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ABSTRACT

Some scholars' imprint an academic discipline by their contribution to the manner in which we think and research, namely by putting forward novel concepts and insights. In this paper we examine the impact of Sumantra Ghoshal's work on the study of subsidiaries and multinational enterprises and organizational formats for foreign operations. Specifically we perform a bibliometric study focused on Bartlett and Ghoshal's well-known book "Managing across borders: The transnational solution" to assess its impact in international business (IB) research. We examine the entire record of publications in the top leading IB journal: Journal of International Business Studies (JIBS). Theoretically supported, Ghoshal's work was keenly influenced by his corporate experiences and his constant questioning of the dominant theories and assumptions. Our analyses show the impact of the work on the "transnational solution" namely on the understanding of multinationals and subsidiaries, thus being one of the most notable contributions for IB research over the past twenty years.

Keywords: Sumantra Ghoshal, international business research, bibliometric study, transnational solution, multinational corporations, subsidiaries

INTRODUCTION

As a discipline progresses, through the contribution of researchers that put forward novel theories and concepts, it becomes common that scholars examine the state of the art of the literature, doing reviews of the literature and seeking to understand the impact that specific contributions have had to the discipline. The use of some form of bibliometric technique in doing a review of the literature permits understanding potential patterns and arguably the evolution of a stream of research, or topic. This is possible by specifically analyzing the extant research by a large number of authors on a given topic. As in Ramos-Rodrigues and Ruiz-Navarro (2004) we depart from the hypothesis that the references utilized in a research article is an indication of their impact on the literature and that by examining citations and co-citations we gain a clearer grasp of the interlinkages among scholars, concepts and theories. That is, we are able to build, at least in part, an image of the intellectual structure of a research topic. Our focus is on a specific work by a notable international business/strategy scholar: Sumantra Ghoshal.

Sumantra Ghoshal (1948-2004) was a prominent academic in the field of management, specifically focusing his work on the discipline of strategic management and international business. During his academic career, Ghoshal has looked into a variety of issues related to the strategies firms employ in their foreign operations, with the primary concerns of disentangling how should multinational corporations (MNCs) organize internally the relations among subsidiaries and between the subsidiaries and the headquarters. The chief focus was on how to compete more successfully and how to better exploit the potential advantages that MNCs had access to, in particular those advantages that may emerge from the location in disparate geographic and technological spaces. This emphasis may be detected on a large portion of his work, that includes 12 books, about 70 papers and several case studies. In all this work it is visible the continuous search for useful and relevant research (Ghoshal & Moran, 1996; Ghoshal, 2005), research that connects theory with the practice of managers and MNCs (Bartlett & Ghoshal, 1994, 1995a). His book, co-authored with Harvard Business School' Professor Christopher Bartlett, in 1989, "Managing

across borders: The transnational solution”, has been considered one of the top 50 most influential management books.

In this paper we examine specifically the work of Ghoshal, much of it in co-authorship with Bartlett and other colleagues, on the subsidiaries and multinational corporations. Ghoshal’s contribution is mainly, albeit not exclusively, identifiable to the international business discipline, arguably in the subfield of strategic management, with a clear emphasis on the issues pertaining to the MNCs. We thus concentrate our bibliometric study on the top leading international business journal – Journal of International Business Studies (JIBS). We examine the entire track record of papers published in JIBS, in the period from 1989 to 2010. Our objective with this bibliometric study is not to generate new theory but rather to scrutinize the contribution of a notable author, and scholar, to the discipline and research direction over the past twenty years. It is undeniable that Ghoshal’s work has had an impact on firms’ strategies and on the practice of managers, and is currently usual material in undergraduate and graduate business courses.

This paper is organized in four main parts. First we briefly review Ghoshal’s contribution to the study of MNCs and subsidiaries. Second, we explain the method used, sample and procedure. Third, we present the results. We conclude with a broad discussion.

GHOSHAL’S WORK

Ghoshal’s studies, albeit numerous, follow a rather unified stream of research, comprising topics that are chiefly interconnected. Table 1 summarizes some of his works, identifying briefly the focus and concepts most clearly developed in those works.

TABLE 1. Ghoshal’s contribution to the study of subsidiaries and multinationals

Work	Focus	Concept
Bartlett, C. & Ghoshal, S. (1989) <i>Managing across borders: The transnational solution.</i>	Issues related to the firms’ transnationality	Transnational
Bartlett, C. & Ghoshal, S. (1988) Organizing for worldwide effectiveness: The transnational solution.		

Nohria, N. & Ghoshal, S. (1997) <i>The differentiated network: Organizing multinational corporations for value creation.</i>	How multinational enterprises should organize available resources and connections among subsidiaries and between subsidiaries and the headquarters	Differentiation and interdependence among subsidiaries
Ghoshal, S. & Westney, E. (1993) <i>Organization theory and the multinational corporation.</i>		
Ghoshal, S. & Nohria, N. (1989) Internal differentiation within multinational corporations.		
Bartlett, C. & Ghoshal, S. (1990) Matrix management: Not a structure a frame of mind.		
Ghoshal, S. & Bartlett, C. (1987) Management across borders: New strategic requirements.	Combination and exchange of resources for value creation, firm advantage may be achieved by sharing resources among organizational units (or subsidiaries)	Success factors: efficiency, innovation and value creation
Moran, P. & Ghoshal, S. (1996) Value creation by firms.		

Source: analysis of the authors.

One of Ghoshal's core emphases was on international business and, specifically, on the modes and formats firms, and the MNCs as a particular case, should operate in the foreign markets, the challenges encountered and how to react. A portion of his studies relate to the organizational forms (Ghoshal & Nohria, 1989; Nohria & Ghoshal, 1997) that are best suit the MNCs in developing a competitive advantage. Not surprisingly, this focus led Ghoshal to delve into issues ranging from international strategy, to internationalization, structural models, internal processes, innovation and the value of the human resources, the roles of the foreign subsidiaries, among others.

