



EuroMed Newsletter

Issue 005 - April 2012



If you have any news you would like to have included in our next issue please submit details to editor.

Editor's Note

I am delighted to welcome you to the fifth issue of the EuroMed Newsletter. This Newsletter is the bulletin for members, associates and friends of the EMRBI. The EuroMed Newsletter is published twice a year. Each issue will contain news, reports and other events taken place among the EMRBI community.

The EuroMed Newsletter depicts the evidences of the EMRBI's strength and growth. This issue also provides detailed information about the 5th Annual EuroMed Conference taken place October 4-5, 2012 in Montreux, Switzerland. The Organizing Committee is working hard to ensure that this conference will be a great event to remember. We have already received the acceptance of very eminent keynote speakers such as H.E. Joseph Deiss, Former President of the United Nations Assembly General; Mr Laurent Wehrli the Lord Major of Montreux; Professor Louis Brennan from Trinity College Dublin and Dr Max Schweizer from the Swiss Diplomats Network.

We look forward to welcoming you at the 5th EuroMed in Montreux, Switzerland.

Ruth

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Presidents' Corner



Prof. Demetris Vrontis



Prof. Yaakov Weber

Dear members and associates,

We are very happy that we are approaching to the date of our **5th Annual Conference of the EuroMed Academy of Business**. It is time to meet again and make our strategic planning for the new academic year ahead. It is also time to meet and network, exchange research ideas for collaboration both on an individual and organizational level.

The conference has established itself as one of the major conferences of its kind in the EuroMed region, in terms of size, quality of content, and standing of attendees. Many of the papers presented contribute significantly to the business knowledge base. The conference attracts hundreds of leading scholars from leading universities and principal executives and politicians from all over the world with the participation or intervention of Presidents, Prime Ministers, Ministers, Company CEOs, Presidents of Chambers, and other leading figures.

Details regarding our 2012 conference can be found at the conference website at the following address: http://www.emrbi.com/main.asp?sel_nav1=145&sel_nav2=181&cat=site -**Submission Deadline: April 28th**

As most of you remember, our first Annual Conference was organized in Marseilles, *France*, the second one in Salerno, *Italy*, the third one in *Nicosia*, Cyprus and the fourth one in Crete, *Greece*. This year, the conference is hosted by the Les Roches-Gruyère, University of Applied Sciences and it will take place in Glion Institute of Higher Education, Glion-Montreux, **Switzerland**, during the 4th and 5th of October 2012.

As you are aware, all accepted papers and abstracts will be published in the Book of Proceedings entitled “Building New Business Models for Success through Innovation, Entrepreneurship, Competitiveness and Responsibility”, which is approved for inclusion in the **Conference Proceedings Citation Index** - an integrated index within Web of Science. This distinction is given only to the most significant, in terms of academic excellence, conferences-conventions worldwide. Also, we are glad to inform you that we have secured an ISBN number for the 2012 Book of the proceedings.

Presidents' Corner

In addition, in our aim to make your participation to the EuroMed Conference more productive, we have managed to secure a number of **journal** guest editions for the publication of the best conference papers. These are the following:

- ▶ EuroMed Journal of Business - EMRBI's official Journal
- ▶ International Journal of Organizational Analysis
- ▶ International Studies of Management and Organization
- ▶ Global Business and Economics Review
- ▶ World Review of Entrepreneurship, Management & Sustainable Development
- ▶ Economic Research
- ▶ Journal of Transnational Management
- ▶ Journal of Promotion Management
- ▶ International Journal of Technology Marketing
- ▶ Journal for Global Business Advancement
- ▶ Journal for International Business and Entrepreneurship Development
- ▶ International Journal of Online Marketing
- ▶ International Journal of Emerging Markets
- ▶ Journal of Research in Marketing and Entrepreneurship

A complimentary excursion will be organized on Saturday 6th of October to visit the **Château de Chillon** the most visited historic monument, located on the shore of Lake Geneva. **Further, details regarding the conference venue, conference hotel and additional excursions are found on the conference website.**

Last but not least, we would like to thank the Conference Chairs, Dr. Ruth Rios-Morales and Dr. Ian Jenkins, the Organising and Scientific Committees for all their contribution and hard work. Their motivation and proactive approach to planning, organisation and reviewing predetermine a fruitful and successful conference.

Looking forward to seeing you again at the 5th Annual Conference of the EuroMed Academy of Business in Switzerland.

