Asia Pac J Manag (2017) 34:757–768
https://doi.org/10.1007/s10490-017-9542-z

EDITORIAL

From LLL to IOL^3: Moving dragon multinationals research forward

Jane Lu[1] · Xufei Ma[2] · Lucy Taksa[3] · Yue Wang[4]

Published online: 6 November 2017

Abstract In the past decade, there has been a large number of studies on how firms from the fast developing Asia-Pacific region initiate and manage their international business expansions, leading to an emerging area of research which could be labeled as dragon multinationals research. To illustrate how we can move dragon multinationals research forward, in this editorial we first expand John Mathews' linkage-leverage-learning (LLL) model to an extended framework of inward linkages-outward linkages-leverage-learning (IOL^3) framework that aims to help us better analyze what makes dragon multinationals' international expansion unique. We then introduce the papers selected for this Special Issue and highlight their contributions in line with our proposed new analytical framework. Finally, we use the framework to explore opportunities and directions for future research on dragon multinationals.

Keywords Dragon multinationals · Linkage-leverage-learning (LLL) model · Inward linkages-outward linkages-leverage-learning (IOL^3) model

✉ Yue Wang
yue.wang@mq.edu.au

Jane Lu
jane.lu@unimelb.edu.au

Xufei Ma
xufei@cuhk.edu.hk

Lucy Taksa
lucy.taksa@mq.edu.au

[1] Department of Management and Marketing, University of Melbourne, Parkville 3010, Australia

[2] Department of Management, Chinese University of Hong Kong, Shatin, N.T, Hong Kong

[3] Faculty of Business and Economics, Macquarie University, Sydney, NSW 2109, Australia

[4] Department of Marketing and Management, Macquarie University, Sydney, NSW 2109, Australia

In 2006, the *Asia Pacific Journal of Management* (APJM) published an influential article "Dragon multinationals: New players in 21st century globalization" (Mathews, 2006). The paper was the winner of the second APJM Best Paper Award (Peng, 2009). In the past decade, Mathews' article has inspired a large number of studies on how firms from the fast developing Asia-Pacific region initiate and manage their international business (IB) expansions, leading to an emerging area of research which could be labeled as dragon multinationals research. Despite the progress made in the last decade, there remains substantial room to improve our understanding of the phenomenon of dragon multinationals' international strategy. The purpose of this Special Issue (SI) is to move this emerging field of dragon multinationals research forward by identifying some research paths and questions which can be further explored in this area.

A center piece of Mathews' article is the linkage-leverage-learning (LLL) model. According to the model, for dragon multinationals, the best and the quickest way to capture global opportunities and to tap into global resources is first to link up with firms, especially established Western multinational enterprises (MNEs), through various forms of collaborative partnerships; second to leverage such linkages to overcome resource barriers for IB engagement; and third to build up an organizational process of learning through repeated application of linkage and leverage, which can ultimately explain the accelerated internationalization of the latecomer and newcomer MNEs from the Asia Pacific.

In the LLL conceptualization, what makes dragon multinationals' internationalization different from Western incumbents is that these latecomers or newcomers to IB do not possess firm-specific ownership advantages in technological and managerial resources and instead they go overseas to seek such resources through linking up with established Western MNEs. In other words, for dragon multinationals strategic asset-seeking in overseas markets is the primary motive or antecedent of internationalization.

The LLL model offers crucial insights into the internationalization behaviors of dragon multinationals, but the emphasis has been placed on the role of outward linkages and the importance of inward linkages is under-researched. In Mathews' words, "a global orientation becomes a source of advantage—since the opportunities through which it can expand are likely to be found in the global market rather than in its domestic environment" (Mathews, 2006: 18). In this paper, we highlight *inward* linkages as another direction to access global resources and opportunities. We posit that the role of inward linkage may be particularly important for a more discriminating comparison of dragon multinationals' home country effect with that of Western MNEs in explaining their internationalization.

