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Readings

Competing In Emerging Markets Cases And Readings

Competing against Multinationals in
Emerging Markets provides a

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comprehensive set of lessons which successful small firms have adopted in order to survive and prosper in an increasingly hostile competitive manufacturing sector where large firms are mostly dominant.

Analyzes how emerging market firms upgrade their capabilities to compete

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globally despite operating in challenging home country environments.

The COVID-19 pandemic was an extreme exogenous shock that had an adverse impact on every facet of human lives, including business. However, the pandemic has also provided an opportunity for companies to alter their business models by

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adopting digitalization, innovative customer interfaces, and innovative cost and revenue structures. In order to continue not only surviving but thriving through the effects of the pandemic, businesses will have to further improve and realign their models to engage clients, reskill their workforce, and advance the

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use of supportive technologies. Cases on Emerging Market Responses to the COVID-19 Pandemic provides a set of case studies on corporate and functional strategies adopted by firms irrespective of their industry, ownership type, or size. It highlights the innovative approaches of dealing with crises to survive and sustain

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the performances that better suit the unique requirements of the pandemic.

Covering topics such as crisis management, innovative management strategy, and social entrepreneurship, this book is an essential resource for business leaders, government organizations, hospital administration, educational administration, computer

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scientists, researchers, and academicians.

Leveraging of market power is a complex and controversial area. When it takes place in emerging markets the analysis is further complicated. This article attempts to provide some guidance by examining the relevant literature, cases, and factors in these cases. It provides a general

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framework for assessing whether and under what circumstances such concerns may be relevant. It also puts forward some practical suggestions on how the analysis of the various steps in a competition law case-market definition, dominance, abuse, consumer harm, and remedies-may be affected and may need to be modified

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accordingly.

Case Studies from Developed and
Emerging Markets

Competing with Giants : Survival
Strategies for Emerging Market
Companies

Progress and Promises

Doing Business in Emerging Markets

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Instructor's Manual for Strategic
Marketing Cases in Emerging Markets
A Focus on Emerging Markets

The best way to select
emerging markets to
exploit is to evaluate
their size or growth

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potential, right? Not according to Krishna Palepu and Tarun Khanna. In *Winning in Emerging Markets*, these leading scholars on the subject present a decidedly

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different framework for making this crucial choice. The authors argue that the primary exploitable characteristic of emerging markets is the

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lack of institutions
(credit-card systems,
intellectual-property
adjudication, data
research firms) that
facilitate efficient
business operations.

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While such "institutional voids" present challenges, they also provide major opportunities-for multinationals and local contenders. Palepu and

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Khanna provide a
playbook for assessing
emerging markets'
potential and for
crafting strategies for
succeeding in those
markets. They explain

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how to: • Spot
institutional voids in
developing economies,
including in product,
labor, and capital
markets, as well as
social and political

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systems · Identify opportunities to fill those voids; for example, by building or improving market institutions yourself · Exploit those

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opportunities through a rigorous five-phase process, including studying the market over time and acquiring new capabilities Packed with vivid examples and

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practical toolkits,
Winning in Emerging
Markets is a crucial
resource for any company
seeking to define and
execute business
strategy in developing

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economies.

Written by leading
scholars, this new third
edition provides readers
with a comprehensive and
authoritative
examination of emerging

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markets across the globe. Fully updated in light of the COVID-19 pandemic and other recent macro drivers, the authors present analytical frameworks,

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tools and best practice insights to help readers develop a critical understanding of the growth economies presented within the book, alongside their

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common characteristics, evolution, and significance in the global economy. Making use of original cases encompassing countries including Brazil, China,

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Russia, Thailand, Turkey
and Uzbekistan, the
authors explore the
unique challenges and
opportunities for
emerging markets
throughout the world

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today, including the rising middle class, partnering, and negotiation techniques. This text is essential reading for international business

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students, researchers
and practitioners
focused on business in
emerging markets.
This volume presents a
comprehensive analysis
of the business,

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financial and economic aspects of emerging markets. Using case studies from India, Turkey, Bangladesh and Africa, it discusses themes such as

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megaprojects,
infrastructure and
sustainability; cross-
border mergers and
acquisitions; a new
paradigm for educational
markets; exports

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competitiveness; work engagement in service sector; mobile banking and crowdfunding; and venture capital flow into emerging economies, to focus on the trade,

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foreign investment, financial, and social progress of these economies. The chapters review the current state, learnings, changing scenarios,

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business practices, and financial and economic perspectives across emerging markets while examining progression, challenges and the way forward. With its

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rigorous approach and topical content, this book will be useful to scholars and researchers of management studies, business management, financial management,

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business economics,
international business,
finance and marketing,
development studies and
economics. It will also
interest policymakers
and practitioners in the

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Covering all aspects of competition, uncertainty and managerial responses in new and emerging business environments, this title includes a

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combination of cases and readings that are ideal for teaching.

