

Emerging Asian ICT Global Players

Natural Born Collaborators or Stuck With Aliens?

Monika Golonka

Department of Management, Kozminski Business School, Warsaw, Poland
monikagolonka@kozminski.edu.pl

Abstract

Researchers studying firms' strategies have begun to recognize the role of alliances, alliance portfolios and alliance networks in improving access to resources and their impact on a firm's performance. However, so far, most studies have focused on firms' alliance portfolio analysis based on a single country only, i.e. the U.S. banking or software industry. In the prevailing literature, the cultural context has been practically ignored. The real "explosion" of alliances is a phenomenon clearly observed in the global ICT (Information and Communication Technology) Industry, which is one of the fastest-growing industries, directly shaping global communication and leading changes in many other market sectors. Within this clearly trailblazing domain, we can observe a rapid growth of inter-firm cooperative ties in the convergence of digital products and services — alliances, alliance portfolios and alliance networks, as well as mergers and acquisitions. Using a sample of 30 leading global ICT giants with 10,247 alliances in their alliance portfolios, this study empirically tested and supported the hypothesis that ICT firms originated from collective cultures are more willing to cooperate with culturally diverse partners, forming multiple weak alliances, than firms from individualistic cultures. Are they natural-born collaborators, or are they "stuck" with existing giants in the mature economies?

Keywords: Alliance Strategy, ICT Industry, Emerging Asian Global Leaders

Introduction

The main objective of this study is to answer the following questions: 1) Are global ICT players from cultures characterized by high levels of collectivism (Hofstede, 2005) and "relational perspective" (Chen & Miller, 2011) – e.g. emerging economies like China and India — more open to collaboration with partners from different cultures than firms from individualistic cultures? The latter cultures are also called "Western" (Gupta & Wang, 2009; Chen & Miller, 2010) or "transactional" in the existing literature. 2) What kind of alliances do cultures characterized by high levels of collectivism tend to form?

The research results may help to explain how leading global ICT firms create their alliance portfolios¹. The findings aim to provide a deeper understanding of paths of global development for future market leaders from collective, emerging Asian countries, primarily China and India.

¹ By alliance I mean all cooperative agreements, or in other words, interfirm ties. Alliance portfolio is an ego-centric network, where the focal firm (ego) creates ties with its partners (allies).

Cooperation strategy, based on weak ties in the global ICT industry (Contractor & Lorange, 1988), has been increasingly important and effective for the last 10 years (Golonka, 2011). ICT firms are being forced to quickly acquire complementary resources, and to test new options, strategies scenarios, products, services or solutions as well as business models. As time to market has become a crucial success factor, there is not enough time to form costly, strong alliances, with fixed scope, duration and cost. During the 10-year period of 2000-2009, 30 leading global ICT firms have established over 2000 new alliances, which is approximately 34 percent of the increase to the current number - over 10,000 ties. More than 70 percent of these ties are weak alliances. In the analyzed sample, the average number of weak ties increased 55 percent, while the number of strong ties increased only by 0.56 percent.

One of the most interesting phenomena at present is the alliance strategy of global players from emerging economies (BRIC - Brazil, Russia, India, China). This strategy has become extremely important in the context of emerged global ICT giants from China and India. Strong evidence transpires showing that cultural factors influence firm-level characteristics such as the firm's organizational culture, organizational processes, strategy and performance. Culture has been seen as one of the most significant barriers in mergers and acquisitions, alliances, and organizational change. The national culture that shapes a firm's organizational model can also influence its interfirm relationships and the firm's alliance strategy. Some researchers argue that the "Eastern, relational mindset" affects organizational structure, leadership and strategy (Cheng & Miller, 2010; 2011); thus, creating relationships, competing, and cooperating may be affected by cultural factors. Explaining such phenomena can provide insights into ways of alliance creation and management by global players from different cultures. In fact, although there has been considerable theoretical discussion on cultural factors and numerous implications for strategy, leadership and organization, there is little empirical evidence to date. There are still several gaps, theoretical and empirical, in this research area. Based on quantitative analysis of ICT global leaders' alliance portfolios (10,247 alliances and 7,258 unique allies), this study shows two different ways of alliance portfolio creation.

The findings contribute to the understanding of differences in collaborative strategies of global firms originating from different cultures – Western: more individualistic, and Eastern: collective. This study provides several theoretical and practical implications for researchers and managers, although it does not provide a complete explanation of the presented phenomena. The analysis begins to offer an explanation for cultural factors' impact on a firm's alliance portfolio strategy. Future research, based on both quantitative and qualitative research methods, should provide more in-depth explanations of the phenomena.

This paper is structured as follows. First, it explains the context of emergence of global ICT giants in terms of competitive and cooperative strategies - such as alliances, alliance portfolios and networks - as well as national culture. Then, the hypotheses based on the literature analysis are provided. Second, a description is provided of methods used in the quantitative part of the research, and the results of the analysis. Then, the illustrations of the results are presented; they include descriptions of two very different cases in terms of culture of origin – a global ICT company from China and one from France. Finally, the conclusions and implications of the study are described.

