

Julia Maurer

Relationships between Foreign Subsidiaries

GABLER RESEARCH

mir-Edition

Herausgeber / Editors:

Prof. Dr. Andreas Al-Laham

Universität Mannheim,

Prof. Dr. Johann Engelhard

Universität Bamberg,

Prof. Dr. Michael Kutschker

Universität Eichstätt, Ingolstadt,

Prof. Dr. Profs. h.c. Dr. h.c. Klaus Macharzina

Universität Hohenheim, Stuttgart,

Prof. Dr. Michael-Jörg Oesterle

Universität Mainz,

Prof. Dr. Stefan Schmid

ESCP Europe Wirtschaftshochschule Berlin,

Prof. Dr. Martin K. Welge

Universität Dortmund,

Prof. Dr. Joachim Wolf

Universität Kiel

In der mir-Edition werden wichtige Ergebnisse der wissenschaftlichen Forschung sowie Werke erfahrener Praktiker auf dem Gebiet des internationalen Managements veröffentlicht.

The series mir-Edition includes excellent academic contributions and experiential works of distinguished international managers.

Julia Maurer

Relationships between Foreign Subsidiaries

Competition and Cooperation
in Multinational Plant Engineering
Companies

Mit einem Geleitwort von Prof. Dr. Stefan Schmid



RESEARCH

Bibliografische Information der Deutschen Nationalbibliothek
Die Deutsche Nationalbibliothek verzeichnet diese Publikation in der
Deutschen Nationalbibliografie; detaillierte bibliografische Daten sind im Internet über
<<http://dnb.d-nb.de>> abrufbar.

Bibliographic information published by the Deutsche Nationalbibliothek
The Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie;
detailed bibliographic data are available in the Internet at <http://dnb.d-nb.de>.

Dissertation ESCP Europe Wirtschaftshochschule Berlin, 2011

1. Auflage 2011

Alle Rechte vorbehalten

© Gabler Verlag | Springer Fachmedien Wiesbaden GmbH 2011

Lektorat: Marta Grabowski | Jutta Hinrichsen

Gabler Verlag ist eine Marke von Springer Fachmedien.

Springer Fachmedien ist Teil der Fachverlagsgruppe Springer Science+Business Media.

www.gabler.de



Das Werk einschließlich aller seiner Teile ist urheberrechtlich geschützt. Jede Verwertung außerhalb der engen Grenzen des Urheberrechtsgesetzes ist ohne Zustimmung des Verlags unzulässig und strafbar. Das gilt insbesondere für Vervielfältigungen, Übersetzungen, Mikroverfilmungen und die Einspeicherung und Verarbeitung in elektronischen Systemen.

Die Wiedergabe von Gebrauchsnamen, Handelsnamen, Warenbezeichnungen usw. in diesem Werk berechtigt auch ohne besondere Kennzeichnung nicht zu der Annahme, dass solche Namen im Sinne der Warenzeichen- und Markenschutz-Gesetzgebung als frei zu betrachten wären und daher von jedermann benutzt werden dürften.

Umschlaggestaltung: KünkelLopka Medienentwicklung, Heidelberg

Gedruckt auf säurefreiem und chlorfrei gebleichtem Papier

Printed in Germany

ISBN 978-3-8349-3191-7

Vorwort der Herausgeber

Für viele Unternehmen ist es heute unerlässlich, sich auf ausländischen Märkten zu betätigen. Ein erfolgreiches Management der Internationalisierung stellt Unternehmen allerdings immer wieder vor neue Herausforderungen. Die Herausgeber beabsichtigen mit der Schriftenreihe mir-Edition, die vielfältigen und komplexen Managementanforderungen der internationalen Unternehmenstätigkeit wissenschaftlich zu begleiten. Die mir-Edition soll zum einen der empirischen Feststellung und der theoretischen Verarbeitung der in der Praxis des Internationalen Managements beobachtbaren Phänomene dienen. Zum anderen sollen die hierdurch gewonnenen Erkenntnisse in Form von systematisiertem Wissen, von Erklärungen und Denkanstößen sowie von Handlungsempfehlungen verfügbar gemacht werden.

