

ADVANCES IN INTERNATIONAL MANAGEMENT
VOLUME 30

**BREAKING UP THE GLOBAL
VALUE CHAIN:
OPPORTUNITIES AND
CONSEQUENCES**

EDITED BY

TORBEN PEDERSEN
Bocconi University, Italy

TIMOTHY M. DEVINNEY
University of Leeds, UK

LASZLO TIHANYI
Texas A & M University, USA

ARNALDO CAMUFFO
Bocconi University, Italy



United Kingdom – North America – Japan
India – Malaysia – China

CONTENTS

LIST OF CONTRIBUTORS	<i>ix</i>
ACKNOWLEDGMENTS	<i>xi</i>
EDITORS' BIOGRAPHIES	<i>xiii</i>
EDITORS' INTRODUCTION	<i>xv</i>

CASE EXAMPLES

OWNERSHIP AND LOCATION IN THE SMALL DOMESTIC APPLIANCES INDUSTRY: THE DE'LONGHI CASE <i>Diego Campagnolo and Arnaldo Camuffo</i>	<i>3</i>
NEW BUSINESS MODELS IN-THE-MAKING IN EXTANT MNCS: DIGITAL TRANSFORMATION IN A TELCO <i>Ángels Dasí, Frank Elter, Paul N. Gooderham and Torben Pedersen</i>	<i>29</i>
BREAKING UP GLOBAL VALUE CHAINS: EVIDENCE FROM THE GLOBAL OIL AND GAS INDUSTRY <i>Andrew Inkpen and Kannan Ramaswamy</i>	<i>55</i>
GLOBAL INTEGRATION STRATEGIES IN TIMES OF CRISIS – AN EVENT STUDY OF THE IMPACT THE GLOBAL FINANCIAL CRISIS HAS ON TURKISH SUBSIDIARIES' EXPORTING STRATEGIES <i>Camilla Jensen</i>	<i>81</i>

ORGANIZATIONAL FORMS

- OFFSHORING, OVERSHORING, AND RESHORING:
THE LONG-TERM EFFECTS OF MANUFACTURING
DECISIONS IN THE UNITED STATES
Gwendolyn Whitfield 123
- BACKSHORING: TOWARDS INTERNATIONAL
BUSINESS AND ECONOMIC GEOGRAPHY
RESEARCH AGENDA
Paweł Capik 141
- TIED UP AND SHOCKED: HOW RELATIONAL
CONTRACTING WITH SUPPLIERS CONSTRAINS
GLOBAL BUYERS DURING AN ECONOMIC CRISIS
*Sarah Wolfolds, Markus Taussig, Bryan Hong and
Kjell Carlsson* 157
- TOWARD A MULTI-PATH THEORY OF DIVERSIFIED
INTERNATIONAL EXPANSION: THE CASE OF
MULTINATIONAL MOBILE NETWORK OPERATORS
Frank Elter and Svein Ulset 189
- ## CONSEQUENCES OF FRAGMENTING
- THE PERFORMANCE CONSEQUENCES OF
MANUFACTURING OUTSOURCING: REVIEW AND
RECOMMENDATIONS FOR FUTURE RESEARCH
Roger Strange and Giovanna Magnani 217
- GLOBAL SHIFT-BACK'S: A STRATEGY FOR REVIVING
MANUFACTURING COMPETENCES
Bella Belerivana Nujen and Lise Lillebrygfjeld Halse 245
- INDUSTRIAL DISTRICT FIRMS DO NOT SMILE:
STRUCTURING THE VALUE CHAIN BETWEEN LOCAL
AND GLOBAL
*Marco Bettiol, Chiara Burlina, Maria Chiarvesio and
Eleonora Di Maria* 269

OUTWARD R&D SPILLOVERS IN THE HOME COUNTRY: THE ROLE OF REVERSE KNOWLEDGE TRANSFER <i>Lamia Ben Hamida</i>	293
WALKING BEFORE YOU CAN RUN: THE KNOWLEDGE, NETWORKS, AND INSTITUTIONS FOR EMERGING MARKET SMEs <i>Gerald A. McDermott and Carlo Pietrobelli</i>	311
ABOUT THE AUTHORS	333
INDEX	339