

EDITORIAL

The purpose and tasks

The last decades are characterized by rapid developments in societies and organizational forms. Historically, the majority of these changes were triggered by innovations and transformations in developed societies, which, over time, have come to influence political, economic and social life in developing countries, many of which are increasingly referred to as “emerging economies”. However, this dependence-based relationship between “the developed” and “the developing” is increasingly transforming into their inter-dependence, which calls for more adequate attention by business leaders and, indeed, a new research agenda for the studying organizations and markets embedded in the emerging economy contexts.

There are many ways to understand what constitutes an emerging economy. Our approach is to take a broad rather than a rigid or strict definition. As such, emerging economies include the transition economies of Central and Eastern Europe, Asian nations (China, India, Vietnam, and others) that are increasing their free-market systems, countries in Central and South America, and finally countries in Africa. Each of these regions faces unique challenges, and we encourage research that highlights the specifics of the particular region or country and combines that insight with broader lessons for other researchers.

Obviously, emerging economies vary significantly in their size, geopolitical location, industrial development, market institutions, national culture or cultural diversity, reserves of natural resources and many other aspects. These differences have a significant impact on the distinctiveness of their organizations and markets. We believe that the large number and variety of emerging economies might additionally motivate scholarly curiosity to identify context-specific relationships as well as shared patterns across the different emerging economies.

The main purpose of the journal ‘Organizations and Markets in Emerging Economies’ is to contribute to the development and dissemination of multidisciplinary knowledge on organizations and markets in emerging economies, to facilitate the dialogue among scholars focused on a specific emerging economy or region and, finally, to encourage and provide an outlet for high quality scholarship, both *endogenous* and international. We see several important reasons that justify the need for this journal.

Numerous studies emphasize uniqueness of every emerging economy in terms of how (a) organizations are created, structured, managed and encultured; (b) markets emerge and are shaped by their historical, institutional and cultural context; and (c) how local and global institutions and forces shape both organizations and markets

in emerging economies and how the two interact. Many researchers focus deeply on specific aspects of organizations and study only a few factors which characterize how markets in emerging regions develop. In one way or another, all of them touch upon some part of the interaction between an organization and its market. We feel that a broader understanding of organizations – their continuous interaction with their markets – itself is a solid starting point of multidisciplinary studies and encourages novel research questions and dialogue in this area.

The journal is multi-disciplinary and welcomes contributions which employ economic, sociological, psychological, ethnographic and other perspectives, or even come from the functional or technological aspects like process management, information systems or financial accounting. Organization-market interaction, in our view, covers marketing and consumer behavior analyses as well as studies in all types of marketing communications.

Therefore, the journal is targeted at all scholars who are interested in studies of emerging economies and offers them an opportunity to be both readers and contributors of articles. We equally appreciate and encourage research by scholars from emerging economies as well as studies that are undertaken by researchers from developed countries, as the journal especially aims to achieve diversity and synergy between both of these sources. The concept of diversity is reflected in the structure of our editorial board as well as the network of reviewers, which allows the peer review process to be rigorous and constructive, helping to advance research papers.

The scope of the current issue

The very first issue of the journal has a two-fold objective.

First, it intends to provide research agendas for four important areas. To this end, we invited well respected and experienced scholars to share their view as to what are the most promising avenues for further research in each respective area. We believe that such articles are valuable both to junior and senior researchers, as they allow to summarize a stock of what has been achieved by a scholarly community and outline the relevant and exciting issues to be addressed. Naturally, we plan to publish invited papers in the future, since the journal addresses many more aspects of organization-market interaction, and its research agendas may be derived from numerous other perspectives.

Second, this issue presents four papers accepted through a regular review process. These four articles instantly show the variety of issues and approaches utilized in researching organizations and markets in emerging economies. Again, these articles serve as a good example for what readers of the journal can expect in the future and how various approaches of researchers can find their place on the journal.

The set of invited papers is united by the main idea of outlining the research agenda on organizations and markets in emerging economies. It starts with the article by Victoria L. Crittenden and William F. Crittenden „Strategic management in emerging economies“, since strategic management per se encompasses a wide set of managerial aspects. In addition to this, the authors address a concept of ‘emerging economies’ it-

self, highlighting the issue of delineation between ‘emerging’ and ‘developed’, as well as the question of continuum of emerging economies. The issues are conceptualized from numerous perspectives and with consideration of several characteristics of emerging economies. The authors condense their perception of research agenda in emerging economies into 20 hypotheses that outline very distinct directions for the future research. The authors summarize the need to examine strategic efforts and highlight a gaping hole in the role and impact of strategy implementation mechanisms in fostering the development of ongoing strategies that address institutional voids in emerging economies.

