

**The Research Centre of the School of Economics and Business**  
cordially invites you to a research seminar  
on **Wednesday, 28 June 2023 at 13:30 CEST** in room **P-119**  
at the **School of Economics and Business, University of Ljubljana** and via **Zoom**  
platform

Author:

**William Newburry**  
*Florida International University*

will present the article:

### **Strategic Capabilities in Emerging Markets**

Firms in emerging markets are becoming leading global players despite operating in challenging home country environments. However, our knowledge of how they build their capabilities is limited. In this presentation, I will present the results of an in-depth study of 72 firms in 12 emerging markets conducted by a global team of researchers. By interviewing leaders of companies operating across a dozen emerging markets in Asia, Latin America, Africa and Europe, our research team identified specific challenges faced by emerging market firms to become internationally competitive. We identify the capabilities that were most commonly identified by firm leaders as being needed for emerging market multinational success, along with variations in these based on multinationality level, industry and country. Additionally, we develop a model to guide future researchers and practitioners in their development of strategic capabilities.

Please register for the free seminar at <http://raziskave.ef.uni-lj.si/a/1564>  
by Tuesday, 27 June 2023.

Access details will be sent prior to the event to signed up users.

**We look forward to seeing you!**

