

**Using the Gioia Methodology  
in International Business and Entrepreneurship Research**

## **Abstract**

Building theory is necessary to advance international business (IB) and international entrepreneurship (IE) research. Grounded theory approaches have been shown to be appropriate for building theory in many different fields, including IB and IE. The Gioia Methodology is a qualitative approach to developing a grounded theory that can meet standards of rigor associated with trustworthy research demanded by top journals. In this paper we provide a brief introduction to this methodology by outlining its fundamental philosophical and methodological underpinnings, especially concerning its three main procedural pillars: a) developing a data structure; b) developing grounded model based on that data structure; and c) presenting findings in a convincing narrative. We present examples of selected papers that have employed the Gioia Methodology in IB and IE settings.

**Keywords:** Gioia methodology; grounded approach; qualitative research; theory development

## 1. Introduction

Building theory is necessary to advance international business (IB) and international entrepreneurship (IE) research. Grounded Theory (GT) approaches (Glaser & Strauss, 1967) have been shown to be apt for building theory in many fields, including IB and IE, as they enable in-depth understanding and explanation (not merely description) of phenomena and their underlying processes. GT allows management disciplines to develop theories “from research grounded in data rather than deducing testable hypotheses from existing [ones]” (Charmaz, 2006: 4) and can more easily lead to meaningful research (Alvesson, Gabriel & Poulsen, 2017; Gioia, 2021). Interpretivism and constructivism, the research paradigms that underpin GT, view the organizational world as a dynamic, co-created system whose parts are so interrelated that one part inevitably influences the others (Cohen, Manion & Morrison, 2011). In this perspective, to understand a phenomenon, its parts cannot be separated, but must be examined in an holistic context. Furthermore, the researcher is inevitably embedded in the processes of data collection and theory building about that phenomenon.

The IB/IE fields, with their interacting levels of analysis, actors, contexts, variables in action, as well as its multi- and interdisciplinary orientations, can take advantage of such a perspective (Gligor, Esmark & Gölgeci, 2016). IB scholars have recently called for more theorizing through inductive research (Eisenhardt, 2020; Welch, Paavilainen-Mäntymäki, Piekkari & Plakoyiannaki, 2022) and, particularly, grounded approaches (Gligor et al, 2016). Despite the fact that many of the key papers in IB and IE were built on inductive, qualitative approaches (e.g. Bartlett, 1979; Fayerweather, 1969; Johanson & Vahlne, 1977; McDougall, Shane & Oviatt 1994; Prahalad, 1975; Wilkins, 1970), more recently we have witnessed a shift towards more quantitative empirical methods (Birkinshaw, Brannen & Tung 2011). Why? Perhaps because existing qualitative research has not been viewed as sufficiently credible. Increasingly, researchers (as well as journal reviewers and editors) have stressed the

need for qualitative researchers to provide more trustworthy qualitative studies using more “rigorous” research approaches (e.g. Welch & Piekkari, 2017).

The Gioia Methodology (GM) (see Corley & Gioia, 2011, Gioia, Corley & Hamilton, 2013; Gioia, 2021) is a qualitative methodological approach to developing a data analysis that can meet the rigorous standards of trustworthy research. The GM is a holistic approach to concept development that balances the (often) conflicting need to develop new concepts inductively, while meeting the high standards for rigor demanded by top journals. The initial GM approach began development in the late 1980s, when Gioia & Chittipeddi (1991) submitted an ethnographic study to *Strategic Management Journal*, an outlet that had few qualitative papers published at that time. Later, in 2013 Gioia, Corley & Hamilton (2013) published a comprehensive articulation of the methodology and its philosophical underpinnings in *Organizational Research Methods*, which quickly became widespread, as testified by Reay, Monteiro, and Glaser’s (2019) review of qualitative/interpretive articles in the *Academy of Management Journal*: these authors found that the GM had a strong influence on 2014-2018 published papers. Adoption of the approach has only accelerated since then.

Compared to unstructured single or multiple case study designs with no methodical data-coding and data-analysis techniques, the GM provides greater rigor, because it employs a more systematic research approach. This involves developing data analysis through three key stages: a) the creation of analytic codes and categories, assembled into a data structure containing 1<sup>st</sup>-order (informant centered) codes and 2<sup>nd</sup>-order (theory centered) themes and aggregate dimensions; b) the development of a grounded theoretical model, via constant comparison of data over time and across informants and; c) the presentation of the study’s findings by means of a detailed, data-based narrative, usually using the 2<sup>nd</sup>-order themes and aggregated dimensions, with frequent reference to informants’ 1<sup>st</sup>-order quotations.

Overall, because of its disciplined approach to evidence gathering and data coding, the GM is compatible with the standards that apply to quantitative research. More importantly, perhaps, the GM holds knowledge-enriching potential because it uses an inferential process that involves both induction and abduction, thus better enabling novel theoretical insights. It thus allows the generation of “best explanations” or “creative hypotheses” about the phenomenon of concern.

Recently some scholars have criticized the GM as a kind of “template” (Mees-Buss, Welch & Piekkari, 2022) that ostensibly replaces reasoning with “proceduralism” (Harley & Cornelissen, 2022). Yet, the GM should not be conceived as a “cookbook” of inflexible procedures to follow. Rather, it should be employed as a systematic approach to trustworthy and rigorous qualitative data analysis that allows for creative theoretical development and helps to communicate with reviewers and editors (Gioia et al, 2022). Because of its systematic data analysis techniques, we think the IB and IE scholarly communities can take advantage of the opportunity to incorporate the GM methodology even more extensively.

The overall purpose of this paper is to introduce the application of the GM in IB/IE research. We first provide a section that illustrates the key foundations of the GM, outlining the key assumptions behind it. We then articulate GM’s methodological pillars providing examples of papers that have applied the GM approach to IB/IE research questions. In the last section, we consider the issue of transferability of GM studies’ findings. (See the appendices and the online supplementary materials for a comprehensive summary of many of the papers that have used variations of the Gioia Methodology in IB and IE research).

## **2. Philosophical underpinnings**

One of the main things that makes the Gioia Methodology a “methodology” and not merely a “method” is that it is underpinned by several major assumptions that are based in the

philosophy-of-science. Among these is that organizational phenomena are to a great extent *socially constructed* (Berger & Luckmann, 1967) and that they are essentially *structural* in character (Giddens, 1984) – i.e. that organization members take actions that lead to the creation of structures, and that those structures recursively enable and constrain further action. Human agency begins the process, however, so agency has precedence. Thereafter, people treat those structures they have created as if they were real and act in accordance with that construction of “reality.”

Another key assumption is that people at work are *knowledgeable*. They know what they are doing at work, how they are doing the work, and why they are doing it. Most importantly, people at work are capable of explaining just what, how and why they are doing their work to us researchers. We researchers tend to underplay the knowledgeability of people at work and presume that we know more than they do. We do not. So, we should not impose that assumption on other people who are probably more knowledgeable about the work they are doing than we are. But we researchers are not stupid, either. It is possible, even likely, that we could understand something about the experience of those we are studying in terms or concepts different from those our informants are using, so we should be able to offer an alternative way of understanding their experience. Yet, our understanding should not be portrayed as somehow superseding the understanding of the people we are studying. So, what to do? Whose interpretation should prevail?

The above portrayal suggests, rather, that *both* accounts should be accommodated in representing the understanding of people at work. And that is why proponents of the GM advocate using a systematically derived *data structure* that accounts for both 1<sup>st</sup>-order [informant-based] and 2<sup>nd</sup>-order [researcher-based] understandings. Developing this kind of data structure enables researchers not only to report findings from multiple perspectives, but also permits a way of showing evidence in support of any conclusions which researchers

might draw (and, therefore, convincingly shows data-to-theory connections). Using such an approach serves to address accusations that (qualitative) research is too “impressionistic.” It also helps to address the fundamental epistemological question, “How do you know what you say you know?” And, given the scepticism of so many organizational researchers (the primary audience for so much organizational research), the question is perhaps better phrased as, “How do *I* know that you know what you say you know?”

Lastly, the GM is predicated on the assumption that the purpose of discovery-oriented research is to generate a plausible, defensible (abductive) explanation of how and/or why an organizational phenomenon occurs (see Gioia, et al, 2013). The guiding assumption is that it is critical to be able to show the evidence that supports a conclusion (hence, the now widespread concern with showing data-to-theory connections). How, then, can such a goal be achieved?

### **3. Summarizing a systematic methodological approach**

#### *3.1 Developing a data structure*

On the basis of these assumptions, every analysis should begin with a depiction of the informants’ understandings of their work. Even if it might not be possible to have a first-hand experiential understanding of their work, we researchers nonetheless should try to capture the experience of our informants by representing their understandings as they see them. This implies that we should portray our informants’ experience in *their* terms, not in the terms we researchers might want to use. However, for our purposes, an informant-level view is not the only possible and workable view. So, it also helps if we also have a view more informed by theory. It also helps if the portrayal that results is “transferable” to other settings or contexts - which satisfies Lewin (1943) criterion for generating theories that are useful for practice. Researchers therefore should emphasize key concepts and their interrelationships. Ultimately,

we researchers need to present findings in ways that not only represent the informant experience, but also presents evidence that can represent a more theoretical viewpoint.

That is precisely why a data structure is so very important, because, properly done, a good data structure shows how the informant-based (1<sup>st</sup>-order) codes relate to researcher-based (2<sup>nd</sup>-order) themes and dimensions (see Gioia, et al, 2013; van Maanen, 1979). The GM is predicated on the belief that unless researchers have a convincing data structure, it is not possible to demonstrate to other interested readers what a researcher thinks s/he/they knows. Researchers therefore must provide compelling evidence in support of any conclusions drawn.