Diesem angewandten Wissensverständnis fühlt sich seit nunmehr 50 Jahren auch die in über 40 Ländern gelesene internationale Fachzeitschrift mir – Management International Review – verpflichtet. Während in der Zeitschrift allerdings nur kurzgefasste englischsprachige Aufsätze publiziert werden, soll der breitere Raum der vorliegenden Schriftenreihe den Autoren und Lesern die Möglichkeit zur umfänglichen und vertieften Auseinandersetzung mit dem jeweils behandelten Problem des Internationalen Managements eröffnen. Der Herausgeberkreis der mir-Edition wurde 2008 um weitere renommierte Fachvertreter des Internationalen Managements erweitert. Geblieben ist jedoch die Herausgeberpolitik für die mir-Edition, in der Schriftenreihe innovative und dem Erkenntnisfortschritt dienende Beiträge einer kritischen Öffentlichkeit vorzustellen. Neben Forschungsergebnissen, insbesondere des wissenschaftlichen Nachwuchses, können auch einschlägige Werke von Praktikern mit profundem Erfahrungswissen im Internationalen Management einbezogen werden. Wissenschaftliche Sammelbände, etwa zu Tagungen aus dem Bereich des Internationalen Managements, sind ebenso sehr gerne in der Reihe willkommen. Die Herausgeber laden zu Veröffentlichungen sowohl in deutscher als auch in englischer Sprache ausdrücklich ein.

Das Auswahlverfahren sieht vor, dass die Herausgeber gemeinsam über die Veröffentlichung eines für die Reihe eingereichten Werkes entscheiden. Wir freuen uns auf Ihre Manuskripte und hoffen, mit dieser seit langer Zeit renommierten Schriftenreihe die wissenschaftliche Diskussion und die praktische Lösung von Problemen des Internationalen Managements weiter zu stimulieren.

Andreas Al-Laham, Johann Engelhard,
Michael Kutschker, Klaus Macharzina,
Michael-Jörg Oesterle, Stefan Schmid,
Martin K. Welge, Joachim Wolf

Preface of the Editors

Nowadays, it is essential for a multitude of companies to engage in foreign markets. However, the successful management of internationalization processes constantly poses new challenges. By publishing the book series "mir-Edition", the editors attempt to provide academic guidance on the manifold and complex requirements of international business activities. The book series' purpose hence is twofold. Firstly, the "mir-Edition" is to provide empirical assessment and theoretical elaboration on the phenomena which can be observed in international management practice. Secondly, the findings obtained are to be made available in the form of systematized knowledge, explanations, thought-provoking impulses as well as recommendations for further courses of action.

For the past 50 years, the international journal "mir – Management International Review", which is read in more than 40 countries, has seen itself committed to promoting an understanding of international management as an applied academic discipline. As of now, the journal only publishes articles in English. The wider range of the existing book series ought to give authors and readers the opportunity to deal with the various problems of international management in a comprehensive and thorough manner. The editorial board of the "mir-Edition" was extended in 2008 through the addition of renowned experts from the domain of international management. Yet, the established editors' policy for the "mir-Edition" of presenting innovative work to a critical audience, which support the scientific advancement, has remained unchanged.

Besides the academic contributions of young scholars, the editors also welcome the relevant works of practitioners, who possess a profound knowledge in the area of international management. Furthermore, edited volumes, collecting for instance presentations held at conferences in the field of international management, are invited for publication. The editors explicitly welcome books both in the English and the German language.

The selection process stipulates that the editors jointly decide on the publication of any book manuscript submitted for the series. As editors of this well established and renowned book series, we are looking forward to receiving your manuscripts and we hope to further stimulate the academic discussion and to provide applied solutions for the challenges in the area of international management.

