

The Future of the Multinational Company

Edited by:

Julian Birkinshaw

Sumantra Ghoshal

Constantinos Markides

John Stopford

George Yip

London Business School



WILEY

Contents

Introduction		vii
<i>Julian Birkinshaw, Sumantra Ghoshal, Costas Markides, John Stopford, George Yip</i>		
SECTION 1	RIVAL STATES, RIVAL FIRMS	1
Chapter 1	The (A)political Multinational: State-Firm Rivalry Revisited <i>Louis Turner</i>	3
Chapter 2	The Moral Response to Capitalism: Can We Learn from the Victorians? <i>John Dunning</i>	14
Chapter 3	The Multi-home-based Multinational: Combining Global Competitiveness and Local Innovativeness <i>Orjan Solvell</i>	34
Chapter 4	Regional Multinationals: The Location-bound Drivers of Global Strategy <i>Alan Rugman and Alain Verbeke</i>	45
SECTION 2	MANAGING THE MULTINATIONAL ENTERPRISE	59
Chapter 5	The Evolving Multinational: Strategy and Structure in Latin American Operations, 1990-2000 <i>Jose de la Torre, Jose Paulo Esperanga and Jon Martinez</i>	61
Chapter 6	Risk and the Dynamics of Globalization <i>Donald R. Lessard</i>	76
Chapter 7	The Global OEM: The Transformation of Asian Supplier Companies <i>Anthony Leung and George Yip</i>	86

Chapter 8	Designing Multinational Organizations: Is it All Over Now? <i>Lawrence Franko</i>	100
Chapter 9	The Customer-focused Multinational: Revisiting the Stopford and Wells Model in an Era of Global Customers <i>Julian Birkinshaw and Siri Terjesen</i>	115
Chapter 10	Geography as a Design Variable <i>D. Eleanor Westney</i>	128
Chapter 11	Regional Organizations: Beware of the Pitfalls <i>Paul Verdin, Venkat Subramanian, Alice de Koning and Eline Van Poeck</i>	143
Chapter 12	The Metanational: The Next Step in the Evolution of the Multinational Enterprise <i>Yves Doz, Jose Santos and Peter Williamson</i>	154
SECTION 3	REJUVENATING THE MATURE BUSINESS	169
Chapter 13	The Critical Role of Sense-making in <i>Rejuvenating the Mature Business</i> <i>John Stopford and Charles Baden-Fuller</i>	171
Chapter 14	The Invisible Underpinnings of Corporate Rejuvenation: Purposeful Action Taking by Individuals <i>Sumantra Ghoshal and Heike Bruch</i>	179
Chapter 15	Rejuvenation Revisited: Identifying and Managing Strategy Decay and Innovation <i>Peter J. Williamson</i>	194
Chapter 16	Racing to be Second: Innovation through Imitation <i>Constantinos Markides</i>	211
Chapter 17	Who Needs Multinationals? Lessons from Open-source Software <i>Robert M. Grant, Andrea Lipparini, Gianni Lorenzoni and Elaine Romanelli</i>	222
SECTION 4		237
Chapter 18	Management Research: Reprise and Prologue <i>John Stopford</i>	239
References		245
List of Contributors		257
Index		263