Taken together, this means that a 1<sup>st</sup>-order analysis should try to adhere faithfully to informant terms. At this point in the research process, the researcher should make little attempt to distil categories. The number of categories can tend to explode (there could easily be 50 to 100 first-order categories that might emerge from the first round of interviews – see Gioia et al, 2013), and the number of apparently key concepts might become overwhelming. To avoid “paralysis-by-analysis,” it is necessary for researchers to compare and contrast the various categories - using a method akin to Strauss & Corbin’s (1998) concept of axial coding – to reduce the number of key categories (hopefully, to less than 20). The most relevant categories can be given distinctive labels or descriptions. Yet, although labels might replicate the informants’ words, there can be drawbacks to adhering closely to informant experiences, running the danger of “going native”, i.e. getting too close to informant beliefs and inadvertently adopting solely the informant’s perspective, which results in losing the higher-level perspective required for well-informed reasoning. To avoid this problem, one member of the research team can take an outsider perspective, and act as “devil’s advocate.” Generating 2<sup>nd</sup>-order themes and aggregate dimensions involves a process of sorting, reducing, and aggregating 1<sup>st</sup>-order codes using increasingly abstract categories and combining extant theory and empirical evidence.

Interpretative awareness has been proposed by Sandberg (1997: 209) in the context of phenomenography “to acknowledge and explicitly deal with our subjectivity throughout the research process instead of overlooking it”. This means that, throughout the research process, a researcher must be aware of her or his interpretations and be able to show how they have been examined and controlled. For example, when assigning labels to quotes, the researcher should ask her/him/their self(ves) how labels were developed using the data and how the empirical evidence supports the concept(s) being developed.

### *3.2 Developing an illustrative grounded model*

In more recent research projects, Gioia and his colleagues have given special attention to the figure that depicts the emergent theory by showing it early in the paper. Why? Because, although it might not be entirely consistent with a pure interpretive approach, it is more consistent with the way that human understanding works. This more recent presentation style rests on what might be termed a “journalism” model (sometimes summarized with an old American newspaper dictum, “Tell ‘em what you’re gonna tell ‘em; then tell ‘em; then tell ‘em what you told ‘em”). People (even scholars) understand things better if they can use a framework into which they can assimilate data or information. An important goal of research is to contribute to the reader’s understanding, so Gioia now tends to report the grounded model (in figure form) *before* reporting the findings. Therefore, if the goal is to have readers remember the work (and it should be), then using a journalism model usually works better. (By the way, such advice tends to line up pretty well with our typical approach to writing anyway: 1) a theoretically-based introduction and review of literature, 2) a findings section, and 3) a discussion).

These days, one of Gioia’s main intents is to show how the data structure (a rather static depiction) relates to the inductive model (a much more dynamic or “set-in-motion”

depiction). To accomplish this goal, Gioia emphasizes relationships between the 1<sup>st</sup>- and 2<sup>nd</sup>-order interpretations. The metaphorical stance is that if the data structure represents something like a photo of the theory that has emerged, then the grounded model figure represents a movie version of the theory (see Gioia, 2019). All these procedures are aimed at generating a grounded process model that shows the most likely explanations of the phenomena of interest. The resulting model, properly constructed, tends to accomplish several ends: 1) it *affirms* some existing concepts and interrelationships (one would question the research if the emergent model did not affirm some of the things we already know); 2) it *extends* existing knowledge by expanding things we already know; and 3) hopefully, it *generates* some new concepts or ways of understanding a phenomenon.

Overall, then, the second step of the GM approach is the development of a grounded theory model, which should show key relationships among the emergent concepts that explain the phenomena of interest: “In boxes-and-arrows terms, the process of constructing the model constitutes one of assembling the boxes with an emphasis on the arrows” (Gioia, 2021:24). In GM terms (Gioia et al, 2013: 24): “If the data structure is the anatomy of the coming theory, then the grounded model is the physiology of that theory.” Links in the process model can also be expressed in propositional form, which can aid future research, in that the propositions can be converted to testable propositions.

The overall GM analytical process develops through an inferential path that departs from an inductive-reasoning approach towards a more abductive one<sup>1</sup>, developed by “systematic combining”<sup>2</sup> the emerging data from the field with existing theory. Peirce (1901:

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<sup>1</sup> Abduction is either about generating plausible (*creative and selective*) hypotheses or inference to the “best explanation” (Magnani, 2001). Although creative abduction refers to the development of new hypotheses, selective abduction is active in diagnostic reasoning, where it is understood as an activity of “selecting” from an “encyclopedia” of pre-stored ideas. (ibid).

<sup>2</sup> Dubois & Gadde (2002: 555) illustrate systematic combining as the matching of, as well as the direction and redirection between, theory and the empirical world (the case). They stated that systematic combining has “the ultimate objective of matching theory and reality” (p. 556).”

900) stated that whenever we go beyond merely observing data and treat an observation as an instance of an abstract category, we are making an abduction: “Neither deduction nor induction can ever add the smallest item to the data of perception; [not] the smallest advance can be made in knowledge beyond the stage of vacant staring without making an abduction at every step”.

### *3.3 Presenting convincing findings*

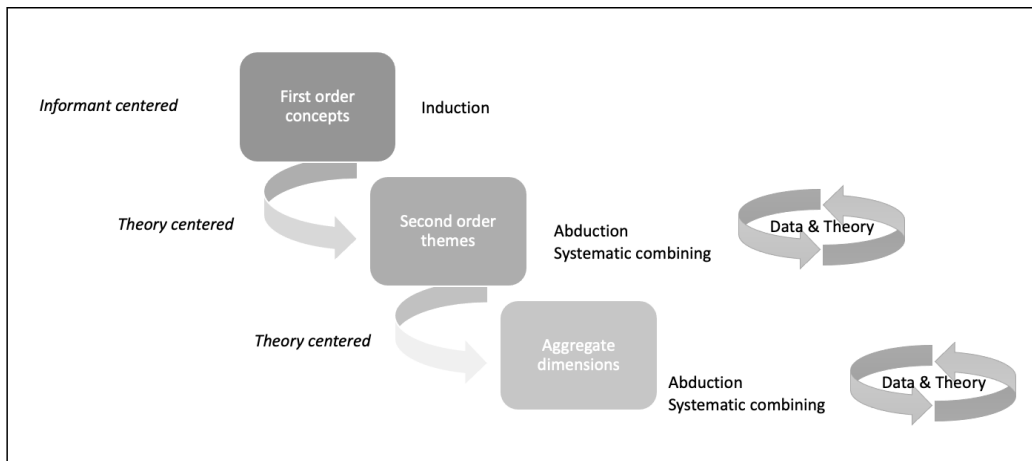
In the wake of generating the data structure and an associated grounded model, a researcher should have a story to tell (another way of saying you have findings to report). If the researcher has done the research well, and is a little bit fortunate, s/he should be able to satisfy all three of the hallmarks of memorable research (i.e. affirmation, extension, generation). To drive the point home, in addition to the data structure and grounded model, a researcher can coordinate these two key features with ancillary tables, figures and appendices that demonstrate compelling evidence in support of the conclusions. The use of tables is highly beneficial to qualitative research. As argued by Cloutier & Ravasi (2020: 113): “tables can be used to ensure—and reassure about—trustworthiness in qualitative research. [...] tables help not only increase transparency about data collection, analysis, and findings, but also—and no less importantly—organize and analyze data effectively”.

In the end, authors only get one chance to make a good first impression. Reporting findings in a compelling fashion is no mean feat. There are some tricks to the trade of reporting findings in an interesting way. So, within the context of using a journalists’ model to articulate the findings, it is also possible to use a storytelling model to liven up the narrative presentation of findings. That raises the question of whether to take advantage of primacy or recency effects. An answer – entirely consistent with the GM orientation toward whether to

emphasize 1<sup>st</sup>- or 2<sup>nd</sup>-order findings – is to do both. A researcher might consider discussing the most revelatory finding first, but save the second most revelatory finding for last.

Overall, then, the GM research process can be viewed as transitioning from “inductive” to a form of “abductive” research. The steps involving abduction constitute a creative process whereby the researcher makes inferences by combining theory and data in a way that is likely to produce novel theoretical insights. Not surprisingly, abductive reasoning is at the root of scientific creativity, as Peirce himself argued a hundred years ago. Building on this, Gioia et al (2013) argued that researchers need to consider data and existing theory in tandem—as a combination of “knowing” and “not knowing”— and as a fine balancing act that allows for discovery without reinventing the wheel (ibid, p. 21). The inferential process is thus more well-articulated than what Mees-Buss et al. (2022: 43) regard as “naïve induction.” First, the GM approach is about taking a higher-level perspective to develop the 1<sup>st</sup>-order concepts by building on informants’ words. Second, the analytical process enabling the development of 2<sup>nd</sup>-order themes and aggregate dimensions consists of interweaving induction and abduction, the latter promoting the creative process of theoretical development which ideally is “knowledge enriching” (Magnani, 2021). The general process is depicted in Figure 1.

Figure 1: The Inferential Process in developing a Data Structure



#### 4. Using the Gioia Methodology in IB and IE studies

The core process through which a data structure is developed with a GM approach, is well described in Grøgaard, Colman & Stensaker (2022), a paper that analyzes how multinational enterprises (MNEs) develop organizational flexibility to address multiple and shifting strategy pressures over time. These authors' research adopts a processual approach, designing a qualitative, in-depth, longitudinal case study spanning 12 years of a Nordic multinational in the Telecom industry. The interviews, conducted with managers at headquarters and subsidiaries abroad, served as the primary data source. The authors did 14 interviews in the initial period (2003–2004) and additional 14 during the second phase (2012–2014). They then triangulated the data with archival firm-level data from company reports, presentations, and internal documents, as well as observation (meetings at the MNE to validate their interpretation of the data). They presented the data structure following a precise coding protocol:

- (1) They used 1<sup>st</sup>-order analysis to identify the major themes in the data and recurrent expressions that described the MNE's strategic choices, as well as how the firm recognized and dealt with various pressures for global integration and/or local

responsiveness. In this initial stage of the data analysis, the authors adhered closely to their informants' language.

(2) Next, the authors developed 2<sup>nd</sup>-order themes with “constant comparison” techniques, ensuring that they used an abductive approach. They then compared the newly discovered data to previously published literature. Through repeated cycles, they arrived at a final set of 2<sup>nd</sup>-order themes.

(3) Lastly, they combined theoretically informed, 2<sup>nd</sup>-order categories and data-driven 1<sup>st</sup>-order themes into overarching concepts.

