Dear AIB–LAT 2016 Participant,

Welcome to São Paulo and the sixth AIB–LAT annual conference, our largest and most developed conference to date. This year's conference has been organized with our local host, the Faculty of Economics, Administration and Accounting (FEA) of the University of São Paulo (USP), who have done a fantastic job. In particular, I wish to extend my thanks along with that of the AIB–LAT Executive Committee to Moacir de Miranda Oliveira Jr. and his support team at USP for their outstanding organizational efforts. Without their efforts, this event would not be possible. Thank you! As was also the case in prior years, I would thank everyone who played a role in organizing the conference. Many of these (but certainly not all) are listed elsewhere in the program. This conference is truly a team effort and everyone's efforts are truly appreciated.

A key feature of the AIB–LAT is the inclusion of participants from throughout Latin America and the world. This year, we have program participants from five continents including attendees from Latin America (Argentina, Brazil, Chile, Colombia, Mexico and Peru), North America (Canada and the United States), Europe (Bulgaria, Finland, France, Germany, Italy, Portugal, Spain, Sweden, Switzerland and the United Kingdom), and the Pacific Rim (China and New Zealand). Please take this opportunity to meet your colleagues from around the region and the globe! Of all the AIB’s 18 chapters, AIB–LAT may have the broadest geographic scope – covering the South American continent plus Mexico and the Caribbean. Given our common “international business” research focus, this scope provides us a fantastic opportunity to use our conference to further our research interests.

The following program pages provide details regarding the conference sessions. We really hope that you enjoy the conference, including the mix of keynote panels, panels, competitive and interactive sessions. Our plenary speakers include both exemplary academics and world class leaders of some of the most prominent multilatinas that are driving our field of study. Once again, we thank our hosts at the Faculty of Economics, Administration and Accounting (FEA) of the University of São Paulo for organizing an exceptional event.

Best regards,

William Newburry
AIB–LAT President/Chapter Chair
Dear Colleagues,

This year we are honored to host the AIB–LAT’s annual conference. Ever since the beginning of the creation of the Latin American chapter of AIB in 2008, University of Sao Paulo has been actively involved.

To chair this annual conference will be an opportunity of exposing to leading International Business academics the Sao Paulo City, a cosmopolitan, melting pot city, home of the largest Italian, Arab and Japanese diasporas, with examples including ethnic neighborhoods of Bixiga, Mercado and Liberdade respectively. São Paulo City is the capital of Brazil's most populous and wealthiest state. It exerts strong regional influence in commerce, finance, arts and entertainment and a strong international influence. Having the largest economy by GDP in Latin America and Southern Hemisphere, the city is home of the São Paulo Stock Exchange. The city has cultural, economic and political influence both nationally and internationally.

We would like to acknowledge University of Sao Paulo, School of Economics, Business and Accounting – University of São Paulo (FEAUSP) and the Business Administration Department of FEAUSP, our department, for their support for this event; and also to authors, keynote speakers, panelists, reviewers, panel organizers, track chairs, and best papers selection committee for the manuscripts to be presented in the conference.

Finally, we would like to encourage all attendees to enthusiastically participate in the sessions, panels and social events over the next days, since it would be an unprecedented opportunity to build and maintain long lasting academic relationships in order to advance research in International Business in the region.

Thank you for being part of the 2016 AIB-LAT Conference!!!

Moacir de Miranda Oliveira Jr
AIB-LAT 2016 Local Chair
Dear AIB–LAT 2016 Conference Participant,

We are delighted to welcome you to this great opportunity to house the AIB–LAT Chapter Conference at FEA/USP. Of course we have to express to many people the gratitude for this happening, but Moacir Miranda Oliveira deserves our special thanks for coordinating since the beginning all the efforts to achieve this important event.

The School of Economics, Business and Accounting is deeply honoured with your attendance and we wish that you will enjoy all the activities planned for the conference.

Adalberto A. Fischmann
Dean of School of Economics, Business and Accounting – University of São Paulo
Welcome from Head of Department of Business Administration

Dear AIB–LAT 2016 participants,

FEA/USP Business Administration Department is pleased to welcome the AIB–LAT Chapter Conference 2016.

This Conference promises relevant discussions and contributions for the development of our region. The agenda contains very hot topics regarded to the theme of International Business as well as a significant number of specialists and students addressing them.

We greatly appreciate and thank the conference scientific committee, our keynote speaker, our session chairs, our panel members, our submitters and reviewers, the AIB conference support staff, the Department of Business Administration, all participants, and everyone who has contributed to make this conference possible.

Welcome to Sao Paulo and to the University of Sao Paulo.

Roberto Sbragia
Head of the Business Administration Department, FEA/USP
Sponsors

CAPES

CNPq

FAPESP

Partners

ESPM

FIA

McDonald's

ELSEVIER

Unilever

FEA-RP

AIB-LAT 2016 Program and Proceedings
AIB–LAT Chapter Executive Committee

- **Dr. William Newburry, Chapter Chair/President**, Florida International University, United States
- **Dr. Armando Borda**, ESAN University, Peru
- **Dr. Diana Bank**, Berlin School of Economics and Law, Germany/Mexico
- **Dr. Lou Ann Barclay**, University of the West Indies, Jamaica
- **Dr. Maria Alejandra Gonzalez–Perez**, EAFIT University, Colombia
- **Dr. Moacir de Miranda Oliveira Jr.**, Universidade de São Paulo, Brazil
- **Dr. Ronald Rivas**, Canisius College, United States/Peru
- **Dr. Leonardo Liberman, Past President**, Universidad de los Andes, Chile

Organizing Committee

- **Conference Chair**
  Moacir de Miranda Oliveira Jr., Universidade de São Paulo, Brazil
- **Competitive and Interactive Track Chair**
  William Newburry, Florida International University, United States
- **Doctoral Consortium Chair**
  Wlamir Gonçalves Xavier, Eastern New Mexico University, United States & UNISUL, Brazil
- **Conference Management Team**
  Dra. Leila Lage Humes, Universidade de São Paulo
  Eloisa Alessio, Universidade de São Paulo
  Dr. Augusto Nishimura, Universidade de São Paulo
- **Academic Program Assistants**
  Emily Corbin, Florida International University, United States
  Katherine Pardon, Florida International University, United States
  Mohan Song, Florida International University, United States
We would like to thank our reviewers for helping to enhance the scientific quality of the AIB–LAT’s annual conference.

