

## Foreword

Internationalization processes have long been a core topic of International Business research. Scholars thereby usually assumed that the headquarters in the home country create a direct and immediate link to the activities in a specific foreign market. However, a quite different phenomenon can also be observed in practice: Subsidiaries in foreign markets in some cases take a charter – initiated by the headquarters or on its own initiative – beyond their original host market and internationalize themselves into third markets. This process which has been labeled “internationalization of the second degree” may help a multinational company to leverage its existing resources and capabilities in remote locations more effectively than the traditional approach.

Nicolas Lohr focused his doctoral thesis on the internationalization of the second degree. The topic has high practical relevance but has rarely been investigated in business research. In fact, there exists almost no other study that focusses explicitly on this phenomenon. Nicolas Lohr provides the first comprehensive study on this issue and it is the first study to investigate the reasons for the internationalization of the second degree as well as the dynamics of this mandate.

From his work as a business consultant, Nicolas Lohr already had a thorough understanding of business practices in internationally operating companies when he started his doctoral studies. He quickly understood how to take an academic perspective on precisely defined research questions and how to apply the adequate scientific research instruments in a rigorous manner. He investigated his research questions with a qualitative method, based on eleven case studies. Each case in itself is worthwhile reading and brings the reader interesting insights. But it is the identification of commonalities and differences between the cases by means of a systematic cross-case analysis that is the true accomplishment of Nicolas Lohr. With this procedure, he creates new knowledge and manages to propose extensions to existing theory.

Overall, Nicolas Lohr’s doctoral thesis provides a valuable and important contribution to the research in International Business. He contributes to our understanding of a very relevant phenomenon. First discussions on his results in the academic community already demonstrated that his findings are well received but also provoke debate.

I recommend every researcher who intends to investigate internationalization processes to read this book. Furthermore, it is also of great value for company executives whom it can help to reflect on their own business practices. I am convinced that the study will be widely read and will stimulate further studies into the issue by other scholars who will find the results of Nicolas Lohr a profound basis for their own research.

Fribourg, April 2013

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<http://www.springer.com/978-3-658-02667-7>

Foreign Market Subsidiary Mandates  
A Select and Temporary MNC Phenomenon?

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2014, XIX, 294 p. 51 illus., Softcover

ISBN: 978-3-658-02667-7