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| School/Department: | Rotterdam School of Management Department of Strategic Management & Entrepreneurship Burgemeester Oudlaan 50 3062 PA Rotterdam The Netherlands |
| Project Title: | Understanding Competitive Dynamics in Africa |
| Abstract: | <p>A key issue in management research relates to the question: How do firms compete with each other? While the literature has offered vast insights into the characteristics of specific competitive strategies, action repertoires, and predictors of competitive action and response at the firm, dyad, and industry level, most of this research has focused on competitive dynamics in developed markets and the few studies on competitive dynamics in developing markets have largely focused on China. At the same time, limited research has advanced our understanding of competitive dynamics in Africa.</p> <p>Rapid growth in Africa's consumer markets represents a significant business opportunity but research on competitive dynamics in these markets is limited by the unavailability of granular data. To illustrate, the market for beer represents one such industry. The total alcohol consumption per capita (in liters of pure alcohol among those with 15 years of age or older) in Sub-Saharan Africa is 5.84 in 2018 (Cameroon 5.7, Ghana 2.8, and Ivory Coast 2.7), close to the world average of 6.18.¹ Accordingly, multinationals, particularly from countries such as the Netherlands, have entered these markets to challenge long-standing state monopolies. The market for beer in Ivory Coast was serviced by Solibra as a state monopoly for over 50 years until Heineken entered in 2017 as Brassivoire.²</p> <p>Contemporaneous news reports indicated the onset of price wars among competing brands in the market for beer.³ Competitive entry has resulted in a product innovation and new product introductions in</p> |

¹ Nugent (2000) notes: "With the growth of distilleries and breweries across Africa during the mid-twentieth century, the influx of private capital (often in the shape of European brewing interests like Heineken), state revenue imperatives and changing consumer preferences became more fully intertwined. Bottled beer became the marker of urban sociability, pushed on by increasingly sophisticated advertising imagery." (Source: 'Alcohol in Africa' web dossier: <http://www.ascleiden.nl/content/webdossiers/alcohol-africa>)

² With Brassivoire, HEINEKEN and CFAO open one of West Africa's most modern breweries in Abidjan, Côte d'Ivoire, 05 April 2017, <https://www.theheinekencompany.com/newsroom/with-brassivoire-heineken-and-cfao-open-one-of-west-africas-most-modern-breweries-in-abidjan-cote-divoire/>

³ A bitter battle of beers divides Ivory Coast, Agence France-Presse, AUGUST 13, 2017, accessed online at <https://www.thehindu.com/news/international/a-bitter-battle-of-beers-divides-ivory-coast/article19486299.ece>

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| | <p>the industry. Specifically, a small pack size of 330 ml beer began to be sold in the market.</p> <p>In this PhD project, we wish to examine the impact of entry into the Beer market in Ivory Coast, which for over 50 years remained a monopoly until mid-2017 when Heineken's Brassivoire began operating its new brewery. Using monthly Nielsen data for all the beer products sold in the country during July 2017 and June 2020, the PhD candidate will be able to examine the evolution of prices and new product introductions.</p> <p>Although there are 45 brands in the country (see Table 1 for the list), Solibra and Brassivoire account for more than 98 percent of the market share. The market for beer is mainly concentrated at pack sizes of 500 to 650 milliliters, accounting for more than 80 percent of the market (see Figure 1). The top-2 beer brands—incumbent Solibra's Bock and entrant Heineken's Ivoire—compete at 650 and 600 ml respectively (see Figure 2). Upon Ivoire's entry at 600ml, Bock and Ivoire lowered their prices: Ivoire's per liter was around 800 CFA and Bock's at 850 CFA (Figure 3). The competition appears to shift from prices to new product introductions, with Bock introducing Larger bottles are cheaper, with Bock introducing 250 and 500 pack sizes at a relatively higher price compare to the 650 and 1000 pack sizes. Ivoire also introduced the 330 ml product in response in mid-2018 (se Figure 4). The key insight is that by introducing the 500ml pack size and pricing it at about 1000 CFA per liter, the incumbent appears to have compensated for the decline in price on its 650ml bottle caused by Brassivoire's entry. Overall, price does not seem to be the most important dimension on which firms compete.</p> <p>Ideally, to assess the impact of entry in the beer market in Ivory Coast, one would compare market outcomes before and after Heineken's entry in mid-2017. However, we only possess detailed on the industry only after Heineken enters the industry in mid-2017 for 30 months. The data are obtained from Nielsen Africa. Although the data begin after competitive entry, one can examine the initial period of price competition and subsequently new product introduction to deal with price competition. One can also compare the market for beer in Ivory Coast with the same in Ghana and Cameroon, two countries in the same region in Africa.</p> <p>Note, while we have discussed how a suitable PhD candidate could explore the data on beer in Ivory Coast; our data span three countries (Ghana, Ivory Coast, and Cameroon) and four products (Soaps, Detergents, Beer, Edible Oil), and one could study the performance or domestic and international firms across these countries and products or develop a new research question relating to those countries and product combinations. Our data offers many</p> |
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opportunities for a suitable candidate to explore novel research questions relating to competitive dynamics in Africa.

