

## Editorial

### Two years of JEEMS: A Success story?

JEEMS is now in its third year. Summing up the past two years, one can observe that the first step in establishing a dialogue between East and West has been achieved. Thirty six authors from twelve countries have written twenty five articles for our Journal. A wide range of topics, including market entry strategies and decision making processes in Central and Eastern European countries, HRM in joint ventures, comparative management styles in East and West, and cultural and structural problems of change is represented in the articles.

Country studies include management and transformation in Albania, Bulgaria, Russia, Hungary, Estonia, Poland, the Czech Republic, Slovenia, Slovakia and the Ukraine. In the Forum section, interviews have been reported with Peter Drucker and with young managers from Eastern European countries, as well as case studies on transformation drawn up by authors from East and West, accompanied by insider comments.

At the starting point, two years ago, it was difficult to obtain articles for publication, especially from Central and Eastern European authors. Now it seems to me that many authors in East and West have recognised that JEEMS is an interesting medium in which to publish results from empirical studies into transformation. The review process has guaranteed the increasing quality of the articles, and I am grateful for the work done by our international review board.

This issue also presents four very interesting articles. Roger Bennet reports on the results of a qualitative study on the transfer of marketing know-how from twelve UK firms to enterprises in CEE countries. Bostjan Zalar's analysis concerns the problems of institutionalising participation rights in Slovenia. Ed Clark's article is on multidivisional forms and, based on longitudinal case studies, the author deals with the legitimation, legacies and structural choices in former state enterprises in the Czech Republic. Last, but not least, Robin Matthews and Ara Yeghiazarian's informative paper presents possibilities to evaluate and enhance the quality of leadership by the use of simulation games in management training. The empirical sample used in the study is from Russia.

JEEMS is in its third year, and I believe the start has been quite successful! What has to be done now? We think that we could all gain from further discussion, comments about articles and findings, as well as reports of managers' experiences in the East. The editorial board will encourage all these forms, and all our contributors, corresponding members, readers and authors should feel free to send us comments, messages, informative statements and book reviews, as well as books in CEE languages, practitioner reports and so on. Another area

for activity relates to subscriptions, which remains a problem. I ask all our partners to help in this regard.

Let us make JEEMS a success story!

*Rainhart Lang, (Editor-in chief)*

A further change is to be reported.

Frank Rudolf is to replace Thomas Steger as our co-ordinator. The board extends its sincerest thanks to Thomas for his creative and inspiring work over the past two years. He did a very good job. We wish him all the best with his Ph.D and hope for future co-operation with him.

Welcome now to Frank Rudolf, who will continue the work!

*Rainhart Lang*