



Editorial

It is my pleasure to present the inaugural issue of the *Journal of Academy of Business and Emerging Markets*. It has five excellent articles and a book review. In the lead article, *Fantazy and Mukerji* from Canada examine the sequential relationships among the six factors: the strategic purchasing (SP) to supply chain capabilities in terms of (bilateral communications and information sharing, supplier relationships and involvement, and the number of partners and level of trust and organization financial performance (FP) and non-financial performance (NFP). Using data from UAE and employing Structured Equation Modeling, findings show that SP has a significant positive effect on supply chain capabilities, and the supply chain capabilities have a strong positive effect on FP. However, SP and supply chain capabilities have moderate effects on NFP and strong effect on FP. This points out that the organizations in UAE are likely to emphasize SP and supply chain capabilities to achieve FP. Conversely, the moderate relationship with NFP shows less concern for NFP in emerging markets such as UAE.

In the next article, *Fekpe and Fiagbey* explore the role of information technology deployment and supply chain performance in the emerging market of Ghana in Africa. This study used empirical data to investigate the relationship between IT deployment and supply chain performance of manufacturing firms in a developing economy. A survey research method and purposive sampling were employed to gather data. A quantitative research approach was adopted to analyse data using Partial Least Squares-Structural Equation Modelling (PLS-SEM) to explore the relationships among the constructs. It is found that there is a statistically significant positive relationship between IT-Use and supply chain performance. Furthermore, collaboration acts as a mediating variable that significantly impacts the IT-Use and supply chain performance relationship. The research emphasizes the importance of collaboration among supply chain partners and IT deployment in improving supply chain performance of manufacturing firms in less developed countries especially where some of the partners are located in foreign countries. Effective IT-Use is expected to address some of the challenges of collaboration and uncertainties regarding delivery of supplies through more effective and efficient information flow.

In the following article, *Nakagawa and Sasaki* explain how affordability and sociability contribute to knowledge flow from emerging markets to advanced countries. In rapidly growing emerging markets that exhibit a significant amount of heterogeneity, innovation activities by multinational corporations undergo a substantial transformation. This phenomenon can be summarized by the appearance of frugal innovation (innovation for emerging markets) and reverse innovation (innovation from emerging markets to the rest of the world). Although each of them is discussed individually, a few studies have investigated what kind of innovation specific to emerging markets is transferred to the multinationals' headquarters. Using the communications theory, the authors explore the intrinsic value of the information as the main determinant of its transfer, and the aspect of frugal innovation that is valuable for multinational's headquarters. They examined it using data from innovation-related projects for emerging markets of Japanese multinationals. Their findings indicate that sociality determines the fundamental level of transfer, and affordability moderates it positively.

In the emerging markets of South Africa, *Eposi, Potgieter and Pelser* examine implementation and compliance of the newly developed Supply Chain Management (SCM) Policy by the South African government for the public sector. The aim of this study was to research policy compliance by local municipalities in the North West province of South Africa. The mixed method research design was employed to obtain the primary data required in addition to the secondary data incorporated. The findings revealed only partial compliance with the SCM policy by all five of the municipalities included in the study. Municipalities face a set of serious challenges and a set of propositions are made to enable municipalities to improve their SCM policy compliance.

In the final article, *Estaban* explores the relationship between democracy (measured by the Freedom in the World index (FIW) and cultural values (measured by employing Hofstede's Cultural Dimensions). The results from the linear regression indicate the presence of a number of cultures with affinity toward the values associated with the popular imagery of what constitutes democratic rule. These analyses resulted in the identification of positive outliers—countries with low affinity to democratic values but higher than expected democracy scores. Some points of interest are suggested in relation to the identified outliers and their comparison with *Cultural Neighbors*—countries with physical or historical bonds. Finally, through simple correlation, some connections are proposed between the measured items in order to identify critical cultural elements for democracy and democratization.

In the book review section, Ferasso reviews the book titled *Foundation of Mixed Methods Research* authored by Teddlie C & Tashakkori A and published by Sage, Thousand Oaks.

I do hope you would find the inaugural issue useful. As always, your comments are most welcome.

Most respectfully,

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