In 2015, Gustavson welcomed Dr. Ravee Chittoor as Canada Research Chair in global economy and associate professor of strategy and international business. His primary research is focused on the structure and strategy of business groups and the internationalization strategies of emerging economy firms.

With co-authors Dr. P. Kale and Dr. P. Puranam, Chittoor published a paper titled “Business Groups in Developing Capital Markets: Towards a Complementarity Perspective” that challenges the established explanation for the existence of business groups (BGs). A BG is a unique multi-business organizational form that exists in many parts of the world, particularly in emerging economies. Prior research suggests that BGs evolved to fill institutional voids in economies with underdeveloped markets. However, many of these under-developed economies have matured over the last 10-15 years, and yet BGs have not only survived, but are thriving. In this paper, the authors develop a theory for why affiliation to BGs and development of capital markets are complementary in generating firm performance and not a substitution as surmised by prior explanations.

Samsung and LG in South Korea and Tata in India are some good examples of BGs. A BG differs from a conglomerate such as General Electric. The different businesses of General Electric are not legally independent entities but divisions of the parent company. In the case of a BG, the group itself is typically a privately held holding company for a collection of legally independent firms, many of which are publicly listed.

Chittoor has many follow-up studies with different co-authors on emerging economy firms that are in various stages of development, which collectively will further our knowledge of firms in emerging economies (such as BGs), when compared to an average firm in the West.

**HIGHLIGHTED RESEARCH:**