



# NEWSLETTER

JUNE 2022

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## DIRECTOR'S MESSAGE

Welcome to the Center for Emerging Markets (CEM) first e-Newsletter! You'll receive these periodically from now on.

This past year has been very productive for CEM. We got a generous gift from Vivek and Vandana Sharma to support CEM's India-centered activities. CEM's distinguished Advisory Board met twice in the past year, with near-perfect attendance by members from around the world. CEM Faculty Fellows continue to publish extensively, win prestigious awards, and organize international conferences. The Nardone Family Seminar series flourishes. The India and China lecture series have been augmented by a new China Insight Series and an Africa Speaker series. CEM also launched *Insights @ Center for Emerging Markets*, which distills the practical lessons of academic research for practitioners. For students, CEM has launched a new program, with the help of the Srinivasan Family, to support innovative projects in emerging markets. In addition, the Emerging Markets minor has been revamped, and a new required course on emerging markets has been introduced in the flagship BS (International Business) program. CEM now has dedicated space in 309 Hayden Hall (visit us sometime), and I am delighted that Sandrine Mallet has joined CEM as a full-time Program Manager.

None of this would have been possible without the support of faculty and staff colleagues, deans, the Advisory board, and CEM's benefactors.



Ravi Ramamurti, Founding Director, Center for Emerging Markets

# CENTER FOR EMERGING MARKETS UPDATES

## VIVEK AND VANDANA INDIA INITIATIVE



The Center for Emerging Markets is excited to announce the launch of the Vivek and Vandana Sharma India Initiative, a groundbreaking package of programs that will expand and deepen the school's engagement with economic and business issues in India. The initiative is made possible by a generous gift from Vivek Sharma, a member of CEM's advisory board, and his wife, Vandana Sharma. The gift will support the following kinds of initiatives, which are discussed in more detail in various part of this newsletter:

- India Lecture series (1-2 times/year)
- India Visiting Scholars @CEM
- Travel Scholarships for Indian students to Boston
- Entrepreneurship training for Indian students
- Free membership in Academy of International Business for Indian professors
- India@75 Summit in October 2022 to celebrate 75 years of India's independence

[Read more.](#)

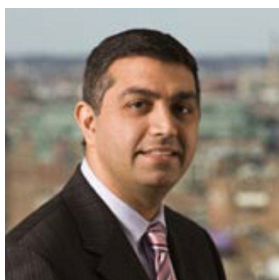
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## NEW ADVISORY BOARD MEMBERS



**Matt Austin**

Chief Commercial Officer, Hasbro, Inc



**Ashish Chugh**

Portfolio Manager & Head of Global Emerging Market Equities, Loomis, Sayles & Company



**Pankaj Sharma**

Executive Vice President, Secure Power Division and Data Center Business, Schneider Electric

[Read full profile](#)

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## ADVISORY BOARD MEETS

Following COVID-19, CEM's board began meeting online every six months. The first such meeting in October 2020 included a private session with Indra Nooyi, ex-CEO of PepsiCo, on the future of globalization and the multinational firm. The most recent CEM board meeting took place in May 2022. Fourteen of the 17 board members attended, along with Interim Dean Emery Trahan.



Members dialed in from Bangkok, Hong Kong, Paris, Shanghai, Singapore, London, all over the US, while several gathered in person in Boston and connected as a group. Karine Hirn, Partner and Co-founder of East Capital Group and a leading investor in Russia, and David R. Nardone, Vice Chairman of the Board and Group Executive of WHA Hemaraj Industrial (Thailand), shared their perspectives on the current state of the global economy. The rest of the meeting was devoted to discussing the center's future plans.

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## NEW AT CEM

### NEW PROGRAM MANAGER



We are delighted to introduce Sandrine Mallet, who has just joined CEM as Program Manager to help implement its initiatives. Sandrine is originally from New Brunswick, Canada, and graduated in 2021 from the College of Professional Studies with a Master's degree in Commerce and Economic Development. She holds a BA in International Studies and an Associate Degree in Advertising and Marketing Communications. During her time at Northeastern University, she held various positions within multiple departments such as Global Student Success, College of Professional Studies, as well as CEM. With previous work experience in NGOs, public organizations and private companies, she brings a broad skill set in project and alliance management, public relations, communications, and more.