Best regards,

Professor Demetris Vrontis (PhD)

*President, EuroMed Research Business Institute
Editor, EuroMed Journal of Business*

Dean, School of Business, University of Nicosia

Professor Yaavok Weber (PhD)

*President, EuroMed Research Business Institute
Chair, Strategy and Enterprise
School of Business Administration
College of Management Rishon, Lezion Israel*

The Annual EuroMed Conference

The EuroMed Academy of Business announces the 5th Annual EuroMed Conference October 4-5, 2012

Organized by: Les Roches-Gruyère, University of Applied Sciences

Hosted by: Glion Institute of Higher Education, Glion-Montreux, Switzerland

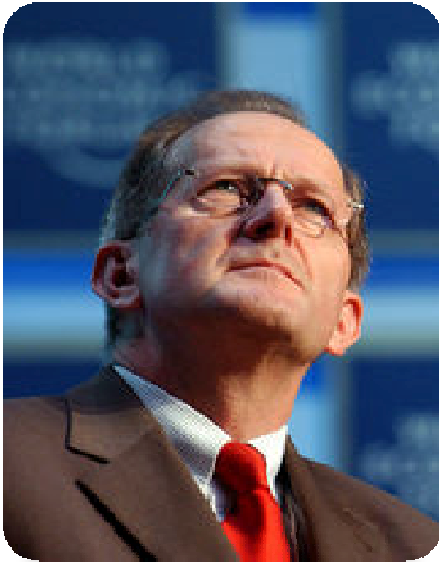


Les Roches-Gruyère, University of Applied Sciences is pleased to organize the 5th EuroMed Academy of Business Conference to celebrate the 50th Anniversary of our sister school GIHE. The EuroMed conference has established itself as one of the major Business Management conferences of its kind in the EuroMed region (European and Mediterranean), in terms of size, quality of content, and standing reputation of attendees. Many of the papers presented contribute significantly to the business knowledge base. Its Book of Proceedings is highly recognized and accepted to be under citation. Many papers were published in Special Issues in leading journals, and were driving international research and teaching programs.

The conference attracts hundreds of leading scholars from leading universities and principal executives and politicians from all over the world with the participation or intervention of Presidents, Prime Ministers, Ministers, Company CEOs, Presidents of Chambers, and other leading figures.

All accepted papers and abstracts will be published in the Book of Proceedings (with an ISBN number) which is approved for inclusion in the [Conference Proceedings Citation Index](#) — an integrated index within [Web of Science](#). This distinction is given only to the most significant, in terms of academic excellence, conferences-conventions worldwide.

The Annual EuroMed Conference



H.E. Joseph Deiss
Principal Keynote Speaker

Joseph Deiss is an economist and Swiss politician. He studied economics and social sciences for his first degree at the University of Fribourg. He continued to complete a doctorate at the same university after which he spent some time doing research at King's College at the University of Cambridge. Joseph Deiss taught at a number of Swiss universities such as ETH Zurich, University of Lausanne and University of Geneva. From 1993 to 1996 Joseph Deiss acted as National Price Supervisor. He then returned to the University of Fribourg to become the Dean of the Faculty of Economics and Social Sciences. At this time at university, Joseph Deiss was also the chairman of the Board of Directors at *Schumacher AG* in Schmitten (FR) and chairman of the Raiffeisenbank in Haut-Lac, Courtepin (FR). In 2009 he received the title of Doctor Honoris Causa from BSL, Business School Lausanne.

Joseph Deiss began his political career as a member of the Grand Council of the canton of Fribourg (from 1981 until 1991 when he was elected president). He was then a member of the National Council from 1991 to 1999. In 1999 he was elected to the Federal Council, where he was responsible for the Federal Department of Foreign Affairs (1999-2002) and the Federal Department of the Economy (2003-2006). He became President of the Swiss Confederation in 2004. In June 2010, he was elected President of the 65th session of the UN General Assembly. Joseph Deiss still is a consultant and Member of the Board of Directors of various companies and at the University of Fribourg before he joined the Swiss government. He has been described as a bridge builder, able to look at issues from different sides. His talents as a negotiator had stood him in good stead as President of the United nations General Assembly.

The Annual EuroMed Conference

Professor Louis Brennan Academic Keynote Speaker



Louis Brennan is Director of the Institute for International Integration Studies at Trinity College, a Fellow of Trinity College and Professor within the School of Business. He is also the Director of the School of Business Postgraduate Research Programmes. He holds Bachelors and Masters degrees in Industrial Engineering, a PhD from the Department of Mechanical Engineering at the University of Manchester (Institute of Science and Technology) for his work on the modelling of manufacturing systems and an MBA degree with a concentration in International and Cross-Cultural Management. He is also a registered member of the Institute of Ergonomics and Human Factors and a Trinity College Tutor.

Louis has served as a faculty member and researcher in Engineering and Business schools in the USA, Europe and Asia and in University leadership and management roles as well as in University governance having been a member of the Council of the University of Dublin from 2003 to 2008. His fields of interest include Global Strategy and International Business, Global Supply Chain Management, Operations Strategy and Technology Management. He has published extensively in these areas in internationally refereed journals, conference proceedings and edited books. His research work has been funded by governments and their agencies, international institutions and the corporate sector.

