

## Conference Invitation

### **International Association of Cross-Cultural Competence and Management (IACCM)**

#### ***“Intercultural Management and Global Leadership. New challenges for Eastern Europe”***

**May 12-14, 2016**

**Iasi, Romania**

The business environment and management of the Central and Eastern Europe (CEE) countries has seen a series of crucial changes since 1989. All countries within the CEE region started the integration into global world economy with the impact on new managerial experiences and behaviour which have changed over time and varied from firm to firm in all countries. We are glad to forward this information to you:

The Center for Socio-Economic Studies and Multiculturalism in Romania was created to promote greater research, dialogue and awareness among the diverse cultures and backgrounds of individuals involved in Romanian business, academia and social organizations. The activity of the Center is to support research, train students, host lectures, seminars, conferences and to disseminate its findings among young professionals, decision makers, and the general public. Management of the Center is assisted by a Board of Advisors, comprised of noted business, academic and community leaders. An extensive range of additional collaborators is developed with experts in academia, business, and organizations involved with establishing public policy. Founding members are Iulian and Liviu Warter.

The first **International Conference “Intercultural Management and Global Leadership. New challenges for Eastern Europe”** will take place in **Iasi, Romania between May 12th and May 14th, 2016**. The conference will bring together scholars and practitioners in order to support the dialogue between theory and practice in intercultural management and global leadership. The conference will combine academic and practitioner presentations with workshops.

The programme is very promising with keynote speakers from all over the world:

- Fons Trompenaars - Partner People & Change at KPMG, author of best seller “Riding the Waves of Culture”, Netherlands
- Philippe Rosinski - Executive Coach MCC – MD, Rosinski & Company, Professor, MS, Author, Brussels, Belgium
- George Simons - MA, Dmin, Founder, Author, Editor-in-Chief at diversity.com, USA + France

- Huib Wursten - senior consultant, ITIM International, Netherlands
- Barbara Covarrubias Venegas - SIETAR Austria, researcher

More keynote speakers and workshop presenters can be found on the conference webpage here: <http://csesm.warter.ro/>

Participation fees: Early Bird Registration: € 325 until February 29, 2016 //  
Regular Registration: € 375 - March 1, 2016 - May 2, 2016

If you need any further information don't hesitate to contact the organisers  
[liviu@wartar.ro](mailto:liviu@wartar.ro); [iulian@wartar.ro](mailto:iulian@wartar.ro).



## Call for Papers

**The Institute of Eastern Europe and Central Asia  
(IEECA) and the University of Economics**

***The Challenges of Modern Management in  
Eastern Europe and Central Asia***

**June, 2-3, 2016**

**Prague, Czech Republic**

**Conference theme:** The Challenges of Modern Management in Eastern Europe and Central Asia concentrates specifically on the business and management challenges faced within the region of the countries of the former Soviet Union, Warsaw Pact and Yugoslavia (Eastern Europe and Central Asia).

**Registration and fees:** 150 USD / 150 € (pre-registration). Interested participants must register no later than April 30, 2016 to benefit from this fee. Registration details, fee structure, and form are found on the Institute's website: <http://ieeca.org/registration-form>

**Travel and accommodation:** Packages including airfare, hotel, meals and other amenities are available from <http://eventaid.cz/> For further information, please contact [info@eventaid.cz](mailto:info@eventaid.cz) Note that this service is provided from an organisation not related to either the Institute or the University.

**Call for submissions:** The call is open to all academicians, doctoral candidates as well as post-doctoral students. In addition, certified professionals such as accountants, lawyers, and project management practitioners are welcome to contribute. Submissions may comprise manuscripts, posters, annotated literature reviews, case studies, contributions to the extant body of knowledge. All materi-

als must be in English (UK, Canada, US). Further details as to format are available from <http://ieeca.org/how-to-submit-article>.

**Topics of interest:** The conference is composed of four tracks. A list of possible discussion themes are as follows:

- Project Management
  - Project Governance
  - International and Cross-Cultural PM
  - Industry specific PM
  - Risk Management
  - EVM practical applications
  - Time development
  - Country-specific PM methodologies
  - Behavioural competencies
  - Teaching PM at the university level
- Management Practice and Theory
  - Current trends in management
  - Management models / organisations
  - Corporate governance
  - Teaching management
  - Building management culture
  - Responsible management
  - Role modelling
  - Gender and management
  - Country-specific trends
  - Organisational trauma
  - Group process facilitation
- Process Excellence Management
  - Lean management
  - Industries 4.0
  - Big data
  - ISO 9001 2015
  - Quality management systems
  - Clusters
  - Facility management
  - Supply chain management
  - Sustainability
  - Occupational safety
  - Internet and Things
- Globalisation, Government, and Management
  - Government intervention
  - Government and globalisation
  - TQM and public administration

- Procurement management
- Globalisation trends
- Corruption
- Managing globalisation
- Governance and ethics
- Transitional economies
- Management practice in government
- Legal dimension

**Conference proceedings and publications:** The university will publish the conference proceedings. Selected manuscripts will be accepted for publication in the October 2016 issue of double-blind, peer-refereed JEECAR journal, assumed that revised and completed papers will be received by September 1, 2016. One copy of the printed journal will be provided free of charge to the authors who attend the Prague Conference in person.