Further examples of data structures and coding procedures can be found in Riviere, Suder & Bass (2018) and in Yu, Fletcher & Buck (2022). In the first paper, the authors sought to analyze how internationalized knowledge is advanced and improved across an MNE; how this knowledge contributes to the MNE's strategic renewal is less well understood. To answer their research questions, the authors developed a case study of the international division of Microsoft Corporation. They conducted 11 semi-structured interviews with open-ended questions, done over the course of one year with knowledgeable informants about the topic, such as international division leaders from each of the five continents in which the firm operates and the president of the international division. They developed the coding process (see Box 1) in an iterative manner, starting from a broad set of open (1<sup>st</sup>-order) codes to a narrower set of 2<sup>nd</sup>-order themes; then – via selective coding – to an even narrower set of aggregate dimensions.

In the second paper (Yu et al, 2022) the authors applied the GM to investigate how SMEs digitally transform during re-internationalization. They used 11 semi-structured interviews of Chinese international small- and medium-sized enterprises (SMEs), as well as archival materials about the firms' internationalization trajectories between 2001 and 2017 to gather data from the firms over the course of two years (2017–18). They performed interviews with

key informants involved in the re-internationalization processes of the enterprises (i. the CEOs, founders, senior managers, and external bank managers) who could reflect on the ideas, actions, decisions, and conflicts or obstacles that the firms encountered<sup>3</sup>. To analyze the data, the authors complement a classic multiple-case design with the systematic GM approach to data analysis. First, they compiled each case's re-internationalization history with critical events in their temporal sequences; then they compared the cases to identify distinct internationalization trajectories. Second, to analyze digital transformation activities and patterns, they conducted a content analysis for each case. At this stage, the authors identified 249 digital transformation activities by inductively coding them into 1<sup>st</sup>-order categories. Then they abstracted 2<sup>nd</sup>-order themes and aggregated dimensions "in iterative comparisons with the prior definitions and meanings of operational and strategic digital transformation" (p. 8).

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<sup>3</sup> The authors conducted retrospective interviews at the time of the firm's internationalization. Additionally, group interviews were held with several informants from each incident. To better understand the connected processes of how things evolved, they obtained information through retrospective recollections in addition to in-depth interviews.

**Box 1****Example of the process of coding: from 1<sup>st</sup>-order concepts to aggregate dimensions**

In Riviere, Sude & Bass (2018), initial codes were quite specific and frequently included *in-vivo* remarks from participants. This coding phase consisted of manually coding transcripts. Using the interviewees' statements, they developed 22 *in vivo* codes, which represented the creation and incorporation of internationalization expertise in Microsoft.

In a second stage, the authors imported this coding structure into a qualitative data processing program (NVivo) to cluster the 1<sup>st</sup>-order categories into 2<sup>nd</sup>-order themes. The authors took into consideration the shared understandings of informants when the latter raised the same concepts. For instance, most participants described municipal government as both an opportunity and a crucial component of the market environment. These open codes were then compiled into a 2<sup>nd</sup>-order, axial code that described the policies of the government of the host nation. This stage involved collapsing the open codes into axial codes (2<sup>nd</sup>-order themes).

In a third stage, the authors developed aggregate dimensions by collapsing the axial codes into more theoretically abstract categories: "For example, one of the categories is localization knowledge, which is used to understand local market conditions. Thus, the axial codes that described MSI's ability to understand local market conditions were grouped together as advancing and improving localization knowledge (selective code). This resulted in 6 aggregate themes that were consistent with the existing IK literature, but also uncovered new understanding of IK and strategic renewal" (p. 70).

Finally, as a result, the authors categorized the axial codes that reflected MSI's capacity to comprehend specific regional market circumstances as developing and enhancing localization expertise. Six overall themes emerged as a result, which constituted novel insights into strategy renewal and were compatible with the body of previous research.

**Box 2****Example of 1<sup>st</sup>-order concepts emerging through the coding process**

Tenzer, Pudelko & Zellmer-Bruhn (2021)'s online supplementary materials to their paper about the impact of language barriers on knowledge processing in multinational teams provide useful examples of 1<sup>st</sup>-order concept codification. We show an excerpt from their table below.

<b>Representative quotations from informants</b>	<b>First-order concept</b>
<p>Through language, issues are softened, even though they are actually very, very directly and clearly addressed to someone in particular. If you don't understand this – certainly 98% of people going to America don't understand this – then it creates ... I don't want to say a conflict, but a difference in task arrangements, in expectations. This is really tricky. (drive 1-5, German)</p> <p>This English politeness is fascinating. Sometimes I have the feeling 'okay, what you just said did not come across, because you formulated it way too politely and he does not understand at all what you want from him'. (auto 4-1, Russian)</p>	<p>German MNT members understand indirectly worded orders as mere suggestions</p>
<p>I would dissuade from using intonation too much, because this can have very different meanings. This is why I am always cautious. If someone raises his voices, this can be a good sign in some countries and a bad sign in others. You just don't know. If you don't know, you should keep things as simple as possible. (auto 1-2, German)</p> <p>They have a different intonation in their language which we don't understand and they learn a different kind of English from the one we learn here. Maybe we use English completely differently from the way they use it. That is very, very difficult. (drive 5-1, German)</p>	<p>Subtext conveyed through intonation is difficult to decode</p>

According to Gioia, et al (2013), when more than one researcher is involved in the study, the coding emerges as an iterative process of agreeing on codes and meaning. This technique is helpful to reduce the bias of a single researcher involved in the whole coding process. For example, Lacoste, Zidani & Cuevas (2022) mention that the authors worked on the coding of the data until they reached an agreement on its structure and meaning. Similarly, in Domurath, Coviello, Patzelt & Ganal's (2020) study of new-venture adaptation in international markets, the authors had to assess the degree of adaptation (low, high, medium) of a set of actions in connection with the extent of change made to the organization during internationalization. The assessment was performed by two of the authors simultaneously and then reviewed by the third. When they achieved an inter-rater agreement of 90.6%, this indicated strong consensus. If there was disagreement, the authors discussed the interpretations until agreement was reached.

**Box 3**

Example of coding scheme

Lacoste, Zidani & Cuevas (2022) in their paper about lateral collaboration and boundary-spanning in MNEs show examples of their coding scheme for 2<sup>nd</sup>-order and 1<sup>st</sup>-order codes, by providing evidence of quotations from the informants' transcripts.

2nd-order thematic analysis	1st-order thematic analysis	Exemplary verbatim
<b>GAM* leadership as a challenge of matrix &amp; virtual organization</b>	Issues related to GAM leadership in a matrix organization	<p><i>“The particularity of my position (...) is that I do not have a team at home, I have no line management. I do not work alone but I work with lams that are based in each country. Typically, on this account, we work a lot with the Czech Republic, Romania, Russia, all of Asia with sales teams based in Hong Kong, the United States, the middle east, the Maghreb, Africa. My job is indeed to drive them in a matrix organization and internationally.”</i></p> <p><i>“it is very hard to manage teams that do not report to you directly. It is like you are the team’s manager but on paper you are not. GAM is a difficult role, and not having a structured management reporting system makes it all the more difficult. You cannot influence the promotion or the career of people and this puts GAM in a difficult position because you are not able to control so much.”</i></p>
	Dark side (GAM leadership in a matrix organization)	<p><i>“In the end, it is the employee (LAM**) who makes his choice and you have an appearance of indirect management, but in fact, it is the employee in question who says to you: sorry, I do not have the time; sorry I do not have that to do. You find yourself helpless.”</i></p>
	Bright side (GAM leadership in a matrix organization)	<p><i>“Finally, to get things from a person, it is not the hierarchy that actually plays, it is rather that everyone finds its benefit, we try to “divert” to get the best people, we try to review our requirements, it goes through other things in fact.”</i></p> <p><i>“I give a lot of freedom when the goals are understood, committed and defined. For example, on the holistic level, we all agree on the holistic mission statement for the account: it contains what everybody has to agree (i.e. That customer satisfaction is key). All those soft factors that are incorporated in this mission statement, this makes us a great team: we have 14 account managers on the account.”</i></p>

\* GAM is the acronym for “global account managers”

\*\*LAM is the acronym for “local account managers”

We recommend using the most representative quotes from informants for each of the 2<sup>nd</sup>-order themes and aggregate dimensions. For example, Grøgaard, Colman & Stensaker (2022) present their findings by zooming in on each of the 2<sup>nd</sup>-order themes about Telco’s development of dynamic capabilities: i.e. i) push for global integration; ii) push for local responsiveness; iii) managerial capability deficiency; vi) inertia of legacy; v) legitimizing need for recombination; vi) launching recombination initiatives; vii) leveraging current

organizational strengths. They explain these dimensions in a narrative, wherein the authors integrate quotes to ground and exemplify the key concepts. Each 2<sup>nd</sup>-order theme is supported by informants' representative quotes. For example, about "managerial capability deficiency", the authors provide the following narrative.

*"Our informants described how the MNE HQ management team was risk averse about challenging strong local subsidiary managers to push the integration efforts, and how capabilities to push the integration efforts through were lacking:*

*[Management] is a little risk averse. So, working with governance models or trying to take some decision-making authority away from the local CEOs... we are a little schizophrenic there."* (HQ manager).

*[The subsidiaries] need HQ management push and clarity. This also implies incentives and KPIs to measure their performance. If they are measured every three months on financial targets, it is difficult to make them do the investments in changes a year ahead. (...) this is all about having managers that say "This is what we are doing," and then make the organization act accordingly. From the top and all the way out. (Manager)"*.

In Grøgaard et al (2022) paper about developing dynamic capabilities in MNEs, the authors present the findings by analytically describing each of the 2<sup>nd</sup>-order themes that make up the aggregate three key dimensions, integrating extensive quotes from Telco's informants. For example, for the 2<sup>nd</sup>-order dimension of "push for local responsiveness", the authors (Grøgaard et al, 2022: 646) found that: "Although these expatriate managers were given substantial autonomy in the running of the foreign subsidiaries, they nevertheless lacked local market knowledge. This limited the expatriates' ability to identify and meet unique local needs". This finding is supported by the in-text quotation:

*“Telco has chosen a different approach than (Competitor). For (Competitor), brand was key. Telco focuses on having Telco people in the subsidiary management, such as the CEO, or on having control of ownership – over 51%. Then we can take out synergies through expertise and on some shared services and products. External – local people – can be recruited; however, they need to be trained as Telco employees. (Subsidiary manager)” (ibid).*

In addition to the quotes presented in the text, supplementary materials (such as tables placed in the paper’s Appendix) can be used to provide further evidence. For example, Niittymies (2020) provides additional quotes that support each of the 2<sup>nd</sup>-order themes in the Appendix.

