

Competing In Emerging Markets Cases And Readings

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Competing in Emerging Markets Cases Readings A Comprehensive Guide Emerging markets present both significant opportunities and unique challenges for businesses This guide delves into the complexities of competing successfully in these dynamic environments drawing on realworld cases and academic readings to provide a practical framework for strategic decisionmaking

I Understanding the Emerging Market Landscape

Before strategizing a thorough understanding of the target market is paramount This involves Market Analysis Go beyond basic GDP growth Analyze factors like population demographics age income distribution urbanization infrastructure development transportation communication energy political and regulatory landscape stability corruption levels trade policies and cultural nuances consumer preferences business ethics For example analyzing Indias burgeoning middle class requires understanding its diverse regional variations and spending habits differing from a similar analysis for Nigerias rapidly urbanizing population

Identifying Opportunities and Threats

Assess the specific opportunities presented by the market eg untapped demand lower labor costs Simultaneously identify potential threats eg political instability infrastructure limitations competition from local players Consider the case of Ubers entry into India which presented massive market potential but also dealt with regulatory hurdles and intense competition from local ridesharing services

Competitive Analysis

Examine the existing competitive landscape including both local and multinational firms Identify their strengths weaknesses strategies and market share A Porters Five Forces analysis can be particularly useful in this context For example studying the competition faced by foreign retailers in the Chinese market where established local players possess strong distribution networks highlights the challenges involved

II Developing a Winning Strategy

2 A successful strategy in emerging markets necessitates a tailored approach considering the specific context Adaptation vs Standardization Decide whether to adapt your productservice to local preferences or maintain a standardized global offering McDonalds successful adaptation of its menu in various countries eg McAlloo Tikki in India exemplifies a nuanced approach Conversely a standardized approach might be suitable for technology products with universal appeal

Pricing Strategy

Consider factors like purchasing power income distribution and competition when setting prices Penetration pricing might be effective in gaining market share initially while premium pricing could target higherincome segments Consider how Xiaomi successfully utilized a lowprice strategy to gain significant market share in India and China

Distribution Channels

Develop an efficient distribution network tailored to the markets infrastructure This might involve partnering with local distributors establishing direct sales channels or leveraging ecommerce platforms Analyzing Unilevers distribution strategies in rural India using microretailers and

mobile technology offers valuable insights Marketing and Communication Understand the local culture and consumer preferences when crafting your marketing message Employing local languages using appropriate media channels and engaging with local influencers are crucial Observe how CocaCola adapts its advertising campaigns to resonate with diverse cultures worldwide Local Partnerships Collaborate with local businesses suppliers and government agencies This helps navigate regulatory hurdles access local expertise and build trust with consumers Consider the success of foreign companies partnering with local firms in Vietnam to overcome supply chain challenges III Managing Risks and Challenges Competing in emerging markets entails inherent risks Political and Regulatory Risks Political instability corruption and unpredictable regulatory changes can significantly impact business operations Thorough due diligence risk mitigation strategies and building strong relationships with government officials are essential The challenges faced by foreign companies operating in politically volatile regions like Venezuela highlight these risks Economic Volatility Fluctuations in currency exchange rates inflation and economic growth can impact profitability Implementing effective hedging strategies and flexible financial 3 planning are crucial Infrastructure Deficiencies Limited access to reliable infrastructure electricity transportation internet can hinder operations Identifying alternative solutions or investing in infrastructure development might be necessary Cultural Differences Misunderstandings regarding cultural nuances can lead to communication breakdowns and marketing failures Cultural sensitivity training and market research are vital Intellectual Property Protection Weak intellectual property rights protection can expose businesses to risks of counterfeiting and imitation Robust intellectual property strategies and legal protection are crucial IV StepbyStep Guide to Entering an Emerging Market 1 Market Research Due Diligence Thoroughly analyze the market assess risks and identify opportunities 2 Strategy Development Develop a tailored market entry strategy considering adaptation vs standardization pricing distribution and marketing 3 Partner Selection Identify and establish relationships with local partners 4 Regulatory Compliance Understand and comply with all relevant regulations and laws 5 Market Entry Choose the appropriate market entry mode eg export joint venture foreign direct investment 6 Implementation Monitoring Execute the strategy monitor performance and make necessary adjustments V Common Pitfalls to Avoid Ignoring Local Culture Failing to adapt to local customs and preferences Underestimating Regulatory Hurdles Lack of preparation for navigating complex regulations Insufficient Market Research Entering the market without a thorough understanding of consumer needs and competition Neglecting Local Partnerships Failing to leverage the expertise and networks of local partners Inadequate Risk Management Not anticipating and mitigating potential political economic and operational risks VI Successfully competing in emerging markets requires a multifaceted approach that combines 4 thorough market research a welldefined strategy and a keen understanding of the unique challenges and opportunities presented By adapting to local contexts building strong relationships and effectively managing risks businesses can unlock substantial growth potential in these dynamic environments VII FAQs 1 What is the best market entry strategy for emerging markets Theres no onesizefitsall answer The optimal strategy depends on factors like the companys resources