**Conference Agenda:** Upon arrival at the Conference venue all participants will receive a Welcome Kit that will contain a detailed agenda and itinerary. Two tracks will be offered in parallel during each of the morning and afternoon sessions over the two days. Tracks will be supplemented through panel discussions, guest speakers, and presentations.

**Submission deadline:** No matter the type of submission (manuscript, poster, case study, etc.), the deadline is **March 4, 2016**. Contributors will be contacted prior to the end of March as to the suitability of their work and respect of the following criteria. The work:

- coincides with the mandate of the Institute;
- is relative to the theme and nature of the conference as stipulated in the Conference theme;
- is relative to one of the conference tracks and
- follows the accepted guidelines of academic integrity or if a professional contribution, industry-specific ethics.
- Once evaluated and if revisions are required, final submissions are required no later than April 15, 2016. Submissions are to be forwarded to Dr. Richard Brunet-Thornton at [richard.brunet-thornton@vse.cz](mailto:richard.brunet-thornton@vse.cz)

**Further information:** Please contact either of the conference co-chairs for further information:

For the University of Economics, Prague: Dr. Richard Brunet-Thornton: [richard.brunet-thornton@vse.cz](mailto:richard.brunet-thornton@vse.cz)

For the Institute of Eastern Europe and Central Asia (IEECA) and the Journal (JEECAR): Dr. Nikolay Megits: [nmegits01@hamline.edu](mailto:nmegits01@hamline.edu)

**Call for Applications**  
**The Russian, East European, and Eurasian Center**  
**(REEEC)**  
***Summer Research Lab 2016***  
**June 13 – August 6, 2016**  
**University of Illinois**

The Summer Research Laboratory (SRL) on Russia, Eastern Europe, and Eurasia is open to all business scholars with research interests in the Russian, East European and Eurasian region for eight weeks during the summer months from June 13 until August 6. The SRL provides scholars access to the resources of the University of Illinois Slavic collection within a flexible time frame where scholars have the opportunity to seek advice and research support from the librarians of the Slavic Reference Service (SRS).

**The deadline for grant funding** is April 15 and is fast approaching! REEEC will continue to receive applications for the Summer Research Lab after the grant deadline, but housing and travel funds will not be guaranteed.

For further information and to apply, please use this link:

[http://www.reeec.illinois.edu/srl/?utm\\_source=AIB%20&utm\\_medium=email&utm\\_campaign=SRL2016](http://www.reeec.illinois.edu/srl/?utm_source=AIB%20&utm_medium=email&utm_campaign=SRL2016)

For graduate students, the SRL provides an opportunity to conduct research prior to going abroad and extra experience to refine research skills. Students will also have the opportunity of seeking guidance from specialized librarians skilled in navigating resources pertaining to and originating from Russia, Eastern Europe, and Eurasia.

The SRS is an extensive service that provides access to a wide range of materials that center on and come from: Russia, the Former Soviet Union, Czech and Slovak Republics, Former Yugoslavia, Poland, Hungary, Bulgaria, and Romania. The International & Area Studies Library, where the Slavic reference collections are housed, contains work stations for readers, research technologies, a collection of authoritative reference works, and provides unlimited access to one of the largest collections for Russian, East European, and Eurasian Studies in North America.

**The Slavic Reference Service provides access to several business resources which include:**

- Access to Business Source Complete;
- Access to MarketLine, which provides up-to-date information on companies, industries and countries across the world;

- Access to Mergent online, which provides financial details for well over 25,000 active and inactive companies from around the world;
  - Full text access to ISI Emerging Markets – provides extensive coverage for Russia, Eastern Europe, and Eurasia;
  - Access to Small Business Resource Center, which covers “... all major areas of starting and operating a business including financing, management, marketing, human resources, franchising, accounting and taxes; and

Access to full text leading business journals such as the Russian Academy of Sciences’ *Obshchestvo i ekonomika* and *Mirovaia ekonomika i mezhdunarodnye otnosheniia* back to 2000.



## Call for Papers

**Academy of International Business, Central and Eastern  
Europe Chapter and Faculty of International Relations,  
University of Economics, Prague**

***“Boosting the competitiveness of Central and Eastern  
Europe: Towards digitalization and a knowledge-based  
economy”***

**September 29 – October 1, 2016**

**Prague, Czech Republic**

The digitalizing of economy has become a crucial driver of global economy in recent years. More and more volumes of trade and services are flowing electronically using modern technologies what helps saving costs, improves responding demands faster than ever before, helps identifying customers’ needs and increases quality of products.

This raises questions how single countries can contribute in creating attractive conditions for emerging forms of businesses and how they can benefit from this digitalizing the economy. The 3<sup>rd</sup> AIB-CEE annual conference will therefore focus on issues such as new forms of businesses, role of digital economy in Central Europe, digital entrepreneurship and possible impacts of digital economy on competitiveness and economic growth in Central Europe. The conference will also deal with other key aspects of current trends in international business. We want to foster cooperation among business people, scholars and specialists from

Central and Eastern Europe in doing International Business research, disseminating its outcomes and improving International Business education.

