

Letter from the Managing Editor

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The year 2020 has been marked by, among other aspects, the global coronavirus pandemic. This phenomenon, ignoring the innumerable damages to people's health, has led to a change in practically all areas of life, among which are educational environments. Likewise, it has meant a paradigm shift in companies towards a rapid and growing digitization, which, although present before, has been accelerated by the current emergency situation. In effect, an immeasurable cast of disruptive changes is brewing, accelerating the transformation of production processes. A series of vaccines will be implemented in the coming weeks, with the aim of overcoming this complex situation, with a progress return to normality. At Harvard Deusto Business Research, we have continued to work consistently, advancing in the generation of new knowledge. In this issue, which represents the last of Volume IX, numerous authors from different countries of the world collaborate.

The first article, whose author is Antoni Olive Tomas, deals with the results of a multiple case study conducted to analyze the question of how business opportunities are recognized by examining two theoretical proposals related to two topics: on the one hand, the role of prior knowledge in the discovery of opportunities and, on the other hand, if the opportunities are perceived without seeking them or whether they can be the object of a systematic and restricted search.

Patricia Vargas Portillo, in the second article, analyzes the recommendations that influencers, through social networks, are making on the Internet. For this, the author studies the legal norms adopted in this regard, as well as the codes of conduct that specifically apply. The latter are a suggestive complement to the current regulations on the subject.

In the subsequent article, Antonio Vives studies how corporations recognize their social responsibility and that their purpose goes beyond maximizing profits. This understanding has been intensified by recent crises, during which corporations have realized that they can and should also contribute to alleviating some societal needs. As the author points out, there are precise changes in strategy, culture, structure, governance and management processes, among others, whose analysis is the purpose of this article.

Next, the case of Engie, which is a French energy company, is analyzed as a transformation of the business model. The authors of this article - Jorge Hernando Cuñó, Jorge Colvin Díez and Javier Antonio Enríquez Román - show how this company is adapting to a new energy business environment characterized by three trends: decarbonization, decentralization and digitalization. To achieve this objective, Engie has carried out a plan focused on renewable energy sources, local energy generation and new technologies. Likewise, the company has developed a new strategy with the objective of

becoming the world leader in the zero carbon transition as a service, helping companies and local authorities reduce their carbon footprint in their operations.

Sarah Philipson, next, alludes, in her suggestive work, to the phenomenon of differentiation made possible by branding or innovation or a combination of both. The document focuses on innovation as a differentiating strategy and on temporary monopoly rent as an engine of innovation.

The following study refers to poverty alleviation and competitiveness in the agroindustrial sector in Latin America. Its authors -Renata Kubus, Tania Elena González Alvarado, and José Sánchez Gutiérrez- analyze the proposal that the productive units of the Latin American agroindustrial sector evolve from internationalization towards their product offerings aimed at “the local” in response to changes in the world stage. To achieve this objective, they perform a documentary analysis and an analysis of secondary sources on the impact of coronavirus on the Latin American economy at the world stage.

Voluntary and flexible work agreements and their effects on managers and employees are the objects of attention by Joanna Karmowska and Stuart Sanders. They evaluate results as they relate to the work performed, specifically job satisfaction and the commitment of the organization, as well as the well-being of employees. The results indicate that flexible labor agreements have both positive and negative impacts on employee well-being.

The next article, by Chux Gervase Iwu, Rylne Nchu, Abiola Abimbola Babatunde and Charmaine Helena, refers to the influence of background on entrepreneurial intention in university students. Knowing whether university students will assume entrepreneurship upon graduation bodes well for any economy, especially developing economies, because it will help governments and other stakeholders plan better. This study was aimed at university students to understand how they perceive entrepreneurship, the factors that may dissuade them from starting an entrepreneurial career, and whether they consider themselves capable of being entrepreneurs. It is worth emphasizing that if university students adopt a business career, unemployment will be reduced, and subsequently, poverty and inequality will be mitigated.

Next, Pablo Medina Aguerrebere, Toni González Pacanowski, and Eva Medina analyze how the ten most reputable pharmaceutical companies in Spain use Facebook to improve their corporate image. To do this, the authors review the literature on corporate communication, health organizations and social networks. Then, they study the corporate profiles of the companies on Facebook using different indicators related to corporate communication.

Likewise, a review of the book *Cyberdiplomacy: Managing Security and Governance Online* is included. The diplomatic perspective of cyberspace is based on the concurrence of an international community in which groups that are not only technical should collaborate. In any case, we could ask ourselves if the growing diversity of nongovernmental actors would make governing the network more affordable or more difficult to achieve. In the author's opinion, the difference between the physical and virtual world is increasingly tenuous. Diplomats, academics and strategists, in general as they work, should be aware that the cybernetic world represents an extension of the physical world.

Finally, I wish to convey our sincere thanks to the authors for their efforts, to the editorial committee and to the reviewers for their collaboration and to the readers for their warm welcome. Likewise, I do not want to end the presentation of this new issue of Harvard Deusto Business Research without emphasizing that together we will overcome this complicated situation related to the global pandemic thanks to the collaboration and responsibility of each and every one of us. Thank you all very much.