

ANNEX

QUESTIONNAIRE

For semi-structured interviews in the framework of the research project
“Non-European emerging-market multinational enterprises in East
Central Europe”

1. How and when was the company set up?
2. Has the company expanded in (ECE country) since then?
3. Why was this particular location in (ECE country) chosen?
4. Which factors influenced your company’s investment decision?
(e.g. market size, access to regional market, low-cost unskilled labour,
availability and cost of skilled labour, strategic assets—e.g. brand,
R+D capacity, EU membership)
5. Did government—or state-level relations—play a role in the compa-
ny’s investment decision?
6. Did the company use the services of the (ECE country)’s investment
promotion agency before entering the (ECE country) market?
7. Do you have a strong link with Korean/Taiwanese/Thai/Malay/
Indonesian/Vietnamese HQ (decision-making hierarchy)?
8. What is the main profile of the company?
9. Does the company carry on its different activities in-house or apply
outsourcing?

10. What kind of activities does the company outsource to other companies?
11. What kind of inputs does the company procure?
12. How many suppliers of inputs does the company have? Please identify some of them.
13. Where are your suppliers located (other ECE country or else)? How many of them are (ECE country) companies?
14. Is the company planning to increase the number of suppliers?
15. What kind of goods does the company produce?
16. Where does the company sell its final products (inland/abroad)?
17. How much percent of the final products are exported?
Is the company planning to enter new markets?
18. How many employees does the company have?
19. Does the company recruit only local workers or organize recruitment in other parts of (ECE country) or abroad?
20. What percent of employees are from (ECE country)?
21. What is the extent to which company uses expatriate managers?
22. Does the company have any relations with (ECE country) higher education institutions?
23. Does the company organize local social events?
24. What is the company's annual sales?
25. How much tax does the company pay into the central budget and the local government's budget?
26. How important is the company for the local economy (tax revenue, employment, attraction of new investors)?

INDEX¹

NUMBERS AND SYMBOLS

16(17) + 1, 80, 82

A

Absorptive capacity, 101, 102, 109, 112, 113
Acquisition, 11, 25, 52, 60, 61, 63, 72, 82, 91, 93, 97, 102, 103n7, 104, 112n19, 134, 140, 142, 155, 167, 170, 172–175, 185, 204, 206, 209, 210, 220, 230, 244, 251, 253, 284, 288, 289, 299, 299n17, 302, 305
Apollo Tyres, 111
Arçelik, 209, 211, 218, 225, 228, 230
Asian Miracle, 60
Association of Southeast Asian Nations (ASEAN), 119–146, 316
Automotive manufacturing, 111

B

Beko, 199, 211, 218, 225, 230
Belt and Road (BRI), 79, 80, 315
Brand, 11, 13, 52, 55, 57, 59, 61, 69, 72, 81, 134, 139, 172, 199–201, 206, 207, 209–211, 218–220, 223, 229, 230, 234, 289, 304, 305
Brazil, vii, 4, 11, 22, 87, 201, 239–245, 247–254, 248n7, 253n10, 256–259, 263, 265, 267–269, 289, 320
The Brazilian Development Bank (BNDES), 254, 258–260, 258n15, 269, 318
Brazilian Multinational Enterprises (BMNEs), 239, 241–252, 255–260, 263, 264, 267, 268
Business Process Outsourcing (BPO), 90, 94, 111–113, 316
BYD, 71

¹Note: Page numbers followed by ‘n’ refer to notes.

C

- Capital flight, 154
- Catalogue of Industries for Guiding Foreign Investment, 61
- China, v, 3, 4, 8, 9, 11, 12, 24, 51–53, 55–62, 65–69, 65n4, 73, 74, 77–80, 82, 83, 87, 88, 96, 106, 111n18, 123, 126, 128, 129, 166, 201, 209, 211, 233, 240, 242–244, 249, 250, 253, 258, 260, 264, 267, 289, 292, 315, 320
- Chinese Multinational Enterprises (Chinese MNEs), vii, 10, 51–83, 315
- Cyprus, 157, 161, 173, 177, 181, 184, 320
- Czech Republic, Czechia, viii, 14, 24–26, 28, 30, 32, 33, 39, 41–43, 52, 64n3, 65–68, 71, 73, 79, 82, 83, 112, 119, 133, 134, 136–144, 169–176, 181, 182, 218, 223, 226, 230, 232, 251, 264, 265, 289, 292, 295, 297, 299, 300, 302–305, 307, 317, 319

D

- Dependent market economy (DME), 28, 33, 36, 37, 39, 42
- Dunning, John Harry, 5, 7, 10–12, 39, 53, 87, 91, 92, 101, 164, 185