Discussion and Hypotheses

Currently, particularly in the ICT Industry, forming alliances, alliance groups and networks is seen as one of the most effective methods to acquire necessary resources, including knowledge, abilities, and relationships with business partners and customers (Dyer & Singh, 1998; Gulati,

2007). The emergence of multinational ICT giants from developing markets and their establishment of a competitive advantage worldwide is associated with forming alliances with partners and potential competitors (Low, 2007; Yanqing, 2007).

One of the major factors that affect a firm's corporate culture, strategy, processes and performance is national culture. Culture is generally understood to facilitate two critical functions: external adaptation and internal integration (Schneider, 1989). Strong evidence exists in the literature on the influence of national culture on firms' strategic choices (Kogut & Singh, 1988), internal processes and decisions (Rugman & Collinson, 2009), and organizations' members' values (Chang, Wong, & Koh, 2003; Ralston, Holt, Terpstra & Kai-Cheng, 1997), as well as interfirm cooperation (Child & Faulkner, 1998; Lee, Li, & Shenkar, 2008) and a firm's performance (Ghamewat, 2001; Versakelis & Kessapidou, 2002). Corporate cultures do not depend on a national culture alone, but strong evidence exists that national cultural dimensions still influence the structure and function of organizations (Hofstede, 2009), and lead to different implicit models in people's minds of what an organization should be (Varsakelis & Kessapidou, 2002, p. 269). Corporate culture, to some extent, is shaped by national culture and the values of the firm's founders (Morosini, 1998; Veraskelis & Kessapidou, 2002). Global firms need to constantly monitor the impact of cultures on their global activities and projects (Bing, 2004).

There are several concepts in the literature describing differences between "East" and "West" in the context of approaches to forming and maintaining relationships. Well established in the literature is the Collectivism versus Individualism construct (Hofstede, 2005). However, also noteworthy are Exclusionism versus Universalism (Minkov, 2011) (correlated to collectivism-individualism dimension), Relational versus Transactional (Cheng & Miller, 2011), and West versus Dragons (China), and Tigers (India) (Gupta & Wang, 2009).

Collectivism-individualism has been a widely studied dimension in cross-national business relationships (Williams, Satterwhite, & Saiz, 1998). Collectivism-individualism relates to the relationship between the individual and his/her group (Hofstede, 2005; Triandis, 1986). In a collectivist culture, a person gives higher priority to the group's interests and norms than to his/her own interests, while in an individualistic culture, a person pursues achievement of his/her own interests over others' welfare (Hofstede, 2005). Members of an individualistic culture value individual freedom and interests, and endorse competition (Hsu, 1985). The Eastern, relational mindset, affects organization, leadership and strategy (Chen & Miller, 2011). According to Kumar and Das (2011), collectivism-individualism may affect legitimacy dynamics in international alliances during the alliance formation stage, operation stage, and alliance outcome (Kumar & Das, 2011). The ability to collaborate, as well as the ability to think non-linearly (Vance, Zell, & Groves, 2008), and the tendency of a collectivist network to maintain harmony, even with dissimilar partners (Terawatanavong & Quazi, 2006) may be useful in forming relationships with different partners and creating culturally diverse alliance portfolios for firms from collective cultures. Thus, the first hypothesis of this study is formulated as follows:

Hypothesis 1: The Cultural Diversified Allies ratio in focal firms' alliance portfolios is positively associated with a level of collectivism characterizing the focal firm's culture of origin.

According to March (1991) and Granovetter (1985) the types of firm strategies accomplished within alliances with other companies are related to the strength of ties. Based on the strength and purpose of ties, two groups of alliances have been distinguished in the literature: weak ties, often related to the explorative strategy; and strong ties, related to exploitative strategy (Granovetter, 1985; Uzzi, 1996; Larson, 1992; Krackhardt, 1992).

Weak, explorative alliances are often preferred in order to gain access to the latest

information and are connected with the possibility of "penetrating" the network of alliances. This type of cooperative strategy is usually not associated with a relationship involving joint capital (Koza & Lewin, 1998). This strategy allows for the research of new, uncertain, risky sectors, testing rules and strategic choices (Lant, Milliken, & Batra, 1992).

Exploitative alliances often go beyond short-term benefits by creating solutions to problems in the long term. In such alliances, firms are able to transfer quality and useful knowledge (Krackhardt, 1992). In such relationships, only interested strategic partners (allies) who are valuable are directly connected with real, measurable commitment. Within this kind of relationship, partners learn about one another's organizations and become more dependent on each other, thus building mutual, relational trust (Larson, 1992; Krackhardt, 1992; Kogut & Singh, 1988; March, 1991).