Our discussions will concentrate on following broadly defined conference tracks:

1. Competitiveness of the CEE countries
2. Disruptive business models and foreign expansion
3. Specifics of Financial Management in CEE countries
4. Internationalization of SMEs and born globals / Innovation and Policy making – business environment
5. IB Teaching and Researching in the CEE Region
6. FDI and trade
7. Marketing
8. Global Value Chains of CEE
9. Corporate governance

We hope that within the above mentioned tracks everybody will find an appropriate topic that will suit his/her interests and/or needs. We invite all interested parties to submit paper and panel proposals accordingly. For the full description of tracks see the conference website: <http://prague.aib-cee-conference.com/>

Conference sessions will provide the opportunity to broadly discuss ideas included in the papers. All the scientific papers accepted and presented at the conference will be placed for publication in cooperation with the AIB-CEE Chapter scientific journals (subject to their acceptance). The conference will take place at the premises of the University of Economics, Prague

### **Submissions:**

May 4th, 2016 – Submission system opens

June 15th, 2016 – Deadline for papers and panel proposals submissions

July 14th, 2016 – Information on acceptance/rejection of papers and panel proposals

### **Fee Payment & Registration:**

by July 28<sup>th</sup>, 2016 – Early Registration Conference Fee

by August 30<sup>th</sup>, 2016 – Regular Registration Conference Fee

August 31–September 15, 2016 – Late Registration Conference Fee

**Call for Papers**

**International Journal of Emerging Markets**

***Jumping over the gap?***

***CEE enterprises on their domestic and international arenas***

**Submission deadline: March 30, 2016**

**Special Issue Editors:**

Desislava Dikova (Wirtschaftsuniversität Wien)

Mirosław Jarosiński (Warsaw School of Economics, Poland)

Beata Stępień (Poznań University of Economics, Poland)

The latest Global Competitiveness and Europe 2020 Competitiveness Reports still show institutional and performance gaps between Central and European countries and the world leading economies (World Economic Forum, 2014a, 2014 b). The most significant differences, that separate CEEs countries from best performers, are the weak institutions supporting business development and insufficient innovation capacity and drivers. The latter factors are especially unsettling, as they create knowledge-based economy fostering value creation that draws from other than cost related advantages (OECD 2007).

Regardless of institutional constraints many Central and Eastern European enterprises pro-actively develop their strategies and employ innovative performance solutions together with creating successful business models on both domestic and international arena (Mair & Schoen 2007). Most often however, like the example of Poland indicates, the local firms are not that much advanced in their internationalisation processes (Jarosiński 2014).

However, comparing strategies of enterprises originating from the CEEs region with those headquartered in Western Europe shows differences in their performance, especially when entering novel markets (Koles & Kondath 2014, Mathews 2006, Nowiński & Rialp, 2013, Stępień 2013). Despite various research in this area (Dikova, Jaklič, Burger & Kunčič, 2015), we still cannot provide a clear answer what are the strongest factors shaping their competitive power and strategy on local and international scale.

Do these companies try to copy the West by implementing best practices and already proven strategies (Dunning, Kim & Park 2008, Williamson & Zeng 2009) or they create their own, unique business models by combining resources with local ways of conducting business (Ramamurti, 2012, Cuervo-Cazurra & Genc, 2008). Do the socialist legacy and institutional shortcomings still cast a shadow on CEEs companies? behaviour (Robinson & Tomczak - Stępień, 2000a, 2000b) or are they used as a springboard for international expansion (Luo & Tung, 2007, Luo & Rui 2009, Contractor, 2013). Can CEE enterprise per-



formance analysis bring a new light into theoretical understanding of competitive power and value creation, strategy and business models development, international business and the role of institutions?

Although some research on firms deriving from the CEE region has been done, we still see a broad gap in the literature concerning strategies, business models, effectiveness, innovativeness and many other aspects of domestic and international operations of firms deriving from the CEE. By this Special Issue we would like to provide an opportunity to present insights from the CEE region.

**The following list contains several (but not limited to) research questions to answer in this Special Issue:**

- What determines the competitive advantage of CEEs companies, operating locally and/or internationally?
- What differentiates the strategies of CEEs companies from their Western and Far East counterparts? What are the reasons and consequences of these differences for home (host) countries, companies, consumers?
- Are strategies and business models originating from CEE countries a novelty or copy? cat version of Western practices?
- What kind of a distinctive value can CEE companies offer to international consumers?
- How do national context and local institutions influence CEE companies' performance on both domestically and internationally?
- What is the impact of the socialist legacy on consumer behaviour and organizational strategies locally and internationally?
- What are the internationalization drivers of CEE companies and how we can classify and explain them?
- What is the global impact of emerging MNEs from CEEs?
- Can we by studying the international strategies of companies originating from CEE countries broaden/ modify the OLI concept or the internationalization theory?
- What capabilities of companies, originating from CEEs can be successfully transferred across borders?

#### **Deadlines, Submission Guidelines and Co-Editor Information:**

Submissions to the Special Issue must be submitted through the IJoEM website. The deadline for submissions is **March 30th, 2016**.

No late submissions will be accepted. The preference is made for submissions which debate with the literature cited below. Please indicate that your submission is to be reviewed for the Special Issue on Jumping over the gap? Strategies of CEEs enterprises on domestic and international scale.

Papers will be blind peer-reviewed. We will make initial editorial decisions by July, 2016.