Louis serves on a number of boards and holds leadership positions in national and international organisations. Louis is the proposer and Chair of EU COST Action IS0905 which encompasses a 23 nation research network addressing the emergence of non-triad MNEs and their impact on Europe. He was the editor of the 2011 Palgrave Macmillan Volume on the “Emergence of Southern Multinationals: Their Impact on Europe”. He is also the co-author with Alessandra Vecchi of the Business of Space which was published in 2011.

The Annual EuroMed Conference



Mr Laurent Wehrli
Welcome Address

Mr Laurent Wehrli is the Lord Mayor of Montreux, Vice-President of the Grand Council, Vice-Chairman of the Standing Committee of Management of the Grand Council, Chairman of the Standing Committee on External Affairs, President Swiss Federation of Firefighters (FSSP), President of Pro-Family Switzerland (PFS), Chairman of the Social Policy of the Canton of Vaud (SPC), Vice-President of the Tourist Vaudois (OTV), Vice President of Casino Barrière de Montreux, Member of the Union of Municipalities Vaud (UCV), Member of the Board of Directors of the Montreux Convention Centre SA, Member of the Montreux-Vevey Tourism, Board member of the Brotherhood of winemakers, Secretary-General and Member of the Swiss Association of Municipalities and regions of Europe (ASCCRE), among other responsibilities. Mr Wehrli has also a long-standing experienced entrepreneur; he is owner of a communication, public relations and cross-border collaborations firm.

Minister Max Schweizer
Keynote Speaker



Max Schweizer, Dr. phil.II, Dr. h.c., is Minister, Deputy Permanent Representative Federal Department of Economic Affairs (FDEA) and Permanent Mission of Switzerland to World Trade Organization and of the European Free Trade Association (EFTA). Dr. Schweizer is also Managing Director and Treasurer of the Swiss Diplomats-Zurich Network. Dr. Schweizer has also served as Swiss diplomat in a number of countries in Africa, Asia and Europe. He studied Political Science at the University of Zurich, where he wrote his doctoral thesis. He also holds an honorary doctorate from the Technical University of Kaunas, Lithuania. Dr. Schweizer also heads the Center for Foreign Affairs and Applied Diplomacy at the Zurich University for Applied Sciences (ZHAW).

The Annual EuroMed Conference

Publication Opportunities

All accepted papers and abstracts will be published in the Book of Proceedings (with an ISBN number) which is approved for inclusion in the [*Conference Proceedings Citation Index*](#) — an integrated index within [*Web of Science*](#). This distinction is given only to the most significant papers, in terms of academic excellence, conferences-conventions worldwide.

A selection of the best conference papers will also be considered for publication in the following journals, most of which are internationally ranked or/and ISI approved:

1. EuroMed Journal of Business - EMRBI's official Journal
2. International Journal of Organizational Analysis
3. International Studies of Management and Organization
4. Global Business and Economics Review
5. World Review of Entrepreneurship, Management & Sustainable Development
6. Economic Research
7. Journal of Transnational Management
8. Journal of Promotion Management
9. International Journal of Technology Marketing
10. Journal for Global Business Advancement
11. Journal for International Business and Entrepreneurship Development
12. International Journal of Online Marketing
13. International Journal of Emerging Markets
14. Journal of Research in Marketing and Entrepreneurship



The Annual EuroMed Conference

Sponsors and Supporters



The Annual EuroMed Conference

LRG-UAS Best Student's Paper Award

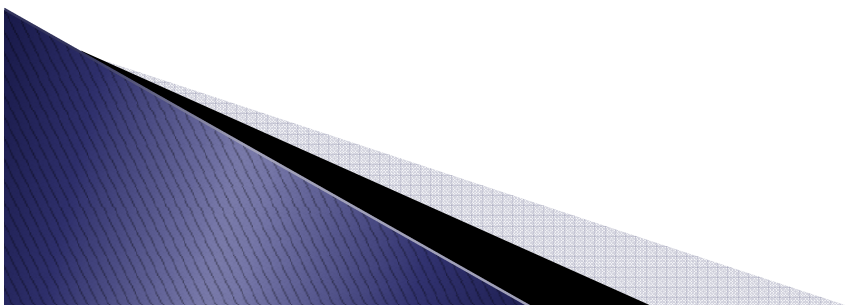
Les Roches- Gruyere, University of Applied Sciences (LRG-UAS) is pleased to offer an annual prize of 1,000 Swiss Francs (or currency equivalent) for the Best Conference Paper by Doctoral Students presented at the 4th Annual Conference of the EuroMed Academy of Business. LRG-UAS is pleased to work in partnership with the EuroMed Research Business Institute (EMRBI) encouraging and supporting young researchers.

