

Dr. Yusaf H. Akbar

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Personal

Place of birth: London, UK, October 17, 1969
Citizenship: British Citizen
Contact Address: Moselgasse 27/2/13, Wien, Austria
Telephone: +43 660 1336886
E-mail: akbary@ceu.edu

Education

DPhil, Sussex European Institute, University of Sussex, UK, 2000.
Dissertation: "The Links between Trade and Competition Policy"
Examiners: Professor John Stopford, London Business School.
Dame Margaret Sharp, Professor Emeritus, Science Policy Research Unit.

MA, College of Europe, Bruges, Belgium, 1993.
Thesis: "Intra-industry Trade and Structural Adjustment"

BA with Honors, Economics with French, University of Sussex, UK, 1992.

Research Activity and Selected Publications

Senior Faculty Fellow, Institute for Advanced Study, Budapest (September 2016-January 2017)

Founding Editor, *International Journal of Emerging Markets*, Published by Emerald

Member of Editorial Advisory Board, *European Journal of International Management*; *Journal of Asia-Pacific Business*

Ad-hoc reviewer for *Cross-Cultural Management and Strategy*, *Entrepreneurship Theory and Practice*, *Management Decision*, *International Business Review* and *Thunderbird International Business Review*

Manuscript Reviewer for Ashgate Publishers and Prentice-Hall

Current Working Papers and Research-in-Progress

Akbar Y., Apostoloski, N. and Dikova, D. (2021), "Effectuation v. Causation: business development growth strategies for an Emerging Market Multinational" (working paper first draft finished January 2021)

Akbar, Y., Tracogna, A. and Catherine Prentice (2021), "A sustainable ecosystem for hotel value cocreation during a sustained crisis" (submitted to *Journal of Hospitality and Tourism Management*)

Akbar Y. and Andrea Tracogna (2020), "Growth Drivers and Governance Mechanisms of Sharing Platforms: An Empirical Application of Transaction Cost Theory" (submitted to *Journal of Management and Governance*)

Akbar Y. and Maciej Kisilowski (2019), "The Faceless State: Nonmarket Strategy in Emerging Markets" (Revise and Resubmit at *Business and Society*)

Akbar Y. and Eszter Fabriczki (2019), "Nonmarket Dynamic Capabilities: Managing Business Environment Turbulence" (working paper first draft finished December 2020)

Case Studies

"Skaptoburger (2019)" (with Alexandar Rashiev) – first draft of case and teaching note; permission to publish granted

"Global Salesforce Transformation at Phillips" (2016) – final draft, awaiting permission to publish from Phillips

"UAS: From Emerging Market to Global Leadership" (2016) - final draft, awaiting permission to publish from UAS

Recent Research Publications (since 2014)

Akbar, Y. H., & Kisilowski, M. (2020). To bargain or not to bargain: Airlines, legitimacy and nonmarket strategy in a COVID-19 world. *Journal of air transport management*, 88, 101867. **(5-yr Impact Factor 2.811)**

Akbar Y. and Andrea Tracogna (2019), "The Strategic Governance of Sharing Platforms: Transaction Costs and Integration Mechanisms" in De Luna, Bertran, Lladós-Masllorens, Liebana-Cabanillas (eds) (2019) *Sharing Economy and the Impact of Collaborative Consumption* London: IGI Global.

Akbar Y. and Andrea Tracogna (2018), "The Sharing Economy and the Future of the Hotel Industry: Transaction Cost Theory and Platform Economics" *International Journal of Hospitality Management* 71 (2): 91-101**(5-yr Impact Factor 5.470)**.

Todorov, K. and Yusaf Akbar (2018) *Strategic Management in Emerging Markets: Aligning Business and Corporate Strategy*. London: Emerald. December 2018
(<https://books.emeraldinsight.com/page/detail/Strategic-Management-in-Emerging-Markets/?k=9781787541665>)

Akbar, Y., Balboni, B., Bortoluzzi, G., Dikova, D. and Andrea Tracogna, (2018), "Disentangling Resource and Mode Escalation in the Context of Emerging Markets. Evidence from a Sample of Manufacturing SMEs" *Journal of International Management* 24.3 (2018): 257-270 **(5-yr Impact Factor 3.763)**

Van Dut, V., Akbar, Y. H., Dang, N. H., & Hanh, N. K. (2018). The Impact of Institutional Distance on the Choice of Multinational Enterprise's Entry Mode: Theory and Empirical Evidence from Vietnam. *Asian Journal of Business and Accounting*, 11(1), 71-95.