For questions about the special issue, please contact Mirosław Jarosiński (mjaros@sgh.waw.pl) or Beata Stępień (beata.stepien@ue.poznan.pl)

### **Indicative Contemporary Literature:**

Contractor, F.J. (2013), "Punching above their weight: The sources of competitive advantage for emerging market multinationals", *International Journal of Emerging Markets*, Vol. 8 No. 4, pp. 304-328.

Cuervo-Cazurra, A. and Genc, M. (2008), Transforming disadvantages into advantages: developing country MNEs in the least developed countries, *Journal of International Business Studies* Vol. 39 No. 6, pp. 957-979.

Dikova, D., Jaklič, A., Burger, A. and Kunčič, A. (2015), What is beneficial for first-time SME-exporters from a transition economy: A diversified or a focused export-strategy, *Journal of World Business*. doi:10.1016/j.jwb.2015.05.001

Jarosiński, M. (2012), Early Internationalisation of Polish Companies Research Results, *Journal of Management and Financial Sciences*, Vol. 5 No. 7, pp. 34-39.

Jarosiński, M. (2014), Characteristics of Polish Firms Internationalisation Processes, in Knežević, B. and Wach, K. (Eds), *International Business from the Central European Perspective*. University of Zagreb Publishing House, Zagreb, pp. 43-52.

Koles, B. and Kondath, B. (2014), "Strategy development processes in Central and Eastern Europe: a cross-regional perspective", *International Journal of Emerging Markets*, Vol. 9 No. 3, pp. 386-399.

Luo, Y. and Tung, R.L. (2007), International expansion of emerging market enterprises: A springboard perspective, *Journal of International Business Studies* Vol. 38 No. 4, pp. 481-498.

Mair, J. and Schoen O. (2007), "Successful social entrepreneurial business models in the context of developing economies: An explorative study", *International Journal of Emerging Markets*, Vol. 2 No. 1, pp. 54-68.

Nowiński, W. and Rialp, A. (2013), Drivers and strategies of international new ventures from a Central European transition economy, *Journal for East European Management Studies*, Vol. 18 No. 2, pp. 191-231.

OECD 2007, *Innovation and Growth: Rationale for an Innovation Strategy*, OECD, Paris.

Ramamurti, R. (2012), What is really different about emerging market multinationals *Global Strategy Journal*, Vol. 2 No. 1, pp. 41-47.

Robinson, I. and Tomczak-Stepien, B. (2000), Cultural transformation at enterprise level: case study evidence from Poland, *Journal for East European Management Studies*, Vol. 5 No. 2, pp. 130-151.

Robinson, I. and Tomczak-Stepien B. (2001), The Socialist Legacy and Worker Perceptions of Transformation: An Analysis of Post-Socialist Polish Enterprise, *Journal of East-West Business*, Vol. 6 No. 2, pp. 7-31.

Stępień B. (2013), Creating Value for Customers on International Scale - from Host Country Perspective, *Journal of Economics, Business and Management*, Vol. 1 No. 1, pp. 129-133.

World Economic Forum (2014a), *The Europe 2020 Competitiveness Report: Building a More Competitive Europe*, World Economic Forum, Geneva.

World Economic Forum (2014b). *The Global Competitiveness Report 2014-2015*, World Economic Forum, Geneva.

## Call for Papers

### International Journal of Emerging Markets

*MNEs from Russia and CIS: From national champions to global players*

**Submission deadline: March 31, 2016**

Over the last two decades both the academic literature and the popular press have been overly populated with studies on “emerging markets” in general and “emerging markets multinational enterprises” in particular. While the latter began their international operations much earlier, a significant increase in their scale and scope of expansion took place in the beginning of the 2000s (World Investment Report 2015). This development has changed the shape of the global economy as the vector of financial and political power started shifting from advanced to emerging economies and triggered substantial research in that space. Various phenomena have been examined and new debates have been born in the International Business literature in regard to emerging markets and multinational enterprises (MNEs) originating there.

This special issue is an attempt to contribute to the scholarly conversation on emerging markets MNEs that has been taking place in International Business outlets in general and on the pages of *International Journal of Emerging Markets* in particular. At the same time, we take a distance from the highly popular term “emerging markets”, which itself is grounded on the assumption of similarity among various countries clustered in this group, and focus solely on MNEs from Russia and Commonwealth of Independent States (CIS). Outward foreign direct investment flows from Russia reached \$86.5 billion and the remaining part of CIS accounted for \$4.5 billion in 2013 (World Investment Report 2015). This development featured clearly regional dynamics as well – it put Russia in a dominant position in the CIS region. Only India dominated in the South Asia region to a comparable extent.

We invite scholars from a diverse range of disciplines such as economics, management, sociology, political science, and international business to offer analyses and examinations of various phenomena related to these MNEs. Topics for submissions of this SI include, but are not limited to:

1. *The nature of Russian and CIS MNEs and their impact on the global economy.*

Submissions can examine the distinctive features of MNEs from Russia and CIS countries in comparison with MNEs from developed economies and from other emerging economies. We invite authors to discuss the liability of foreignness of Russian and CIS MNEs, the country of origin effect for these firms, how they

coordinate and control operations within their global value chains, and how they absorb and disseminate knowledge during international expansion. Analyses of how MNEs from this region shape and sustain their competitive advantages, what are origins of these advantages, and what capabilities do they leverage are welcome, too.

