

## Exploration of Internationalization Patterns in Mexican Multinationals Firms

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### Abstract

The commercial openness of the Mexican economy since 30 years ago bring new horizons for Mexican multinational firms (MXMNC's) to go abroad. The internationalization requires a strategy for the consolidation in international markets due to the major competitiveness. The aim of this study is to analyze the different internationalization patterns followed by main Mexican multinationals. In order to reach this goal we select as sample the main MXMNC's that appears in the ranking of multilatinas published by the Chilean magazine America Economía. Using a qualitative method of review of web pages we gathered data in order to analyze the internationalization patterns of MXMC's. In addition, for supporting the researching another key facts were analyzed. The results shows that the FDI, exports and acquisitions are the most used internationalization patterns and that the internationalization of these firms have been a gradual progress. Likewise these internationalization patterns have contributed to the development of the MXMC's. The significance of this study is to contribute to the literature of multinationals from emerging markets, concretely in Mexican firms that have been scarcely addressed in the literature about this topic.

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**Keywords:** Internationalization Patterns, Mexican firms, mergers, acquisitions, FDI.

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### INTRODUCTION

The current international business environment is more competitive than in the past. For this fact the countries requires national firms that can face the competence of foreign firms in local markets. Today there are different modes for entering in international markets: exports, licensing, and joint ventures with foreign partners, joint ventures, acquisitions, subsidiaries, among others. Mexico is a worthy case to study the successful internationalization process, relevant on different industrial sectors, such as: Telecommunication, cement and oil sector, construction. MXMNC's rank among the most internationalized and world's largest in certain service firms such as telecommunications. Mexican multinational firms have been able to go abroad fitting into the worldwide industrial dynamics.

Nowadays the competitive advantages not assurance of success without a solid plan that will ward. The role and process of MXMNC' doing business abroad has not been homogeneous although their export products have

had a heterogeneous performance. Little empirical research has been carried out on performance of MXMNC's and their process of internationalization. MXMNC's contribute to the exports and have important investments abroad, with important presence in Latin America although some of them are truly global such as CEMEX and BIMBO (Cuervo- Cazurra, 2010; Lucea&Lessard, 2010).

According with Claessens and Schmuker (2007) a key aspect of MXMC's internationalization is the entrance to international financial markets. This is not the only factor on internationalization decisions; risk mitigation is another key factor involved. However the best strategic choice will be consistent with each enterprise aims and characteristics, and shouldn't be consider as a simple formula. As a result of variety review it can be agreed that risk mitigation, access to financial markets and strategic alliances are key factors on internationalization process.

The main aim of this paper examines the main internationalization patterns followed by MXMC's in order to know if these patterns have contributed to the success of MXMC's in the international arena. Likewise, to reach this aim a review of the main features of MXMC's was carried out. The results of this paper want to contribute to the literature about emerging multinationals, concretely the Mexican multinationals.

### **BACKGROUND OF THE PROBLEM**

Globalization is an economic phenomenon that accelerated in the late twentieth century, in the last three decades, increasing international economic transactions, thus expanding economic relations between countries. Protectionist economic policies in the market enforced by the Mexican government have given support to the birth, formation and consolidation of large private MXMNC's. The world economy go into a process of numerous scientific and technological advances that changed strategic patterns worldwide.

Some structural factors contributed to the expansion of MXMNC's in international markets such as the implementation of market oriented macro-economic policies surge of cheap information and communication technologies. The deregulation aimed at removing trade barriers between countries was a consequence of globalization, which for some companies has been a growth opportunity, while for others a latent threat to the entry of new competitors.

In the mid-eighties with the entrance to the General Agreement on Tariffs and Trade (GATT), the Mexican economy began a process of trade liberalization which is consolidated with the entry into force of the North American Free Trade Agreement (NAFTA). NAFTA as a regional trade agreement has an impact on exports and foreign direct investment (FDI). And today North American market is the most important for Mexican manufactured exports for both foreign-owned subsidiaries operating in Mexico and wholly locally-owned Mexican multinational firms.

Thus, Mexico adopt a new economic model: the neoliberal model, which encouraged external competitiveness from trade liberalization (Branches, 2005). The Mexican economy opened to international trade and financial markets, gave a strong boost to exports and foreign investment. These facts contributed to the transformation of large business groups in multinational firms to enhance more innovative capabilities and managerial skills looking for accurate decisions to adapt into the new competitive global environment and to accomplish scale economies.