Akbar, Y. and Kisilowski, M. (2018), "Strategic Frontiers on the Transnational Periphery: Lessons in Non-Market Strategy from Eastern Europe and Central Asia" forthcoming chapter in Demirbag, M. (Ed), *Comparative Capitalism and the Transitional Periphery: Firm Centred Perspectives*. London: Edward Elgar Publishers

Ruzzier, M., Tracogna, A., Bortoluzzi, G. and Yusaf Akbar (2017), "The Growth Challenge of Western SMEs In Emerging Markets: An Exploratory Framework And Policy Implications" *Managing Global Transitions: An International Journal* 15 (3): 291-314

Akbar, Y. and Kisilowski, M. (2016), "Winning the Non-Market Game (Pazar Dışı Oyunu Kazanmak)" – *Harvard Business Review*, Turkey Edition, July 2016.

Akbar, Y., Balboni, B., Bortoluzzi, G. and Andrea Tracogna, (2016) "SME Export Performance, Capabilities and Emerging Markets: The Impact of Institutional Voids" in *European Journal of International Management* Volume 11, Issue 2 pp. 201-226 **(5yr impact factor 1.164)**

Akbar, Y. and Kisilowski, M. (2015), "Managerial Agency, Risk, and Strategic Posture: Nonmarket Strategies in the Transitional Core and Periphery", *International Business Review* Volume 24, Issue 6, pp. 984–996 **(5yr impact factor 4.030)**

Jamilov, R. and Akbar Y. (eds) (2015), *Neo-Transition Economics*, *International Finance Review*, Volume 16, *Book Series* London: Emerald.

Akbar, Y. and Kisilowski, M. "Central and East Europe" in Lawton, T. and Rawani, T. (2015), *Routledge Companion on Non-Market Strategies*, London: Routledge.

Akbar, Y., Nemeth, A. and Hans-Martin Niemeier (2014), "Here We Go Again...The Permanently Failing Organization: An Application to the Airline Industry in Central and East Europe", *Journal of Air Transport Management* Vol. 35 Issue 1 pp. 1–11 **(5yr impact factor 2.7)**.

Akbar, Y. and Vukan Vujic (2014), "Explaining Corruption: The Role of Cultural Theory and Implications for International Management", *Cross-Cultural Management and Strategy* Vol. 21, Issue 2, pp. 191-218 **(5yr impact factor 2.619)**. Paper cited as **Notable Article** by Journal Editorial Board

Akbar Y., Bortoluzzi, G. and Andrea Tracogna (2014), "Beyond Entry Mode - SME Escalation in Emerging Markets: A Conceptual Framework", *Journal for International Business and Entrepreneurship Development*, 7 (4) 326 - 340

Akbar, Y. and Vukan Vujic (2014), "Corruption in Central and East Europe (CEE): Economics, politics and cultural values" in Kisilowski, M. (Ed) (2013) *The Free Market in its Thirties: Challenges for Central European Managers in 2020 and Beyond*, Budapest: CEU Press.

Business Case Studies

"*Miutcánk: A Neighbourhood-Building Network*" (2020), Ivey Cases, University of Western Ontario, June 2020 (Case Number 9B20M099)

"*BMB: Sweetening the World*" (2017), Ivey Cases, University of Western Ontario, October 2017 (Case number: 9B17M147)

"Smollan Group: Global Growth Opportunities in Retail Solutions" (2016) Published by the Case Centre (Case 316-310-1)

"Vendedy: Bringing Street Markets to the World" (2016), Ivey Cases, University of Western Ontario, July 2016 (Case number: 9B16M135)

"Hummus Bar Raises The Bar: Dipping Into International Markets" (2013) with Ilan Alon and Jennifer Dugosh. Published by Ivey Cases, University of Western Ontario, July 2013 (Case number: 9B13M060)

"Datwyler: Investing in India" with Pieter Coppens (2013). Published by the Case Centre, September 2013 (Case 313-201-1)

"Vienna International Airport and Terminal Check-in 3" (2013). Published by the Case Centre, September 2013 (Case 313-202-1)

"Zwack Unicum - A Tradition of Innovation Amidst Challenges" (2010), *Emerald Emerging Market Cases*, Vol. 1, Issue 1, pp 1-18. Runner-up in the CEEMAN Annual Case Competition, 2010

