



Winning in Emerging Markets: A Road Map for Strategy and Execution

Tarun Khanna, Krishna G. Palepu

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The best way to select emerging markets to exploit is to evaluate their size or growth potential, right? Not according to Krishna Palepu and Tarun Khanna. In *Winning in Emerging Markets*, these leading scholars on the subject present a decidedly different framework for making this crucial choice.

The authors argue that the primary exploitable characteristic of emerging markets is the lack of institutions (credit-card systems, intellectual-property adjudication, data research firms) that facilitate efficient business operations. While such "institutional voids" present challenges, they also provide major opportunities-for multinationals and local contenders.

Palepu and Khanna provide a playbook for assessing emerging markets' potential and for crafting strategies for succeeding in those markets. They explain how to:

- Spot institutional voids in developing economies, including in product, labor, and capital markets, as well as social and political systems
- Identify opportunities to fill those voids; for example, by building or improving market institutions yourself
- Exploit those opportunities through a rigorous five-phase process, including studying the market over time and acquiring new capabilities

Packed with vivid examples and practical toolkits, *Winning in Emerging Markets* is a crucial resource for any company seeking to define and execute business strategy in developing economies.

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