## 2. *Russian and CIS MNEs' expansion motives and preferences*

While some Russian MNEs have affiliates almost all over the world, the effects of their historical and cultural ties, physical proximity and the interdependence of inward and outward foreign direct investment are evident in the geographical distribution of Russian outward investments. Also, the subject of most research (despite broadly analyzed) so far has been the interest of Russian companies to diversify their operations through international investment predominantly in the oil and gas, metallurgic and telecom industries. While the most typical investment motives of Russian MNEs are said to be the search for markets and resources, there are also predictions on the rising importance of efficiency-seeking and knowledge-seeking motives for their internationalization. This warrants further investigation.

## 3. *Entry strategies and post-entry operations of Russian and CIS MNEs.*

There is a great heterogeneity in strategies followed by MNEs globally, and so, we invite papers that offer a better understanding of integrative influence of institutional, industry-, firm-, and individual-level determinants on internationalization strategies of Russian and CISMNEs. Russian MNEs often start with aggressive acquisitions in order to immediately establish their position abroad and subsequently they continue expanding via exports or partnerships. This sequence requires explanation of how these MNEs operate without well-grounded knowledge of international operations and how they leverage the home government involvement. We also welcome submissions that examine cross-border mergers and acquisitions by Russian and CIS MNEs, the outcomes of acquisitions abroad (post-acquisition practices, investment solutions, human resource management policies and practices), decision making by senior executives and/or top-management teams leading to success or failures of cross-border mergers and acquisitions.

## 4. *The role of the state and governments in Russian and CIS MNEs' internationalization.*

The role of the state and governments (federal as well as regional) has been seen as both an advantage and a disadvantage in the internationalization process of MNEs from this region. It has been established that various political groups have considerable influence on these companies' operations. Outward foreign direct investment from Russia is sometimes driven by image-building, relationships between business and political circles, domestic political risks prevention considerations and so, the state and the governments at different levels are key players in these MNEs' internationalization. With this in mind, we invite submis-

sions that can provide insight into the nature and the extent of the involvement of the state in the international expansion of Russian and CIS MNEs. Papers can focus on origins, forms and consequences of home government support or restrictions applied to domestic MNEs, and on opportunities and obstacles for these firms' international expansion that arise from host state- and government-related institutions. Papers can also examine the relationships between the federal government and the regional governments and how their interactions influence company strategies and behavior. The role of formal and informal relationships with the home- and host governments, including issues of political connections of Russian and CIS firms is also a potential subject of papers' submissions.

#### 5. *Inside Russian and CIS MNEs*

We welcome submissions that investigate human resource management approaches of Russian and CIS MNEs – what are these approaches, do they differ in the contexts of developed and developing host countries and how do headquarters apply them in the respective local contexts. Papers can investigate whether Russian and CIS headquarters are receptive of knowledge, expertise and practices that originate in their foreign subsidiaries and if so, to what extent and in what areas. We need to know more about who are the upper echelons in these MNEs, what are their demographic attributes and how those influence the strategies and the decisions made. In addition, it would be valuable to know how Russian and CIS MNEs manage the talent of people they employ and how do they expatriate and repatriate staff.

#### **Deadlines, Submission Guidelines and Guest Editor Information**

Submissions to the Special Issue must be submitted through the *IJoEM* website. The deadline for submissions is **March 31, 2016**. The call for paper can also be found at: [http://www.emeraldgroupublishing.com/products/journals/call\\_for\\_papers.htm?id=6496](http://www.emeraldgroupublishing.com/products/journals/call_for_papers.htm?id=6496)

For general submission guidelines, see <http://www.emeraldinsight.com/journal/ijjem>

**No late submissions will be accepted.** We have a marked preference for submissions which debate with, extend, and/or refute the existing literature. Please indicate that your submission is to be reviewed for the Special Issue on From national champions to global leaders: The MNEs from Russia and CIS. For questions about the special issue, please contact the two guest editors: [s.michailova@auckland.ac.nz](mailto:s.michailova@auckland.ac.nz) and [panibratov@gsom.pu.ru](mailto:panibratov@gsom.pu.ru)

#### **Indicative Literature**

Annushkina, O.E. & Colonel, R.T. 2013. Foreign market selection by Russian MNEs – beyond a binary approach?. *critical perspectives on international business*, 9(1): 1-47.

Bertrand, O., & Betschinger, M-A. 2012. Performance of domestic and cross-border acquisitions: Empirical evidence from Russian acquirers. *Journal of Comparative Economics*, 40: 413-437.