Andreas Al-Laham, Johann Engelhard,
Michael Kutschker, Klaus Macharzina,
Michael-Jörg Oesterle, Stefan Schmid,
Martin K. Welge, Joachim Wolf

Foreword

International business (IB) and international management (IM) literature has researched headquarters-subsidary relationships in detail for many decades. As a consequence, we have substantial knowledge on how headquarters manage subsidiaries. In recent years, IB and IM research have also started to explore how subsidiaries gain voice and attention. The literature on subsidiary roles has helped us to shift our focus away from a pure center-periphery view to a multi-center view of the Multinational Corporation (MNC). However, so far, not much research emphasis has been given to horizontal relationships between foreign subsidiaries, although these linkages are important for the MNC. For instance, in some cases, foreign subsidiaries of a specific MNC cooperate or have to cooperate with each other to reach their goals. In other cases, foreign subsidiaries of the same MNC compete or have to compete with each other.

The present work by Julia Maurer has the objective to shed light on various forms of cooperation and competition between foreign subsidiaries. I am convinced that this is a highly important endeavor since, so far, IB scholars have neither conceptually nor empirically analyzed this research area in detail. While some scholars, such as Li/Ferreira, Birkinshaw/Lingblad or Luo, have started to investigate the field and while they have tried to identify factors influencing cooperation and competition, the present book is the first to offer a systematic conceptual and empirical approach. I see three major contributions of Julia Maurer's research. First, there is the conceptual contribution of presenting a very rich and systematic framework for analyzing intersubsidiary relationships. The framework is useful to IB and IM research in summarizing previous findings and in structuring future research. Second, Julia Maurer applies this framework to a particular industry, the plant engineering industry. She demonstrates the usefulness of the framework for empirical analysis and practice. Third, Julia Maurer combines the framework with Bartlett/Ghoshal's typology of international, multinational, global and transnational firms. This helps her to identify whether the strategic orientation of a firm has an influence on intersubsidiary relationships. By using a case study approach in a transnational industry – the plant engineering industry – Julia Maurer can fill an important research gap in IB and IM literature.

The research can be characterized by a mix of descriptive, explicative and normative objectives which are very well linked to interesting and intriguing research questions. The results are presented in a structured and systematic way. The approach chosen

X

by Julia Maurer is innovative; it shows that a theoretical research interest is not in conflict with practical relevance. I am sure that Julia Maurer's work will not only be helpful for future research; it should also be read by managers who want to gain an insight into subsidiary-subsidary relationships. Management can and should actively and deliberately influence subsidiary-subsidary relationships. Admittedly, it is not only top-management at headquarters' level who is and who should be involved in this important task.

Berlin, May 2011

Stefan Schmid

Preface

This research was triggered by my desire to explore a specific topic in the International Business (IB) field from both a managerial and an academic perspective. For this endeavor I decided to temporarily interrupt my diversified, fast-paced work as a management consultant and return to my alma mater – meanwhile ESCP Europe Wirtschaftshochschule Berlin – to write my thesis as part of the European Doctoral Programme in International Management.

First and foremost, I would like to thank Prof. Dr. Stefan Schmid, Chair of the Department of International Management and Strategic Management, for facilitating this step by already having offered me upon completion of my graduate degree that his doors would be open if I ever decided to take a leave of absence from consulting in order to pursue a dissertation project. His immediate enthusiasm for the topic of intersubsidiary relationships enhanced my motivation to embark upon this research, his continuous inspiration and support enabled me to bring it to a successful end. I always valued his tenacity and intellectual rigor, coupled with openness and trust.

I am also obliged to Professor Pervez Ghauri, Department of Management, King's College London, who not only agreed to act as second reviewer for my thesis, but already gave direction to the research at a very early stage by providing valuable comments on a paper submitted within the context of an annual IB conference. Professor Ghauri always gave me the impression that he had an honest interest in the progress and success of my research project.