**Box 4**

Example of representative quotes for 2<sup>nd</sup>-order concepts

Niittymies (2020) in his paper on the influence of context-specific experience provides an Appendix containing additional representative quotes of each of the 2<sup>nd</sup>-order themes. Below is an adapted excerpt from the paper’s Appendix.

**Aggregate dimension: inability to harness the positive impact of heuristics**

<b>2<sup>ND</sup>-order theme: Lack of experience of the target environment</b>	<b>2<sup>nd</sup>-order theme: Inability to make sense of the target markets</b>	<b>2<sup>nd</sup>-order theme: Inability to plan a strategy</b>
<p>Most representative quotes:</p> <p>“CEO does not have international experience.” - Director GE</p> <p>“They [the founders] have acquired international experience by doing, but it has come through trial and error.” - Director GE</p> <p>“Not really strong international background; my own international background is mostly from this project.” - Director FB</p>	<p>Most representative quotes:</p> <p>“We live here in such a small place, so we see these things from different perspectives, whereas internationally it is a completely different perspective.” - Director GF</p> <p>“We set out to international markets before we were ready. Our processes, support activity, materials... they were not where they should have been. We did not even know exactly what we are.” - Director GA</p> <p>“at the beginning, we went, did, and watched what the future holds since we really didn’t know what was outside of Finland.” – Director FA</p> <p>“Let’s think about the years 2012, 2013 and compare it with the year 2016. We set out to internationalize personal-trainer knowhow but now we are selling the sales-marketing, digital learning environment, software that is behind the personal trainer course.” – Director FA</p>	<p>Most representative quotes:</p> <p>“We have had a long consideration about what will be our selection for international markets and the consideration has been around expertise, this personal training coaching philosophy, materials, and from those to the systems and sales processes and so on...” – Director FB</p> <p>“This field is so new and it cannot be known where it is heading and what product will work, so it has been very valuable information what we got from there and where are we heading now.” – Director FA</p> <p>“Strategy has been that there is no strategy.” – Director FC</p> <p>“There was not too much strategic planning, but instead they just went [international]. It would be nice to say that we did market research and came to these solutions, but it was not like that at least in our case.” - Director GD</p> <p>“We rather did so that we go and see what happens. We go there, try it out, see what happens and if it does not result in anything we can stop.” - Director GB</p>

A further example is that of Tenzer et al (2021). In the online supplementary materials, the authors make available a table with further quotations supporting their propositions. For instance, in the case of *Proposition P7: “Divergent interpretations and agreement illusions impede the sophisticated knowledge processing activities of negotiating knowledge, integrating knowledge and acting on knowledge in MNTs,”* the authors provide the following supporting quote from their informant:

*“Besides the language, which we must really reduce to the simplest terms, we have a cultural element, which slows us down in otherwise smooth negotiations. From our Arabic counterparts, we may get the feedback: ‘Yes, I understood. Okay, I’ll do it.’ But only when we get to the point where we have to put into practice what we have negotiated do we see if this was really okay or not. (AUTO 5-2, German)”*.

In the Gioia Methodology, the theorizing process starts early, taking place together with the coding process. When the researcher develops the codes, s/he/they already start considering interrelations among concepts. A theoretical model is derived through systematic combining of data and theory. This stage provides further opportunities for creative interpretation of the data and their relationships. It is a stage that constitutes another abductive process, combining data and theory to develop explanations for the observed phenomenon. Gioia et al (2013: 22) commented that moving from the aggregated dimensions to a grounded model might entail a “creative leap” or “Shazzam!” because of “deep immersion” in the data. This is not a “naïve” aspect of the approach (Mees-Buss et al, 2022), but rather is the basis of creativity involved in the abductive process that combines data and extant theory and leads to explanations and hypotheses. As argued by Veen (2021: 1177), the creative leap consists in “arriving at hypotheses, combining effects with the imagination of possible explanations, and formulating rules on the basis of observations, are the work of abduction”.

Looking at several selected IB papers, Grøgaard et al (2022) formulated their process model of the development of dynamic capabilities in MNEs thanks to an abductive approach (i.e. iteratively comparing the data and the existing literature) to illustrate the relationships among the key concepts (i.e. comparing data with the existing literature). They conceptualized how MNEs create the organizational flexibility to meet multiple and shifting demands for global integration and local responsiveness. Their model specifies the three dynamic capabilities that emerged from the data and the relationships among them. The authors stress that the model was developed thanks to “an abductive process and illustrates the recombination process in the MNE. These were the capability to legitimize changes, the capability to identify which existing FSAs [firm-specific advantages] to continue to leverage and the capability to launch new FSAs” (p. 641).

Niittymies (2020) proposes a process model of heuristic decision-making in the process of firm internationalization. The model is developed “turning the static themes into a theoretical model that illustrates the process” (p. 4). It explains the four phases of heuristic decision-making: (1) inability to harness the positive impact of heuristics; (2) systematic gathering of experience; (3) experience threshold; and (4) heuristics-based strategy work. After having presented the model, Niittymies then “zooms in” on the phases and themes and explains how each emerged in the analyzed case studies. Similarly, Stoian et al.’s (2018) model explains how shared knowledge interpretation works across managers and advisers – enabling SMEs to engage in internationalization beyond merely exporting. Their model graphically presents all knowledge types, both groups perceived as necessary for internationalization beyond exporting to occur and highlights the three micromultinational-specific knowledge types; namely (a) in-depth worldwide network knowledge, (b) hands-on foreign market knowledge, and (c) international set-up knowledge. Domurath, Coviello, Patzelt and Ganal’s (2020) process model explains the international adaptation of new

ventures based on managerial goal orientations. In their model, there are two distinct managerial goal-orientation profiles that are ultimately linked to the firm's international adaptation behavior. The set of firms, led by managers with a "Prove plus Mastery" profile, actively decided to engage in numerous activities to promote learning and improve ability, thus leading to frequent adaptation and earlier and broader internationalization.

## 5. The issue of transferability

IB and IE reviewers sometimes argue that the findings of a particular study cannot be generalized. Although the latter is a relevant issue in quantitative research and survey-based designs, the grounded theory approach – and therefore that of the Gioia Methodology – rests on different assumptions. The aim is to develop *substantive theory*: a theory that explains, at a broad conceptual level, a process, an action, or interaction about a substantive topic.

According to Glaser & Strauss (1967: 79), "substantive theory is a strategic link in the formulation and generation of grounded formal theory. [...] Although formal theory can be generated directly from data, it is more desirable, and usually necessary, to start a formal theory from a substantive one. Substantive theory not only provides a stimulus to a "good idea," but it also gives an initial direction in developing relevant categories and properties and in choosing possible modes of integration. Indeed it is difficult to find a grounded formal theory that was not in some way stimulated by substantive theory".

The output of a study using the GM approach is a "working theory" that is context-specific, but nonetheless is transferable to other comparable contexts, rather than being "statistically generalizable." This means that grounded theories using the GM approach aim for "analytical generalization", not "statistical generalization,"<sup>4</sup> leading to the *transferability*

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<sup>4</sup> In contrast to statistical generalization, analytical generalization does not infer information about a population from the data. Analytic generalization, on the other hand, compares the results of a case study to a previously developed theory. As made clear by Yin (2009: 15), "[...] case studies, like experiments, are generalizable to theoretical propositions and not to populations or universes. In this sense, the case study, like the experiment,

(Lincoln & Guba, 1985) of results based on a theoretical examination of the variables influencing outcomes and the impact of context. Transferability implies that even a single observation might indicate a concept that applies to other contexts, whereas statistical generalizability denotes that a researcher has accumulated broad enough evidence for an observed phenomenon to be applied widely (Gioia, 2021). Transferability is, in other words, an issue of “portable principles,” wherein a particular instance can exhibit a principle that might be applied (i.e. be portable) to a wider variety of circumstances.

In the end, the aim of discovery-oriented research is to look for a thoughtful explanation, a grounded theory with a wider range of applicability to other domains. So, using a GM approach refutes the conventional wisdom which argues it is impossible to draw general conclusions from small samples, especially samples of one (as most case studies are). Transferability can be made from a case study if a given instance yields concepts, ideas or rules that are applicable to other domains. Propositions can help other researchers understand and benefit from a given study and offer a direction for future research. For example, they can lay out how following cycle of grounded-theory building can build upon the current one, which can complete the concept formation process. For broader audiences, propositions—whether formal or informal—help to highlight the contributions of the study. Finally, using propositions can help close the frequently large gap between qualitative and quantitative researchers, as they can be tested on more comprehensive samples by employing a quantitative research design (Gioia et al, 2012).

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does not represent a "sample," and in doing a case study, the goal of the research will be to expand and generalize theories (analytic generalization) and not to enumerate frequencies (statistical generalization)”).

## 6. Conclusion

Qualitative research is often generative research. It tries to represent the VUCA (Volatile, Uncertain, Complex and Ambiguous) worlds that practicing managers inhabit. It does so by simplifying the complex, by a process we might term as “simplicity” (although we use the term in a fashion different than used by Colville, Brown & Pye, 2012). The Gioia Methodology focuses on generating simplified theoretical models concerning complex organizational phenomena (which is a characteristic of all theoretical models). In the end, we believe our main goals as researchers should be to: 1) use assumptions that recognize that much of organizational reality is socially constructed and structural in nature; 2) treat organization members as knowledgeable and, therefore, that we should appropriately represent their lived experience while also depicting theory-based understanding; 3) show the data-to-theory evidence that supports assertions about what we think we know, and 4) present plausible, defensible explanations for the experience of organizations and their members. These four desires are difficult to do in accomplishing our research but, if we do so, we can make a difference with our international and entrepreneurial research.

