

Calling the shots – the influence of foreign business on the institutional setting of opening markets

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ABSTRACT

This study is about the socio-cognitive dynamics in opening markets' internationalization. Through interpreting the internationalization of a market as change of its institutional setting we aim to understand meanings of foreign business actors' roles, their actions and influences, in an ongoing institutional change process from the perspective of community-embedded governmental and non-governmental, i.e. political, actors. Drawing on a set of conversations with political actors from Myanmar/Burma we identify temporally distinct perceived social and economic influences of foreign business entrants as they both adapt to and impose institutional change. We find particularly conflicting normative pressures relating to expectations of adaptation of conflict-sensitive network-based strategies and imposing of CSR and market-based competition standards. Normative and cognitive pressures drive foreign businesses in the shaping of the competitive landscape and the development of a socially and environmentally sustainable market environment. Our study contributes to international business research, in particular market internationalization, through providing community-based, socio-cognitive understanding of internationalization processes of markets and foreign businesses' impact on the change of the competitive and institutional environment in its host country market from the perspective of political actors.

Keywords: emerging market, institutional theory, sensemaking, sustainability

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INTRODUCTION

Only recently has the ‘market internationalization’ concept started to receive attention in (international) business-to-business marketing. Ghauri *et al.* (2015), for example, ascribe the growing interest to both academics’ and practitioners’ quest for understanding and taking use of new business opportunities outside saturated markets. In so-called emerging (or transition) economies (cf. Peng, 2003, p. 277) the economic growth potential due to initially low income levels and economic liberalization (Hoskisson *et al.*, 2000) attracts foreign business actors (Peng, 2000; Meyer, 2004). From a scholarly perspective, emerging markets provide the possibility to understand phenomena in their context, thus not relying on mostly Western world based assumptions (Burgess and Steenkamp, 2006). So far, the concept of market internationalization has mostly been researched from an economics perspective focusing on antecedents, function and consequences of international trade and investment in the form of movement of labor and capital between countries (cf. Feenstra and Taylor, 2015). Of interest to international marketing scholars, in particular, is the influence of foreign business actors on the internationalization of emerging markets through their interaction with political actors (Ghauri *et al.*, 2015). Until today, research on international business actors and market development has focused either on the internationalization of emerging markets’ multinational enterprises (MNEs) (e.g. Luo and Tung, 2007) in the form of outward internationalization, or, in the context of foreign MNEs entering emerging markets, i.e. inward internationalization, on MNEs’ socio-political influence in the host country market to gain legitimacy or to “lobby local governments to ease their entry into these markets” (Ghauri *et al.*, 2015, p. 17).

We center our discussion on the inward internationalization of emerging markets, i.e. on a market opening up to foreign business actors’ engagement. Opening, i.e. previously shielded and pre-emerging, markets are coined not only by high economic growth potential but also a highly instable institutional environment (Meyer and Peng, 2015), practically no participation in global value chains (cf. Hill and Mudambi, 2010; Webb *et al.*, 2010), and particular social issues which have inhibited the emergence of formal and oftentimes legal domestic business activities. Hence, we assume that the involvement of foreign business actors in the market is particularly impactful with regards to shaping both the market and, more generally, its wider social system. We argue that institutional theory and the institutional change discourse lend themselves to the analysis of the shaping of systems such as markets and societies (cf. Meyer and Peng, 2015). That is, we aim to explain market internationalization through understanding the underlying market shaping as a form of institutional change. We regard the shaping process as to some degree deliberately initiated by foreign business actors and, thus, contribute to understanding of firms as reformers in emerging market discourse (cf. Peng, 2003, p. 277). The absence of international or formal, domestic business actors in opening markets and the quest for uncovering the socio-cognitive dynamics in market shaping processes leads us to choose a political actor view at foreign business actors’ involvement in the opening market. We ask: *How do political actors make sense of foreign business actors’ influence on the shaping of opening markets?*

