Contents

Li.	st of Figures	vi
Li	st of Tables	vii
Αb	pout the Editors	х
Lis	st of Contributors	xii
Ac	knowledgements	xiv
1.	Introduction	1
	Andrew Delios and Paul W. Beamish	•
PA	ART I WHY INTERNATIONALIZE? MORE SUBSIDIARIES RESULTS IN SUPERIOR PERFORMANCE	
2.	The nature of Japanese investment worldwide Andrew Delios, Paul W. Beamish and Shige Makino	13
3.	Geographic scope, product diversification and the corporate performance of Japanese firms Andrew Delios and Paul W. Beamish	47
PA	ART II ENTRY MODE CHOICE AND PERFORMANCE	
4.	A review and update of the relationship between performance	
	and ownership-based entry mode selection	75
	C. Patrick Woodcock and Paul W. Beamish	
5.	Local ownership restrictions, entry mode choice and FDI perform	ance:
	Japanese overseas subsidiaries in Asia	97
	Shige Makino and Paul W. Beamish	
6.	Location specificity and the transferability of downstream assets	
	to foreign subsidiaries	117
	Jaideep Anand and Andrew Delios	

vi Contents

PART III JOINT VENTURES

7.	Japanese firms' investment strategies in emerging economies Andrew Delios and Witold J. Henisz	145
8.	Ownership strategy of Japanese firms: Transactional, institutional and experience influences	175
9.	Andrew Delios and Paul W. Beamish Performance and entirely of init ventures with	
9.	Performance and survival of joint ventures with non-conventional ownership structures	205
	Shige Makino and Paul W. Beamish	
10.		
	for alliance formation in Asia	227
	Shige Makino and Andrew Delios	
PAR	T IV MANAGEMENT STRATEGY	
11.	How Japanese MNCs have matched goals and strategies in India and China	255
	Jaideep Anand and Andrew Delios	
12.	Japanese firms and the decline of the Japanese expatriate Paul W. Beamish and Andrew C. Inkpen	275
13.		
	joint ventures	293
	Shige Makino and Paul W. Beamish	
Refe	rences	311
Inde	x	343

List of Figures

3.1	Research model	50
4.1	Eclectic theory model	80
	Selection of entry mode by industry category	132
6.1	· · · · · · · · · · · · · · · · · · ·	148
7.1	Research model	167
7.2	Own experience, public expropriation hazards and ownership	
7.3	Partner presence, public expropriation hazards and ownership	168
9.1	Joint venture ownership structure options from the home-	
<i>7.</i> •	country based firm perspective	210
9.2	1 1' and joint wonture ownership	
7.2	structure options	213
0.3	C d tommination rate	223
9.3	JV Ownership structure, performance, and community	
10.1	Interaction between foreign parent experience and a local	246
	partner	246
10.2	Interaction between JV experience and a local partner	247
	Subsidiary strategy and employment of expatriates	270
11.1	Substitute of Strategy and employment of expansions	

List of Tables

2.1	Summary of the data	
2.2	Geographic distribution as Continue of the Con	15
2.3	Geographic distribution of foreign subsidiaries	18
2.4	Number of subsidiaries: Entry date by world region	23
2.5	Number of subsidiaries: Entry date by country/region	24
2.6	Number of subsidiaries: Entry date by ownership category	34
2.7	Number of subsidiaries: Entry date by mode of entry	35
2.8	Number of subsidiaries: Annual sales by world region	38
2.0 2.9	Number of subsidiaries: Capitalization by world region	39
2.9 2.10	Number of subsidiaries: Total employment by world region	41
2.10	Number of subsidiaries: Expatriate employment by world region	43
	runiber of subsidiaries: Performance by world region	44
2.12	Number of subsidiaries: Performance by entry mode	45
3.1	Characteristics of parent firms in sample	56
3.2	Measurement model	59
3.3	Discriminant validity	61
3.4	Summary of path estimates	62
4.1	Resource requirement contingency decision matrix	83
4.2	The costs associated with utilizing the entry modes	85
4.3	The 1992 regression of entity age after entry to performance	91
1.4	The 199 / regression of entity age after entry to performance	91
1.5	The 1992 break point regression of entity age after entry to	91
	performance	വ
1.6	The 1997 break point regression of entity age after entry to	92
	performance	0.2
1.7	The 1992 performance difference in entry modes for entries	93
	over 2 years of age	
1.8	The 1997 performance difference in entry modes for entries	93
	over 2 years or age	
5.1	Summary of local ownership restrictions by country	94
5.2	Financial performance of entry mode by country	106
5.3	r mancial performance by country. Pagulta of ANOVA	110
i.4	Termination rate of entry mode by country (0/)	111
5.5	Termination rate by country: Results of Chi-square analysis	112
	Nesults of Chi-square analysis	114

