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Forces That

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What is an

emerging market?

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*What are
Emerging*

Markets? What is

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the 2018 outlook
for emerging
market equities?

– UBS Investor

Forum, January

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~~Kroger Session~~

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Smith, How to

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the Now Episode
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in emerging
markets and
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is quickly becoming the go-to book for

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strategy for entering new

markets—and then quickly gaining

a competitive edge in those

high growth regions.

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different

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framework for
making this
crucial choice.

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argue that the
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exploitable
characteristic
of emerging
markets is the
lack of
institutions
(credit-card
systems, intelle

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Actual property
adjudication,
data research
firms) that
facilitate
efficient
business
operations.

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Harvard Business

School

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Tarun Khanna and

Krishna Palepu.

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School Press.

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- Wikipedia

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explores the
practicalities
of doing

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business in
these new
economies for
those
corporations
entering the
market for the
first time and
the major local
enterprises. It
also considers
how those
national giants
can prepare

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themselves to
break out in to
wider global
markets and how
the
institutional
voids that did
not matter in
their home
markets create
new ...

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professors of
Indian origin,
Tarun Khanna and
Krishna Palepu,
'Winning in
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Markets'

comprises 3
segments: a)
Thread-bare
analyses of
factors that
make Emerging
markets a

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difficult place
to do business
in, b)

Challenges faced
by MNCs while
venturing into
developing
markets and c)

Challenges faced
by Emerging
market companies
at home and in
overseas
markets.

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Book Review |

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July 2010; NHRD
Network Journal
3(3) DOI: 10.117

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16. . . . In the
context of
emerging

markets, . . .

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. . .

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markets present opportunities to drive growth, reduce costs, and acquire talent. These markets comprise more than half of global GDP growth and around 40% of global GDP. The future leaders in many global

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Emerging Industries will
be those companies that
can best serve these markets.

Execution

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- BCG

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leaders like
Coca-Cola, Uni-
lever, Colgate-
Palmolive, And
Groupe Danone
and PepsiCo earn
5% to 15% of
their total
revenues from
the three
largest emerging
markets in Asia:
China, India and

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“Tackling
emerging markets
first has
allowed us to

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Emerging other
markets,
including India,
Brazil, and
other markets
that are growing
at a huge,
enormous pace of
millions and
millions of ...

Winning in
emerging

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many products!

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and Emerging

Execution in
emerging markets

depends heavily

on the quality

of talent and

the local

organization.

Winning MNCs

invest in

attracting and

developing local

talent at all

levels. In

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addition to training, some MNCs offer programs to encourage the personal growth and long-term success of employees.

Why MNCs Are
Still Winning
Big in Emerging

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A Clear-Cut

Biden Win Is

Emerging as a
Bull Case for

Stocks ... A

clear-cut

Democrat victory

could avoid a

long and messy

legal battle and

provide

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markets that
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have been
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nervous about
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...

The prospect of
a Biden win has

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Korean won and
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dollar but hit
the Turkish lira
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exploitable
characteristic
of emerging
markets is the
lack of
institutions
(credit card
systems,
intellectual
property
adjudication,
data research
firms) that
facilitate

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Efficient
business
operations.
Markets A Road
Map For

While such
institutional
voids present
challenges, they
also provide
major
opportunities
for
multinationals
and local
contenders.

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Khanna and
Palepu provide a
playbook for
assessing
emerging markets
potential and
for crafting
strategies for
succeeding in
those markets.
They explain how
to: Spot
institutional
voids in

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economies,
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including in
product, labour,
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opportunities to
fill those
voids, for
example, by
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Lack of
institutions
(credit-card
systems, intelle
tual-property
adjudication,
data research
firms) that
facilitate
efficient
business
operations.
While such
"institutional

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voids" present challenges, they also provide major opportunities for multinationals and local contenders.

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for crafting
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Map For
succeeding in
Strategy And
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Execution
They explain how
to: • Spot
institutional
voids in
developing
economies,
including in
product, labor,
and capital

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Emerging Markets, as well
as social and
political
systems .

Identify And
opportunities to
fill those
voids; for
example, by
building or
improving market
institutions
yourself .

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opportunities
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resource for any
company seeking
to define and
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strategy in
developing
economies.

The war for
talent is
heating up in
emerging

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Emerging Markets Without
enough "brain
power,"
multinationals
can't succeed in
these markets.
Yet they're
approaching the
war in the wrong
way--bringing in
expats and
engaging in
bidding wars for
hotshot local

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"male" managers.

The solution is
hiding in plain
sight: the

millions of
highly educated
women surging

into the labor
markets of

Brazil, Russia,

India, China,

and the United

Arab Emirates.

Increasingly,

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these women
boast better
credentials,
higher
ambitions, and
greater loyalty
than their male
peers. But
there's a catch:
Attracting and
retaining
talented women
in emerging
economies

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requires
different
strategies than
those used in
mature markets.
Complex cultural
forces - family-
related "pulls,"
such as
daughterly
duties to
parents and in-
laws, and work-
related

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"pushes," such as extreme hours and dangerous commutes - force women to settle for dead-end jobs, switch to the public sector, or leave the workforce entirely. In Winning the War for Talent in Emerging

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Markets, Sylvia

Ann Hewlett and

Ripa Rashid

analyze these

forces and

present

strategies for

countering them,

including: *

Sustaining

ambition through

stretch

opportunities

and

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international
assignments *

Combating
cultural bias by

building an
infrastructure

for female
leadership

(networks,
mentors,

sponsors) *

Introducing

flexible work

arrangements to

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Accommodate

family

obligations *

Providing safe

transportation,

such as employer-

subsidized taxi

services Drawing

on

groundbreaking

research,

amplified with

on-the-ground

examples from

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companies as
diverse as
Google, Infosys,
Goldman Sachs,
and Siemens,
this book is
required reading
for all
companies
seeking to
strengthen their
talent pipeline
in these rich
and expanding

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A guide to
emerging-market
investing
discusses
reasons to
invest,
different ways
to do it, the
risks involved,
picking viable
areas to invest
in, and when and

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how to get out.