The empirical part of this research is based upon interviews with top executives in four leading large-scale plant engineering companies. Given the interviewees' managerial responsibilities it is far from self-evident that they took the time to discuss my questions in detail and provide profound insights into the complex intersubsidiary relationships in their company. I would like to thank each and every one of them for making such a significant contribution to this research project by sharing their comprehensive knowledge and experience.

A thank you also goes to my fellow doctoral students at the Chair of International Management and Strategic Management, with whom I share fond memories of joint international conferences, research colloquia and informal conversations and who always treated me as part of their group.

Finally, I would like to thank my family for their unconditional support and backing throughout the time of my dissertation – and beyond. Particularly without my parents' significant help in taking care of our little son I would not have been able to complete this challenging project. It is thus to my parents that I dedicate this dissertation.

Frankfurt, June 2011

Julia Maurer

Overview of the Contents

- 1 Introduction 1**
 - 1.1 Problem Definition and Relevance 1
 - 1.2 Case Example and Implications 3
 - 1.3 Research Setting 6
 - 1.4 Research Questions 8
 - 1.5 Methodological Approach 14
 - 1.6 Structure of the Research 16

- 2 Analyzing Intersubsidiary Relationships 18**
 - 2.1 Delineation of Intersubsidiary Relationships 19
 - 2.2 Types of Intersubsidiary Relationships 23
 - 2.3 Origin of Intersubsidiary Relationships 29
 - 2.4 Contents of Intersubsidiary Relationships 36
 - 2.5 Classification Scheme for Intersubsidiary Relationships 62

- 3 Explaining Intersubsidiary Relationships 65**
 - 3.1 Approach to Theory Selection and Discussion 66
 - 3.2 Benefits and Drawbacks of Intersubsidiary Relationships 67
 - 3.3 Theoretical Perspectives 74
 - 3.4 Contingency Approach 109
 - 3.5 Influencing Factors 120
 - 3.6 Summary and Implications 137

- 4 Intersubsidiary Relationships in Project Marketing of Plant Engineering Companies 139**
 - 4.1 Plant Engineering 139
 - 4.2 Project Marketing 142
 - 4.3 Models of Intersubsidiary Relationships in Project Marketing 164

- 5 Link between Strategic Orientation and Intersubsidiary Relationships 177**
 - 5.1 MNC Strategic Orientation as a Key Influencing Factor 177
 - 5.2 Propositions on Intersubsidiary Relationships 186

- 6 Empirical Study and Findings 198**
 - 6.1 Research Methodology: Case Studies 198
 - 6.2 Research Methods 203

6.3	Review of the Research Approach.....	215
6.4	Scope and Comparability of the Case Studies.....	218
6.5	Empirical Findings on Company A.....	221
6.6	Empirical Findings on Company B.....	233
6.7	Empirical Findings on Company C.....	251
6.8	Empirical Findings on Company D.....	274
6.9	Summary and Implications.....	296
7	Contributions, Limitations and Implications for Future Research.....	306
7.1	Contributions to IB Research.....	306
7.2	Managerial Implications.....	311
7.3	Limitations and Implications for Future Research.....	313
	Appendices.....	319
	References.....	329

