

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



and



Published by Elsevier Ltd



0263-2373(201206)30:3;1-V

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®

EUROPEAN MANAGEMENT JOURNAL

VOLUME 30 • ISSUE 3 • JUNE 2012

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

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

PANTONE_186_CVC

PANTONE_280_CVC

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 Studies

Anne-Katrin Neyer
Fraunhofer MOEZ, Leipzig, Germany

Marketing

Charlotte Gaston-Breton
Universidad Carlos III de Madrid, Getafe, Spain

Organization Studies and General Management

Isabelle Bouty, *Université Paris Ouest, Nanterre, France*

Supply Chain and Operations Management

Arni Halldorsson
Chalmers University of Technology, Gothenburg, Sweden

Editorial Board

Francisco Jose Acedo
Universidad de Sevilla, Sevilla, Spain

Sascha Albers
Universität zu Köln, Köln, Germany

Sihem Ben Mahmoud-Jouini
HEC Paris, Jouy en Josas, France

Joaquin Alegre
Universitat de València, Spain

Nathalie Angelé-Halgand
University of Nantes, Nantes, France

Elena Antonacopoulou
University of Liverpool Management School, Liverpool, England, UK

David Patient
Universidade Católica Portuguesa, Lisbon, Portugal

Joe Peppard
Cranfield University, Cranfield, Bedford, UK

Maja Piecyk
Heriot-Watt University, Edinburgh, UK

Jonatan Pinkse
Grenoble Ecole de Management, Grenoble, France

Andrew Potter
Cardiff University, Cardiff, UK

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

Anne Smith
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*

Nathalie Fabbe-Costes
Université de la Méditerranée (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, Cergy-Pontoise, France

Anne-Wil Harzing
University of Melbourne, Parkville, VIC, Australia

Bernd Helmig
Universität Mannheim, Mannheim, Germany

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, France*

Xavier Lecocq, *University of Lille, Lille, France*

Benoît Leleux
Institute for Management Development (IMD), Lausanne, Switzerland

Carlos Lourenço
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*

Daniel Oyon
Université de Lausanne, Lausanne-Dorigny, Switzerland

David Patient
Universidade Católica Portuguesa, Lisbon, Portugal

Joe Peppard
Cranfield University, Cranfield, Bedford, UK

Maja Piecyk
Heriot-Watt University, Edinburgh, UK

Jonatan Pinkse
Grenoble Ecole de Management, Grenoble, France

Andrew Potter
Cardiff University, Cardiff, UK

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

Anne Smith
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*

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 Studies

Anne-Katrin Neyer
Fraunhofer MOEZ, Leipzig, Germany

Marketing

Charlotte Gaston-Breton
Universidad Carlos III de Madrid, Getafe, Spain

Organization Studies and General Management

Isabelle Bouty, *Université Paris Ouest, Nanterre, France*

Supply Chain and Operations Management

Arni Halldorsson
Chalmers University of Technology, Gothenburg, Sweden

Editorial Board

Francisco Jose Acedo
Universidad de Sevilla, Sevilla, Spain

Sascha Albers
Universität zu Köln, Köln, Germany

Sihem Ben Mahmoud-Jouini
HEC Paris, Jouy en Josas, France

Joaquin Alegre
Universitat de València, Spain

Nathalie Angelé-Halgand
University of Nantes, Nantes, France

Elena Antonacopoulou
University of Liverpool Management School, Liverpool, England, UK

David Patient
Universidade Católica Portuguesa, Lisbon, Portugal

Joe Peppard
Cranfield University, Cranfield, Bedford, UK

Maja Piecyk
Heriot-Watt University, Edinburgh, UK

Jonatan Pinkse
Grenoble Ecole de Management, Grenoble, France

Andrew Potter
Cardiff University, Cardiff, UK

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

Anne Smith
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*

Nathalie Fabbe-Costes
Université de la Méditerranée (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, Cergy-Pontoise, France

Anne-Wil Harzing
University of Melbourne, Parkville, VIC, Australia

Bernd Helmig
Universität Mannheim, Mannheim, Germany

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, France*

Xavier Lecocq, *University of Lille, Lille, France*

Benoît Leleux
Institute for Management Development (IMD), Lausanne, Switzerland

Carlos Lourenço
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*

Daniel Oyon
Université de Lausanne, Lausanne-Dorigny, Switzerland

David Patient
Universidade Católica Portuguesa, Lisbon, Portugal

Joe Peppard
Cranfield University, Cranfield, Bedford, UK

Maja Piecyk
Heriot-Watt University, Edinburgh, UK

Jonatan Pinkse
Grenoble Ecole de Management, Grenoble, France

Andrew Potter
Cardiff University, Cardiff, UK

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

Anne Smith
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*

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 Studies

Anne-Katrin Neyer
Fraunhofer MOEZ, Leipzig, Germany

Marketing

Charlotte Gaston-Breton
Universidad Carlos III de Madrid, Getafe, Spain

Organization Studies and General Management

Isabelle Bouty, *Université Paris Ouest, Nanterre, France*

Supply Chain and Operations Management

Arni Halldorsson
Chalmers University of Technology, Gothenburg, Sweden

Editorial Board

Francisco Jose Acedo
Universidad de Sevilla, Sevilla, Spain

Sascha Albers
Universität zu Köln, Köln, Germany

Sihem Ben Mahmoud-Jouini
HEC Paris, Jouy en Josas, France

Joaquin Alegre
Universitat de València, Spain

Nathalie Angelé-Halgand
University of Nantes, Nantes, France

Elena Antonacopoulou
University of Liverpool Management School, Liverpool, England, UK

David Patient
Universidade Católica Portuguesa, Lisbon, Portugal

Joe Peppard
Cranfield University, Cranfield, Bedford, UK

Maja Piecyk
Heriot-Watt University, Edinburgh, UK

Jonatan Pinkse
Grenoble Ecole de Management, Grenoble, France

Andrew Potter
Cardiff University, Cardiff, UK

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

Anne Smith
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*

Nathalie Fabbe-Costes
Université de la Méditerranée (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, Cergy-Pontoise, France

Anne-Wil Harzing
University of Melbourne, Parkville, VIC, Australia

Bernd Helmig
Universität Mannheim, Mannheim, Germany

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, France*

Xavier Lecocq, *University of Lille, Lille, France*

Benoît Leleux
Institute for Management Development (IMD), Lausanne, Switzerland

Carlos Lourenço
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*

Daniel Oyon
Université de Lausanne, Lausanne-Dorigny, Switzerland

David Patient
Universidade Católica Portuguesa, Lisbon, Portugal

Joe Peppard