Zolostays

A Companion Volume

International Strategy

of Emerging Market Firms

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Strategic Management in
Emerging Markets
Services Marketing Cases
in Emerging Markets
Building Institutions in
Emerging Markets

This book would enable students,

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academics and practitioners to develop a thorough understanding on how to address service marketing issues and problems in a variety of settings in emerging economies. This book would also give them the background

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necessary to think through different elements of service marketing in emerging markets by comparing and contrasting with developed economies. This book will describe the component of service marketing, including

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service mix, service development,
consumer behavior, customer
assessment, service
communication, role of electronic
channel and channel
management, service chain,
pricing and similar topics.

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Chapters of the book will focus on creating, communicating and delivering customer value to emerging market consumers through several service marketing strategies, processes and programs in the context of

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markets dynamics, consumer diversity, and competitors. By way of illustrating various actual business situations, this book will help students, academics and practitioners to build necessary skills to take service marketing

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decisions in emerging economies. This book would be relevant for students of postgraduate programs of full time MBA, post graduate diploma in management, and executive post graduate programs and doctoral

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programs to develop a critical understanding of the business scenarios and service marketing strategies in emerging economies.

Purpose - The objective of this paper is to explore the extent to

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which the firm-specific advantages (FSAs) which underlie international expansion have proved resilient for European MNEs operating in a key emerging market - China. Methodology/approach -

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We adopt a qualitative, case study approach, using interview data to explore the companies' FSAs on market entry, how they evolved over time and the strategies adopted to defend them. We undertook 15 in-depth

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interviews with decision-makers in 6 companies addressing their experience since market entry. To control for sector-level effects, we focus on companies in the environmental protection (EP) sector. Findings - We found

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examples of significant erosion of the FSAs among our case study companies, which undermined their position on the host market and their long-term competitiveness. The key sources of erosion were limitations in

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market access, exclusion from local networks and the emergence and upgrading of local competitors, often firms with whom the MNEs had collaborated in the past. Research limitations - The relatively small number of

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cases (six) limits the generalisability of our findings. However, we are convinced that, given that our case companies are generally large and have long experience in China, our conclusions are well grounded. In

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addition, there was the high level of coherence in the reported experiences of our interviewees, providing further support for our findings. Practical implications - The experience of our case study companies highlights that Multi

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National Enterprises (MNEs) have difficulty retaining their unique FSAs when faced with rapidly evolving local competition in a key emerging market. Key strategies mobilised included focusing on a sub-sector of the market and

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localising both the company and their supply chains. The difficulties experiencing by our case study companies in retaining their FSAs underline the need for MNEs in emerging markets to avoid complacency and

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constantly innovate, but they also raise questions about their capacity to extend their international reach in the long term. Originality/value - Very few studies have explored the FSAs of firms and how they evolve over

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time using a case study-based qualitative approach, especially in emerging markets.

This book deals with the challenges of macro financial linkages in the emerging markets.

This paper presents an empirical

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analysis of the most attractive industries in emerging markets at a static point in time (2007) based on evidence from the companies that have succeeded in them. We examined the World's 2,000 largest public companies in terms

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of profits, of which 428 were created and compete in emerging economies. We create an industry-attractiveness index based on industries growth rates and high profits ranks within countries. Our main aim in this study is to

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develop a methodology to detect attractive industries in emerging markets and particularly unstudied cases in which business groups contribute to that effect. We find that, excluding natural-resources-related firms,

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what seems to be the major attractive industries in almost half of the emerging economies are Banking and Telecommunications. Companies from these industries present strong group affiliation, competing

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simultaneously in these 2 major (and other) industries. Significant cases were found in which firm's strategic resources and political markets influenced industry forces, making attractive for competitors who possessed

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industry-firm strategic resources to join, but unattractive for other players.

Contemporary Theory, Practice, and Cases

Can Latin American Firms Compete?