Figures and Tables

Figure 1. Market Shares by Bottle Sizes in Milliliter

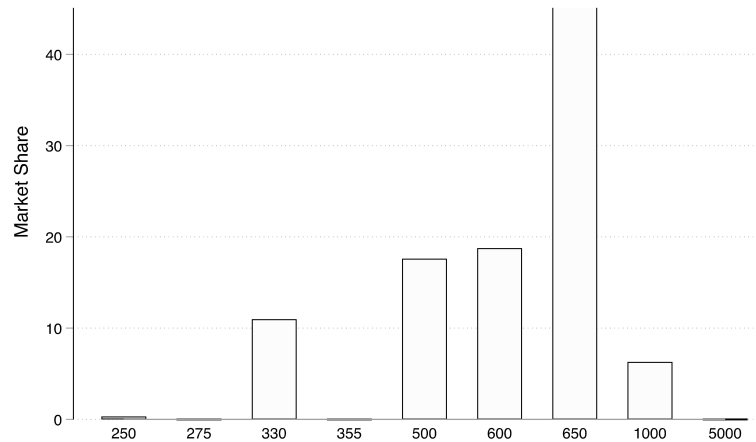


Figure 2. Bottle Sizes Sold by Market Leaders Solibra and Brassivoire in Milliliter for Bock and Ivoire Brands

