Index

Accel Elektroniska (AE), 87	of local employees, 56
Accel Share Company (ASC), 82–96,	of local people, 56
124–127	toward Ragn-sells, 108
Acela Elektroniska (AE), 85-87	Attitudes
Acquisition, 23–24, 117	of local people of ASC, 91
Active/engaged mode of participation,	in Paroc, 10
169–170	Authorities
Actors, 26–27, 34, 37, 71, 100–101,	attitudes of Ragn-sells, 104
106, 175	of Paroc, 76–77
Adaptability, 175, 177	relationships of Paroc, 81
Advertisement, 19, 101	
Agreement, 13–14, 29, 33–34, 57, 78,	Baltic States, 17–18, 48–50, 69, 81, 123,
97, 116	157
Aims, 62–63	Bookkeeping, 85, 86
Alliances, 141–142	BRICS, 161–163
AE description, 85–87	Budget(s), 41–42, 129–131
of ASC, 82	Bulgaria, 48–49, 174
ASC changes in, 88	Bulten Tools Share Company (BTSC),
BTSC motives for forming, 24–25	24–32, 114–116
changes in, 89–90	Bureaucracy, 48–49
changes since formation in PLM, 22	in Paroc, 11, 76–77
establishment changes of ASC, 91	Bureaucratic changes in Paroc, 16
failures, 67	Business activities, 154
formation and motives of ATSC, 60	Business difficulties of AE, 86–87
formation of ASC, 96	Business modes differences of AE,
motives, 154	86–87
past and ongoing performance of,	Business policies on JV development in
145–147, 146	PLM, 21
positive development in PLM, 22	Buyer-seller relationship, 19, 38–39,
transformation of, 158-161	84–85
Ardah Glass Gostyn S. A. (AGG), 20,	
22	Capital, 24–25, 85
Arvidsson (AT), 64–68	Carbon capture and storage (CCS), 53
Arvidsson Textile Share Company	Case studies, 158
(ATSC), 59–68, 120–122	CEE markets, 39, 100
Arvydaz Maldziunas (AM), 85, 88	Central Europe, 17–19, 30–31, 161,
Assembly lines, 85	168, 172
Attitude changes	Central sterile supply department
of local authorities, 56	(CSSD), 42–43

Certification, ISO, 83, 85 Challenges, performance in dealing	Communication, 23 of Vattenfall, 57
with, 156	Communication problems in Paroc, 15
Change	Comparative study of firms, 171–172
in alliance of ASC, 88–90	Competence, 14, 17–18, 26, 113
of context, 147–150	Competition changes of Getinge, 45
in environment of ASC, 90	Competition of Ragn-sells, 101
of general environment in transition economies, 148–149	Competitive advantage, 38, 84, 133–135, 155
in internationalization policy of	Competitive strategies, 177–179
Paroc, 79–80	Competitors, 4, 45, 101, 106, 128,
of local authorities attitudes of	159–160
Paroc, 77–78	Components, 27, 82, 124–125, 178
of market and customers structure	Computer Aided Design system
in Paroc, 6	(CAD system), 88
of motives, 137–139	Conflict management, 23
of networking, 144	Constraints/difficulties Ragn-Sells
observed in market in PLM, 22-23	faced in Estonia, 103
in ownership Structure of BTSC, 31	faced in Latvia, 106
in Paroc, 10	faced in Poland, 108
of production lines of Paroc in	Contacts with Vattenfall customers, 55
Poland, 13	Control, 27–28, 116
of resource contributions, 20-21,	Cost, 179
138–141	Credit, 41
sales volume, revenue, and number	Cultural differences of ASC, 95
of employees of PLM, 20	Cultural factors, 148–149
since formation of alliance in PLM,	Culture style in Paroc, 11
22	Current markets of Paroc, 79
of Vattenfall in procurement	Customer relation management, 23
strategy, 52–53	Customer relationship
Changes in attitudes	of Getinge, 46
of local authorities, 56	management of Getinge, 41, 44
of local employees, 56	in Paroc, 8–9
of local people, 56	Customer services, 39
Changes of ownership	Customers, 4–6, 45–46, 106
of ASC, 92	Customs authorities, 29–30
in Paroc, 15, 72	Czech Republic, 16, 17–18, 34, 37–38,
structure in Paroc, 13	43, 45–46, 47, 116–117
Classification of transition economies,	
148–149	Data collection, 22
Collaboration of Vattenfall with	Decision-making, 4-5, 68, 131
Government in 2002, 50	Deliberalisation, 54
Commitments, 138	Developed countries, 161–164
Common motives, 138	Developing countries, 161

