

Mexican Multinationals

Over the past two decades, emerging market multinationals have become an important force in international business. This book provides a better understanding of the actions and strategies used by firms from mid-sized emerging markets to upgrade their capabilities and become successful multinationals. It is the first book to provide an in-depth look at Mexican multinationals, or 'Multimexicans'. These include some of the leading firms in the world, such as the construction materials producer Cemex and the tortilla maker Grumasa, as well as smaller but innovative firms such as the theme park operator Kidzania and the cinema multicomplex chain Cinopolis. This comprehensive analysis contains case studies written by local industry experts on these and other firms, across twenty-two industries. The lessons drawn are of interest to researchers, students, and consultants, as well as managers and executives of firms in other emerging markets looking to upgrade capabilities and expand abroad.

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Mexican Multinationals

Building Multinationals in Emerging Markets

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To Alvaro Cuervo for his continued guidance
—Alvaro Cuervo-Cazurra

To Celina Zaragoza for her support
—Miguel A. Montoya

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Preface

This book is the result of a large collaborative effort between Alvaro Cuervo-Cazurra of Northeastern University and Miguel A. Montoya of the Monterrey Institute of Technology and Higher Education (“Monterrey Tec”) in Guadalajara. We first met in 2008, when Alvaro was a faculty member at the University of South Carolina, which had a joint MBA program with Monterrey Tec in Guadalajara, where Miguel was the Dean of Graduate Studies. The initial teaching relationship evolved into a research collaboration, and since 2010, Alvaro has been working with a group of professors and Ph.D. students at the Center for Asia Pacific, led by Miguel, to gain a better understanding of Mexican firms. The outcome of this collaboration was a series of papers presented at academic conferences and published in academic journals. As the research progressed, it became apparent that a collaborative volume would be one way to deepen the understanding already gained about Mexican firms. Hence, at a meeting in late August 2014, we decided to organize a book that would facilitate the dissemination of the insights gained beyond the academic community. Alvaro and Miguel acted as coordinators of chapters written by authors from Monterrey Tec and their collaborators. In September–December 2014, the authors of each chapter gathered secondary data on the companies and industry that served as the basis for the comparative cases. We had a conference in early January 2015 to determine progress and improve the content and presentation of the cases, and to gain new ideas from the insights developed by other coauthors. In January–March 2015, once the cases had been created using secondary data, the authors of each chapter conducted interviews with current and past managers of the companies to understand in more detail the reasons behind the actions taken, and gather additional information that was not publicly

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available. We had another conference in May 2015 to integrate the completion of the cases with the interview data and draw conclusions. We worked on the drafts of the chapters throughout 2016 and 2017 to ensure consistency in the arguments, and to draw comparison across cases. What you are now reading is the outcome of this collaboration.

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