E

- Eclectic paradigm, 7, 10, 164, 185
- Efficiency-seeking, 7, 8, 61, 73, 93, 120, 128, 129, 139, 141, 142, 145, 168, 171, 185, 186, 263, 265, 287, 290, 306, 316, 317, 319, 320

- Embraco, 251, 252, 264–266, 269
- Embraer, 247, 248, 251, 252, 255, 264, 268
- Exodus, 154, 164, 165
- Expansion, vi, vii, 10–15, 41, 53–62, 81, 94, 95, 144, 154, 160, 164–168, 170, 171, 175, 184, 185, 208, 210, 220, 239, 250, 253, 256, 258, 259, 263, 266, 269, 288, 289, 291, 301, 303, 304, 315, 316, 318, 320

F

- Flying geese paradigm (FGP), 8, 9
- Friendship factor, 78–80, 83

G

- Global contender, 88, 92–94, 98, 99, 111
- Global economic and financial crisis, 52, 53, 56, 57, 69, 74, 315
- Global value chain (GVC), 11, 12, 21, 22, 41, 42, 91, 92, 136, 314
- Going global/going global policy, v, 11, 55, 61, 166, 242–252, 268, 318
- Greenfield investment, 26, 52, 58, 59, 81, 82, 95, 96, 98, 111, 139, 204, 206–208, 215, 216, 246, 281–284, 281n10, 289, 296, 299, 307

H

- Hierarchical Market Economy (HME), 240, 255
- Home-country factors, 10, 12, 164, 165, 186
- Huawei, 3, 62, 63, 71, 74, 137n10, 144

Hungarian Investment Promotion Agency (HIPA), 109n14, 110n15, 229, 300
 Hungary, vi, 14, 23, 52, 107, 119, 169, 198n1, 251, 292, 314
 Hyundai, 133, 136, 137, 139, 144, 145, 200

I

India, v, 3, 4, 87–90, 93–95, 96n5, 98, 101, 102, 104, 107–109, 112, 125, 130, 138n17, 201, 203, 220, 223, 225, 240, 243, 264, 284, 289
 Indian Multinational Enterprises (Indian multinationals, Indian MNEs), 11, 89, 91, 92, 102, 113, 316
 Indonesia, vii, 119–122, 125–127, 129, 131, 132, 135–136, 138, 138n16, 144, 145, 287, 316
 Information Technology (IT), 62, 90, 92, 94, 95, 97, 104, 106, 110n15, 111–113, 120, 137, 138, 164, 171, 175, 210, 220, 247, 252, 257, 263, 265–267, 316, 318, 320
 Infosys, 104, 112, 113
 Institutional pull factor, 72–78, 275, 299–301
 Institutional push factor, 13, 59, 319
 Internationalization, vi, vii, 3–15, 53, 60, 87, 90–95, 97, 99, 101, 105n9, 113, 126, 128, 160, 167, 216, 241, 244–248, 252–262, 264, 268, 269, 276, 284–293, 296, 301, 305, 306, 318–320
 Investment-development path (IDP), 5
 Investment incentives, 26, 43, 77, 83, 314, 321
 Investment promotion agency (IPA), 132

J

Japanese school of FDI, 4, 8–9, 14

K

Kia, 136, 137, 139, 144, 145

L

Latin America, vi, 11, 124, 157, 241, 249, 258, 260
 LG Electronics, 141, 142, 145
 LLL framework, 10

M

Macroeconomic pull factor, 53, 275, 298–299, 319
 Macroeconomic push factor, 296
 Malaysia, vii, 119–122, 124–125, 129–132, 134–135, 138, 140, 144, 145, 209, 279, 287, 316
 Manufacturing, 14, 22, 35–37, 42, 43, 52, 58, 59, 62, 69, 71, 74, 81, 90, 91, 97, 98, 100, 102, 105–107, 110, 111, 113, 120, 123–125, 128–130, 133–138, 140, 142, 144, 145, 163, 199, 203–206, 208, 209, 215, 216, 220, 221, 224, 229, 231, 247n6, 248, 250, 252, 284, 287, 288, 296–298, 301, 307, 314, 316, 320
 Market-seeking, 7–9, 59, 73, 81, 91, 97, 102, 120, 129, 139, 141–145, 168, 171, 185, 207, 244, 246, 248, 250, 261–263, 290, 298, 306, 317–320
 Mergers and acquisition (M&A), 58, 59, 69, 81, 95, 98, 155, 204, 246, 249, 281–284, 287, 288, 296, 299, 307

Ministry of Commerce of the People's Republic of China (MOFCOM), 54, 61, 66, 67
 Multilatinas, 241, 250, 267
 Multinational business, 23, 27, 38, 39, 43, 314

