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## Call for Papers 3/2021

Guest Editors of the Special Issue 3/2021:

**Prof. Dr. Thomas Friedli**  
**Prof. Dr. Torbjørn Netland**

### **Management Control Practices in International Manufacturing Networks**

Companies started to expand their manufacturing activities globally already a few decades ago and are still in the process of doing so. Accordingly, in the present corporate landscape a multitude of different manufacturing networks can be found. The design of the networks depends on various contextual factors, which can be both internal and external in nature.

Companies are engaged in optimizing at plant and network level to varying degrees. The automotive industry, as an example, has managed to achieve a high level of operational excellence. However, not all companies within a certain industry achieve the same high level of network excellence. This means, there are companies demonstrating high levels of operational excellence within individual plants, while little action is taken at global level. On the other hand, some companies that apply meaningful global initiatives are able to reap a high degree of network excellence. Existing research has shown that an excellent factory can indeed partially compensate a poorly organized network and vice versa. The compensation may not result in any significant difficulties, but it doesn't capture the benefits of a well-organized network either. However, in order to advance to higher levels of competitive advantage, it is necessary to optimize both levels.

Researchers agree that most concepts to optimize global production networks fail to cope with the complexity that companies face today. This is mainly due to the fact that a vast number of factors are beyond the control of the companies. Although many scientists have recognized the growing complexity, the scientific literature does not yet provide enough adequate tools to manage manufacturing networks. Furthermore, the basis towards higher network excellence, is the continuous measurement of the performance of a network. This topic has been highlighted over recent years for research purposes, but has only been marginally addressed so far.

To reduce complexity, networks can be divided into subnetworks with different characteristics, which can then be managed by specific solutions. Depending on the contextual factors, different methods and tools are more likely to be successful. The methods and tools of network management are particularly intended to facilitate management control practices such as resource allocation, coordination, motivation, and performance measurement.

This special issue aims to highlight these practices in order to provide network executives with sound network optimization approaches. The necessary steps towards higher network excellence based on the specific needs and the degree of progress of the network will consequently be outlined. Therefore, we intend to give a clear picture along a systematic in

terms of contextual factors, enablers and key performance indicators. The issue is thus aimed at researchers who wish to provide practical insights into their current work in this field. This includes both empirical and conceptual/theoretical contributions. Furthermore, the special issue welcomes contributions on methods to evaluate the performance of international manufacturing networks.

The issue is open to contributions from all areas of business administration, as well as from technical and social science research fields, in particular production management. Suitable contributions from practitioners are also most welcome.

*Manuscripts can be submitted either in English or German. Please submit your paper by email (doc or PDF-file) to the guest editors of the special issue. For further information and questions, please contact the guest editors. Prior to submission please visit the author guidelines on [www.dieunternehmung.ch](http://www.dieunternehmung.ch) and follow the instructions provided.*

### **Important Dates**

|                             |                   |
|-----------------------------|-------------------|
| Submission deadline         | October 18, 2020  |
| First round of notification | December 13, 2020 |
| Revision due date           | February 14, 2021 |
| Final manuscript due date   | April 18, 2021    |
| Publication date            | July 2021         |

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