Both types of ties can be useful to gain adequate resources. Some studies show that during collaboration, firms were able to acquire useful knowledge from their partners to develop relationships with other market players independently from the partner (Palakshappa & Gordon, 2007). Since strong, exploitative alliances require mutual understanding, relational trust, and building long-term cooperation with strong commitment, the cultural differences between "Eastern" and "Western" ICT firms may be a significant barrier. Particularly, the effect of trust on interfirm cooperation is stronger in the collectivist culture than in the individualist culture (Terawatanavong & Quazi, 2006). According to Gitelson, Bing, and Laroche (2001), over 80 percent of mergers and acquisitions fail in terms of achieving benefits for shareholders, due to cultural differences. However, "Eastern" giants can still get access to other firms' resources by establishing weak alliances. Therefore, the second and third hypotheses are posited as follows:

Hypothesis 2a: The Exploitative alliances ratio is negatively associated with the level of collectivism of a focal firm's culture of origin.

Hypothesis 2b: The Explorative alliances ratio is positively associated with the level of collectivism of a focal firm's culture of origin.

Procedures for collecting data

This study identified the leading global ICT firms based on SIC codes, press analysis and industry reports (Technology Business Research, Ovum, Gartner, 2007-2009). Subsequently, the list of selected firms was confirmed by industry experts. In order to ensure complete coverage of alliances, a database of alliances was created. The data were obtained from SDC Platinum Database. Following Anand and Khanna (2000) and Nohira (1991), this researcher compiled records of ties formed by each focal firm, then complemented and corrected the data by searching for publicly announced alliances in press releases and corporate web sites of focal firms. In total, 10,247 alliances and 7,258 unique allies have been defined, out of which only about 70% were reported in SDC Platinum. Prior to 2000, the U.S. played a primary role in shaping the global ICT industry. After 2000, the EU as well as the Asia and Pacific region became increasingly relevant on the global scale (European Commission of Information Society and Media, 2010). Thus, the alliance data for this analysis covers a 10-year time period, from 2000 until 2009. In the sample, there are focal firms originating in the U.S. (13), UK (2), France (4), Sweden (1), Canada (1), Finland (1), Korea (1), Japan (2), China (2), and India (3). For each focal firm and for each partner firm, additional data was coded — namely, the alliance status, type of alliance, firm name, and firm country of origin. Subsequently, cultural dimensions for each country of origin were coded,

according to Hofstede's model (Hofstede, 2009)²— namely, individualism and collectivism index, (which is also related in the literature to the relational versus transactional perspective (Chen & Miller, 2011), and exclusionism versus universalism (Hofstede, 2009; Minkov, 2011)). For each alliance, the type of tie was coded based on the description of its status, purpose and scope (Contractor & Lorange, 1988). Following Anand and Khanna (2000) and Nohira (1991), all identified alliances have been grouped into two categories in this study: explorative ties (including marketing agreements, license agreements, selling, and service agreements) and exploitative ties (capital alliances, joint ventures, production joint ventures, R&D alliances, and multiple agreements with the same partner).

Variables

The dependent variable in this study is the culturally diversified alliances ratio. This is the measure of the total share of partners in a firm's alliance portfolio from cultures other than that of the focal firm, in terms of the individualism and collectivism culture dimensions (Hofstede, 2005; 2009).

Culturally diversified alliances ratio = (Total number of alliances with partners originating from opposite cultures in terms of individualism/collectivism index x 100%) / Total number of alliances in alliance portfolio.

One of the explanatory variables in this study is the *Collectivism index*. This study used one of the cultural dimensions measured by the individualism/collectivism index identified for each focal firm, obtained from Hofstede's model of cultural dimensions (Hofstede, 2009) for each focal firm and for each partner firm based on their country of origin. For each partner firm, the level of collectivism was coded, defining collective countries (as characterized by the individualism index) up to 50 and individualistic countries above 50 (Hofstede, 1980).

The second and third explanatory variables in this study are the *exploitative alliances ratio* and *explorative alliances ratio*. This study used the total number of exploitation/ exploration alliances over the total number of alliances in a focal firm's alliance portfolio as the ratio.

Exploitative alliances ratio = (Total number of exploitation alliances x 100%) / Total number of alliances in focal firm's alliance portfolio.

Explorative alliances ratio = (Total number of exploration alliances x 100%) / Total number of alliances in focal firm's alliance portfolio.

Controls

This study is focused on leading (in terms of size, significance according to industry reports and industry experts, and SIC qualification) global ICT vendors. However, the size of the firm is normally used in empirical estimations, assuming that it affects profitability due to economies of scale. A *firm size* variable was measured by the logarithm of the focal firm's employees in a given year. The study also controlled for *firm age*, taking into account that well-established firms originating from mature economies usually are incorporated earlier than global players from emerging markets. Firm age was calculated by subtracting the year the firm was incorporated from

² Nardon and Steers (2009) analyzed the five existing cultural dimensions models in literature, created by: Hofstede (2001), Hall and Hall (1990), Trompenaars and Hampden-Turner (1998), Schwartz (1994) and also GLOBE project, the study conducted by House, Hanges, Javidan, Dorfman and Gupta (2004) concluding that all existing models serve to amplify or clarify Hofstede's five dimensions model. According to Peng (2009) and Nardon and Steers (2009) Hofstede's model of national culture dimensions is still the most influential.

the alliance contraction year or in other words, the number of years the firm had been in operation. The study controlled for *alliance portfolio size* by calculating the logarithm of the total number of alliances in a focal firm’s alliance portfolio. It also controlled for the *inter-industry variation* by using four-digit SIC codes.

