



early-stage entrepreneurs in a comparison of South-Eastern and Western European countries. They show that although a high level of competition inhibits growth aspirations in both regions, the international orientation of entrepreneurs may stimulate such aspirations in both regions. Moreover, innovation in products or services stimulates firm growth aspirations only in West European countries.

*Marta Gancarczyk* and *Jacek Gancarczyk*, the authors of the third article, propose mechanisms of small and medium sized suppliers upgrading during the cooperation life cycle. They use a prospective case study to show that upgrading is primarily determined by the network governance mode in the first phase of cooperation. They also identified the absorptive capacity of the firms as being important for the introduction of customer-driven innovations. In later stages of cooperation, upgrading is mainly determined by absorptive capacity and the dynamic capabilities of the supplier, while modes of governance and the institutional framework may support these factors.

Last but not least, *Anja Svetina Nabergoj* and *Marko Pahor* looked at the organizational effects of active family-friendly enterprise policies and practices following a decrease in the state support for such activities. In their quantitative investigation of the impact of eight groups of family-friendly practices on the perceived improvement in organisational outcomes in Slovenian firms, the authors found positive effects of most practices over a five-year period. In particular, practices that influence workplace arrangements, information and communication, and services for families were perceived as having the greatest positive effect for companies.

All in all, the findings show that management in CEE organization may no longer differ from Western management with respect to the introduction and use of “modern” management practices, but, at least partly, in the all-day use of such practices and their effects. These may also be a result of specific institutional settings in CEE countries. But further investigations are needed here. The articles in this issue of JEEMS deliver some ideas for such undertakings.

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