5.6 Correlation between local ownership restrictions and performance of entry mode: Results of Spearman correlation analysis 6.1 Entry mode by world region 6.2 Pearson correlation coefficients and descriptive statistics (N=1218) 6.3 Trends in employment by industry 6.4 Estimation of entry mode and performance 6.5 Expatriate employment in wholesale and retail subsidiaries 7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analyses 9.6 Conventional JV ownership structure and survival: Results 10.1 Performance distributions by country and industry 220 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 240 10.4 Asia sample logistic regression results 10.5 Portion of Japanese FDI in India, China and the world 10.6 Whist strategies 10.7 Performance distributions by country and industry 238 109 Motives for investment 100 Descriptive statistics and correlations 101 Performance distributions by country and industry 230 Descriptive statistics and correlations 231 Descriptive statistics and correlations 232 Descriptive statistics and correlations 233 Local knowledge acquisition channels and performance 240 Asia sample logistic regression results 241 Comparison of Japanese FDI in India, China and the world 242 Thin thin and India – organizational characteristics and strategy 142 Nu		List of Tables	ix
6.1 Entry mode by world region 6.2 Pearson correlation coefficients and descriptive statistics (N=1218) 6.3 Trends in employment by industry 6.4 Estimation of entry mode and performance 6.5 Expatriate employment in wholesale and retail subsidiaries 7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected JIV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analyses 9.6 Conventional JV ownership structure and survival: Results 9.6 Conventional JV ownership structure and survival: Results 9.6 Conventional JV ownership structure and performance: Result 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 1240 10.4 Asia sample logistic regression results 10.5 Pol in China and India – organizational characteristics 11.6 Motives for investment 12.7 Mumber of expatriates per subsidiary by subsidiary entry date 12.8 Number of expatriates employed per 100 subsidiary	5.6	performance of entry mode: Results of Spearman correlation	116
6.2 Pearson correlation coefficients and descriptive statistics (N=1218) 6.3 Trends in employment by industry 6.4 Estimation of entry mode and performance 6.5 Expatriate employment in wholesale and retail subsidiaries 7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.7 Conventional JV ownersh	6.1	•	
(N=1218) 6.3 Trends in employment by industry 6.4 Estimation of entry mode and performance 6.5 Expatriate employment in wholesale and retail subsidiaries 7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of Log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of Log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of Log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of Log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of Log-linear analysis 9.6 Conventional JV ownership structure and performance and Log-linear analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.7 Lythous descriptio			120
6.4 Estimation of entry mode and performance 6.5 Expatriate employment in wholesale and retail subsidiaries 7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance and performance analyses 9.7 Conventional JV ownership structure and performance analyses 9.8 Conventional JV		(N=1218)	128
6.5 Expatriate employment in wholesale and retail subsidiaries 7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IIV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Local knowledge acquisition channels and performance 9.2 Descriptive statistics and correlations 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 12.2 MNE strategies 13.3 Motives for investment 14.4 Subsidiary size and productivity 15.5 FDI in China and India – organizational characteristics and strategy 17.2 Number of expatriates per subsidiary by subsidiary entry date 18.4 Number of expatriates employed per 100 subsidiary		Trends in employment by industry	131
7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: 220 9.6 Conventional JV ownership structure and survival: Results of Log-linear analyses 9.6 Conventional JV ownership structure and performance: 240 1.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 12.6 Motives for investment 12.7 Subsidiary size and productivity 12.8 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary		Estimation of entry mode and performance	134
7.1 Descriptive statistics for Japanese parent firms 7.2 Correlations and descriptive statistics 7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: 220 9.6 Conventional JV ownership structure and survival: Results of Log-linear analyses 9.6 Conventional JV ownership structure and performance: 240 1.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 12.6 Motives for investment 12.7 Subsidiary size and productivity 12.8 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary		Expatriate employment in wholesale and retail subsidiaries	136
7.3 Public expropriation hazard scores 7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: 220 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.7 Conventional JV ownership structure and performance: Result of log-linear analysis 9.8 JV ownership structure and performance: Result of log-linear analysis 9.9 Conventional JV ownership structure and performance: Result of log-linear analysis 9.0 JV ownership structure and performance: Result of log-linear analysis 9.1 Co		Descriptive statistics for Japanese parent firms	156