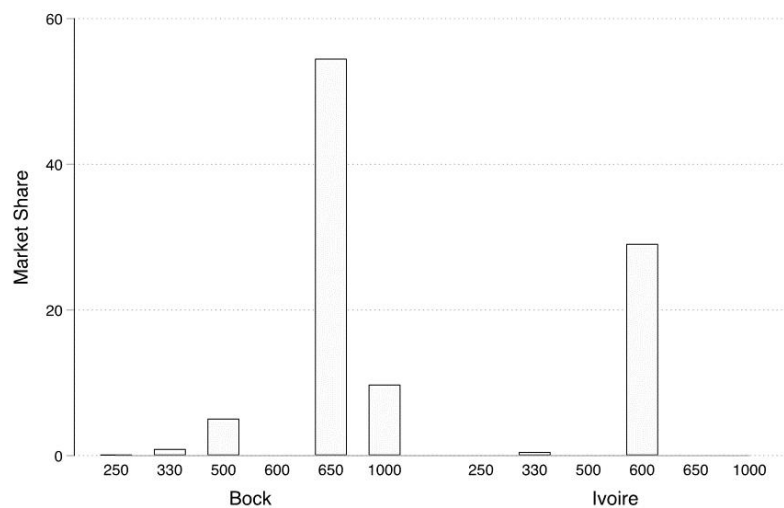


Figure 3. Price Trends for Top-Selling Packs of the Top-2 Brands

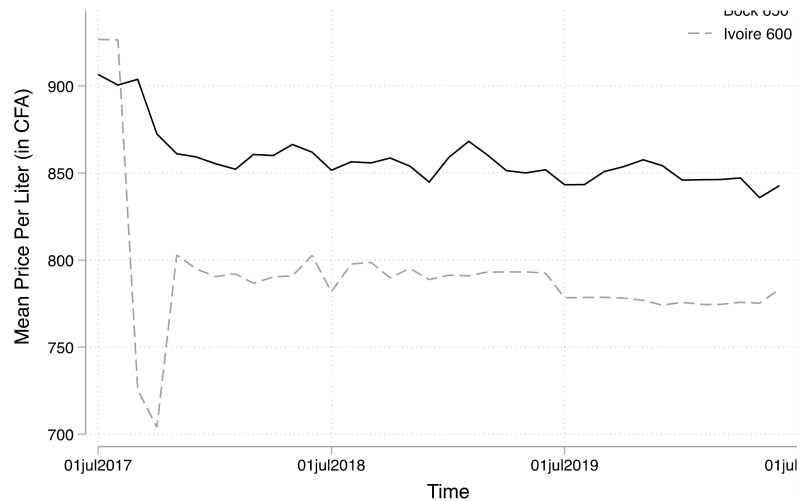
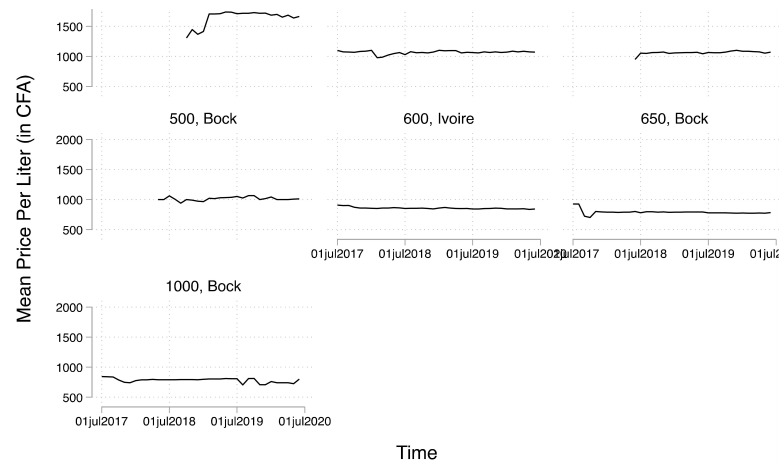


Figure 4. Price Trends for Top-2 Brands, Solibra's Bock and Brassivoire's Ivoire by Pack Size Over Time