The Research Units of LRG-UAS (STAR & SHARE) seek to provide distinctive tourism, hospitality and business research in a shifting and challenging market environment. Its aspiration is to improve the quality and experience of both providers and customers within the industry. It endeavours to foster research between industry and academia, provoking environmental change and modifications to the tourism market. Its ultimate mission is to ensure a sustainable and profitable future for tourism and hospitality products.

Selection of best and three highly commended student papers will be based on the following criteria:

1. Applicants should currently be Doctorate students (e.g. PhD, DBA, DProf).
2. Applicants should submit a full paper by July 1st 2011, to any of the conference tracks.
3. A cover letter, supporting the application, should be sent together with a short CV

All short-listed papers will receive certificates, at the award ceremony, and will be accepted for presentation at the conference and publication in the book of proceedings.



Call for Conference Venue

Call for Conference Venue Proposal

While we are all looking forward to the next Conference of the EuroMed Academy of Business, we would like to look timely ahead for planning for the following conferences.

We would therefore like to encourage suitable and dedicated potential hosts for future Conferences to submit a letter of intent to Dr. Rudi Kaufmann Kaufmann.r@unic.ac.cy

Please consider hundreds of participants and presentations over two-three days, and thus, please refer in your letter to some preliminary conditions about your university dedications to this conference such as administration (for example, committees and members), logistics (rooms for presentations, possible hotels for accommodation, tourist sites, transportation if necessary), Gala dinner, etc.

The University's benefits of hosting the conference are manifold:

- Enhancing international academic reputation by conference organization and publication of conference proceedings. EMRBI advertises the host institution to academic and professional institutions and also through its website banners.
- Strengthening the network with academic peers implying ongoing future co-operation (i.e. research projects, exchange programs)
- Getting access to journal publications (see list in current Call-for-Papers)
- Free University membership for one year (see benefits as well as value of 1850 Euros)
- Promoting the host/organising institution in the regional and international academic environment
- Promoting the organizing institution in local media (TV, Radio, Published Media) and business/professional environment
- Creating awareness and reputation to local partners (i.e. industry, government, local community) via workshops being an integral part of the conference
- Recruiting and training Doctorate students via Doctorate workshops being an integral part of the conference

Shortlisted institutions will be approached at a later stage for visiting the premises and finalizing the details for the conference organization.

We are looking forward to receiving your letter of intents for hosting one of the forthcoming Conferences of the EuroMed Academy of Business.

The EuroMed Journal of Business

EuroMed Journal of Business now uses ScholarOne Manuscripts for online submission and tracking. ScholarOne Manuscripts is an internet based, intuitive and author-friendly interface for submitting articles to Emerald journals. Online submission facilitates a fast and efficient publication service and provides the author with the ability to track their paper through the review process.

Authors will need to create an account for *EuroMed Journal of Business*, even if they have an account on a different journal. Please see the instructions below explaining how to register. Then follow the on-screen guidance which takes you through the submission process.

Registering on ScholarOne Manuscripts

- Log on to <http://mc.manuscriptcentral.com/emjb>
- Click on the create account link at the top right of the screen.
- Follow the on-screen instructions, filling in the requested details before proceeding
- Your username will be your email address and you have to input a password of at least 8 characters in length and containing two or more numbers
- Click 'Finish' and your account has been created

Submitting an article on ScholarOne Manuscripts

- Once Registered go to <http://mc.manuscriptcentral.com/emjb> with your username and password. This will take you through to the Welcome page.
- (To consult the Author Guidelines for this journal, click on the Home Page link in the Resources column).
- Click on the Author Centre button.
- Click on the 'submit a manuscript' button which will take you through to the Manuscript Submission page.
- Complete all fields and browse to upload your article.
- You must upload a minimum of 2 files – your article file (with NO author details) and a separate title page (with all author contact details). This journal operates a double blind peer review process.
- When all required sections are completed, preview your .pdf proof.
- Submit your manuscript.

Guidance can be found on the Emerald ScholarOne Manuscripts Support Centre (<http://msc.emeraldinsight.com>).

If you are unable to find the answer you are looking for please e-mail manuscriptcentral@emeraldinsight.com for assistance.

When your paper is successfully submitted you will receive an email indicating that your paper has been received together with its unique identity number. This means that The Editor, Publisher, and Reviewers will be able to process your paper in addition to you being able to track your paper at each stage of the publishing process.

The EuroMed Journal of Business

The EuroMed Journal of Business, published by Emerald, with an acceptance rate of about 6%, is getting stronger and stronger. We are happy to announce to you today that our journal is currently ranked by:

- Norwegian Social Science Data Services
- BFI (Denmark)
- Australian Business Deans Council (ABDC) Journal Quality List

It is also Indexed and Abstracted in:

- EconLit
- Cabell's Directory
- Electronic Collections Online
- Zetoc (British Library)

More information can be found at: <http://www.abdc.edu.au/download.php?id=37929,242,1>

Finally EMJB is a member of and subscribes to the principles of the [Committee on Publication Ethics](#).

