



Call for papers for a Special Issue of *Global Strategy Journal*

Global Value Chains, Governance, and Globalization Strategies

Submission deadline: February 15, 2018

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Background and Purpose:

Value chains exist on different levels: Lead firms create global value chains with multiple suppliers and individual firms form their own global value chains where activities are offshored and outsourced. Over the past decades, there has been a growing fragmentation and globalization of value chains. In a 2010 World Bank report, the Global Value Chain concept is referred to as ‘the world economy’s backbone and central nervous system’ (Cattaneo, Gereffi, and Staritz, 2010: 7). Value chain activities are fine-sliced, separated and relocated across organizational or geographical boundaries. This fragmentation of activities is fueled by significant economic, social and technological changes.

While firms were previously conducting many activities themselves and even in close vicinity, the value chains are now being separated in space and across organizational boundaries. These changes are paralleled by a requirement for new governance mechanisms that allow for extended division of labor, but still, facilitate integration and connectivity of the separate activities and tasks.

How firms decide to organize their value chain activities across geographical space is fundamental to their global strategies (Mudambi, 2008), and the interaction of different types of firms through these strategies from the underlying dynamics of global value chains (Gereffi, Humphrey, and Sturgeon, 2005).

This Special Issue of *Global Strategy Journal* explores how the shifting structure and dynamics of the global economy affect firm strategies and the economic governance of global industries. We focus, in particular, on evolutions, continuities and changes in the reconfiguration of activities among the variety of firms that shape the governance structures and impact of global value chains.

In the traditional pattern, lead firms from advanced economies are responsible for knowledge-intensive and higher value-added activities, such as R&D or marketing, while the more standardized activities of production are shifted to lower-cost producers in emerging economies through internationalization strategies that combine offshoring and outsourcing patterns (Contractor *et al.*, 2010; Henderson *et al.*, 2002; Mudambi, 2008). However, rapid economic development over the past few decades has enabled emerging market multinational enterprises (EMNEs) to expand beyond their borders (Pananond, 2015). Establishing their own value chains at the regional and global levels has been one of the key mechanisms behind the rise of many EMNEs (Ramamurti and Singh, 2009).

The global economy slowdown following the 2008-2009 crisis, and shifting political sentiments toward economic nationalism in Europe and the United States have sent shock waves through the global economic system. Over the same period, rapid progress in automation and digitalization technology are creating changes in the nature of manufacturing and production processes, dubbed by some as the Fourth Industrial Revolution. Industry 4.0 may reduce the need to relocate value chain activities to overseas locations, thus enabling established lead firms to reshore some of the offshored activities back to their home economies. These macro-level developments in the global political economy, along with shifting dynamics in the governance of global industries, have laid the foundations for new strategic directions of firms.

In this special issue, we propose to launch a renewed discussion of how firms configure their global activities and the governance of global value chains. We invite theoretical and empirical papers that extend our understanding of how the strategies of firms respond to shifting dynamics and the economic, political, and technological forces highlighted above. We welcome papers that investigate these issues across disciplines (international business, strategic management, entrepreneurship, economic geography, and development studies), for different units of analysis, and in different contexts (such as types of firms, global value chains, industries, and regions). The following topics illustrate the range of submissions we would encourage.

1. How do changes in the global political economic context affect the strategic direction of (lead) firms, particularly their evolving globalization strategy and ensuing structure?
2. What are the possible strategies that firms at different stages might develop to capture higher value and to achieve higher performance and profits within the changing context of global value chains? Can we challenge the notion of “moving up the value chain” as the principal way toward upgrading?
3. What kind of governance mechanisms are applicable to facilitate integration and connectivity when activities are separated and the mechanism of collocation and agglomeration are vanishing?
4. How has the rise of EMNEs altered the dynamics of global value chains? How has the relative power among chain participants been affected by the increased internationalization of EMNEs?

5. What are the development implications for economic, sectoral, and firm upgrading under the changing nature of global value chains? How do global value chains facilitate the development of local firms and their countries? What are the spillover effects of global value chains on local firms and their global competitiveness?
6. What are the managerial implications on firm strategy, structure, and performance for different types of firms? How do firms of different nature, size, resource, and national origin survive and prosper in global value chains? How do shifts in strategies affect intra-, inter-, and within-firm relationships?

Submission Process:

Before February 15, 2018, authors should submit their manuscripts online via the *Global Strategy Journal* submission system: <https://mc.manuscriptcentral.com/gsj>. To ensure that all manuscripts are correctly identified for consideration for this Special Issue, it is important that authors select “GVCs special issue” in the submission process

Manuscripts should be prepared in accordance with *Global Strategy Journal*'s Guide for Authors available at [http://onlinelibrary.wiley.com/journal/10.1002/\(ISSN\)2042-5805/homepage/ForAuthors.html](http://onlinelibrary.wiley.com/journal/10.1002/(ISSN)2042-5805/homepage/ForAuthors.html). All submitted manuscripts will be subject to the Journal's double-blind review process.

Questions about the Special Issue may be directed to the special issue editors: Gary Gereffi (ggere@soc.duke.edu), Pavida Pananond (pavida@tbs.tu.ac.th) and Torben Pedersen (torben.pedersen@unibocconi.it).