As the new liberalism's economic policies in Mexico involved change and restructuring of Mexican companies. MXMNC's operate in many different industries using their organizational and technical capabilities and competencies to develop and deliver market-based products and services that meet the needs of local consumers. All these actions benefited large Mexican companies' growth and expansion, while allowed them to integrate into an international production scheme and exports through acquisition of companies abroad (De Gortari, 2005).

To achieve these tasks, MXMNC's design and implement strategies to create scale and scope economies; engaging in strategic alliances, joint ventures, partnerships, and associations with other partners, NGOs, community developers, supply and distribution chain partners; leveraging logistical networks; decreasing prices; removing and liberating market constraints, etc. (Rangan, Quelch, Herrero and Barton, 2007; UNDP, 2008).

For instance Grupo Modelo, Bimbo and Cemex were three large Mexican firms that were consolidated in the country and sought to internationalize through different positioning strategies in international markets. A common denominator among these companies was the use of acquisitions and alliances with foreign partners, but the strategies followed by each were different. It is important to point out that the MXMC's not only come from scarce technology sectors. Firms are NEMAK, Grupo Alfa, America Movil and TELMEX are firms that requires high levels of technology. For example NEMAK is one of the main producers of automotive motors, and its main clients are automotive firms around the world.

### **STATEMENT OF THE PROBLEM**

This research focuses on the analysis of internationalization patterns followed by the Mexican firms that appear in the ranking of Multilatinas (America Economía, 2014) because these firms are recognized as successful in the foreign markets. In addition these firms are very important in their respective national sectors. Likewise some of these firms are considered global players as is the case of CEMEX and BIMBO. In addition the study of internationalization of multinationals of Latin America is scarce (Cuervo- Cazorra, 2010), for this this research wants to contribute to a better understanding about MXMC's.

### **MAIN OBJECTIVE**

To analyze the internationalization patterns of the main MXMNC's and demonstrate that these patterns have

contributed to increase its international presence and financial performance.

### FRAMEWORK

The weight of multinationals firms is evident. Their presence is important in the support of the globalization process. Traditionally this support is focused in firms from developed countries, however since 20 years ago the multinationals from emerging markets have taken an important role in the international arena (Hernandez-López, 2013). The names of CEMEX, TENARIS, and Hyundai have started to sound in the international markets, as important competitors of multinationals from developed countries.

In this context the MXMNC's have taken part too. Their main characteristics are family-owned and the selection of the board directors relies mainly on family matters (Husted & Serrano, 2002). In addition MXMNC's firms are characterized in the medium and high-technology, originally local-market oriented and increased sales and exports to foreign markets (Pozas, 2005) and some began to invest abroad. For example, firms as CEMEX, BIMBO and Grupo Modelo are considered global players in their respective sectors and have made important FDI in other countries, mainly in Latin America (Hernandez- López, 2013).

According with Andreff (2003) the inward and outward FDI were one of the causes that give origin to the emergence of MXMC's. The first wave of outward FDI from Mexico took place from 1960 to 1980, and this was guided mainly to Latin America countries. (Gammeltoft, 2008).

In addition Cortes de los Rios (2005) says that some of Mexico's most important economic groups were created and managed its expansion, consolidation and development thanks to the acquirers and mergers took place. It analyzes the behavior of the acquisitions in Mexico in the period 1986-2005, concluding that this type of operation shows a cyclical and economic fluctuation coincide with the country, increasing in the late eighties and early nineties.

The MXMNC's is a rather recent phenomenon that started on the 1990s when the flows of inward and outward FDI can be compared and related to the economic globalization and liberalization processes. The third wave of outward foreign direct investment from Mexican multinationals according to Gammeltoft (2008) took place from the 1990s to the 2000s. During the first half of the 1990s, Mexican multinationals were more than the second half to rise again in the first half of the 2000s. A rapid expansion of Mexican

multinational firms around the world since the 1990's Mexico received \$4 billion in 1994 and at \$14 billion in 2002 in foreign direct investment through multinational firms mainly (UNCTAD, WID, Vol. IX, 2004). In 1990, only a few emerging Mexican multinationals were listed in Fortune 500, increasing the number listed in 2005.