- Afonso Fleury, University of São Paulo
- Angela Da Rocha, Pontifical Catholic University of Rio de Janeiro
- Artur Gomes de Oliveira, Sergipe Federal Institute of Education, Science and Technology
- Cláudia Buhamra Abreu Romero, Universidade Federal do Ceará
- Cléber da Costa Figueiredo, ESPM
- Denilde Oliveira Holzhacker, ESPM/International Relations
- Diego Finchelstein, EAN–Universidad de San Andres
- Eduardo Atmando, FIA Business School
- Eduardo Gomes Carvalho, CEFET
- Elias Pereira Lopes Junior, Getulio Vargas Foundation – FGV/EAESP
- Eric Cohen, Unicamp
- Flavio Hourneaux Junior, Nove de Julho University
- Florian Fleming, Technische Hochschule Deggendorf
- Francisco Isidro Pereira, Universidade Federal do Ceará
- George Bedinelli Rossi, ESPM
- Gerald McDermott, University of South Carolina
- Gilmar Masiero, University of São Paulo
- Guillermo Ruiz Pava, Universidad de los Andes
- Henrique Correa da Cunha, FURB – Fundação Universidade de Blumenau
- Jase R. Ramsey, Saint Louis University
- Jianyu Ma, Robert Morris University
- Jose Godinez, Merrimack College
- Jose Siqueira, Davenport University
AIB-LAT 2016 Program and Proceedings

- Juan Veles-Ocampo, Universidad EAFIT
- Julio Araujo Carneiro-da-Cunha, UNINOVE
- Karen Esteves, University of São Paulo
- Kavita Miadaira Hamza, FEA USP
- Luciana Marques Vieira, Unisinos Business School
- Luis Oliveira, University of São Paulo, Polytechnic School
- Luiz Ricardo Kabbach de Castro, Universidade de São Paulo
- Maria-Alejandra Gonzalez-Perez, EAFIT
- Marilia Bonzanini Bossle, UNISINOS
- Marlon Fernandes Rodrigues Alves, University of São Paulo
- Mauricio Jara-Bertin, Universidad de Chile
- Melanie P. Lorenz, University of Alabama
- Moacir de Miranda Oliveira Jr., University of São Paulo
- Moema Pereira Nunes, Pontificial Catholic University of Rio Grande do Sul – PUCRS
- Mohamed Amal, FURB/ and Columbia University New York
- Raphael Almeida Videira, ESPM
- Renata Giacomin Menezes, FUMEC
- Reynaldo Dannecker Cunha, ESPM
- Rodrigo Cintra, ESPM
- Ronald M. Rivas, Canisius College
- Ronald Scott Wolf, Universidad EAFIT
- Alandey Severo Leite da Silva, Universidade de Fortaleza
- Simone Vasconcelos Galina, University of São Paulo
- Taeyoung Yoo, Hankuk University of Foreign Studies
- Thiago José de Chaves, UFSC
- Veneta Andonova, AUBG/Universidad de los Andes
- Vicente Lima Crisóstomo, Universidade Federal do Ceará
- William Newburry, Florida International University
- Yun Chu, Robert Morris University
Best Paper Selection Committee

- Jorge Carneiro (PUC-Rio, Brazil) – jorgemtc@iag.puc-rio.br

- Maria-Alejandra Gonzalez-Perez (Universidad EAFIT, Colombia) – mgonza40@eafit.edu.co

- Wlamir Gonçalves Xavier (Eastern New Mexico University & UNISUL, USA) – wlamirxavier@gmail.com
Best Paper Finalists

CROSS-CULTURAL EFFECTS ON PRO-ENVIRONMENTAL ATTITUDES AND BEHAVIORS
- Cláudia Buhamra (Universidade Federal do Ceará, Brazil) - buhamra@ufc.br
- Michel Laroche (John Molson School of Business – Concordia University, Canada) - buhamra@ufc.br
- Golam Mohammad Aurup (John Molson School of Business – Concordia University, Canada) - buhamra@ufc.br
- Sofia Batista Ferraz (Universidade de São Paulo, Brazil) - buhamra@ufc.br

THE MODERATING ROLE OF GROUP AFFILIATION ON THE INTERNATIONALIZATION OF FIRMS FROM LATIN AMERICA
** Best Paper Award Recipient **
- Cláudia Frias Pinto (Fundação Getulio Vargas – EAESP, Brazil) - claudia.frias.pinto@gmail.com
- Manuel Portugal Ferreira (ESTG-IP Leiria & Universidade Nove de Julho, Portugal) - manuel.portugal.ferreira@gmail.com
- Maria Tereza Fleury (EAESP - Fundação Getulio Vargas, Brazil) - mtereza.fleury@fgv.br
- Dan Li (Indiana University, USA) - lid@indiana.edu

THE ROLE OF INDUSTRY FACTORS AND INTANGIBLE ASSETS IN COMPANY PERFORMANCE IN COLOMBIA
- Veneta Andonova (AUBG/Universidad de los Andes, Bulgaria and Colombia) - vandonova@aubg.edu
- Guillermo Pava (Universidad de los Andes, Colombia) - ga.ruiz10@uniandes.edu.co
# Program at a Glance

**February 18–20, 2016**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Session</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday</td>
<td>08.00 – 12.00</td>
<td>Doctoral Consortium</td>
<td>Ruy Leme</td>
</tr>
<tr>
<td>18-Feb</td>
<td>12.00 – 18.00</td>
<td>Company Visits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>08.00 – 17.00</td>
<td>Registration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>08.45 – 09.00</td>
<td>Formal Conference Opening</td>
<td>FEA-5</td>
</tr>
<tr>
<td></td>
<td>09.00 – 10.30</td>
<td>Opening Executive Plenary</td>
<td>FEA-5</td>
</tr>
<tr>
<td></td>
<td>10.30 – 11.00</td>
<td>Break</td>
<td>Congregação</td>
</tr>
<tr>
<td></td>
<td>11.00 – 12.15</td>
<td>Panel 1 - Multilatinas and International Business</td>
<td>A1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel 2 - Internationalization and Creative Industries</td>
<td>A3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel 3 - Internationalization of R&amp;D: Inward and Outward</td>
<td>E1</td>
</tr>
<tr>
<td></td>
<td>12.15 – 13.15</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>Friday</td>
<td>13.15 – 14.30</td>
<td>Competitive 1</td>
<td>C-3</td>
</tr>
<tr>
<td>19-Feb</td>
<td></td>
<td>Competitive 2</td>
<td>C-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 1</td>
<td>C-5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 2</td>
<td>C-6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 3</td>
<td>C-7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Competitive 3</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Competitive 4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 4</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Case 1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>14.30 – 15.45</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>15.45 – 16.15</td>
<td>Break</td>
<td>Congregação</td>
</tr>
<tr>
<td></td>
<td>16.15 – 17.30</td>
<td>Panel 4 - Multinationals from Latin America</td>
<td>A3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel 5 - ESPM Panel - What is Different in Latin America?</td>
<td>G1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel 6 - Roundtable: Can Latin American Firms Compete</td>
<td>E3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Globally?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>19.30 – 22.00</td>
<td>Gala Dinner</td>
<td>Jockey Club</td>
</tr>
</tbody>
</table>
# AIB-LAT São Paulo, Brazil

