

Non-Market Strategy

Supervisors: [Professor George Frynas](#) and [Dr Anna John](#) Department of Strategy and Marketing, The Open University Business School

Project description:

Non-market strategy refers to an organisation's 'concerted pattern of actions to improve its performance by managing its institutional or societal context', for example its social, political and legal context (Mellahi et al. 2016, 144). This contrasts with the more frequently studied market strategy, which deals with the economic context.

There is considerable academic literature on non-market strategy, but recent literature reviews and theory-building contributions by the supervisors (Mellahi *et al.*, 2016; Frynas et al., 2017; John and Lawton 2018; Tatoglu *et al.*, 2020; Frynas and Buur, 2020) have suggested that there remain some specific research gaps that reveal opportunities for developing new research streams within the area. These gaps include:

- Alignment of market and non-market strategies and the performance in firms
- Interactions between political aspects and social aspects of non-market strategy
- Novel theoretical insights on non-market strategy from outside business such as political science, legal studies, sociology and history.
- Nonmarket risk management e.g. in foreign direct investments, especially among companies from emerging and transitional markets

We welcome applications for projects which will contribute novel insights related to any area of non-market strategy mentioned above and related thematic areas. We are also open to proposals which consider the suggested research gaps in the context of external shocks (e.g. pandemics and natural disasters) which cause socio-political liminality—the situation where the existing systems have become futile whereas the new systems are not yet in place (John and Lawton, 2020).

Proposals may focus on any geographic regions, industries and contexts (e.g. advanced and emerging economies) and any level of analysis (e.g. country-level, firm-level and individual-level), but should offer genuinely novel ideas and perspectives.

Methodologically, applicants may use qualitative approaches, quantitative approaches or mixed approaches to data analysis and synthesis but should explain the selected methodologies and sources of data.

About the Supervisors:

Professor George Frynas' research focuses on both Corporate Social Responsibility and Corporate Political Activity, and interactions between these two types of activities. He has a passion for understanding non-market strategy in emerging and developing countries.

For more information: <http://www.open.ac.uk/research/people/igf67>

Dr Anna John's research looks into strategies for managing nonmarket risk to internationalization of profit and non-profit organizations from advanced and emerging economies. Her recent work focuses on the quantitative and qualitative syntheses of the research into business-government-society relations and how these relations affect market performance of firms.

For more information: <http://business-school.open.ac.uk/people/aj5852>

References / readings:

Frynas, J. G., Child, J. and Tarba, S. (2017). Non-market Social and Political Strategies – New Integrative Approaches and Interdisciplinary Borrowings. *British Journal of Management* 28(4): 559–574.

Frynas, J. G., & Buur, L. (2020). The presource curse in Africa: Economic and political effects of anticipating natural resource revenues. *The Extractive Industries and Society*, 7(4), 1257-1270.

John, A. and Lawton, T. C. (2018). International Political Risk Management: Perspectives, Approaches and Emerging Agendas. *International Journal of Management Reviews* 20: 847-879.

John, A. and Lawton, T. (2020). International Political Risk Management. In Bailey, K., & Breslin, D. *The COVID-19 pandemic: What can we learn from past research in organizations and management*. *International Journal of Management Reviews* (Virtual Issue).

Mellahi, K., Frynas, J. G., Sun, P. and Siegel, D. (2016). A Review of the Nonmarket Strategy Literature: Towards a Multi-Theoretical Integration. *Journal of Management* 42(1): 143-173.

Tatoglu, E., Frynas, J. G., Bayraktar, E., Demirbag, M., Sahadev, S., Doh, J., & Koh, S. L. (2020). Why do emerging market firms engage in voluntary environmental management practices? A strategic choice perspective. *British Journal of Management*, 31(1), 80-100.