Mexican companies became competitive in a new global economic environment. Mexican outward foreign direct investment was 17.5 billion USD in 2004. There is not valid official data to show the investments of the emerging Mexican multinational firms, so the only way is to analyze the firms as units of outward foreign investments. The magnitude of entrepreneurial business developed by the Mexican emerging multinationals in the last two decades to become major players in the global economy. The entrepreneurial pragmatism has taken advantage of the macro-economic monetary and fiscal policies (Santiso, 2006; Feenstra and Hamilton, 2006). Although this wave is more geographically diverse country origins, it is a resurgence of Latin America and more specifically Mexican multinationals. Mexican multinationals are destined to knowledge-intensive services, mainly regional destinations, mature sectors increasingly also into developed economies.

On the other hand shows that mergers and acquisitions for our country are concentrated in banking, finance and telecommunications. In the study period prevailed horizontal acquisitions, followed by vertical and finally concludes that the process of mergers and acquisitions is indeed, as she defines a "vehicle" for the internationalization of Mexican companies. Moreover Garrido (2001) conducted a study on cross-border operations during the nineties in Mexico, distinguishing foreign acquisitions made by companies established in Mexico, Mexican takeovers by foreign companies.

This study shows results that say the process undertaken grades Mexican firms and groups to internationalize their production activity. Garrido ranks results of acquisitions fleshed out by Mexican companies at three levels: macro, meso and micro. A new group of Mexican multinational firms are reaching out beyond regional Latin America markets and establishing foreign subsidiaries and affiliates in other emergent and developed markets (Rugman, 2005).

Mexican multinational firms have been very active investing abroad, mainly in Latin-American economies and other emerging economies and have attained leading market positions in telecommunications and manufacturing. Mexican total outward FDI and exports stand far behind other emerging economies such as Brazil, Russia, India and China. There are considerable

evidences Mexican FDI outflows to other Latin American emerging markets tend to be strong despite that a large amount are from multinational companies who used the country as a platform to enter to Latin American emerging markets.

Camino-Blasco and Pradas Poveda (2001) have found similar pattern for Spanish multinational corporations. Large Mexican multinational firms changed behavior of making business after going to the hardships and sufferings of at least two financial crises in the last 25 years and aggressive global economic environment that required economic liberalization policies, open competitiveness and the slowdown of growth rates.

This work try to explain the different internationalization patterns of MXMNC's is a case study of the different strategies for entering international markets and show that despite the existence of a common denominator among these strategies, as is the case of acquisitions, the company's own resources play a key role to allow them to take different paths to achieve their goal.

**THEORETICAL FRAMEWORK**

Some theories have been developed in order to explain the internationalization of the firms (Buckley & Cason, 1998; Dunning, 1980). However in the international business literature the Uppsala Model is considered the best way to explain the internationalization of the firms (Johansson & Vahlne, 1977). This model explain that the internationalization process is gradual and following some defined steps. In accordance with this theory internationalization is a process where multinationals organization is responsible for any commercial or production of a firm located in another part of the world (Peng, 2006).

Table 1 summarizes all the possible forms of internationalization. There are mainly twoways of entering foreign markets, on one hand the non-property, as its name suggests involve entering new markets without the need to use part of its assets or capital. Examples of these: Exports and contractual agreements (Licenses).Moreover there are still properties, which involve the establishment of subsidiaries in new markets; investment is needed to begin operations. Some examples of these: Joint ventures (joint adventure) and partially owned subsidiaries. This approach gives rise to multinational corporations (MNCs) which are companies that operate with foreign direct investment, its function is the control and management of value-generating activities in foreign countries (Peng, 2006).However, the multinationals also

can exports as a way of gain competitiveness and take advantage of some specific asset.

According with the gradual process of internationalization Johanson and Vahlne (1977), they developed the "Uppsala Model" one of the models more accepted to explain the internationalization process. According to which companies internationalize through a learning-by-doing process: First, firms begin by exporting and as they achieve knowledge about the foreign market they are entering in, they establish sales subsidiary, followed by production facilities.