In *Managing across borders: The transnational solution* (Bartlett & Ghoshal, 1989) and *Organizing for worldwide effectiveness: The transnational solution* (Bartlett & Ghoshal, 1988) put forward a model of strategy for the MNCs focusing on, among other aspects, the coordination of flows among the subsidiaries and the flows of data, information and knowledge throughout the network of subsidiaries that comprise the MNC (see also Gupta & Govindarajan, 1994, 2001; Birkinshaw & Morrison, 1995; Birkinshaw & Hood, 1998). The line of research on the transnational was

developed in a series of articles, which in essence pointed out to the importance and role of the foreign subsidiaries (Bartlett & Ghoshal, 1986, 1987a) and the coordination and configuration of the relationships among subsidiaries and to the headquarters (Ghoshal & Nohria, 1989; Nohria & Ghoshal, 1997). The aim was on seeking to understand the national contexts but mostly the strategies that MNC must deploy to actually have an advantage vis-à-vis other foreign firms in host countries and other host country firms. The core is thus on how to manage across borders (Bartlett & Ghoshal, 1987b).

The influence of the ideas on the transnational solution and its relevance for IB studies might be shown in table 2. Table 2 reveals the top ten most cited works in the most reputed IB journal (Phene & Guisinger, 1998) - *Journal of International Business Studies* (JIBS). Managing across borders is the sixth most cited work using the entire history of publications in JIBS. And, it is further worth noticing that all other nine works were published prior to 1989. This rather simple observation is *prima facie* evidence of the impact of Bartlett and Ghoshal's (1989) work on the transnational in IB research, as assessed by its citations in JIBS.

TABLE 2. The top ten most cited works in JIBS

Citations	Author/Work
241	Hofstede, G. (1980) Culture's consequences: International differences in work-related values.
136	Buckley, P. & Casson, M. (1976) The future of the multinational enterprise.
131	Kogut, B. & Singh, H. (1988) The effect of national culture on the choice of entry mode.
120	Johanson, J. & Vahlne, J-E. (1977) The Internationalization process of the firm: A model of knowledge development and increasing foreign market commitments.
115	Caves, R. (1982) Multinational enterprise and economic analysis.
94	Porter, M. (1985) Competitive advantage.
93	Bartlett, C. & Ghoshal, S. (1989) Managing across borders: The transnational solution.
87	Stopford, J. & Wells, L. (1972) Managing the multinational enterprise.
86	Dunning, J. (1993) Multinational enterprises and the global economy.
73	Williamson, O. (1975) Markets and hierarchies, analysis and antitrust implications.

Note 1. The database includes 32,390 references used in the papers published in JIBS over its history.

Note 2. Data refers to the citations, collected in ISI Web of Knowledge, selecting only publications in the Journal of International Business Studies.

Computations by the authors.

Ghoshal and Bartlett (1987), Bartlett and Ghoshal (1987a,b, 1990, 1992, 1994, 1995a) seek to identify the core challenges of globalization to managers of MNCs in the late eighties, delimiting which were the best courses of action to manage internationalization. The analyses involved aspects such as the productivity, employment, financial and monetary issues, social trends, organizational structures, human resources management, among other. They observed that some firms successfully developed global responses, while other firms maintained national and international responses.

Bartlett and Ghoshal (1987a,b, 1989) advanced the need for MNCs of holding a flexible structure, whereby the geographically dispersed subsidiaries were not limited to the role of replication headquarters-derived portfolios of products and strategies. The MNCs according to this view should be better seen as a network of interdependent subunits, in which each subunit has an active role in contributing to the whole of the corporation. In fact, it should be possible that each subunit, or subsidiary, would create its own differentiated role (Ghoshal & Nohria, 1989; Nohria & Ghoshal, 1997). This solution is, according to Ghoshal and Bartlett (1987) the one that permits MNCs hold a structure that facilitates the flow of information among subsidiaries. This solution is also the one that permits the MNC to be sensitive to the shifts in the markets where it operates. By putting forward this theoretical rationale, Ghoshal and colleagues shed new insights into the more traditional reasoning related to the role of the subsidiaries – the traditional view posited that subsidiaries were absolutely integrated in the MNC, maintaining standardized operations, rigid reporting to the headquarters, and the decision making was centralized in the hierarchy at the corporate office (Stopfford & Wells, 1972; Buckley & Casson, 1976; Kogut & Zander, 1993).

The solution pointed out by Ghoshal consisted of a model whereby subsidiaries were interdependent at a basic level pertaining to the product (and production-related operations), and the flow of information and transfer of knowledge could be carried out in any direction – albeit with some degree of intervention by the headquarters (Bartlett & Ghoshal, 1987). That is, to be internationally successful, MNCs require a structure that is adequate, possibly with some degree of freedom of the subsidiaries. Ghoshal and Bartlett (1988, 1989) change the traditional analysis on the role of the subsidiaries and advance a model built on distributing responsibilities in such a manner as to maximize the overall benefits for the MNC. Each subsidiary should have differentiated roles. The basic aim is that subsidiaries stop being seen as mere distribution channels in foreign markets to start assuming an active role in building up an organization wide competitive advantage (Birkinshaw, Hood & Young, 2005).

In '*Global strategy: An organizing framework*' Ghoshal (1987) suggested an organizational structure that assisted managers in formulating the global strategy in three components: operational efficiency, management of risks and the internal development of learning capacity – which would ease adaptation to future changes. Efficiency could be attained by the proper configuration of the value chain worldwide. Managing risks requires MNCs to consider the additional risks – macroeconomic, political, competitive, resource-related, and so forth – in their decisions. Finally, learning may be promoted in the MNCs (Bartlett & Ghoshal, 1998), who have the capacity of learning in the different markets and technological spaces they operate in (Kogut & Zander, 1993). It is worth noting that the transnational solution incorporates this component, by proposing a model that includes the advantages of multi-location with the benefits of holding a locally adapted offering. The orientation to assist global managers in managing across borders is visible in much of Ghoshal's work (Bartlett & Ghoshal, 1986, 1990, 1993, 1994, 1995a, 1997).