## Program at a Glance

### February 18–20, 2016

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Session</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saturday</td>
<td>08:30 – 17:00</td>
<td>Registration</td>
<td></td>
</tr>
<tr>
<td>20-Feb</td>
<td>08:45 – 10:00</td>
<td>Competitive 5</td>
<td>C-3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Competitive 6</td>
<td>C-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 6</td>
<td>C-5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 7</td>
<td>C-6</td>
</tr>
<tr>
<td>09:00 – 17:30</td>
<td>JWB Paper</td>
<td>JWB Paper Development Workshop (By Invitation Only)</td>
<td>Ruy Leme</td>
</tr>
<tr>
<td></td>
<td>Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:00 – 11:30</td>
<td>Executive</td>
<td>Executive Plenary Panel</td>
<td>Congregação</td>
</tr>
<tr>
<td></td>
<td>Plenary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:30 – 12:00</td>
<td>Break</td>
<td>Break</td>
<td>Congregação</td>
</tr>
<tr>
<td>12:00 – 13:15</td>
<td>Panel 7</td>
<td>Panel 7 – PENSA-USP. Innovation in Global Agribusiness Chains</td>
<td>A-1</td>
</tr>
<tr>
<td></td>
<td>– PENSA-USP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– PENSA-USP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– PENSA-USP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– PENSA-USP</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Panel 8 – Institutional Voids in Latin America</td>
<td>A-3</td>
</tr>
<tr>
<td>13:15 – 14:15</td>
<td>Lunch</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>14:15 – 15:30</td>
<td>Panel 9</td>
<td>Panel 9 – Conducting High Quality Research in Latin America</td>
<td>A-1</td>
</tr>
<tr>
<td></td>
<td>– Conducting</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>High Quality</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research in</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Latin America</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>10 –</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Linking</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Multilatina</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strategy to</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Context</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15:30 – 16:45</td>
<td>Panel 11</td>
<td>Panel 11 Online Teaching Trends and Innovation for International</td>
<td>Congregação</td>
</tr>
<tr>
<td></td>
<td>– Online</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Teaching</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Trends</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– for</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Internation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 8</td>
<td>C-6</td>
</tr>
<tr>
<td>17:00 – 17:15</td>
<td>Break</td>
<td>Break</td>
<td>Congregação</td>
</tr>
<tr>
<td>17:15 – 18:30</td>
<td>Competitive 9</td>
<td>Competitive 9</td>
<td>C-7</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 9</td>
<td>C-8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Interactive 10</td>
<td>C-9</td>
</tr>
<tr>
<td>18:30 – 19:00</td>
<td>Conference</td>
<td>Conference Closing</td>
<td>Congregação</td>
</tr>
<tr>
<td></td>
<td>Closing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Thursday, February 18, 2016

Doctoral Consortium – 08:00 – 12:00

Wlamir Gonçalves Xavier – Eastern New Mexico University
Felipe Borini – University of Sao Paulo– FEA/USP
Fernanda Cahen – FEI/SP
Lou Anne Barclay – University of the West Indies

Faculty Panelists:

Wlamir Gonçalves Xavier

Assistant Professor of Management at Eastern New Mexico University, United States, with a dual appointment at UNISUL University, Brazil. His research focuses on the business group phenomenon in emerging countries and non-marketing strategies. He has been a visiting scholar at the University of Paris Dauphine, the Wharton School and the Copenhagen Business School. Wlamir's academic work has been recognized on several occasions including the "Emerald Publishing Award for Best Paper on Emerging Markets" in the European International Business Academy Conference – EIBA/2012 and "Best Thematic Paper Award" in the Academy of International Business South East US Chapter Conference – AIB-SE/2012.

Maria–Alejandra Gonzalez–Perez

Full Professor of Management at Universidad EAFIT (Colombia), the Vice-President of the Academy of International Business (AIB), coordinator of the Colombian universities in the virtual institute of the United Nations Conference for Trade and Development (UNCTAD) (2009–present), and Editor-in-Chief of the business journal AD–minister. She is the past Head of the Department of International Business and former Director of the International Studies Research Group at Universidad EAFIT (Colombia). Prior to her positions in Colombia, she worked as a researcher in various organisations such as the Centre for Innovation and Structural Change (CISC), Irish Chambers of Commerce, and the Economics of Social Policy Research Unit (ESPRU) in Ireland.
Ronaldo Couto Parente

Associate Professor at the Florida International University. He holds a Ph.D. degree in Strategic Management & International Business at the Temple University, Philadelphia and ME degree in business administration at the University of Tampa. Dr. Parente is the Associate Editor of the Management Research Journal and Vice President of the Ibero-American Academy of Management. He currently serves on the Editorial Review Board of the Journal of International Business Studies (JIBS), Thunderbird International Business Review (TIBR), Global Strategy Journal (GSJ), Cross-Cultural Management Journal (CMJ), and the Journal of International Management (JIM). He is an elected board member at the European Academy of International Business (EIBA) and has been elected for a leadership role with the Global Strategy Interest Group at the Strategic Management Society (2014-2016).

Mário Henrique Ogasavara

Full Professor and the Head of the Postgraduate Program in International Management at ESPM Sao Paulo (Brazil). He received his PhD and Master’s degree at the University of Tsukuba (Japan). Avocational Lecturer at Steinbeis University (Germany). He developed his postdoctoral fellowship at the National University of Singapore. Associate Coordinator of the Asian Studies Program (ProAsia) at the University of Sao Paulo, Brazil. Member of the Scientific Committee (Academic Division of Organization Strategies) of the Brazilian Academy of Management (ANPAD). Regional Coordinator of the Society for Global Business & Economic Development (SGBED). His main research interests include internationalization and innovation of Asian and Brazilian multinational firms, subsidiary performance, expatriation, and entry mode strategies.
Felipe Monteiro

Assistant Professor of Strategy at INSEAD. He obtained his PhD in Strategic and International Management at the London Business School. His research focuses on global open innovation and on knowledge processes within multinational corporations (MNCs), in particular, on how MNCs access external knowledge across organizational, technological and geographic boundaries. Felipe is also leading a research project on foreign direct investment strategies of MNCs headquartered in the BRIC (Brazil, Russia, India and China) countries. His research has been published in top academic and managerial journals and won or was nominated to prestigious awards at the Academy of International Business, at the Academy of Management and at the Strategic Management Society. Professor Monteiro was a member of the Samsung Advanced Institute of Technology’s CORE Global Expert network, a small group of leading academics advising Samsung in the area of global innovation management, from 2009 to 2011, expatriation, and entry mode strategies.

Julio Araujo Carneiro da Cunha

Full Professor at Nove de Julho University, Brazil. His main research interests are inter-organisational networks, strategy and governance, organisational performance evaluation systems, information and knowledge management, and sports management. He is PODIUM Sport magazine's editor, Leisure and Tourism Review and ad hoc reviewer for 32 scientific journals. As publication of scientific papers has altogether 31 publications in journals, 3 book chapters and 54 articles published in conference proceedings and conferences.