To illustrate how we can move dragon multinationals research forward, in the next section we first expand Mathews' LLL to an extended framework of inward linkages-outward linkages-leverage-learning (IOL^3) model that aims to help us better analyze what makes dragon multinationals' international expansion unique. In the third section, we introduce the papers selected for this SI and highlight their contributions in line with the IOL^3 analytical framework. In the final section, we use the IOL^3 framework to explore opportunities and directions for future research on dragon multinationals.

An extension of LLL: Towards IOL^3 framework

A key foundation of Mathews' LLL framework is the outward linkages through which dragon multinationals can access global resources for their accelerated internationalization. However, the impact of inward linkages is downplayed. In this section, we integrate the LLL model with recent research on the role of inward-outward linkages in emerging market firms' internationalization (Gu & Lu, 2011; Hertenstein, Sutherland, & Anderson, 2017; Sun & Liang, 2014; Xia, Ma, Lu, & Yiu, 2014) into a more comprehensive IOL^3 framework, with a special focus on different forms of inward linkages that can provide these firms with the initial resource base for embarking on IB.

A number of recent studies have identified inward foreign direct investment (FDI) as an important impetus to outward FDI. For example, some scholars developed an "inward-outward linkage" perspective and showed the significant influence of inward foreign investment on outward foreign investment in the contexts of venture capital investments (e.g., Gu & Lu, 2011; Sun & Liang, 2014) and the outward FDI by Chinese firms (e.g., Sun, Peng, Lee, & Tan, 2015; Xia et al., 2014). The core idea is that inward investment can deepen firms' understanding of international markets, helping them accumulate international experience and build unique capabilities that stimulate subsequent outward FDI (Deng, 2009).

It should be pointed out that Mathews (2006) also recognized many Asian firms had been drawn into IB as a contractor to incumbent MNEs in the global market, but his focus was on IB opportunities that can be captured by outward linkages found in the global market. In this paper, however, we argue that inward and outward linkages can be equally important (or in some cases inward linkages may be more important than outward linkages) in driving dragon multinationals' internationalization both independently (by providing distinctive access to global resources) and interdependently (by linking inward FDI with outward FDI for example). Below we elaborate the conceptual extensions we have made in developing the IOL^3 model as compared to the LLL framework and discuss the implications for dragon multinationals research.

The extension of linkages

The first and most important extension is regarding the concept of linkages. In developing the LLL model, Mathews (2006) sees IB opportunities for dragon multinationals are likely to be found in the global market rather than in these firms' domestic markets. In our IOL^3 conceptualization, both home market and international/host market are regarded as sources of such opportunities. In particular, for dragon multinationals from large emerging economies, inward linkages at home are likely to play a greater role than outward linkages for these firms' internationalization, which is one of the most important home country effects that explain how the internationalization of dragon multinationals differs from that of traditional Western MNEs. We define linkages that offer access to global resources in dragon multinationals' home environments as inward linkages, and linkages which offer access to global resources outside the firm's home country (either in host environment or global environment) as outward linkages.

The two dimensions of linkages (inward and outward) combined in our model correspond to the first pillar of the LLL model, and collectively they offer dragon multinationals bi-directional access to global resources. But unlike the LLL framework, which emphasizes outward linkages as the main driver for the internationalization of dragon multinationals, we pay greater attention to these firms' home environment both prior to and after their international expansions. We argue that firms from fast developing Asian economies, especially those from large dragon economies such as China and India, are likely to leverage both inward and outward linkages and perhaps more inward than outward linkages for their international expansion and international operation. Indeed in some situations (e.g., in the Acer case in this SI), outward linkages are likely to be the consequence instead of the antecedent of dragon multinationals' internationalization.

Duysters, Jacob, Lemmens, and Yu (2009), for example, documented how Haier, a Chinese consumer electronics and home appliances company, developed and leveraged various forms of inward linkages prior to its internationalization. Starting with refrigerator business in the northern Chinese province of Shandong in 1984, in the 1990s Haier was also able to leverage home-country generated design and manufacturing capabilities to produce quality products for other developing markets including Indonesia, Philippines, Dubai, Iran, Algeria, Jordan, Pakistan, and Bangladesh—first through original equipment manufacturing (OEM) contracts and later through joint ventures (JVs) with local companies. Similarly, Haier's exports to the US (the company's primary overseas market) started with linkages with American importers based on OEM contracts.

