

Cambridge University Press

978-0-521-51948-9 - Brazilian Multinationals: Competences for Internationalization

Afonso Fleury and Maria Tereza Leme Fleury

Table of Contents

[More information](#)

Contents

<i>List of figures</i>	page xii
<i>List of tables</i>	xiv
<i>List of boxes</i>	xvii
<i>Acknowledgments</i>	xix
Introduction	1
Part I: Developing the analytical framework and contextualizing the phenomenon	11
1 Globalization and internationalization: the perspective of emerging countries	13
1.1 <i>Those who go to sea prepare on land</i>	13
1.2 <i>Globalization: the interconnected world</i>	15
1.3 <i>Internationalization: the multinational as an agent of globalization</i>	24
1.4 <i>The globalization and internationalization of emerging country enterprises</i>	31
2 The analytical framework: the multinational as a network of competences	41
2.1 <i>Lenses, sieves, and molds in internationalization studies</i>	41
2.2 <i>Organizational competences as a strategic resource of firms</i>	42
2.3 <i>How local environments influence competence-based competition</i>	53
2.4 <i>The analytical framework of the book</i>	60

viii	<i>Contents</i>
3	The first wave: early-movers and the earliest internationalization theories 62
3.1	<i>Internationalizing under enticing conditions</i> 62
3.2	<i>The earliest multinationals: from the nineteenth century up to the second world war</i> 63
3.3	<i>The pioneering theories: economic reasons to internationalize</i> 67
3.4	<i>Internationalization as a learning process: the Nordic school</i> 76
3.5	<i>Were competences already there?</i> 80
4	The second wave: Japan and third world countries move abroad 82
4.1	<i>New fleets sail into international waters</i> 82
4.2	<i>The rise of Japanese multinationals</i> 84
4.3	<i>The emergence of Korean multinationals</i> 98
4.4	<i>The internationalization attempts of firms from third world countries</i> 103
4.5	<i>Lessons learnt from successful internationalization in the 1980s</i> 107
5	On the threshold of the third wave: productive globalization and new multinationals 109
5.1	<i>Pioneering fleets reequip and change route in increasingly contested waters</i> 109
5.2	<i>Productive globalization and organizational restructuring</i> 110
5.3	<i>New international management models: the multinational as a network of competences</i> 120
5.4	<i>Multinationals from emerging countries appear on the horizon</i> 130
	Part II: Multinationals from Brazil and other emerging countries 135
6	The environment in which Brazilian firms grew 137
6.1	<i>Brazil in the internationalization waves</i> 137
6.2	<i>Brazil: from the colonial period to the second world war</i> 137

<i>Contents</i>	ix
6.3 <i>Hosting the early-movers aiming toward industrial development (1950–70)</i>	146
6.4 <i>A poorly exploited opportunity: Brazil during the 1970s–80s world crisis</i>	153
6.5 <i>Crisis, failures, and reaction</i>	162
7 <i>The rise of Brazilian multinationals</i>	164
7.1 <i>Brazil adheres to global productive restructuring</i>	164
7.2 <i>The transition from a closed to an open economy</i>	165
7.3 <i>Establishing the roots of international competitiveness</i>	177
7.4 <i>The evolution of Brazilian multinationals</i>	183
7.5 <i>Strategies and competences for internationalization: the Brazilian experience</i>	204
7.6 <i>Brazilian multinationals as networks of competences</i>	214
7.7 <i>Toward a Brazilian model of international management?</i>	220
8 <i>Cases of outstanding Brazilian multinationals</i>	226
8.1 <i>Picking up cases of outstanding performers</i>	226
8.2 <i>Petrobras: the state-owned multinational</i>	228
8.3 <i>Vale: privatized and competing for global leadership</i>	236
8.4 <i>Embraer: innovating in the aircraft industry</i>	243
8.5 <i>JBS-Friboi: from butcher's shop to world's largest producer in fifty years</i>	251
8.6 <i>The Votorantim Group: a multinational based on natural resources</i>	255
8.7 <i>Gerdau: a pioneer and one of the most internationalized Brazilian multinationals</i>	259
8.8 <i>Braskem: producing petrochemicals in Latin America</i>	263
8.9 <i>AmBev: at the world's largest brewery driver's seat</i>	267
8.10 <i>Tigre: an example of regional internationalization</i>	271
8.11 <i>WEG: expanding horizontally and moving up the value chain</i>	273
8.12 <i>Marcopolo: a local optimizer operating in every emerging country</i>	274

Cambridge University Press

978-0-521-51948-9 - Brazilian Multinationals: Competences for Internationalization

Afonso Fleury and Maria Tereza Leme Fleury

Table of Contents

[More information](#)

x	<i>Contents</i>
8.13	<i>Romi: the only Brazilian capital goods producer remaining</i> 277
8.14	<i>Odebrecht Engineering: among the world's top twenty</i> 281
8.15	<i>Stefanini: a case of internationalization of a software producer</i> 286
8.16	<i>Bematech: a case of internationalization of a hardware producer</i> 289
8.17	<i>IBOPE: developing specialized services for the Latin Americans</i> 291
8.18	<i>CI&T and Griaule: born globals in creative industries</i> 294
8.19	<i>Closing remarks</i> 298
9	<i>Multilatinas</i> 301
9.1	<i>The multinationals from Latin America</i> 301
9.2	<i>What Latin America is: diversity nurtured from common roots</i> 302
9.3	<i>The economic development of Latin America</i> 303
9.4	<i>Productive restructuring and opening up to international markets</i> 306
9.5	<i>Multilatinas: patterns and features</i> 309
9.6	<i>Sources of international competitiveness: are there common patterns?</i> 317
9.7	<i>Argentinean multinationals</i> 318
9.8	<i>Chilean multinationals</i> 325
9.9	<i>Mexican multinationals</i> 330
9.10	<i>Can Latin America compete?</i> 337
10	<i>Multinationals from Russia, India, China, and South Africa (RICS)</i> 340
10.1	<i>The new global players</i> 340
10.2	<i>Snapshots of recent economic development in Asia</i> 341
10.3	<i>The internationalization of Chinese firms</i> 350
10.4	<i>The internationalization of Indian firms</i> 366
10.5	<i>The internationalization of Russian firms</i> 381
10.6	<i>The internationalization of South African firms</i> 386
10.7	<i>Diversity within the BRICS</i> 390

Cambridge University Press

978-0-521-51948-9 - Brazilian Multinationals: Competences for Internationalization

Afonso Fleury and Maria Tereza Leme Fleury

Table of Contents

[More information](#)

<i>Contents</i>	xi
11 The long journey of emerging country multinationals	394
11.1 <i>Our journey in this book</i>	395
11.2 <i>The limits of the wave metaphor: dynamic interaction instead of sequential initiatives</i>	398
11.3 <i>Incumbents and emerging country multinationals compete in different lanes</i>	399
11.4 <i>Emerging country multinationals: integrating different approaches</i>	403
11.5 <i>The challenge of the development of international management models</i>	405
11.6 <i>Poseidon, the crisis, and the sustainability of internationalization</i>	406
<i>References</i>	410
<i>Index</i>	428