Previous Peer-Review Journal Articles

Akbar, Y. (2010), "Management Development in Post-Transition Central and Eastern Europe: Issues and Prospects" *Global Business/Organizational Excellence*, Volume 29, Issue 7, Pages 20 – 35. **(2015 Impact Factor 0.40)**

Groothuis, A. and Yusaf H. Akbar (2007), "Organizational Transformation – From Multinational to Global: An Early Systems Dynamic Perspective" *Global Business/Organizational Excellence*, Volume 26 Issue 4, Pages 47 – 61 **(2015 Impact Factor 0.40)**

Plikynas, D. and Yusaf H. Akbar (2006), "Application of modified MLP input weights' matrices: an analysis of sectorial investment distribution in the emerging markets" *Neural Computing & Applications*, Vol. 15 Issue 3/4, p183-196 **(5yr impact factor 4.674)**

Akbar Y. and Gabriele Suder (2006), "The New EU Merger Regulation: Implications for International Merger Strategies" *Thunderbird International Business Review*, Vol. 48, No.5 September/October **(2015 Impact Factor 1.94)**.

Akbar Y., Heather Elms and Tej Dhakar (2006), "Investigating the contribution of Foreign Direct Investment and Stock Exchange Development to Economic Development in East and Central Europe: A Preliminary Analysis" *International Finance Review* Vol. 6, 467-473

Akbar Y. and Darius Plikynas (2006) "Explaining FDI patterns in East and Central Europe: A Neural Network Approach" *Eastern European Economics*, Vol. 44, No. 3, pp. 29-59 **(5y Impact Factor: 1.03)**

Akbar, Y., (2005), "International Business and Emerging Markets" Editors for Special Issue of *Thunderbird International Business Review*, Vol. 47 No. 4 with B. Aybar and M. Samii. **(2015 Impact Factor 1.94)**

Akbar, Y. and J. Brad McBride (2004), "Multinational Enterprise Strategy, Foreign Direct Investment and Economic Development: The Case of Hungary", *Journal of World Business*, 39 (2004) 89–105 **(5y Impact Factor: 6.078)**

Akbar, Y. (2003), "Slip Sliding Away? The Changing Politics of European Car Distribution." *Business and Politics*, Vol. 5 No. 2 **(5y Impact Factor: 0.97)**

Akbar, Y. (2002), "Grabbing Victory from the Jaws of Defeat: Can the GE-Honeywell Merger Force International Competition Policy Cooperation?" *World Competition*, Vol. 25 No. 4. **(ranked #15 in trade law journals worldwide)**

Akbar, Y., (2000), "The Internationalization of Competition Policy: Implications for International Business." *Thunderbird International Business Review*, Jan.-Feb. **(2015 Impact Factor 1.94)**

Akbar Y., (1999), "The Extraterritorial Dimension of EU and US Competition Law: A Threat to the Multilateral System?" *Australian Journal of International Affairs*, Vol. 53, No. 1 **(2015 Impact Factor 0.639)**

Akbar Y. and Muller, B., (1997), "Global Competition Policy: Issues and Perspectives." *Global Governance*, Vol. 3 No. 1, Jan-April 1997 **(5yr Impact Factor: 1.106)**

Books/Monographs

Akbar, Y. (2003), *The Multinational Enterprise and EU Enlargement: The Effects of Regulatory Convergence*. (London: Palgrave).

Akbar, Y. (2003), *Global Antitrust: Trade and Competition Linkages*. (London: Ashgate).
Chapters in Books

Akbar, Y. (2003), *Foreword: "Doing Business in Emerging Europe"* in Zoubir, Y. and Francois l'Habitant, *Doing Business in Emerging Markets* (London: Palgrave)

Akbar, Y. (2004), *"Historical Forces in International Affairs and Commerce: Prospects for the International Economy"* in Suder, G. (et al), *Terrorism and the International Business Environment: The Business-Security Nexus*, London: Edward Elgar.

Scholarly Awards

Fellowships

9/16 – 1/17 Senior Faculty Fellowship, *Institute for Advanced Study*, CEU

10/06 – 10/08 Research Fellow, *Vilnius Management Academy*

5/01 – 6/01 CEEMAN Scholarship to attend International Management Teachers Academy, IEDC, Bled, Slovenia.

9/99 – 6/2000 Fellowship of the *Civic Education Project*, Hungary.

3/95 – 9/95 Department of Government and International Studies, University of South Carolina, USA.

6/94 – 9/94 Junior Research Fellow, *Toyota Institute for International Economic Studies*, Tokyo, Japan.