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### NEW LINKEDIN PAGE



We are thrilled to share that the Center for Emerging Markets has officially joined LinkedIn. Follow us for updates on CEM events and new initiatives.

[Follow us on LinkedIn!](#)

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## RESEARCH

### CEM FACULTY ELECTED FELLOWS OF THE ACADEMY OF MANAGEMENT



Center for Emerging Markets Faculty Fellows, [Ruth Aguilera](#) and [Cynthia Lee](#), have been elected Fellows of the Academy of Management (AOM). AOM Fellows have made significant contributions to the science and practice of management, and represent a very small fraction of its 18,000 members. Lee and Aguilera are the only AOM Fellows in D'Amore-Mckim School of Business. Aguilera was previously elected a Fellow of the Academy of International Business and the Strategic Management Society. Lee was also just named a D'Amore-McKim Distinguished Professor.

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## TWO EMINENT CHINA AND STRATEGY EXPERTS



### **Michael Enright named the first Pierre Choueiri Family Professor in Global Business at the D'Amore-McKim**

Michael Enright, a leading expert on global competitiveness, corporate strategy, and China, and a CEM Faculty Fellow, was named the first Pierre Choueiri Family Professor in Global Business at the D'Amore-McKim School of Business. Prior to arriving at Northeastern, Enright had taught at the University of Hong Kong for nearly 25 years. His work has focused on the strategies and organizations of multinational companies, the impact of foreign firms on China's economy, regional clusters, and the competitiveness of national and regional economies.



### **George Yip inducted into Thinkers50 Hall of Fame**

George Yip, Distinguished Visiting Professor in International Business & Strategy and Distinguished Faculty Fellow at CEM, was selected by Thinkers50 as a 2020 inductee into their Hall of Fame, which recognizes distinguished thinkers who have all made a lasting and vital impact on how organizations are led and managed. Previous academic positions include Professor of Strategy and Co-Director of the Centre on China Innovation at China Europe International Business School; Dean of Rotterdam School of Management, Erasmus University; and at Harvard Business School, Georgetown (visiting), UCLA, Stanford (visiting), Oxford (visiting), Cambridge Judge, London Business School.

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## PROVOST'S INTERDISCIPLINARY RESEARCH SABBATICAL

The Interdisciplinary Research Sabbaticals is a pilot program begun through the Office of the Provost. The goal of the program is to create productive interdisciplinary research collaborations between a faculty member's home department and other academic units. Two professors from College of Social Sciences and Humanities have chosen CEM as the place to spend their sabbatical:



**Louise E. Walker**  
(2021-22)

Walker is an historian of Mexico and Latin America and an Associate Professor of History, Northeastern University. She is author of *Waking from the Dream: Mexico's Middle Classes after 1968* (Stanford University Press, 2013).



**William F. Miles**  
Vivek & Vandana Sharma Visiting Scholar (2022-23)

Miles is a Professor of Political Science at Northeastern University, a five-time Fulbright recipient, and author of a dozen books. His latest Fulbright award is for studying how India (along with Morocco and Israel) can leverage their diasporas.

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## GLOBAL STRATEGY AND EMERGING MARKETS CONFERENCE

Simon Fraser University's Jack Austin Centre for Asia Pacific Business Studies and partners — Cornell University Emerging Markets Institute, Northeastern University Center for Emerging Markets, and University of Texas at Dallas Center for Global Business — hosted the Sixth Global Strategy and

Emerging Markets Conference (GSEM) in May 2022. The theme of this year's GSEM conference was "Geopolitics, Emerging Markets, and Global Strategies." The conference brought together scholars, corporate executives, and policymakers to explore three interrelated topics—geopolitics, climate change, and energy transition—and to understand how multinational enterprises navigate an increasingly uncertain environment.