- Bulatov, A. 1998. Russian direct investment abroad: Main motivations in the post-Soviet period. *Transnational Corporations*, 7(1): 69-82.
- Bulatov, A. 2001. Russian direct investment abroad: history, motives, finance, control and planning. *Economics of Planning*, 34(3): 179-194.
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- Liuhto, K., & Vahtra, P. 2007. Foreign operations of Russia's largest industrial corporations - building a typology. *Transnational Corporation*, 16(1): 117-144.
- Michailova, S., McCarthy, D.J. & Puffer, S.M. 2013. Russia: As solid as a BRIC? critical perspectives on international business, 9(1/2): 5-18.
- Mihailova, I. & Panibratov, A. 2012. Determinants of internationalization strategies of emerging market firms: A multilevel approach. *Journal of East-West Business*, 18(2): 157-184.
- Panibratov, A. 2012. *Russian Multinationals: From Regional Supremacy to Global Lead*. Routledge, London, U.K.
- Panibratov, A. 2015. Liability of foreignness of emerging market firms: The country of origin effect on Russian IT companies. *Journal of East-West Business*, 21(1): 22-40.
- Puffer, S.M. & McCarthy, D.J. 2007. Can Russia's state-managed, network capitalism be competitive? Institutional pull versus institutional push. *Journal of World Business*, 42: 1-13.
- Puffer, S.M., & McCarthy, D.J. 2011. Two decades of Russian business and management research: An institutional theory perspective. *Academy of Management Perspectives*, 25(2): 21-36.
- Vaatanen, J., Podmetina, D. & Pillania, R.K. 2009. Internationalization and company performance: A study of emerging Russian multinationals. *Multinational Business Review*, 17(2): 157-178.
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- Zubkovskaya, A. & Michailova, S. 2014. The development of Russian multinational enterprises from the 1990s to the present. *Organizations and Markets in Emerging Economies*, 5, 2(10): 59-75.
- See more at: [http://www.emeraldgroupublishing.com/products/journals/call\\_for\\_papers.htm?id=6496#sthash.OmnrSCzc.dpuf](http://www.emeraldgroupublishing.com/products/journals/call_for_papers.htm?id=6496#sthash.OmnrSCzc.dpuf)

**Call for Applications**

**Journal of Business Research**

***Challenges and Opportunities for Marketers in the  
Emerging Markets***

**Submission deadline: September 30, 2016**

**Guest Co-editors:**

- 1) Piyush Sharma, Curtin University, Perth, Australia
- 2) Sherriff T.K. Luk, Nanjing University of Finance & Economics, Nanjing, China
- 3) Silvio Cardinali, Università Politecnica delle Marche, Ancona, Italy
- 4) Mario Henrique Ogasavara, ESPM, Sao Paulo, Brazil

**Background**

Emerging markets are those lower-income but rapid-growth countries that are using economic liberalization as their primary engine of growth, and these fall into two groups: developing countries in Asia, Latin America, Africa, and the Middle East and transition economies in the former Soviet Union and China (Hoskisson et al. 2000). Early research on emerging economies focused mostly on the differences in the business and management strategies between developed and emerging markets, using diverse theoretical perspectives, such as institutional theory, transaction cost theory, resource-based theory, and agency theory (Wright et al. 2005).

Interestingly, marketing researchers have also been interested in the emerging markets for over five decades despite “obstacles and technical difficulties in applying research techniques in less- developed countries” (e.g., Boyd Jr et al. 1964). However, with recent advances in information and communication technologies, there is a renewed interest among marketing researchers and managers in trying to understand the differences between the consumers in the developed and emerging markets as well as the challenges and opportunities posed by these differences for both local and foreign marketers in these emerging markets (Sharma 2011; Sheth 2011).

A review of the literature on a wide range of topics related to consumers, brands and marketers in the emerging markets reveals the following major streams of research:

- 1) *Comparative Consumer Behavior*: this body of research focuses on how the consumers in the emerging markets are different from those in developed markets due to a variety of cultural and socio-economic factors (e.g., Maheswaran and Shavitt 2014; Jones Christensen et al. 2015; Michaelidou et al. 2015; Morgeson III et al. 2015). Most of these studies show that the consumers in the de-

veloped and emerging markets are significantly different from each other in terms of their characteristics, values, attitudes and behaviors.

2) *Comparative Marketing Strategy*: these articles explore the differences in the impact of marketing strategies in the developed and emerging markets, including advertising appeals (Zarantonello et al. 2014), product-market strategies (Wei et al. 2014), use of internet and social media (Berthon et al. 2012), loyalty management programs (Kumar et al. 2013) and the role of product innovation (Sok et al. 2015). Most of these papers show differences in the way these marketing actions and strategies affect consumers in the developed and emerging markets.

3) *Emerging Markets Perspective*: there are a few papers that examine the consumers and marketers in the emerging markets for who they are and not necessarily compare them with those in the developed markets, such as the emergence of a global cultural identity (Strizhakova et al. 2012), role of country-market characteristics (Bahadir et al. 2015), the growing importance of new middle-class consumers (Kravets and Sandikci 2014) and the differences in attitudes towards local and international brands (Tanusondjaja et al. 2015).

In this context, there is a clear need to not only further extend but also develop a conceptual framework to guide and structure the rapidly growing research on the challenges and opportunities faced by the marketers in the emerging markets. Moreover, it is important for the future of marketing discipline that we reflect the real picture of the consumers and the markets in the emerging markets because they represent a large share of the world's population as well as economic growth. A stronger focus on emerging markets will thus help us push the theoretical boundaries of the marketing discipline and also provide significant practical benefits and managerial implications (Burgess and Steenkamp 2013).

More specifically, most concepts and theories in consumer research and marketing strategy have been developed and tested in the existing developed markets and some of these have been replicated in the emerging markets. However, we argue that it is a very limited perspective because it colors our perceptions about the consumers and marketers in the emerging markets as seen through the cultural-institutional lens of the typical Western context in which major marketing journals and their contributors operate. This is in stark contrast to the professional marketing community and multinational companies who are able to keep pace with the rapidly globalizing world economy, resulting in a regular exchange of consumer and market knowledge from the developed to the emerging markets and vice versa.