7.4 Results of TOBIT analysis on equity ownership 8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.7 Conventional JV ownership structure and performance analyses 9.8 Conventional JV ownership structure and performance: Result of log-linear analysis 9.9 Conventional JV ownership structure and performance: Result of log-linear analysis 9.0 Log-linear analysis 9.1 Conventional JV ownership structure and performance: Result of log-linear analysis 9.0 Log-linear analysis 9.1 Conventional JV owne		Correlations and descriptive statistics	158
8.1 Distribution of entry by country 8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of Log-linear analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Log-linear analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results 9.6 Conventional JV ownership structure and survival: Results 9.6 Conventional JV ownership structure and survival: Results 9.6 Conventional JV ownership structure and performance: Result 9.6 Conventional JV ownership structure and performance: Result 9.6 Conventional JV ownership structure and performance: Result 9.7 Conventional JV ownership structure and performance: Result 9.8 JV ownership structure and performance: Result 9.9 Conventional JV ownership structure and performance: Result 9.0 Conventional JV ownership structure and performance: Result 9.1 Comparison of Jupanese structure and performance: Result 9.1 Conventional JV owne			160
8.2 Variable descriptions and expected signs 8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and performance: Result of log-linear analysis 9.7 Log JV ownership structure and performance: Result of log-linear analysis 9.8 JV ownership structure and performance: Result of log-linear analysis 9.9 Log JV ownership structure and performance: Result of log-linear analysis 9.0 Log JV ownership structure and performance: Result of log-linear analysis 9.1 Log JV ownership structure and performance: Result of log-linear analysis 9.1 Log JV own			163
8.3 Japanese firm ownership levels: Industry-level data (N=1,043) 8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Performance distributions by country and industry 9.6 Local knowledge acquisition channels and performance 9.7 Descriptive statistics and correlations 9.8 Local knowledge acquisition channels and performance 9.9 Descriptive statistics and correlations 9.0 Local knowledge acquisition channels and performance 9.0 Asia sample logistic regression results 9.0 Asia regression results 9.0 Asia regression results 9.0 Asia regression results 9.0 A		Distribution of entry by country	184
8.4 Japanese firm ownership levels: Firm-level data (N=708) 9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and performance: 220 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: 234 10.1 Performance distributions by country and industry 234 10.2 Descriptive statistics and correlations 238 10.3 Local knowledge acquisition channels and performance 240 140 15 Asia sample logistic regression results 164 175 MNE strategies 176 176 177 178 179 179 179 179 170 170 170 170 170 170 170 170 170 170			186
9.1 Selected IJV studies: 1970-1997 9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 10.5 Comparison of Japanese FDI in India, China and the world 11.6 MNE strategies 11.7 Motives for investment 11.8 Subsidiary size and productivity 11.9 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary	8.3	Japanese firm ownership levels: Industry-level data (N=1,043)	192
9.2 Comparison of JV formation incidence by JV ownership structure 9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 10.5 Comparison of Japanese FDI in India, China and the world 11.6 MNE strategies 11.7 Motives for investment 11.8 Subsidiary size and productivity 11.9 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary		Japanese firm ownership levels: Firm-level data (N=708)	196
structure 217 9.3 JV ownership structure and performance: Result of log-linear analysis 218 9.4 JV ownership structure and survival: Results of Chi-square analyses 219 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 220 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 221 10.1 Performance distributions by country and industry 234 10.2 Descriptive statistics and correlations 238 10.3 Local knowledge acquisition channels and performance 240 10.4 Asia sample logistic regression results 242 11.1 Comparison of Japanese FDI in India, China and the world 264 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary			208
9.3 JV ownership structure and performance: Result of log-linear analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 11.3 Motives for investment 12.67 11.4 Subsidiary size and productivity 11.5 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary	9.2	Comparison of JV formation incidence by JV ownership	
analysis 9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 9.6 Performance distributions by country and industry 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 11.3 Motives for investment 12.6 Subsidiary size and productivity 11.5 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary			217