Results

Descriptive statistics (means, standard deviations), and correlations of the variables are listed in Table 1.

Table 1. Descriptive statistics and correlation matrix.

No.	Variable	Mean	Std Dev.	1	2	3	4	5
1	Portfolio size	2,004	0,65					
2	Firm age	41,03	33,47	0,53				
3	Firm size	4,8	0,45	0,65	0,37			
4	Collectivism index	33,03	25,43	-0,06	-0,01	0,34		
5	Culturally diversified alliances ratio	40,21	26,75	-0,04	-0,005	0,22	0,71	
6	Exploitative alliances ratio	65,18	19,65	0,07	-0,05	-0,02	-0,64	-0,27

N=300

The observed modest overall level of correlation indicates that there is no threat of multi-collinearity in this study. However, in order to avoid potential multi-collinearity, this study did not include all variables in the same regression; the variables were entered sequentially. First, the control variables are provided. Then the direct effects are provided. Finally, the additional variable was provided to the regression. Missing values were treated with case deletion. The regression model shows very good adjustment; the explanatory power of the full model reached 77 percent.

The findings are listed in Table 2. Hypothesis 1 examines the effect of the collectivism index on the ratio of culturally diverse allies in a firm’s alliance portfolio. The culturally diverse alliances ratio is strong, statistically significant, and positively associated with the collectivism index of a focal firm’s culture of origin ($\beta = 0,74$, $p < 0,001$). This suggests that the proportion of culturally different partners in a firm’s alliance portfolio increases as the collectivism index of a firm’s country of origin increases. Thus, Hypothesis 1 is supported. The result of the full model (Model 3) indicate that the effect intensifies with provision of an additional explanatory variable, the exploitative alliances ratio ($\beta = 0,83$, $p < 0,001$). Hypotheses 2a and 2b investigate the correlation of the exploitative and explorative alliance ratios and the collectivism index. Supporting Hypothesis 2a, the exploitative alliances ratio is negatively related to the collectivism index of the focal firm's country of origin ($\beta = -0,30$, $p < 0,05$), as well as supporting Hypothesis 2b, there exist a positive correlation between the exploration alliances ratio and the collectivism index of the focal firm's country of origin ($\beta = 0,30$, $p < 0,05$).

Table 2. Regression models for culturally diverse alliances ratio.

Variables	Model 1	Model 2	Model3
<i>Controls</i>			
Firm size	0,43 (1,77)	-0,06 (-0,28)	-0,15 (-0,76)
Firm age	0,00 (0,03)	-0,001 (0,008)	-0,03 (-0,25)
Portfolio size	-0,32 (-1,22)	0,05 (0,23)	0,14 (0,69)
<i>Main variables</i>			
Collectivism index		0,74 (4,56) φ	0,83 (5,33) φ
Exploitative alliances ratio			-0,30 (2,22)*
Explorative alliances ratio			0,30 (2,22)*
Number of observations (year-firm)	292	292	292
Adj. R²	0,33	0,71	0,77
F – statistic	1,08	6,63 φ	7,21 φ

t-statistics in parantheses. Dependent variable: Culturally diverse alliances ratio. Note: Missing values were treated with case deletion. φ p<0.001; ** p<0.01; * p < 0.05