Contents

- Figures XXI**
- Tables XXIII**
- 1 Introduction 1**
 - 1.1 Problem Definition and Relevance 1
 - 1.2 Case Example and Implications 3
 - 1.3 Research Setting 6
 - 1.4 Research Questions 8
 - 1.5 Methodological Approach 14
 - 1.6 Structure of the Research 16
- 2 Analyzing Intersubsidiary Relationships 18**
 - 2.1 Delineation of Intersubsidiary Relationships 19
 - 2.2 Types of Intersubsidiary Relationships 23
 - 2.2.1 Competition 24
 - 2.2.2 Cooperation 25
 - 2.2.3 Coopetition 27
 - 2.2.4 Independence 28
 - 2.3 Origin of Intersubsidiary Relationships 29
 - 2.3.1 Headquarters-Led Relationships 30
 - 2.3.2 Subsidiary-Led Relationships 32
 - 2.3.3 A Note on Formal and Informal Relationships 34
 - 2.4 Contents of Intersubsidiary Relationships 36
 - 2.4.1 Objects of Competition 36
 - 2.4.1.1 Choice of Categories 37
 - 2.4.1.2 Resources 38
 - 2.4.1.3 Charters 40
 - 2.4.1.4 Customers 43
 - 2.4.2 Objects of Cooperation 45
 - 2.4.2.1 Choice of Categories 46
 - 2.4.2.2 Resource Sharing 48
 - 2.4.2.3 Knowledge Sharing 50
 - 2.4.2.4 Split of Work 60
 - 2.5 Classification Scheme for Intersubsidiary Relationships 62

3 Explaining Intersubsidiary Relationships	65
3.1 Approach to Theory Selection and Discussion.....	66
3.2 Benefits and Drawbacks of Intersubsidiary Relationships.....	67
3.3 Theoretical Perspectives.....	74
3.3.1 Transaction Cost Economics.....	75
3.3.1.1 Key Terms and Concepts.....	75
3.3.1.2 Relevant Areas of Application	76
3.3.1.3 Implications for Intersubsidiary Relationships	80
3.3.2 Resource-Based View.....	86
3.3.2.1 Key Terms and Concepts.....	87
3.3.2.2 Relevant Areas of Application	88
3.3.2.3 Implications for Intersubsidiary Relationships	92
3.3.3 Network Approaches.....	96
3.3.3.1 Key Terms and Concepts.....	97
3.3.3.2 Relevant Areas of Application	98
3.3.3.3 Implications for Intersubsidiary Relationships	101
3.3.4 Complementary Theoretical Perspectives.....	102
3.3.5 Interim Conclusion.....	106
3.4 Contingency Approach.....	109
3.4.1 Historical Development	110
3.4.2 Concepts and Methods	111
3.4.3 Critical Assessment of the Contingency Approach.....	114
3.4.3.1 Methodological Criticism	114
3.4.3.2 Content-Related Criticism	115
3.4.4 The Contingency Approach in IB Research	117
3.4.5 Research Implications	119
3.5 Influencing Factors.....	120
3.5.1 Determinants of Interunit Competition.....	121
3.5.2 Determinants of Interunit Cooperation.....	124
3.5.3 Determinants of Interunit Cooperation	127
3.6 Summary and Implications.....	137
4 Intersubsidiary Relationships in Project Marketing of Plant Engineering Companies.....	139
4.1 Plant Engineering.....	139
4.2 Project Marketing	142

4.2.1	Definition and Delineation	142
4.2.2	Scope of Activities	144
4.2.3	Traditional Focus: External Relationships and Transactions.....	146
4.2.4	Research Gap: Internal Relationships and Structures.....	149
4.2.5	Starting Point: Process-Oriented Industrial Marketing.....	150
4.2.6	The Project Marketing Process	151
4.2.6.1	Basis and Contribution	152
4.2.6.2	Project Acquisition.....	154
4.2.6.3	Project Execution	160
4.3	Models of Intersubsidiary Relationships in Project Marketing	164
4.3.1	Mapping Responsibilities and Relationships	164
4.3.2	Headquarters-Led Independence.....	171
4.3.3	Subsidiary-Led Independence.....	171
4.3.4	Headquarters-Led Cooperation	172
4.3.5	Subsidiary-Led Cooperation	173
4.3.6	Headquarters-Led Competition	173
4.3.7	Subsidiary-Led Competition	174
4.3.8	Headquarters-Led Cooperation	175
4.3.9	Subsidiary-Led Cooperation	175
5	Link between Strategic Orientation and Intersubsidiary Relationships.....	177
5.1	MNC Strategic Orientation as a Key Influencing Factor	177
5.1.1	The Integration-Responsiveness Framework.....	178
5.1.2	Bartlett and Ghoshal's Typology of Multinational Companies.....	179
5.1.2.1	Conceptual Typology	180
5.1.2.2	Empirical Investigation	183
5.1.2.3	Research Implications.....	185
5.2	Propositions on Intersubsidiary Relationships.....	186
5.2.1	Scope and Contents of the Contingency Framework	187
5.2.2	Intersubsidiary Relationships in Multinational Companies.....	188
5.2.3	Intersubsidiary Relationships in Global Companies	191
5.2.4	Intersubsidiary Relationships in International Companies	192
5.2.5	Intersubsidiary Relationships in Transnational Companies	194
5.2.6	Summary of the Propositions	196

