
Editorial

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Welcome to the third issue of the third volume. Since both Scopus and Emerging List of Web of Science request the publication of five papers per issue and 20 papers per year, for qualifying new journals in their lists, this issue includes five papers. The five papers, which are in the field of export marketing and international business, are summarised in the following paragraphs. The first paper examines the entry modes adopted by medium-sized enterprises (MEs) seeking market access to challenging business

environments in Africa. The second paper reviews cross-functional teams (CFT) and innovation performance (IP) of multi-national enterprises from different disciplines between 2008 to 2019. The third paper contributes to the emerging literature on nonlinear internationalisation by presenting a Chinese SME's experience of nonlinear internationalisation, both in terms of fluctuations in sales with every client in each foreign market, and the number of foreign markets in which it operates. The fourth paper investigates the modern organisational culture of local organisations in emerging countries such as Vietnam, where many organisations are facing the reform in organisational structure due to the rising wave of global corporations that are penetrating these markets. Finally, the fifth paper examines the relationship between the adoption of effectuation decision-making logic, the resultant speed of internationalisation and the uncertainty as a moderating effect on the relationship between effectuation and internationalisation speed.

The first paper by Gundelach and Hansen, based on a review of the extant literature on entry mode choice and organisational learning in internationalisation, develops a dynamic model for analysing entry mode choice of MEs using a longitudinal study of 14 Danish MEs which attempted entry into the Kenyan market. The study reveals that MEs did not adjust their entry mode due to gaining better knowledge of their own resources in relation to the Kenyan business environment. Furthermore, the only behavioural adjustments in relation to better knowledge, were that several MEs, rather than changing their preferred entry mode, decided to abandon entry altogether. This study uses a longitudinal multi-case approach to investigate the decisions of MEs about market entry into Kenya.

Akuffo reviews a number of studies that have established a connection between CFT and IP with data from MNEs from different industries. One hundred and seven studies were identified from EBSCO Discovery, Web of Science, Science Direct, Scopus, and Google Scholar. However, only 18 studies had a direct bearing on the topic under discussion. Two research questions guided this review, namely how CFT relates to IP with or without consideration of other factors, and whether there is consistency in the measurement and indicators of IP. The study reveals that few studies have been conducted in the area in the last ten years. It also reveals that the methods employed in measuring IP were not consistent, and other factors influenced that relationship between CFT and IP. Future studies should employ longitudinal case studies to help trace the launching and the success of a product introduced by MNE's.

In the third study, Zhang, Aman, Zhang and Xi, use a Chinese case to investigate a firm's annual activities with 66 foreign clients in 15 foreign markets. The study reveals that since the firm's establishment, it did not experience constant growth in any of the markets. Furthermore, although the number of served markets grew, only a few of them were in the original export countries. Additionally, although the firm grew considerably, substantial growth was experienced much later than at the firm's start-up phase, with some crises occurring during the process. Therefore, the fluctuations in internationalisation do not necessarily lead to failure; they may be caused by different external and internal factors, and such fluctuations can occur several times in a specific market.

In the fourth study, Tran and Tran adopt the four factors of competing value framework, namely clan, hierarchy, adhocracy and market. Based on a sample of 294 Vietnamese people, the study reveals that they socialised variously on the basis of their gender, age, working experience and job title in the private versus public sector. The

findings showed a significant difference in age and working experience in the current Vietnamese organisational culture. Old and experienced people are linked to market culture, whereas young and newcomers are involved with clan culture. These results are valuable for organisations, superiors and practitioners who work with Vietnamese-born workers.

Finally, the fifth paper by Masroor, Alam, Hossain and Misbauddin, based on a sample of 150 Bangladeshi small and medium-sized software firms and used a structured questionnaire and PLS-SEM. The results of the study support that the effectuation decision-making logic results in quick international market entry for the firms. Additionally, the study suggests that uncertainty has a moderating impact on the relationship between effectuation and internationalisation speed.

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