Jorge Carneiro

Professor of Strategy and International Business at the Pontifical Catholic University of Rio de Janeiro, Brazil. He obtained his PhD in Business Administration from the Federal University of Rio de Janeiro. Editor-in-Chief of the Brazilian Administration Review. Member of the Scientific Committee of the Strategy Division of the Brazilian Academy of Management (ANPAD), member of the Board of the European International Business Academy (EIBA) and member of the Executive Committee of the Business Association of Latin American Studies (BALAS). He has published in the Journal of Business Research, Latin American Business Review, Engineering Economics and Brazilian Administration Review, among other journals.
Rodrigo Bandeira de Mello

is Associate Professor of competitive strategy at the business school of the Getulio Vargas Foundation (FGV) in São Paulo, Brazil. He is also visiting professor at the University Paris Dauphine and Lyon III, in France, where he teaches business and government relationship and strategy for emerging markets. Rodrigo has just finished his sabbatical year as a visiting scholar at the MIT Political Science department for the 2014-2015 academic year. His interests include competitive strategy, political-based competitive advantages in emerging economies, and the genesis, development and internationalization of business groups.

Paulo Roberto Arvate

He is currently researcher at the C-Micro (FGV) and professor at the School of Management at the Getulio Vargas Foundation of São Paulo (EAESP). He holds a PhD degree and master degree in economics both at the University of São Paulo (USP). Developed part of his doctorate at the University of California, Los Angeles (UCLA) and was a visiting professor at Michigan State University (MSU).

Doctoral Students:

- Reynaldo Dannecker Cunha (ESPM, Brazil) – rcunha@espm.br
- Henrique Correa da Cunha (FURB - Universidade Regional de Blumenau, Brazil) - henriquecorreadacunha@gmail.com
- Jefferson Marlon Monticelli (UNISINOS, Brazil) - jeffmarlon@hotmail.com
- Jose Luis Huesca Dorantes (The University of Auckland, New Zealand) – j.huesca@auckland.ac.nz
- Jurema Tomelin (FURB, Brazil) – jurema.tomelin@gmail.com
AIB-LAT 2016 Program and Proceedings

- **Maria Laura Maclennan** (Fea USP, Brazil) – laura.maclennan@usp.br
- **Mariana Bassi Sutter** (FEA USP, Brazil) – mbsutter@gmail.com
- **Paula Porto** (PUC-RIO, Brazil) – paulappontes@gmail.com
- **Ricardo Floriani** (FURB, Brazil) – rfloriani1980@gmail.com
- **Ricardo O. Oliveira** (ESPM, Brazil) – ricoliveira@hotmail.com
- **Zake Sabbag** (ESPM, Brazil) – zake.sabbag@gmail.com

Embraer Tour – 12:00 – 18:00
Friday, February 19, 2016

Formal Conference Opening – 08:45 – 09:00

- **Adalberto Américo Fischmann** (University of São Paulo, Brazil) – aafischm@usp.br;
- **Roberto Sbragia**, Head of Business Administration Department (University of São Paulo, Brazil)
- **William Newburry**, AIB-LAT Chapter Chair; (Florida International University, USA) – newburry@fiu.edu
- **Moacir de Oliveira Jr.**, 2016 AIB-LAT Conference Chair (University of São Paulo, Brazil)

Opening Executive Plenary: Innovation and Global Value Chains in Latin America – 09:00 – 10:30

- Moderator: **Moacir de Oliveira Jr.**, 2016 AIB-LAT Conference Chair (University of São Paulo, Brazil)
NELSON KRAHENBUHL SALGADO

Vice President Strategy and Institutional Relations at Embraer. Degree and Master’s degree in Engineering, University of São Paulo; PhD, Computational Mechanics, United Kingdom; MBA, Fundação Getulio Vargas, SP. Former Visiting Professor, Aeronautical Engineering Div., Instituto Tec. de Aeronáutica. With Embraer since 1987, spent 10 years in the Engineering Department. Has held executive positions on corporate functions such as Strategic Planning, Economical and Financial Planning and Mergers and Acquisitions. 2012–2014, CEO, Visiona Tecnologia Espacial, a joint venture company formed by Embraer and Telebras. In February 2014, re-joined Embraer as Vice President, Institutional Relations and Sustainability. In January 2016, appointed as Vice President, Strategy and Institutional Relations.

Lourdes Casanova

Senior Lecturer and Academic Director of the Emerging Markets Institute at the Johnson School of Business at Cornell University, formerly at INSEAD, specializes in international business with a focus on emerging markets multinationals. Appointed in 2014 as one of the 50 most influential Iberoamerican intellectuals by Esglobal. A Fulbright Scholar with a Masters degree from the University of Southern California and a PhD from the University of Barcelona. Visiting professor at Haas School of Business at the University of California at Berkeley, Judge Business School at University of Cambridge and at the Latin American Centre at the University of Oxford, University of Zurich, and Universidad Autónoma de Barcelona and consultant of the Inter-American Development Bank. Taught, directed executive programs at INSEAD for senior managers from multinationals including Telefónica, BBVA and Cemex and the Brazilian Confederation of Industries.
Andre Clark Juliano

Executive VP of International Business at Camargo Corrêa, responsible for Camargo Correa’s International Operations and New Business Development – Heavy Infrastructure Construction – Hydropower Generation – O&G Projects. Before joining Camargo Correa he was a Senior Associate at Booz Allen Hamilton and the Paper Business General Manager at Votorantim Celulose e Papel S.A. and a Logistics Manager at Igaras S.A. He holds an engineer degree at University of São Paulo and a MBA in Finance and Ops Management.

Max von Zedtwitz

He runs the GLORAD Center for Global R&D and Innovation with offices in Shanghai, Silicon Valley, Heilbronn, Kaunas, and St. Gallen. He is a professor and lecturer at various universities in Europe and China. He is a former Vice President with PRTM Management Consultants, where he was co-responsible for their global R&D practice and an overall lead for global product development and China innovation projects. Before joining PRTM, he was Managing Director of AsiaCompete Intl’, a business intelligence firm, and held full-time professor appointments at Tsinghua and Beijing University in China, Skoltech in Moscow, and IMD in Switzerland. He has led more than sixty consulting engagements in R&D, technology and innovation strategy, product development operations, global strategy, productivity improvements, product lifecycle management, organizational road-mapping and design, corporate incubation, start-up management, international management, China business and corporate M&A.
Marcelo Nobrega

Human Resources Director of McDonalds Brazil.
He has fifteen years of experience as a Human Resources executive at multinational corporations in the Oil & Gas, Fast Moving Consumer Goods and Transportation Services segments. He is involved in various areas such as change management, organizational and leadership development, performance management, recruitment, compensation and benefits, staffing, employee and labor relations.