In fact, according to Ghoshal (1987) MNCs have three advantages they may exploit: (a) explore differences among markets, (b) benefit from potential scale economies, and (c) generate scope economies. The differences among markets, or countries, may be leveraged by allocating

each activity of the value chain to the locales that offer the best advantages in terms of either the costs or of the qualities. Again, Ghoshal places the attention on the structural form, which should be adequate to monitor, understand and act in the foreign markets to absorb the location bound benefits.

To compete effectively, it is important that the MNC's international strategy is supported in a larger production volume capable of generating scale economies. The experiential learning effects of larger production volume may generate yet additional competitive benefits (Ghoshal, 1987). Finally, the scope economies are those resultant from pulling together internally the different value chains of a diversified portfolio – each product in the portfolio may be adapted to the host country's idiosyncrasies.

The analysis of the strategy and structure in international expansion was continued in '*Organizing for worldwide effectiveness: The transnational solution*', by Bartlett and Ghoshal (1988). The core claim in this work was that managers might not restrict their actions to simple decisions based on standardization, rationalization and centralization. The ideal solution, the transnational, combines in varied degrees adaptation, rationalization and centralization of some functions and the decentralization of others. This is the moto for the expression "think locally and act globally" that presides to the transnational.

Ghoshal and Nohria (1989), in '*Internal differentiation within multinational corporations*', search for a best way to formulate the ideal structure for the interdependent relations among subsidiaries and between subsidiaries and headquarters. The crux of the dilemma is that in certain circumstances subsidiaries may become competitive among themselves (see also Ferreira, Li & Serra, 2009), competing for a share of the headquarters resources and for differentiated roles. The conundrum is on how to attain, effectively, the cooperation of all subsidiaries without loosing subsidiary-specific competencies, without sacrificing the ability to absorb locally-specific knowledge that could be transferred internally to the benefit of the entire MNC, and being able to create an environment that actually fosters such inter-subsidiary cooperation. Ghoshal, Korine and Szulanski (1994), in '*Interunit communication in multinational corporations*' advance

the research on inter-subsiary communication. They suggest that it is essential that subsidiaries know what their role is inside the MNC and that there are models to integrate the resources (Andersson & Forsgren 1995; Birkinshaw & Morrison, 1995; Taggart, 1998). Ghoshal and colleagues (1994) stress that inter-subsiary communication is not exclusively a matter of the autonomy of each subsidiary, but rather a matter of the relationships among people in the subsidiaries and head offices (see also, Hedlund, 1986; Birkinshaw, Hood & Young, 2005; Adenfelt & Lagerström, 2006).

Ghoshal's central concern on how to organize and structure the MNCs for competitive advantage was present in much of his work. In essence Ghoshal builds the idea that firms need a dynamic and flexible organizational configuration, but arguably more urgent a configuration that is capable to face the external environment vis-à-vis the internal elements and processes.

METHOD

To examine the extent to which Bartlett and Ghoshal's (1989) work on "*Managing across borders: The transnational solution*" is used in the extant IB research, and the content of that research, we undertake a bibliometric study in the leading IB journal: Journal of International Business Studies (JIBS), in the period 1989 to 2010. JIBS was recognized as the leading journal for IB research (Morrison & Inkpen, 1991; Inkpen & Beamish, 1994; Phene & Guisinger, 1998; Dubois & Reeb, 2001).

Our bibliometric study resorts to the analysis of published research articles, albeit bibliometric techniques may be employed in other document types, such as books, reports and an array of other sources. The purpose of bibliometry is to examine patterns in the extant research (Diodato, 1994). Specifically our analysis entails citation and co-citation analyses, based on the premise that authors cite other works that are relevant for their own arguments. Thus, more often cited documents are likely to have a greater influence in a discipline (Ramos-Rodriguez & Ruiz-Navarro, 2004). The co-citation analysis consists of examining pair of articles that are cited by a specific document, and we may infer some proximity, or similarity, of the content of these two articles to the initial document. This rationale is

identical whether identifying groups of authors or topics covered, permitting us to understand how two different pieces of research may be interrelated (see White & Griffith, 1981; White & McCain, 1998; Ramos-Rodriguez & Ruiz-Navarro, 2004 – for further explanations on citation and co-citation analyses).

Departing from the hypothesis that the references cited in a given article reflect, at least reasonably, a content proximity and some degree of influence, our purpose is to identify the influence of Bartlett and Ghoshal's (1989) work on the transnational in the IB research, establishing links among authors and with the topics covered. We may gain some degree of understanding of the intellectual interconnections of a portion of the research in IB (see also Ramos-Rodriguez & Ruiz-Navarro, 2004). Albeit our purpose is not per se a content analysis of the articles published, Weber (1990) noted that when examining the content of the papers – which we do in the form of keyword analysis, as explained below – we may clarify the focus of a specific research field, or subfield, eventually detecting trends (Czinkota & Ronkainen, 1997). In fact, content analyses have been used before in international business (Album & Peterson, 1984; Leonidou & Katsikeas, 1996; Liang & Parkhe, 1997) and strategic management research (Phelan, Ferreira & Salvador, 2002; Ramos-Rodriguez & Ruiz-Navarro, 2004; Furrer, Thomas & Goussevskaia, 2008; Schneider et al., 2009). Coelho, Pavão and Bandeira-de-Mello (2009) specifically focused the research on the RBV in Brazil and abroad.