| | <table><tr><th colspan="3">Table 1. Market Shares of Major Brands</th></tr><tr><th>Manufacturer</th><th>Brand</th><th>Share</th></tr><tr><td>SOLIBRA</td><td>BOCK (SOLIBRA)</td><td>45.5</td></tr><tr><td>BRASSIVOIRE</td><td>IVOIRE (BRASSIVOIRE)</td><td>19.1</td></tr><tr><td>SOLIBRA</td><td>BEAUFORT</td><td>11.6</td></tr><tr><td>SOLIBRA</td><td>GUINNESS</td><td>8.8</td></tr><tr><td>SOLIBRA</td><td>CASTEL</td><td>2.9</td></tr><tr><td>SOLIBRA</td><td>TUBORG</td><td>2.8</td></tr><tr><td>BRASSIVOIRE</td><td>HEINEKEN</td><td>1.9</td></tr><tr><td>BRASSIVOIRE</td><td>DESPERADOS</td><td>1.7</td></tr><tr><td>BRASSIVOIRE</td><td>MUTZIG</td><td>1.6</td></tr><tr><td>SOLIBRA</td><td>DOPPEL</td><td>1.3</td></tr><tr><td>JENS WARNEKE</td><td>CODYS</td><td>1.0</td></tr><tr><td>SOLIBRA</td><td>NUMBER ONE</td><td>0.5</td></tr><tr><td>SOLIBRA</td><td>FLAG (SOLIBRA)</td><td>0.4</td></tr><tr><td>BRASSIVOIRE</td><td>CLASS (BRASSIVOIRE)</td><td>0.3</td></tr><tr><td>ANADOLU EFES</td><td>EFES (ANADOLU EFES)</td><td>0.2</td></tr><tr><td>SOLIBRA</td><td>BB CITY</td><td>0.2</td></tr><tr><td>BECKERS</td><td>BECKERS PILS</td><td>0.1</td></tr><tr><td>A.G.M.</td><td>66 (A.G.M.)</td><td>0.0</td></tr><tr><td>ANHEUSER BUSCH INBEV</td><td>BUDWEISER</td><td>0.0</td></tr><tr><td>NOT AVAILABLE</td><td>CASTRO</td><td>0.0</td></tr><tr><td>UNITED DUTCH BREWERIES</td><td>ATLAS (UNITED DUTCH BREWERIES)</td><td>0.0</td></tr><tr><td>KARLSBERG</td><td>BECKERS (KARLSBERG)</td><td>0.0</td></tr><tr><td>SWINKELS FAMILY BREWERS</td><td>8.6</td><td>0.0</td></tr><tr><td>KONIGSBACHER</td><td>KONIGSBACHER</td><td>0.0</td></tr><tr><td>PRIMERO</td><td>KOMPRESSOR</td><td>0.0</td></tr><tr><td>PROEX</td><td>M+LLER (PROEX)</td><td>0.0</td></tr><tr><td>DISTELL</td><td>SAVANNA (DISTELL)</td><td>0.0</td></tr><tr><td>VAN PUR</td><td>BROK (VAN PUR)</td><td>0.0</td></tr><tr><td>CARLSBERG</td><td>KRONENBOURG</td><td>0.0</td></tr><tr><td>UNITED DUTCH BREWERIES</td><td>ROYAL DUTCH (UNITED DUTCH BREWERIES)</td><td>0.0</td></tr><tr><td>SWINKELS FAMILY BREWERS</td><td>BAVARIA (SWINKELS FAMILY BREWERS)</td><td>0.0</td></tr><tr><td>PRIVATBRAUEREI EICHBAUM</td><td>GERMANIA (PRIVATBRAUEREI EICHBAUM)</td><td>0.0</td></tr><tr><td>RESONE</td><td>AFRICAN LEGEND</td><td>0.0</td></tr><tr><td>ANHEUSER BUSCH INBEV</td><td>BECKS (ANHEUSER BUSCH INBEV)</td><td>0.0</td></tr><tr><td>KARLSBERG</td><td>COMPANEROS (KARLSBERG)</td><td>0.0</td></tr><tr><td>ANHEUSER BUSCH INBEV</td><td>CORONA (ANHEUSER BUSCH INBEV)</td><td>0.0</td></tr><tr><td>NEUZELLER KLOSTERBR-U</td><td>MARTENS (NEUZELLER KLOSTERBR-U)</td><td>0.0</td></tr><tr><td>ROYAL UNIBREW</td><td>FAXE (ROYAL UNIBREW)</td><td>0.0</td></tr><tr><td>BRASSERIE DE SAINT OMER</td><td>SOMBRERO (BRASSERIE DE SAINT OMER)</td><td>0.0</td></tr><tr><td>PARIS EXPORT</td><td>PARIS EXPORT</td><td>0.0</td></tr><tr><td>BRASSERIE</td><td>ROYAL DELFT</td><td>0.0</td></tr><tr><td>LES BRASSERIES</td><td>GOLD (LES BRASSERIES)</td><td>0.0</td></tr><tr><td>WARSTEINER</td><td>PADERBORNER</td><td>0.0</td></tr><tr><td>ASAHI</td><td>AMSTERDAM (ASAHI)</td><td>0.0</td></tr><tr><td>HOFBRAUHAUS WOLTERS</td><td>WOLTERS</td><td>0.0</td></tr></table> | Table 1. Market Shares of Major Brands | | | Manufacturer | Brand | Share | SOLIBRA | BOCK (SOLIBRA) | 45.5 | BRASSIVOIRE | IVOIRE (BRASSIVOIRE) | 19.1 | SOLIBRA | BEAUFORT | 11.6 | SOLIBRA | GUINNESS | 8.8 | SOLIBRA | CASTEL | 2.9 | SOLIBRA | TUBORG | 2.8 | BRASSIVOIRE | HEINEKEN | 1.9 | BRASSIVOIRE | DESPERADOS | 