Other highly internationalized dragon multinationals such as Huawei from China and Tata from India have, during their process of international expansion, built as much on their extensive inward linkages as on outward linkages. And one may even argue they leveraged more of inward linkages than outward linkages for internationalization. For example, when Huawei was founded in 1988 as a distributor of phone switches, China relied 100% on imports for its telecom equipment. Most major international telecommunications companies such as Ericsson, Motorola, and Nokia already had a presence in China's domestic market (Fan, 2006). The significant presence of foreign MNEs provided Huawei with initial access to foreign technologies and market knowledge through their competitive and cooperative relationships with these foreign MNEs in China (Fan, 2011). By 2002, Huawei had overtaken Shanghai Bell as the dominant player in China's domestic market and entered both the European and US markets (Prasso, 2011). Since then Huawei had firmly established itself as a global player in telecommunication equipment manufacturer largely through greenfield developments and sales. Compared to Haier, Huawei relied even more heavily on inward linkages for accessing global resources and leverage such resources for subsequent international expansion.

The extension of leverage

A second extension is regarding the concept of leverage. In LLL, leverage refers to dragon multinationals' effort to overcome barriers of imitability and transferability to access foreign resources through IB expansion (Mathews, 2006). The empirical studies from an LLL lens therefore focus on the leverage of outward linkages through JVs or overseas acquisitions. In our IOL^3 model, we focus more on how these firms use, upgrade and adapt resources accumulated through both inward and outward linkages for international expansion. In Haier's case, for example, the company's internationalization started with OEM contracts from many developing countries as well as the United States. The company's ability to secure OEM contracts within highly competitive consumer electronics and home appliances businesses was built on its continuous improvement in existing products and introduction of newer products through a combination of domestic diversification, continuous product upgrading, and reorganization of internal R&D (Duysters et al., 2009). On the other hand, to play the technological catch-up, Haier established outward linkages by entering into multiple cooperative research programs with leading MNEs such as Toshiba, Mitsubishi, Philips, and Lucent to scan and evaluate new and emerging technological trends around the global. The technological partnerships with the world's leading companies were used by Haier to improve the quality and competitiveness of their products, which provided the company with a solid basis for international competition.

The extension of learning

A third extension is regarding the role of learning. In LLL, learning takes place through repeated application of outward linkages that leads to international expansion of dragon multinationals. In our model, however, we emphasize the need to study different facets of learning, both before and after their "graduation," from emerging to emerged multinationals. For example, for dragon multinationals relying on the leverage of inward linkages for internationalization the nature of the learning process might be very different from those who required for leveraging outward linkages. In addition, while the LLL model focuses on the learning that leads to internationalization, in our conceptualization learning can start with the leveraging of inward linkages (for initial entry and early international expansion) and continue with the leveraging of outward linkages (for subsequent international operation). Thus, IOL^3 framework represents a more evolutionary and dynamic perspective on the dragon multinationals.

In the case of Haier, for example, the company accumulated most of its learning in its technological partnerships with foreign firms in China, and it placed more emphasis on learning and internalizing foreign technologies rather than through getting quick access to foreign technologies through JVs and/or acquisitions (Duysters et al., 2009). In the case of Huawei, the early years of learning to survive in China's fiercely competitive environment played a key role in shaping the company's character and strategy in its subsequent internationalization process, during which the company stressed learning by competing (as opposed to partnering) with foreign firms through advanced technology, reliable quality, and superb service (Luo, Cacchione, Junkunc, & Lu, 2011). In a recent study of the internationalization of Chinese auto component firms, Hertenstein et al. (2017) also highlight the strong role of learning undertaken by these firms in their home country networks developed through prior inward FDI.