## Scope

In this special issue of the Journal of Business Research, we aim to push the agenda for making the field of marketing into a truly global discipline, by attracting not just mere replications of established theories and models in the emerging markets, but fresh attempts to identify the limitations of the existing theories



and to develop new or revised theories of consumer behavior and marketing strategy. We also note the relative paucity of research in the business-to-business (B2B) context in the emerging markets (Biggemann and Fam 2011) and would like to address this gap in this special issue. To conclude, we invite researchers with diverse backgrounds (e.g., consumer behavior, marketing strategy and econometric modeling) to submit papers to this special issue on a wide range of topics and not just limited to those shown below:

1. Consumer decision-making processes in the emerging markets; influence of reference groups and social networks on information search, alternative evaluation and pre-, during and post-purchase behaviors.
2. Critical look at the limitations of existing marketing concepts, models and theories in the context of emerging markets; development of new constructs and relationships to explain consumer or organizational buying behaviors in emerging markets.
3. Identify the unique features of the marketing mix elements in the emerging markets such as product features, packaging, advertising, branding, distribution and disposal; implications of these unique features for the marketers in these markets.
4. Impact of new media and technologies such as smartphones, broadband and mobile internet, social media and e-commerce, on the attitudes and behaviors of the consumers and firms in the emerging markets.
5. Moderating influences of the institutional, socio-economic, cultural and other variables on the relationship between consumer and managerial attitudes and behaviors.
6. Identify the unique marketing research tools and techniques used in the emerging markets and discuss the limitations and implications of these methods for both local and foreign marketers.
7. Challenges and opportunities in the emerging markets, in terms of:
  - Product: New product development, product lifecycle management, product innovation and enhancement, innovation diffusion and new product adoption;
  - Price: Pricing models and rules, price mechanisms (peak vs. off-peak, bundling etc.), differences in taxation and regulations;
  - Promotion: Impact of standardized versus localized promotion strategies, nature and reach of different media vehicles, influence of different types of advertising appeals and message framing, unique features of advertising and media agencies;
  - Place: Local formal vs. informal distribution channels and their unique characteristics, role of channel partners and channel conflict, integrating local and global supply chains, business process outsourcing and its implications;
  - People: Availability of trained sales and marketing professionals and agencies, recruitment and training processes and issues;

- Processes: State of process orientation in the emerging markets especially in the unorganized sectors, bottlenecks in creating and managing businesses such as bureaucracy and red tape, role of corruption and bribery;
- Marketing Strategy – segmentation and targeting of individual and institutional consumers in the emerging markets and the positioning of local and global brands.
- Business-to-business marketing in emerging markets: relationship quality, the role of market orientation, sales management and customer orientation of the salesperson, value creation through business relationships
- Reasons for failure and success of local and global marketers in the emerging markets; transfer of marketing knowledge and capabilities for success in emerging markets.
- Consumer reactions to globalization and global consumer culture in the emerging markets; rise of consumer movements and customer protection regulations.
- Dark side of emerging markets – copyright violations, corruption, bribery, counterfeit products, nepotism and cronyism, political connections etc.
- Rise of sustainable marketing and corporate social responsibility in the emerging markets, role of social entrepreneurs and not-for-profit segment.

We welcome papers from scholars in the emerging markets all over the world (e.g., Asia, Africa, Eastern Europe, Central and South America etc.) although they may have co-authors based in the developed markets (e.g., Western Europe and North America). We are looking for a wide range of contributions, including new theoretical insights, new concepts or models as well as new methods of data collection and analysis. We welcome both conceptual and empirical papers; however we discourage simple literature reviews that do not synthesize the current research and do not present any conceptual framework or testable propositions. We would also not accept simple case studies or mere replications of existing theories or models into an emerging economy. We are particularly keen to publish papers that provide insights that can be generalized to the other emerging markets and not those that are specific to a particular country or industry.

### Procedure

Authors will need to submit manuscripts for this special issue on the Elsevier Editorial System (EES) for the Journal of Business Research (<http://ees.elsevier.com/jbr>). Please indicate that it is a submission for the special issue (e.g., Article Type: “SI: Emerging Markets”). All submissions will go through the regular JBR review process with at least two double-blind peer reviews of each manuscript. Each manuscript would be randomly assigned to one

of the four guest co- editors to ensure complete fairness and transparency in the review process. All the guest co- editors would declare their conflict of interest if they know or are working with any of the contributing authors for the manuscripts assigned to them. Each guest co-editor would handle the complete review process for his respective manuscripts; however the final decisions would be made in consultation among all the four guest co-editors.

### Major Dates

- Submissions open from 1 March 2016
- Last date for submissions by 30 September 2016
- Complete the first round of reviews by 31 December 2016
- Revised papers to be submitted by 29 Feb 2017
- Complete the second round of reviews by 30 April 2017
- Final versions of revised papers to be submitted by 30 June 2017
- Notification of final acceptance for all the papers by 31 July 2017
- Submission of final accepted papers to the editorial team by 30 Sep 2017

For any questions or concerns about this call for papers, please contact any of the four guest co- editors whose full details are given below.

