



THE FLETCHER SCHOOL

TUFTS UNIVERSITY

**STRATEGY, OPERATIONS AND LEADERSHIP
FOR EMERGING & FRONTIER ECONOMIES**

A GUIDE FOR MNCs - AND THOSE WORKING TO INFLUENCE THEM

Conference 23 - 25 March 2011

Call for Papers

The Fletcher School's Center for Emerging Market Enterprises is synthesizing the state-of-the-art in actionable insight for multi-national corporations (MNCs) operating in emerging and frontier economies (EFEs) - as well as for governments, international institutions, and civil society actors intent on influencing them.

THE INQUIRY. How can a company leader best deliver against an MNC's full range of goals - technical, financial, legal, reputation and social responsibility - in the EFE environment? A starting point is expanding horizons beyond functional perspectives or a company-centric view of the environment. The conference and the book that emerges will draw on diverse academic, industry, governmental, civil society, geographic, and other perspectives to develop frameworks for understanding and frameworks for action that provide concrete advice for Board members and executives. Governments, international advocates and others seeking to influence MNC behavior will conversely benefit from understanding the state-of-the art in strategy, operations and leadership from the company point of view.

SUBMISSIONS. We welcome scholarly articles and reviews, as well as case studies. We also solicit reflections from practice that extract actionable insight from a particular experience (e.g., negotiating a multi-stakeholder agreement), or real-world dealings with a paradigm problem (e.g., corruption). Contributors will include academic colleagues, practitioners, civil society leaders, government officials, and business executives.

REVIEW AND PUBLICATION. If you are considering a submission, please let us know! We will post proposed paper topics on the conference website to help prospective authors shape uniquely valuable contributions. Proposals should be submitted by 17 September 2010. Papers are due by 18 February 2011 to be available for pre-conference review. An edited volume will provide one avenue of publication for conference papers.

THE CONFERENCE. Focused sessions will provide rigorous peer review for contributors. In addition, the conference will convene stakeholders from academia, business, government and civil society to explore the implications of the advice generated for multinational companies and those seeking to influence their operations in EFEs.

FURTHER DETAILS. Information will be posted on the conference website as it becomes available: www.fletcher.tufts.edu/ceme/EMOperations. You can also sign up for e-mail updates. Direct inquires to Brian Ganson, Senior Fellow, Center for Emerging Market Enterprises: Brian.Ganson@Tufts.edu.

ILLUSTRATIVE INQUIRIES. We do not presume to know all of the valuable work going on or wish to constrain your thinking. We offer the inquiries on the following page solely in the spirit of brainstorming possible submissions.

FRAMEWORKS FOR UNDERSTANDING

- **The Nature of the EFE.** What distinguishes MNC operations in an EFE from those in a developed economy? What are typical company blind spots, even for MNCs headquartered in other emerging economies?
 - ▶ Understanding “license to operate” in the context of weakly-imbedded government
 - ▶ The end of the “Washington consensus” and the demands of re-emergent national regulation
 - ▶ The dynamic of foreign direct investment in “post-conflict” societies
 - ▶ Aren’t we friends? The special challenges of “south-south” investment
- **Transnational Law & Regulation.** What are the emerging responsibilities, risks and liabilities a company faces in the EFE? What are the importance of soft law or the voluntary regimes to which a company adheres?
 - ▶ The concept of complicity and corporate responsibility for human rights
 - ▶ Whose land is it? National patrimony and indigenous peoples
 - ▶ “Voluntary” standards: the intersection of reputation risk and legal liability
 - ▶ National practice and international standards: the case of corruption
- **Stakeholder Perspectives & Priorities.** How do diverse stakeholders - national governments, local communities, international activists, and others - understand MNC operations in EFEs and work to influence them?
 - ▶ Private investment and the difference between “growth” and “development”
 - ▶ Structured finance and the undermining of democratic accountability
 - ▶ Supply chains and the outsourcing of environmental and labor rights violations
 - ▶ The internationalization of local conflicts: seeking leverage over company behavior
- **How Things Go Wrong - Or Right.** What are the inter-relationships among the MNC’s own operations and EFE risk management? What are the critical drivers of MNC success or failure against its full range of goals?
 - ▶ Just crushing rock? The less-visible impacts of company operations
 - ▶ “Sustainable” development and the challenge of funding social infrastructure
 - ▶ Mistakes from development that companies don’t have to repeat
 - ▶ 50 years of CSR: what we’ve learned

FRAMEWORKS FOR ACTION

- **Assessing the Environment.** How does the MNC best analyze the unique challenges of a particular EFE environment? How does a leader most usefully understand the companies’ own place within it?
 - ▶ A general manager’s guide to social and environmental risk assessment
 - ▶ Beyond go / no go: Assessment as an ongoing conversation
 - ▶ Incorporating the company’s own operations into socio-political risk assessment
 - ▶ Participatory approaches to understanding complex operating environments
- **Strategic Planning.** What strategies are available to the company for managing EFE risk? How are imperatives of the EFE environment incorporated, reviewed and managed in company plans and performance systems?
 - ▶ Socio-political risk on the Board agenda
 - ▶ Planning that successfully transcends project phases and functional handoffs
 - ▶ The case for eliminating CSR plans
 - ▶ Metrics and performance management for socio-political risk
- **Operational Excellence.** How can a leader best adapt or enhance company organization and governance, systems and processes, or organizational and leader capabilities to address vulnerabilities or challenges of EFE operations?
 - ▶ Operational due diligence for environments of heightened socio-political risk
 - ▶ On our watch: managing contractor risk
 - ▶ Adapting the organization to the EFE environment
 - ▶ KSAs for ESEs: What we should demand of every company leader
- **Corporate Diplomacy.** How does the MNC best engage externally to balance competing stakeholder demands? How does a leader best engage internally to bridge headquarters-local, functional or other divides?
 - ▶ Building a listening organization
 - ▶ Mind the gap: bridging the HQ - local operating division divide
 - ▶ Who decides? Stakeholder management in the absence of legitimate government
 - ▶ The country manager as diplomat: lessons for leaders