Consequently, we have articulated the philosophy-of-social-science underpinnings of the Gioia Methodology and its associated methodological pillars. We have also considered some selected IB/IE papers that have applied the GM by: a) developing a data structure, b) developing a grounded model, and c) presenting findings in a convincing fashion. We have highlighted the inferential path of data analysis typical of GM – i.e. from inductive (the development of 1<sup>st</sup>-order concepts), to more abductive (development of 2<sup>nd</sup>-order themes, aggregate dimensions, and the grounded theory model). The IB/IE studies cited in this paper all aimed to answer important “how” and “why” questions and the reviewed papers show that the GM can be applied in a rigorous way by following its assumptions and procedures. Future IB and IE research can take the opportunity to develop theory by exploring and exploiting the

potentialities provided. In this fashion, there is a good possibility for advancing the field by producing more meaningful research.

What follows are two extensive appendices that draw upon a number of IB and IE studies that have either used the assumptions underlying the Gioia Methodology and/or variations of the techniques used in its application. In the first, Appendix A (papers we have cited in the text), we have identified the study, the main research question, examples of the 1<sup>st</sup>-order codes, the 2<sup>nd</sup>-order themes and aggregate dimensions, as well as offering some brief commentary about the study. In the second, Appendix B, we have identified only the authors and included the title and the main focus of each paper. In the supplementary online materials we also provide the abstracts of these papers.

## Appendix A: Selective Summary of IB/IE papers applying the Gioia Methodology (papers cited in the text)

Paper	Research question(s)/Issue	Data structure			Comments
		First order concepts	Second order themes	Aggregate dimensions	
Riviere, Suder & Bass (2018)	<i>(1) How internationalization knowledge (IK) is advanced and improved through internationalization efforts? (2) How new knowledge is captured and integrated into the existing IK resource base; (3) What is the role of IK in fostering strategic renewal in an MNE?</i>	“Each country can have a little bit of a difference, and then we try to have a conversation with the government.”	Advancing and Improving localization knowledge of the host country government's agenda	Reading the local market's potential (sensing)	Instrumental in-depth single case study
		“I'm thinking obviously at Brazil as one of those, Russia, I don't know very well but I know there are a lot of opportunities over there, and in some cases it may also be the youth available too, right, the economical expansion is also a question of intention of youth to create their own jobs, to create their company and so on, and that's also an important element for us.”	Advancing and Improving localization knowledge of the availability and potential of local youth		
		“We are closely monitoring all new development. And if we see some fantastic new opportunities, capability, idea, team that can be acquired and integrated to Microsoft, we use this opportunity.”	Advancing and Improving localization knowledge of the potential capabilities of local firms		
		“Therefore it is key for the strategy of the company to think of not only how to cover the main cities of the country but also how to engage with other locations within a country and make ties with the local universities. So we also get exposed to local talents. So I would say that is the core of our investment strategy.”	Advancing and Improving localization knowledge of local innovation systems and potential (knowledge reservoirs)		
		“Across all of those we invested in core engineering talent that also had entrepreneurial skills. And the way that they developed those entrepreneurial skills came out of the experience they had in [those countries] and also out of the experiences that they had not just as a child playing game on the phone, but also out of the experiences they lived in a connected environment; and that they had a venture capital community that was able to support them to develop the entrepreneurial spirit, to try things, invest in things, and do new innovative products.”	Advancing and Improving localization knowledge of the local entrepreneurial environment		
		“And when I talk about local presence I am not talking about deploying American or Redmond resources in this part of the world. I am talking about hiring, retaining and developing.”	Advancing and Improving market entry knowledge through a global talent management program		
		“We do need to be effective in aligning to the Government. That would be the top three: attracting the best talents locally, aligning to local requirements and working hand-in-hand with local Governments.”	Advancing and Improving market entry knowledge through a co-development agenda with the local government		
		“Core R & D will continue to be in just few places, but it does not mean that we don't take on opportunities to do indigenous innovation; we do it through these Microsoft innovation centers.”	Advancing and Improving market entry knowledge through a local research network		

		<p>“That’s how we try investing all of our time. Many of these companies grow to be good partners of ours and we work jointly with them to serve the market, the client, in the marketplace.”</p>	Advancing and Improving market entry knowledge through a business-level network of local partnerships		
		<p>“Local executives, we go to our product groups in Redmond at least once a year [...] and meet with the product groups and give them feedback from what I heard, what I have seen, what the customers are asking for, what the professors are telling me, so that this is also a feedback mechanism.”</p>	Advancing and Improving international enterprise knowledge through collaborative innovation, decision making, and knowledge evaluation	Creating routines across the enterprise (transforming)	
		<p>“And see you get a different kind of talents that comes from there. In each of those cases we will have a significant movement back and forth between the US and those markets...So we export talent from India to the US and we also move talent from the US back to India to make sure that we cross on in those skills ads. We do the same for Nordics, we did the same for China back in forth.”</p>	Advancing and Improving international enterprise knowledge through management mobility and socialization		
		<p>“And we have quite a lot of programs in place to move people around, to bring them together virtually, to actually have them working in different parts of the world either or exchange for period of time or to bring them together to share various learning experiences, to share learning, put in place communities and use technology as well, such as video and voice and other kind of community based technologies to share learning.”</p>	Advancing and Improving international enterprise knowledge through cross-functional and crosscountry joint interpretation of information		
Domurath, Coviello, Patzelt & Ganai (2020)	<i>How are managers' goal orientations related to firm adaptation in international markets?</i>	<p>Want to demonstrate their competence in serving international markets</p> <p>Seek to demonstrate their ability to succeed in international markets</p> <p>Want positive feedback, judgment, and/or recognition about their performance in international markets</p> <p>Strive to do better in international markets than competitors</p> <p>Want to avoid negative feedback and judgment about their performance in international markets, and/or their abilities to serve international markets</p> <p>Try to avoid showing any failure(s) in international markets</p> <p>Show low persistence in challenging international situations</p> <p>Believe that abilities and competencies to address the specifics of international markets are too hard to learn and/or implement</p> <p>Prefer to focus on international markets that match their existing abilities, knowledge or skillset</p> <p>Want to learn and developing competencies, new skills and knowledge during internationalization</p> <p>Value information about international markets and contexts</p> <p>Value negative information and feedback on the international context because it provides an opportunity to improve</p> <p>Persist in the face of internationalization obstacles and challenges</p> <p>Believe that abilities and competencies can be learned to address the specifics of the international context</p>	<p>Prove</p> <p>Avoid</p> <p>Mastery</p>		

		Open to determining what is going right and what is going wrong during internationalization			
		Have the will to change existing practices during internationalization			
Niittymies (2020)	<i>How heuristic-based decision-making is influenced by context-specific experience in firm internationalization?</i>	Fitness Firm -Lack of international experience -The decision to internationalize without prior internationalization experience Grooming firm -Lack of international experience -The decision to internationalize without prior internationalization experience	Lack of experience of the target environment	Inability to harness the positive impact of heuristics	Multiple case study approach (2 firms, i.e. Fitness firm and Grooming firm). Data collected through 21 in-depth interviews from the top management teams. data were analyzed by reducing and coding in the three stages presented in the inductive analysis tenets of Gioia et al. (2013).
		Fitness firm -Lack of understanding of the needs in international markets -Planning is useless due to the lack of reliable information Grooming firm -Lack of understanding of the target market environment	Inability to make sense of the target markets		
		Fitness firm -Lack of strategic direction at the start -Lack of specific product to drive internationalization Grooming firm -Lack of internationalization expansion strategy regarding location choices -Lack of entry mode strategy	Inability to plan a strategy		
		Fitness firm -Networking with key players to gain information -The systematic use of Europe Active as a source of contacts and information Grooming firm -Participating in government internationalization support program -Utilizing franchising networks as a source of information -Acquiring external know-how for the board	Learning from networks and institutions	Systematic gathering of experience	
		Fitness firm -Cooperation and JV preparations with a Dutch organization -Search for a strategic partner due to a lack of resources Grooming firm -Establishing shops, own and franchised, in Germany, Estonia, the USA, Spain, and Sweden based on personal relationships	Learning from experience		
		Fitness firm -International experience gained from the cooperation with the Dutch actor Grooming firm -International experience gained from networks and establishing shops	Accumulated context-specific experience	Experience threshold	
		Fitness firm -Cooperation and JV with the Dutch organization failed and terminated -Failure with the Dutch actor reveals own core capabilities Grooming firm -Problems with franchise-holders and profitability -Shops in Spain and USA are closed	Triggering event		
		Fitness firm -Understanding the needs in the markets -Understanding own position in the markets -Sales and marketing underdeveloped in the industry	Market Knowledge heuristics	Heuristics-based strategy work	

