

---

## Editorial

---

### Hela Chebbi\*

EDC, Ecole des Dirigeants and Créateurs d'entreprise,  
70 Galerie des Damiers – La Défense 1,  
92415 Courbevoie Cedex, France  
Fax: +33 (0) 1-46-93-23-11  
E-mail: [hela.chebbi@edcparis.edu](mailto:hela.chebbi@edcparis.edu)  
\*Corresponding author

### Dorra Yahiaoui

Normandy Business School,  
9 rue Claude Bloch – 14052 Caen Cedex 4, France  
Fax: 33 (0) 2-31-43-81-01  
E-mail: [d.yahiaoui@em-normandie.fr](mailto:d.yahiaoui@em-normandie.fr)

---

We have a great pleasure in introducing this special edition of the *WREMSD* on the role of innovation and HRM strategies in enhancing the organisational performance. Nowadays, innovation and HRM are recognised as leading principle to get a sustainable competitive advantage.

This issue presents papers of The 3rd Annual EuroMed Academy of Business Conference held in Nicosia, Cyprus on 4–5 November 2010. These papers are from different countries and cover different industries such as hospitality, sport federations, finance, manufacturing, high education and telecommunication. This issue examines two different approaches to developing organisational performance. The first paper studies competitive advantage from the innovation perspective while the three last papers look at it from the HRM perspective. All the four papers presented in this issue will help to stimulate debate amongst scholars, practitioners and policymakers.

The first paper is written by Hela Chebbi (*EDC-Paris Business School*) and Dorra Yahiaoui (*Normandy Business School*). It is an exploratory study investigating the cultural determinants of local subsidiaries initiatives. Based on some interviews, document analysis and local observation during two weeks within POLCOM, a polish subsidiary in the telecommunication sector, the authors highlights the importance of local innovations for the whole multinational group. The paper proposes a conceptual model and concludes that the entrepreneurial culture is not the unique cultural factor affecting local innovations. The business and national culture are additional aspects that should be taken into consideration. Moreover, the headquarter attitude and the conception of functions could lead to subsidiaries isolation while preventing the transformation of local initiatives into hybrid and/or internal ones.

The next paper, by Stefano Bresciani (*University of Torino*), Alkis Thrassou (*University of Nicosia*) and Demetris Vrontis (*University of Nicosia*) draws attention to the role of formal HR organisational strategy in the improvement of the organisational performance. Basing on the results of 350 large Italian hotels in comparison with

previous research on UK hotels and Barbados hotels, the authors conclude that hospitality industry companies have to incorporate HRM in their strategic organisational context. In fact, they stress the fact that strategically formalised HRM practices are more effective than independently adopted HRM practices and are a key strategic marketing tool.

Authors of the next paper, Paul Iles (*University of Salford Greater Manchester*) and Xiaoxian Zhu (*Leeds Metropolitan University*), focus their attention on the talent management as a new practice enhancing the competitiveness of Mediterranean organisations. The authors review the literature on HRM and talent management to develop a future research agenda on talent management in the Mediterranean region. Based mainly on institutional theory, authors highlight many research questions to assess the extent to which talent management is a fashion or a substantial contribution to organisational effectiveness in this region.

The final paper, by Alkistis Papaioannou, Thanos Kriemadis, Panagiotis Alexopoulos and Ourania Vrontou (*University of Peloponnese*), examines the employee empowerment along sport federations. The authors conducted a study within 20 Greek sport federations and show a difference among these institutions (based on government funding and Olympic distinctions) and key factors of empowerment. Overall and based on the fact that empowerment of employee produces positive outcomes for the organisation, authors advice managers of sport federations to involve more their employees in the planning process and sharing decision-making power.

Coming to the end of this editorial, we hope you will find through this special issue papers inspiring and interesting. We would like to thank the journal's editorial team and staff. We do appreciate the time and efforts of all authors who contributed their valuable suggestions to all the papers presented.