
Introduction

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Biographical notes: Charles Vance is a management Professor with an expertise in human resource management, training and development. His extensive consulting has involved such organisations as Northrop Grumman, the China-Europe International Business School, and FedEx. He is active in the design and conduct of employee training, management development, executive education and other human resource consulting services with corporations and non-profit organisations in North and South America, Europe and Asia. He is a member of the Academy of Management and the Society for Human Resource Management and is a special section editor (non-English journal highlights) of the *European Journal of International Management*.

In our early editorial board discussions about how *EJIM* could make valuable and innovative contributions that would distinguish it from other journals, it occurred to many of us that we should follow the legacy from our European past and reach out and learn from current works published in other languages. We refuse to accept the notion that all currently published knowledge and information worthy of our consideration, particularly in the domain of international business and management, is printed only in English. Rather, we believe that an important and unique contribution that *EJIM* can make is to encourage the recognition and dissemination of valuable insights that can be found in non-English journals and other professional publications. Each offering of this special section highlights insights gained from multiple publications that have appeared in another language besides English; from academic or more practitioner-oriented publications and typically related to a unifying theme. All works highlighted might come from the same journal or publication source, or might feature insights from an author's own recent publication as well as others from the same language and covering a related topic. Although there presently are abstracts available in English from some non-English business publications, we would like to make these non-English insightful works much more accessible. We therefore appeal to you to find these gems and present them to us in a more detailed and compelling fashion than we would otherwise find, even where available, in abstracts. Any interested prospective authors should contact me for more information at cvance@lmu.edu.

In this special section of *EJIM* we are pleased to present an interesting analysis from the 'Italian Voice' brought to our attention by Olga Annushkina of the Bocconi School of Management, and featuring an examination of important work published by Vittorio Coda on the 'Entrepreneurial Formula'. This systemic theoretical model by Coda, one of the most prominent Italian management scholars, gained instant recognition among Italian researchers and practitioners following its initial presentation in the late 1980s. Coda's model, strongly rooted in the Italian macroeconomic and business context,

describes the value-creation flow and combines competitive and stakeholder perspectives, offering a systemic view for optimal organisation management. Annushkina illustrates here the Entrepreneurial Formula's broad applicability to different business contexts in her discussion of cases of a niche family-run publishing house, the Italian hotel industry, and non-profit social enterprises. She also examines the necessity of the systemic approach to management, as well as possible future theoretical and practical enhancements of the Entrepreneurial Formula.