
Editorial

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Biographical notes: Dafnis N. Coudounaris is an Associate Professor of Innovation Management at the School of Economics and Business Administration at University of Tartu, Tartu, Estonia. He received his BSc in Economics from the National and Kapodistrian University of Athens, Postgraduate Diploma in Marketing from Bristol Polytechnic, MSc in International Business from UMIST and PhD in Industrial Marketing from Luleå University of Technology. He has published several papers in international journals such as *MIR*, *Jl Management*, *IBR*, *P&M* and *JBR*. He serves as a member of the editorial review boards of *Journal of Business Research* and *Journal of Innovation and Knowledge*. He recently became a Fellow of the European Mediterranean Academy of Business (EMAB).

Stanley Joseph Paliwoda is an Emeritus Professor of Marketing at the Department of Marketing, Strathclyde Business School, University of Strathclyde, Glasgow. He is a former Senior Examiner of the Institute of Export in the UK and has written various textbooks and particularly a seminal one entitled *International Marketing* with co-author Professor Michael Thomas. He has published 65 articles in books and international journals. He is the Deputy Editor of the *Journal of Customer Behaviour* and a Fellow of both the Chartered Institute of Marketing and Chartered Management Institute. He is an international trustee of the IP Management Poland and has served as a member of several editorial boards.

Welcome to the first issue of the third volume. This issue includes four papers in the field of export marketing and international business. The four papers are summarised in the following paragraphs. The first paper, which was awarded the best review study at the Inaugural Nordic International Business and Export Marketing Conference 2018, examines whether export activities of both Swiss and foreign MNCs located in Switzerland may benefit the Swiss economy when the export specific knowledge that is gained in foreign markets may spillover to domestic firms, raising their export propensity. The second paper investigates the main characteristics of

organisational culture in Vietnamese corporations. The third paper analyses the direct and indirect effects of entrepreneurial competencies on the international performance of small exporting firms. Considering the high importance of entrepreneurial competencies, it particularly looks at their direct and indirect impacts on international market diversification and profitability. Finally, the fourth paper examines the internationalisation strategies of Lusophone Africa multinational enterprises (LAMNEs) from Angola and Mozambique.

The first paper by Hamida and Ischer reveals that export spillovers do not occur automatically. They depend upon the mechanism through which they take place, the absorptive capacity of domestic firms, the export destination, and the geographical proximity.

The authors found the probability that domestic firms' exports are positively and significantly associated with the presence of MNC exporters in their sector. Demonstration-imitation is the main mechanism for these benefits. These benefits are larger when specific by destination and when domestic firms are in close proximity to foreign and Swiss MNCs. In addition, domestic firms with high technological capacities benefit more from export spillovers.

Tran in the second paper reveals that among 276 Vietnamese working adults in two regions in Vietnam, task orientation is the common organisational culture in current Vietnamese companies, and negative attitudes are surprisingly found. Implications are explained for other Vietnamese superiors and subordinates so that they might cooperate effectively in the future

Oppong, Dornberger and Un Nabi in the third study, using a survey of 134 small exporting firms from different sectors in Ghana, revealed that five identified entrepreneurial competencies have direct positive effects on international market diversification, which also leads to a superior rate of profitability. Furthermore, the study highlighted the mediation effect of international market diversification, which caused indirect effects of entrepreneurial competencies on profitability.

Finally, in the fourth study, Goncalves and Smith revealed that despite several disadvantages faced by entrepreneurs in frontier economies, particularly in Angola and Mozambique, LAMNEs relied on external resources to launch themselves into international markets, utilising web-enabled digital and virtual resources, such as the internet, social media and online professional communities of practice. In addition, most did not enter foreign markets alone and chose to rely on modes of entry that included joint ventures and partnerships, mergers and acquisitions (M&A), e-commerce and e-business.

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