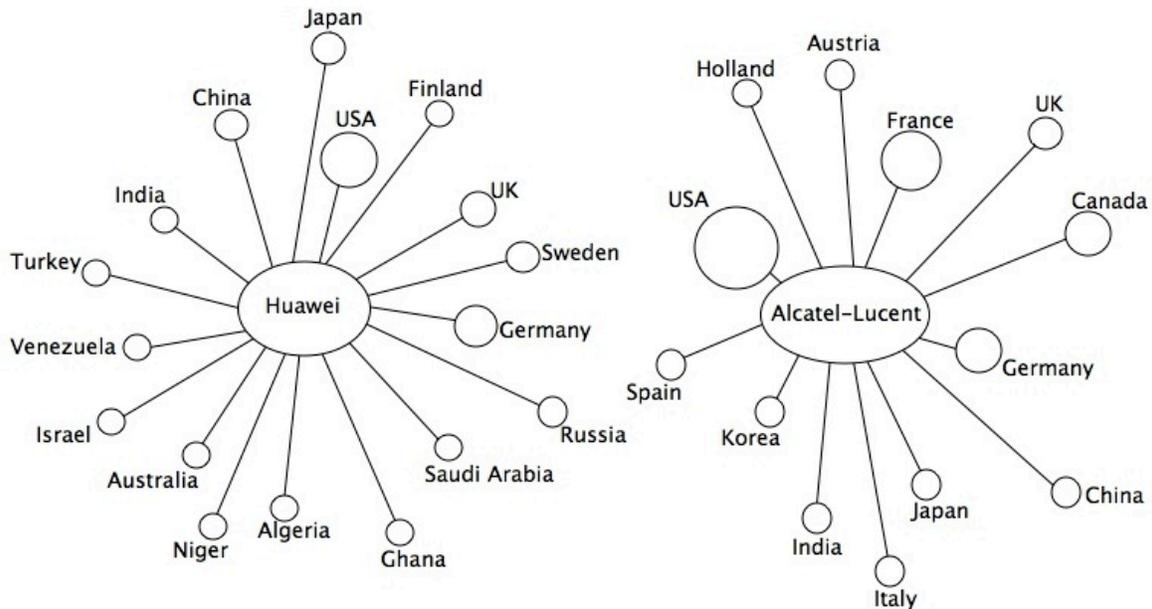
Results suggest that the studied ICT firms from “Eastern” collective cultures (characterised by a high level of collectivism) create alliances with broader spectrum of partners, including partners from different, opposite, individualistic, (Hofstede, 2005) called also transactional (Chen & Miller, 2011) cultures (Hypothesis 1). “Eastern” ICT firms tend to form less strong, exploitative alliances with their partners (Hypothesis 2a), which also means that there are more weak, explorative ties in their alliance portfolios (Hypothesis 2b).

In order to illustrate the results, two different firms in terms of cultural characteristics were chosen for this study. Ovum (2009) reports that they are direct competitors — one from France³ (Alcatel-Lucent, individualism index of country of origin = 65), and one from China (Huawei, individualism index = 10). Alcatel-Lucent was founded as Alcatel in 1898, and merged with Lucent Technologies in 2006. Currently, it is one of the leading vendors in the ICT industry with revenue of 15,99 billion EUR, employing 79,800 people. Huawei was incorporated in 1988 in China, and is the most well-established Asian global vendor, with revenue of 22,03 billion EUR and 110,000 employees (KPMG, 2010 in Huawei’s corporate report 2010). Currently, both firms are trying to take the position of a leading business partner for their customers in the fast-growing ICT market sector (Low, 2007; TBR, 2009).

For Huawei, the ratio of alliances with culturally diverse partners is 65 percent, while in Alcatel-Lucent’s portfolio the ratio is only 31.46 percent (year 2009). Figure 1 shows the the major allies’ countries of origin.

³ Alcatel’s country of origin is France; however Alcatel merged with Lucent Technologies from Germany in 2006.

Figure 1. Alliance portfolios of Huawei and Alcatel-Lucent: major allies' countries of origin (2009).⁴



As observed in the alliance portfolios of the two presented ICT vendors, there are significant differences in the choice of allies. The “Eastern” emerging giant Huawei’s alliance portfolio shows that more than 65 percent of its partners originated from different countries and cultures, involving firms both from emerging and mature markets. “Western” Alcatel-Lucent has focused on alliances with firms from similar, economically mature, and individualistic countries, having over 31 percent of alliances with culturally different partners. Both firms have declared global expansion into each market for the last ten years (based on the analyzed secondary data, e.g. reports, interviews with executives, and corporate websites). It is clear that the “Eastern” Chinese firm has built up a much more culturally diverse alliance portfolio as well as a strong market presence in almost every ally’s country of origin.

Conclusions

Emerging Asian ICT global giants from collective cultures seem to cooperate with more “Western,” individualistic partners, forming often weak, explorative alliances, while “Western” global ICT players are more likely to cooperate with allies from similar, individualistic cultures.

It is worth noting that one of the reasons for this situation may be the fact that global ICT firms from emerging economies like China or India have a limited numbers of potential allies originating from similar, collective cultures within the global market. However, the age of firms (a control variable in this study) proved to have no significant meaning. Results suggest that Asian (including Chinese and Indian) global ICT players are willing to cooperate with more diverse partners from different cultures, using their abilities to collaborate, maintain harmony within the

⁴ The circles’ size indicates the number of allies.

relationships and networks, and explore and acquire the necessary resources, to compete on a global scale.

Certain emerging Asian firms developed their positions in other emerging markets, at first, because of various barriers that prevented them from developing in mature economies. Only after building a stronger reputation and forming numerous alliances were they able to expand into the mature markets (Low, 2007), especially using weak, explorative ties (Tang, 2006). The fact that the firms were practically forced to cooperate with diverse partners to build up a competitive advantage globally is an additional factor influencing the abilities to build and maintain culturally diverse alliances. This type of development might also have an impact on building the skills necessary to acquire and use “network resources” effectively (Gulati, 2007). As a result, current Asian emerging global players may have a certain competitive advantage through cooperating in multinational, cross-cultural markets. Moreover, several studies (e.g. Green, Deschamps, & Paez, 2005; Bond et al., 2004) showed that there is a significant, negative correlation between individualism level and competitiveness (approval of competition). Thus, the cooperation strategies of Asian firms might play a major role in developing their competitive advantage.