Empirically we focus in our study on a specific aspect of Myanmar/Burma’s economic inward internationalization; namely that of the perceived market change due to the involvement of foreign business actors. We utilize transcribed conversations with political actors who accompanied the opening of the Southeast Asian country in the beginning of this decade as part of a larger research project inquiry conducted in 2013 and 2014. Following a sensemaking approach we follow in our analysis both categorizing and connecting strategies (Maxwell and Miller, 2008) in order to, first, identify and group diverse meanings of foreign business actors’ actions and roles in the development of Myanmar/Burma’s market, and second, to abstract the constructed meanings to conclude perceived influences of foreign business actors on the

opening, i.e. the inward internationalization, of Myanmar/Burma's economy.

The preliminary findings of our study indicate particularly conflicting normative pressures relating to expectations of adaptation of conflict-sensitive network-based strategies and imposing of CSR and market-based competition standards. Normative and cognitive pressures drive foreign businesses in the shaping of the competitive landscape and the development of a socially and environmentally sustainable market environment. Our study provides socio-cognitive insight into the creation of and tensions among meanings about ongoing institutional change through an institutional theory lens and a sensemaking approach. Our chosen viewpoint, i.e. political actors, contributes to international business research through a non-protagonist-centered view on the effects of internationalization of opening markets. We are, hence, able to point at how foreign companies entering an opening market influence the host country institutional framework as seen from the perspective of political actors who mediate institutional change as it arises from foreign business actors (cf. Meyer and Peng, 2015).

After reviewing the scholarly institutional change discourse in an emerging market context and the contribution sensemaking provides to it in the following chapter we continue with introducing the research context and design of our study. Thereafter, we present preliminary findings which are then discussed in the final chapter of this study.

THEORY

We utilize institutional theory as theoretical lens (cf. Powell and DiMaggio, 1991) to understanding foreign business actors as novel change agents (cf. Battilana *et al.*, 2009) in the institutional environment of opening markets. Thereby, sensemaking, as guiding analysis principle, helps us to expand our understanding into the meanings that individuals create and the social relations in which they locate themselves (Powell and Colyvas, 2008).

Institutional theory

Rooted in sociology and drawing on early work in institutional theory (cf. Meyer and Rowan, 1977; Powell and DiMaggio, 1991), Jennings and his colleagues (2013, p. 2) broadly define institutions as routinized and taken-for-granted sets of ideas, beliefs, and actions within a society with formal and informal characteristics. Institutions can be further classified into regulative, normative and cognitive forces (Scott, 2008) that have attained high degrees of resilience and that are reified as social structures (Delbridge and Edwards, 2013). Regulative institutional forces, such as legislations and standards (cf. North, 1990), can be ascribed to formal institutions, whereas normative and cognitive institutional forces refer to the often informal values related to socially appropriate and expected acting and behavior and gradually constructed, contextualized rules and meanings, respectively (Bruton *et al.*, 2010).

In this study, we omit contemplations on formal and regulative forms of institutions such as superficially tangible influences of corporate activities on market development (see Aßländer and Curbach, 2014). Instead, we concentrate on informal institutions as socially constructed values and meanings that reify themselves in “ways of life and expressions of societal (sub-) cultures” (Weik, 2011, p. 472). Following an informal and constructionist approach to institutional theory (Jennings *et al.*, 2013, p. 2), we adopt Weik's (2011, p. 473) argument that institutions are sets of practices that consist of the actions of many and have become part of our way of acting over time.

Institutional change in opening markets

Foreign business actors are considered institutional change agents when they contribute to the induction of a novel societal practice, i.e. institution, or its modification. The induction of institutional change can be seen as a form of agency or entrepreneurship, whereas societal practices, as the targets of change, represent part of the (institutional) structure in which the agency occurs. Hence, Battilana and her colleagues (2009, p. 67) describe the focus of the institutional entrepreneurship discourse being on the exploration of agency “however institutionally embedded [in its structure] human agency might be”.