the markets characteristics and the level of risk tolerance Options include exporting licensing franchising joint ventures and whollyowned subsidiaries 2 How can I mitigate political risk in emerging markets Strategies include thorough due diligence diversification of investments building strong relationships with government officials and utilizing political risk insurance 3 How important is cultural understanding in emerging markets Cultural understanding is paramount Failure to adapt to local customs and preferences can lead to communication breakdowns marketing failures and damage to brand reputation 4 What are some key performance indicators KPIs to track success in emerging markets KPIs should be tailored to the specific market and strategy but could include market share revenue growth customer acquisition cost brand awareness and return on investment 5 What resources are available for learning more about competing in emerging markets Numerous resources are available including academic journals eg Journal of International Business Studies industry reports case studies from business schools eg Harvard Business School and consulting firm publications eg McKinsey Company Government agencies and international organizations also provide valuable data and insights

Operating in Emerging MarketsEmerging Markets For DummiesEmerging Markets and the Global EconomyDoing Business in Emerging MarketsThe Investor's Guide to Emerging MarketsTrading Fixed Income and FX in Emerging MarketsThe Economist Guide to Emerging MarketsInvesting in Emerging MarketsGetting Started in Emerging MarketsHandbook of Business Practices and Growth in Emerging MarketsBrand Management in Emerging Markets: Theories and PracticesLeveraging Cultural Diversity in Emerging MarketsEthical and Social Perspectives on Global Business Interaction in Emerging MarketsThe Little Book of Emerging MarketsGrowth and Development in Emerging Market EconomiesA discussion of market entry strategies in emerging marketsEmerging Markets Rule: Growth Strategies of the New Global GiantsFisher Investments on Emerging MarketsThe Oxford Handbook of Management in Emerging MarketsDynamics of Institutional Change in Emerging Market Economies Luciano Ciravegna Ann C. Logue, MBA Mohammed El Hedi Arouri S. Tamer Cavusgil Mark Mobius Dirk Willer Aidan Manktelow Julian Marr Christopher Poillon Satyendra Singh Wang, Cheng Lu Marcus Goncalves Al-Shammari, Minwir Mark Mobius Harinder S Kohli Johann Kristoph Kaup Mauro F. Guillen Fisher Investments Robert E. Grosse Nezameddin Faghih

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Management in Emerging Markets Dynamics of Institutional Change in Emerging Market Economies *Luciano Ciravegna Ann C. Logue, MBA Mohammed El Hedi Arouri S. Tamer Cavusgil Mark Mobius Dirk Willer Aidan Manktelow Julian Marr Christopher Poillon Satyendra Singh Wang, Cheng Lu Marcus Goncalves Al-Shammari, Minwir Mark Mobius Harinder S Kohli Johann Kristoph Kaup Mauro F. Guillen Fisher Investments Robert E. Grosse Nezameddin Faghih*

master a complete roadmap for emerging market business success and profitability emerging markets are generating unprecedented opportunities but they are far more complex and risky than they may seem profiting in these markets entails retooling business models products and strategies to exploit these differences instead of falling victim to them too many american european and japanese companies continue to operate with a developed world mentality that seeks to merely adapt existing products and strategies while underestimating the unique challenges of managing a business in radically different contexts operating in emerging markets draws from real life examples and today s most valuable research to offer a step by step blueprint for improving profitability in emerging markets pioneering researchers dr luciano ciravegna and dr robert fitzgerald walk you through understanding the true risks and challenges identifying and investing the right resources developing the right strategies products and processes and learning from both the successes and failures that have come before you an indispensable resource for all decision makers in companies that are or plan to operating in emerging markets and for all graduate business students who may do so in the future publications devoted to rapidly transforming economies are on the rise but the contribution is often marginal this new book operating in emerging markets authored by luciano ciravegna robert fitzgerald and sumit kundu is an exception it provides valuable insights into what makes these economies grow and prosper most importantly it responds to the need for practical approaches to tapping emerging markets thus it should assist current and future managers in navigating these high potential but high risk countries s tamer cavusgil callaway professorial chair and executive director ciber j mack robinson college of business georgia state university