Since there are currently only a few global Asian ICT players from India and China — which is the reason why the number of “Western” firms dominates the total sample — and the ICT industry is one of the fastest-growing and rapidly-changing sectors, similar research should be conducted, and the development of cooperation strategies of firms from different cultures should be observed over a longer term.

Research and managerial implications

According to Gupta (2009) and Khanna and Palepu (2010), the emergence of global leaders from China and India is taking place at a much faster rate than was the case with their predecessors from Japan and South Korea (Gupta, 2009, p. 151). Emerging Asian global ICT players seem to have learned from their own cultures and from the experiences of their Japanese and Korean predecessors, but also from Western, individualistic “aliens,” by cooperating and competing with them. Asian firms from China and India are changing the rules of the global game, having a transformational effect on competitive advantage (Gupta, 2009). Knowing and understanding the differences in cooperative strategies of global giants originating from different countries and cultures seems to be a crucial challenge facing researchers in the Strategic Management and International Management fields. Scholars need to undertake more research to investigate performance implications of different cooperative strategies, and consider the impact of cultural factors. Future empirical research may also examine how organizational level factors, such as managerial decisions, processes and structures, affect cooperation strategies. Future research could also examine the influence of cultures on those characteristics. It is hoped that this study will set the stage for further empirical research relating to both alliances portfolios and cultural dimensions that incorporate additional existing cultural concepts and approaches, e.g. cultural distance (Ghamewat, 2010).

Partnering in the current business environment is one of the most effective ways to acquire necessary firm resources. From a managerial perspective, creating and effectively managing an alliance portfolio has become one of the most important tasks. Three key concerns that managers need to address are: how to form and manage alliance portfolios on a global scale, the impact of culture of origin on the cooperative strategies and organizational processes, and cooperative and competitive strategies of their global rivals from different cultures.

Acknowledgements

This research was supported by Polish National Center (Grant No. DEC-2011/01/N/HS4/04418). I would like to thank all reviewers, Prof. Meir Russ, and Dr. Shmuel Batzri for their priceless comments, suggestions, and concern.

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English Abstract

Emerging Asian ICT Global Players Natural Born Collaborators or Stuck With Aliens?

Monika Golonka

Department of Management, Kozminski Business School, Warsaw, Poland
monikagolonka@kozminski.edu.pl

Abstract

Researchers studying firms' strategies have begun to recognize the role of alliances, alliance portfolios and alliance networks in improving access to resources and their impact on a firm's performance. However, so far, most studies have focused on firms' alliance portfolio analysis based on a single country only, i.e. the U.S. banking or software industry. In the prevailing literature, the cultural context has been practically ignored. The real "explosion" of alliances is a phenomenon clearly observed in the global ICT (Information and Communication Technology) Industry, which is one of the fastest-growing industries, directly shaping global communication and leading changes in many other market sectors. Within this clearly trailblazing domain, we can observe a rapid growth of inter-firm cooperative ties in the convergence of digital products and services — alliances, alliance portfolios and alliance networks, as well as mergers and acquisitions. Using a sample of 30 leading global ICT giants with 10,247 alliances in their alliance portfolios, this study empirically tested and supported the hypothesis that ICT firms originated from collective cultures are more willing to cooperate with culturally diverse partners, forming multiple weak alliances, than firms from individualistic cultures. Are they natural-born collaborators, or are they "stuck" with existing giants in the mature economies?

Keywords: Alliance Strategy, ICT Industry, Emerging Asian Global Leaders

French Abstract*

Emerging Asian ICT Global Players: Natural Born Collaborators or Stuck With Aliens?

Acteurs issus de pays émergents d'Asie des industries de TIC mondiales

Des collaborateurs né naturellement ou collés à des étrangers?

Monika Golonka

Department of Management, Kozminski Business School, Warsaw, Poland

monikagolonka@kozminski.edu.pl

Résumé

Les chercheurs en stratégie d'entreprises ont commencé à reconnaître le rôle des alliances, des portefeuilles d'alliances et de réseaux d'alliances dans l'amélioration de l'accès aux ressources et leur impact sur la performance de l'entreprise. Toutefois, jusqu'à présent, la plupart des études ont porté sur l'analyse du portefeuille d'alliance des entreprises, basé sur un seul pays seulement, à savoir le secteur bancaire américain et l'industrie de la programmation informatique. La littérature ignore le contexte culturel. La véritable explosion des alliances est un phénomène clairement observé dans le secteur des TIC mondial (Technologie de l'Information et Communication). Cette industrie, qui est parmi les plus dynamiques, dessine directement la communication globale et les principaux changements dans de nombreux autres secteurs du marché. Dans ce domaine, clairement pionnier, nous pouvons observer une croissance rapide des relations de coopérations inter-entreprises (alliances, portefeuilles d'alliances et de réseaux d'alliance), la convergence des produits et services numériques ainsi que des fusions et acquisitions. En utilisant un échantillon de 30 géants mondiaux des TIC avec 10,247 alliances dans leurs portefeuilles, cette étude empirique teste et soutient l'hypothèse selon laquelle les entreprises de TIC provenaient de pays à culture collectiviste sont plus disposées à coopérer avec partenaires culturellement différentes, formant des alliances multiples faibles, que les entreprises issues de pays à culture individualiste. Sont-ils des collaborateurs naturellement-nés, ou sont-ils « coincés » par des géants existants dans les économies matures?