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## Call for Papers

### International Studies of Management & Organization

#### *The Role of Dynamic Capabilities in Global Strategy of Emerging Economies' Multinationals*

**Submission deadline: December 31, 2016**

#### **Guest Editors:**

Zaheer Khan, University of Sheffield, UK, z.khan@sheffield.ac.uk

Yong Kyu Lew, Hankuk University of Foreign Studies, Korea,  
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**Submission deadline: 31 December 2016**

#### **Aims and Scope of the Issue**

We invite scholars to submit papers for a special issue of *International Studies of Management & Organization* (ISMO). The focus of the special issue is on "The Role of Dynamic Capabilities in Global Strategy of Emerging Economies' Multinationals". The issue aims to contribute to the literature on dynamic capabilities, internationalization and global strategy.

Dynamic Capability (DC) has been widely studied in the field of strategic management (Helfat 1997; Teece, Pisano, and Shuen 1997; Teece 2007; 2014). Much of this literature is based on the multinational enterprises (MNEs) from developed economies and their innovation-creating behavior. The key argument in this stream of research is that unlike functional/operational strategies, DC contributes to firms' innovation and competitiveness in terms of sensing, seizing, and transforming processes. Also, micro-foundations for these processes are of critical importance as these micro-foundations provide meta knowledge within the firm boundary, thus the firm knows what allows individuals to access more knowledge than what is embedded in them (Argote and Ren 2012; Teece 2007). These transactive memory systems within an organization are not only beneficial in stable environments; they are most valuable in dynamic environments, typically, the context observed for international business activity. International business strategy entails cross-border value chains activities of economic and innovation actors (Tallman and Pedersen 2015).

In international business research, academics have begun to pay attention to the Emerging Economies' MNEs' (EMNEs) activities such as their motivations for internationalization, and whether existing theories explain their investment patterns (Luo and Tung 2007; Ramamurti and Singh 2009; Cuervo - Cazurra 2012;

Williamson 2015). Recent research on EMNEs reveals that based on their business experience at home, they aggressively invest in foreign markets by acquiring overseas assets in developed markets. Through this, EMNEs are likely to complement their lack of advanced knowledge, and develop value chains within their home market. Even though many of them take advantages of location-specific specialties at home in their internationalization process, known as a spring board perspective (Luo and Tung 2007), arguably some of the successful EMNEs may require high-order capabilities in order to identify, internalize, and master skills and knowledge during their internationalization or post-internationalization process.

The aim of this issue is to encourage authors to link DC to the context of EMNEs, and different strategies that these firms pursue in foreign markets. For example, do EMNEs pursuing either transnational, global standardization or localization strategies require different resources, and a different set of DCs, or are these the same capabilities regardless of the strategy being pursued by these firms? Also, we lack comparative studies on developed economy MNEs (DMNEs) vis-à-vis EMNEs and how they develop and use DCs to survive or acquire knowledge and resources from developed or developing markets. This call highlights the following research questions: How and to what extent do DCs contribute to EMNEs' global competitiveness? What are the micro-foundations of DC pertinent for EMNEs' internationalization? How, in global strategy context, do EMNEs differently develop and use DC from DMNEs? How do EMNEs' global strategies use DCs for generating innovation and leveraging them for value creation versus value capture? What are the implications of EMNEs pursuing DC for internationalization and global strategies?

The above-mentioned topics and questions are still underexplored in the EMNE's context. We believe that this Special Issue can significantly contribute to extending the existing knowledge on this subject, and provide new insights to scholars and practitioners. We prefer comparative papers for this issue.

**These are some of the potential topics that we seek conceptual and empirical papers on:**

- DC and global strategy for developing competitive advantage by EMNEs vis-à-vis DMNEs
- The impact of DC on business performance and competitiveness of EMNEs and DMNEs
- DC implications for EMNEs' internationalization process
- the meaning and micro-foundations of DC by EMNEs vis-à-vis DMNEs
- Dialectic relationships between DC and functional capabilities of EMNEs
- Integrating DC with institution- and/or industry-based views on the firm in emerging economies context.

- DC, competitiveness, and longevity/survival of EMNEs in the global context
- role of leaderships, DC, and EMNEs performance
- The role of DC in corporate geographic diversification of EMNEs
- Role of DCs in knowledge and change management in EMNEs context
- DC and various types of innovation in emerging economies pertinent for global market
- Methodological challenges in measuring DCs and their link with EMNEs performance and innovations.
- DC and global supply chain of EMNEs vis-à-vis DMNEs
- DC and standardization vs. localization strategies of EMNEs vis-à-vis DMNEs
- DC and global operations management strategies of EMNEs versus DMNEs
- DC, agility, and resilience of EMNEs in the global business environment
- DC and EMNEs' non-market global strategies
- DC and corporate social responsibility view on the firm and social performance in the global context

### Timeline of the Publication process

Step	Deadline
Submission of full papers via E-mail	31 December 2016
Editorial Desk decision	15 January 2017
Review report communicated to authors	30 March 2017
Submission of Revised-papers along with 'Author Response Letter'	1 July 2017
Final Submission of the complete issue to Journal Editors	30 November 2017
Schedule of Online/Print Publication	2018/2019

### Submission of Papers

All submissions must satisfy the theme of the special issue. The papers should be relevant to theory testing/development, and/or managerial implications. Please submit your manuscripts via email to: [ismocinemnes@gmail.com](mailto:ismocinemnes@gmail.com).