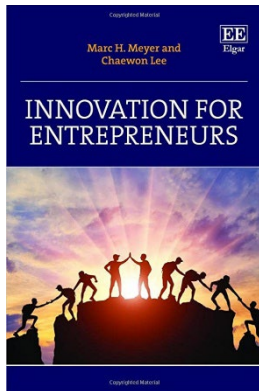
### GSEM Group Picture



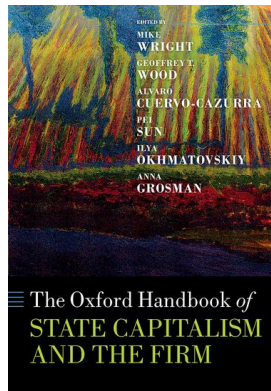
### Watch Video Recordings



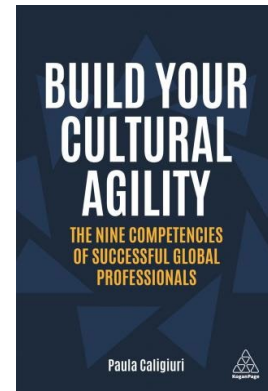
## NEW BOOKS FROM CEM FACULTY FELLOWS



Innovation for Entrepreneurs  
by **Marc H. Meyer**



Oxford Handbook on State Capitalism and the Firm  
by **Alvaro Cuervo-Cazurra**  
(with M. Wright, G. Wood, P. Sun, S. Lazzarini, I. Okhmatovskiy & A. Grossman)



Build Your Cultural Agility: The Nine Competencies of Successful Global Professionals by **Paula Caligiuri**

## NARDONE FAMILY SEMINAR SERIES

The Nardone Seminar Series is made possible by a gift to the Center for Emerging Markets (CEM) by David R. Nardone (BSBA '79, MBA '82) that helps bring scholars and practitioners to Northeastern University to share their insights on emerging markets with faculty and students.

### How an Accounting Professor runs an India Innovation Institute

Partha Mohanram, John H. Watson Chair in Value Investing and Director of the India Innovation Institute at the University of Toronto

### When and How Refugees Thrive in Host Countries

C. Annique Un, Associate Professor of International Business & Strategy, Northeastern University

### The Future of Competitive Strategy

Mohan Subramaniam, Associate Professor at Carroll School of Management, Boston College

### **Bridge Institutions in Africa**

Jonathan Greenacre, Assistant Professor of International Relations, Boston University

### **Human Resource Management Practices and Innovation among Colombian Firms**

Pedro Mendi, Assistant Professor, Universidad de Navarra

## **PARTNERSHIP WITH THE ACADEMY OF INTERNATIONAL BUSINESS**

The Academy of International Business, the largest global association of professors of international business, has signed two memorandums of understanding with CEM. According to the first memorandum of understanding (MoU), for the next three years, CEM will pick up the cost of a one-year membership for 80-100 professors in India and the South Asian subcontinent; it is made possible by the gift to CEM by Vivek and Vandana Sharma. The other MoU calls for CEM to use its discretionary resources to do the same for the next three years for 80-100 professors each year in African universities. Both MoUs will open global resources for teaching and research to professors in low-income countries, while strengthening CEM's relationship with those institutions.



## **PRACTICE**

### **Recent Events**



**Vivek and Vandana Sharma**  
**India Lecture**  
**Redesign the World**

Sam Pitroda, influential policymaker, inventor and entrepreneur reflected on his professional journey, culminating in his most recent book, "Redesign the World: A Global Call to Action"



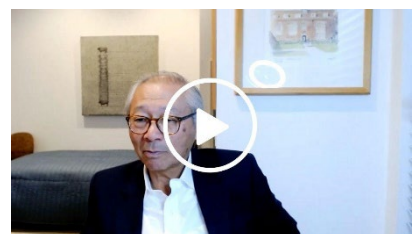
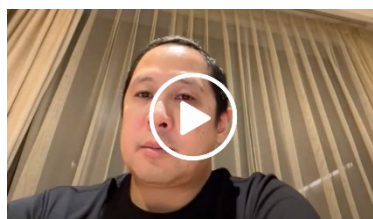
**Africa Speaker Series**  
**Women Who Empower**  
**Africa**

Rania Belkahia, Partner at EQT Ventures and Co-founder of Afrimarket, discussed her entrepreneurial journey on the continent and the next chapter in her engagement with Africa.



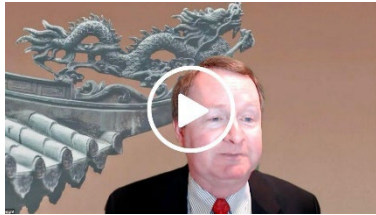
**China Lecture Series**  
**U.S.-China Relationship**  
**Going Forward**

Featuring Jack F. Perkowski, Founder and Chairman of JFP Holdings, the talk explored not only the economic and political issues facing this bilateral relationship but also what it means for businesses in both countries.