9.4 JV ownership structure and survival: Results of Chi-square analyses 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 11.3 Motives for investment 11.4 Subsidiary size and productivity 11.5 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary	9.3	JV ownership structure and performance: Result of log-linear	
analyses 219 9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 220 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 221 10.1 Performance distributions by country and industry 234 10.2 Descriptive statistics and correlations 238 10.3 Local knowledge acquisition channels and performance 240 10.4 Asia sample logistic regression results 242 11.1 Comparison of Japanese FDI in India, China and the world 264 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary	0.4		218
9.5 Conventional JV ownership structure and performance: Result of log-linear analysis 220 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 221 10.1 Performance distributions by country and industry 234 10.2 Descriptive statistics and correlations 238 10.3 Local knowledge acquisition channels and performance 240 10.4 Asia sample logistic regression results 242 11.1 Comparison of Japanese FDI in India, China and the world 264 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary	9.4		
of log-linear analysis 9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 10.1 Performance distributions by country and industry 10.2 Descriptive statistics and correlations 10.3 Local knowledge acquisition channels and performance 10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 11.3 Motives for investment 12.67 11.4 Subsidiary size and productivity 11.5 FDI in China and India – organizational characteristics and strategy 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary	0.5		219
9.6 Conventional JV ownership structure and survival: Results of Chi-square analyses 221 10.1 Performance distributions by country and industry 234 10.2 Descriptive statistics and correlations 238 10.3 Local knowledge acquisition channels and performance 240 10.4 Asia sample logistic regression results 242 11.1 Comparison of Japanese FDI in India, China and the world 264 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary	9.3		
of Chi-square analyses 221 10.1 Performance distributions by country and industry 234 10.2 Descriptive statistics and correlations 238 10.3 Local knowledge acquisition channels and performance 240 10.4 Asia sample logistic regression results 242 11.1 Comparison of Japanese FDI in India, China and the world 264 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary	0.0		220
10.1Performance distributions by country and industry23410.2Descriptive statistics and correlations23810.3Local knowledge acquisition channels and performance24010.4Asia sample logistic regression results24211.1Comparison of Japanese FDI in India, China and the world26411.2MNE strategies26611.3Motives for investment26711.4Subsidiary size and productivity26811.5FDI in China and India – organizational characteristics and strategy27212.1Number of expatriates per subsidiary by subsidiary entry date28212.2Number of expatriates employed per 100 subsidiary284	9.0		
10.2Descriptive statistics and correlations23810.3Local knowledge acquisition channels and performance24010.4Asia sample logistic regression results24211.1Comparison of Japanese FDI in India, China and the world26411.2MNE strategies26611.3Motives for investment26711.4Subsidiary size and productivity26811.5FDI in China and India – organizational characteristics and strategy27212.1Number of expatriates per subsidiary by subsidiary entry date28212.2Number of expatriates employed per 100 subsidiary	10.1	•	
10.3 Local knowledge acquisition channels and performance 240 10.4 Asia sample logistic regression results 242 11.1 Comparison of Japanese FDI in India, China and the world 264 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary			
10.4 Asia sample logistic regression results 11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary			
11.1 Comparison of Japanese FDI in India, China and the world 11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary			
11.2 MNE strategies 266 11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary			
11.3 Motives for investment 267 11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary			
11.4 Subsidiary size and productivity 268 11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary			
11.5 FDI in China and India – organizational characteristics and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary			
and strategy 272 12.1 Number of expatriates per subsidiary by subsidiary entry date 282 12.2 Number of expatriates employed per 100 subsidiary			268
 12.1 Number of expatriates per subsidiary by subsidiary entry date 12.2 Number of expatriates employed per 100 subsidiary 	11.3		050
12.2 Number of expatriates employed per 100 subsidiary	12.1		
			282
employees by subsidiary entry date 283	14.4		202
		employees by subsidiary entry date	283

List of Tables

12.3	Number of expatriates per subsidiary by subsidiary entry date,	
	manufacturing subsidiaries only	285
12.4	Number of expatriates employed per 100 subsidiary employees	203
13.1	by subsidiary entry date, manufacturing subsidiaries only	286
	Joint venture ownership structure options for Japanese MNEs	295
13.2	Local access and cultural distance in joint venture ownership structures	275
13.3		295
	Profiles of Japanese MNEs surveyed	296
13.4	Strategies and major reasons for JV ownership structure	299