Development process, 42, 156	European Bank for Reconstruction
Distribution channel, 71	and Development (EBRD),
Dominant/transformative mode of	6–7
participation, 169–170	European emerging markets (EEMs), 154–158, 163–164
East European Markets of Arvidsson, 67–68	European transitional economies, 129, 138, 145, 150
Eastern and Central Europe (ECE), 12, 168–172, 174–175, 177–179	European transitional emerging mar- kets (EEMs), 175–176
market differences in Paroc, 12–13	European Union (EU), 36, 44–45, 47, 141–142
markets in PLM, changes in, 23	membership, 85, 95, 147
Eastern Europe, 12, 16–17, 28, 45, 124–125	Exchange of resources, 172, 176, 179–180
Economic conditions and impact on	Expectations, partners', 22, 63, 67, 93
Getinge's sales volume, 47	Experience, 14, 18, 32, 62–64, 155
Economic development, 51–52	Expertise, 4, 120, 125–126, 141
Economic situation, 103, 126	Export, 33–34, 116
Efficiency, 33–34, 50	
Electrocieplownie Warszawskie SA	Facilities, changes in, 100
(EW), 51	Fast adapters, 75
Electrolux in Hungary, 43–44	Fast complete adapters, 153
Eleventh National Investment Funds	Fast complete adapting countries,
(ENIF), 24–27	3–39, 49–58, 154, 157
Emerging markets, 161–164	Finance of Vattenfall, 54
managerial implications, 173–176 research implications, 167–172	Financial center location change of Paroc, 81–82
strategies implications in, 176–181	Financial constraint, 41–42
EMNCs, 175–176, 179	Financial crisis, 44–45, 118–119,
Empirical studies, 176–178, 180	129–131, 156, 157
Employees in countryside in Paroc, 14	Financial institutions of Paroc, 75
Entering new markets, 99	Financial market operations of
Entrepreneurship, 180–181	Ragn-sells, 101
Environmental changes of BTSC, 32	Financial matters, 12, 97–98
Environmental factors, 130, 157	Financing, 23
Environmental issues, 157	of ASC, 96
Establishment	change after 2009 in Paroc, 15-16
changes of alliances of ASC, 91	in Paroc, 12, 75
JV, 16–17, 31, 68–69, 97	Finland, 3, 13–14, 49–50, 55, 62–63, 72
Estonia	First mover advantage, 116–118, 129,
Arvidsson, 64–68, 64	138
ATSC, 59–68, 120–122	Foreign direct investment, 180-181
Ragn-Sells in, 96–108	Foreign firms, 10, 29, 129–131, 135,

changes in attitudes of local	Green-field investment, 68–69, 73
authorities toward, 56	Growth
changes in attitudes of local	of networking, 143–145
employees toward, 56	of strategies, 157–158
changes in attitudes of local people toward, 56	Guarantee, 17
changes in authorities attitudes	HG Medical Instruments Ltd.
toward, 104	(HGMI), 39–40, 46
changes of attitudes toward	Getinge's relationship with, 48
Ragn-sells in, 108	Host country, 131–133
changes of local authorities	Human Resource Management
attitudes toward, 77–78	(HRM), 21, 23, 101
changes of local customers attitudes	Hungarian customers of Getinge,
toward, 106	45–46
local authorities' attitudes on, 91–92	Hungary
Form of operations of ASC, 92	Getinge in, 39–49
Formation of alliance of ATSC, 60	Svedala in, 32–39
Future markets of Paroc, 79	Hypothesis testing mixed method,
	170–171
General environment	
of ASC, 84–85	Implications
of ATSC, 63–64	managerial, 173–176
of BTSC, 28–30	research, 167–172
changes of Paroc, 75	strategies, 176–181
of Getinge, 41–42, 45, 48–49	Import, 27, 40–41, 123
in Paroc, 5–6, 9–10, 14–15, 70–71	Individual motives, 137–138
of PLM, 19–20	Inflation, 9–10, 19, 29–30, 74
of Ragn-sells, 98–99	Information, 23–24, 57, 169–170
in Svedala, 35–36	Infrastructure, 32, 93–95
of Vattenfall, 51, 53	Initial learning, 141–143
Getinge, 155	Input, 26
Getinge in Hungary (GEH), 39–49,	Institutional factors, 148–149
117–119	Institutional factors, 157
Getinge industries (GSC), 39	Insulation, 4, 74
Gornoslaski Zaklad	Internal pricing in Paroc, 11
Electroenergetyczny (GZE),	International business, 41–42, 131–133,
57 Gostum 16 17 23 24	143, 177–178
Gostym, 16–17, 23–24	International Financing Corporation (IFC), 4
Government	
attitude, 179	International licensing, 177–178
authorities, 40–41, 77, 112, 168 policies of Paroc, 76–77	International marketing, 177–178
regulations, 17–18, 40–42	International Standard Organization (ISO), 85
relationships of ASC, 91, 95	Internationalization
relationships of ASC, 91, 93	memanonanzanon