		<p>Grooming firm</p> <ul style="list-style-type: none"> <li>-Ability to understand the host market environment</li> <li>-Ability to understand requirements for location choices within the host market</li> <li>-Ability to understand influential economic factors in the host markets</li> </ul>			
		<p>Fitness firm</p> <ul style="list-style-type: none"> <li>-Realization of own superiority</li> <li>-Realization of the potential of the IT system</li> </ul> <p>Grooming firm</p> <ul style="list-style-type: none"> <li>-Understanding of own business model</li> <li>-Understanding the target markets in terms of its own business model</li> </ul>	Capability heuristics		
		<p>Fitness firm</p> <ul style="list-style-type: none"> <li>-Strategic direction formed during internationalization</li> <li>-Product for internationalization created in response to market understanding</li> <li>-IT System became the primary product for the internationalization</li> </ul> <p>Grooming firm</p> <ul style="list-style-type: none"> <li>-Understanding of required/suitable entry mode</li> <li>-New expansion strategy formed</li> <li>-Adopting master-model</li> <li>-Franchise agents hired</li> <li>-Establishing master franchise shops in Sweden and Denmark</li> </ul>	International expansion heuristics		
<p>Tenzer, Pudelko &amp; Zellmer-Bruhn (2021)</p>	<p>(1) How do language barriers affect communication in MNTs? (2) How do language-induced communication impediments affect MNT knowledge processing?</p>	<p>-That's my problem with German: my vocabulary, my access to the right word is missing. I know what I want to say, I know where to put the verbs, but I can't find the right verb or I can't find the adjective I need. (GERMANDRIVE senior manager 1, American)</p>	Evident language barriers: lack of lexical and syntactical proficiency	<p>Influence of language barriers on team communication</p>	<p>Data are collected through semi-structured interviews to firms in the automotive sector. Dataset consists of 90 interviews providing in-depth investigations of 15 firms.</p>
		<p>-When we have our team events, the Japanese colleague sits with us at the table. He is having his beer or wine with us, but he can't really contribute much to the conversation. I sometimes have the feeling the Japanese feel like a fifth wheel. I feel sorry if we are sitting together, have so much fun and the Japanese guy doesn't really get it. (DRIVE 1-1, German)</p>	Linguistic ostracism		
		<p>-I have one colleague, who is not used to English. He knows his stuff very well from a technical point of view, the content. However, he just does not speak or understand English, so he refuses to enter or join meetings. (DRIVE 3-4, Japanese)</p>	Linguistic sidelining		
		<p>-Chinese often try to express their criticism indirectly. This makes it sometimes hard for our German colleagues to determine what has been agreed on, what they are required to do. They always have to read between the lines. (CAR 4-3, Chinese)</p> <p>-When Japanese write in English, they first think in Japanese. When they write, they still think in Japanese. If you read an Email from a Japanese, you need to think first in Japanese to understand what they want. (DRIVE 1-10, Japanese)</p> <p>-I have found that absolutely annoying – the German business culture lends itself to interrupting or talking over people. I have a problem with that. You know, we were taught in kindergarten to wait our turn! (GERMANDRIVE senior manager 1, American)</p> <p>-Chinese colleagues have a special way of articulating their mother tongue; that also affects their English. They understand each other in English because they are familiar with the intonations and know what the other is saying. But I am having a hard time with this. (CAR 4-4, German)</p> <p>-When you don't understand any of the language, then you make the assumption 'I don't understand anything' and wait for the proper translation. But when you</p>	Hidden language barriers: pragmatic and prosodic transfer		

		<p>misinterpret as a result of your lack of understanding of the language, that's when it becomes dangerous. (GERMANDRIVE senior manager 1, American)</p> <p>-It isn't actually an advantage if you speak excellent English. ... You take many statements at face value, which your colleague didn't mean like that. (AUTO 1-1, German)</p> <p>-Chinese and German are like two different coordinate systems. One has an x and a y axis; the other has y and z. So they have one axis in common and one is missing. If you have a line in an x-y coordinate system and rotate it by 90 degrees, you see a point. Figuratively, the Chinese is talking about a line, but you say: 'that is a point!' That is not only a problem of language, but a lingua-cultural issue. (CAR 4-4, German)</p>			
		<p>-If an American says 'we need to work on this', then it is an order, meaning: 'You must start working on this now.' A German would reply: 'Sure. Yes, whenever we have time.' This means: 'I know that we need to work on this – but it does not have priority.' And with this they run into problems. The American comes back: 'So, did you finish?' And the German replies: 'No, because you said we need to work on this.' Not 'you have to', not 'you must', but only 'we need to'. And then this we! Well: you or me? 'We' means for the American: 'You, because I'm your boss.' (DRIVE 1-5, German)</p> <p>-Asian colleagues consciously allow for a pause before someone else starts speaking. They don't feel uncomfortable with a longer pause and only subsequently answer. Europeans cannot deal with pauses at all. To them, pauses feel embarrassing." (CAR 3-2, German)</p> <p>-From my experience, I learned that colleagues from Asia often use speech pauses to show respect. They still intend to answer after the pause. But an American is thinking: 'You have finished, so I can answer right away.' (CAR 3-2, German)</p> <p>-If you accentuate your words differently, you often want to express something different. That is very hard to understand for people speaking another language. If you say 'he is good at this' in a normal voice, you really mean he is good. If you use a different intonation, then there is a kind of undertone. It sounds more negative and suggests that the person is actually not good at this at all. People need to understand your tone of voice and get this message. (...) It's not that people generally don't understand irony – I think this is a language issue. (AUTO 1-4, Chinese)</p> <p>-Language can become dangerous, especially when we reverse the meaning of our message through our intonation in German or when we use irony. Of course that exists also in English, but it isn't equally easy to understand for everyone. The problem here in the US is that many people don't notice this at all. They try to understand the content from the words only. Irony and sarcasm, that sound pattern of raising and lowering the voice, they don't remotely get this sorted out. (CAR 5-2, German)</p>	Divergent interpretations		
		<p>-My Japanese colleagues don't say 'no'. If they say 'basically yes', for a Japanese this really constitutes a rejection. These differences are a very dangerous issue in our project. (DRIVE 1-3, German)</p> <p>-If you finish your explanation, and everyone is silent – what do you think, do they agree or not? For a European, silence means: 'Yes, we agree, no questions.' In Japan that is not true. For the Japanese, if you explain something, silence often means: 'I didn't understand' or 'I don't agree'. (DRIVE 1-10, Japanese)</p> <p>-With my own people, with Chinese speakers, I can notice or feel the hidden agenda. If this person says 'Yeess', then I can see from this drawn-out 'ee' that in reality he is dissatisfied. My German colleagues hardly ever notice this. (AUTO 1-4, Chinese)</p>	Agreement illusions		

		<p>-There are 26 different forms of saying 'yes' in China. One of them really means: 'Yes, I agree. I will do that!' The others mean: 'Yes, I understand', 'Yes, I understand, but don't agree,' 'Yes, I have heard what you have said,' 'Yes, it may be true what you say.' I cannot tell these different ways of saying 'Yes' apart. (CAR 4-2, French)</p> <p>-You are telling some things, you mean them differently, but they are misapprehended. People get them entirely wrong. But you don't realize that right away. You only find out when it is put into practice. (AUTO 3-3, Romanian)</p>				
		<p>-The communication we have here is like having lead on your shoes or wading through snow. Walking through snow takes an incredible effort. For 100 m you need a kilometer's energy! (AUTO 3 leader, German)</p>	<p>The impact of linguistic ostracism and sidelining on basic knowledge processing activities</p>	<p>Influence of communication impediments on knowledge processing activities</p>		
		<p>-It is easy to talk about figures. Everyone can read out a figure. Arguing why this particular figure is given already gets more difficult, as we are getting into technical intricacies there. (GERMANAUTO senior manager 2, German)</p> <p>-You don't want to make yourself vulnerable. My English is not good, so I rather say nothing for fear of going down in this situation. (AUTO 2-1, German)</p> <p>-The Japanese rather don't speak at all than make a mistake. (DRIVE 2-7, German)</p> <p>-We recently had an interesting situation, when the Spanish side didn't agree with one point. A discussion in Spanish followed and the German colleagues were left out. They didn't know exactly how to deal with this – were the Spanish dissatisfied with the entire project or did they just need some specific clarification? ... Would they accept the point, would it be resolved? There was insecurity and the Germans wondered what it was really all about and where they stood in the common project. (DRIVE 5-1, German)</p> <p>-Things often don't get done because of language-based misunderstandings and expectations of senior management are not fulfilled. (DRIVE 1-5, German)</p> <p>-You ignore them [the communication problems] when they are happening, but they end up creating other problems, disasters even. People tend not to register instructions when they are given in incorrect speech, don't record them at all. So three sentences spoken incorrectly can be like three sentences not spoken at all. If the addressee does not double check, then the result will be non-acceptance of the assigned task. (DRIVE 1-5, German)</p> <p>-The Germans think that the Japanese agrees, because he isn't saying anything. Then after one week, the Japanese sends a mail to them saying 'I don't agree to this, to that'. Then they have lost one week! (DRIVE 1-10, Japanese)</p>	<p>The impact of linguistic ostracism and sidelining on sophisticated knowledge processing activities</p>			
		<p>-If you don't discuss things in detail and to the end, everyone takes home something else. Just due to his particular goggles he is looking through. In the first round, everyone takes home what he believes makes sense. Then you have five people with six different opinions on what our model represents. It is really difficult to catch this and bring everyone into the same picture. (CAR 4-1, German)</p> <p>- If you don't engage with your counterpart's culture, linguistic culture, you have already lost! You can be as fluent as you want – that is the be-all and end-all. (CAR 4-4, German)</p> <p>-If a German says 'Yes', this means that a contract is finished. If a Chinese says yes, it means he is interested to start negotiations in earnest. It doesn't mean yet we decided to do this, it just means I am willing to negotiate and come back to this at a later point in time. (CAR 3 leader, German)</p>	<p>The impact of divergent interpretations and agreement illusions on sophisticated knowledge processing activities</p>			

		<p>-If documents are translated to English, the translation sometimes does not quite work out. For us Germans it is clear to understand, but everyone else interprets something else into it. (CAR 4-1, German)</p> <p>-Our China experts are those who can also interpret correctly what comes across in English. Many things only work if you know the Chinese background. You probably heard that fifty times already: They always say 'yes', but mean 'no'. I always have to figure out when is a 'yes' a 'no' and when is it an actual 'yes'. (CAR 3-1, German)</p> <p>-These questions really affect the content of the issue: who is supposed to do what? Is this a real work order now? Or was it just a recommendation? Was it friendly advice? Does this have to be done? Or can we leave it as it is? This is what I'm asking myself. How binding is a statement – there are many different ways how people can understand it. (CAR 5-1, German)</p> <p>-You [only] notice this if topics are not addressed like they should have been addressed. (CAR 3 leader, German).</p> <p>-Keep in mind it is not only important to identify the impact when the team knows they do not understand each other, but don't forget about the critical nature of believing you understood where in reality you did not. This I feel happens when you enter a phase of moderate to high proficiency in the common language. I'd rather my team recognize they did not understand and be forced to continue to discuss (inefficiency) over walking away from the table thinking they all understood and working in opposite directions (catastrophe). (GERMANDRIVE senior manager 1, American in a follow-up email)</p>			
Grøgaard, Colman & Stensaker (2022)	<i>How MNEs develop organizational flexibility to address multiple and shifting strategy pressures over time?</i>	Expressed need for synergies, efficiencies and increased control	Push for global integration	Pressure for FSA recombination	Longitudinal single in-depth case study. Applies GM to identifying capabilities through which MNEs develop organizational flexibility
		Certain parts of the organization depend on scale			
		Technological developments are changing the competitive landscape	Push for local responsiveness		
		Changing technology creates opportunities for synergies			
		Need to become more customer-oriented and customer-centric			
		Customer needs are changing	Managerial capability deficiency		
		Extensive historical use of expats due to lack of local capabilities			
		Ability to meet the customer needs locally viewed as competitive advantage			
		Lacking management capabilities to engage the organization and carry out change			
		Top management reluctant to commit to increased integration	Inertia of legacy		
		Change challenges organization's legacy and mindset			
		Previous integration efforts had limited effects and low status			
		Localized organization viewed as critical for the international growth	Legitimizing need for recombination		
		Lack of standardized solutions. Systems and organizational structure			
		A history of financial target setting for each subsidiary (P&L focus)			
		Benchmarking actively used to ensure efficient operations			
		Sense of urgency for change expressed	Launching recombination initiatives		
		Internal-external gap created			
		Financial measures actively used to manage and incentivize subsidiaries			
		Informal mechanisms used to guide the organization			
Formal network meetings and direct reporting lines established	Leveraging current organizational strengths				
Increased equity ownership in subsidiaries					
Synergies exploited through global sourcing and shared services					
Subsidiaries allowed to use financial measures to "opt out"					
Current organization model provided as rationalizing for subsidiaries					