Procedure and data

The empirical data was retrieved from ISI Web of Knowledge (isiknowledge.com) searching the database for the articles, published in JIBS, that cited Christopher Bartlett and Sumantra Ghoshal's (1989) work. In the "search key", to identify citations, we entered the last name of the second author. Within this search we selected only those articles that cited our relevant work: "Managing across borders: The transnational solution". It is worth noting that there are many other citations to other Ghoshal's works. This search procedure permitted identify 82 articles published in JIBS after 1989.

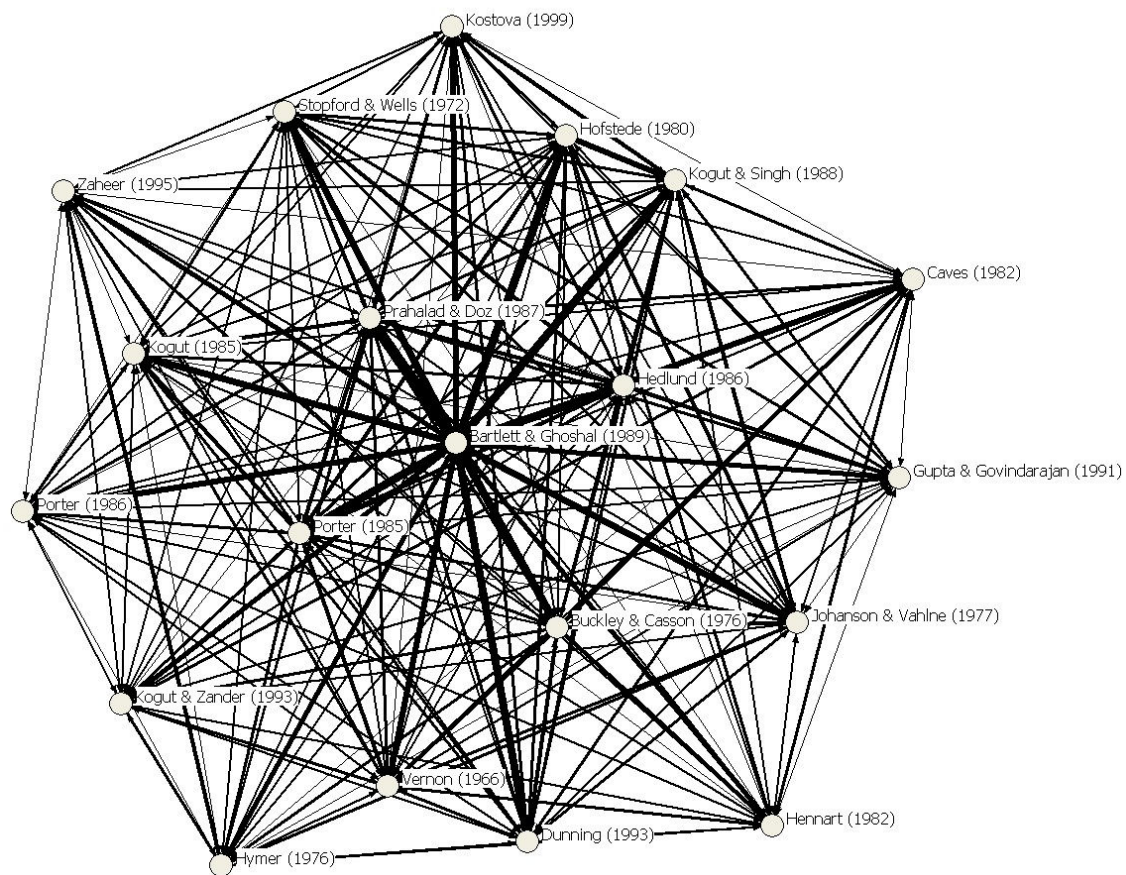
We collected information on all the papers published in JIBS after 1989 that cite Bartlett and Ghoshal (1989). During this period, JIBS published 967 works – 846 identified as articles, 83 as *reviews* and 38 identified as *proceeding papers*. We identified 82 articles citing Bartlett e Ghoshal (1989), which means about 8.5%. The relevant information in these 82 papers was collected and treated using two distinct software: Bibexcel and Ucinet.

The analyses of the data comprise three groups: the analysis of citations and co-citations of the 82 articles, the analysis of the keywords used in each of the 82 articles, and the analysis of the authorship of the papers. By looking at the authorships we may arguably detect the research attention in specific domains.

RESULTS AND ANALYSES

Figure 1 presents the twenty most cited references in the 82 articles selected. It is worth noting that combined these articles use 3,567 references. The co-citations correspond to the links between the different works cited, and the thickness of the line connecting them is illustrative of the strength of the tie. As such, the thicker the line connecting a pair, the larger the number of co-citations, or put in another way, the larger the number of links detected joining them. It is thus possible to verify that there are four articles that are cited more often with Bartlett and Ghoshal (1989). These are the works by Prahalad and Doz (1987), Porter (1985), Hedlund (1986) and Buckley and Casson (1976). Considering the dynamic form in which the software includes these four authors in the figure, revealing the strength among them, these are the four most important authors in the 82 articles in our sample. A stronger tie is found linking Stopford and Wells (1972), Hofstede (1980) and Kogut and Singh (1988) with Bartlett and Ghoshal's (1989) work.

FIGURE 1. Co-citations among the top 20 most cited authors referencing Bartlett & Ghoshal (1989) in JIBS



Source: data collected from ISI Web of Knowledge.
Authors' computations and analysis.