1.7 | BRASSIVOIRE | MUTZIG | 1.6 | SOLIBRA | DOPPEL | 1.3 | JENS WARNEKE | CODYS | 1.0 | SOLIBRA | NUMBER ONE | 0.5 | SOLIBRA | FLAG (SOLIBRA) | 0.4 | BRASSIVOIRE | CLASS (BRASSIVOIRE) | 0.3 | ANADOLU EFES | EFES (ANADOLU EFES) | 0.2 | SOLIBRA | BB CITY | 0.2 | BECKERS | BECKERS PILS | 0.1 | A.G.M. | 66 (A.G.M.) | 0.0 | ANHEUSER BUSCH INBEV | BUDWEISER | 0.0 | NOT AVAILABLE | CASTRO | 0.0 | UNITED DUTCH BREWERIES | ATLAS (UNITED DUTCH BREWERIES) | 0.0 | KARLSBERG | BECKERS (KARLSBERG) | 0.0 | SWINKELS FAMILY BREWERS | 8.6 | 0.0 | KONIGSBACHER | KONIGSBACHER | 0.0 | PRIMERO | KOMPRESSOR | 0.0 | PROEX | M+LLER (PROEX) | 0.0 | DISTELL | SAVANNA (DISTELL) | 0.0 | VAN PUR | BROK (VAN PUR) | 0.0 | CARLSBERG | KRONENBOURG | 0.0 | UNITED DUTCH BREWERIES | ROYAL DUTCH (UNITED DUTCH BREWERIES) | 0.0 | SWINKELS FAMILY BREWERS | BAVARIA (SWINKELS FAMILY BREWERS) | 0.0 | PRIVATBRAUEREI EICHBAUM | GERMANIA (PRIVATBRAUEREI EICHBAUM) | 0.0 | RESONE | AFRICAN LEGEND | 0.0 | ANHEUSER BUSCH INBEV | BECKS (ANHEUSER BUSCH INBEV) | 0.0 | KARLSBERG | COMPANEROS (KARLSBERG) | 0.0 | ANHEUSER BUSCH INBEV | CORONA (ANHEUSER BUSCH INBEV) | 0.0 | NEUZELLER KLOSTERBR-U | MARTENS (NEUZELLER KLOSTERBR-U) | 0.0 | ROYAL UNIBREW | FAXE (ROYAL UNIBREW) | 0.0 | BRASSERIE DE SAINT OMER | SOMBRERO (BRASSERIE DE SAINT OMER) | 0.0 | PARIS EXPORT | PARIS EXPORT | 0.0 | BRASSERIE | ROYAL DELFT | 0.0 | LES BRASSERIES | GOLD (LES BRASSERIES) | 0.0 | WARSTEINER | PADERBORNER | 0.0 | ASAHI | AMSTERDAM (ASAHI) | 0.0 | HOFBRAUHAUS WOLTERS | WOLTERS | 0.0 |
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| Manufacturer | Brand | Share | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | BOCK (SOLIBRA) | 45.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BRASSIVOIRE | IVOIRE (BRASSIVOIRE) | 19.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | BEAUFORT | 11.6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | GUINNESS | 8.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | CASTEL | 2.9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | TUBORG | 2.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BRASSIVOIRE | HEINEKEN | 1.9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BRASSIVOIRE | DESPERADOS | 1.7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BRASSIVOIRE | MUTZIG | 1.6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | DOPPEL | 1.3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| JENS WARNEKE | CODYS | 1.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | NUMBER ONE | 0.5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | FLAG (SOLIBRA) | 0.4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BRASSIVOIRE | CLASS (BRASSIVOIRE) | 0.3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ANADOLU EFES | EFES (ANADOLU EFES) | 0.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SOLIBRA | BB CITY | 0.2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BECKERS | BECKERS PILS | 0.1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| A.G.M. | 66 (A.G.M.) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ANHEUSER BUSCH INBEV | BUDWEISER | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NOT AVAILABLE | CASTRO | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| UNITED DUTCH BREWERIES | ATLAS (UNITED DUTCH BREWERIES) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| KARLSBERG | BECKERS (KARLSBERG) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SWINKELS FAMILY BREWERS | 8.6 | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| KONIGSBACHER | KONIGSBACHER | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PRIMERO | KOMPRESSOR | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PROEX | M+LLER (PROEX) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| DISTELL | SAVANNA (DISTELL) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| VAN PUR | BROK (VAN PUR) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CARLSBERG | KRONENBOURG | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| UNITED DUTCH BREWERIES | ROYAL DUTCH (UNITED DUTCH BREWERIES) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SWINKELS FAMILY BREWERS | BAVARIA (SWINKELS FAMILY BREWERS) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PRIVATBRAUEREI EICHBAUM | GERMANIA (PRIVATBRAUEREI EICHBAUM) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| RESONE | AFRICAN LEGEND | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ANHEUSER BUSCH INBEV | BECKS (ANHEUSER BUSCH INBEV) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| KARLSBERG | COMPANEROS (KARLSBERG) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ANHEUSER BUSCH INBEV | CORONA (ANHEUSER BUSCH INBEV) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| NEUZELLER KLOSTERBR-U | MARTENS (NEUZELLER KLOSTERBR-U) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ROYAL UNIBREW | FAXE (ROYAL UNIBREW) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BRASSERIE DE SAINT OMER | SOMBRERO (BRASSERIE DE SAINT OMER) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PARIS EXPORT | PARIS EXPORT | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| BRASSERIE | ROYAL DELFT | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| LES BRASSERIES | GOLD (LES BRASSERIES) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| WARSTEINER | PADERBORNER | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ASAHI | AMSTERDAM (ASAHI) | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| HOFBRAUHAUS WOLTERS | WOLTERS | 0.0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Requirements of candidate: | <p>Background: Economics, Management, Strategic Management</p> <p>Master's degree: Yes</p> <p>EUR requirement: See Table Information about English requirements</p> <p>(If the faculty does not have special English requirements, general requirement from Admission Office is applied)</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| <p>Supervisor information:</p> | <p>Promoter: Prof. dr. Justin Jansen Email address: jjansen@rsm.nl Personal website: https://www.rsm.nl/people/justin-jansen/ Recent publication list:</p> <ul style="list-style-type: none"> • T.S. Tarba, J.J.P. Jansen, T.J.M. Mom, S. Raisch, & T. Lawton (2020). Microfoundational Perspective of Organizational Ambidexterity: Critical Review and Research Directions. <i>Long Range Planning</i>, 53(6), [10248]. • R.R. Blagoeva, K. Kavusan, & J.J.P. Jansen (2020). Who Violates Expectations When? How Firms' Growth and Dividend Reputations affect Investors' Reactions to Acquisitions. <i>Strategic Management Journal</i>, 41(9): 1712-1742. doi.org/10.1002/smj.3155. • A.S. Alexiev, J.J.P. Jansen, H.W. Volberda & Frans, A.J. Van Den Bosch (2020). Contextualizing Senior Executive Advice Seeking: The Role of Decision Process Comprehensiveness and Empowerment Climate. <i>Organization Studies</i>, 41(4): 471-497. doi.org/10.1177/0170840619830128. • R.R. Blagoeva, T.J.M. Mom, J.J.P. Jansen & G. George (2020). Problem-solving or Self-Enhancement? A Power Perspective on how CEOs affect R&D search in the face of inconsistent feedback. <i>Academy of Management Journal</i>, 63(2): 332-355. doi.org/10.5465/amj.2017.0999. • S.P.L. Fourne, N. Rosenbusch, M.L.M. Heyden & J.J.P. Jansen (2019). Structural and Contextual Approaches to Ambidexterity: A Meta-Analysis of Organizational and Environmental Contingencies. <i>European Management Journal</i>, 37(5): 564-576. doi.org/10.1016/j.emj.2019.04.002. • T.J.M. Mom, Y.Y. Chang, M.N. Cholakova & J.J.P. Jansen (2019). A Multilevel Integrated Framework of Firm HR Practices, Individual Ambidexterity and Organizational Ambidexterity. <i>Journal of Management</i>, 45(7): 3009-3034. doi.org/10.1177/0149206318776775. • H. Fasaei, M.P. Tempelaar & J.J.P. Jansen (2018). Firm Reputation and investment decisions: The contingency role of securities analysts' recommendations. <i>Long Range Planning</i>, 51(5): 680-692. doi: 10.1016/j.lrp.2017.07.010. • Garcia-Granero, A. Fernandez-Mesa & J.J.P. Jansen (2018). Top Management Team Diversity and Ambidexterity: The Contingent Role of Shared Responsibility and CEO Cognitive Trust. <i>Long Range Planning</i>, 51(6): 881-893. doi.org/10.1016/j.lrp.2017.11.001. • P. Wang, V.J.A. van de Vrande & J.J.P. Jansen (2017). Balancing Exploration and Exploitation in Inventions: Quality of Inventions and Team Composition. <i>Research Policy</i>, 46(10): 1836-1850. doi: 10.1016/j.respol.2017.09.002. |
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| | <ul style="list-style-type: none"> • S. Ahmadi, S. Khanagha, L. Berchicci & J.J.P. Jansen (2017). Are Managers Motivated to Explore in the Face of a New Technological Change? The Role of Regulatory Focus, Fit, and Complexity of Decision-Making. <i>Journal of Management Studies</i>, 54(2): 209-237. doi: 10.1111/joms.12257. • J.J.P. Jansen, K. Kostopoulos, O. Mihalache & A. Papalexandris (2016). A Socio-Psychological Perspective on Team Ambidexterity. <i>Journal of Management Studies</i>, 53(6): 939-965. doi: 10.1111/joms.12183. <p>Co-Promoter: Dr. Mirko Benischke Email address: benischke@rsm.nl Personal website: https://www.rsm.nl/people/mirko-benischke/ Recent publication list, preferably last 3-5 years (1-2 pages):</p> <ul style="list-style-type: none"> • M.H. Benischke, O. Guldiken, J.P. Doh, G.P. Martin & Y. Zhang (2021). Political Risk, Uncertainty, And Behavioral Agency in Multinational Establishment Mode: The Role of CEO Equity Wealth at Risk. <i>Journal of World Business</i>, accepted. • M. Mallon, O. Guldiken, M.H. Benischke, D. Feng & T. Nguyen (2021). Is there an Advantage of Emergingness? A Politico-Regulatory Perspective. <i>International Business Review</i>, accepted. • G. Ljubownikow, M.H. Benischke & A. Nadolska (2021). Multimarket Contact and Target Size: The Moderating Effect of Market Concentration and Location. <i>Strategic Organization</i>, in press. doi: https://doi.org/10.1177/14761270211009745. • M.H. Benischke, G.P. Martin, L.R. Gomez-Mejia & G. Ljubownikow (2020). The Effect of CEO Incentives on Deviations from Institutional Norms in Foreign Market Expansion Decisions: Behavioral Agency and Cross-Border Acquisitions. <i>Human Resource Management</i>, 59(5): 463-482. doi.org/10.1002/hrm.22006. • J.P. Doh, P. Tashman & M.H. Benischke (2019). Adapting to Grand Environmental Challenges through Collective Entrepreneurship. <i>Academy of Management Perspectives</i>, 