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Leveraging Emerging Business
Strategies to Compete, Grow, and
Win in the New Global Economy
Aligning Business and Corporate
Strategy
Marketing Cases from Emerging
Markets

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Merger Control Regimes in
Emerging Economies
Global Best Practice in Private
Equity Investing Private Equity in
Action takes you on a tour of the
private equity investment world
through a series of case studies

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written by INSEAD faculty and taught at the world's leading business schools. The book is an ideal complement to Mastering Private Equity and allows readers to apply core concepts to investment targets and portfolio companies in

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real-life settings. The 19 cases illustrate the managerial challenges and risk-reward dynamics common to private equity investment. The case studies in this book cover the full spectrum of private equity strategies, including: Carve-outs in

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the US semiconductor industry
(LBO) Venture investing in the
Indian wine industry (VC) Investing
in SMEs in the Middle East
Turnaround situations in both
emerging and developed markets
Written with leading private equity

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firms and their advisors and rigorously tested in INSEAD's MBA, EMBA and executive education programmes, each case makes for a compelling read. As one of the world's leading graduate business schools, INSEAD offers a

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global educational experience. The cases in this volume leverage its international reach, network and connections, particularly in emerging markets. Private Equity in Action is the companion to Mastering Private Equity:

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Transformation via Venture Capital, Minority Investments & Buyouts, a reference for students, investors, finance professionals and business owners looking to engage with private equity firms. From deal sourcing to exit, LBOs to

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responsible investing, operational
value creation to risk management,

Mastering Private Equity

systematically covers all facets of the
private equity life cycle.

Emerging economies are expected
to be in the driver's seat of the global

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economy in the medium and long term. Large multinational corporations will account for much of this activity. In this textbook, Andrei Panibratov explains how emerging market firms accumulate and exploit market knowledge to

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develop competitive advantages whilst operating globally. Chapters dedicated to the key emerging economies - Brazil, Russia, India and China (BRIC) - are enhanced by detailed case studies of large firms activities. The book is divided into

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four parts, focusing on the following:

An outline of the relevant terminology and the context of the international strategy of emerging market firms, providing an introductory foundation for the whole book. A guide to the evolution

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of perspectives regarding international strategy, designed to illustrate the changes and trends in the recent academic research on internationalization. A country-by-country illustration of the internationalization of BRIC

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economies and firms, providing an overall picture of each country's global integration, outward investments, and strategies. The concepts and practices behind the strategies employed by different firms. Written by an established

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international business scholar, this book is essential reading for students of international strategy who wish to understand the importance of the emerging economies. "

The Handbook of Business Practices
and Growth in Emerging Markets

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consists of a collection of specially commissioned chapters that describe the current business environment, organizational culture, consumer behavior, financial investment climate, and examples of best prevailing practices in emerging

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markets. It covers all the major functional areas of business OCo marketing, strategy, operations and finance OCo in all continents. The focus of each chapter is on the identification of different business issues in different emerging markets

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(including Asia, Africa and South America) and on the implementation of a proposed set of recommendations, using both qualitative and quantitative techniques to assist in decision-making and in improving

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organizational efficiency and effectiveness. Readers will also appreciate the multidimensional view of financial and non-financial performance measurement of businesses. Specifically, the goal of this research-based handbook is to

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provide a comprehensive guide for business students and managers by discussing a range of issues from the diverse emerging markets and enabling them to develop a strategic mindset for a market-oriented culture. Given the changing business

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dynamics, government policies and demands in industries, this handbook is both timely and topical. Sample Chapter(s). Foreword (28 KB). Chapter 1: Introduction (69 KB). Contents: Introduction (S Singh); China: New Product

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Development in Emerging Markets
(N Grigoriou); Competing with
Multinationals: Entry and Evolution
of Latecomer Firms in China's
Handset Industry (W Xie & S
White); Current Business Practices
of Top Fortune Global Emerging

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Multinationals (C-H Liu & K-K
Wei); Between Information System
Integration and Performance, What
are the Missing Links? (R P Lee & Q-
M Chen); Legal Cases and Auditing
in China (G Chong);
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Market of Russia: Finding the Nexus
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Reconciliation (O Kuznetsova); The
Russian System of Corporate
Governance: Promises and Realities

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(O Kuznetsova); Brand
Management in Emerging Markets:
Private Labels in Croatian Grocery
Retailing and the Case of Dona
Trgovina D O O (M Martinovic & J
Branch); Baltic Tiger or Wounded
Lion OCo Retail Trade and

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Shopping Behavior in Estonia,
Latvia, and Lithuania (B
McKenzie); Latin America: Data
Mining as a Decision Tool for
Materials Procurement in a
Multinational Company
Headquartered in Brazil (D C C

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Barbosa et al.); The Importance of Natural Resources-Based Industry Clusters in Latin America: The Case of Chile (C Felzensztein); Inserting Small Holders into Sustainable Value Chains (M F Neves & L T e Castro); Franchise as an Efficient