In table 3, we distinguish the top twenty most cited works in JIBS in two time periods, since Bartlett and Ghoshal's (1989) publication: period 1 from 1989 to 1999 and period 2: from 2000 to 2010. Possible changes in the manner in which Bartlett and Ghoshal's (1989) work is cited in these two periods, and specifically the co-citations patterns may show some changes in the focus of the subfield. It is worth noting that during the first period, 26 articles cited Bartlett and Ghoshal, while in period two there were 56 articles using this reference. This is a substantial increase, which may be only partially explained for the usual time lag from publication to other authors citing a reference and publishing their papers. Relatively, this is an increase from 7,16% to 9,27% of all articles published in JIBS citing Bartlett and Ghoshal (1989) (this analysis is perhaps more relevant once we consider that the number of papers published in JIBS almost doubled from period 1 to period 2).

An analysis of the two periods also shows some shift of focus. Period 1 is clearly more attentive to rather classical aspects of the MNCs, as illustrated by references to Heldlund's (1986) N-form of the corporation, Perlmutter's (1969) style of managing abroad, Hofstede's (1980) on culture, Vernon (1966, 1971) on the product international life cycle, Porter's (1980, 1985, 1986) industrial organization concepts of competition

Some shifts are thus noticeable, namely in a reduction of citations to the work of Prahalad and Doz (1987) but an increase in the citations to Buckley and Casson's (1976) on the future of the multinationals. The interaction of firms and environments gains a reinforced momentum with a larger inclusion of culture (Hofstede, 1980, Kogut & Singh, 1988) and the concerns with the hazards firms may encounter in their foreign operations (Hymer, 1976; Zaheer, 1995; Kostova, 1999). The RBV-related approaches (including knowledge and capabilities) namely in what pertains to learning and leveraging the MNCs capabilities grow in the discipline (Penrose, 1959; Szulanski, 1996; Kogut & Zander, 1993).

TABLE 3. Ranking of most cited authors in two periods: 1989-1999 and 2000-2010

Period 1: 1989 to 1999			Period 2: 2000 to 2010		
Number of cites	%	Authors	Number of cites	%	Authors
15	4,13	Prahalad & Doz (1987)	20	3,31	Buckley & Casson (1976)
9	2,48	Kogut (1985)	18	2,98	Kogut & Singh (1988)
9	2,48	Porter (1985)	18	2,98	Hedlund (1986)
8	2,20	Porter (1986)	18	2,98	Dunning (1993)
6	1,65	Stopford & Wells (1972)	17	2,81	Hofstede (1980)
6	1,65	Hedlund (1986)	16	2,65	Porter (1985)
6	1,65	Perlmutter (1969)	16	2,65	Johanson & Vahlne (1977)
6	1,65	Hofstede (1980)	15	2,48	Prahalad & Doz (1987)
5	1,38	Thompson (1967)	15	2,48	Kostova (1999)
5	1,38	Bartlett & Ghoshal (1987)	12	1,99	Stopford & Wells (1972)
5	1,38	Kobrin (1991)	12	1,99	Caves (1982)
5	1,38	Ghoshal & Nohria (1989)	12	1,99	Kogut & Zander (1993)
4	1,10	Vernon (1966)	12	1,99	Vernon (1966)

4	1,10	Ghoshal (1987)	12	1,99	Hymer (1976)
4	1,10	Gupta & Golvindarajan (1991)	10	1,66	Szulanski (1996)
4	1,10	Dunning (1993)	10	1,66	Penrose (1959)
4	1,10	Vernon (1971)	10	1,66	Hennart (1982)
4	1,10	Porter (1980)	10	1,66	Zaheer (1995)
4	1,10	Williamson (1975)	9	1,49	Birkinshaw & Hood (1998)

Note: in the first period, from 1989 to 1999, JIBS published a total of 363 articles; in the second period, from 2000 to 2010, JIBS published 604 articles.

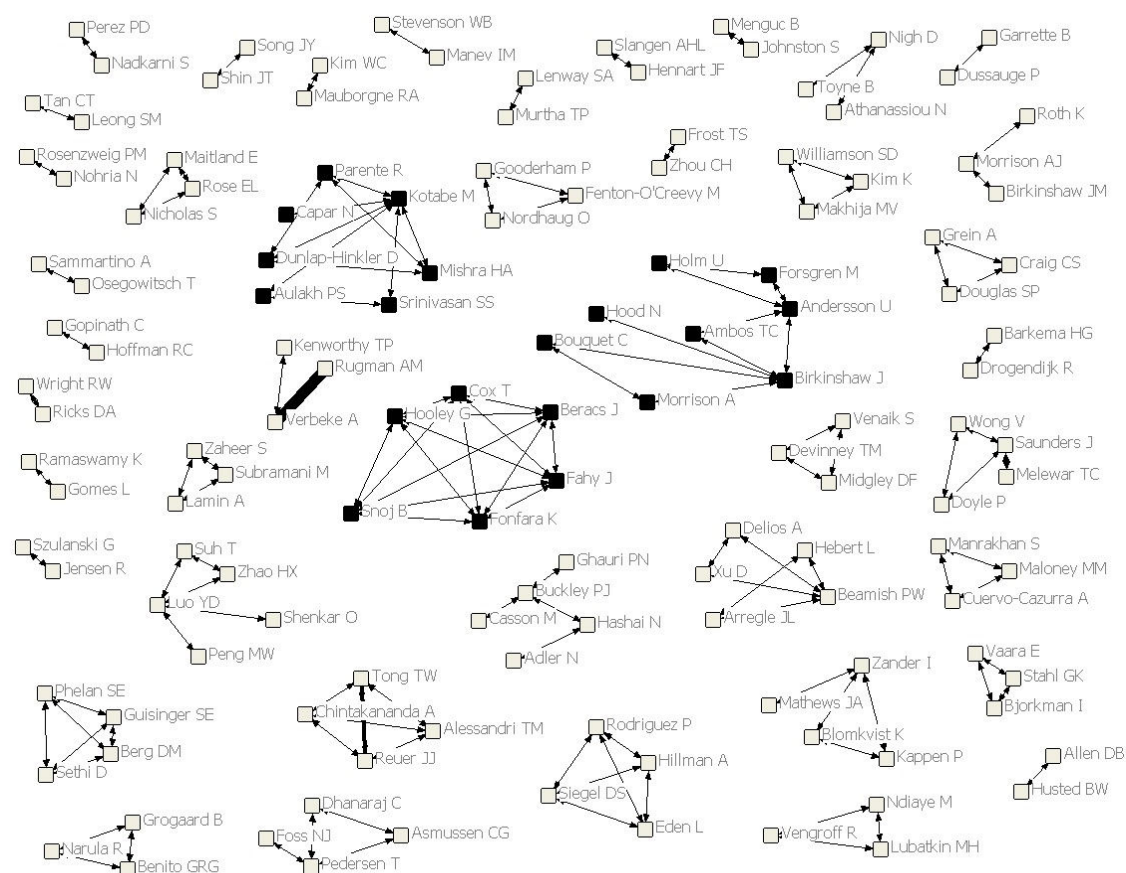
Number of cites - indicates the number of papers citing this work identified in the column labeled "Authors".