Fredrik Tell

He is Professor and Chair of Business Studies at Uppsala University and a Visiting Professor in Business Administration at Linköping University. His research and teaching centers around the implications of innovation and knowledge integration for firm strategies, competitiveness and organizations. He has focused on the evolution of the Electrical Engineering industry, but also involved in research projects in the Aerospace, Automotive and Telecommunication industries. Currently he serves as a co-editor of the scientific journal Industrial and Corporate Change.
Andre Favero

He is a Business Director at Apex-Brasil. Previously he was a Consultant in public policies and microtargeting to management and election campaigns at Ideas Intelligence Consulting and Director of Export Competitiveness at Secretaria de Comércio Exterior. His was an undergraduate Studies in Law, International Trade at Universidade Federal de Santa Catarina and holds a MBA in Foreign Affairs and International Trade Negotiations at Fundação Getulio Vargas.

BREAK – 10:30 – 11:00

PARALLEL PANELS – 11:00 – 12:15

Panel 1: Multilatinas and International Business

Abstract. In this panel we plan to take stock of what is known about these firms and identify potential avenues for future research. We aim to not only increase our understanding of Multilatinas, but also to identify the particular characteristics of their internationalization and how it compares with the internationalization of firms from other regions.
Alvaro Cuervo-Cazurra

He is Professor of International Business and Strategy at Northeastern University. He studies the internationalization of companies, with a special interest in emerging market multinationals. He also analyzes governance issues, with a special interest in corruption in international business. His research papers appear in leading academic journals, such as Academy of Management Journal, Journal of International Business Studies, and Strategic Management Journal. He is the reviewing editor of Journal of International Business Studies and the Chair of the International Management Division of the Academy of Management. He was awarded a Ph.D. from MIT.

William Newburry

Chair of the Department of Management and International Business and the SunTrust Bank Professor at Florida International University. He received his Ph.D. in 2000 from New York University. Professor Newburry's research focuses on how multinational corporations manage and relate to subsidiaries and other local stakeholders when they invest overseas, with a particular emphasis on corporate reputation. Prof. Newburry has published 35+ papers in top-tier, peer-reviewed journals and another twelve in scholarly books. He has co-edited two books and recently co-authored a third focusing on operational challenges facing emerging market multinationals which is scheduled for publication in March 2016. He is the Series Editor of Research in Global Strategic Management, and the President/Chapter Chair of the Academy of International Business Latin America Chapter (AIB-LAT).
Luciano Ciravegna

Is an Associate Professor in Strategy and International business at the University of London (King’s College) and INCAE. His academic background includes a BSc in Economic History at the London School of Economics, an MPhil at the University of Oxford, St Antony’s College, and a PhD at the London School of Economics. His research focuses on the strategy of firms based in emerging markets, and especially Latin America. He has published four books with Routledge, Falgrave and the Financial Times Press. His research appears, among others, on the Journal of International Business Studies, the International Journal of Innovation Management, the Journal of Business Research and the Journal of Development Studies. His most recent work on the business environment of emerging markets is a book for students and practitioners, published by the Financial Times Press in October 2013, titled Operating in Emerging Markets: a Guide to Management and Strategy in the New International Economy, co-authored with Sumit Kundu and Robert Fitzgerald, with a preface by Farok Contractor.

Maria Alejandra Gonzalez-Perez

She is Full Professor of Management at Universidad EAFIT (Colombia). Maria-Alejandra is the Vice-President of the Academy of International Business (AIB) (2015-2017), coordinator of the Colombian universities in the virtual institute of the United Nations Conference for Trade and Development (UNCTAD) (2009-present), and Editor-in-Chief of the business journal AD-minister. Prof. Gonzalez-Perez is the past Head of the Department of International Business (2009-2013) and former Director of the International Studies Research Group (2008-2013) at Universidad EAFIT (Colombia). Prior to her positions in Colombia, she worked as a researcher in various organisations such as the Centre for Innovation and Structural Change (CISC), Irish Chambers of Commerce, and the Economics of Social Policy Research Unit (ESPRU) in Ireland.
Panel 2 – Internationalization of Creative Industries

Angela da Rocha

Angela da Rocha is Associate Professor of Marketing and International Business at the Pontifical Catholic University of Rio de Janeiro (PUC-Rio) and Director of NUPIN, the Center for International Business Research. Before joining PUC-Rio, she has been a faculty member at the Federal University of Rio de Janeiro for 30 years before she retired, where she was the Dean of the Coppead Graduate School of Business two times. She obtained her PhD from IESE Business School, Spain. She has nine books published in Brazil and numerous articles in international and Brazilian journals including Entrepreneurship and Regional Development, Entrepreneurship Theory and Practice, Journal of International Entrepreneurship, Journal of International Business Studies and International Marketing Review. She is a member of CImAR, the Consortium for International Marketing Research, and one of the top researchers in the area of Business Administration in the ranking of the National Council for Scientific and Technological Research (CNPq).

Marcos Luporini

Director, screenwriter, music producer and animator holds an undergraduate degree in Social Communication at University of São Paulo – USP, Popular Music at Unicamp and a graduate degree in Cinema at Unicamp. Wrote, produced, animated, composed and set to music DVDs of Galinha Pintadinha, winners of three DVDs *Platina Triplo*. She won award for *Best Screenplay* at 9º FAM and *Highlight of the Jury* in Festival de Gramado with the short film *... para continuar*; *Melhor Experimental* in the *Festival Nacional de Curtas do Vale de São Francisco*, in addition to several appearances at film festivals in Brazil.
Fernando Dias

Co-founder of Grifa Films together with Mauricio Dias, Fernando has always acted as Executive Producer of Completed Projects. Fernando was president of the Brazilian Association for Independent Television Producers for 8 years (ABPITV – Associação Brasileira de Produtores Independentes de Televisão), where he was responsible for the creation of ABPITV’s international sector and for the development of the association’s international project. Fernando has participated as guest speaker at renowned fairs and international film festivals such as MIPCOM, MIPTV, Real Screen, Sunny Side of the Doc, Toronto Film Festival amongst others.

Maria Luiza C. A. Pinho,

is assistant professor of Marketing and Business Research and Consumer Behavior at Ibmec Group – RJ. Invited professor of Marketing and Business Strategy at FGV - RJ and Petrobras University. Researcher at the Center for Studies in International Business and PhD candidate at IAG - PUC / RJ. Master in Business from COPPEAD / UFRJ and psychology bacharel. Professional career developed in Marketing and Sales at the automotive industry.
Panel 3 – PGT-USP/CAPES/STINT: Internationalization of R&D: Inward and Outward

Guilherme Ary Plonski

Full Professor of the Faculty of Economics, Business and Accountancy of the University of São Paulo. Research Director, USP Center for Technology Policy and Management; Director, Latin Ibero-American Association of Technology Management; Board of Governors, Technion – Israel Institute of Technology; Advisory Board, International Association of Sciences Parks and Areas of Innovation.