N

National champions, 60, 62, 81, 165, 252, 268
 Negative push factor, 297

O

Offshore centres, 155, 157
 OLI paradigm/OLI model, 7, 10, 186
 One Belt, One Road (OBOR), 79

P

Petrobras, 246–248, 250, 252–255, 260, 268
 Pharmaceuticals, 90, 92, 97, 98, 102n6, 106, 106n10, 111, 113, 210, 286, 303, 316
 Poland, viii, 14, 23, 52, 119, 169, 218, 251, 289, 314
 Polat, Adnan, 224, 232, 233
 Political pull factor, 53, 297
 Positive push factor, 184, 296–297, 299
 Privatisation, 13, 14, 25–27, 33, 77, 83, 131, 133, 173, 181, 182, 240, 252, 258, 287, 296, 299, 307, 320, 321
 Product life cycle (PCM), 6, 8
 Pull factor, vii, 12–14, 53, 59, 72, 81, 83, 120, 138–145, 168–169, 207, 228–233, 241, 253, 261–267, 275, 276, 291, 297–301, 307, 316, 319, 320

Push factor, 12–14, 53, 59–62, 72, 81, 120, 128–132, 154, 164–169, 184, 197, 200, 205, 253, 254, 256, 268, 275, 276, 286, 287, 296–297, 299, 306, 307, 316, 318, 319

R

Reintegration into the world economy, 277
 Reserve Bank of India (RBI), 87, 96, 98, 99, 104
 Resource-seeking, 7, 59, 60, 81, 112, 129, 168, 290, 298
 Round-tripping investment, 57, 82, 155
 Russia, 4, 82, 87, 127, 153–158, 154n2, 161, 165, 166, 169, 170, 172, 173, 176–178, 181, 183, 184, 201, 203, 204, 207, 209, 211, 213, 215, 219–221, 233, 240, 242, 243, 264, 289, 317, 320

S

Samsung Electronics, 137, 140–143, 145
 Slovakia, 25, 64n3, 65, 66, 68, 71, 80, 83, 111, 119, 133–140, 142–144, 169, 171, 174, 176, 181–182, 218, 221, 223–225, 230, 232, 251, 265, 266, 298–300, 302–305
 Slovenia, viii, 32, 35, 41, 52, 64n3, 65n4, 66, 68, 69, 71, 80, 83, 169, 176, 182–185, 218, 223, 226–228, 232, 299, 300, 302
 South Africa, 4, 87, 201, 240, 275, 320
 South Korea, vii, 4, 8, 69, 119–146, 201, 316

- Special-purpose entities (SPE), 32, 33, 39, 161, 164, 249
- Spillover effect, 27, 39, 101, 321
- State of the art technology, 11, 92, 113, 316
- State-owned Enterprise (SOE), 11, 23, 25, 26, 42–44, 54, 58, 59, 61, 64, 123, 127, 132, 133
- Stefanini, 247, 248, 251, 252, 257, 263, 265–269
- Structural pull factor, 13
- Structural push factor, 59
- T**
- Taiwan, vii, 4, 8, 10, 80, 119–146, 316
- Tata Consultancy Services (TCS), 109–110n15, 110, 110n16, 111, 113, 257
- Tax havens, 32, 104n8, 124, 154, 157, 249, 261, 262, 268
- Technology, 11, 52, 58, 81, 92, 93, 96, 96n4, 97, 100–102, 102n6, 105, 113, 120, 128, 129, 131, 133–135, 141, 142, 166, 169, 173, 201, 204, 206, 207, 210, 230, 233, 248, 263, 288, 289, 293, 294, 321
- Technology-seeking, 99–101, 105, 111–113, 316
- Thailand, vii, 119–122, 125–127, 129, 131, 132, 135–136, 138, 138n17, 140, 144, 145, 160, 211, 316
- Transition process, 24, 25, 27, 33, 35, 37
- Trans-shipping, 157, 184, 214n4, 317
- Turkey, 74, 160, 161, 184, 198–201, 203, 205, 209, 211–213, 215–217, 219–221, 221n5, 224n6, 226, 228–233, 232n7, 279, 317, 320
- Turkish MNEs (TMNEs), vii, 197, 198, 201, 204–213, 215, 218–234, 317, 318
- Türk Telekom, 205, 221, 221n5, 225, 226, 231
- U**
- Uppsala model, 292, 306, 319
- V**
- Vale, 244, 246–248, 252, 253, 255
- Vestel, 199, 220, 225, 229, 230
- Vietnam, vii, 119–122, 125–129, 131, 132, 135–136, 138, 145
- Visegrad Countries, Visegrad Four (V4), 25, 30, 35, 41–43, 65, 80, 119–146, 213, 234, 241, 267, 298, 300
- W**
- Wipro, 112, 113