

# JOURNAL OF MANAGEMENT STUDIES

## Special Issue Call for Papers:

## The Who, Where, What, How and When of Market Entry

Submission deadline: December 1<sup>st</sup>, 2016

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### TOPIC OF INTEREST

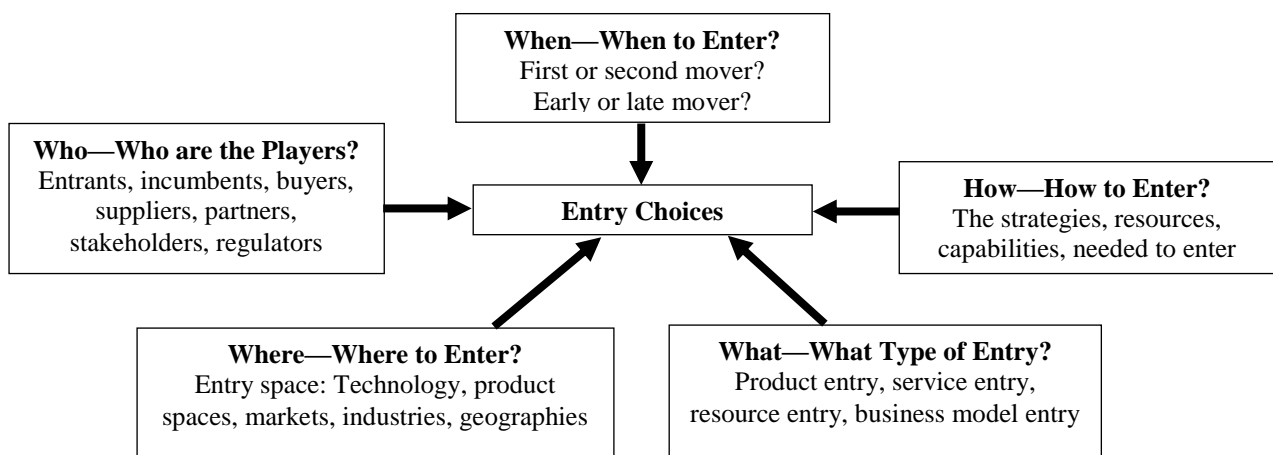
Entry decisions are complex and the reversibility of resource deployment—especially in the face of failed entry—can be quite costly. For *de novo* entrants, entry choices are particularly consequential as they often signify a startup's first competitive encounter with incumbent firms and failed entry often ends in disbandment. *De alio* (diversifying) entrants also face significant challenges because entry is an uncertain *process*—not a short-term event—requiring internal changes and exposing entrants to unfamiliar contingencies. In addition, entry into new geographical areas, including through M&A and joint ventures, add another layer of complexity.

Though research on entry is extensive, Zachary and his colleagues (2015) who reviewed 25 years of entry research starting with Lieberman and Montgomery's seminal work on first mover advantage (1988), warn that theory development on market entry is urgently needed. Casting a wider net than previous work on market entry, which has primarily taken an industry view and focused mainly on entrant-incumbent dyads, we seek more expansive research and theory addressing a wider set of antecedents, contingencies, and consequences. Several avenues seem particularly salient; for example, we do not know how stringent sustainability standards, genuine social and environmental commitment and deep ethical principles influence entry processes and subsequent market dynamics or industry structure. Similarly, under what conditions might social entrepreneurs outmaneuver *de alio* entrants and how does their *ideology* influence incumbents' behavior (Markman, Waldron & Panagopoulos, 2016)? Further, ample evidence shows that most entry via acquisition is value destroying, so a deeper examination of why *M&A-type* entry remains so prevalent, especially cross-

border acquisitions, is in order. Additionally, what is the role of human capital in entry and how do firm capabilities influence post-entry survival and long-term success?

