non-specialists. Articles should be an accessible source of useful information and ideas for practitioners and students Interdisciplinary research and cross-functional issues are particularly favoured, as well as cross-cultural investigations. The Journal takes a broad view of business and management and encourages submissions from other disciplines if they contribute significantly to problems considered by managers and researchers. Qualitative methodologies and case-based studies are welcome.

The EMJ is a peer-reviewed journal, with a "double-blind" procedure involving at least two

The *EMI* publishes 6 issues a year. Most articles are full length research papers but other types of submissions are welcome (reviews, surveys, opinion papers, interviews). Special Issues or groups of 3 or 4 papers (Management Focus) are published under the direction of Guest Editors.

Submission of articles

Authors are invited to submit articles via the online submission site of http://ees. elsevier.com/emj - here you can find further information and register Please upload one copy of the full paper including graphics and all figures as graphics files separately. The system automatically converts source files to a single Adobe Acrobat PDF version of the article, which is used in the peer-reviewed process. Please note that even though manuscript source files are converted to PDF at submission for the review process, these source files are needed for further processing after acceptance. All correspondence, including notification of the Editor's decision and requests for revision, takes place by e-mail and via the Author's

hard-copy paper trail. All papers submitted are refereed and will be subject to initial appraisal for the refereeing process. The Editor's word is

homepage, removing the need for a

Articles will be accepted up to 10,000 words in length, but shorter papers are preferred.

Submission of a manuscript to the European Management Journal implies a commitment by the author to publish in it. Articles previously published and those under consideration by another journal may not be submitted.

Articles should be submitted with a photograph size 3.6cms × 4.6cms (portrait) in JPG and a short biography (not exceeding 80 words) covering the author's professional career and interests, for publication alongside

Authors should keep in mind that, while meeting high academic quality standards, articles should be potentially interesting and readable for non-specialists of one particular field. Articles should be an accessible source of useful information

Further Details and ideas for practitioners and students. Therefore, plain and clear expression is very desirable. Either American or British English will be accepted, although it must be consistent. Language editing is the responsibility of authors. Authors who require information about language editing and copyediting services pre- and post-submissions please visit: http://www.elsevier.com/wps/find/ authorshome.authors/languagepolishing

Abstracts and Index

An abstract not exceeding 100 words should accompany each manuscript submitted. Authors are also asked to supply a maximum of 8 key words or phrases which will be useful for indexing purposes.

References

The manuscript should include a reference list containing only those references cited in the text. The references should follow the APA style. They should be arranged in alphabetical order according to the surname of the first author. Works by the same author should be listed in order of publication. Each reference should contain full bibliographical details, e.g.

Sample Journal Reference: Doyle, P. (2000). Valuing marketing's contribution. European Management Journal, 18, 3. Two or More Authors

Lochmann, H-D., & Steger, U. (2002). Performing under pressure: managers embracing new realities. European Management Journal, 20,

Barker, R. (2001). Determining value. Englewood Cliffs, NJ: Prentice Hall. Sample of Edited Book: Lake, R.A. (Ed) (1999). Evaluating and implementing hedge fund strategies.

London: Eurornoney Publications. This journal has standard templates available in key European Union will be charged the reference management packages EndNote (http://www.endnote.com/support/enstyles.asp/) and Reference Manager (http://refman.com/support/ rmstyles.asp/). Using plug-ins to wordprocessing packages, authors only need to select the appropriate journal template when preparing their article and the list of references and citations to these will be formatted according to the journal style which is Orders, claims, and journal

Authors are responsible for ensuring consistency and completeness between references in the text and in the reference list. The list of references should not exceed 30 titles. Only references in the text should be listed in the reference list. References in the text not fully listed will be deleted.

Funding body agreements and

Elsevier has established agreements and developed policies to allow authors whose articles appear in journals published by Elsevier, to comply with potential manuscript archiving requirements as specified as conditions of their grant awards. To learn more about existing agreements and policies please visit http:// www.elsevier.com/fundingbodies

Offprints

Authors and co-authors will receive one copy of the issue in which the article appears and 50 free reprints. A reprint order form will be sent to authors for purchasing additional reprints. Orders for these must be received before printing to qualify for lower prepublication rates

Publishing Office

Fax: +44 (0)1865 853132.

EX1 2AH, UK

Any correspondence relating to editorial matters should be sent to Hervé Laroche -E-mail: laroche@escp-eap.net

Elsevier Ltd, Bampfylde Street, Exeter

3251 Riverport Lane, Maryland Heights MO 63043, USA; phone: (877) 8397126 [toll free within the USA]; (+1) (314) 4478878 [outside the USA]; fax: (+1) (314) 4478077; Oxford: Elsevier Customer Service Departmen The Boulevard, Langford Lane, Kidlington, Oxford OX5 1GB, UK; phone: (+44) (1865) 843434; fax: (+44) (1865) 843970; e-mail: Journals Customer Service EMEA@elsevier.comTokyo: Elsevier Customer Service -9-15 Higashi-Azabu, Minato-ku, Tokyo 106-0044, Japan; phone: (+81) (3) 5561 5037; fax: (+81) (3) 5561 5047; e-mail: Journals-CustomerServiceJapan@elsevier.com Singapore: Elsevier Customer Service Department, 3 Killiney Road, #08-01 Winsland House I, Singapore 239519; phone: (+65) 63490222; fax: (+65) 67331510; e-mail: JournalsCustomerServiceAPAC@

Author enquiries

For enquiries relating to the submission of articles (including electronic submission) please visit this journal's homepage at http://www. elsevier.com/locate/emj. Contact details for questions arising after acceptance of an article, especially those relating to proofs, will be provided by the publisher. You can track accepted articles at http://www.elsevier.com/ trackarticle. You can also check our Author FAQs at http://www.elsevier.com/authorFAQ and/or contact Customer Support via http:// support.elsevier.com.

Advertising information:

If you are interested in advertising or other commercial opportunities please e-mail Commercialsales@elsevier.com and your enquiry will be passed to the correct person who will respond to you within 48 hours.

Subscription Information

This Journal is published six times a year. Annual Institutional Subscription Rates 2012: Europe and Iran, euro 923; Japan, JPY 122,700; all other countries, \$US1,031. Personal subscription rates 2012, which must b prepaid by personal cheque or credit card: Europe and Iran, euro 172: Japan, JPY 22,900; all other countries, US\$194. Non-VAT registered customers in the appropriate VAT in addition to the price listed. Prices include postage and insurance and are subject to change without notice. An Order Card is available within this copy of the Journal.

enquiries:

Please contact the Elsevier Customer Service Department nearest you: St. Louis: Elsevier Customer Service Department e-mail: JournalCustomerService-usa@elsevier.com Department, 4F Higashi-Azabu, 1-Chome Bldg,