
Editorial

Dolores Sanchez Bengoa

International Business School,
Vilnius University,
Sauletekio Avenue 22, LT-10225 Vilnius, Lithuania
E-mail: sanchezl@cytanet.com.cy

I am honoured to have this opportunity to write a guest editorial for the *World Review of Entrepreneurship, Management and Sustainable Development*. This guest edition contains 13 articles based on carefully selected papers from the Annual Conference of the Euromed Academy held in Switzerland in September 2012.

The richness of this guest edition dedicated to the unbound influence of national cultures relies on its author's cultural background and experience. The authors coming from diverse cultural backgrounds share with us their research, perspectives and discoveries that otherwise we would have been missed.

This guest edition contains papers which offer an eye-opening critical analysis and awareness of how sometimes national cultures may limit one's performance and behaviours. On the other side of the coin, some papers provide tools to overcoming such limitations, and others, provide recommendations to broaden national mindsets into cosmopolitan ones. Latter is the case of the first paper written by Illum-Engsig, 'The cosmopolitan generation and their motivation: a guide for manager to keep motivation'. It presents the idea that there is a generation influenced by so-called cosmopolitanisation, outlining that intrinsic motivation is much more than and very different from traditional mechanistic motivational thinking, and by combining these arguments with narrative research the study points out what managers could do to keep the motivation of the cosmopolitan generation. It is a multidisciplinary study embracing sociology, motivational psychology, and unconventional narrative research methodologies in creating understandable and applicable normative results for practicing managers.

The second paper by Calza and Cannavale explores the concept of cultural competence, and the possibility to build successful cultural bridges to succeed in South Mediterranean Countries and Middle East Countries. Asking *Does cultural competence affect the success of international strategies?*, they explain that when European firms enter these contexts, the strong identity of local people and the tendency to feel oppressed from foreigners can make relationships difficult both inside and outside the organisation. The paper discusses the possibility to build cultural bridges, which reduce the perception of cultural distance, making relationships easier to start and being more effective. The empirical analysis is focused on the case study of Technip Italy, a world leader in engineering, technologies and project management for the oil and gas industry, successfully operating in the area.

Focussing on Mediterranean cultures, the third paper explores the *perceptions of greek entrepreneurial personality traits*. Tsoukatos discusses personality characteristics of entrepreneurs under the light of gender and culture, exposes perceived entrepreneurial personality traits and examines their interrelationships with reported own personality

traits of respondents. The study strongly challenges the idea of, at least in terms of personality requirements, entrepreneurship being a 'man's world'. In view of reported low entrepreneurial propensity of male and female students the paper provides practical recommendations for policy-makers in relation to promoting the idea of entrepreneurship and inserting it into study curricula.

Relating to Cyprus, the fourth paper authored by Mavris sheds light on 'Social, cultural and environmental impacts of tourism in Cyprus: the need for sustainable development'. The objective of this paper is to determine how tourism development in Cyprus impacted its society, on the social, cultural and environmental levels. The overall analysis reveals that the unprecedented tourism expansion is contributing to an observed change in the social, cultural and environmental character of Cyprus. The purpose is to determine both the positive and negative socio-cultural and environmental impacts of tourism development on the Island State of Cyprus, underscoring the need for sustainable tourism development.

The fifth paper contributes to the understanding of the importance of trust. Bengoa and Neuhauser in their paper on 'Multicultural large construction projects: the key role of trust' investigate how trust was vital in the successful achievement of a large Austrian construction project with a multicultural workforce environment. The paper provides interesting insights for practitioners in terms of key factors for building up trust leading to saving money and time in such highly competitive environment.

Expanding on geographical borders, the sixth paper of Pervin and Ranchhod investigates 'Ethical concerns in cosmetics retailing: a comparative study of consumer attitudes towards cosmetics purchase between Europe and Asia with particular reference to Bangladesh and the UK'. It identifies how ethical motivations can be a stimulus in retail consumption behaviour that takes place in different cultural and economic environments. This study concludes that there is a strong correlation between the ethicality and intention to purchase beauty products regardless of the cultural dissimilarities and the economic inequalities in different countries.

