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An assessment of collaboration between multinational firms

In the past two decades, cross-border collaborative entry modes (alliances, joint ventures, and mergers and acquisitions) activity has increased significantly (Chiao *et al.*, 2010; Czinkota *et al.*, 2011; Czinkota *et al.*, 2009; Whitelock, 2002; Whitelock and Jobber, 2004).

Yet, the growth in cross-border collaborative entry modes activity, the volume of capital involved, and their popularity stand in sharp contrast to their high rate of failure (Gomes *et al.*, 2011; Weber *et al.*, 2011).

One of the central questions in international marketing strategy is whether MNCs and SMEs coming from the particular country pursue a distinct paradigm of best marketing practices or tend to manage their marketing capabilities in ways that are distinct from those of their host country (Burgel and Murray, 1999; Czinkota, 1997; Gabrielsson *et al.*, 2012; Vrontis, 2003; Vrontis *et al.*, 2009) as well as the timing of the foreign market entry (Murray *et al.*, 2012).

Within a complex organizational context, collaborative market entry modes (alliances, joint ventures, and M&As) pose many challenges to both executives and researchers because handling the interface between the two or more different organizations is a multi-faceted and multi-stage process (Gomes *et al.*, 2013). Thus executives and researchers alike face a daunting challenge in attempting to develop and accumulate specific knowledge and capabilities about the collaborative partnership process management in general and marketing practices during it in particular.

The goal of this special issue was to stimulate scholars to focus on marketing practices at individual, group, and firm level in collaborative entry modes such as mergers and acquisitions, joint ventures, strategic alliances, licensing, franchising, equity participation, etc.

Therefore, a major goal of this special issue has been to encourage research on how underlying concepts and methodologies in international business, strategic management, and other related areas can enhance our understanding of the marketing practices in collaborative partnerships.

In sum, this special issue brings together an eclectic range of work that offers new insights for scholars on collaborative entry modes, and we hope it will inspire scholars to engage in cross-disciplinary, multi-level, multi-stage, and multi-temporal research of this important topic in the international marketing realm.

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Further reading

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