Table 1. Modes of Internationalization

		Advantage	Disadvantages
export	direct	Control distribution Economies of scale	<ul style="list-style-type: none"> <li>• High transport costs</li> <li>• Little control over marketing</li> <li>• Trade barriers (tariffs)</li> </ul>
	indirect	<ul style="list-style-type: none"> <li>• Focus on production</li> <li>• Do not pay the export process</li> </ul>	Menor control de distribución Desconocimiento del mercado extranjero
Acuerdoscontractuales	Licenses / franchises	<ul style="list-style-type: none"> <li>• Low expansion</li> <li>• Low risk</li> <li>• How to expand yields based on previous innovations.</li> </ul>	<ul style="list-style-type: none"> <li>• Little control technology and marketing</li> <li>• Ability to create competitors</li> <li>• Low Income</li> </ul>
	Projects ready for operation	<ul style="list-style-type: none"> <li>• Ability to gain technology from countries with restricted FDI</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to create competitors</li> <li>• Lack of long-term presence</li> </ul>
<b>Modes that involve equity</b>			
		Advantage	disadvantages
joint Venture	joint Venture	<ul style="list-style-type: none"> <li>• Risk sharing</li> <li>• Access to new assets, knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>• objectives and interests between partners</li> <li>• Heritage Limited</li> <li>• Difficulty coordinating globally</li> </ul>
Wholly owned subsidiaries	Mergers	<ul style="list-style-type: none"> <li>• Total Ownership</li> <li>• Control operations</li> <li>• Protection of knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Political risks</li> <li>• High development costs</li> <li>• Speed slow entry</li> </ul>
	Acquisitions	<ul style="list-style-type: none"> <li>• Input speed</li> <li>• Do not add new capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Add new capacity</li> <li>• Political risks</li> <li>• High costs</li> <li>• Low speed</li> <li>• Integration Issues</li> </ul>
	Foreign Direct Investment	<ul style="list-style-type: none"> <li>• Total Control of Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Major risk involvement.</li> </ul>

Source: Authors' estimations based on data from Peng (2006) and Hitt et al. (2008).

Regarding property forms and returning to internationalization, a company defines what is a joint venture (EC) which is understood as a company originated and owned by two or more companies. This new company can be a minority (when one of the generating company has less than 50% ownership), 50/50 (partners have the same percentage of ownership) or majority (a company has more than 50% of CD). For their part, wholly owned subsidiaries (SPT) are subsidiaries of the multinational company, located in different countries. In turn, these can be of two types: operations on a blank field, when companies begin operations from the construction of these.

Moreover mergers or acquisitions are the most popular form of entering foreign markets. Involve the transfer of assets, knowledge, and control operations between companies. Because the latter is the most sought after by companies wishing to establish themselves in other markets, then it pauses this for a better understanding.

A merger is defined as the combination of assets, operations and management of two companies to establish a new legal entity (Peng, 2006). Meanwhile an acquisition is the transfer of control of the assets, operations and management of a company (object) to another (purchaser), making the object in a unit of the purchaser (Wright&Elenkov, 2002). In reality the acquisitions are more common than mergers.

Hitt et al. (2008) argues the related acquisitions occur within an industry closely related and trans-border acquisitions are those which as its name says, transcend territorial boundaries. Moreover, this type of transaction may be hostile or friendly, the first concern when management of a target company is against the acquisition, this company is not seeking a takeover bid. Such events increases during downturns in the economies, as it is easier to detect companies that are undervalued mismanaged in relation to its assets (Thornton, Keesnan, Palmeri&Himmelsten, 2002). The acquisitions are friendly when both companies are in agreement to carry out the transaction.

In their engagements with partner firms in strategic alliances, Mexican multinationals share expertise, innovation, technology, joint-strategies and developed technology. Strategic alliances build up sustainable relationships with other firms, gain corporate recognition, customer brand trust and loyalty, expansion and penetration to new and existing markets and creating shared value (Lelo de LarreaGaudiano, 2009).

Finally institutional considerations are perhaps one of the key firms in search of new markets should consider

when embarking on new markets. Knowledge of the rules is vital for easier entry to markets unknown. Although globalization seeks the integration of countries, institutions and culture rules are factors that have not yet unified. Mexican multinational firms may require fiscal and financial incentives from local governments to secure long term economic growth and to improve environmental and working conditions (Velazquez et al., 2008).

After the theoretical review that supports the internationalization of companies in the next section proceeds with the analysis of the selected MXMNC's to understand its internationalization patters and if it has contributed to their development.

**METHODOLOGY**

The methodology for this paper consists in the revision of the internationalization patterns that have had the main MXMNC's since its inception to the present. The sample was selected ranking of "Multilatinas" published by America Economia. The ranking is the most important source of data about multinationals from Latin America, this ranking is published since the middle of 90's (Cuervo- Cazorra&Dau, 2009).

First, we select the Mexican firms that appears in the ranking in the 50 first places. Second, gathered the data for this analysis from the official website of each company, as well as annual reports and additional sources such as empirical studies for these companies. Third, we analyze the obtained information from the different data sources.