Markets A Road

Emerging market
Map For economies (EMEs)

have become the

darlings of
international

investors and

the focus of

enormous

attention in

academic, media,

and policy

circles. M.

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Ayhan Kose and
Eswar Prasad
present the
definitive
account of the
evolution of
EMEs and use the
lens of the
global financial
crisis to
evaluate their
strengths and
weaknesses. Led
by a set of

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Emerging
dynamic countries—including
Brazil, China,
India, and
Russia—EMEs have
become a
dominant
presence in the
world economy.
They now account
for a
substantial
share of world

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output and have been a major driver of global growth during the past decade.

They are significant players in international trade and financial flows and are beginning to exert rising

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cloud in global
policy debates.
However, the
financial crisis
of 2007–09 and
the worldwide
recession that
followed cast a
pall over the
notion that EMEs
had become self-
reliant and
"decoupled" from
demand

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conditions in
and financial
flows from
advanced
countries. Kose
and Prasad,
prominent
experts on
emerging market
economies and
globalization,
draw on their
extensive
research to

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Assessing the
resilience of
EMEs in the face
of the global
financial
crisis. Their
analysis shows
that EMEs, as a
group, weathered
the crisis much
better than the
advanced
countries, and
most of these

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economies have bounced back rapidly from the global recession. The authors track down the reasons for this resilience and explain why some countries in this group have done better than others. Based on

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this analysis, they draw lessons for the durability and sustainability of these economies' long-term growth. This book is important reading for anyone trying to anticipate the future growth of

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Emerging markets
or contemplating
business
opportunities in
these economies.

Execution

Master a
complete roadmap
for emerging
market business
success and
profitability!
Emerging markets
are generating

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unprecedented opportunities, but they are far more complex and risky than they may seem.

Profiting in these markets entails retooling business models, products, and strategies to exploit these

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differences,
instead of
falling victim
to them. Too
many American,
European and
Japanese
companies
continue to
operate with a
“developed
world” mentality
that seeks to
merely adapt

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existing
products and
strategies,
while
underestimating
the unique
challenges of
managing a
business in
radically
different
contexts.
Operating in
Emerging Markets

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draws from real-life examples and today's most valuable

research to offer a step-by-step blueprint for improving profitability in emerging markets.

Pioneering researchers Dr. Luciano

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Ciravegna and

Dr. Robert

Fitzgerald walk

you through

understanding

the true risks

and challenges;

identifying and

investing the

right resources;

developing the

right

strategies,

products, and

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processes; and learning from both the successes and failures that have come before you. An indispensable resource for all decision-makers in companies that are (or plan to) operating in

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emerging
markets; and for
all graduate
business
students who may
do so in the
future.

"Publications
devoted to
rapidly
transforming
economies are on
the rise, but
the contribution

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is often
marginal. This
new book,
Operating in
Emerging Markets
, authored by
Luciano
Ciravegna,
Robert
Fitzgerald, and
Sumit Kundu, is
an exception. It
provides
valuable

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insights into
what makes these
economies grow
and prosper.

Most
importantly, it
responds to the
need for
practical
approaches to
tapping emerging
markets. Thus it
should assist
current and

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future managers

in navigating

these high-

potential but

high-risk And

countries." --S.

Tamer Cavusgil,

Callaway

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Chair and

Executive

Director, CIBER,

J. Mack Robinson

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Business.

Georgia State

University

Forward-thinking

investors are

constantly

looking for the

next BRIC-what

foreign market

is on the brink

of expansive

growth? Will

these

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Investments

payoff, or are
the potential
risks too great?

Investing in
these emerging
markets requires

a careful
analysis of
potential risks
and benefits
which vary
greatly from
country to

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country and even
from day to day.
In Cracking the
Map For
Emerging Markets
Enigma, emerging
markets expert
Andrew Karolyi
outlines a
practical
strategy for
evaluating the
opportunities
and-more
importantly-the

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risks of
investing in
emerging
markets.
Karolyi's
proposed system
evaluates
multiple
dimensions of
the potential
risks faced by
prospective
investors. These
categories of

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risk reflect the uneven quality or fragility of the various institutions designed to assure integrity in capital markets-political stability, corporate opacity, limits placed on foreign

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investors, and
more. By
distilling these
analyses into a
numerical
scoring system,
Karolyi has
devised a way to
assess with ease
emerging markets
by different
dimensions of
risk and across
all dimensions

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together. This novel assessment framework already has been tested in the market to great success.

Researchers, students, firms, and both seasoned and novice investors are poised to gain a clear

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Understanding of
how to evaluate
potential
investments in
emerging markets
to maximize
profits.

Emerging Markets
and the Global
Economy
investigates
analytical
techniques

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suited to emerging market economies, which are typically prone to policy shocks. Despite the large body of emerging market finance literature, their underlying dynamics and interactions with other

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