activity changes of Paroc, 73	of Ragn-sells, 98, 100
of ASC, 94	in Svedala, 34, 38
of BTSC, 30–31	of Vattenfall, 51, 55
policy changes of Paroc, 73, 79-80	Legal environment in Latvia, 105
Interviews, 15–16, 23–24, 64, 169–170	Legal institutions
Investment, 4, 17, 22, 48	impact of Ragn-sells, 106–107 of Paroc, 75–76
Joint venture (JV), 4-5, 15-16,	Limitation, 168, 171, 173
173–175	Literature, 164, 171
changes of Vattenfall in Marketing,	Lithuania
55	ASC, 82–96
establishment in PLM, 16-17	ASC in, 124–127
establishment in Ragn-Sells, 97	Paroc, 68-82, 71-79
establishment of Paroc, 68-69	Lithuanians Attitude toward ASC, 96
facing difficulties in collaboration	Loan, 69, 75
with Swedish Partner, 53-54	Local authorities' attitudes of ASC,
formation in Svedala, 32–33	91–92
in Paroc, 6–7	Local culture of Paroc, 78–79
termination in Svedala, 36	Local customers attitudes of
	Ragn-sells, 106
Knowledge, 14, 23, 29, 50, 71, 97,	Local market know-how, 116
112–113, 116, 141–142	Local partner, 4, 26, 33–34, 40–41, 68
	82, 84, 114–115, 117–118,
Language, 19, 116–117	120, 122, 155–156, 173, 175
Language barrier, 71	Long-term objectives, 27–28
Latvia	Low production cost, 29-30, 64,
constraints/difficulties Ragn-Sells	120–121
faced in, 106	
legal environment in, 105	Management, 23
Ragn-Sells in, 104	of Paroc, 81
Latvian markets entry, 102	style, 78–79, 85
Law and regulations, 156	Managerial gap of ASC, 90–91
Learning, 155–156, 155	Managerial implications, 173–176
of AE, 85–86	Manpower
of Arvidsson, 65–66	of Getinge, 47
of ASC, 83, 89, 93	of Vattenfall, 55
of ATSC, 61–62	Manufacturing, 3, 79, 94, 124
of BTSC, 26–27, 31–32	Market
of Getinge, 40, 43	changes of Ragn-sells, 102–103
impact on JV development in PLM, 21	developments of Paroc, 71–72
	economy, 5, 16–17, 35–36, 86–87, 129
initial and updated, 141–143	entry strategies, 177–178
in Paroc, 4–5, 7, 14, 69, 73, 80 of PLM, 18	knowledge, 141
OI I LIVI, 10	Kilowicuge, 141

