The multiple faces of transition

Dear Readers,

after more than ten years of transition in Central and Eastern Europe and research on transition processes we all know very well that this development is not a simple one. In contrast transition processes are multi-faced, very complex and with numerous problems and possible outcomes. One could say that the transition countries in Central and Eastern Europe struggle with a number of dilemmas at the same time and it is hard to say what should be done first in order to achieve successful transition. Even what is meant by success of transition could hardly be defined. The articles in this issue address some of the very different aspects involved in transition processes, however every article from its own research perspective.

Tamás S. Vamosi examines how new concepts affect management in a Hungarian, previously government-owned company. Using the theoretical background of Berger and Luckmann the case-study analyses how the concepts 'market' and 'market economy' are introduced into the company and how they affect management. He concludes that at the same time as new concepts of thinking are developed or introduced the old concepts do not disappear automatically but there will be some kind of struggle and adoption. Management in the studied enterprises is characterized by continuity and change happening at the same time.

Klaus E. Meyer understands leadership in transition as a coordination game. In his theoretical paper he argues that the creation of common knowledge among stakeholders by a leader allows firms to overcome coordination failures. He points out that a critical mass of agents changing to the new set of routines, attitudes and business strategies is necessary to move the group as a whole to a new, better world. A leader can play a pivotal role in moving society from one stable equilibrium to another one, usually a superior one.

The article of A. Kancs and J. Kielyte deals with the fact that in recent years, some major industries in transition economies, such as food and beverage, once a symbol for industrial supremacy have lost significant market shares to its foreign competitors, both at home and abroad. In their article they develop an analytical framework for analysing industrial competitiveness in transition countries. Particularly, they apply their model to the food industry in the Baltic states and show the causality between sectoral competitiveness and its determinants as well as the potentials and constraints of the Baltic agri-food sector.

The forum of this issue deals with reorganisation in transition processes. Reorganisation in this sense means the adoption of western business concepts

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understood as modern and successful. R.-E. Lungwitz sees this from a critical point of view and the commentaries by Jure Kovac, Christo Stojanov and Rainhart Lang partly support him. However they also add different and sometimes contrary aspects and thus we have an interesting discussion forum.

We also like to inform you about changes within the editorial board and the corresponding members of our journal. S. A. Sackmann and U. Gehmann left the board of our journal. Additional the corresponding members G. Bagijev, F. Ettrich, D. Ivanov, J. Jezak, M. Mathiopoulos, D. Nesterova, L. Suchodojeva, and S. Zaitsev has been disbanded. We like to thank all of them for their work and support and wish them all the best for their further carreer. As new corresponding members we welcome I. Gurkov, A. Soulsby and A. Pocztowski.

We are sure you will find this issue interesting and pleasant to read!

Ingo Winkler/Rainhart Lang

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