Awards

10/93 – 6/96 *DPhil* Bursary, University of Sussex, full funding.

9/92 – 9/93 Belgian Government Scholarship for College of Europe, full funding.

Conference and Workshop Stipends

Friederich Ebert Stiftung (1998, 1999), *EU Commission* (1998, 1999), *Ford Foundation* (1997), *Royal Economic Society* (1996)

Selected Professional Conferences

"Buying, gifting, renting, sharing... In search of a new theory of acquisition", Workshop, University of Pisa, January 20, 2017

ATRS Conference, Bergamo June 28, 2013.

Beyond Transition (1989-2009) Conference at Liverpool Hope University, June 16-17, 2009

European International Business Association Conference, July 2008, Milano

European International Business Association Conference, December 2005, Riga

Erasmus University Rotterdam, Annual JIBS/AIB Frontiers Conference, September 2005.
Presenting a paper.

University of Miami – Florida International University Conference on EU Enlargement, Miami, April 2005. Presented paper.

University of Vilnius conference on "Catalysts and Impediments to Economic Development in Eastern and Central Europe" Vilnius, October 2004. Presented two papers.

Stockholm School of Economics in Riga conference on "International Entrepreneurship, Innovation and Competitiveness in the Transforming and Enlarging Europe", Riga, September 2004. Presented paper.

Academy of International Business (AIB-NE) Meeting, Manchester NH, USA, October 2003.

Academy of International Business Annual Meeting, Monterey, USA, July 2003

International Studies Association (ISA) Annual Conference, USA. Presented Papers at San Diego 1997, Minneapolis 1999, Chicago 2001.

International Management Teachers Academy, IEDC, Bled, Slovenia, May-June 2001.

ACUNS/ASIL Annual Workshop on Global Governance, Brown University, Providence, USA, June-July 1997

Executive Education Programs

Stockholm School of Economics, FEM Program (since 2012)

IMM Global MBA (Purdue, TIASNimbas, EM Lyon, CEU Business School, EPABE, Tianjin) (2012)

Strategic Management Program: University of Michigan-WDI (Since 2006)

Raiffeisen Bank Academy (2011)

ABInBev Global Leaders Program (2010)

International Managers Program, Vlerick Business School (since 2010)

Company programs for Schneider Electric (2014), Telenor (2013-14), Banca Intesa San Paolo – CIB Bank (2012-14), ETEX (2011), Morgan Stanley (2011), Orange Romania (2010); Evosoft (Siemens) (2011).

Selected Consulting and Company Training Experience

Lead Partner, BrainTrust Network Management Consultancy (2010-2013)
Member of the Lithuanian National Competitiveness Committee (2005-6),
Dell-EMC
Graphisoft,
Symantec,
Siemens (Evosoft),
Telenor,
Texas Instruments,
Citibank Hungary,
Magyar Telekom (a subsidiary of Deutsche Telekom)

Previous Full-time Positions

- 9/03 – 9/06 Associate Professor in International Business, New Hampshire College
(now Southern New Hampshire University, USA)
- 9/2000 – 8/03 Assistant Professor, Graduate School of Business, Central European University,
Budapest, and Adjunct Assistant Professor at the Weatherhead School of
Management, Case Western Reserve University, Cleveland, USA.
- 9/99 – 7/2000 Visiting Fellow, Institute for Social and European Studies, Budapest and
Szombathely, Hungary. Funded by Civic Education Project and Open Society
Foundations.
- 8/96 – 8/99 Lecturer in Political Economy, European Business School, London, UK
Subject Coordinator, Political Economy

Selected Career Service Contributions

Chair, Faculty Search Committee, CEU Business School (2015)
Chair, Curriculum Committee, CEU Business School (2011-12)
Chair, AACSB Accreditation Committee, SNHU, (2005-6)
Member, CEU ERASMUS Grants Committee (since 2017)
Member, SNHU University Faculty Development Committee (2004-6)

Languages

English (Mother Tongue)
French (C2)
Italian (C1)
Hungarian (B1)
Dutch (A2.1)
German (A2.1)

Spanish (A1.2)

Outreach

Former Secretary, Hungarian Cricket Sports Association, 2006-9

Captain, Old Lake Cricket Club, Dunabogdany, Hungary, 2006-9

Football coach, Üzleti Liga, Hungary, 2007-8

Computer and Other Skills

Office 365, Mac OS X, MS Office applications