emerging markets for dummies provides readers with an understanding of emerging markets and their place in our economy savvy investors and business managers will find the important information and advice they need to incorporate these growth areas into their business and investment plans

emerging markets and the global economy investigates analytical techniques suited to emerging market economies which are typically prone to policy shocks despite the large body of emerging market finance literature their underlying dynamics and interactions with other economies remain challenging and mysterious because standard financial models measure them imprecisely describing the linkages between emerging and developed markets this collection systematically explores several crucial issues in asset valuation and risk management contributors present new theoretical constructions and empirical methods for handling cross country volatility and sudden regime shifts usually attractive for investors because of the superior growth they can

deliver emerging markets can have a low correlation with developed markets this collection advances your knowledge about their inherent characteristics foreword by ali m kutan concentrates on post crisis roles of emerging markets in the global economy reports on key theoretical and technical developments in emerging financial markets forecasts future developments in linkages among developed and emerging economies

doing business in emerging markets entry and negotiation strategies is an authoritative and timely guide for executives who are contemplating business in these markets including numerous exhibits and real world examples the authors explore analysis and evaluation of market potential management of the negotiation process and the recognition of important regional business styles and cultural issues students and professors in mba or ph d programs in international management marketing and strategy will also find this an invaluable aid to understanding emerging markets

emerging markets capital markets in predominately less developed economies represent the fastest growing investment area and investors and speculators are attracted to the potential high returns mobius provides a rationale for investing in emerging markets and shows the reader how to assess the opportunities and analyze different investment strategies

a practitioner s guide to finding alpha in fixed income trading in emerging markets emerging fixed income markets are both large and fast growing china currently the second largest economy in the world is predicted to overtake the united states by 2030 chinese fixed income markets are worth more than 11 trillion usd and are being added to global fixed income indices starting in 2019 access for foreigners to the indian fixed income market valued at almost 1trn usd is also becoming easier a trend repeated in emerging markets around the world the move to include large emerging market em fixed income markets into non em benchmarks requires non em specialists to understand em fixed income trading fixed income in emerging markets examines the principle drivers for em fixed income investing this timely guide suggests a more systematic approach to em fixed income trading with a focus on practical trading rules on how to generate alpha assisting em practitioners to limit market share losses to passive investment vehicles the definitive text on trading em fixed income this book is heavily data driven every trading rule is thoroughly back tested over the last 10 years case studies help readers identify and benefit from market regularities while discussions of the business cycle and typical em events inform and optimise trading strategies topics include portfolio construction how to apply esg principles to em and the future of em investing in the realm of big data and machine learning written by practitioners for practitioners this book provides effective immediately accessible tools covers all three fixed income asset classes emfx em local rates and em credit thoroughly analyses the impact of the global macro cycle on em investing examines the influence of the financial rise of china and its fixed income markets includes case studies of trades that illustrate how markets typically behave in certain situations the first book of its kind trading fixed

income in emerging markets a practitioner s guide is an indispensable resource for em fund managers analysts and strategists sell side professionals in em and non em specialists considering activity in emerging markets

the growth that companies can achieve from their operations in home and developed world markets has for many years been modest real opportunities to take a business to a higher level exist in identifying and cultivating emerging markets for many years the economist corporate network has been a leading authority in advising firms on how to make the most of the opportunities that emerging markets present and how to avoid the mistakes so many companies make with disastrous results in this book the corporate network team shares their expertise with readers they examine new approaches to business in emerging markets identifying what you need to think about the various risks and how to get your approach right they also review various markets from the bric countries brazil russia india and china to the emerging economies of eastern europe asia and africa based on the unrivalled expertise of the economist corporate network team and their experiences working with hundreds of companies there is no more useful guide than the economist emerging markets to explore the opportunities these markets offer and how to take advantage of them