6 Empirical Study and Findings	198
6.1 Research Methodology: Case Studies	198
6.2 Research Methods	203
6.2.1 Data Collection: Interviews	203
6.2.2 Data Analysis: Thematic Coding	209
6.3 Review of the Research Approach	215
6.4 Scope and Comparability of the Case Studies	218
6.4.1 Strategic Orientation.....	218
6.4.2 Intersubsidiary Relationships	218
6.4.3 Discussion of Intersubsidiary Relationships	219
6.4.3.1 Review of the Propositions.....	219
6.4.3.2 Additional Influencing Factors	220
6.4.3.3 Developments and Their Managerial Implications	220
6.5 Empirical Findings on Company A	221
6.5.1 Strategic Orientation.....	221
6.5.2 Intersubsidiary Relationships	222
6.5.2.1 Competition	222
6.5.2.2 Cooperation	225
6.5.3 Discussion of Intersubsidiary Relationships	229
6.5.3.1 Review of the Propositions.....	229
6.5.3.2 Additional Influencing Factors	231
6.5.3.3 Developments and Their Managerial Implications	232
6.6 Empirical Findings on Company B	233
6.6.1 Strategic Orientation.....	233
6.6.2 Intersubsidiary Relationships	236
6.6.2.1 Competition	236
6.6.2.2 Cooperation	238
6.6.3 Discussion of Intersubsidiary Relationships	245
6.6.3.1 Review of the Propositions.....	245
6.6.3.2 Additional Influencing Factors	247
6.6.3.3 Developments and Their Managerial Implications	248
6.7 Empirical Findings on Company C	251
6.7.1 Strategic Orientation.....	252
6.7.2 Intersubsidiary Relationships	255
6.7.2.1 Competition	255

6.7.2.2	Cooperation	257
6.7.3	Discussion of Intersubsidiary Relationships	268
6.7.3.1	Review of the Propositions.....	268
6.7.3.2	Additional Influencing Factors	270
6.7.3.3	Developments and Their Managerial Implications	271
6.8	Empirical Findings on Company D	274
6.8.1	Strategic Orientation.....	275
6.8.2	Intersubsidiary Relationships	281
6.8.2.1	Competition	281
6.8.2.2	Cooperation	284
6.8.3	Discussion of Intersubsidiary Relationships	291
6.8.3.1	Review of the Propositions.....	291
6.8.3.2	Additional Influencing Factors	293
6.8.3.3	Developments and Their Managerial Implications	294
6.9	Summary and Implications	296
6.9.1	Strategic Orientation.....	297
6.9.2	Intersubsidiary Relationships	298
6.9.2.1	Review of the Propositions.....	298
6.9.2.2	Additional Influencing Factors	302
6.9.2.3	Developments and Their Managerial Implications	303
7	Contributions, Limitations and Implications for Future Research.....	306
7.1	Contributions to IB Research	306
7.1.1	Analyzing Intersubsidiary Relationships	307
7.1.2	Explaining Intersubsidiary Relationships	307
7.1.3	Industry and Functional Insights.....	308
7.1.4	Empirical Insights	309
7.2	Managerial Implications.....	311
7.2.1	Conceptual Elements	311
7.2.2	Empirical Findings	312
7.3	Limitations and Implications for Future Research	313
7.3.1	Conceptual Issues.....	313
7.3.2	Methodological Issues.....	315
	Appendices	319
	References	329