Historically, the institutional change discussion has been an elementary part of the discourse on institutional entrepreneurship. Claimed to be conceived by DiMaggio in the late 1980s (cf. Battilana *et al.*, 2009), it builds on, on the one hand, neo-institutionalism as a sociologically rooted perspective on individuals’ and organizations’ congruence with existing rules and norms (Meyer *et al.*, 1991). This perspective on institutions is inherently concerned with the stability and stabilization of the institutional structure that reifies these rules and norms (Kalantaridis and Fletcher, 2012). On the other hand, institutional change is rooted in the discourse about entrepreneurship which attends to the intended change and modification of an existing state (e.g., Battilana *et al.*, 2009).

Institutional change as symbiosis of neo-institutionalism and entrepreneurship constitutes a tensioned and to some extent controversial discussion as it combines stabilization/stagnation and change/dynamism respectively. In turn, its diverting characteristics allow for the analysis of both stabilizing and changing forces in an institutional environment, too. The range of explorations and suggested remedies for this seeming paradox in the institutional entrepreneurship literature is wide. A considerable number of studies have focused on the characteristics and practices of agency and human agents as successful institutional entrepreneurs or change agents (Fligstein, 1997). Change agents, incl. organizations, are actors who are able to leverage sufficient social and monetary resources to create new or transform existing institutional frameworks (DiMaggio, 1988; Battilana *et al.*, 2009) and possess the necessary legitimacy by others to do so (Kalantaridis, 2007).

Institutional entrepreneurship studies note the environmental conditions in which institutional change can be initiated. Although some studies (cf. Friedland and Alford, 1991; Thornton and Ocasio, 2008) refer to the potential contradictions of structural institutions within a field as enablers for change agents to act upon them, other studies note the effects of change agents’ being located between differing institutional fields (e.g., Seo and Creed, 2002). In contextually stable and mature, i.e., highly institutionalized, environments, institutional change is possible for change agents who occupy a particular position with regard to the prevailing institutions (Greenwood and Suddaby, 2006). The change agent becomes dis-embedded from a single (cognitively constricting) environment and is able to envision otherness (Seo and Creed, 2002) through exposure to contradicting logics of different organizational fields, also referred to as institutional logics (cf. Friedland and Alford, 1991). Moving in the borderland of different institutional settings, such as a foreign market, grants the change agent the necessary immunity to coercive and normative pressures and enables the initiation of institutional change. The gathering of information and political support, in turn, requires change agents to occupy central positions in networks that span across multiple fields (Emirbayer and Mische, 1998) to mobilize others, i.e. include formal and informal economic, political and social actors (Ritvala and Salmi, 2011).

With regards to institutional change in opening markets and economies, foreign entrant companies are assigned two (polarized) distinct functions: one as adaptor of local institutions, and one as institutional change agent with an inherently different, home-country based institutional logic (Peng, 2003; Meyer and Peng 2015). While the first role has been

emphasized in research on emerging markets and economies since the outset of that discourse as a continuation to early organizational research on institutions as guiding pressures (cf. Meyer and Peng 2016) the latter role has received less attention. Our assumption is that regardless the role a company takes (adaptor or change agent) its activities will to a greater or lesser extent always influence the institutional framework of the country it enters. Especially as change agents, foreign companies impose their familiar routines and standards upon a new market (Boisot and Child, 1999) and take use of political means to influence host country governments for creating predictable and codified institutional frameworks (Hillman and Hitt, 1999).

Thereby, foreign companies are exposed to contradicting institutional pressures during their operations in the opening market in the form of global or home country norms conflicting with those of the host environment (Rosenzweig and Singh, 1991; Meyer and Peng 2015). In addition to this lack or void of market economy supporting institutions the turbulent institutional framework characteristic to opening markets (Peng 2003) creates in-market uncertainty for foreign companies and has been found to lead foreign companies to impose their own ideas of how to do business in the host environment (Hoskisson *et al.*, 2000).