% - Weight, in percentage, of the number of articles citing this author, over the total published articles in JIBS in the period.

Source: data collected from ISI Web of Knowledge. Our computations.

Figure 2 identifies all the authors of the 82 papers published in JIBS citing Bartlett and Ghoshal's (1989) work on "Managing across borders". The networks are formed according to co-authorships in these 82 papers. The networks are drawn with software Ucinet. Each set of connected authors, presupposes that they have at least one article together, albeit there may be several articles and co-authorships. The thickness of the tie binding authors probably indicates a larger number of articles involved – that is the case with the line connecting Alan Rugman e Alain Verbeke, given that they co-authored several articles. Looking at the networks displayed we observed three different sets, or clusters, that are signaled in the figure, and that correspond to the three networks involving a larger number of authors. Nonetheless, one primary conclusion that we may draw is that from this diversity of authors we may infer a diversity of lenses, namely theoretical, which presupposes that Bartlett and Ghoshal's work is relevant for a large breath of areas.

FIGURE 2. Networks among authors that cite Bartlett and Ghoshal (1989)



Source: data collected in ISI Web of Knowledge. Analyzes and graphed with Ucinet.

Our analysis.

To better understand the topics focused on the 82 articles, we needed to assess what were the main issues covered in each article. Presumably, the author-supplied keywords reflect the content of each article. 48 of the 82 articles contained keywords and only these were further assessed. To code and analyze the content of the articles we thus used the author-supplied keywords. Given the large number of idiosyncratic keywords provided by the authors (197 keywords), the fact that many keywords were used only once, and that treating such a large number of keywords does not permit obtaining a clear picture of the topics focused, as the first step involved grouping all keywords into a manageable number. We based our procedure on the work by Furrer, Thomas and Goussevskaia (2008) who built a list of major keywords to analyze the content of the strategic management research, published in the *Strategic Management Journal*. Two

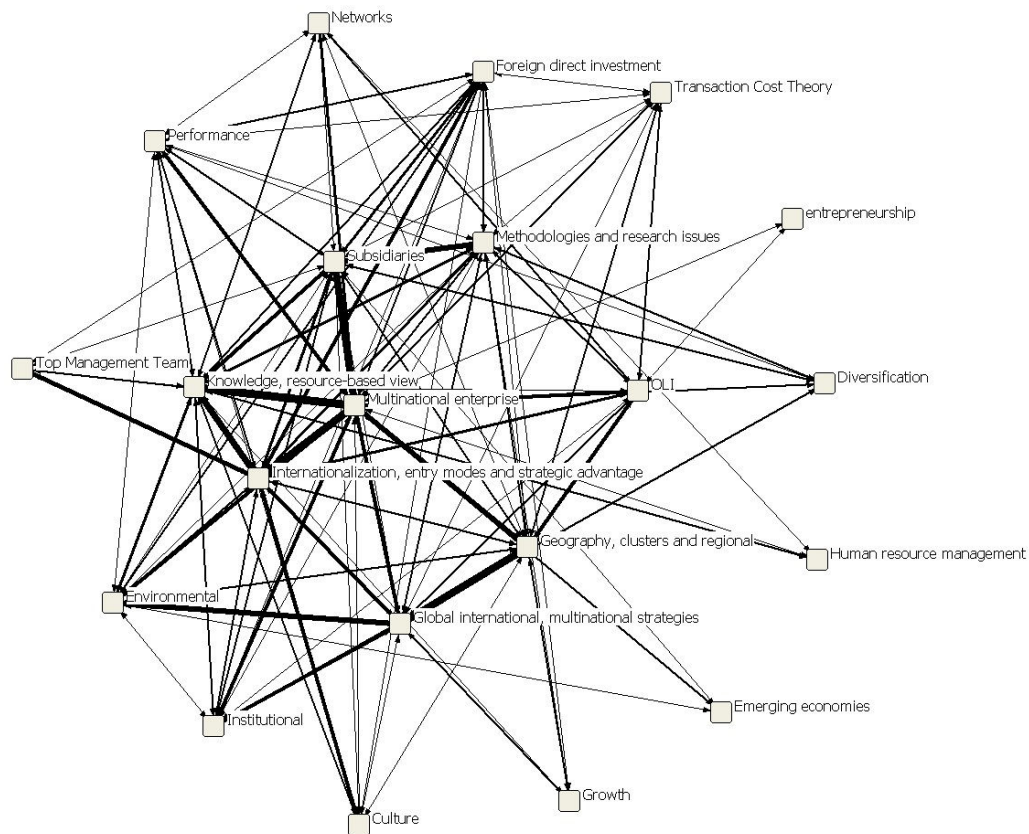
coders examined the entire list of keywords and sorted them into major categories, any doubts were discussed between the coders. The grouping of keywords resulted in 21 major keywords (shown in Appendix 1).