Mots-clés: stratégie de l'Alliance, de l'industrie des TIC, Emerging Global Leaders asiatiques

* Translated by: Johannes Schaaper, Senior professor in International Management, BEM Bordeaux Management School

German Abstract*

Emerging Asian ICT Global Players: Natural Born Collaborators or Stuck With Aliens?

Entwicklung der ICT Global Players Geborene Mitarbeiter oder Festhalten an Ausländern?

Monika Golonka

Department of Management, Kozminski Business School, Warsaw, Poland
monikagolonka@kozminski.edu.pl

Zusammenfassung

Wissenschaftler, die Firmenstrategien studieren, haben begonnen die Rolle der Allianzen, Allianz Portfolios und Allianz Netzwerke in der Verbesserung des Zugangs zu Ressourcen und dessen Auswirkung auf die Unternehmensperformance, zu erkennen. Allerdings haben sich bis jetzt die meisten Studien auf die Allianz Portfolio Analyse eines einzigen Landes, zum Beispiel die US-amerikanische Banken oder Software Industrie, fokussiert. In der überwiegenden Literatur wurde der kulturelle Kontext praktisch ignoriert. Die wirkliche „Explosion“ der Allianzen ist ein Phänomen, welches in der globalen ICT (Informations und Kommunikations Technologie) Industrie beobachtet wird. Diese ist eine der am schnellsten wachsenden Industrien, die direkt die globale Kommunikation und Veränderungen in vielen anderen Märkten geprägt hat. In diesem wegweisenden Bereich können wir ein rasches Wachstum von zwischenunternehmerischer kooperativer Bindung in der Konvergenz digitaler Produkte und Dienstleistungen – Allianzen, Allianzportfolios, Allianz Netzwerke und Mergers and Acquisitions. Anhand einer Stichprobe aus 30 führenden globalen ICT Giganten mit 10.247 Allianzen in ihren Allianzportfolios, untersucht und bestätigt diese empirische Studie die Hypothese, dass ICT Unternehmen aus kollektiven Kulturen eher mit Partnern aus mannigfaltigen Kulturen kooperieren wollen. Sind sie geborene Mitarbeiter oder sind diese festgefahren mit existierenden Giganten in reifen Volkswirtschaften?

Stichwörter: Allianzstrategie, ICT Industrie, Entstehung asiatischer globaler Führer

* Translated by: Prof. Dr. Marc Eulerich, University Duisburg-Essen, marc.eulerich@uni-due.de

Spanish Abstract*

Emerging Asian ICT Global Players: Natural Born Collaborators or Stuck With Aliens?

TICs Asiáticas Emergentes Globales Colaboradores Natos o Adheridos a los Extranjeros

Monika Golonka

Department of Management, Kozminski Business School, Warsaw, Poland
monikagolonka@kozminski.edu.pl

Resumen

Los investigadores que estudian las estrategias de las empresas han comenzado a reconocer el papel que juegan las alianzas, la cartera de alianzas y las redes de alianzas en la mejora del acceso a los recursos y su impacto en el rendimiento de la empresa. Sin embargo, hasta el momento, la mayoría de los estudios se han centrado en el análisis de las carteras de alianzas de las empresas en un solo país, como por ejemplo la banca de USA o la industria del software.

En la literatura existente, el contexto cultural ha sido prácticamente ignorado. La verdadera "explosión" de alianzas es un fenómeno claramente observado en la industria de las TIC (Tecnologías de Información y Comunicación), que es una de las industrias con mayor y más rápido crecimiento, que influye directamente en la comunicación global y que lidera los cambios en muchos otros sectores.

En este dominio claramente pionero, se observa un rápido crecimiento de los lazos de cooperación entre empresas en la convergencia de productos y servicios digitales,- alianzas, carteras de alianzas y redes de alianza, así como de las fusiones y adquisiciones.

Utilizando una muestra de 30 empresas TIC, gigantes líderes mundiales, con 10.247 alianzas en sus carteras de alianzas, este estudio empírico, constata la hipótesis de que las empresas TIC que se crearon en países con culturas colectivas están más dispuestas a cooperar con socios de diversas culturas, formando múltiples alianzas débiles, que las empresas de culturas individualistas. Son colaboradores natos, o están "adheridos" a los gigantes existentes en las economías maduras?