Despite the detailed descriptions of both foreign companies' (i.e. change agents') abilities to influence institutions as well as contextual criteria enabling/restricting institutional change, the institutional change discourse has been told to have fallen short of dwelling into individuals making sense of changes in their contextualized, social routines. For example, Schultz and Wehmeier (2010) criticize the institutional change literature for focusing on institutions, practices and structures while neglecting actors' sensemaking and the connections of meaning, actions and actor with the cost of limiting our understanding of institutionalization as diffusion of practices as such to actors' routines.

Neither has the institutional change literature attempted to view institutional change from the perspective of an involved, yet non-change agent perspective. In our study, we aim to understand foreign business actors as change agents in opening markets from the viewpoint of embedded political actors and not the foreign business actors themselves. This perspective enables a holistic and complex view on the dynamics of inducing institutional change in the social community under investigation. Our "indirect" or "participant" view stands in contrast to the discourse dominant, protagonist-centric views on "diffusing" institutional change. Choosing the perspective of political actors as community members provides a critical view on how institutional change ideas spread and are interpreted within a community.

METHODOLOGY

Empirically, this study draws on conversations with political actors from governmental and non-governmental organizations in Myanmar/Burma. Taking a sensemaking perspective (Weick, 1979) and utilizing categorizing and connecting strategies (Maxwell and Miller, 2008) to analyzing the empirical material we identify diverse meanings of international businesses' actions and roles in the development of the Myanmar/Burma's market. Through abstracting the constructed meanings we are able to conclude perceived influences of international business on the inward internationalization of Myanmar/Burma's economy.

Making sense of institutional change

Sensemaking as a perspective for studying individuals' and organizations' attributions (explanations and justifications) of experiences under equivocal and uncertain conditions stems from organization research and, in particular, Karl Weick's (e.g., 1979, 1995) ground laying work in the field of sensemaking. Powell and Colyvas (2008, p. 266–267) call for "a richer understanding of how individuals locate themselves in social relation and interpret the context".

We take Gephart's *et al.* (2010, p. 284–285) definition of sensemaking as “an ongoing process that creates an intersubjective sense of shared meanings through conversation and non-verbal behavior in face to face settings where people seek to produce, negotiate, and maintain a shared sense of meaning”. In addition to a constant updating of mental maps and enacting order to ongoing events, sensemaking is also about retrospectively rationalizing and classifying events and actions, and about presumptions guiding future action (Weick *et al.*, 2005).

Institutional contexts are seen as an essential part of/in the process of sensemaking: they are regarded as both antecedents of sensemaking and to emerge from sensemaking (Weber and Glynn, 2006). Macro-institutional effects produce practices and conventions that serve as scripts for sensemaking in a recursive and self-reinforcing manner (Powell and Colyvas, 2008). Foreign business actors' actions can both reinforce existing conventions and reframe and alter the institutional logics as they transfer ideas across contexts. Sensemaking perspective has also been recognized as critical for international business research: it enables, e.g., the study of the ways organizations make sense of their complex institutional environments, and an understanding of foreign business actors' legitimacy in their diverse institutional contexts (Kostova *et al.*, 2008). In our study we examine political actors' sensemaking of foreign business actors' past and ongoing actions and influences as well as feared and hoped for future actions/influences in connection to the institutional context.

Subscribing to a social constructionist approach, sensemaking is understood here as a social activity: people create meaning in interaction with others rather than individually (Weick, 1979) in order to sequence previously unordered environmental cues to a representation that suggests a certain view of reality (e.g., Holt and Macpherson, 2010). Due to the action-orientation of sensemaking, interpretation rather than rational, issue-contingent evaluation or choice is the core phenomenon (Sonenshein, 2007; Weick *et al.*, 2005). It is driven by plausibility of the accounts that should be socially acceptable, comprehensive and credible rather than accurate (Weick and Sutcliffe, 2001). Reasoning is often non-monotonic in allowing further information to invalidate old conclusions (Lundberg, 2000) and initial intuitive judgments (Sonenshein, 2007). The traditional approaches to sensemaking are criticized for not considering if and how the context influences sensemaking (Parry, 2003) and behavior that are not simply based on disembodied, individual sensemaking mechanisms (Semin and Smith, 2013) which is why in our study the social and cultural context is highly relevant to sensemaking.