of Paroc, 80	consolidation and creation in
share, 20–21, 38, 123	Svedala, 37–38
Market structure	development of Ragn-sells, 105, 107
of Getinge, 45	of Getinge, 40–41, 43–44, 48
and operation in Paroc, 8	in Paroc, 5, 7, 69-70, 73
Marketing	of Ragn-sells, 98, 102
changes of ASC, 88-89, 94-95	in Svedala, 34
international, 177–178	Networking
JV changes in, 55	change of, 144
Medium complete adapting countries,	growth of, 143–145
59–108, 157	New cooperation in PLM, 21
Mixed method, 170–171	New joint venture
Mode of operations changes in PLM,	of Arvidsson in Estonia, 65
21	establishment of BTSC, 31
Motives	New rules on JV development in PLM,
of AE, 85	21
of alliance of ATSC, 60	Nikkinen Menu Aktieselts (N&MAS),
of ASC, 87, 92	60–64
of BTSC for forming alliance,	Nordic Countries, 17–18, 70–71
24–25	Nordic Environment Finance
change of, 137–138, 139	Corporation (NEFCO), 6–7
of Getinge, 40, 42	Nordic Investment Bank, 6–7
of Paroc, 3–4, 6, 13	Number of employees in PLM, 20
of PLM, 17–18	Number of employees in Ragn-sells,
in Svedala, 33	100
Multinational business enterprise	
(MBE), 180–181	Operations
Multinationals, 172, 175–176, 179	changes of ASC, 94–95
Mutual interest, 72	changes of Vattenfall in Poland, 52
	in neighboring Country of Getinge,
National Investment Fund (NIF), 20	46
Negotiation(s), 23	of Vattenfall in Poland, 49-50
of BTSC, 25	Opportunities
of Paroc, 76	performance in dealing with
rules in PLM, 21	challenges and, 156
style in Paroc, 11	of Ragn-sells for new alliance, 103
Neighboring markets in Paroc,	Organizational changes of ASC,
operations in, 9	88–89, 94–95
Network(s), 155–156	Organizations, 114, 155–156
of AE, 86	Ownership changes
of Arvidsson, 66–67	after 2009 in Paroc, 15-16
of ASC, 83, 89, 93–94	of ASC, 88, 92
of ATSC, 62	in Paroc, 15, 72
of BTSC, 27	in PLM, 20

Ownership structure change of BTSC, 31 in Paroc, 13, 79 of Ragn-sells, 99	PRP, 111–113 Ragn-Sells in Estonia, 96–108 RSE, 127–129 SHE, 116–117 Svedala, 32–36, 36–39 VAP, 119–120
Paroc Rockwool in Poland (PRP), 111–113 Partec Rockwool (Paroc), 3–16,	Vattenfall, 49–52, 52–58 Planned economy, 19, 29, 119 Plants, 14–15, 73 PLM, 113–114 in Poland, 16–24 Poland BTSC in, 24–32, 114–116 constraints/difficulties Ragn-Sells
99 Performance of AE, 86 of Arvidsson, 67 of ASC, 83–84, 89, 94 of ATSC, 62–63 of BTSC, 27–28 in dealing with challenges and opportunities, 156 of Getinge, 41, 44, 48 Paroc, 5, 8, 14, 70, 74, 81 past and ongoing, 145–147, 146 of PLM, 18–19, 22 in post joint venture period in Svedala, 38–39 of Ragn-sells, 98, 103, 105, 107 in Svedala, 35 Permission, 14–15, 25, 103 Phases Arvidsson, 64–68 ASC, 82–85, 87–96, 124–127 ATSC, 59–64, 120–122 BTSC, 24–32, 114–116 case comparison in different phases, 129–135 GEH, 117–119 Getinge, 39–49 Paroc, 3–16, 68–79 PLM, 16–24, 113–114	faced in, 108 network development, 107 Paroc in, 3–16 PLM in, 16–24, 113–114 positive developments in Poland, 107–108 technological development, 107 Vattenfall in, 49–58 Polish culture, 5 Polish markets entry, 102 Political change, 51–52, 116, 147 Political factors, 148–149 Political institutions impact of Ragn-sells, 106–107 of Paroc, 75–76 Positive development of alliance in PLM, 22 of Paroc strategic alliance, 77 in Poland, 107–108 Price, 12, 23 Pricing of Getinge, 47 in Paroc, 12, 74 of Ragn-sells, 101 of Vattenfall in Sweden and Poland, 56–57 Privatization, 4, 16–17, 35, 111, 157 Procurement, 4, 6, 52–53, 87 Product design of BTSC, 30–31 Product development, 23