Henry Lopez-Vega

Henry Lopez-Vega, Ph.D. is a lecturer in the department of management and engineering (IEI–FEK) at Linköping University, Sweden. His research contributes to the burgeoning discussions on the implementation of open innovation at MNCs and role of foreign subsidiaries in BRICS economies. Broadly, his findings explain how firms design an effective open innovation strategy, search for external knowledge and integrate valuable solutions. Moreover, Henry has initiated a large research collaboration that investigates the determinants of reverse innovation, in South America, for foreign R&D subsidiaries.
Roberto Sbragia

Full Professor and Head of the Management Department of the Faculty of Economics, Business and Accountancy of the University of São Paulo, Brazil. Master and Ph.D. in Business Administration by FEA/USP. Post-Doctoral studies at Northwestern University, Technological Institute, Department of Industrial Engineering and Management Sciences, Evanston/ILL, with emphasis on “R&D Management”. Coordinator of the group on Project Management at FIA– Fundação Instituto de Administração. Member of the Advisory Committee of the Project Management Global Forum, UTD–University of Texas at Dallas, Dallas/TEX. Active member of IAMOT–International Association of Management of Technology and PMI–Project Management Institute. Former President and active member of ALTEC–Latin America Association for Technology Management. Professor, author and consultant in the area of Innovation, Technology and Project Management.

Eduardo Vasconcellos

Full professor of the Faculty of Economics, Business and Accountancy of the USP, Brazil. Member of the Board of Trustees of the FIA. Member of the Board of IAMOT–International Association for the Management of Technology (USA). More than 150 papers published in conferences and journals in Brazil and abroad. Consultant in the areas of organization for innovation and technology management at the UN (Finland, Vienna, Nigeria and Colombia), World Bank (Washington) Pan American Health Organization (Washington) and several companies like Rhodia, Aracruz Valley Metro, Cosipa, VW, Mercedes Benz, Vallée, Telefonica, Wahler, J & J, Corn Products, and others. Referee of several magazines such as R & D Management (England), Technology Management (USA), Technovation (USA), IEEE Transactions in Engineering Management (USA), Espacios (Colombia), RAUSP, RAE, RAC, RAI
Franciane Silveira

She is currently professor in the Institute Foundation Projects (FIA) and National Commercial Training Service (SENAC). She served for three years as a teacher in the Professional Master's program in Business Administration - Project Management at the University Nove (UNINOVE). She received her PhD and Master's degree at the Faculty of Economics, Business and Accountancy of the University of São Paulo, Brazil. Also worked in other universities such as UNIVALI and FECAP. In the corporate area she worked for Embratel, and Telemar (now Oi).

LUNCH – 12:15 – 13:15

PARALLEL SESSIONS – 13:15 – 14:30

Competitive Session 1: Entrepreneurship

Session Chair: Angela Da Rocha (Pontifical Catholic University of Rio de Janeiro, Brazil)

Location: C–3
THE EVOLUTION OF THE ENTREPRENEURIAL MARKETING FROM 1994 TO 2014

- Reynaldo Dannecker Cunha (ESPM, Brazil) – rcunha@espm.br
- Eduardo Eugênio Spers (ESPM, Brazil) – espers@espm.br
- Thelma Valéria Rocha (ESPM, Brazil) – tvrocha@espm.br

Abstract. This paper presents a twenty-year review on entrepreneurial marketing (EM) evolution, identifying the foundations of its construction and development. We developed a bibliometric study with 593 articles identified at Web of Science and analyzed the sample with SciMAT. The results indicate a growing longitudinal evolution of the theme. In each of the four periods analyzed we observed a different behavior: (1) from 1994 to 1999 the key themes that presented high centrality and density indexes are marketing and entrepreneurship; (2) from 2000 to 2004 the term entrepreneurial firms joined, the above mentioned terms in the second period; (3) from 2005 to 2009 both marketing and entrepreneurship keep their importance, enhanced by the growing number of articles and citation; (4) from 2010 to 2014 marketing and entrepreneurship and other correlated terms are the main themes approached. During the whole period, some themes stood up at the highly developed and isolated cluster; nine of them are connected to entrepreneurship and, for the first time since 1999, the central theme of this research arises: entrepreneurial marketing. The present study provides an evolutionary scenario of EM and an avenue of alternatives due to theoretical gaps and lack of consensus.

INTERNATIONALISATION OF SERVICE SMES. TECHNICAL AND PSYCHOLOGICAL CHARACTERISTICS OF THE ENTREPRENEUR MATTER

- Juan Velez-Ocampo (Universidad EAFIT, Colombia) – jvelezo@eafit.edu.co
- Maria Alejandra Gonzalez-Perez (Universidad EAFIT, Colombia) – mgonza40@eafit.edu.co

Abstract. The studies on born globals (BG), international new ventures (INV) and small technology-based enterprises (STE) from emerging markets have not reached consensus on the role of specific technical competences and psychological traits that affect the internationalisation of small and medium-sized enterprises (SMEs). This paper examines features that influence the international entrepreneurial orientation of SMEs from emerging markets; to do so, 11 Latin American SMEs in the service industry were observed and analysed.
in a case-by-case basis using a methodology inspired by the phenomenological interpretative analysis (IPA). The analysis of the collected empirical data identified five main features that positively influence the internationalisation of the observed SMEs: specific technical know-how and innovation capacity of the entrepreneur, opportunistic behaviour towards internationalisation, international focus from inception, ability to build networks and value creation based on personal traits of the entrepreneur.

INTERNATIONALIZATION AND THE TALE OF THE CABO FRIO BEACHWEAR CLUSTER

- **Angela Da Rocha** (Pontifical Catholic University of Rio de Janeiro, Brazil) - angelarocha@iag.puc-rio.br
- **Beatriz Kury** (Pontifical Catholic University of Rio de Janeiro, Brazil) - beatrizkury@terra.com.br
- **Jorge Ferreira da Silva** (Pontifical Catholic University of Rio de Janeiro, Brazil) - shopshop@iag.puc-rio.br

**Abstract.** This paper analyzes the trajectory of the Cabo Frio beachwear cluster in Brazil, using primary and secondary sources. Based on the extant literature on cluster evolution and path dependence, the study describes the stages of birth, take-off, growth, and maturity of the cluster, focusing specifically on the attempts to develop exporting activities. The experience of the Pau Brazil export consortium is presented, indicating the several aspects that contributed to the failure of the experience. The results suggest that the lack of cooperation among local firms is the most relevant reason for the failure of the cluster to internationalize, although one cannot dismiss the negative effects of the overvalued Brazilian currency. Change agents have tried to introduce new practices and attitudes toward cooperation in the cluster, but failed to do so. Currently, the cluster faces weakening domestic demand and failed to develop international activities. It seems to be following a path-dependent trajectory, facing the risk of lock-in.