Empirical material

As part of a larger research project one of the authors collected empirical material with political actors during two time periods: January 2013 and April to June 2014. Based on a snow-balling system and planned happenstance, the author conducted a total of 20 open-ended conversations with political actors in Finland, Switzerland, Thailand and Myanmar/Burma. All conversation partners, who represent governmental and non-governmental actors in this study, were either directly or indirectly involved in peace-building as society-shaping process of Myanmar/Burma. The majority of conversations were conducted face-to-face, recorded, anonymized and transcribed afterwards. Few conversations were conducted with the help of video-conferencing tools or remained non-recorded by request of the conversation partner; in the latter case the author took notes during the conversation and made written reflections after the conversation.

Myanmar/Burma lends itself to analyzing the shaping of society in general and its economic market in specific as it is currently undergoing a process of market internationalization. Since its official opening in 2011, international sanctions in the form of trade embargoes have been loosened and foreign governmental representations have returned

to or resumed their operations in Myanmar/Burma. This has led to a stark increase in international trade in the country; many international enterprises have entered the country, also as first movers, to cultivate Myanmar/Burma's economic market which remained disconnected from (legal) economic and political international relationships due to its half-century long military dictatorship.

All the while, the country remains affected by warlike operations between the national military and several armed ethnic minority factions. Until recently, the central government has been close to the national military, and political representations of the ethnic minorities have struggled for power and recognition in determining the country's future. In addition, religious tensions, primarily between Buddhist and Muslim communities, complicate the political and social environment for negotiating peace and creating a democratic society. Overall, the institutional environment in Myanmar/Burma and its economic market is turbulent, unpredictable and adverse (cf. Meyer and Thein, 2014).

We argue that Myanmar/Burma's recently opened economic market and its ongoing, inward internationalization through international businesses lends itself to the analysis of institutional changes affecting the market's internationalization. Upon the country's opening to the international community about five years ago a formalized market system did not exist and the ongoing ethnic tensions in the country have required a tight cooperation between different political and economic actor types to create peace and advance the country's democratization and institutional (incl. economic) development. Hence, political actors, as part of these society advancing forces, are by necessity involved in international (and national) economic activities and, assumedly, can help understanding the country's market internationalization dynamics. A list of conversation partners, details about the conversations and motivations for their selection are provided in Appendix 1.

Analysis

The data analysis is conducted by both authors who first independently read the interview material. The data analysis starts with a reading aiming to locate foreign businesses and institutional context related passages. Within interview analysis consists of categorization of identified elements relevant for this study and making connections within the interview data to see coherent relations and dichotomies in the meanings assigned to entering foreign businesses' roles and actions, and the explanations or hopes and fears of their influence, the market inwards internationalization and related institutional change.

The analysis focuses on the content (themes) of the interviews but also the structure of the interview material, i.e. connections as relationships or mechanisms that the participants build in their talk. We recognize political actors' ability to make use of various discourses in framing their experiences. Tentative categories of foreign businesses' roles and influences are formed. Both open and theory-informed markings are made when identifying what is of interest in the text. Then, the manifested instances of foreign business actors' actions and their perceived influences as institutional changes are sought through contiguity-based ordering, i.e. the interview material is reorganized through linking connections.