The seventh paper of Loureiro and Kaufmann entitled 'Intentions towards the sustainability of young adults: a cross-cultural comparison' highlight the importance of education for sustainable development in higher education. The main goal of this study is to apply the theory of planned behaviour to analyse sustainability attitudes, behaviours and intentions among students in higher education institutions across five countries: USA, Portugal, Cyprus, Serbia, and South Korea.

The eighth paper by Sethna, Jones and Edwards explores *the entrepreneurial species, indigenous and non-indigenous types* from both rural and urban regions in the UK. This paper presents insights into how both rural and urban socioeconomic environments influence the emergence of specific types of entrepreneurs. The authors found that second generation urban ethnic entrepreneurs tend to resist ethnic enclave economies whilst incoming rural entrepreneurs are what can be termed 'lifestyle entrepreneurs'. A number of issues that affect the species were uncovered including socio-cultural influences on the use of networks, attitudes towards customer and stakeholder relationship and approach/access to business support services.

The ninth paper written by Younes, Stewart and Kyriakidou investigates 'MTDP needs assessment in Libya: a case of international and joint venture organisation'. This paper investigates how I&JVO organisations assess MTDP needs, as this stage is regarded to be the key stage of the training and development cycle. The importance of this study is reflected by the increasing interest of MTDP needs assessment in I&JVO as

these organisations are seeking to improve the skills, the abilities and the knowledge of their managers in their branches in Libya.

The common theme of the following papers concerns the influence of culture on marketing issues. The tenth paper from Rossi, Vrontis and Thrassou entitled 'Agro business in a changing competitive environment – Campania firms' strategic, marketing and financial choices' presents an exploratory research analysis of the strategic choices of Campania (Italy) agro food firms. The paper investigates the critical factors of success and/or failure of the Campania agro food industry, the strategies adopted by firms, their resulting performance, their capital structure and the actions necessary to increase competitiveness. The findings identify that some firms implement winning strategies, with their most important characteristic of having a strong marketing orientation.

The 11th paper written by Papadopoulos, Trigkas, Karagouni and Papadopoulou is entitled 'The contagious effects of the economic crisis regarding wood and furniture sectors in Greece and Cyprus'. It explores the impacts of the economic crisis on wood and furniture industries of Greece and Cyprus. It answers the question of how the transmission channels affected these specific business ecosystems? Evidence from the countries shows a negative to very negative impact of the severe crisis to both countries with a time lag of about 24 months for the Cypriot wood and furniture sector to follow the Greek one. Benchmarking best practices indicates that emphasis on innovation, technology and good relations to customers play a significant role to confront the crisis, reduce negative impact and create opportunities.

The 12th paper by Thrassou, Vrontis and Bresciani entitled 'Strategic reflexivity in the hotel industry – a value-based analysis' investigates the incessantly altering hotel industry and the need for new strategic models that do not simply fit new competitive conditions, but perpetually and automatically predict and adapt to these. The findings propose a strategic transition from current mechanistic approaches to more creative marketing notions that are based less on traditional elements of analysis and more on the perception of value. The paper ultimately constructs an applicable concept for the practicing hotel industry.

The final paper by Spais and Papakonstantinidis researches 'The value of the 'triple pole' approach in bargaining for vertical cooperative advertising and the research challenges for the evolution of this topic in the cooperative advertising literature'. The paper discusses two studies. The first study examines how scholarly research on cooperative advertising has evolved during the last decade and envisages the shape of this domain. The second one explores brand manufacturers' perceived value of the 'triple pole' approach in bargaining situations for cooperative advertising campaigns. The study strongly shows interesting conceptual developments in the cooperative advertising literature and challenging practical implications.

In conclusion, I would like to express my gratitude to all the researchers who have been involved in the preparation of this guest edition and to wish all the readers an inspirational reading time.