An analysis of the frequency of major keywords, multinational enterprise was the most frequent keyword (29), followed by knowledge, resource-based view (26), Internationalization, entry modes and strategic advantage (20), global, international, multinational strategies (16), geography, clusters and regional (15) and subsidiaries (15). Entrepreneurship, Top management teams, human resource management and culture, despite their importance in international business research warranted relatively less attention in these articles. Given the focus of Bartlett and Ghoshal's work this less focused topics may not be surprising. On the other hand, the Resource-based view (capabilities, knowledge) has emerged has one of the major paradigms in international business, thus explaining its relative prevalence in this analysis of the major topics.

On figure 2, the proximity between keywords reflects the strength of the tie. That is, more proximate keywords is because more articles treat them together, when they are farther apart, it is because fewer articles treat them jointly. For instance, the keywords 'multinational enterprise' and 'subsidiaries' are closer because there is a large number of papers dealing with multinationals that also deal with subsidiaries. Conversely, keywords such as 'human resource management' and 'knowledge, resource-based view' are far from each other because only a few papers on knowledge, RBV also deal with human resource issues.

In figure 3 we may observe the topics that are most often used in those papers citing Bartlett and Ghoshal's (1989) work. We may also observe a stronger cluster comprising issues pertaining to 'subsidiaries', 'multinational enterprises', 'knowledge, resource-based view' and 'internationalization, entry modes'. This cluster is not surprising given the focus of Bartlett and Ghoshal's (1989) work on the transnational, and more broadly on multinational corporations and subsidiaries.

FIGURE 3. Issues focused: A keyword analysis



Note: keyword data is available in the papers published only after 2003.

Source: data collected in the ISI Web of Knowledge.

Our analysis.

It is not surprising the major use of Bartlett and Ghoshal's (1989) concepts on the transnational with six core issues identified in the keywords analysis: (1) Multinational enterprise, (2) Knowledge, resource-based view, (3) Internationalization, entry modes and strategic advantage, (4) Global international, multinational strategies, (5) Geography, clusters and regional, and (6) Subsidiaries.

FINAL DISCUSSION AND CONCLUDING REMARKS

In this paper we sought to briefly describe some of Ghoshal and colleagues contribution to the research and discipline of international business and specifically the importance of a specific work: Bartlett and Ghoshal's (1989) *Managing across borders: The transnational solution*. During Ghoshal's two decades of intense research, teaching and consulting

activity, Ghoshal maintained the quest for meaningful research, useful for the practice of managers. This is interesting because the intellectual developments of a discipline are punctuated by specific works and is shown on the citations that authors make when writing a research article. The use of a type of bibliometric technique to explore the citation patterns, the topics covered and the linkages binding authors permits us better grasp how the community accepts and uses a given work. To some extent we are thus better able to comprehend the intellectual structure in a relevant topic for IB research.

We acknowledge the numerous studies comprising literature reviews of diverse IB-related facets. For instance, to point some recent reviews, Cartwright and Schoenberg (2006) assessed the thirty years of research on mergers and acquisitions, Ramos-Rodriguez and Ruiz-Navarro (2004) the intellectual structure of the strategic management field using the publications in the Strategic Management Journal, Minnkov and Hofstede (2011) the evolution of Hofstede's doctrine, Trevino and colleagues (2010) reviewed the field of international business examining publications in elite journals as a measure of institutional and faculty productivity, Phelan, Ferreira and Salvador (2002) examined the strategic management journal's record identifying co-authorships and time lag to publications among other indicators, and Morrison and Inkpen (1991) an analysis of the more significant contribution to the field. Less frequent have been the use of bibliometric techniques as we employed to examine a specific topic or author's contribution.

Ghoshal's early academic career saw a focus on the internationalization of firms from diverse industries. The emphasis, shown in several articles and case studies, was on the causes and consequences of expanding internationally under two core lenses: the strategy of the multinationals and the organizational forms better suited to permit firms to develop or maintain an advantage. In fact, there are different types of advantages that MNCs may explore in their foreign operations – some of these advantages based on the exploitation of scale and scope economies, other advantages related to the learning potential of holding subsidiaries operating in diverse

geographic and technological markets. According to Ghoshal, the true challenge resides on how to better exploit these advantages in its favor.

The organizational issues, the structural model of the multinationals, were important in Ghoshal's work. The solution was clearly pointed as the transnational – a solution that combined the benefits of a multidomestic strategy with those of a global strategy. This solution includes matters pertaining to the hierarchical control of the headquarters over the subsidiaries. Ultimately, firms should gradually adopt a federation-like structural form.

Our analyses permits us to note some interesting results. The initial compilation of citation data relative to all citations in JIBS (Table 1) reveals that eight of the ten most cited works are books. These are the most influential materials. A similar conclusion was found by Ramos-Rodrigues and Ruiz-Navarro (2004). Bartlett and Ghoshal's (1989) work we examine in greater detail is itself a book. We also noted how the traditional, or classical, works such as, for example, Caves (1982), Porter (1985), Buckley and Casson (1976), Hymer (1976), Stopford and Wells (1972), Hofstede (1980), are still highly influential. Nonetheless, there is more recent work that is growing impact on the discipline, such as the work on the resource-based (learning and knowledge) perspective – only during the nineties the RBV has gained a larger impact on the discipline.

We also observe an increase in citations to Bartlett and Ghoshal (1989), which is likely to be the outcome of a large and growing focus on the firm and on the strategy and structure, rather than the traditional perspective based on industrial organization, the existence of the multinational per se, or other environment-related factors.

Future research could be set to expand on our study. For instance, by including a larger number of outlets publishing IB research. Albeit JIBS is the recognized leading journal in the discipline, it is arguably representative of all research being done. Novel insights may be gained from expanding this analysis to other journals and possibly journals from other disciplines, such as HRM as there are noteworthy implications of Ghoshal's work for managers and employees in the subsidiaries around the world.