for more than a decade emerging markets have proved one of the most exciting areas of investment but the sector has not been without its dangers private and professional investors alike have continuously been attracted by the promise of riches on offer from countries such as china india brazil and russia but as often as not have been left with their fingers burnt investing in emerging markets the bric economies and beyond tempers the undoubted causes for emerging market optimism with a healthy dose of reality illustrating how for every argument in favour of investing in the sector there are one or more reasons to tread very carefully indeed in the wake of the credit crunch and ensuing market turmoil it also analyses where the emerging markets now fit within the global investment landscape with the economies of the us europe and japan hit by an economic crisis very much of their own making has the credibility gap between developed and developing markets narrowed has the playing field become more level investing in emerging markets the bric economies and beyond offers a fresh clear eyed and objective look at an area that can only grow in importance over the next decade it balances a realistic appraisal of the opportunities on offer from the emerging markets with a pragmatic assessment of the potential pitfalls facing investors in the process providing an accessible introduction to newcomers and more experienced investors with a valuable and compact point of reference

how every investor can seize the huge potential of overseas emerging markets this book offers a clear roadmap to navigating emerging markets in clear terms every investor can understand it explains what an emerging market is why investors should invest in them and what the risks are in particular markets including latin america east asia and china the book offers a systematic process that can be easily followed for successful investing in emerging

markets

the handbook of business practices and growth in emerging markets consists of a collection of specially commissioned chapters that describe the current business environment organizational culture consumer behavior financial investment climate and examples of best prevailing practices in emerging markets it covers all the major functional areas of business oco marketing strategy operations and finance oco in all continents the focus of each chapter is on the identification of different business issues in different emerging markets including asia africa and south america and on the implementation of a proposed set of recommendations using both qualitative and quantitative techniques to assist in decision making and in improving organizational efficiency and effectiveness readers will also appreciate the multidimensional view of financial and non financial performance measurement of businesses specifically the goal of this research based handbook is to provide a comprehensive guide for business students and managers by discussing a range of issues from the diverse emerging markets and enabling them to develop a strategic mindset for a market oriented culture given the changing business dynamics government policies and demands in industries this handbook is both timely and topical sample chapter s foreword 28 kb chapter 1 introduction 69 kb contents introduction s singh china new product development in emerging markets n grigoriou competing with multinationals entry and evolution of latecomer firms in china s handset industry w xie s white current business practices of top fortune global emerging multinationals c h liu k k wei between information system integration and performance what are the missing links r p lee q m chen legal cases and auditing in china g chong commonwealth of independent states csr in the emerging market of russia finding the nexus between business accountability legitimacy growth and societal reconciliation o kuznetsova the russian system of corporate governance promises and realities o kuznetsova brand management in emerging markets private labels in croatian grocery retailing and the case of dona trgovina d o o m martinovic j branch baltic tiger or wounded lion oco retail trade and shopping behavior in estonia latvia and lithuania b mckenzie latin america data mining as a decision tool for materials procurement in a multinational company headquartered in brazil d c c barbosa et al the importance of natural resources based industry clusters in latin america the case of chile c felzensztein inserting small holders into sustainable value chains m f neves l t e castro franchise as an efficient mode of entry in emerging markets a discussion from the legitimacy point of view c gauzente r dumoulin africa public procurement reform in emerging economies a case study of kenya p m lewa s k lewa rural tourism in south africa the case of damdoryn and bufflespoort k p quan baffour an institutional network approach of partnership mode of interest free microfinance and islamic banking a case study m n alam m m hussain challenges of internet adoption of banks in ghana n o madichie et al middle east does the religious nature of organizations affect performance measurement a case of gcc banks e k a mohamed m m hussain challenges and opportunities for international marketers in kuwait c p rao glimpses at society and management in iran h yeganeh internet consumer behavior in cyprus a thrassou et al asia corporate social performance of indonesian state owned and private companies h fauzi et al does individual stock futures affect stock

market volatility in india n tripathy et al philippines in the 21st century business opportunities and strategic marketing implications e p garrovillas papua new guinea oco an emerging economy in the south pacific challenges and prospects r rena conclusion s singh readership students of business administration courses which focus on organizational culture managers and management consultants dealing with issues related to emerging markets