Table 2. Mexican firms that appears in Multilatinas ranking

Firm	Sector	Sales	% Foreign Sales 2013	Multilatin Index
CEMEX	Cement	14.953	88%	86.49
MEXICHEM	Oil	5.177	70.4%	75.79
TELMEX	Telecommunication	10.277	80%	74.85
GRUMA	Food	4.138	60.9%	72.09
America Movil	Telecommunication	60.079	58.7%	71.75
NEMAK	Automotive	4.390	64.5%	69.20
SIGMA	Food	3.744	31.2%	68.48
Grupo Alfa	Multisector	15.560	61.5%	66.67
FEMSA	Beverage	19.640	97.4%	65.65
Grupo BIMBO	Food	13.785	55.0%	64.05
Grupo Modelo	Beverage	6.771	51.6%	58

Source: Own elaboration, based in America Economía, 2014.

Table 2 identified the MXMC's in the Ranking of Multilatinas (America Economía, 2014). According with the ranking were identified 11 firms from Mexico inside the ranking. These firms are from different business sector, and differs in the volume of sales, for example America Movil sales \$60.079 and GRUMA sells 4.138. On the other hand, the % of Foreign Sales shows firms with as FEMSA with 97.4% and SIGMA with only 31.2%.

Finally, this study have some limitations. First, due to the data access was not possible analyze the specific effects of the internationalization patterns in the financial performance. Second, maybe another MXMC's can be included but the focus in Multilatinas ranking limited the sample. And third, due to the data access this is only a transversal study.

## ANALYSIS OF MXMC'S

Table 3. MXMNC's key facts

Firm	Foundation	Main International Markets	Global Presence	Internationalization Patterns
<b>CEMEX</b>	Began operations in 1906	Latin America Europe	34 countries	Joint Venture Acquisitions. FDI
<b>MEXICHEM</b>	It holds over 120 production plants.	Latin America	30 countries	Acquisitions
<b>TELMEX</b>	Was a state firms. Privatized in the early 90's	México, Argentina, Brasil, Colombia, Chile, Perú and Estados Unidos	8 countries	Licenses Acquisitions
<b>GRUMA</b>	Founded in 1949	Unites States and Europe	18 countries	Exports FDI
<b>America Movil</b>	September of 2000	Latin America	18 countries	Acquisitions
<b>NEMAK</b>	Founded in 1979	USA LatinAmerica Europe Asia	14 countries	Exports Acquisition Mergers FDI
<b>SIGMA</b>	Founded in 1939 In 1989 change the name to SIGMA	USA	10 countries	Joint Venture Exports Acquisitions FDI
<b>Grupo Alfa</b>	Founded in 1974	Latin America USA Asia	18 countries	Joint Venture Acquisitions FDI
<b>FEMSA</b>	Founded in 1890 First bottled of Coca Cola	Latin America USA	10 countries	Joint Venture Acquisitions Mergers
<b>Grupo BIMBO</b>	Founded in 1945	Latin America USA Europe	17 countries in America and Asia.	Foreign Direct Investment Acquisitions
<b>GrupoModelo</b>	Founded in Mexico City in 1925	Latin America USA Europe	13 countries	Exports Joint Venture

Source: Own elaboration, based in America Economía.

Table 3 shows the key facts of the firms that were selected as sample. The data show difference and similitudes from this firms. This research is focused in analyze the related factors that we consider influence in the internationalization patterns that has followed. In order with this, it is important to clear that only were considered facts that we considered has impacted in the expansion abroad.

As an aside, in the sample are including private firms. However, TELMEX was during a lot of years a state

firm. TELMEX was privatized in the early 90's as a part of some commercial liberalization started for the ancient President Carlos Salinas de Gortari. After the privatization TELMEX improve their performance, this fact agree with the literature that assets an improvement in the performance after privatization (La Porta & Lopez de Silanes, 1999).

In the sample we can see firms that are subsidiaries from other firms. The examples of this are SIGMA, NEMAK (Grupo Alfa), TELMEX and America Movil (GrupoCarso). These cases are representative of the

relevance that has the subsidiaries for the business groups (Borda- Reyes, 2012). It is important to point out that business groups are described by the preponderance of social bonds to link affiliated firms, by a carefully coordinated action among these firms (Chung, 2001), and by the presence of a main entity that provides administrative and financial control over the resources (Yiu et al., 2007). In this order of ideas, we can infer that the central entity control and give liberty for taking strategic decisions, as is the case of the internationalization patterns.

Likewise the ages of the firms are considered too. The ages are different among firms, for example the most ancient firms are CEMEX (1906) and FEMSA (1890). In the case of CEMEX the multilatin index (Table 2) is of 86.49 and FEMSA is 65.65. We can infer that the ages in this sample is not a factor that influence in the internationalization process.