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Mode of Entry in Emerging
Markets: A Discussion from the
Legitimacy Point of View (C
Gauzente & R Dumoulin); Africa:
Public Procurement Reform in
Emerging Economies: A Case Study
of Kenya (P M Lewa & S K Lewa);

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Rural Tourism in South Africa: The Case of Damdoryn and Bufflespoort (K P Quan-Baffour); An Institutional Network Approach of Partnership Mode of Interest-Free Microfinance and Islamic Banking: A Case Study (M N Alam & M M

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Hussain); Challenges of Internet
Adoption of Banks in Ghana (N O
Madichie et al.); Middle East: Does
the Religious Nature of
Organizations Affect Performance
Measurement? A Case of GCC
Banks (E K A Mohamed & M M

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Hussain); Challenges and
Opportunities for International
Marketers in Kuwait (C P Rao);
Glimpses at Society and
Management in Iran (H Yeganeh);
Internet Consumer Behavior in
Cyprus (A Thrassou et al.); Asia:

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Corporate Social Performance of
Indonesian State-Owned and
Private Companies (H Fauzi et al.);
Does Individual Stock Futures Affect
Stock Market: Volatility in India? (N
Tripathy et al.); Philippines in the
21st Century: Business

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Opportunities and Strategic
Marketing Implications (E P
Garrovillas); Papua New Guinea
OCo An Emerging Economy in the
South Pacific: Challenges and
Prospects (R Rena); Conclusion (S
Singh). Readership: Students of

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business administration courses which focus on organizational culture, managers and management consultants dealing with issues related to emerging markets."

In many discussions of globalization and growth, attention focuses on

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Asia, notably China, South Korea, and India. In contrast, 'Can Latin American Firms Compete?' looks at business developments in another key emerging market region, Latin America. It examines the success and failure that Latin American

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firms have met with, in their own markets and elsewhere in the world, the reasons behind these outcomes, and these firms' future prospects.

Including contributions from leading international experts on business in Latin America, the book draws on

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concepts from organization theory, industrial organization, economics, marketing, sociology, and political science. It includes sections on broad themes of competitiveness in Latin America, micro-level strategies of firms in specific sectors, the

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competitiveness of firms in specific countries, and competing in emerging markets. Cases examined range in size and sector, and include some of the largest firms in Latin America, such as as Embraer in Brazil, Qui ñ enco (Luksic) in Chile,

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Techint in Argentina, Grupo Carso in Mexico, Cisneros in Venezuela, and Grupo Empresarial Antioqueño in Colombia. This well-informed book will be essential reading for academics, policy-makers, and those with a serious

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interest in business development in
Latin America.

A Road Map for Strategy and
Execution

Absorbing Global Knowledge and
Building Competitive Advantage
Competition Authorities in South

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Eastern Europe

Competing in Indian Co-living
Space

An Asian Perspective

A Review of Cases, Literature, and a
Suggested Framework

"The present book highlights

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***the organizational response to
COVID- 19 pandemic with the
case studies in different
functional and integrated level
of business management,
presenting systematic case
studies developed on the work***

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done by the organizations with a strategic focus on unique initiatives taken for balancing the interest of different stakeholders, for example, taking care of employee with nil operations and business

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development and adopting technologies to minimize the decline in sales"--

This is a teaching companion to the case studies provided in the book 'Strategic Marketing Cases in Emerging Markets'

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and is intended to help teachers and trainers follow a pedagogic line by using the case studies to develop a critical understanding of the service business scenarios and strategies for marketing in

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emerging markets. The authors provide extensive teaching notes for each of the cases, covering the pedagogy of the case study, the prerequisites to understanding it, case-specific teaching

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objectives, a suggested teaching approach, and a case synopsis. Each case is then rounded out with suggested discussion questions and concise answers, as well as additional reading to enhance

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***the teaching and learning
experience in the classroom.
A guide for Western
companies to understand how
their new competitors from
China do business and how
they can change their game to***

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***win in global markets. The
China Factor offers Western
businesses a practical
framework based on first-hand
experience leading a
competitive program at a high-
tech multinational. It suggests***

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how they can succeed in this new global paradigm by changing the way they do business.