Due to the efforts of Dr Rotem Shneor (our EMRBI country Director for Norway) the EuroMed Journal of Business is now recognized as an academic points accrediting publication by the Norwegian Social Science Data Services (NSD).

Merited to the efforts of Dr Polymeros Chrysochou our EMRBI country Director Australia, the EuroMed Journal of Business is now recognized for ABDC list.

The EMRBI community sincerely thanks Rotem and Polymeros, and encourages all to do the same at your local recognition/ranking/accreditation bodies.

ISI Conference Proceedings Citation Index- A Distinction for EMRBI

The Books of Proceedings of the EuroMed Conference (http://www.emrbi.com/main.asp?sel_nav1=154&sel_nav2=165&cat=site) have been approved for inclusion in ISI Conference Proceedings Citation Index - an integrated index within [Web of Science](#).

According to Thomson Reuters: ISI Conference Proceedings Citation Index, accessed via Web of Science, helps researchers access the published literature from the most significant conferences conventions worldwide. This resource offers a complete view of conference proceedings and their impact on global research, letting you use cited reference searching to track emerging ideas and new research beyond what is covered in the journal literature.

Call for Papers

Ambidexterity in Human Resource Management Manuscript Submission Deadline: November 30, 2012

Guest Co-Editors:

Cary Cooper, Distinguished Professor of Organizational Psychology and Health, Lancaster University and Chair of Academy of Social Sciences, c.cooper1@lancaster.ac.uk and
Shlomo Tarba, Lecturer of Entrepreneurship and Global Strategic Alliances,
The Open University, Raanana, Israel, tarba2003@gmail.com

The study of organizational design—despite its critical importance for organizational performance—has been unduly neglected in the recent years. Pointing to the daunting complexity of the subject, Greenwood and Miller (2011) argue that the organizational design topic can be successfully investigated through the conjoint application of theories from strategic management and organization theory to different types of organizations.

In this context, organizational ambidexterity (OA), broadly defined as the ability to simultaneously pursue both incremental and discontinuous innovation (exploration and exploitation) and change resulting from hosting multiple contradictory structures and processes within the same firm (O'Reilly & Tushman, 2004), is hence an important attribute of a successful company in the 21st century.

Manuscripts must be submitted electronically using the Journal's web-based submission and review website called Manuscript Central: <http://mc.manuscriptcentral.com/hrm>. Electronic submission through Manuscript Central is required.

Manuscript Central is configured to be very intuitive; therefore, you should have little difficulty creating an account and submitting your manuscript. The online system will guide you through each step of the process.

When submitting through Manuscript Central, please submit the following documents:

1. Document 1: A “blind” copy of your manuscript. Delete all author identification from this primary document. This document may include your tables and figures, or you may include tables and figures in a separate document.
2. Document 2: Submit a separate document with information that would typically appear on the document's title page (author names, addresses, affiliations, contact information, etc.). This document may also include author biographies. In addition:
 - Answer “Yes” to the question regarding special issue submission and clearly label your submission for the “Special Issue on Ambidexterity In HRM” in the text box provided.
 - Include a paragraph in your cover letter specifically identifying how the paper fits within the special issue theme.
 - Direct logistical questions about submitting your manuscript through Manuscript Central to Managing Editor Ellen.

McCarthy at emcc@umich.edu or 734-355-8788.

All other questions should be directed to Dr. Shlomo Tarba at tarba2003@gmail.com

Call for Papers - Special Issue

Economic Utility of Employee - Linked Activities and Behaviors

Editor in Charge: Aharon Tziner
(Vol. 1, Issue 4, December 2012)

The editors of the *Economics and Business Letters* wish to announce a Call for Papers for a Special Issue on *Economic Utility of Employee -Linked Activities and Behaviors*. The special issue will appear in December 2012 and the Editor in Charge is Aharon Tziner (Netanya Schools of Behavioral Studies and Business Admin, Israel).

Motivation and goal

On the conceptual level, human resource research has progressed remarkably in recent decades. In regard to employee behavior in the workplace, it has focused on patterns that are both functional and dysfunctional. In respect to human resource management programs and interventions, there is similarly a wealth of solid literature on how to conduct activities such as staffing, training, performance appraisal and so forth. Since the outcomes of these strategies are so crucial to the economic viability of the companies planning to utilize them, it is not surprising that much of the research has focused on the analysis of their effectiveness. Yet, the efficacy of these methods is left largely unearthed. In fact, much less attention has been devoted to the assessment of the net real post-tax financial benefits of these intervention strategies than to their operational validity (i.e., effectiveness).