In summary, similar to LLL, the IOL^3 framework also views access to global resources offsets the lack of firm-specific advantages and hence provides an important impetus for latecomers and newcomers from emerging markets to internationalize. But, our framework emphasizes that both home and overseas environments can offer such access to global resources. Dragon multinationals can not only access global resources through the linkages with foreign MNEs, leverage such linkages, and learn from foreign MNEs outside their home countries, but also conduct the three Ls inside their home country environment. Table 1 below summarizes the conceptual extensions of our IOL^3 framework as compared to LLL model.

Papers in the Special Issue

The four papers in this SI contribute to the expanding literature on dragon multinationals in their own ways and some contain ideas similar to those discussed in our proposed IOL^3 framework above.

"*Extending the LLL framework through an institution-based view: Acer as a dragon multinational*" *by Shih-Chang Hung and Yung-Ching Tseng*

In an effort to extend the LLL framework based on an institution-based view (Peng, Wang, & Jiang, 2008), Hung and Tseng (2017) provides a detailed historical account of the rise and growth of Acer from a "hidden dragon" into a dragon multinational. The authors demonstrate that to understand Acer's internationalization process, it is important to appreciate the three institutional systems that conditioned Acer's development of resource linkages and learning activities in different historical periods of time. First, starting with a humble background as a small family business, between 1979 and 1986 the early Acer tapped into the Chinese culture system of entrepreneurship in the context of Taiwan. It leveraged resources embedded in the informal institutional environment (such as personal connections with OEM partners and family-like relationships with employees and financiers) to pursue speculative growth including IB opportunities. Second, between the mid-1980s and the early

Table 1 A comparison between LLL and IOL^3

	Linkage, leverage, and learning (LLL)	Inward linkages-outward linkages-leverage-learning (IOL^3)
Linkage	The focus is on outward linkages with foreign firms in global markets, the role of inward linkages in providing access to global resources and in driving dragon multinationals' internationalization receives less attention.	Inward linkages at home and outward linkages abroad are seen as providing bi-directional access to global resources for dragon multinationals' internationalization.
Leverage	The focus is on how to overcome barriers of imitability and transferability to access foreign resources through international business expansion.	The focus is on how to use, upgrade and adapt resources accumulated through both inward and outward linkages for international expansion.
Learning	Learning through repeated application of outward linkages and leverage leads to international expansion.	There are different facets of learning both from application of inward and outward linkages, and both before and after their "graduation" from emerging to emerged multinationals.

2000s, as the role of the Chinese culture system gradually decreased, the company tapped into the resource linkages afforded by a network of state-business relations cultivated in the unique political system in Taiwan as an institutional empowerment of its accelerated internationalization. Third, from the early 2000s, with increasing familiarity with the worldwide computer technological system, Acer started to evolve into a dragon multinational and became detached from its home-country identity and culture. Since then, Acer became more Westernized in its management, more capable of leveraging advantages away from its home country, and built stronger connection to the technological system in the global PC business.

The case shows clearly that up until the early 2000s the linkages Acer developed and leveraged for its internationalization were heavily within Taiwan's domestic environment. Although providing indirect access to global resources, outward linkages with global PC business system only started to play a dominant role as the primary source of resource linkages after the company loosened its ties with the home-based institutional systems. It should be noted that Acer was featured in Mathews' (2006) APJM article, but the focus in Mathews' paper was on the outward linkages afforded by the global PC business system. In Hung and Tseng's (2017) paper, however, the authors pay particular attention to the important role of inward linkages as the origin of Acer's internationalization efforts and as the foundation for the company's subsequent leverage of outward linkages, lending strong support to our proposed IOL^3 framework to advance our understanding of dragon multinationals' internationalization process.

"*Learning breakdown in latecomer multinational enterprises*" *by Xiaowen Tian*

In this paper, Xiaowen Tian (2017) presents a rare account of dragon multinationals' learning breakdown during their internationalization process. The LLL model predicts that internationalization via linkage and leverage leads to learning, improved productivity, and thereby knowledge-led profit gains. However, the author argues that the LLL model is based on the competitive market assumption and gives inadequate consideration to institutional variations across the home countries in which latecomer MNEs are based.