33(4): 450–468. doi: 10.5465/amp.2017.0056. • M.H. Benischke, G.P. Martin & L. Glaser (2019). CEO Equity Risk Bearing and Strategic Risk Taking: The Moderating Effect of CEO Personality. <i>Strategic Management Journal</i>, 40(1): 153-177. doi: 10.1002/smj.2974. • C. Tupper, O. Guldiken & M.H. Benischke (2018). Capital Market Liability of Foreignness of IPO Firms. <i>Journal of World Business</i>, 53(4): 555-567. doi: 10.1016/j.jwb.2018.03.001. • S.H. Ang, M.H. Benischke & A.W.L. Hooi (2018). Frequency of International Expansion through High Control Expansion Modes and Interlocked Directorships. <i>Journal of World</i> |
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| | <p><i>Business</i>, 53(4): 493-503. doi: 10.1016/j.jwb.2018.02.003.</p> <ul style="list-style-type: none"> • P.J. Buckley, J.P. Doh & M.H. Benischke (2017). Towards a Renaissance in International Business Research? Big Questions, Grand Challenges, and the Future of IB Scholarship. <i>Journal of International Business Studies</i>, 48(9): 1045-1064. doi: 10.1057/s41267-017-0102-z. • S.H. Ang, M.H. Benischke & J.P. Doh (2015). The Interactions of Institutions on Foreign Market Entry Mode. <i>Strategic Management Journal</i>, 36(10): 1536-1553. doi: 10.1002/smj.2295. <p>Co-Promoter: Dr. Ajay Bhaskarabhatla (Erasmus School of Economics, Department of Applied Economics) Email address: bhaskarabhatla@ese.eur.nl Personal website: https://www.erim.eur.nl/people/ajay-bhaskarabhatla/</p> <p>Recent publication list, preferably last 3-5 years (1-2 pages):</p> <ul style="list-style-type: none"> • Bhaskarabhatla, A., Anurag, P., Chatterjee, C., & Pennings, E. (2021). How Does Regulation Impact Strategic Repositioning by Firms Across Submarkets? Evidence from the Indian Pharmaceutical Industry. <i>Strategy Science</i>. Forthcoming. • Bhaskarabhatla, A., Cabral, L., Hegde, D., & Peeters, T. (2021). Are Inventors or Firms the Engines of Innovation?. <i>Management Science</i>, 67(6), 3899-3920. • Adbi, A., Bhaskarabhatla, A., & Chatterjee, C. (2020). Stakeholder orientation and market impact: Evidence from India. <i>Journal of Business Ethics</i>, 161(2), 479-496. • Bhaskarabhatla, A. (2020). Maximum Resale Price Maintenance and Retailer Cartel Profits: Evidence from the Indian Pharmaceutical Industry. <i>Antitrust Law Journal</i>, 83(1), 41-73. • Bhaskarabhatla, A. (2018). <i>Regulating Pharmaceutical Prices in India</i>. Springer. • Bhaskarabhatla, A., Chatterjee, C., Anurag, P., & Pennings, E. (2017). Mitigating regulatory impact: the case of partial price controls on metformin in India. <i>Health policy and planning</i>, 32(2), 194-204. • Bhaskarabhatla, A. (2016). The moderating role of submarket dynamics on the product customization–firm survival relationship. <i>Organization Science</i>, 27(4), 1049-1064. |
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Erasmus University Rotterdam, the Netherlands
CSC PhD 2022 Project Description (proposal)
Application to: euccchinaoffice@eur.nl
Application deadline: Friday Mar 4, 2022



English requirements: Please refer to Erasmus University China Center official website for your information www.eur.nl/eucc

Erasmus University China Center -> CSC Scholarship -> "I am a prospective CSC PhD Candidate" -> Table 1

Please note that each institute requires difference level of English, make sure to find the right institute. 2022 CSC-PhD programme information will be shared and updated soon!