**QUESTION 1 - What might explain the negative effect of "championing alternatives" on initiative realization (Hypothesis 2B)?**

I identified 4 main reasons for which “championing alternatives” may fail in the home market:

1. A discovery or an innovative product often has some difficulties in breaking the corporate status quo, in other words, changing a tradition requires a lot of time and energy, which is an investment that firms are not willing to do, especially if the new product or idea is a risky one. So, companies often prefer to stick to the safety of tradition and abandon a new idea, no matter how revolutionizing it is.
2. Solutions may be perceived as misaligned with corporate ethics and values, possibly because they arose from local teams and issues. Because of this, they may be seen as a threat to corporate integrity and be discarded from the company.
3. Initial excitement about a new product or service may lead the company to overlook some important pre-launch studies. So, if the momentum of the innovation happens to overshadow the needed preemptive analysis, the company may launch a product that is not entirely certified, resulting in a failure.
4. It is not necessarily true that a product or idea that works in a foreign country, also applies to the home country. Because of this, before integrating a foreign good, the home country should verify its replicability and scalability.

**QUESTION 2 - How can MNCs grant autonomy to subsidiaries while ensuring they don't diverge from core corporate practices and values?**

These are the four main solutions to tackle the possibility of divergence between the MNC and its subsidiaries:

1. Clearly define in advance the areas of competence of each position inside the firm: What can a manager decide without asking for consent? Which is the no-go zone? Which values and practices must absolutely not be broken? Is there a conflict of interest?
2. Involving subsidiary managers in the planning process can help workers alienated with the MNC’s goals and values. Clear orders, trust and accountability are the basis for a thriving corporate environment
3. Implement rotations: this way managers can face different realities and learn from each, bringing new insights in each place they visit. Also, frequent rotations help managers to not lose contact with any working situation, whether it is in the headquarters or in subsidiaries.
4. Continuous training on corporate practices and goals can help create a shared ethical framework that resonates with all workers, minimizing the risk of errors and allowing for more autonomy at the same time.