The study integrates the LLL model with institutional economics to propose a moderated mediation framework. The framework relates the differentials in the internationalization-performance relationship between latecomer MNEs to variations in the development of market-oriented institutions between their home countries, and points to a possible learning breakdown in latecomer MNEs in countries with underdeveloped market-oriented institutions. According to the framework, whether internationalization results in learning and knowledge-led profit gains depends on the development of market-oriented institutions in countries in which latecomer MNEs are based. Latecomer MNEs based in countries with a high level of development of market-oriented institutions are likely to succeed in learning and in making knowledge-led profit gains from internationalization. Latecomer MNEs based in countries with a low level of development of market-oriented institutions are likely to fail in learning and in knowledge-led profit gains from internationalization. This paper tests hypotheses against a dataset of major latecomer MNEs in recent years, and provides robust evidence on the relationship between internationalization and the performance of latecomer MNEs conditional on the development of market-oriented institutions in their home countries, and discusses strategic implications for latecomer MNE managers.

It should be noted that Mathews' original article (Mathews, 2006) focused on those Asia-Pacific firms that have successfully internationalized such as Acer, Li & Fung, and Lenovo. Indeed, Collinson and Rugman (2007) have criticized the sampling selection bias in Mathews' paper. There is still a dearth of knowledge about how latecomer Asian firms may have failed to reap the benefits of internationalization. In particular, much can be learned about the failures during dragon multinationals' internationalization attempts. Tian's (2017) article helps fill a gap in this regard and provides insights into the internationalization-performance relationship within the context of dragon multinationals.

The implication for the IOL^3 model is that for latecomer Asian firms, their success in international expansion is dependent on their ability to learn from the application of both inward and outward linkages. While such linkages can be either fostered or limited by both home and host country institutional environments, Tian's study points to the greater importance attached to dragon multinationals' home country institutional environment in explaining why some of them failed in their internationalization attempts.

"*Linking and leveraging resources for innovation and growth through collaborative value creation: A study of Indian OSPs*" *by Doren Chadee, Revti Raman Sharma, and Banjo Roxas*

Research by Chadee, Sharma, and Roxas (2017) adds to the literature on dragon multinationals' internationalization by focusing specifically on knowledge-intensive/technology-based offshore service providers (OSPs) in India. Drawing from Mathews' LLL model and the collaborative value creation theoretical perspective, the authors explain how a sample of Indian OSPs are able to continually innovate and succeed in the global marketplace through resource linking and leveraging. OSPs are found to overcome their constraints in capacity and capability and compete in the global marketplace by developing high quality partnerships including clients, and leveraging network resources to create new bundles of resources which allow them to add value to their client's business and grow.

The overlaying of collaborative value creation perspective onto the LLL framework provides a theoretically robust explanation of the internationalisation of technology based service firms from dragon economies. The research provides empirical support to Mathews' LLL framework and strengthens its generalizability for service firms. An important contribution of the paper is that it highlights the critical role of the quality partnership between OSPs and their clients in providing a bi-directional access to important global resources, which in turn help these firms to sustain innovation and growth. For Asian multinationals involved in business process outsourcing (BPO) sectors, building and maintaining inward and outward linkages is particularly important for their initial international success, while their long term competitiveness is dependent on their ability to upgrade and adapt resources accumulated through inward and outward linkages. It is in this sense that Chadee et al. (2017) echoes our proposed IOL^3 framework as an extension to Mathews' LLL model.