Palabras clave: Estrategias de Alianzas, Industria TIC, Líderes globales asiáticos emergentes.

* Translated by: Maria Avello. Universidad Complutense de Madrid. mavello@emp.ucm.es

Arabic Abstract*

Emerging Asian ICT Global Players: Natural Born Collaborators or Stuck With Aliens?

شركات التكنولوجيا الآسيوية الناشئة:

متعاونة بالفطرة أم مرغمة على التعاون مع الغرباء؟

Monika Golonka

Department of Management, Kozminski Business School, Warsaw, Poland

monikagolonka@kozminski.edu.pl

المخلص

تعرف علماء استراتيجيات الشركات على دور التحالفات، محافظ التحالف، و شبكات التحالف في تحسين الوصول الى الموارد و أثرها على أداء الشركة. بالرغم من ذلك، ركزت غالبية الدراسات التي اجريت الى الوقت الحالي، على تحليل تحالف المحافظ بناء على دولة واحدة، على سبيل المثال، القطاع المصرفي الاميركي أو صناعة البرمجيات. حيث تم تجاهل السياق الثقافي من الناحية العملية في الأدبيات السائدة السابقة. لوحظ الانتشار الحقيقي لظاهرة التحالف في قطاع تكنولوجيا الاتصالات و المعلومات العالمي، الذي يعد احد أسرع القطاعات نمواً، و مؤثر مباشر على تشكيل و كيفية الاتصالات العالمية، و قائد للتغيرات الرائدة في الكثير من القطاعات الاخرى في السوق. ضمن هذا المجال الرائد بوضوح، يمكن أن نلاحظ النمو السريع في العلاقات التعاونية بين الشركات في تحالفات تقارب المنتجات والخدمات الرقمية، محافظ التحالف وشبكات تحالف، فضلا عن عمليات الاندماج والاستحواذ فعن طريق استخدام عينة من 30 شركة رائدة و ضخمة في مجال تكنولوجيا الاتصالات و المعلومات مع 10247 تحالف من ضمنها محافظ التحالف، أختبرت هذه الدراسة تجريبيا و دعمت الفرضية القائلة بأن شركات الاتصالات و تكنولوجيا المعلومات نشأت من الثقافات الجماعية و هي أكثر استعدادا على التعاون مع شركاء من ثقافات متعددة / متنوعة، و تشكيل عدة تحالفات ضعيفة، مقارنة مع الشركات ذات الثقافات الفردية. هل هم متعاونون في منذ المنشأ أم مرغمين على التعامل مع عمالقة الشركات في الاقتصاديات الناضجة؟

الكلمات الدالة: استراتيجيات التحالف، قطاع الاتصالات و تكنولوجيا المعلومات، القيادة العالمية الآسيوية الناشئة

* Translated by: Zu'bi M.F.Al-Zu'bi, Ph.D, FHEA, University of Jordan, z.alzubi@ju.edu.jo

Italian Abstract*

Emerging Asian ICT Global Players: Natural Born Collaborators or Stuck With Aliens?

Organizzazioni Emergenti in Asia nel contesto IT globale

Collaboratori naturali o bloccati con alieni?

Monika Golonka

Department of Management, Kozminski Business School, Warsaw, Poland

monikagolonka@kozminski.edu.pl

Abstract

Ricercatori hanno iniziato a concentrarsi sul ruolo di alleanze e reti di alleanze per migliorare l'accesso a risorse e il loro impatto sulle prestazioni dell'azienda. Comunque, fino ad oggi, la maggior parte degli studi, si sono concentrati su analisi di questo tipo riferiti solo ad un Paese, ad esempio aziende USA nel settore bancario o del software. Nella letteratura più importante l'aspetto culturale é stato praticamente ignorato. La vera "esplosione" di alleanze é un fenomeno che chiaramente é osservato nel contesto globale dell'industria IT (Information Technology) che é una delle industrie in più rapida crescita con una influenza sui mercati di comunicazione globale e sui cambiamenti riguardanti molti settori di mercato. All'interno di questo settore che apre nuove aree e sentieri, possiamo osservare una rapida crescita di legami di cooperazione riguardanti prodotti e servizi digitali - alleanze, varietà di alleanze e reti di alleanze includendo anche fusioni e acquisizioni. Utilizzando un campione di 30 aziende che sono al top nel settore con 10,247 alleanze e varietà di alleanze, lo studio mette alla prova in modo empirico e supporta l'ipotesi che le aziende di IT che originano da culture globali sono più disposte a cooperare con partner che rappresentano diversità culturali e formare varie alleanze più deboli rispetto a aziende con una cultura più individualista. Rappresentano dei collaboratori naturali o sono bloccati nell'essere giganti immobili in economie mature?

Keywords: Strategie di Alleanza, industria IT, Mercati Emergenti Asiatici Globali

* Translated by: Riccardo Paterni, Synergy Pathways, riccardo@synergypathways.net