### **Africa Speaker Series Africa Business Conference**

Sponsored by the Center for Emerging Markets, the conference featured Florizelle Liser, President & CEO, Corporate Council on Africa, Rama Yade, Senior Director, Africa Center, Atlantic Council and Dilip Pal, Chief Financial Officer, Safaricom.



### **China Insight Series The Impact of Foreign Companies on China's Economy**

Michael Enright, Pierre Choueiri Family Professor in Global Business, explained the impact of foreign direct investment, the role foreign companies played in China's economic rise and how does the future of international business looks like.

### **Distinguished Speaker Series The Future of the Global Supply Chain**

Spencer Fung, Executive Chairman, Li & Fung, Hong Kong, discussed the impact of COVID-19, digitalization, e-commerce and other important trends on the global supply chain.



### **Vivek and Vandana Sharma India Lecture Lessons from COVID-19**

Dr. Soumya Swaminathan, Chief Scientist of the World Health Organization, discussed the status of the pandemic in October 2021, the lessons from COVID-19, and how to better prepare for the next pandemic.

### **China Insights Series Innovation Strategies for Foreign Companies in China**

George Yip, Distinguished Visiting Professor in International Business, explained what foreign multinational companies need to do to transform their R&D strategies to keep pace with newly innovative Chinese companies.



### **Distinguished Speaker Series A Conversation About the Tourism Industry**

His Excellency Zayad al Zayani, Minister of Industry, Commerce & Tourism of Bahrain and Mr. Sandiaga Uno, Minister of Tourism and Creative Economy of Jakarta, discussed the impacts of a tourism resurgence in a post-pandemic world.

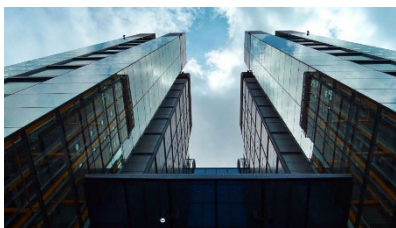
[Explore our YouTube playlist](#)

## **INSIGHTS @ CENTER FOR EMERGING MARKETS**

Insights @ Center for Emerging Markets, led by Professor Valentina Marano, is a new publication focused on cutting edge ideas and advice for global leaders about emerging markets. It draws on the innovative research on emerging markets carried out by our faculty at Northeastern University.



### **Six Paths to Chinese Company Innovation**



### **The Learning Race Between Old and New Multinationals**



### **Do Certifications Help Companies from Developing Markets?**

## STUDENT LEARNING

### UNDERGRADUATE EMERGING MARKETS MINOR REVAMP

The undergraduate Emerging Markets minor combines course work on the economic, political, and business challenges of operating in emerging markets with a hands-on, immersive field study component. The minor was recently revamped to include new relevant electives on emerging markets and new opportunities for students to engage with Center for Emerging Markets, including scholarships for study/research in emerging markets, or be honored as *Student Fellows of the Center for Emerging Markets*.

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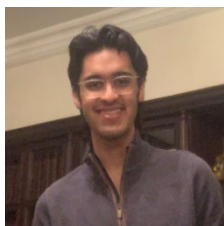
### REQUIRED COURSE ON EMERGING MARKETS IN FLAGSHIP PROGRAM

When a flagship program of the D'Amore-McKim School of Business—the BS in International Business (or, BSIB)—was redesigned, a new required course on Emerging Markets was added to the curriculum. BSIB students will henceforth automatically qualify to pursue the minor in Emerging Markets, which will also open new opportunities for them to connect with CEM. The revised BSIB has seen a surge in enrollments, which means CEM will be engaging with many more students than before.

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### SRINIVASAN FAMILY AWARDS FOR STUDENT PROJECTS IN EMERGING MARKETS

CEM invited proposals from Undergraduate and Graduate students enrolled in full-time programs at Northeastern University to conduct research, organize a conference, create a startup, participate in a service-learning project, or pursue an innovative project that addresses pressing problems in emerging markets. The inaugural round in Spring 2022 was made possible by a gift from the Srinivasan Family. CEM received 11 proposals from 14 students of which six were selected:



**Making sneakers more versatile**

**Advit Agarwal, D'Amore-McKim School of Business**

*Sneakers with detachable/replaceable sole to make sports more accessible in emerging markets*