in Paroc, 12, 80	change of motives, 137-139
and quality of Paroc, 81	change of networking, 144
of Vattenfall in Sweden and Poland,	change of resource contributions,
56	138–141
Production	changes of general Environment in
line change of Paroc in Poland, 13	Transition Economies,
of Paroc, 80	148–149
technology of Vattenfall, 53	growth of networking, 143-145
Profitability, 114	initial and updated learning,
analysis, 21–22	141–143
Project management (PM), 85	past and ongoing performance of
Promotion	alliance, 145–147, 146
of Paroc, 74	Research questions, 129, 153
of Ragn-sells, 101	Resistant/passive mode of
Purchasing, 7	participation, 169–170
raw material, 13-14, 47	Resource contributions, 155–156
	change of, 138–141
Quality	Resources
control, 21, 26, 29, 114-115	of AE, 85
development, 14–15	of Arvidsson, 65
of Paroc, 81	of ASC, 82–83
	of ATSC, 60–61
Ragn-Sells (RS), 96–108	of BTSC, 26
in Latvia, 104	of Getinge, 40, 42–43
Ragn-Sells in Estonia (RSE), 106,	in Paroc, 4, 7, 69
127–129	of PLM, 18
Raw material purchasing	of Ragn-sells, 97–98
Getinge, 47	in Svedala, 33–34
Paroc, 13–14	of Vattenfall, 51
Recruitment, 4, 28–29, 150	Resources contribution
Relationship	of ASC, 93
authorities, 81	changes in PLM, 20–21
buyer-seller, 19, 38–39, 84–85	changes of ASC, 87
customer, 8–9, 46	of Paroc, 72
Research and development (R&D), 85	of Vattenfall in procurement
Research approach, 170–171	strategy, 52–53
Research findings, 168–169, 173	Revenue changes in PLM, 20
Research implications, 167–172	Rexam, 16
comparative study of firms, 171–172	Risk, 4–6, 15–16
hypothesis testing mixed method,	Rules and regulations of Vattenfall, 54
170–171	Rumania, 174
Research issues, 153–158	Russia, 6, 9, 12–14, 16, 48–49, 71–73,
Research outcomes	85, 112
change of context, 147–150	

SAAB, 85–86	Tax, 16
Sales	Technical competence, 89, 124–125,
company of Paroc, 80	141
volume changes in PLM, 20	Technical development of Vattenfall,
volume of Ragn-sells, 100	53
Segment, 20, 42–43, 46	Technological development
Sensors, 94	changes of ASC, 96
Services, changes in, 100	of Ragn-sells, 107
Shareholder, 4, 27–28, 31, 79	Terras input, 85
Shares, 4, 15	Theoretical framework, 129, 175–176,
SIDA, 61, 63–64	180
Skills, 94–95	Training, 4, 26, 44, 114–115
development, 61	Transformation of alliances,
Slovak Republic (Slovakia), 34, 37–38,	158–161
116–117	Transitional economies, 114, 116–117,
Slovenia, 48–49	119, 121, 127, 138, 143
Social factors, 148–149	Transitional emerging markets, 116,
Social package, 17	129
Sound operation, 154	77 1 . 11
State economy, 5–6	Updated learning, 141–143
State planned bureaucracy, 29–30	Uppsala model, 180–181
Strategic alliance transformation imagination, 173	Urban migration in Paroc, 8
Strategies implications in emerging	Validity, 169–172
markets, 176–181	Vattenfall Heat Poland S. A. (VHP),
Suppliers, 24–25	57
Svedala in Hungary (SEH), 32-39,	Vattenfall in Poland (VAP), 49-58,
116–117	119–120
Sweden	
pricing of Vattenfall in, 56-57	West European Markets of Arvidsson,
product development of Vattenfall	67–68
in, 56	Western countries differences in Paroc,
Swedish customers of Getinge, 45–46	12–13
Swedish Firms, 49–50, 53, 73, 141, 156,	Western Europe, 100
159–160, 171–172, 180	Western management, 89-90, 113-114,
	115–116, 123, 129, 131, 141,
Tacit knowledge, 141–142	143
Taurus Rubber Company (TRC),	Western management style, 29, 85
32–38, 116	Western style, 10, 76, 81
•	• • • •