Nation states have long and successfully claimed to be the proper and sovereign forum

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for determining a country's international economic policies. Increasingly, however, supranational and non-governmental actors are moving to the front of the stage. New forms of

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multilateral and global policy-making have emerged, including states and national administrations, key international organizations, international conferences, multinational enterprises, and

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a wide range of transnational pressure groups and NGOs that all claim their share in exercising power and influence on international and domestic policy-making. In honour of Professor Mitsuo Matsushita's

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intellectual contributions to the field of international economic law, this volume reflects on the current state and the future of international economic law. The book addresses a broad spectrum of

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themes in contemporary international economic regulations and focuses specifically on the significant areas of Professor Matsushita's scholarship, including the rise of the soft-

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***law mechanism in
international economic
regulation, the role of the WTO
and dispute settlement, and
specific areas such as
competition, subsidies, anti-
dumping, intellectual***

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property, and natural resources. Part one of the volume provides a comprehensive and critical analysis of the rule-based international dispute settlement mechanisms; Part

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***two investigates the
normative influences to and
from WTO law; and Part three
focuses on policy and law-
making issues.***

***Leveraging of Market Power in
Emerging Markets***

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***Strategies in Emerging
Markets***

Cases and Readings

***Essays in Honour of Mitsuo
Matsushita***

***Multinational Corporations
Venturing into Emerging***

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Markets

***Building Strategic Capabilities
in Emerging Markets***

This textbook focuses on strategic management in emerging market contexts. It delineates the border between business level strategy

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and corporate strategy to better align business level and corporate level strategy.

This open access book provides answers to key open questions concerning competition policy in emerging economies, with a focus

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on South Eastern Europe. The contributions address two major issues. One is the design of competition policy and the national competition authorities that enforce it, including the topics of competition advocacy

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and state aid control; the other is the use of economic methods in competition law enforcement, especially in the cases of relevant market definition and merger control. Many lessons learned in the countries of South Eastern

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Europe can be applied to the emerging markets of other regions. As such, the findings presented here will be highly relevant for officials and staff at national competition authorities, advisers to legislators shaping

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**national competition policy,
competition law professionals, and
university students alike.;**
**Presents topical insights into the
institutional design of national
competition authorities Offers
specific economic methods**

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**relevant for competition law
enforcement Linked to a
dedicated website providing
information about ongoing
competition law cases in SEE
countries This work was
published by Saint Philip Street**

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Press pursuant to a Creative Commons license permitting commercial use. All rights not granted by the work's license are retained by the author or authors. This book helps students to develop a critical understanding

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of the service business scenarios and strategies used in marketing for emerging markets. The case studies presented focus on creating, communicating and delivering customer value to emerging market consumers

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through various marketing strategies, processes and programs in the context of emerging market dynamics, consumer diversity, and competitors. By illustrating a range of actual business

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situations, this case book will help students acquire the skills they need to make informed marketing decisions in emerging markets. Further, it provides instructors, students, and practitioners alike a framework for understanding the

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strategic marketing dynamics at work in these countries.

This open access book provides answers to key open questions concerning competition policy in emerging economies, with a focus on South Eastern Europe. The

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emerging markets of other regions. As such, the findings presented here will be highly relevant for officials and staff at national competition authorities, advisers to legislators shaping national competition policy,

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**competition law professionals, and
university students alike.**

Private Equity in Action

**Case Studies of SMEs in the
Manufacturing Sector**

**Managing In Emerging Market
Economies**

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**The China Factor
An Empirical Analysis on
Industry Attractiveness in
Emerging Markets and the
Formation of Business Groups
Cases in International
Management**

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This book presents seven case studies of large Danish investment companies in India and China. The case studies provide intriguing perspectives on the strategic and managerial challenges and opportunities

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facing Western multinational corporations operating in these two Asian giants. The case studies encourage readers to adopt a decision maker's perspective, targeting students and managers interested in

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*multinational corporation
strategy in emerging
markets.*

*This book presents theories
and case studies for
corporations in developed
nations, including Japan,
for designing strategies to*

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maximize opportunities and minimize threats in business expansion into developing nations. The case studies featured here focus on Asia, including China and India, and use examples of Japanese manufacturers. Five case

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*studies are provided,
including Hitachi
Construction Machinery and
Shiseido in China and Maruti
Suzuki in India. These cases
facilitate the reader's
understanding of the
business environments in*

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emerging economies. This volume is especially recommended for business people responsible for international business development, particularly in China and India. In addition, the book serves as

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*a useful resource for
students in graduate-level
courses in international
management.*

*The Innovation of
Globalization - proven
strategies to succeed and
out-compete emerging*

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competition Does your company know how to compete effectively in the evolving global business arena? What tactics must your company use to overcome price discounting wars that cut into your margins? What are

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the strategies your new rivals incorporate that may prove more valuable to customers than the superior products you offer? The China Factor equips Western businesses with a practical framework for competing

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*successfully in today's ever-
changing global markets.*

*Written by an expert in
competitive strategy and
global market expansion,
this book is packed with
insights gained through
first-hand experience*