		Integration initiatives used to enable better local responsiveness			
		Current organization model provided as rationalization for HQ			
Yu, Fletcher & Buck (2022)	<i>How do SMEs digitally transform during re-internationalization?</i>	Digitally transforming customer engagement	Initiating externally focused operational digital transformation	Operational digital transformation	Multiple case study. Applies GM to identify digital transformation actions occur in the re-internationalization context
		Digitally transforming business network management			
		Digitally transforming customer engagement	Initiating internally focused operational digital transformation	Strategic digital transformation	
		Digitally transforming business network management			
		Digitally transforming customer engagement	Initiating externally focused operational digital transformation	Strategic digital transformation	
		Digitally transforming business network management			
		Digitally transforming customer engagement	Initiating internally focused operational digital transformation	Strategic digital transformation	
		Digitally transforming business network management			
		Digitally transforming customer engagement	Digital transforming business models	Strategic digital transformation	
		Extending digital offerings to complement existing business models			
		Redesigning digitally offerings to establish new business models	Instilling the culture of digital transformation	Strategic digital transformation	
		Instilling a digital-oriented aspiration			
		Promoting a data-driven external orientation			
		Empowering employees to work with digital technologies			
		Encouraging fast reporting and agile decision-making			
Emphasizing proactive actions and constant iterations					
Promoting collective work and open information sharing					
Lacoste, Zidani & Cuevas (2022)	<i>The purpose of the present study is to further the conceptualization of GAM leadership</i>	Issues related to GAMs leadership in a matrix organization	GAMs leadership as a challenge of matrix & virtual organization	Soft skills related to GAMs leadership in a matrix	The study uses qualitative data regarding GAMs from a multinational company in the IT industry to explore how GAMs work with their team members as boundary spanners and co-creators of global leadership. The research is a single case study with embedded individual units of analysis. Data were collected through semi-structured interviews. Data is analyzed using template analysis.
		Dark side of GAMs leadership in a matrix organization			
		Bright side of GAMs leadership in a matrix organization			
		Leading virtual teams			
		GAMs leadership relational skills: closeness/Face-to-Face connection Empathy/Trust	GAMs leadership foundations: interpersonal skills	Customer organizational influence on GAMs leadership	
		GAMs leadership communication skills; Communication/ Explanation/ Conviction/ Persuasion (“competent authority”)			
		Influence of customer central requests	Influence of customer-centralized organization on GAMs leadership	Customer organizational influence on GAMs leadership	
		Influence of customer central endorsement			
		Influence of customer autonomous local decision processes	Influence of customer-decentralized organization on GAMs leadership	Customer organizational influence on GAMs leadership	
		Complexity of customer fragmentation			
		GAMs leadership over the top-management	Multi-dimensional internal boundary-spanning leadership	Boundary spanning leadership	
		Escalation			
		Lateral collaboration: GAMs relationships with local management			
		Collaborative leadership (Shared and hybrid leadership)	External boundary-spanning leadership	Boundary spanning leadership	
Customer-led leadership: GAMs as customer advocate					
Customer-led leadership: GAMs as customer advocate					

## Appendix B: Selective Summary of IB/IE papers employing the Gioia Methodology and/or its Assumptions (2014 – 2022)

Authors	Title	Main focus
Cerdin, Diné & Brewster (2014)	Qualified immigrants' success: exploring the motivation to migrate and to integrate	Explore the role of high-quality employees with international experience in internationally operating organizations.
Liu, Adair & Bello (2015)	Fit, misfit, and beyond fit: relational metaphors and semantic fit in international joint ventures	How relational metaphors reflect semantic fit, or the IJV partners' cognitive match of managerial schemas and their capability to recontextualize communications regarding alliance operations.
Maitland & Sammartino (2015)	Managerial cognition and internationalization	How senior decision-makers within a multinational enterprise think through and determine an internationalization decision.
Liu, Gao, Lu & Wei (2015)	The role of highly skilled migrants in the process of inter-firm knowledge transfer across borders	Examine the role of individuals with a bilingual-bicultural background in the process of inter-firm international knowledge transfer.
Cuervo-Cazurra, Andersson, Brannen, Nielsen & Reuber (2016)	From the Editors: Can I trust your findings? Ruling out alternative explanations in international business research	Provide guidance to help international business scholars to ensure that readers can trust their findings.
Li, Easterby-Smith, Lyles & Clark (2016)	Tapping the power of local knowledge: a local-global interactive perspective	Investigate the micro-processes of how they generated value from their dispersed sources of local knowledge in China.
Conroy & Collings (2016)	The legitimacy of subsidiary issue selling: balancing positive & negative attention from corporate headquarters	How subsidiaries draw on different forms of legitimacy to attract corporate headquarters' (CHQ) positive attention and minimise negative CHQ attention in issue selling.
Liu & Almor (2016)	How culture influences the way entrepreneurs deal with uncertainty in inter-organizational relationships: the case of returnee versus local entrepreneurs in China	Analyze the concept of uncertainty stemming from inter-organizational relationships in the entrepreneurial context as a multivariate concept, utilizing Milliken's framework.
Durand (2016)	Employing critical incident technique as one way to display the hidden aspects of post-merger integration	Explore perceptions of job changes and cross-cultural interactions in a multicultural team resulting from a cross-border merger and acquisition.
Mattarelli, Tagliaventi, Carli & Gupta (2017)	The role of brokers and social identities in the development of capabilities in global virtual teams	How global virtual teams adapt routines and build capabilities, and the role played by brokers and social identities in this process.
Pant & Ramachandran (2017)	Navigating identity duality in multinational subsidiaries: a paradox lens on identity claims at Hindustan Unilever 1959-2015	Investigate the subsidiary's identity duality and conceptualize it as a paradox.
Chandra (2017)	A time-based process model of international entrepreneurial opportunity evaluation	Examine how founders of early-internationalizing firms evaluate international entrepreneurial opportunities in the early- and late-stage of internationalization.
Tenzer & Pudelko (2017)	The influence of language differences on power dynamics in multinational teams	Explore the influence of language differences on power dynamics in multinational teams.

Stoian, Dimitratos & Plakoyiannaki (2018)	SME internationalization beyond exporting: a knowledge-based perspective across managers and advisers	Unveil the knowledge types required by micromultinationals.
Friel & Pinot de Villechenon (2018)	Adapting a lean production program to national institutions in Latin America: Danone in Argentina and Brazil	Analyse how national institutions identified in the varieties of capitalism approach have a significant impact on the degree of fidelity and extensiveness of best practices adapted by geocentric multinational corporations in host countries in emerging markets.
Newenham-Kahindi & Stevens (2018)	An institutional logics approach to liability of foreignness: the case of mining MNEs in Sub-Saharan Africa	Address the issue of firms' liability of foreignness under conditions of institutional complexity.
Hassett, Reynolds & Sandberg (2018)	The emotions of top managers and key persons in cross-border M&As: evidence from a longitudinal case study	Analyze the post-M&A emotions of top managers and key persons from the acquired company and what the consequences of those emotions are.
He, Khan & Shenkar (2018)	Subsidiary capability upgrading under emerging market acquirers	Explore the upgrading of capabilities in the subsidiaries in developed countries acquired by emerging market multinational enterprises.
Gorgijevski, Holmström Lind & Lagerström (2019)	Does proactivity matter? The importance of initiative selling tactics for headquarters acceptance of subsidiary initiatives	Examine how the use of a set of initiative selling tactics influences the acceptance of subsidiary initiatives by MNC headquarters.
Lunnan & McGaughey (2019)	Orchestrating international production networks when formal authority shifts	Investigate how a brand-owning MNE can coordinate and safeguard exchanges in its international production network following a decline in formal authority and a shift in 'hub firm' status to another member of the network.
Urzelai & Puig (2019)	Developing international social capital: the role of communities of practice and clustering	Explore the alternative ways to create and make use of that international social capital by FDI firms.
Balogun, Fahy & Vaara (2019)	The interplay between HQ legitimation and subsidiary legitimacy judgments in HQ relocation: a social psychological approach	Study how MNEs build internal legitimacy for controversial decisions with their subsidiaries.
Magnani & Zucchella (2019)	Coping with uncertainty in the internationalisation strategy: an exploratory study on entrepreneurial firms	Explore uncertainty-coping strategic actions in the internationalisation strategy of entrepreneurial ventures.
Vigneau (2020)	A micro-level perspective on the implementation of corporate social responsibility practices in multinational corporations	Examine the implementation of corporate social responsibility practices across subsidiaries within a multinational corporation.
Galkina & Yang (2020)	Bringing Nordic slush to Asia: entrepreneurial internationalization of an NGO as a social movement	Explore special mechanisms of NGOs' internationalization.
Wang, Clegg, Gajewska-De Mattos & Buckley (2020)	The role of emotions in intercultural business communication: language standardization in the context of international knowledge transfer	Examine language standardization in a multinational enterprise in the context of international knowledge transfer treated as an act of communication.