The researchers compare and discuss the findings of the within interview analysis, to continue to cross-interview analysis as a joint sensemaking effort: categorizing is used as the analysis strategy for the purpose of matching, comparing and contrasting data across interviews (Maxwell and Miller, 2008). The latter stage involves grouping text sequences to thematic categories. Different ways of attributing foreign businesses' roles and making sense of their (potential) influence on the change of the institutional environment, including the embedded political actors' practices, in Myanmar/Burma through market internationalization are identified within and across interviews. The several related discursive categories reflecting the

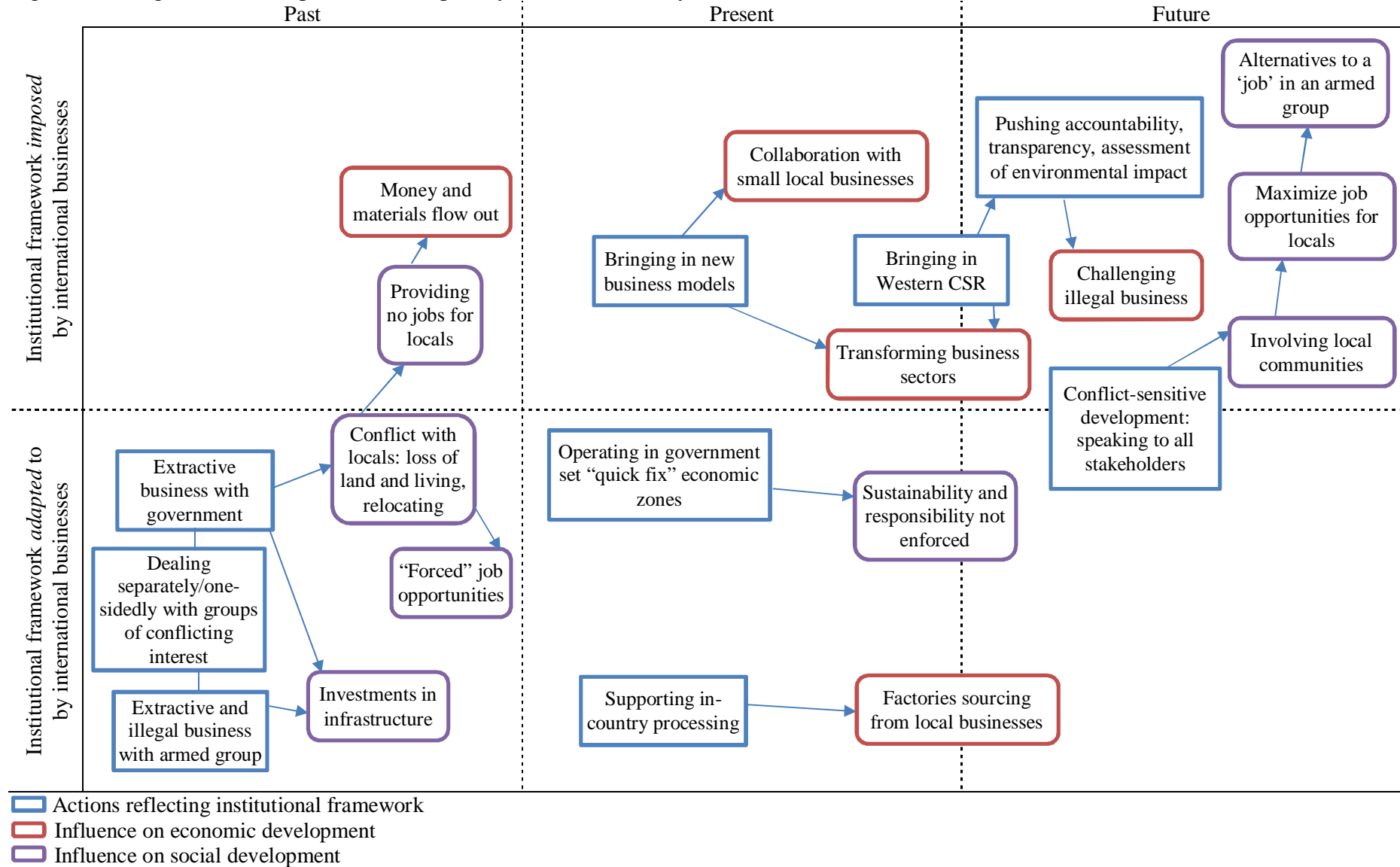
varied interpretations of international businesses' roles, actions and influences are finally combined under fewer, more generic categories.

