

Letter from the Managing Editor

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Last year, 2020, was marked by the global coronavirus pandemic, among other factors. In addition to the damage it caused to the health of innumerable people, the pandemic has caused changes in practically all areas of life, including educational environments. In companies, it has led to a paradigm shift towards rapid and growing digitization, which, though already present, has been accelerated by the current emergency situation. In effect, an immeasurable number of disruptive changes are brewing. Since the end of 2020 and even more so in 2021, vaccines have been administered with the aim of overcoming this complex situation and gradually returning to normalcy. At Harvard Deusto Business Research, we have continued to work to advance the generation of new knowledge. In this issue, which represents the first of Volume X, numerous authors from countries throughout the world collaborate.

The first article, written by Pilar Esperanza García Tamariz, Ricardo Mateo Dueñas and Macarena Ayleen Mansilla Mahmud, refers to the influence of subjective well-being on the job satisfaction of Peruvian millennials. This study is based on the results of a questionnaire that measured different variables, and was applied to more than 300 workers from companies in Lima, Peru, from the commercial, industrial and service sectors.

Next, Tomás Guillén Gorbe and Alejandro Escribá-Esteve discuss heterogeneity in the field of family businesses, the study of which aims to provide a better understanding of differences in the strategic behavior, performance and business results of these businesses. To this end, the authors hope to contribute to theories on the relationship between corporate governance and strategic management in the field of family business research.

For its part, the work by Abdullah Promise Opute, Chux Gervase Iwu, Risimati Maurice Khosa, Chukuakadibia Eresia-Eke, Sirak Berhe Hagos and Bridget Irene addresses the entrepreneurship of African immigrants in the United Kingdom and analyzes the hidden hand of family influence in business orientation. The importance of ethnic minority businesses has been emphasized in business discourse. Based on the theory of business orientation, this study seeks to understand the influence of the family on the processes, practices and activities of business decision-making in a relatively unexplored social group.

The fourth article, written by Alan Au and Alan Tse, is dedicated to customer accounting. In the literature, little attention has been paid to the development of a framework for understanding the concept of customer accounting and its implementations. The authors synthesize the literature on the subject and provide a theoretical framework for future research.

Next, Susana Díaz-Iglesias, Alicia Blanco-González and Carmen Order-Cruz study the advancement of corporate social responsibility (CSR) from a gender perspective through change management. In recent years, one of the main priorities of companies has been to adapt their business activity and commercial strategy to align with the 17 Sustainable Development Goals (SDGs) established by the United Nations in its 2030 Agenda. Companies develop and implement corporate social responsibility strategies. One of the objectives that has generated the most interest is Objective 5, which is dedicated to promoting gender equality. This study analyzes the evolution of gender equality in companies as part of CSR through change management.

The sixth study, carried out by Mariana Toussaint and Pablo Cabanelas, refers to the impact of COVID-19 on social sustainability. It identifies and analyzes the current challenges and problems linked to social sustainability in the days of COVID-19, identifying key actors and possible solutions and recommendations.

Celia Polo García-Ochoa, Carmen De-Pablos-Heredero, and Francisco Blanco Jiménez analyze the effects of commercial accelerators on dynamic capabilities. This article examines the effects of business accelerators on achieving positive results from the perspective of dynamic capabilities.

The eighth study, conducted by Sarah Philipson, focuses on the cost and volatility structure of capitalism. This study explores the phenomenon of changing cost structures and its implications for the volatility of capitalism as well as the possibility of managing companies in a hostile environment.

Next, Ana Roque and José Figueiredo address corporate ethical codes. Although it has been recognized as a key factor in the effectiveness of ethical codes, the process used to develop a global corporate code of ethics is one of the Academy's least-documented topics.

The construction of significant brands through social networks is the subject of the article by Pablo Medina Aguerrebere, Toni González Pacanowski and Eva Medina. Implementing an efficient corporate communication strategy has become a priority for all hospitals interested in building a meaningful brand. For this purpose, most of these organizations turn to social networks such as Facebook, Twitter or YouTube. Through the use of these platforms, hospitals improve and streamline their relationships with stakeholders, especially patients, employees and media companies. This literature review article aims to better understand how hospitals should manage these platforms to build a meaningful brand based on human values.

Julio Padilla and Christiam Mendez conducted a study on exports from emerging countries. Its objective was to create a reference model that an emerging country can use to develop a strategic and tactical plan for its export potential based on information provided by digital media.

Next, Tom Okot, Mariana Campos Guilcrits and Enrique Monge Navarro address Industry 4.0 in Costa Rica. Industry 4.0 is a combination of technologies such as robotics, big data, the Internet of Things (IoT) and artificial intelligence (AI). Latin America has focused mainly on the development of IoT technology. Costa Rica ranks second in terms of IoT implementation, which has mainly focused on environmentally sustainable innovations.

Alicia Martín García examines product placement as an efficient marketing tool within the media mix: the case of General Motors and Transformers. Product placement has existed in its most primitive form since the dawn of cinema. Now, due to the saturation of conventional advertising, this technique has reached its zenith, with brands appearing in an environment without competition.

The final article, by Patricia Vargas Portillo, deals with virtual reputation. One of the keys to a company's intangible value is having a good reputation. A company's reputation is projected into the traditional or physical world but also appears in the virtual space. Its importance has led to the creation of tools to quantify and monitor it. Certain decisions can have a significant impact on a company's reputation. Thus, it is worth examining the integration of self-discipline systems that, depending on the circumstances in each case, could lead to a substantial improvement in virtual reputation.

Two book reviews that deal with issues of notable relevance are included. The first is authored by Gisela Ammetller Montes, and the second is authored by Patricia Vargas Portillo.

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