SUCCESSFUL UNIVERSITY SPIN-OFFS: A MULTICASE STUDY REGARDING COMPANIES ORIGINATED FROM USP AND UFRJ

- **Claudia Pavani** (FEA USP, Brazil) - cpavani5@gmail.com

**AIB-LAT 2016 Program and Proceedings**
Abstract. University spin-offs are enterprises created based on knowledge assets developed in a university. Due to their potential impacts on regions, countries, competitiveness, entrepreneurial culture, creation of qualified employment and income, and dissemination of innovation, spin-offs interest several players. The research comprehends a qualitative method, accomplished through the study of eight successful spin-offs created based on knowledge provided by the Escola Politecnica of the University of São Paulo and by the COPPE of the Federal University of Rio de Janeiro. The conceptual framework refers to, institutional and national regulatory environment, regional context, university and academic institution features, laboratories and research group. The most relevant conclusion of the study is that all previous topics affect the success of spin-off companies. The national regulatory marks can be considered favorable for the development of such companies, while also being incomplete and unclear at times. We could confirm herein the relevance of regional factors for the success of spin-offs. Contributions are the need to complement federal, regional and university regulatory environments; the creation of programs to support academic entrepreneurship; the incentive of the university staff to recognize and to cultivate successful cases; and for the university to strengthen their Technology Transfer Offices.

Competitive Session 2: CSR in Latin America

Session Chair: Elisa Giuliani (University of Pisa, Italy)

Location: C–4

CORRUPTION AND ITS EFFECTS ON FDI: ANALYSING THE INTERACTION BETWEEN THE CORRUPTION LEVELS OF THE HOME AND HOST COUNTRIES AND ITS EFFECTS AT THE DECISION–MAKING LEVEL

- Jose Godinez (Merrimack College, USA) – godinezj@merrimack.edu
- Ling Liu (University of Edinburgh, United Kingdom) – ling.liu@ed.ac.uk

Abstract. This study furthers our understanding of how corruption affects the decision–making process of allocating foreign direct investment (FDI). Drawing on the responses of 28 managers in charge of establishing operations in a highly corrupt host country, we argue that those firms
based in home countries with low levels of corruption are more proactive than those based in countries with high corruption levels. Firms from less corrupt home countries have strategies in place to deal with high corruption abroad. This finding is based on the fact that these firms have stronger pressures to not engage in corruption from their home stakeholders. Also, these firms might not have the experience of dealing with corruption at home, which hinders their possibilities of dealing with corruption abroad. On the other hand, those firms based in highly corrupt home countries do not have clear strategies to deal with corruption abroad. This assertion is based on the fact that these firms might have familiarity in dealing with corruption and thus, might not see it as an obstacle to operating abroad.

CROSS-CULTURAL EFFECTS ON PRO-ENVIRONMENTAL ATTITUDES AND BEHAVIORS

- **Cláudia Buhamra** (Universidade Federal do Ceará, Brazil) – buhamra@ufc.br
- **Michel Laroche** (John Molson School of Business – Concordia University, Canada) – buhamra@ufc.br
- **Golam Mohammad Aurup** (John Molson School of Business – Concordia University, Canada) – golam.aurup@concordia.ca
- **Sofia Batista Ferraz** (Universidade de São Paulo, Brazil) – buhamra@ufc.br

**Abstract.** The separation of household waste is not yet part of the routine of most Brazilians (Ibope, 2011). However, when they migrate to countries with developed environmental culture they are urged to change their behavior, either by operation of law, by the companies’ orientation, or by the influence of people with whom they live. And the process of acculturation not only involves behavioral learning but rather the attitudes that precede and shape behavior. The objective of this research is to identify the process of proenvironmental acculturation of Brazilians living in Montreal, Canada and compare through selfassessment with the attitudes and environmental behaviors they had while living in Brazil. The structural equation model revealed that the attitude of Brazilians, measured by knowledge and feeling, were already pro-environmental, but the behavior, measured by their actions, really changed, especially regarding separation of waste and the replacement of plastic bags for their own shopping bag. This result shows that already exists in Brazilians the willingness to adopt sustainable behavior which favors the promotion of environmental strategies by the companies operating in Brazil.
Abstract. Although the effects of the financial crisis of 2008 affected companies in several industries, not all organizations were affected in the same manner. When evaluating the implications of the 2008 financial crisis for the performance of multinational subsidiaries operating in Brazil during this period it its clear that some companies were better able to overcome the challenges imposed by the crisis. One explanation for that could be related to strategies adopted by these organizations that increase local embeddedness which in turn creates a reciprocal commitment between the company and the network in a sense that it provides a mutual support during challenging moments. In that sense, in order to relate to different stakeholders needs in foreign markets, the subsidiaries of multinational companies adopt CSR and governance practices. In order to verify the implications of CSR practices to the performance of multinational subsidiaries in Brazil during the financial crisis of 2008, the present study utilizes a panel data with 110 subsidiaries of multinational companies active in Brazil during 2008, 2009 and 2010. The results indicate that regardless of the size, there is a positive relationship between CSR and the performance of these organizations during the financial crisis of 2008.
Abstract. Emerging country firms are often considered to suffer from lack of legitimacy due to poor reputation and institutional weaknesses in their home countries. Adoption of Corporate Social Responsibility (CSR) policies is seen as a way to close this gap; however, legitimacy stems also from less social irresponsibility. This paper uses evidence from a sample of large Brazilian and Mexican public firms (Multilatinas) to investigate the relationship between their internationalization and their corporate social irresponsibility (CSIR) and to analyze how CSR mediates this relationship. We find that increased investments by Multilatinas in countries characterized by strong speech and press freedoms tend also to be associated to more CSIR events, a result we consider robust to the inclusion of a control for media attention on the firm. However, among Multilatinas that have adopted CSR policies in the form of social policies and CSR reporting, involvement in CSIR events is lower if their investments are predominantly in countries characterized by strong speech and press freedoms.

Interactive Session 1: Knowledge

Session Chair: Luciano Ciravegna (King's College, London, United Kingdom)

Location: C–5

Changing the Links of Innovation: A Quantitative Review of the Literature about Reverse Innovation

- Murilo Mendes Thomaz (University of São Paulo, Brazil) – mthomaz@usp.br
- Lilian Cristina Schreiner (University of São Paulo, Brazil) – lilianschreiner@usp.br
- Paulo Tromboni de Souza Nascimento (University of São Paulo, Brazil) – tromboni@usp.br

Abstract. This study utilizes bibliometric techniques to conduct a quantitative review of the literature focusing on reverse innovation. Aiming to provide an overview of the state of the art on this subject, the present study analyses a sample of 37 papers published between 1995 and
AIB-LAT 2016 Program and Proceedings

2015, gathered through Web of Science database. The data reveals a growing pattern in production published over the last 10 years and leads to the conclusion that reverse innovation is an emergent topic of interest in the International Business and MNC literature. As a result, the findings presented in this research are likely to contribute to the development of further research by facilitating the link between the existing production and future studies.

