



Editorial

Dear Readers,

It is with satisfaction and pride that we offer the first issue of Internext's 12th volume to the international business community. We are sure that, once again, we are making available to this community a set of academic papers that are an effective contribution to the collection of knowledge in our field and that can inspire and support our peers in their research efforts.

Our satisfaction and pride is made even bigger by the fact that in this number we have contributions from several of our most senior and prestigious researchers. We allow ourselves to interpret this as a demonstration of confidence and support from our community of researchers. We believe these confidence and support comes as a consequence of the efforts of the current and former editorial staffs, the growing prestige of the ESPM's Postgraduate Program in International Management and of the institution that sponsors the journal and the Program. This demonstration of confidence compels us to redouble our efforts to continue to deserve it, continually improving the journal's editorial processes, the quality of the reviews offered to the authors, and the graphic standard of our presentation.

In this sense, we would like our readers to know that we are making important changes to our structure, especially with the incorporation of new assistant editors. One of the main goals of these changes is to reduce the response time to authors who entrust us with their papers. During the time that separates the release of this number and the next, these changes will be reflected in the editorial information on our site.

The following is a brief summary of the articles in this issue.

On behalf of the entire editorial team, I thank the authors and reviewers who collaborated with this issue and wish everyone good reading.

Ilan Avrichir
Chief-Editor

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In "The corporate brand vision in international operations", Juliana Rodrigues, Bruno Giovanni Mazzola, Mariana Bassi Sutter, Ney Nakazato Miyahira and Maria Tereza Leme Fleury examine, through literature review and quantitative exploratory research using a survey of 297 managers in Brazil, if the nationality and the scope of the operations of the company interfere with the perception of the corporate brand. The results of the research indicate that the construction of the multinational's identity is one of the main reasons for the adoption of the corporate brand.

The article reviews the concept of a corporate brand, the reasons for its adoption, and especially its role in international business. This literature review itself constitutes a relevant contribution to the international marketing literature. The list of the 26 reasons to adopt the corporate brand, grouped in 12 central categories, can also be very useful for researchers working on the topic. And, of course, the differences and similarities that the authors identify between the positions of national companies and subsidiaries of multinationals in relation to the adoption of corporate brands, besides being a result that can support several researchers' arguments on the subject, also suggests promising new research questions.

In "Retail Internationalization: Reviewing the Contribution of Case Studies", Renata Maria Gomes and Jorge Carneiro summarize and discuss 42 case studies on the topic on the internationalization of this form of distribution and commercialization. In addition to being a source of great value for anyone looking for state-of-the-art syntheses on the subject, this article presents arguments that can be used to justify the need for new case studies on the internationalization of retail from emerging economies.

In this article, the authors identify five main themes addressed by the case studies: Motivations to internationalize, strategies of internationalization, modes of entry, patterns of operation, performance of retail companies and divestment. For each topic, the authors summarize the main findings of the surveys, such as differences with specific types of retailers.

The authors conclude by arguing that case studies seem to have contributed in a relevant way to the construction of new theories applicable to retail formats, such as proprietary brands and franchises. They also conclude that, because to the influence of the context on the phenomenon of the internationalization of retail, the potential of the case studies in the area of international studies has not yet been fully explored.

Renato Virches and Fernanda Ribeiro Cahen make a significant contribution to the understanding of how multinationals use institutional voids as market opportunities, showing the particularities of how this happens in the relationship between multinationals and institutional gaps in Angola. Based on the analysis of how Brazilian multinationals do this in that country, they suggest possible theoretical generalizations for the relationship of multinationals from emerging countries operating in other emerging countries, a subject not yet explored by research on institutional voids.

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In addition to a rich description of the African country's institutional context, down to the details of product, capital and labor markets, the article also describes the strategies of Brazilian companies to deal with the voids in each of these sets of institutions. The information contained and the conclusions are relevant for researchers studying the issue of institutional voids not only in Angola and from the point of view of Brazilian companies, but in general to understand the critical issues for institutional development and strategies of multinationals from emerging countries.

Ananda Pimenta, Marcus Joswig, Moacir De Miranda Oliveira Junior and Roberto Sbragia, in another review of the contributions that case studies brings to the literature on company internationalization, focus on born-globals. In "Dimensions on born-global firms' case studies", analyzing selected articles indexed in the ISI WEB knowledge base, they make a quantitative and qualitative analysis of this production.

From the quantitative analysis, the authors draw the conclusion that the number of citations of these articles is growing . In the qualitative analysis, the authors identify the internal and external attributes that lead to internationalization. They draw attention to the fact that the attribute most mentioned in the articles is the knowledge of managers and entrepreneurs. Other factors are the strategic focus of firms, their innovative capacity, the domestic market, and networks and alliances. The relation of the dimensions and attributes of born-globals can be used to organize new studies and theoretical propositions on the subject.

In the fifth article, Thiago José de Chaves, Thelma Rocha, Jana Reuther and Renata Fernandes Galhanone deal with an issue also still relatively unexplored, the initiatives of multinational branches in the area of social affairs, by itself still a recent theme. Based on secondary data, interviews with experts and executives from two multinationals operating in Brazil, they analyze how these companies use their marketing know-how to achieve the expected results of these initiatives.

In addition to describing in detail the initiatives in social affairs of two national subsidiaries of multinationals, the authors compare these actions using various categories of marketing strategies and practices: Applied know-how, marketing mix and the sources of knowledge used. The authors conclude that the two subsidiaries initiatives are indeed compatible with the principles that guide the practice of social organizations and that marketing mechanisms can contribute to companies using this type of action, to the benefit of the company and the society.

And, last but not least, Sylvia Therezinha de Almeida Moraes, Angela da Rocha and Jorge Ferreira da Silva, in "Use of networks in the course of the internationalization process: A longitudinal study in the software sector" seek to understand how Brazilian companies access international partners' networks and use them over time in their internationalization process. Through longitudinal studies with four companies' dyads, each one formed by a Brazilian company and one based abroad, they identify that the sequence of stages through which

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the relationships pass can be categorized in two generic processes of evolution of these relationships: One that is followed by national companies in their relationship with multinationals and another that happens when the company deals with another one of size similar to itself.

The study contributes to the understanding of how networks of international relations are initiated and evolves, mainly in what concerns the influence of the size of the partners involved. If this were not enough, it is an excellent example of how to describe and analyze a longitudinal process of multiple case studies.

Enjoy your Reading,

Ilan Avrichir

Editor in chief