Figures

- Figure 1: Level and Units of Analysis20
- Figure 2: Types of Intersubsidiary Relationships.....24
- Figure 3: Types of Competition by Subjects and Objects.....38
- Figure 4: Types of Cooperation by Subjects and Objects48
- Figure 5: Classification Scheme for Intersubsidiary Relationships64
- Figure 6: Benefits and Drawbacks of Intersubsidiary Competition and Cooperation.....73
- Figure 7: The Contingency Approach as a Scientific Program112
- Figure 8: Internationalization Strategies of Selected Industries.....141
- Figure 9: Simplified Overview of the Project Marketing Process153
- Figure 10: Overview of Project Acquisition Phase.....159
- Figure 11: Overview of Project Execution Phase163
- Figure 12: Legend to Project Marketing Models.....166
- Figure 13: Project Marketing Models – Part I: Independence and Intersubsidiary Cooperation169
- Figure 14: Project Marketing Models – Part II: Intersubsidiary Competition and Cooperation170
- Figure 15: Contingency Framework of Intersubsidiary Relationships.....188
- Figure 16: Category Scheme for the Analysis of Intersubsidiary Relationships ..211
- Figure 17: Exemplary Project – Company A227
- Figure 18: Exemplary Project – Company B241
- Figure 19: Exemplary Project – Company C (Technology)259
- Figure 20: Exemplary Project – Company C (Global EPC Business).....265
- Figure 21: Exemplary Project – Company D285

Tables

Table 1:	Determinants of Intrafirm Competition according to Birkinshaw/Lingblad (2005).....	123
Table 2:	Antecedents of Organizational Knowledge Sharing according to Zhao/Luo (2005).....	126
Table 3:	Influencing Factors for Cooperation and Competition among Foreign Subsidiaries according to Li/Ferreira (2003)	129
Table 4:	Determinants of Cooperation among Foreign Subsidiaries according to Luo (2005)	131
Table 5:	Determinants of Competition among Foreign Subsidiaries according to Luo (2005)	132
Table 6:	Factors Affecting the Establishment of an Internal Market for Charters according to Cerrato (2006).....	136
Table 7:	Factors Affecting the Establishment of an Internal Market for Knowledge and Competencies according to Cerrato (2006).....	137
Table 8:	Bartlett and Ghoshal's Typology of Multinational Companies	182
Table 9:	Summary of Propositions – Competition and Cooperation by Type of Company	197
Table 10:	Review of Propositions for Company A – Expected and Actual Level of Intersubsidiary Competition and Cooperation	230
Table 11:	Additional Influencing Factors for Intersubsidiary Competition and Cooperation – Company A	232
Table 12:	Review of Propositions for Company B – Expected and Actual Level of Intersubsidiary Competition and Cooperation	245
Table 13:	Additional Influencing Factors for Intersubsidiary Competition and Cooperation – Company B	248
Table 14:	Review of Propositions for Company C – Expected and Actual Level of Intersubsidiary Competition and Cooperation	268
Table 15:	Additional Influencing Factors for Intersubsidiary Competition and Cooperation – Company C	271
Table 16:	Review of Propositions for Company D – Expected and Actual Level of Intersubsidiary Competition and Cooperation	291

Table 17:	Additional Influencing Factors for Intersubsidiary Competition and Cooperation – Company D.....	294
Table 18:	Summary of Propositions – Expected Level of Competition and Cooperation by Type of MNC.....	298
Table 19:	Summary of Results – Actual Level of Competition and Cooperation by Company	299