"*Internationalization of latecomer firms from emerging economies—The role of resultant and autonomous learning*" *by Pradeep Ray, Sangeeta Ray, and Vikas Kumar*

The main hypothesis harbored in Ray, Ray, and Kumar (2017) is that while LLL explains how latecomer dragon multinationals initially compete in international markets, it is autonomous learning, independent of LLL that is crucial to internationalization. Using panel data from 1994 to 2012 with 821 observations from 69 Indian pharmaceutical firms, the authors demonstrate that dragon multinationals that invest in autonomous learning in addition to reaping advantages through their linkages with global innovators are the ones that are successful in their internationalization process and are able to become dominant players in the global market. The findings challenge the assumption in the LLL model that the least rare, inimitable and off-the-shelf resources can be instantly absorbed by latecomer Asian firms. By definition, dragon multinationals suffer from severe knowledge gaps. There are many tacit elements of knowledge in both embodied and codified resources that need to be mastered before they can be absorbed into the production functions. Therefore, a prior base of learning is essential before the late comers can even take advantage of the global linkages.

From the perspective of the IOL^3 framework, such prior base of learning is most likely developed in these firms' home country environment through inward linkages. This theoretical conjecture is supported by Ray et al. (2017), which reveals that Indian pharmaceutical firms' commitment towards capability to innovate and upgrade depends on how they draw from their local science and technology infrastructure in addition to learning through linkages with foreign MNCs. As we pointed out earlier when introducing the IOL^3 framework, for latecomer firms from Asia-Pacific region especially those from large dragon economies such as China and India, they are likely to leverage both outward and inward linkages and perhaps more inward than outward linkages for their international expansion. The success of Indian pharmaceutical firms, as shown in this paper, demonstrates that dragon multinationals that make strategic investments in autonomous learning and develop inward linkages early in their life cycle can reduce dependence on outward linkages with MNEs from developed countries for their internationalization.

Conclusion: Moving the dragon multinationals research forward

Mathews (2006) has inspired a stream of research on the internationalization process of firms from fast-developing Asia-Pacific economies. The term "dragon multinationals" was coined to denote a group of such firms that are distinctive from Western MNEs in their internationalization behaviors. Although some scholars contest that the observed differences between development country MNEs and emerging market MNEs may simply reflect the difference in their stages of evolution as MNEs (Cuerrvo-Cazurra, 2012; Ramamurti, 2012), the distinguishing role played by their home country origin is not to be underestimated (Sun et al., 2015).

The LLL model focuses on outward/global linkages with little consideration of home country effects. In this paper, we extend the LLL to propose an IOL^3

framework that adds inward linkages as another important driver for understanding what makes dragon multinationals' international expansion unique. Such an extension will allow us to better understand not only how the emerging dragon multinationals manage their heterogeneous internationalization process, but also how some emerged dragon multinationals manage their established global operations. The current research on dragon multinationals has devoted a lot of attention to the question of how these firms engage in international expansion, researchers have only recently started to investigate how those already emerged or "graduated" dragon multinationals manage their established IB operations (Anderson, Sutherland, & Severe, 2015; Nair, Demirbag, & Mellahi, 2015). The most recent BCG's global challengers report (BCG, 2014) provides not only evidence, but also explanation about how a growing number of dragon multinationals have "graduated" from being late-comers to become global competitors or even leaders in their respective sectors. The scholarly field of dragon multinationals, however, is lagging in offering theoretical accounts of how these already graduated or emerged dragon multinationals manage their global operations.

The LLL model contributes to our understanding of the antecedents to dragon multinationals' internationalization, but it is not adequate to offer the same level of insights into the question of how those already emerged or "graduated" dragon multinationals manage their IB operations. As Cuerrvo-Cazurra (2012) pointed out, the contributions to theory found through the study of dragon multinationals are mostly generated from analyzing the early stage of these firms' internationalization, when the home country effect tends to be stronger because it is the source of most of the advantages or disadvantages of these firms. But, for those successfully emerged or "graduated" dragon multinationals with well-established overseas operations in multiple or many countries, their behaviors in managing their global operations may not be substantially different from the behaviors of Western MNEs. Ramamurti (2012) also argued that with time, emerging market MNEs may behave more like established MNEs from developed countries. Consequently the potential contribution to IB/IM theories by using the LLL model to study dragon multinationals may diminish as there may be no longer a distinctive dragon multinationals phenomenon when they have "graduated" from the catch-up stage and become far-flung MNEs.