this book provides valuable and insightful research as well as empirical studies that allow audiences to develop implement and maintain branding strategies provided by publisher

leveraging cultural diversity is an important element for competing in the global market understanding the overall macroeconomic landscape of emerging and frontier markets enables corporations and international business professionals to fully realize the potential for strategic globalization most transnational and multinational corporations have made substantial progress in their globalization efforts by establishing operations in several countries and offshoring certain processes to countries with capabilities and growth potential however while these recent globalization efforts have their roots in cost arbitrage successful companies must understand that globalization can be a means for shoring up competitive advantage to diversify intellectual capabilities and growth and improve quality enhancement opportunities this book looks at how one can move forward from the current situation most people still see cultural differences as a barrier to success the authors demonstrate how one can instead leverage from the cultural diversity and create better more competitive companies better leaders and hopefully a safer and more sustainable world

societal demands needs and perspectives of ethical and socially responsible behavior within business environments are a driving force for corporate self regulation as such executives must consistently work to understand the current definition of ethical business behavior and strive to meet the expectations of the cultures and communities they serve ethical and social perspectives on global business interaction in emerging markets compiles current research relating to business ethics within developing markets around the world this timely publication features research on topics essential to remaining competitive in the modern global marketplace such as corporate social responsibility corporate governance consumer behavior understanding and ethical leadership and how all of these components attribute to the decision making process in business environments business executives and managers graduate level students and academics will find this publication to be essential to their research professional and educational needs

the information you need to invest in emerging markets in one little book the world s economies are in a state of flux the traditional dominance of the g7 countries is being challenged by emerging market nations like brazil and india and while investment opportunities in these countries abound the risks can

be extremely high in this little book mark mobius an internationally renowned expert on emerging market funds explains the ins and outs of emerging market investment providing practical guidance on picking industries and companies likely to win and explaining why policies and regulations matter as much as balance sheets how to recognize global contenders techniques for managing risk and how to get out at the right time the emerging markets are expected to be a key driver of future global economic growth and with the little book of emerging markets in hand you have everything you need to take full advantage of these incredible opportunities explains how to pick the industries and companies mostly likely to boom why policies and regulation are key to making intelligent investment decisions how to recognize genuine opportunities and much more includes invaluable techniques for managing your risk shows you how to get your money in and out of emerging markets without being burned the little book of emerging markets is the perfect little guide to the world s most exciting investment opportunities

this compilation helps understand the basic forces that are now determining the performance and prospects of emerging market economies emes around the world in the past few years there has been a sharp rise in private capital flows to well performing developing countries commonly referred to as emes with a drop in net transfers from official sources the private capital flows in these countries now dwarf official flows growth and development in emerging market economies international private capital flows financial markets and globalization encapsulates in one volume the understanding of the inter related topics of global imbalances finance investment trade and infrastructure such assemblage is difficult to find in the existing literature in this field many chapters discuss the situations in asia and latin america drawing parallels and pointing out contrasts the papers in this collection were discussed at the emerging markets forum meeting held in jakarta indonesia in september 2006 the contributors include highly experienced former policy makers and senior officials of multilateral institutions who have lifelong experience in policy formulation at the highest level the collection would be of value to policy makers in developing countries officials of multilateral development institutions and researchers and academicians in the field of emes

seminar paper from the year 2016 in the subject business economics business management corporate governance grade 1 3 university of applied sciences essen language english abstract this term paper shall give an overview of different options to enter an emerging market and indicate a company about identifying the most promising market entry strategy which factors determine the market entry strategy for an emerging market to answer these questions company and market specific factors in terms of emerging markets will be considered e g company size market potential or social and cultural differences might eliminate strategies already before but are the chances opening up by entering an emerging market predominant and worth the risk following the introduction the second chapter provides definitions of emerging markets and developing countries furthermore it illustrates the characteristics of emerging markets on the basis of the bric countries in chapter three factors affecting the decision for a market entry strategy are

displayed moreover this chapter includes chances and risks of entering emerging markets chapter four explains different market entry strategies which are then critically analysed with regard to the previous findings in chapter five on this basis chapter six provides the conclusion including answers to the afore mentioned questions