The second invited paper approaches the specifics of emerging economies from the perspective of analysis of clusters and their development. Gerald A. McDermott and Héctor O. Rocha in their paper aim to show how societies in emerging economies can improve their upgrading capabilities by transforming existing industrial agglomerations into dynamic clusters. In addition to extensive theoretical discussion, the authors develop an original model and use cases in (from) emerging economy context to offer an alternative view about the creation, evolution and development of upgrading capabilities in firms from emerging markets. The authors see two-fold challenges for further researches in emerging economies. The first is based on the uneasiness to engage more research on which types of relationships foment co-creation and acquisition of knowledge, and learning, while the second rests on necessity to explore how public and private actors might breed knowledge and learning in contexts where firms appear trapped in their existing social structure.

In his invited contribution, Don E. Schultz goes beyond marketing communications, which is his traditional field of expertise. He suggests a rather provocative idea that emerging economies could not, and likely should not, try to mimic developed market marketing communication approaches. Based on this, the author develops his view of the research agenda in emerging economies. He is convinced that this research agenda is not the ultimate one. Therefore he invites to challenge and adapt his seeing, and believes that a scholarly publication dedicated to research and investigation is truly needed by all types of organizations in emerging economies.

The fourth invited article concentrates on the knowledge management in transition economies. On the basis of outlined key issues, Snežina Michailova and Elena Sidorova suggest several important research avenues for further research. The authors argue that up to now, the vast majority of studies on knowledge and knowledge management have been conducted by Western or Japanese researchers on the basis of organizations from developed countries and with relevance to the contexts of these countries. The concrete ‘targets’ for future research are developed along three research avenues: (a) from extension of existing knowledge to contextualized and distinct knowledge; (b) from unidirectional knowledge transfer to multidirectional knowledge flows; (c) from knowledge transfer to knowledge creation. Also, the authors see the study of knowledge processes in small and medium sized companies as a specifically promising area of research, which has been largely omitted in the studies till now.

The section of regular research papers starts with the article which asks a question: which market entry and product line strategies ought organizations to adopt for emerging economies? The authors are looking for an answer by drawing on and re-interpreting the Miles and Snow typology. This approach allows developing three sets of propositions. Their study suggests that future research will better understand the behavior of different organization types in emerging economies if it accounts for entrepreneurial traits, specifically their market entry and product line strategies.

The article by Huan Zou, Xiaohui Liu and Pervez Ghauri continues the issue of internationalization, by including the aspect of technological capability into the picture. The study investigates the determinants of new ventures' growth strategies and how technological capability combined with networking capability and financial capital affects the strategic orientation of new ventures on the basis of research in China. The findings provide a better understanding of technology capability and its impact on internationalization strategies, as well as generate important managerial implications for high technology new ventures in emerging economies.

The article by Tatyana Tsyganova and Galina Shirokova discusses an important and timely issue of gender differences in entrepreneurship within the context of emerging economies. Taking a group of comparable emerging economies, the authors reveal the specific importance of training and its relatively greater influence on female entrepreneurial activity. Based on this, the authors suggest relevant managerial implications for development training programs as well as outline the directions for future research that may specifically concentrate on exploration of training programs on starting a new business.

The group of research papers is concluded with the article that analyzes relationship between a learning organization and organization culture. The context of this analysis is a set of Indian organizations, and therefore naturally reflects the influences of India, which currently is one of the most important emerging economies. The study provides evidence that the departure from traditional organizations, which relied on rules and regulations, to a learning organization which encourages its employees to think out of the box and, which requires an open, proactive and experimental culture, brings out the best from the individuals.

Launching a new ambitious journal is a challenging and complex task. As founders, we have been fortunate to have the support of Vilnius University and our colleagues throughout the world. Thus, in conclusion, we would like to thank all the members of the editorial board for their enthusiasm and support, the reviewers – for their rigorous and insightful comments, the contributors – for choosing a new journal, and many scholars throughout the world for showing interest in our endeavor. I hope that together we will be able to make a significant contribution to advancing research on organizations and markets in emerging economies as well as to build a lively forum and community for mutual learning.

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