Our study has some limitations, some of which derived from the method itself. The choice of a single journal, albeit the leading journal in the discipline, limits the scope of the analyses and results, given that we include only a small fraction of all research carried out on the topic. It might be possible that different connections could be found if a larger sample of articles was included, namely from other disciplines that also does IB-related research (e.g., strategic management, international marketing, human resources). Nonetheless, by selecting a leading journal we are focusing on the most visible research and we are reasonably confident that we are capturing a representative sample of the research.

Another limitation is often recognized to bibliometric studies of this type. While we use citations and co-citations we are not able to distinguish the reason why a citation is made. In some instances authors use citations in disagreement and others to complement a point of view or an argument. Ramos-Rodriguez and Ruiz-Navarro (2004) noted that some papers have missing references because some knowledge is already taken for granted in the discipline and authors do not cite them. We should point out that by examining a top journal we expect that the review process, an integral part of scientific publishing was able to identify possible hazards in this respect.

The citation and co-citation analyses also have some drawbacks. First, the older the work analyzed the more likely it is known by peers and the more citations it is likely to have. We noted that Bartlett and Ghoshal's (1989) work on the transnational has seen an increase in citations over time. Future research may find an even larger impact. Examining co-citations has difficult interpretation beyond the joint use of specific works. It is reasonable to say, nevertheless, that we may clearly see stronger ties binding some pairs of works. Future research could resolve partly these issues by extending the sample to other journals to better the understanding of the graphic networks depicted.

In our paper we delve mildly into the actual content of the papers examined in our sample. Specifically we use the keywords as proxies of the article content. This is not a novel procedure but additional understanding might be captured from a more in depth content analysis of the papers that

use Ghoshal's work. This study may be seen as a complement to other qualitative analysis of the literature.

For researchers there is an intrinsic value in identifying a broad picture of the extant research. The work of Ghoshal and colleagues has had an undeniable influence in the field and has arguably opened pathways for the coming research. The study of multinationals and subsidiaries has gained from the work on the transnational solution. But the benefits are much larger than point out the transnational as a model. They extend to thinking the subsidiaries in their various components (including the human and managerial) and the inter-relationships. The ultimate goal of the researcher still his the quest for those factors, external, or environmental, but increasingly internal to the firms that provide them with a competitive advantage.

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APPENDIX 1. Major keywords identified

Knowledge, resource-based view (26)	Absorptive capacity; capability transfer; exploitation and exploration; innovation; knowledge flows; knowledge management; knowledge processes in the MNC; knowledge sourcing; knowledge spillovers; knowledge transfer; learning; organizational learning; overseas R&D; Penrose theory; R&D; relative capabilities; resource dependence; resource dependence theory; resource-based theory; stickiness; technology diffusion.
Internationalization, entry modes and strategic advantage (20)	Accelerated internationalization; acquisitions; cross-border acquisition; early internationalization; entry mode; international experience; international HRM ; international sourcing ; internationalization; internationalization theory; MNE strategy; mode of entry; multidomestic strategy; optimisation; post-entry growth; strategy.
Environmental (11)	Adaptation; business and society; business-government relations; corruption; cost of doing business abroad; down-side risk; liability of foreignness; nordic countries; politics.
Geography, clusters and regional (15)	Agglomeration; countries and locations; definition of region; economic geography; industrial clusters; intra-regional assets; intra-regional sales; language design; location-bound knowledge bundles; regional integration; regionalization.
Top Management Team (4)	Attention management; cognition; executive skills; managerial resources.
Subsidiaries (15)	Australian subsidiaries; headquarters-subsidary roles and relations; interdependence; parent subsidiary links; strategic initiative; subsidiary autonomy; subsidiary competence configuration; subsidiary development; subsidiary embeddedness; subsidiary influence; subsidiary management; subsidiary performance; subsidiary size.
Multinational enterprise (29)	Born globals; centralised control; differentiated networks; federative MNC; headquarters knowledge; host-country experience; intraorganisational power; MNE environment; multinational enterprise; multidivisional governance; multinational; multinational corporations; multinational enterprises; multinational firms; multinational performance; multinationality; organizational control and design; theory of MNEs.
Institutional (6)	Comparative institutional analysis; host-country institutions; institutional incentives; institutional theory; neo-institutional theory.
Global international, multinational strategies (16)	Corporate political strategies; corporate social responsibility; global strategy; globalization; international strategy; international technology transfer; organizational strategy; semi-globalization; strategic context; regional strategy.
Diversification (3)	Corporate-level diversification; international diversification; within-country diversification.
Culture (5)	Cultural differences; cultural distance; domestic mindsets; multilingual system.

Emerging economies (2)	Emergent market; emerging economies.
Methodologies, theories and research issues (11)	Evaluation of current theories; inverted U-shaped model; measurement issues; meta-analysis; methods; modeling; moderating effect; multilevel analysis; panel study; statistical process control; subsidiary roles; subsidiary roles innovation and R&D longitudinal (or time series) studies; triphasic model.
Foreign direct investment (8)	FDI; foreign direct investment; greenfield; greenfield investments.
Transaction Cost Theory (4)	Firm boundaries; governance structure; transaction cost analysis; uncertainty perception.
Growth (3)	Growth dynamics; growth options; valuable growth opportunities.
OLI (9)	Internalisation; internalisation theory; localization of foreign subsidiaries; location; location strategy; off shoring; OLI.
Entrepreneurship (1)	International entrepreneurship.
Network (3)	Network embeddedness; network externalities; networks
Performance (6)	Performance; prior conditions; real options; rent-seeking.
Human resource management (1)	Personnel mobility.

Note: In parentheses the keywords' frequency.

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