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leading competitive programs at a high-tech multinational corporation and extensive research. When it comes to globalization, the rules have changed—what was once nice-to-know is now need-to-know, and this book lays it

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out in a clear, no-nonsense style. Based on cases with over 50 countries, you will learn why a premium product, though domestically successful, may not be well received in foreign markets. You'll also discover the

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*critical factors that
contribute to success in
both emerging and
established markets.*

*Disruptive competitors are
transformed from threats to
examples as you learn to
recognize opportunities for*

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re-evaluation, and shift your strategy to stay ahead of the curve. The economic rise of China and other new entrants is challenging Western companies in new ways. This book explains why, and provides actionable

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*strategies for success in
any market. Grow and
maintain an Innovation
Advantage using 5 models
Learn from disruptors how to
win your emerging markets
customers Understand the
power of politics in*

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business Develop a deeper
Culture IQ to expand your
customer base Use a 5-part
Strategic Framework to
formulate new sales tactics
You're already well-aware of
the global threat to Western
business, and endless

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analysis only goes so far toward a solution. You need to know how to respond, survive, and thrive, and just how to regain the competitive edge. The truth is that Western companies must change they way they do

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business, and push innovation beyond the product and into every aspect of every operation - they need to be innovative in how they do business abroad. The China Factor provides a clear action

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plan, and case studies from global leaders like Cisco, Xiaomi, and Apple with insightful strategies for changing and winning the game. Endorsements "The China Factor is right on the mark. It addresses a real

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need, one that very few others are tackling—the action that US and other Western-based companies can take in response to the China challenge. Global competitiveness is a huge problem for the West and

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companies are ill-prepared. The China Factor goes beyond what other books do, providing an important, insightful, and practical prescription on how companies can shift their strategy..." – Ken Wilcox,

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*former CEO and chairman,
current Chairman Emeritus,
Silicon Valley Bank “The
China Factor’s case studies
and practical resources make
this book a must-read for
any corporation that wants
to win globally,*

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particularly as innovation is being redefined.” –SIMON KHALAF, SVP, Yahoo Inc. “The China Factor provides a new strategic framework and an essential set of marketing guidelines for Western companies that have to

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*compete or partner with
Chinese firms in OECD
countries, China or emerging
market countries.” –DR.*

*RAYMOND LEVITT, Kumagai
Professor of Engineering,
and Director, Global
Projects Center, Stanford*

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*University “High tech
companies need to shift
their innovation approach
when going global and The
China Factor is the ultimate
guide to sustainable success
in Emerging Markets.
Innovation does not apply*

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solely to products but also to business strategies, especially when looking at international expansion.” – Jean-Baptiste Su, technology columnist, Forbes “A refreshing handbook for anyone interested in

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*competing in the new global economy.” –CALESTOUS JUMA,
Harvard Kennedy School,
Professor of the Practice of
International Development
“This work is a compelling
guide into the complexity
and the great rewards of*

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doing business in Emerging Markets—and for those who are looking for new growth opportunities for both products as well as services. The China Factor is the ultimate guide into sustainable success in

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Emerging Markets.” –ANTHONY
R. VONSÉE, former Managing
Director Sales, Emerging
Africa, Cisco Systems “Amy
Karam has done the business
community a huge favor by
making sense of many of the
trends which are reshaping

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the global environment at a breathtaking rate, and then offering her thoughts on how to take advantage of the opportunities.” –BRUCE PICKERING, VP Global Programs, Asia Society, Northern California “In The

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China Factor, Amy Karam discusses how the way we innovate has changed and evolved. It can no longer be done in isolation but involves going beyond international borders. As she points out, learning

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about the culture and uniqueness of new markets and tapping into what has worked (and what has not!) in other regions is critical to success.” – Sangeeta Anand, SVP Product Management and Marketing, F5

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Networks “I especially liked Karam’s advice on using U.S. Government resources—an often overlooked force multiplier for American businesses, and how best to leverage your own company’s Government Affairs groups to

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succeed. This is a must-read!" –FRED SCHWIEN, former Executive Secretary of the U.S. Department of Commerce and Boeing Executive "Amy was directly involved in developing a sales strategy customer by customer for

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*several years. She lived and
breathed the battle of
protecting existing
accounts, or winning new
accounts with a competitor
whose price was a fraction
of Cisco's." – Tam Dell'
Oro, CEO of Dell'Oro Group*

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"I loved this book. The China Factor will provide you specific guidance and invaluable insights for expanding your business and achieving success globally."