Such a spectrum of questions suggests that the conceptual scope and empirical complexities related to entry antecedents, processes and outcomes are remarkably diverse. Extending Zachary and his colleagues' (2015) effort to map the core forces of entry, this Special Issue seeks scholarly research—empirical expansions, theory development, and case studies—on the *who*, *where*, *what*, *how*, and *when* of market entry (Figure 1). We are interested in integrative, cross-disciplinary work, and investigations of the conditions, contexts, antecedents, and processes related to pre- and post-market entry, as well as entry dynamics. Naturally, JMS seek theory-expanding studies so we encourage manuscripts that clearly advance or develop theory, for example, studies that offer a more holistic, causally integrative, and revelatory understanding of entry.

**Figure 1: The Five Contingencies of Entry (Adapted from Zachary et al, 2015)**



## REPRESENTATIVE QUESTIONS

This Special Issue calls for scholarship that is less concerned about disciplinary boundaries and more inspired to develop foundational knowledge that sheds light on big, unexplored questions related to market entry. A suggestive, but not exhaustive list of relevant research questions and topics includes:

- *What are the most useful conceptual models and empirical analyses of the antecedents, consequences, and contingencies associated with the processes of entry?*
- *How do the cognitive biases and decision heuristics of entrepreneurs and executives influence which opportunities related to market entry are discovered and how are they evaluated and exploited?*
- *What role do stakeholders, ecosystems, and networks play in entry processes?*
- *How do emotional and cognitive processes such as passion, perseverance, or escalation of commitment influence the process of market entry?*
- *How do innovations, including business model and disruptive innovations, influence entry?*
- *What roles do human resource practices play in the development and implementation of entry?*
- *Does de novo entry require different resource configurations than de alio entry? How and why do these differences matter? Does this change depend upon entry context?*

- *How does entry strategy differ when startups are not constituted as vehicles of private wealth accumulation, but are owned by communities of members or governments?*
- *How do social entrepreneurs and cause-based ventures enter markets that are dominated by established firms? What types of competitive responses occur contingent upon the portfolio make-up of firms and non-firms within the market?*
- *In the case of imminent failure, how might an entrant effectively reverse its entry course?*
- *What antecedents, consequences, and contingencies predict “re-entry” into a market that was previously abandoned? To what extent does “re-entry” differ across a diverse set of entry types as compared to initial entry?*
- *How can research from other disciplines, for example, supply chain management, finance, accounting, governance, marketing, public policy, and/or sociology—expand theory in the areas of market entry?*
- *How do the interactions between a firm’s governance and its entry strategies affect performance and other outcomes?*

### **SUBMISSION PROCESS AND DEADLINES**

The entire team of the guest editors welcomes inquiries related to proposed topics.

Papers will be reviewed following the *JMS* double-blind review process.

Papers should be prepared using the *JMS Guidelines* and should be submitted by **December 1<sup>st</sup>, 2016** to [gid.markman@gmail.com](mailto:gid.markman@gmail.com).

The *JMS Guidelines*:

<http://www.socadms.org.uk/wp-content/uploads/JMS-Manuscript-Preparation-Guidelines.pdf>

### **SPECIAL ISSUE WORKSHOP**

To help authors advance their manuscripts, a Special Issue Workshop will be held in **May 2017** in Denver, Colorado. Authors of R&R manuscripts will be invited to present their papers and react to their colleague’s papers during the workshop, but presentation at the workshop does not guarantee acceptance of the paper for publication in *JMS*. Attending the workshop is not a precondition for acceptance into the Special Issue.

### **REFERENCES**

- Lieberman, M.B. and Montgomery, D.B. (1988). ‘First-mover advantages’. *Strategic Management Journal*, **9**, 41-58.
- Markman, G.D., Waldron, T.L. and Panagopoulos, A. (2016). ‘Organizational hostility: Why and how nonmarket players compete with firms’. *Academy of Management Perspectives*, **30**, 74-92.
- Zachary, M.A., Gianiodis, P.T., Payne, T. and Markman, G.D. (2015). ‘Entry timing: Enduring lessons and future directions’. *Journal of Management*, **41**, 1388-1415.