seize the advantage in the global war for market share winner of the 2013 small business book award top 10 overall the newest economic behemoth china is snatching market share from the u s japan and europe at an alarming rate but china isn't alone the world's largest producers of biofuel meat consumer electronics regional jets baked goods candy and many other products are all emerging market multinationals emms and industries poised to be taken over by emms include personal computers it services mining wind turbines and cement the balance of power in the global economy is shifting are you in a position to compete with the most energetic imaginative companies on the planet in emerging markets rule two experts on the global shift in economic hegemony explain what is happening why it is happening and how you can prevent it from happening to you the authors provide an action plan based on leaner more operationally proficient ways for maintaining the competitive advantage based on seven new axioms of global competitiveness execute strategize and execute again cater to the niches scale to win embrace chaos acquire smart expand with abandon no sacred cows emerging market multinationals are here to stay they're not going to go away even when the global economy rights itself what began as a necessity a kind of guerilla business warfare against the corporate superpowers has now evolved into best practices and is on its way to becoming what everyone needs to know the authors write simply put down is up the weak have become strong you need to learn these new best practices now because tomorrow will be too late emerging markets rule is your road map for business success in the increasingly competitive chaotic global markets emerging market multinationals have reshaped global competition using well articulated views duly substantiated with facts this book explains why and how they have become formidable players in both high technology and traditional industries this book is a worthy read for businesses and individuals alike seeking to comprehend the phenomenon of the emerging market multinational's d shibulal ceo and managing director infosys this book shows the strength and potential of companies that stand out in emerging markets reaffirming entrepreneurship innovation and sustainability as fundamental factors for the outbreak of global competitors alessandro carlucci ceo natura cosmetics the authors have touched on an important idea that emerging market growth can often be tapped by companies located in those markets this is an essential book leading us to identify the niche markets and strategies for those emerging markets a must for all international companies with growth ambitions leonard a lauder chairman emeritus the estee lauder companies a must read for any company on its way to becoming a global one you will learn from companies that have developed unique ways of competing in tough markets such as china and india jorge zarate china general manager grupo bimbo

the fifth installment of the fisher investments on series is a comprehensive guide to understanding and analyzing investment opportunities within emerging markets growing in relative importance in recent years emerging markets offer dynamic and unique opportunities fisher investments on emerging markets can benefit both new and seasoned investors covering everything from regional basics to country specific insights to practical investing tactics including common pitfalls to avoid this book begins with an overview of emerging markets followed by a historical narrative of the major emerging market regions with emphasis on the economic political and sentiment drivers that help shape the investing landscape discusses regional and even country specific drivers examines the major regions including russia china latin america and asia addresses the challenges unique to emerging and developing regions and some common pitfalls to avoid delves into top down investment methodology as well as individual security analysis outlines a five step process to help differentiate firms in emerging markets designed to help you identify ones with the greatest probability of outperforming provides investment strategies for a variety of market environments filled with in depth insights and expert advice fisher investments on emerging markets provides a framework for understanding emerging markets with this book as your guide you can quickly gain a global perspective on emerging markets and discover strategies to help achieve your investing goals

the oxford handbook of management in emerging markets identifies key elements of the business systems and competition in emerging markets around the world and looks at competitive strategies of local and multinational companies going into and coming out of these countries this book should serve both researchers and managers interested in knowing more about managing firms in emerging markets in general and in specific countries in particular the essays highlight the tension between local and global knowledge as well as explore the role of local and international firms operating in emerging markets within global value chains or production networks

economic social political and cultural institutions and institutional change reflect shared journeys of humanity throughout history this edited volume explores dynamics trends and implications of institutional change in emerging markets by focusing on theories concepts and mechanisms of institutional development presenting research by eminent scholars and experts engaged in education and research they address and discuss the most recent issues in the field reveals new insights into the dynamics of institutional change for researchers interested in development of new theories and comparative studies especially in the era of emerging markets topics range from dynamics of institutional change and development within the group of twenty g20 and the european union with an assessment of brexit impact to institutional quality measurement public administration reforms as well as emergent topics such as the effects of energy and globalization it provides new international business theories and sheds light on the way to global peace by producing a better understanding of the dynamics of historical change the book is intended for a wide range of global audience and should serve as a useful reference in

education and research offering innovative and productive discussions as well as satisfy scholarly and intellectual interests regarding institutional development and a broad spectrum of its interactions with functioning of markets and economies

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Introduction

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