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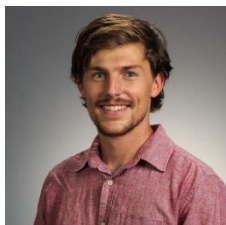


**Adding toilets to a school in Guatemala**

**Rachel Cohen, Khoury College of Computer Science/College of Science; Claire Orklid, College of Engineering; Thomas Cahill, College of Engineering and William Kovarik, College of Engineering/College of Science**

*Adding toilets to a school building built by Engineers Without Borders in Guatemala. Will impact about 80-100 children studying at the school*

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Algae bioreactors to revolutionize farming and nutrition in poor countries

**Chase Leffers, College of Engineering**

*Revolutionizing micro-farming and food logistics by miniaturizing algae bioreactors and modifying the nutrient profile to produce a complete meal replacement—potentially a more sustainable way to produce healthier food in poor countries*

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Learning to invest in Chinese stocks

**Olivia Meredith, D'Amore-McKim School of Business**  
**Vishaan Shetty, D'Amore-McKim School of Business**

*Create a simulated Investment Fund to learn about investing in China, and organize a student investment competition with prizes (to be run by student-run Chinese Markets Club)*

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Learning from Israel's Start-up Ecosystem

**Marisa Palace, D'Amore-McKim School of Business; Morgan Brodsky, D'Amore-McKim School of Business**

*Organize on-campus conference on Israel's start-up ecosystem and its implications for Emerging Markets*

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Healthy drink from Ecuadorian Amazon

**Jhonatan Serrano, D'Amore-McKim School of Business/College of Social Sciences and Humanities**

*Produce "BOOST2GO," a natural energy drink with key ingredient from Ecuador, which will help local producers and promote a locally-developed proprietary cap technology*

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## UNDERGRADUATE RESEARCH OPPORTUNITY PROGRAM

Undergraduate students often want to work with faculty members on their research in emerging markets, but there is no systematic way to connect students and faculty. CEM is working to develop a portal where CEM Faculty Fellows from across Northeastern University can post research projects they are working on and students from across Northeastern University can post their resumes. We will develop a process to match students with faculty and CEM will fund the part-time research assistantship for one semester. The first cycle should run in Fall 2022.

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## CEM CO-SPONSORS NATIONAL VENTURE COMPETITION IN INDIA

In association with Northeastern University's Center for Entrepreneurship Education (NUCEE) and GITAM University (lead organizer), CEM is co-sponsoring a national venture competition in India.

With the endorsement of Startup India, the leading Government agency to promote startups in India, the competition invites students to pitch in their ideas for startups that addresses pressing social problems in India in the area of Food & Agriculture, Clean/Green Technology, Waste Management, Health Tech & Assistive Technology and Water Management. Winners of the national competition are expected to visit Northeastern University's Boston Campus in Fall 2022 for a program organized by NUCEE, with CEM providing select students **Vivek & Vandana Sharma** travel scholarships. [More information here.](#)



The poster for the SmartIDEAthon 2022 Challenge features a dark background with a lightbulb, paper airplanes, and small orange spheres. The text is in white and yellow. At the top left is the #startupindia logo. At the top center is the 75th Anniversary logo of India. At the top right is the Northeastern University logo. The main title is 'SmartIDEAthon 2022 Challenge' in yellow. Below it, in white, is 'Inviting all students to pitch in their ideas for startups that help build sustainable & resilient communities'. Below that, in green, is 'Incentives'. Below that, in white, is 'Cash & Grants upto ₹ 30 Lakhs' and 'Sponsored Trip to Boston & more'. At the bottom, in a green box, is 'APPLICATION DEADLINE - JULY 3, 2022'. At the bottom left are logos for INVEST INDIA, Northeastern University Center for Emerging Markets, and Northeastern University Center for Entrepreneurship Education. At the bottom right is the VDC VENTURE DEVELOPMENT CENTRE logo.

#startupindia

75th Anniversary

SmartIDEAthon 2022 Challenge

Inviting all students to pitch in their ideas for startups that help build sustainable & resilient communities

**Incentives**

Cash & Grants upto ₹ 30 Lakhs  
Sponsored Trip to Boston & more

**APPLICATION DEADLINE - JULY 3, 2022**

INVEST INDIA

Northeastern University  
Center for Emerging Markets

Northeastern University  
Center for Entrepreneurship Education

VDC VENTURE DEVELOPMENT CENTRE