
Multinational Management

Rien T. Segers
Editor

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A Casebook on Asia's Global Market
Leaders

 Springer

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Preface

In this book, we want to emphasize that hundreds of emerging Asian companies will reach out to the world and enter the global market in the next decade. At this moment, these new companies are rather unknown in the West. The message of this book is that this will rapidly change. After they have firmly established themselves in their vast home markets in China, India, Japan, South Korea and other Asian countries, they will be knocking at many Western doors. And then the central question arises: are we in the West ready for this development unprecedented in economic history?

This book, with its case studies of 13 Asian companies and its explanation of their hidden strategies and successes, contains an incitement to prepare ourselves in the West for the coming era dominated by East Asia. These preparations should consist of serious attempts to understand the cultural identity of major Asian countries. In addition, we should study the corporate culture and business strategies of those Asian companies which will appear in the Western market rather soon. We have selected the most relevant and important companies in this respect.

This book results from a research project completed by members of the research group belonging to the chair *Asian Business Strategies* of the International Business School of Hanze University of Applied Sciences (Groningen, The Netherlands).

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Abbreviations

ADS	American Depository Shares
AIS	Automotive & Industrial Systems Company (Panasonic)
AMNC	Asian Multinationals
AP	Appliance Company (Panasonic)
API	Active Pharmaceutical Ingredients
ATHS	Asia Triple Helix Society
AVC	AVC Networks Company (Panasonic)
B2B	Business-to-Business
B2B2C	Business-to-Business-to-Consumer
B2C	Business-to-Consumer
BP	Business Performance
BPO	Business Process Outsourcing
C2C	Consumer-to-Consumer
CAGR	Compound Annual Growth Rate
CE	Corporate Entrepreneurship
CEAI	Corporate Entrepreneurship Assessment Instrument
CEO	Chief Executive Officer
CERN	European Organization for Nuclear Research
CMO	Chief Marketing Officer
CPG	Consumer Packaged Goods
CR	Corporate Renewal
CSR	Customer Social Responsibility
CV	Corporate Venturing
EC	European Commission
EO	Entrepreneurial Orientation
ES	Eco Solutions Company (Panasonic)
FCF	Free Cash Flow
FDA	Food and Drug Administration (US)
FDI	Foreign Direct Investment/Investor(s)
FY	Financial Year
Hanze UAS	Hanze University of Applied Sciences
HR	Human Resources
HRM	Human Resource Management

ICT	Information and Communication Technology
IHRM	International Human Resource Management
IPO	Initial Public Offering
IS	Innovation System
ISP	Internet Service Provider
IT	Information Technology
ITHA	International Triple Helix Association
KBE	Knowledge Based Economy
KBS	Knowledge Based Society
M&A	Merger and Acquisition
M2M	Machine-to-Machine
MEI	Matsushita Electric Industrial Co. Ltd. (Panasonic)
MIDH	Mobile Internet and Digital Home Business Group (division of Lenovo)
MNE	Multinational Enterprise
NFIA	Netherlands Foreign Investment Agency
NVC	New Venture Creation
NYSE	New York Stock Exchange
O&M	Operations and Maintenance
O2O	Online-to-Offline
ODM	Original Design Manufacturer
OECD	The Organization for Economic Co-operation and Development
OEM	Original Equipment Manufacturer
OP	Operating Profits
OPCE	Organizational Preparedness for Corporate Entrepreneurship
OPM	Operating Profit Margin
PR	Public Relations
R&D	Research and Development
RoE	Return on Equity
SE	Strategic Entrepreneurship
SR	Strategic Renewal
TH	Triple Helix
TMS	Top Management Support
UHT	Ultra High Temperature
VAS	Value Added Service(s)
VC	Venture Capital
YoY	Year-on-Year
ZZJYT	Zi Zhu Jing Ying Ti (self-managed teams from Haier)