Jamali, Jain, Samara & Zoghbi (2020)	How institutions affect CSR practices in the Middle East and North Africa: a critical review	Unpack how institutional heterogeneity in the Middle East and North Africa impacts the practice of Corporate Social Responsibility.
Ambos, Fuchs & Zimmermann (2020)	Managing interrelated tensions in headquarters–subsidiary relationships: the case of a multinational hybrid organization	Explore the challenge of managing tensions between local integration and global responsiveness in MNEs strategy.
Fernando & Patriotta (2020)	“Us versus them”: sensemaking and identity processes in skilled migrants’ experiences of occupational downgrading	How sensemaking links identity to migrants’ occupational experiences in new organisational contexts.
Nurmi & Koroma (2020)	The emotional benefits and performance costs of building a psychologically safe language climate in MNCs	How employees cope with the requirement to work in a foreign language has received little scholarly attention.
Uner, Cetin & Cavusgil (2020)	On the internationalization of Turkish hospital chains: a dynamic capabilities perspective	How do professional service firms build the capabilities required for effective international operations.
Villo, Halme & Ritvala (2020)	Theorizing MNE-NGO conflicts in state-capitalist contexts: insights from the Greenpeace, Gazprom and the Russian state dispute in the Arctic	Theory development of MNE-NGO-state conflicts in state-capitalist contexts.
Ai & Ta (2020)	Uncovering neglected success factors in post-acquisition reverse capability transfer: evidence from Chinese multinational corporations in Europe	Examines key success factors in post-acquisition reverse capability transfer.
Gutierrez-Huerter, Moon, Gold & Chapple (2020)	Micro-processes of translation in the transfer of practices from MNE headquarters to foreign subsidiaries: the role of subsidiary translators	Examine the translation of corporate social responsibility reporting in MNEs.
Liu & Meyer (2020)	Boundary spanners, HRM practices, and reverse knowledge transfer: the case of Chinese cross-border acquisitions	Investigate the role of boundary spanners in reverse knowledge transfer in emerging market multinational enterprises’ cross-border acquisitions.
Degbey & Pelto (2021)	Customer knowledge sharing in cross-border mergers and acquisitions: the role of customer motivation and promise management	How mergers and acquisitions offer a valuable inter-organizational context through which to understand the attainment of customer knowledge sharing.
Malik, De Silva, Budhwar & Srikanth (2021)	Elevating talents’ experience through innovative artificial intelligence-mediated knowledge sharing: evidence from an IT-multinational enterprise	How a large MNE shared knowledge through artificial intelligence mediated social exchange using effective global talent management strategies.
Michalski & Śliwa (2021)	‘If you use the right Arabic...’: responses to special language standardization within the BBC Arabic Service’s linguascope	Discuss journalists’ responses to corporate language standardization within the linguascope of the BBC Arabic Service.
Fortwengel (2021)	The formation of an MNE identity over the course of internationalization	How exactly a MNE form an identity across several countries.

Mazé & Chailan (2021)	A South-South perspective on emerging economy companies and institutional coevolution: an empirical study of Chinese multinationals in Africa	How international tenders act as defining moments in building asymmetric coevolution-based mechanisms between Chinese multinational enterprises and local institutions in developing African countries.
Bohnsack, Ciulli & Kolk (2021)	The role of business models in firm internationalization: an exploration of European electricity firms in the context of the energy transition	Explore the relevance of business models in firm internationalization.
Mreji & Barnard (2021)	The micro-foundations of the returnee liability: the interpersonal challenges of returnee entrepreneurs in Kenya	Theorize the micro-foundations of the returnee liability: mismatched expectations, cultural tension and mutual suspicion. Returnees who sent remittances while abroad expect locals to support their return and
Earl & Michailova (2021)	Home governments and MNEs in Russia: relationships and MNE external legitimacy	Examine the complex relationships between the government and MNEs in Russia.
Boojihawon, Richeri, Liu & Chicksand (2021)	Agile route-to-market distribution strategies in emerging markets: the case of Paraguay	Understand the factors underpinning route-to-market agile capabilities, and how they influence the development of the agile distribution strategies of MNEs.
Munjal, Andersson, Pereira & Budhwar (2021)	Exploring reverse knowledge transfer and asset augmentation strategy by developed country MNEs: Case study evidence from the Indian pharmaceutical industry	Examine strategic asset and knowledge augmentation strategies of an advanced economy MNE.
Pereira, Patnaik, Temouri, Tarba, Malik & Bustinza (2021)	A longitudinal micro-foundational investigation into ambidextrous practices in an international alliance context: a case of a biopharma EMNE	Explore the development of an ambidextrous context in a rapidly growing emerging market multinational unbundling cultural and structural complexities.
Ren, Fan, Huang & Li (2021)	The micro-foundation of ambidextrous opportunity identification in international expansion	How, and under what conditions, MNEs identify various international opportunities.
Vukicevic, Fallon & Ott (2021)	A theoretical and empirical investigation into investment activities of technologically intensive Chinese state-owned enterprises in the UK	Examine the determinants of direct investment in the UK by technology-intensive Chinese state-owned enterprises.
Andrews, Nimanandh, Htun & Santidhirakul (2022)	MNC response to superstitious practice in Myanmar IJVs: understanding contested legitimacy, formal–informal legitimacy thresholds, and institutional disguise	How Western MEs affect – and are affected by – the use of superstition among local subsidiary managers in an emerging Asian economy.
Peltokorpi (2022)	Headhunter-assisted recruiting practices in foreign subsidiaries and their (dys)functional effects: an institutional work perspective	Elucidate how and why dysfunctional effects are reproduced by human resource management practices.
Tran & Truong (2022)	Knowledge recontextualization by returnee entrepreneurs: the dynamic learning perspective	Explore how returnee entrepreneurs in Vietnam learn to recontextualize their overseas knowledge while establishing new ventures back in their home country.
Nguyen & Tull (2022)	Context and contextualization: the extended case method in qualitative international business research	Advance the extended case method, a powerful context sensitive case-based research strategy that is underutilized in international business

Röell, Osabutey, Rodgers, Arndt, Khan & Tarba (2022)	Managing socio-political risk at the subnational level: lessons from MNE subsidiaries in Indonesia	How MNEs ensure their success by maintaining active relationships with a variety of non-market actors.
Zheng, Noorderhaven & Du (2022)	Making the unlikely marriage work: the integration process of Chinese strategic asset-seeking acquisitions	Develop a model to understand post-acquisition integration processes.
Santistevan (2022)	Boundary-spanning coordination: insights into lateral collaboration and lateral alignment in multinational enterprises	How actors coordinate laterally between multiple nodes and across multiple boundaries for interorganizational boundary spanning.
Stendahl, Tippmann & Yakhlef (2022)	Practice creation in multinational corporations: improvisation and the emergence of lateral knowledge	How can MNEs elicit lateral collaboration during practice creation in a less space-time sensitive way.
Mbalyohere & Lawton (2022)	Engaging informal institutions through corporate political activity: capabilities for subnational embeddedness in emerging economies	Examine how MNEs organize internally to enhance subnational institutional fit in new frontier developing economies.
Iwashita (2022)	Language and identity in the shadow: a multi-case study of a Japanese multinational corporation	How different organizational identities can be constructed by the use of multiple languages within a multinational corporation's subsidiaries.
Altintas, Ambrosini & Gudergan (2022)	MNE dynamic capabilities in (un)related diversification	How MNEs configure multiple dynamic capabilities to support their diversification activities
Welch, Paavilainen-Mäntymäki, Piekari & Plakoyiannaki (2022)	Reconciling theory and context: how the case study can set a new agenda for international business research	Further develop the argument that context is essential, and not a hindrance, to theorizing.
Amankwah-Amoah, Boso & Kutsoati (2022)	Institutionalization of protection for intangible assets: insights from the counterfeit and pirated goods trade in sub-Saharan Africa	How multiple political networking capabilities are developed and leveraged to institutionalize protection for strategic internationally transferrable intangible assets in weak institutional environments.
Reuber & Fischer (2022)	Putting qualitative international business research in context(s)	Build on Welch et al. (J Int Bus Stud 42(5):740–762, 2011) JIBS Decade Award-winning article and develop further the role of contextualization in IB.
Brannen (2022)	From a distance to up close and contextual: moving beyond the inductive/deductive binary	Provide the backstory to the the 2021 Decade Award and discuss how there has never been a better time for the power of richness from qualitative research in IB.
Mukhtar, Zhu, Lee, Bambacas & Cavusgil (2022)	Challenges confronting the ‘One Belt One Road’ initiative: social networks and cross-cultural adjustment in CPEC projects	Investigate the challenges confronting cross-cultural adjustment among the Chinese and Pakistani employees participating in the CPEC projects.
Hong & Minbaeva (2022)	Multiculturals as strategic human capital resources in multinational enterprises	Investigate individuals with notable cultural knowledge, skills, abilities, and other characteristics in MNEs performance leading and competitive advantages.
Goxe, Mayrhofer & Kuivalainen (2022)	Argonauts and icaruses: social networks and dynamics of nascent international entrepreneurs	How that social networks can be hostile to nascent international entrepreneurs.

Wu, Liu, Jasimuddin & Zhang (2022)	Rethinking cross-border mobile payment ecosystems: a process study of mobile payment platform complementors, network effect holes and ecosystem modules	Investigate how and why the Cross-Border Mobile Payment (CBMP) platform complementor develops complementary ecosystems.
Younis, Dimitratos & Elbanna (2022)	International entrepreneurial SMEs in the muslim world: the role of religion in the GCC countries	Examine how does religion affect SMEs' internationalisation.
Preuss, Vazquez-Brust, Yakovleva, Foroughi & Mutti (2022)	When social movements close institutional voids: triggers, processes, and consequences for multinational enterprises	Conceptualize the triggers, processes and consequences of informal institution-building by a social movement.
Barnard & Mamablo (2022)	On religion as an institution in international business: executives' lived experience in four African countries	Understand how managers in different types of firms make sense of the dysfunction of institutionally weak environments.

## Acknowledgements

We are thankful to IBR Editor-in-Chief, Roger Strange, for his precious suggestions on earlier drafts of the paper.

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