In this paper, we posit that the distinctiveness of those "graduated" dragon multinationals is likely to continue due to their inward linkages instead of outward linkages. Indeed, the scale of inward FDI received during the emergence of dragon multinationals from countries like China dwarfs that received by the home countries of the Western MNEs during their emergence on the world stage (Hertenstein et al., 2017). The link between such large scale of inward and outward FDI in the context of fast-developing Asia-Pacific economies means that the IOL[3] framework holds good promise not just for analyzing dragon multinationals' international expansion but also for studying how those already "graduated" dragon multinationals manage their international operations. Papers in this SI explicitly or implicitly echo our call for a broader understanding of how inward and outward linkages in combination shape the emergence of firms from Asia-Pacific region, as well as how these firms manage their international operations after they have already emerged as multinationals on the world stage. Although the proposed framework and the selected papers in this SI may not be sufficiently comprehensive to cover all aspects of dragon multinationals' internationalization behaviors, we hope collective efforts of authors and editors for this SI will lead the charge for a renewing interest to move the research on dragon multinationals forward.

Acknowledgements We would like to thank the Special Issue consulting editors Mike W. Peng and Ravi Ramamurti for their comments and suggestions.

References

Anderson, J., Sutherland, D., & Severe, S. 2015. An event study of home and host country patent generation in Chinese MNEs undertaking strategic asset acquisitions in developed markets. *International Business Review*, 24(5): 758–771.

Boston Consulting Group. 2014. *Meet the 2014 BCG global challengers*. Boston: Boston Consulting Group.

Chadee, D., Sharma, R. R., & Roxas, B. 2017. Linking and leveraging global resources for innovation and growth: A study of Indian OSPs. *Asia Pacific Journal of Management*, this issue.

Collinson, S., & Rugman, A. M. 2007. The regional character of Asian multinational enterprises. *Asia Pacific Journal of Management*, 24(4): 429–446.

Cuerrvo-Cazurra, A. 2012. Extending theory by analysing developing country multinational companies: Solving the goldilocks debate. *Global Strategy Journal*, 2(3): 153–167.

Deng, P. 2009. Why do Chinese firms tend to acquire strategic assets in international expansion?. *Journal of World Business*, 44(1): 74–84.

Duysters, G., Jacob, J., Lemmens, C., & Yu, J. 2009. Internationalization and technological catching up of emerging multinationals: A comparative case study of China's Haier group. *Industrial and Corporate Change*, 18(2): 325–349.

Fan, P. 2006. Catching up through developing innovation capacity: Evidence from China's telecom-equipment industry. *Technovation*, 26(3): 359–368.

Fan, P. 2011. Innovation, globalization, and catch-up of latecomers: Cases of Chinese telecom firms. *Environment and Planning A*, 43(4): 830–849.

Gu, Q., & Lu, J. W. 2011. Effects of inward investment on outward investment: The venture capital industry world-wide 1985–2007. *Journal of International Business Studies*, 42(2): 263–284.

Hertenstein, P., Sutherland, D., & Anderson, J. 2017. Internationalization within networks: Exploring the relationship between inward and outward FDI in China's auto components industry. *Asia Pacific Journal of Management*, 34(1): 69–96.

Hung, S.-C. & Tseng, Y.-C. 2017. Extending the LLL framework through an institution-based view: Acer as a dragon multinational. *Asia Pacific Journal of Management*, this issue.

Luo, Y., Cacchione, M., Junkunc, M., & Lu, S. C. 2011. Entrepreneurial pioneer of international venturing: The case of Huawei. *Organizational Dynamics*, 40(1): 67–74.

Mathews, J. 2006. Dragon multinationals: New players in 21st century globalization. *Asia Pacific Journal of Management*, 23(1): 5–27.

Nair, S., Demirbag, M., & Mellahi, K. 2015. Reverse knowledge transfer from overseas acquisitions: A survey of Indian MNEs. *Management International Review*, 55(2): 277–301.