*– Nanette J. Bulger, CEO,
executive director of the*

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Strategic and Competitive Intelligence Professionals (SCIP) Association "For today's global strategists, Amy Karam's book, The China Factor, offers compelling insights into how to effectively win in the 21st

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century. In addition to the traditional 4 Ps of marketing, she explores a fifth P, the P called politics, which US-based organizations need to recognize, leverage, and occasionally counteract in

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*order to be competitive. The
China Factor blazes a new
trail for business to follow
in striving to achieve
global success.” – Dr. Juan
P. Montermoso, professor of
Practice in Marketing,
Leavey School of Business,*

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*how to harness competition,
partnerships and cross-
cultural learning to
stimulate innovation &
business success.” – Hulya
Koc, Serial Entrepreneur,
Angel Investor & Global
Mentor, co-founder of*

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*Keiretsu Forum Istanbul
Chapter Amy Karam is a
highly sought-after speaker,
consultant, author, and
corporate instructor of
Stanford University courses,
as well as her own
workshops. As a strategy*

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consultant, she equips startups and established corporations to succeed in global markets with actionable strategies and execution plans. She has worked with companies such as Cisco, Apple, Visa,

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*Nationwide, Capital One,
AT&T, and Bell.*

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emulating or competing with
your newest and toughest
threat: innovative companies
in emerging-market nations
Western organizations are*

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*quickly losing influence to
emerging market
multinationals, as evidenced
by such developments as Tata
Motors's acquisitions of
Land Rover and Jaguar;
Lenovo's purchase of IBM's
ThinkPad business; HTC's*

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stature as the fourth largest global smartphone manufacturer; Haier's 5% global appliance market share; and LG, Samsung, and Hyundai rise in the automobile, appliance, and consumer electronics market.

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*To help you compete, The New
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Multinationals outlines the
disruptive strategies
deployed by emerging-market
multinationals (EMNCs) and
provides breakthrough
strategies for following in*

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their footsteps or beating them at their own game.

Amitava Chattopadhyay is the L'Oreal Chaired Professor of Marketing-Innovation and Creativity at INSEAD. Rajeev Batra is the S.S. Kresge Professor of Marketing at

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*the Ross School of Business
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emerging markets. Cases are written primarily by case-writers working in developing economies, offering local perspectives with global appeal.

The case discusses the competitive and market analysis for Lucknow based firm SEWA in focus. SEWA started as a firm indulged in social

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upliftment of Chikankari workers which was achieved through trainings in skill upgradation, design and technical development, entrepreneurship development and linkages for social security. The various types of competition: direct competition from local retailers,

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secondary competition from unorganized markets of Chauk and Nazirabad and indirect competition from substitute products have been studied and analysed. The problem of similar brand names adopted by various chikankari retailers selling similar products has been

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highlighted as a major threat in the case. SEWA has adopted the strategy of product innovation to attain competitive advantage. SEWA has developed various traditional and contemporary designs which have fared well in the market.

This comprehensive text approaches

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international management with a cultural emphasis and a functional organization.

The traditional dominance of international markets by companies from the US, Western Europe and Japan can no longer be taken for granted. Emerging market

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economies, from the powerhouse Chinese economy (set to pass the US in national income by 2020) to dynamic players such as Mexico, South Africa and Indonesia, are rapidly changing the competitive landscape. Companies that can successfully enter these emerging

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markets may reap rewards and benefits from cost reductions and market opportunities. By understanding their positioning in the global continuum of companies and customers - the global value chain - businesses can build their strategies for better competition,

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more effective resource allocation, cost reduction, and a heightened awareness of the risks and benefits. Packed with in-depth case studies of multinationals from both sides of emerging markets, including: Accenture, Walmart, Google, Nike, Novartis, PetroChina, Embraer, Tata

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Group and FEMSA; Emerging Markets is essential reading for anyone looking to understand the new competitive landscape and how they can maximise the business opportunities available. Online supporting resources include lecture slides that align with each chapter.