This is particularly surprising in view of the fact that cost-benefit analysis is routinely employed to assess economic utility in other areas of management.

The goal of this Special Issue is to cast light on innovative work in the field of the economic assessment of employee organizational behaviors and HRM strategies and activities.

Submissions

We kindly encourage you to submit your work to EBL following the guidelines for authors by using the online submission system at: <http://www.uniovi.es/reunido/index.php/EBL>. All original manuscripts will be subjected to the regular double-blind review process of EBL.

Please include this sentence in your cover letter: "For Special Issue 4, 2012: Aharon Tziner".

Deadlines

Submission of papers: September 20, 2012

Notification of decisions: October 25, 2012

Submission of revised papers: November 15, 2012

Notification of final decisions: November 22, 2012

Sincerely,

Francisco J. Delgado & Eduardo Gonzalez - Editors

Call for Partners

“50 Junior Enterprises”

A structuring program for youth entrepreneurship in Mediterranean and Gulf countries

Partners: Euromed Management (Marketing Méditerranée, ACCEDE: an organization providing advice in business development to foster jobs creation, Phare); E2C, RMEI-RMEM, Anima (Invest in Med).

Contact: Joël Grostin, secrétaire général de l’OCEMO, joel.grostin@ocemo.org
Bernard Paranque, General Delegate for EuroMediterranean Affairs, Euromed Management, bernard.paranque@euromed-management.com

Among the many strategic challenges that Mediterranean and Gulf countries currently face, the optimization of networks appears to be a fundamental vector of intellectual, social and managerial irrigation. Such optimization is essential for the implementation of innovating structures by civil society, which could generate better living conditions and answer the legitimate aspirations of a population comprising of a majority of young people for whom employment is the first priority.

In each country, the substantial importance of the educational and training sector requires an understanding of the challenges at stake. In the Mediterranean region, more than anywhere else, adapted training is the essential structuring element of social and economic development. It takes the form of societal responsibility, as a response to development needs, or academic responsibility, as an adapted tool to achieve organized knowledge transmission.

OCEMO’s vocation is to organize the strategic cooperation of its members’ networks. Therefore, it is committed to incubating the ‘50 Junior-Enterprises’ program in order to contribute concretely, through its members, to the creation of perennial entrepreneurial structures that will primarily benefit young people.

‘50 Junior-Enterprises’: an ambitious, but realistic program with clearly defined objectives

Qualitative objectives:

- Create 3 (in the first year) to 50 ‘Junior-Enterprises’; staged project
- Identify projects that these ‘Junior-Enterprises’ support in their respective regions by facilitating the creation of businesses and supporting young entrepreneurs from all sectors
- Create a favorable environment for economic development through the fertilization and implication of networks

Quantitative objectives:

- Number of JE projects
- Number of ‘Junior-Enterprises’ created
- Number of projects ‘sourced’ by JE
- Number of projects ‘supported’ by JE
- Number of businesses created
- Number of projects funded
- Number of jobs created

Call for Partners

This project aims to become an example that proves concretely the relevance of the choices made and the efficiency of the solutions selected. Knowledge and skills transmission, as well as the accessibility of their diffusion tools, must be translated into a reality that includes the creation of businesses and, consequently, jobs.

Such conditions are necessary to prove our added value and to validate our commitment.

These dimensions should not only mobilize engineers and management school networks, but also student organizations and innovative educational tools (Second Chance Schools, etc.).

From this perspective, we need to draw upon initiatives that have already been initiated by Marketing Méditerranée and ACCEDE within the context of the Phare contest, and also on ANIMA (InvestinMed's MedVenture) and ETHOMED (microfinance and, social and solidarity economy).

Consequently, countries where these networks are already established appear to be the best prepared to test this process; they include: Morocco (Marrakech), Egypt (Alexandria), Lebanon (Beirut) and Tunisia (to be specified). A potential trial in a Gulf country (Saudi Arabia) would also be interesting.

Moreover, '50 Junior-Enterprises' involves the creation of a network of OCEDO 'ambassadors' within the various 'juniors' that will be created. They will act as 'captors' of the aspirations and the needs of the populations concerned. These ambassadors need to be presented as entrance points that lead to the implementation of future actions likely to be adapted to other projects (e.g. Green Growth in the Mediterranean – Issues around water in Marrakech).

Creation of '50 Junior-Enterprises':

Launching phase in November 2011: Presentation of the project to Euromed Management students, possibly accompanied by foreign 'correspondents'. The content of this project will be developed by the students themselves through workshops that emphasize individual experiences.

Proceedings: Students interested in this project will develop their own 'Junior' with the support of the OCEDO. They will then have the opportunity to take part in the Mediterranean business start-up contest, 'Le Phare' (April 2012).