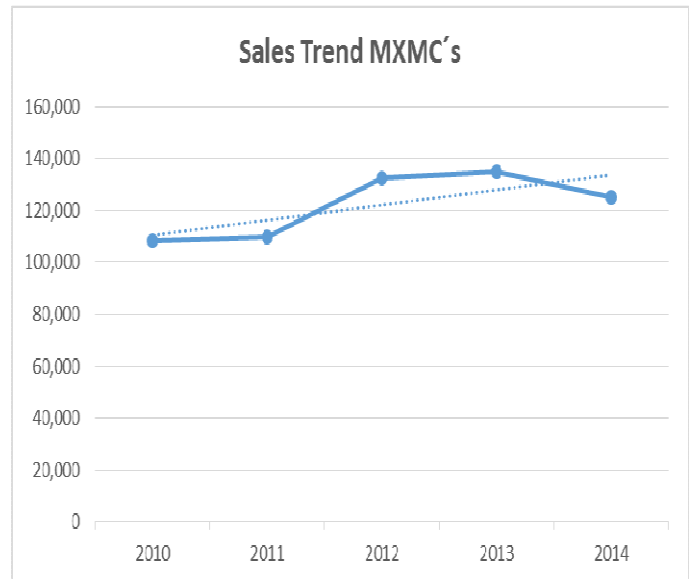
An important finding is that the geographical regions toward the MXMC's expand abroad are closer regions and regions with cultural similarities. For example, Sigma and TELMEX that its principal international markets, this findings agree with the assertion proposed by Johansson &Valhne (1977) that the closer markets are where the firms firstly expand abroad. On the other hand, some firms not only expands closer abroad, for example GRUMA, CEMEX, Alfa, Nemark and BIMBO that manage its internationalization toward a far and culturally different markets as Europe and Asia.

In addition, as it can be seen, the expansion of the MXMC's is the result of significant investments it has made to establish new production plants, joint venture and acquisition of firms. This reflect that the main international patterns followed by MXMC's are inside the "Uppsala Model" proposed by Johansson &Valhne (1977). It means that the MXMC's to reach international markets have gradually internationalization process.

**CONCLUSIONS**

The main aim of this paper is to analyze the internationalization patterns of the main MXMNC's and show that these patterns have contributed to increase its international presence. In order to probe this a revision of internationalization patterns of MXMC's was carried out. The result of this work suggests that the internationalization patterns has contributed to the success abroad of MXMC's. This success is reflected in the international presence of the MXMC's that has presence in many countries and regions around the world.

Table 4. Sales Trends MXMC's



Source: Own elaboration with data of America Economía some years.

Table 4 shows the global trend of sales of analyzed MXMC's. According with the results the last years the MXMC's have increased its sales. It is possible that the used internationalization patterns have influenced in some way in the increase of sales. However it is important to point out that also maybe this growing trend have been developed for another factors, such as: the government policies, innovations in process and technology, and the development of another competitive advantage.

In addition, also can conclude that the most common internationalization patterns used for the selected firms are the acquisitions and joint venture. Likewise some firms use FDI, the pattern where control and commitment of resources more deeply, is a pattern used by studied firms (ALFA, SIGMA and GRUMA). The commitment of resources is an indicator that the internationalization process is an important activity for MXMC's.

Besides, afterwards to analyze the internationalization patterns of the MXMC's, was founded that these firms have pursued some patters to go abroad. With this, we can conclude that the Mexican context have influenced this. We can inferred that that commercial openness in 90's maybe guided to MXMC's in the election to internationalization patterns.

The main contribution of this study is understand the ways that has followed the MXMC's going abroad, being Mexico an important emerging economy

worldwide. An additional contribution is test the main assumption about the internationalization of the firms, proposed by Johansson &Valhne (1977), that the internationalization is a gradual process, and it is carried by the firms step by step, that according the results this assumption is supported by this study.

As a future research agenda is relevant study if the success of these firms in the international markets has brought benefits to the Mexican economy and society. In addition is important to carry out comparative studies with firms from other countries and sectors. The MXMC's are considered international-class firms (Vargas-Hernandez &Lopez- Morales, 2014). These firms have reached worldwide levels in its economic sector due to select the right strategies to internationalize. Finally, the academic research about MXMC's is a topic that is necessary to be studied in order to understand more deeply the behavior of multinationals from emerging countries.

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