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Competing against Multinationals in
Emerging Markets
Strategic Marketing Cases in
Emerging Markets
Running Out of Steam on Emerging
Markets? The Limits of MNE Firm-
Specific Advantages in China
Cases From The Czech And Slovak

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Republics
Emerging Markets

A Case Book on Danish Multinational
Corporations in China and India

*In recent years, emerging
markets have come to represent
the largest share of global GDP
and have made gains in economic*

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development and political influence. In turn, emerging market companies have taken on a new level of importance in driving innovation, local development and global competition. Advancing an integrative view that captures

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the diversity of innovation among companies in emerging markets, this book highlights the rapid evolution of emerging markets from imitators to innovation leaders. Building upon research conducted by the Emerging Multinational Research Network

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(EMRN) in collaboration with several universities in North and South America, Europe and China, this rich and expansive collection includes studies of innovation in regions yet to receive focused analysis in the field. The authors also re-

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examine dominant theories of innovation and capability creation based on a broad range of case studies and research insights. Offering a taxonomy of emerging market innovations, this collection reveals the unique drivers, types, and outcomes of

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innovation in emerging markets. Global Marketing provides students with a truly international treatment of the key principles that every marketing manager should grasp. International markets present different challenges that require

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a marketer to think strategically, and apply tools and techniques creatively in order to respond decisively in a fiercely competitive environment. Alon et al. provide students with everything they need to rise to the challenge: Coverage of small

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and medium enterprises, as well as multinational corporations, where much of the growth in international trade and global marketing has occurred. A shift toward greater consideration of services marketing as more companies move away from

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manufacturing. A focus on emerging markets to equip students with the skills necessary to take advantage of the opportunities that these rapidly growing regions present. Chapters on social media, innovation, and technology teach

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students how to incorporate these new tools into their marketing strategy. New material on sustainability, ethics, and corporate social responsibility; key values for any modern business. Short cases and examples throughout the text

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show students how these principles and techniques are applied in the real world. Longer cases provide instructors and students with rich content for deeper analysis and discussion. Covering key topics not found in competing books, Global

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Marketing will equip students with the knowledge and confidence they need to become leading marketing managers. A companion website features an instructor's manual with test questions, as well as additional exercises and examples for in-

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When emerging economies draft competition law and begin to enforce it, they usually draw on the EU and US competition law systems. However, significant country-specific legal and practical variations tend to arise

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quickly, making it imperative for international business lawyers to acquire more than a passing knowledge of competition legislation and relevant case law in these countries. Now for the first time a thoroughly researched book provides an in-

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depth empirical analysis of the legal problems raised for competition, and especially for merger control and its enforcement, in emerging economies, using a case study approach in the Brazilian and Argentinean contexts to reveal

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paradigmatic trends. Brazil and Argentina are chosen not only because they are among the major trading jurisdictions in the developing world, but also because they have each established a track record of over a decade in formulating and

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enforcing a system of merger control. The author describes and analyses all Brazilian and Argentinean legislation in the field of competition law, as well as the main merger decisions adopted by the competition authorities and the judgements

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held by the courts of these countries. The book thoroughly covers the system of competition law currently enforced in each country, as well as the main innovations of proposed new competition law currently pending in Brazil. In addition, the

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author draws on field interviews with competition lawyers and officers of competition authorities conducted between April and July 2008 in Buenos Aires, Brasilia, and São Paulo. The analysis considers such issues as the following: y impact

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of M & As on the level of competition in the markets of developing countries; y enforcement of competition law and the judiciary; y criteria for notification of economic concentrations; y application of econometric tests to define the

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relevant market and the degree of market concentration.

The case studies on business development in Czechoslovakia which are included in this book illustrate how various industries and specific companies are responding to the challenges of

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*privatization. They cover a range
of problems unleashed by reform.*

Global Marketing

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experts acknowledge the importance of the emerging markets, there is a dearth of real case studies specially focussed on marketing issues. This case study

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**book addresses that
need. It is also
important and timely in
providing a framework
for instructors and
researchers (both
academic and industry)**

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**to understand the
dynamics occurring in
emerging markets. This
book is composed of long
and short real cases
with varying complexity
in different sectors**

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**including airlines,
hotel, fashion, etc.
These will cover issues
which are unique to the
emerging markets
(including the BRIC
countries) to understand**

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**the dynamics occurring
in these countries. With
its case studies,
collection of questions,
and real-life marketing
examples, this book
offers unique benefits**

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**to marketing students
and educators across the
world. A must-have for
every marketing course
module.**

**This casebook provides
students and academics**

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**in business management
and marketing with a
collection of case
studies on services
marketing and service
operations in emerging
economies. It explores**

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current issues and practices in Asia, across different areas, countries, commercial and non-commercial sectors. This book is important and timely in

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**providing a framework
for instructors,
researchers, and
students to understand
the service dynamics
occurring in these
countries. It serves as**

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**an invaluable resource
for marketing and
business management
students requiring
insights into the
operationalization of
services across**

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different geographical areas in Asia. Students will find it interesting to compare and contrast different markets covering important aspects related to

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services.

**International Economic
Law and Governance**

**From Copycats to Leaders
Global Business Strategy
A Case Study on Brazil
and Argentina**

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