Support by the OCEDO: The OCEDO will provide methodological support in project management. It will support young entrepreneurs in their search for financial partnerships in which it will also participate. The OCEDO will lead and coordinate the 'network' of actors with permanent concern for the success of the project. In this regard, the OCEDO will identify, among its partner members, the skills necessary to contribute to such success.

The support provided by the OCEDO aims to ease the administrative process involved when creating the 'junior' (legal framework, status, etc.) in order to help define the assessment criteria and to duplicate successes via the promotion of such a concept among partner networks.

Follow-up: The creation of a 'junior enterprise' is not an end in itself, even though the constitutive phase is obviously the first priority. The main interest of this process lies far beyond this initial phase; it lies in the sustainability and efficiency of the 'junior' to develop a real business as well as jobs in the sector concerned. The OCEDO will ensure the reality of this challenge thanks to performance indicators.

Latest News

The EMRC (EuroMed Research Centre) - *EMRBI's* *Centre for Research, Innovation and Development*

The EuroMed Research Centre (EMRC) aims to create and disseminate business related knowledge through research, training, and consulting both for the private and public sector, addressing the needs of both academics and practitioners in the EuroMed (European and Mediterranean) region. EMRC supports, administers and manages all the projects under EMRC and EMRBI (EuroMed Research Business Institute). Specifically, by combining the resources, knowledge, capabilities and expertise of its members and associates, EMRC's objectives are to:

oResearch, develop and disseminate business knowledge through funded projects, innovative research ideas and techniques and conceptual developments. This can be achieved through:

- Project Management and proposal elaboration for participation in local, national and international funded programmes;
- Applying and participating in funded research projects at a local, regional and international level;
- Partner search for business, research, development and innovation possibilities of cooperation;
- Developing databases open to all stakeholders providing information on various business related areas;
- Consulting services;
- Regional development assessments and reports;
- Cluster and Networking formation;
- Initiating, supporting and organising conferences, seminars and workshops.

oDevelop business research and educational cooperation between countries, universities, organisations and people. This can be achieved through:

- Cross-cultural studies focusing on contact between different organizational cultures;
- Conducting research programmes that will be useful to academics, researchers and practitioners
- Joint research programmes across institutions and countries;
- Market research services;
- Developing business and functional plans for public and private organizations;
- Comparative studies;
- Facilitating and supervising post graduate research work (PhD, DBA, MPhil etc.).

During the last 5 months EMRC and EMRBI have submitted over 10 research proposals for funding to various EU bodies. Sincere thanks to our Research Executive Committee for making this a success. Our committee members are as follows:

- Dr Rudi Kaufmann
- Dr Evangelos Tsoukatos
- Dr Simona Mihai
- Mr. Spyros Chioteris
- Dr. Shlomo Tarba
- Prof Yaakov Weber
- Prof Demetris Vrontis

Looking forward to receiving more research ideas, contribution and active collaboration.

Demetris Vrontis, President

Latest News

A New Era of Doing Business



EMRBI has joined forces with ExpoGlobalOnline.com.

ExpoGlobalOnline.com is an innovative new business resource that leverages the power and reach of the Internet to deliver a simple, cost-effective information and virtual exhibition solution to the international community coupled with a worldwide B2B directory that offers a wealth of information not available anywhere else.

This project has the full governmental support of the Cyprus Ministry of Commerce, Industry and Tourism and the Cyprus Chamber of Commerce and Industry.

Subscribers to the online directory of ExpoGlobalOnline.com will have access to a truly global marketplace of information as well as enjoying participation in the virtual exhibition technology of BusinessGlobal.com.

The site offers a unique interactive environment that supports more than 180 interconnected national/regional trade showcases, each presented as a comprehensive business information source and virtual trade exhibition that is accessible 24 hours a day, seven days a week.

Expo Global Online heralds a new and exciting era in international cross border trade and commerce – a new way of doing business and the future of the global economy.

Latest News

IBS at VU Entrepreneurship researchers team among the best teams of the world

In 2011 a researchers' team of International Business School at Vilnius University (IBS at VU) entered the Global Entrepreneurship Monitor consortium GERA (Global Entrepreneurship Research Association) and started to measure entrepreneurship of Lithuania (<http://www.gemconsortium.org/docs/download/2200>).

At the beginning of 2012 the team with the research leader Dr Mindaugas Lauzikas, was nominated GERA Diamond for the highest quality research in the shortest period of time.

Dr. Erika Vaiginiene, deputy of research, innovation and quality, is proud to say, that it was the first time when image of Lithuanian Entrepreneur and phenomenon of Lithuanian Entrepreneurship was measured with professionally developed research instrument.

