



**AALBORG UNIVERSITY**  
DENMARK

**Aalborg Universitet**

## **Editorial Vol. 3 No. 1 of IJEXPORTM**

Coudounaris, Dafnis N.; Paliwoda, Stanley

*Published in:*  
International Journal of Export Marketing

*Publication date:*  
2019

*Document Version*  
Publisher's PDF, also known as Version of record

[Link to publication from Aalborg University](#)

*Citation for published version (APA):*  
Coudounaris, D. N., & Paliwoda, S. (2019). Editorial Vol. 3 No. 1 of IJEXPORTM. *International Journal of Export Marketing*.

### **General rights**

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal -

### **Take down policy**

If you believe that this document breaches copyright please contact us at [vbn@aub.aau.dk](mailto:vbn@aub.aau.dk) providing details, and we will remove access to the work immediately and investigate your claim.

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/333666231>

# IJEXPORTM (Contents and Editorial) Vol.3 No.1

Article in International Journal of Export Marketing · June 2019

CITATIONS

0

READS

316

2 authors:



**Dafnis N. Coudounaris**

Hanken School of Economics

207 PUBLICATIONS 1,189 CITATIONS

[SEE PROFILE](#)



**Stanley Joseph Paliwoda**

University of Strathclyde

96 PUBLICATIONS 852 CITATIONS

[SEE PROFILE](#)

Some of the authors of this publication are also working on these related projects:



Nordic Journal of Tourism (NJT) (ISSN 2633-4992) by Inderscience Publishers [View project](#)



Divstment Decisions [View project](#)

---

## **Contents**

---

- 1     **Editorial**  
*Dafnis N. Coudounaris and Stanley Joseph Paliwoda*
- 3     **Are there export spillovers in manufacturing industry? Evidence from Switzerland**  
*Lamia Ben Hamida and Patrick Ischer*
- 20    **A pilot study on measuring organisational culture in Vietnamese corporations in light of task and relationship orientations**  
*Quan Hoang Nguyen Tran*
- 35    **Analysing the direct and indirect effects of entrepreneurial competencies on international market diversification and profitability: a study of small exporting firms in Ghana**  
*Prince Kwarteng Oppong, Utz Dornberger and Md. Noor Un Nabi*
- 59    **Internationalisation strategies of African MNEs: a case analysis of Angolan and Mozambican enterprises**  
*Marcus Goncalves and Erika Cornelius Smith*

---

## Editorial

---

### Dafnis N. Coudounaris\*

School of Economics and Business Administration,  
University of Tartu,  
J. Liivi 4-104, 50409 Tartu, Estonia  
Email: dafnis.coudounaris@ut.ee  
\*Corresponding author

### Stanley Joseph Paliwoda

Department of Marketing,  
Strathclyde Business School,  
University of Strathclyde,  
199 Cathedral Street, G4-0QU Glasgow, UK  
Email: stan.paliwoda@strath.ac.uk

**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.

## **Acknowledgements**

We would like to thank and express our appreciation to the following nine academics, who spent their valuable time in the development of this issue: Ashraf Abumousa, Bilge Aykol, Paul Christodoulides, Giorgia Masilli, Ari Kokko, Iryna Litovchenko, Deusdedit Rwehumbiza, Salman Saleem and Judith Zolkiewski.