

Dear Reader

Welcome to a new edition of JEEMS! In this issue you will find four articles covering a broad range of topics, countries and research approaches.

In the first article, *Krisztina Demeter* (Corvinus University of Budapest, Hungary) and *Levente Szász* (Babes-Bolyai University of Cluj-Napoca, Romania) focus on the servitization of Hungarian manufacturing companies. The paper is unusual in that this is a still under-researched but important topic in transition countries. In comparison with the widely accepted characteristics of servitization in the international literature, the authors found that servitization and the related solution-based thinking is not yet a dominant phenomenon in Hungary. Consequently, the expected financial advantages have not become clearly visible. From the authors' point of view, the manufacturing companies are well advised to build a solid source of competitive advantage by strengthening both their strategic and operational commitment towards servitization.

The second paper by *Alessia Pisoni*, *Alberto Onetti* (both University of Insubria, Varese, Italy) and *Luciano Fratocchi* (University of L'Aquila, Italy) reports on a very interesting study of the autonomy of subsidiaries of internationalizing companies. The paper is based on a research sample of 72 subsidiaries of micro, small and medium-sized Italian companies. Indeed, the research revealed that subsidiary autonomy reflects local country characteristics, but not the economic development. Moreover, the authors note that subsidiaries looking for penetrating the local market are generally more autonomous than the ones pursuing cost-cutting strategies.

The third paper is by *Ali Turhani* (University of Elbasan, Albania). It is a very interesting exploration of public-private partnerships (PPPs) and their governance problems. The approach used by the author is based on a document analysis as well as on interviews to construct a case study of a Concession Contract for the Water Supply in Elbasan, Albania. The research indicates that failure within this PPP occurred within the technical-rational governance system due to unforeseen risks which led to a breakdown in the social contract, through political risk. The case study reveals a number of lessons that can be learnt in relation to the potential improvements in PPP governance in transition economies.

Finally, the article by *Oana Cătălina Iederan* (Babes-Bolyai University of Cluj-Napoca, Romania), *Petru Lucian Curșeu*, *Jac L.A. Geurts* (both Tilburg University, The Netherlands) and *Patrick A.M. Vermeulen* (Radboud University, The Netherlands) looks at the effects of perceived opportunities and threats in a situation of macro institutional change on strategic orientations. The authors make an extensive empirical analysis using data from 325 Romanian SMEs. They clearly highlight the fact that complex environments generate

multidimensional frames and are interpreted as bringing along both opportunities and threats. Thus this study departs from the threat-rigidity hypothesis and develops a rich picture of the the interaction of perceived threats and opportunities in determining a specific course of action at the individual or organizational level.

We hope that you enjoy reading this issue!

*Thomas Steger*