International Business School at Vilnius University (IBS at VU) was established by Vilnius University in 1989. Nowadays IBS at VU has three Bachelor degree programs (International Business, International Business of Tourism and Business Finances Management) and five Master degree programs (International Marketing and Trade, International Business and Law, International Business Finances, International Project Management, Creative Business). Since 2008 a Post- University Studies have been organized by Executive Education Center. Innovation and Entrepreneurship Center which aims to foster applied research with added value for society was established in 2010. Lithuanian Entrepreneurship Monitor Research is one of the first applied research initiative.



Latest News

Professor Angelo Nicolaides

Vaal University of Technology in South Africa

Professor Angelo Nicolaides of Vaal University of Technology in South Africa conducted his inaugural address 'Behavioural ethics and modern business' which was very well received. The Vice Chancellor of VUT, Professor Irene Moutlana stated that we need to ascertain how we can influence people's intrinsic motivation to desist from unethical conduct when faced with a dilemma and develop a perspective which allows us to identify ways of making this a reality in higher education.

The purpose of the address was to highlight the importance of organisational culture and leadership in establishing an ethical climate within organisations, and present some suggestions for creating and maintaining an ethically-oriented culture. Although a number of conceptual behavioural models on ethics have emerged and relationships have been tested in the last three decades, that offer guidance to managers on how to modify employee behaviour for the common good, the challenge Professor Nicolaides placed before us is to be bold, to be willing to go deep in considering acting only ethically and to have the courage to let go of an egotistical self serving attitude. The respondent, Hassen Lorgat of Benchmarks, a societal 'watchdog' promoting Corporate Social Responsibility and ethical conduct in all organisations, said that the address was highly relevant and important in the current South African socio-economic environment and could not have come at a better time and praised him for his excellent address



New Book Launching

Innovation in Pricing Contemporary Theories and Best Practices

Edited by Andreas Hinterhuber and Stephan Liozu

Pricing is one of the four crucial parts of the marketing mix; yet innovation in this area has received scant attention. What are the latest thoughts and concepts in pricing approaches? How do companies actually innovate in pricing? How does this innovation affect customers? And, importantly, how can these advances be leveraged to increase value?

This edited volume brings together 21 articles by pricing specialists and CEOs worldwide, from high profile companies like Siemens and centres of research such as Cass Business School. It rounds up those at the forefront of innovation in pricing to form a discussion as to how new pricing practices can be integrated into best practice. Included in the discussion are topics never previously published, including: pricing in the due diligence process, pricing and organizational mindfulness, price experiments in consumer goods, pricing heresies and pricing and organizational transformation.

This book is the only book dedicated to innovation in pricing and an essential read for those business specialists and pricing managers who are always looking for a better way to do business.



To Be Published 1st October 2012
by Routledge – 352 pages

Miscellaneous

Professional Training for Unemployed in the Hotel Industry in Cyprus

By Georgios Afxentiou
DBA Student at the University of Gloucestershire

The government of Cyprus in partnership with the European Union designed a program to train hotel employees for the first quarter of the year. The program's aim is to provide the necessary training to hotel employees in a period that they would otherwise stay unemployed.

I have been selected to provide training for management and marketing seminars in Larnaka, Lemesos and Pafos. The management seminar covers topics such as Organizational design, Communication, Customer service, Competitors, Customers' needs. The marketing seminar covers topics such as electronic reservation, internet presence, promotional methods, business branding.

The employee participation in the seminars is sufficient. Employees are satisfied and actively engaged in the conversations and discussions concerning the seminar topics. The program is successful so far not only with the topics covered in the seminars but also with the contribution of the necessary resources from the hotel businesses.

Professional Training for employees of the Pancyprrian Cooperative Confederation

Last year a new collaboration formed with the Pancyprrian Cooperative Confederation in the web technology field. The seminar with the title *The capabilities of web technology in the banking sector* introduces technical, management and marketing methods to the cooperative banks' employees.

The first section covers the web technology tools that are implemented by banks in the USA, UK, Germany, France and Cyprus in order to service customers. For instance there is a discussion about the loan application method, transfer of funds, credit card application and exchange of messages with the use of the online system. The second section covers the online banking management process that serves as a guideline for the employees, management and customers. For example there is a standard procedure to log in the system and perform a transaction by the customers. This procedure enhances the management's control mechanics about the monitoring of fund transfer. The third sector covers the online marketing techniques in the banking industry. For instance the customers can get short term low interest loans by selecting the online advertisements on the bank's web site. Also customers receive online messages about medium to high interest rates for deposits in the specific bank.

The seminar aims to train banking professionals to understand better the use of technology, management and marketing methods to promote their services to existing and prospective customers. The implementation of technology is a necessary mean to stay competitive in the banking sector.

Miscellaneous

News About Our Members

Professor Yaakov Weber was appointed as Associate Editor at “International Journal: Cross Cultural Management”. Prof. Weber was appointed to the Board of Directors of “International Journal of Emergent Markets”



Prof. Yaakov Weber

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