PRELIMINARY FINDINGS

Our political conversation partners make sense of foreign business actors' past and ongoing actions and their social and economic influences as well as feared and hoped for future actions/influences in connection to the institutional context in Myanmar/Burma. We find discursive categories revolving around foreign companies' relationships with Burmese stakeholders and the logics according to which foreign companies operate specific business processes in Myanmar/Burma, both either influencing or being influenced by the given institutional framework in Myanmar/Burma.

We are hence able to position perceived actions and their influences in a temporally distinct and institutional-framework-dependent chart as presented in figure 1. In the past, foreign business actions have been dominated by adopting the local institutional framework and dealing with groups of conflicting interests separately or one-sidedly. These actions have led to, among others, both socially conducive and detrimental influences on the sources of livelihood, infrastructure and conflicts with locals. Presently (i.e. at the time of conversing with political actors), foreign businesses' actions referred to locally practiced and from outside imported ways of going about business; e.g. taking use of governmentally provided economic zones lead to deleterious influences on affected communities. Imported, new business models, in turn, are connected to collaborating and empowering local small businesses. They, too, connect to hopes about future developments of transforming the business sectors. Conflict sensitive approaches to doing business, e.g. relate to hopes about involving (and empowering) the local communities through providing them with job opportunities as alternatives to illegal armed activities.

Figure 1. Foreign businesses' perceived, temporally and institutionally distinct actions and their economic and social influences



DISCUSSION AND CONCLUSIONS

We explain the multifaceted meanings of foreign businesses' roles and activities as arising from diverse institutional logics represented by political actors. Foreign businesses entering the opening market are discussed as actors that are of vital importance to general social stability and the creation of legal business conduct through institutional change processes. Among the political actors we conversed with we discovered partly overlapping, partly contradicting interpretations of foreign businesses' influence on Myanmar/Burma's market internationalization through institutional change. These tensions are represented in the differing meanings as parts of discourses within the political actor community in question.

We find that foreign entrants are expected to rely on network-based strategies in the early stages of market internationalization. Several studies suggest that international businesses often rely on intensification of relationship networks due to lack of formal market institutions in attempts of creating a better fit with the host institutional environment (Peng, 2003), but it is not only the strategic choice of a less hierarchical entry mode that should be considered. Regardless the type of entry mode – be it more relationship-based such as joint ventures or more hierarchical such as a wholly-owned subsidiary – there are strong normative pressures from the political actors' side on the entrants to engage in interaction with both government representatives and local communities in order to understand their diverse needs and to search for common ground.

It is particularly the conflicting normative pressures (cf. Peng, 2003) that foreign entrants appear to be confronted with as they are expected to operate in a conflict-sensitive manner and to build relationships with a variety of local stakeholders with conflicting interests in favor of local norms, and at the same time impose global norms in bringing in international 'best practices'. The former expectation extends the often discussed need and tendency of foreign entrants to lobby host country governments (instigating institutional change on the regulative level) for the development of relationships with local groups whose views on employment opportunities, land-use, change of infrastructure, sourcing and supply of raw materials are central to conflict management in local business operations, and to economic development of the peace-building process at large. The latter hope and expectation relates to political actors' understanding that foreign businesses entering the country would have very strong cognitive pressures to practice 'Western' CSR in its wide meaning of socially responsible, environmentally and economically sustainable business practice because they would have internalized its merits as a way of risk management.

The institutional change process shaping the internationalization of Myanmar/Burma's market is seen as an opportunity to create competitiveness for the country's economic drivers. Introducing high-technology, alternative employment opportunities to armed groups, and new income models for local producers and businesses through international businesses' involvement has the potential to increase the nation's wealth rapidly within the coming years. The involvement of foreign businesses in Myanmar/Burma is seen as a way out of the old military junta and of corruption and nepotism based economic development. In addition to economic bottom lines the market internationalization allows for recognizing environmental and social bottom lines, too, through introducing international labor and environmental standards. Alternative, skeptical perceptions revolve around the fear that international entrants will not actually change old institutions but take use of them for their own, economic bottom lines, only. The internationalization of the country's market could be used for generating short-term financial profits while neglecting the interests of local communities.

