

Editorial

Dear Reader,

the following issue of JEEMS is about East-West cooperation in its various forms. The paper of *Peeter Vahtra* and *Harri Lorentz* offers a perspective of East-West cooperation with an increasing importance, the operation of CEE organizations in the “West”. They present a model for the consideration of organisational governance forms in industrial relationships to analyse Russian Gazprom’s operations in Finland. The specific aspect of the case is given by the involvement of a foreign, namely Russian organization in strategic industries as the energy sector. Based on theoretical considerations about relevant strategic alliance decisions the authors interpret Gazproms engagement with the Finnish Gasum.

In their research note, *Paul R. Lawrence*, *Charalambos A. Vlachoutsicos* and *Snejina Michailova* discuss another issue of East-West cooperation, knowledge transfers. They offer a framework for how Western investors and managers can establish effective working relationships with Locals in the context of the countries of the CEE region. The lessons from Commercial Capital S.A., a leading Greek venture capital firm with long standing experiences in such cooperations are reported and analysed. The firm has developed a comprehensive approach for planning, establishing and managing their investments in these countries by linking mission, goals, organizational structure and organizational culture as components of their overall investment strategy.

Last but not least, *Zoltán Buzády* analyses in his case study the development of a Dutch-Hungarian joint venture company, Nutricia Hungary. This teaching case study focuses on the shifting of company strategy from the national to the CEE-regional level, the restructuring process and the development of organisational structures according to the changes in the external environment. Moreover, the case shows the new influence local management team, responsible for the shifts.

Peter F. Drucker would have liked that kind of management stuff, since it refers to management issues in its broadest sense, and of the importance of general management approaches and activities in the firms. The issue also provides, in memoriam, an interview with Peter F. Drucker, exercised by colleagues of the Prague University of Economics, where Prof Drucker received a honorary degree from the University of Economics in 1997.

Rainhart Lang (*Editor in chief*)