

Table of Contents

Foreword	V
Acknowledgements	VII
Preface	IX
Table of Contents	XI
List of Figures	XV
List of Tables	XVII
1. Introduction	1
1.1. Background and relevance	1
1.2. Major research gaps and scope of the thesis	5
1.3. Chapters overview	7
2. Crossing organizational and country boundaries via R&D offshoring: The impact of captive offshoring and contract offshoring on innovation performance	11
2.1. Introduction.....	11
2.2. Theoretical background and hypothesis development	14
2.2.1. Offshoring and firm innovativeness.....	14
2.2.2. Strategy-specific drawbacks to offshoring.....	15
2.2.3. Requiring a minimum scale for effective captive offshoring.....	16
2.2.4. R&D intensity, offshoring strategies and innovation performance	18
2.3. Data and methods.....	19
2.3.1. Sample.....	19
2.3.2. Variables	20
2.3.2.1. Dependent variable	20
2.3.2.2. Focus variables.....	20
2.3.2.3. Control variables	21
2.3.3. Estimation	22
2.4. Results.....	22
2.5. Discussion.....	37

2.6. Conclusion	40
3. Crossing organizational boundaries via markets for technology: The impact of supplying R&D on own innovation performance	43
3.1. Introduction.....	43
3.2. Literature review	46
3.3. Supplying R&D to third parties and own innovation performance	48
3.4. Firm-level heterogeneity in the effect of supplying R&D to third parties on innovation performance	51
3.4.1. The role of the supplying firm's technological position	51
3.4.2. The role of the supplying firm's configuration towards basic research	53
3.5. Data	55
3.5.1. Sample.....	55
3.5.2. Variables	55
3.5.2.1. Dependent variable	55
3.5.2.2. Focus variables.....	55
3.5.2.3. Control variables.....	56
3.5.3. Estimation	57
3.6. Results.....	57
3.7. Discussion	61
3.7.1. Academic implications.....	64
3.7.2. Practical implications	66
3.8. Conclusion	67
4. Managing the crossing of country and organizational boundaries: R&D internationalization strategies and management practices in multinational companies from emerging versus advanced economies	69
4.1. Introduction.....	69
4.2. Literature review	72
4.3. Hypotheses development	74
4.3.1. How EMNCs catch up with AMNCs via R&D internationalization	74

4.3.1.1. The role of competence-exploration and -exploitation in EMNC catch up	74
4.3.1.2. The contingent effect of relative technological position for EMNC catch up	77
4.3.2. Challenges EMNCs face when transferring and integrating knowledge and how they solve them	78
4.3.2.1. The role of R&D personnel transfer mechanisms and international R&D teams at home locations	80
4.3.2.2. The role of governance mode and executive R&D manager origin	81
4.4. Method	84
4.4.1. The research design	84
4.4.2. The country setting	85
4.4.3. Variables	87
4.4.3.1. Dependent variables	87
4.4.3.2. Focus variables	89
4.4.3.3. Control variables	89
4.4.4. Estimation	91
4.5. Results	91
4.6. Discussion	104
4.6.1. Implications	105
4.6.2. Limitations	107
4.7. Conclusion	108
5. Effects of crossing country boundaries at the level of the individual: The impact of foreign language use on the evaluation and selection of innovative projects	109
5.1. Introduction	109
5.2. Theoretical background and hypotheses	111
5.2.1. Desirability, feasibility, and the selection decision	112
5.2.2. The impact of foreign language use on the relationship between desirability, feasibility and the selection decision	112
5.2.3. Foreign language use, direct human project component, and desirability	114

5.3. Method	116
5.3.1. Sample	116
5.3.2. Experimental design	118
5.3.3. Description of stimuli: The innovative projects	119
5.3.4. Variables	120
5.3.4.1. Dependent variables	120
5.3.4.2. Independent variables	121
5.3.4.3. Control variables	121
5.4. Results	123
5.5. Discussion	131
5.5.1. Contributions and implications	132
5.5.2. Limitations	134
5.6. Conclusion	135
6. Overall summary and conclusion	137
6.1. Summary	137
6.2. Academic implications	138
6.3. Managerial and policy implications	143
6.4. Limitations and future research	145
6.5. Conclusion	146
Appendix A. R&D Survey of the SV Wissenschaftsstatistik GmbH für die deutsche Wissenschaft (survey wave 2009)	149
Appendix B. Descriptions of innovative projects	157
References	159