The tensions within partly contradicting meanings, as expressed in the preliminary findings above, show how political actors make sense of international business actors' influence on the internationalization of Myanmar/Burma's emerging market. Through

choosing an institutional theory lens and a sensemaking approach our study contributes to international business research through community based, socio-cognitive understanding of market internationalization and foreign businesses' impact on the change of the competitive and institutional environment in its host country market (cf. Ghauri et al., 2015; Forsgren, 2013) from the under-researched perspective of political actors.

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APPENDIX 1: Empirical material details

Conv. partner	Timing	Length of recorded conversation	Title/position of conversation partner	Organization type	Selection motivation
1	21.01.2013	50 min / 13 pp	Special Representative for peace mediation	Governmental	Key-governmental actor with expertise in context region
2	22.01.2013	70 min / 18 pp	Deputy Executive Director	Non-governmental	Representative of independent NGO focusing on business involvement in conflict regions
3	22.01.2013	40 min / 10 pp	Program Manager for business involvement	Non-governmental	Representative of independent NGO focusing on business involvement in conflict regions
4	22.01.2013	40 min / 10 pp	Executive Director	Non-governmental	Representative of independent NGO focusing on business involvement in conflict regions
5	06.04.2014	70 min/ 17 pp	Development Policy Officer	Non-governmental	Representative of independent NGO focusing on peace-building in conflict regions
6	10.04.2014	70 min / 17 pp	Project Manager for private and public sector risk management	Non-governmental	Representative of independent NGO focusing on business involvement in Myanmar/Burma
7	10.04.2014	60 min / 15 pp	Country Director	Non-governmental	Representative of independent NGO focusing on peace-building in conflict regions
8	11.04.2014	40 min / 9 pp	Director of ceasefire negotiations implementation	Non-governmental	Key-governmental actor in peace negotiations in Myanmar/Burma
9	23.04.2014	50 min / 14 pp	Deputy Head of Mission	Governmental	Governmental actor advocating economic and social interests of a European country in Myanmar/Burma
10	23.04.2014	70 min / 18 pp	Program Analyst	Non-governmental	Key-inter-governmental actor in democratization in Myanmar/Burma
11	25.04.2014	60 min / 18 pp	Chargé d' Affaires	Governmental	Governmental actor advocating economic and social interests of a European country in Myanmar/Burma
12	02.05.2014	60 min / 16 pp	Director	Non-governmental	Representative of independent NGO focusing on business involvement in Myanmar/Burma
13	03.05.2014	40 min / 11 pp	Director	Non-governmental	Representative of independent NGO focusing on civil society development in Myanmar/Burma
14	05.05.2014	70 min / 18 pp	Program Director	Non-governmental	Representative of independent NGO focusing on peace-building in conflict regions
15	08.05.2014	50 min / 12 pp	Director	Non-governmental	Key-native actor in peace-building process with legitimacy among ethnic minority authorities and the international community
16	08.05.2014	60 min / 17 pp	Director	Non-governmental	Representative of independent NGO focusing on business involvement in Myanmar/Burma
17	09.05.2014	50 min / 11 pp	Director	Non-governmental	Representative of independent NGO focusing on peace-building in Myanmar/Burma
18	13.05.2014	60 min / 14 pp	Economic Advisor	Governmental	Governmental actor advocating economic and social interests of a European country in Myanmar/Burma
19	24.05.2014	60 min / 13 pp	Program Director	Non-governmental	Representative of independent NGO focusing on civil society development in Myanmar/Burma
20	23.06.2014	50 min / 10 pp	Senior Associate	Non-governmental	Key-non-governmental actor in peace negotiations in Myanmar/Burma