Peng, M. W. 2009. Passing the torch. *Asia Pacific Journal of Management*, 26(4): 611–616.

Peng, M. W., Wang, D. Y. L., & Jiang, Y. 2008. An institution-based view of international business strategy: A focus on emerging economies. *Journal of International Business Studies*, 39(5): 920–936.

Prasso, S. 2011. What makes China's telecom Huawei so scary?. *Fortune*: July 28.

Ramamurti, R. 2012. What is really different about emerging market multinationals?. *Global Strategy Journal*, 2(1): 41–47.

Ray, P. K., Ray, S., & Kumar, V. 2017. Internationalization of latecomer firms from emerging economies: The role of resultant and autonomous learning. *Asia Pacific Journal of Management*, this issue.

Sun, S. L., & Liang, H. 2014. Morphing: The linkage of inward private equity and outward ventures. *Thunderbird International Business Review*, 56(5): 421–438.

Sun, S. L., Peng, M. W., Lee, R. P., & Tan, W. 2015. Institutional open access at home and outward internationalization. *Journal of World Business*, 50(1): 234–246.

Tian, X. 2017. Learning breakdown in latecomer multinational enterprises. *Asia Pacific Journal of Management*, this issue.

Xia, J., Ma, X., Lu, J. W., & Yiu, D. W. 2014. Outward foreign direct investment by emerging market firms: A resource dependence logic. *Strategic Management Journal*, 35(9): 1343–1363.

Jane Lu (PhD, University of Western Ontario) is Professor of management and James Riady Chair in Asian Business and Economics in the Department of Management and Marketing, The University of Melbourne. She is also the Founder and Director of the Centre for Asian Business and Economics at the Faculty of Business and Economics in the University of Melbourne. Her research centers on international strategy such as internationalization, entry mode choice and alliance partner selection. Her recent research continues this line of research but with a focus on emerging market firms and their internationalization. She has published in leading journals such as the *Administrative Science Quarterly*, *Academy of Management Journal*, *Strategic Management Journal*, *Journal of International Business Studies*, *Journal of Management*, and *Journal of Business Venturing*, among others. She is currently the Editor-in-Chief of *Asia Pacific Journal of Management* and a Consulting Editor at *Journal of International Business Studies*.

Xufei Ma (PhD, National University of Singapore) is Associate Professor in the Department of Management, and Director of the Centre for Entrepreneurship at The Chinese University of Hong Kong, and John H. Dunning Visiting Fellow at University of Reading. His research interests lie in corporate and international strategies of multinational and entrepreneurial firms in and from emerging economies. He has published his research in journals such as the*Asia Pacific Journal of Management*, *Strategic Management Journal*, *Journal of International Business Studies*, *Academy of Management Journal*, and *Journal of Management*, among others. He also serves as a Guest Editor for *Journal of Management Studies* and *Journal of International Business Studies*.

Lucy Taksa (PhD, University of New South Wales) is Professor of management and Associate Dean at Macquarie University. Her research interests are broadly in management and employment in organizations with a specific focus on cross-cultural and diversity management. She has published on the international diffusion of management ideas and strategies and on the management of gender and cultural differences. In 2013 she was appointed to the Australian Research Council (ARC) of Experts. Her current research projects include an ARC funded project on Affinities in Multicultural Australia and a project examining the relationship between TMT diversity and performance in multinational enterprises.

Yue Wang (PhD, University of Melbourne) is Associate Professor of international business at Macquarie University, Australia. His previous positions include a Senior Lectureship at University of New South Wales and a number of visiting positions at Nagoya City University and Doshisha University in Japan, Shanghai Jiaotong University in China and Korean University Business School. His recent research interests focus on entrepreneurship and innovation in emerging markets, and how national business systems in East Asia (China, Japan and Korea) impact on their firms' internationalization behaviors. His recent publications appear in journals such as the*Asia Pacific Journal of Management*, *Management International Review*, *Journal of International Management*, and*International Business Review*, among others.