

**Journal of Operations Management**  
Special Issue Proposal: “Supply Chain Management in Emerging Markets”

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Motivation

In the past decade, emerging markets such as Brazil, China, and India have been the top investment and sourcing destinations. Likewise, Kazakhstan and South Africa have grabbed great attention from foreign companies because of their rich natural resources. As multinational enterprises (MNEs) increasingly source from suppliers in emerging markets, a particular challenge is how to manage their relationships with suppliers within potentially deleterious institutional environments. A large body of research has investigated supply chain management from multiple theoretical viewpoints, mostly from transaction cost economics and relational exchange perspective. From these perspectives, companies can use both formal governance mechanisms such as contracts, control, and monitoring as well as informal governance mechanisms such as trust, socialization, and relational norms to manage the relationships with their suppliers.

However, most extant studies on supply chain management have overlooked the role of institutional environments in which companies cooperate with their suppliers. As emerging markets have experienced massive changes in their economic, social, and political institutions, institutional characteristics greatly shape the efficacy of supply chain management strategies. For example, signing a detailed contract may not be helpful in emerging markets where legal institutions are yet to be developed. Transaction cost economics was originated from institutional contexts with a long tradition of contract laws and strong legal regimes. Yet such strong legal institutions do not automatically appear in emerging markets. Indeed, the lack of strong legal institutions represents one of the most severe challenges for businesses operating in emerging markets. Related, the instability of political regime also challenges supply chain management practices in emerging markets.

When strong political and legal institutions are absent, informal institutions based on personal connections and social network play a pivotal role, because social networks provide access to scarce resources and offer legitimacy status. However, the inherent restraint of social networks is the limited number of personal ties that an individual can possess. Because personal relationships are difficult to build and costly to maintain, they may not be able to catch up with rapid growing exchange scale in emerging markets.

So how could companies manage their relationships with suppliers in emerging markets, which are characterized by political, legal, and social challenges? This special issue welcomes papers to address this fascinating issue. We especially welcome papers that integrate the unique characteristics of emerging economies in their conceptual development and empirical assessment, as well as papers that employ new theoretical angles and offer fresh insights on supply chain management in emerging markets.

Topics

Topics could include but are not limited to the following:

- What innovative governance mechanisms companies should adopt to enhance supply chain performance in emerging markets
- How socio-economic institutions affect supply chain management in emerging markets
- How political-legal institutions affect supply chain management in emerging markets
- How economic and institutional development in emerging markets affect MNEs’ governance strategies such as offshoring or reshoring back to their home countries.
- How institutional changes shape and influence supply chain management in emerging economies
- How policy changes in an emerging country affect the global supply chain management
- How the interface of institutional forces and IT-enabled business models, such as big data, C2B model, and O2O model reshape supply chain management in emerging markets
- Supplier-buyer co-development in emerging markets

- How supply chain management affects process and product innovation in emerging markets
- The role of global supply chain management in emerging markets
- How global purchasers manage their supply chains in emerging markets
- How multinational enterprises enhance their corporate social responsibility through supply chain management in emerging markets

Submissions and Deadline

Any inquiries can be sent to special issue co-editors. Please submit your JOM-style manuscript to the co-editors by **March 15, 2015**:

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Biographies of the Guest Editors:

**Dr. Kevin Zhou** is Professor of Strategy/International Business at the School of Business, the University of Hong Kong. His research interests include buyer-supplier relationship and innovation management in emerging economies. He has published extensively in prestigious journals such as *Strategic Management Journal*, *Journal of Marketing*, *Journal of International Business Studies*, *Organization Science*, and among others. He serves as the senior editor of *Asia Pacific Journal of Management* and the editorial board member of *Strategic Management Journal*, *Journal of International Business Studies*, and *Journal of the Academy of Marketing Science*, as well as the Panel Member of Business Studies Panel, HK Research Grants Council. He is also the top 1% cited scholars in the world based on ISI's Essential Science Indicators (ESI) from 2011 to 2013.

**Dr. Chenting Su** is Professor of Marketing at the College of Business, the City University of Hong Kong. His research interests include institutional issues in buyer-supplier relationships and *Guanxi* management in Chinese business circles. His publication has appeared in prestigious journals such as *Journal of Marketing*, *Journal of Marketing Research*, *MIS Quarterly*, *Strategic Management Journal*, *Journal of International Business Studies*, *Journal of the Academy of Marketing Science*, and among others. He serves as the Guest Editor for *Journal of Business Research* and *Industrial Marketing Management* as well as the Associate Editor of *Asian Journal of Business Research*. He sits in the editorial boards of *Journal of Business Research* and *Customer Needs & Solutions*, among others.

**Dr. Andy Yeung** is Professor of Operations Management at the Department of Logistics and Maritime Studies, the Hong Kong Polytechnic University. His research interests include operations and supply chain management, quality and innovation management. His papers are published in highly regarded journals such as *Journal of Operations Management*, *Production and Operations Management*, *Organization Science* and *IEEE Transactions on Engineering Management*. He is also currently an associate editor for *Journal of Operations Management* and a panel member of the Business Panel of the HK Research Grant Council.

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