INNOVATION MODELS IN EMERGING MARKETS: THE CASE OF BRAZILIAN MULTINATIONALS

- Itiel Moraes Silva (University of São Paulo- USP, Brazil) – ithyel@hotmail.com

Abstract. This article’s purpose is to assess how the international expertise Brazilian multinationals have acquired has impacted the innovation models they’ve adopted. The study employed a quantitative approach and a survey was applied to gather data from a universe of 253 Brazilian multinationals, 60 of which replied ensuring both compilation and outcomes. To this effect, the simple regression technique was employed, cost, open and sustainable innovation, serving as the dependants variables that was duly measured. On the other hand, the independent variables comprised international experience. Findings reveal that international experience of Brazilian multinationals do not influence the adoption of strategic innovation models.

INNOVATIVE PERFORMANCE AND CONFIGURATION OF POTENTIAL AND REALISED ABSORPTIVE CAPACITIES

- Marlon Fernandes Alves (University of São Paulo, Brazil) – mfralves@fearp.usp.br
- Simone Vasconcelos Galin (University of São Paulo, Brazil) – svgalina@usp.br

Competitive strategies based on innovation require the ability to deal with the knowledge which is beyond the organisation’s borders. In this context, the absorptive capacity becomes a dynamic capacity in so far as it enables better congruence between strategic responses and environmental demands from the managerial processes of external knowledge. However, little is known about the absorptive capacity configurations, mainly in the developing countries. Therefore, the technique of structural equation modelling was applied to the information and communication technology sector by using financial indicators from the IBGE’s PINTEC database (Technological Innovation Survey). The results support the hypothesis that realised absorptive capacity sets a mediation relationship between potential capacity and innovative
performance. In this way, the present study extends the literature because it empirically tested a model which had been previously assessed only partially and showed evidence on Brazil, where the theme has not yet been investigated in great detail.

ALLIANCE IMPACT ON ABSORPTIVE CAPACITY: ANALYSIS OF BRAZILIAN ITC COMPANIES

- Simone Vasconcelos Galina (University of Sao, Brazil) – svgalina@usp.br
- Marlon Fernandes Alves (University of São Paulo, Brazil) – marlon.fr.alves@gmail.com
- Flavia Oliveira Prado (University of São Paulo, Brazil) – foprado@usp.br

Abstract. Absorptive Capacity (ACAP), an ability to integrate external information and to transform it into knowledge, is considered a capability of dynamic capabilities, one theory used to understand how companies manage their resources to improve performance in turbulent environments. Research on ACAP is growing over time, however it is necessary studies to determine empirically which organizational antecedents (including inter-organizational or alliances) have the greatest impact on ACAP. Besides few studies have focused on absorptive capacity as a construct split into different routines and process. Thus the goal of this paper is to present the impact of different types of alliances on each component of ACAP (potential and realized), considering the construct of splitting ACAP. Data of PINTEC (a periodic survey of innovation conducted by the Brazilian Institute of Geography and Statistics) was analyzed by logit model for the final sample of 274 observations. The results show the impact of both commercial and academic alliances on ACAP, but differently for potential and realized. Also, this relation is moderated by some characteristics of firms and alliances shedding lights on specific differences in the analyzed relation (alliance and ACAP) like foreign partners, existence of an R&D department, qualified people for R&D and companies size.

A PRELIMINARY ANALYSIS OF INOVAR AUTO IMPACT ON THE BRAZILIAN AUTOMOTIVE INDUSTRY R & D ACTIVITY

- Adriana Marotti de Mello (University of São Paulo, Brazil) – adriana.marotti@usp.br
- Roberto Marx (University of São Paulo, Brazil) – robemarx@usp.br
AIB-LAT 2016 Program and Proceedings

Abstract. Aiming to increase the competitiveness, technology and security of vehicles produced and sold by the Brazilian Automotive Industry, in 2012 the Brazilian Federal Government established the “Inovar Auto” by executive law. Given the relevance and scope of the Inovar Auto Law, this paper aims to conduct a review of the preliminary results already obtained by different companies that joined the program. Therefore, through interviews with governmental agents, R & D managers, as well as R & D public and private centers representatives, we intend to analyze the quantity and quality of R&D projects developed by the Brazilian automotive industry, with or without an external partnership, analyzing how Inovar Auto Law has influenced this result. The interviews and data presented herein suggest that the program is very promising as regards the increase in number and in quality of the R&D activities developed by assemblers, systemists and ISTs connected to the automotive chain and particularly to the energy efficiency aspects highlighted in the program.

Interactive Session 2: Value Chains

Session Chair: Ilan Avrichir (ESPM)

Location: C–6

GLOBAL VALUE CHAINS: AN APPLICATION TO CIA HERING, BLUMENAU, BRAZIL

- **Germano Adolfo Gehrke** (Furb, Brazil) – germanogehrke@terra.com.br
- **Hoyêdo Nunes Lins** (UFSC, Brazil) – hoyedo.lins@ufsc.br
- **José Alonso Borba** (UFSC, Brazil) – jalonsoborba@hotmail.com

Abstract. Textile companies are frequently presented in global value chain cases while the Brazilian environment is rarely researched as origin from global enterprises; it is rather studied as stage where foreign organizations play their globalizing roles. Cia Hering in Blumenau is an interesting case of a Brazilian textile corporation active for almost five decades in the international scenario. This article analyses the development of the company based on two theoretical mainframes. The change from a production network model into a value chain structure as defined by Sturgeon (2001) and the role the company plays in the buyer–driven
commodity chain proposed by Gereffi (2001), where three types of lead firms are defined, branded manufacturers, retailers and marketers. While the internationalization of the company started in 1966, it was during the 1990s that the company made, simultaneously, the strategic move in both proposed theoretical mainframes. This article presents the difficulties faced by Hering to move from an almost century old strategy focused on production into the construction of a value chain structure. It also brings the challenges from making it a national and regional reference as both, branded manufacturer and retailer lead firm.

KNOWLEDGE FLOW IN THE GLOBAL VALUE CHAIN. A BIBLIOMETRIC ANALYSIS FROM EXPORTS

- **Neusa Nunes** (ESPM, Brazil) – neusassouza@gmail.com
- **Aldo Brunhara** (ESPM, Brazil) – aldo_brunhara@hotmail.com
- **Eduardo Eugênio Spers** (ESPM, Brazil) – espers@espm.br

**Abstract.** This article aims to analyze, through bibliometrics, the flow of knowledge and global value chain related to exports of developing countries. The survey period was from 1945 to 2015 and was selected the 100 most cited articles containing the following keywords: Export Performance, Knowledge Flow, Emerging Countries and Global Supply Chain. It was identified that there are two most cited journals: the Strategic Management Journal, with 9% and the Management of Science 8%. This study also allowed to point out that the research related to the Global Supply Chain theme began in the early 1990s and the theme of the ascension takes place from the 2000s, and the peak occurred between the years 2005-2007, with the article The Governance of Global Value Chain authored by Gereffi et al. (2005), which is the most cited when the keyword is Global Value Chain. Additionally, it was observed that among the five most cited articles, the research objects are: 1. Quality and productivity; 2. Learning, Networking and Supply Chain; 3. Knowledge Transfer in multinational and its subsidiaries; 4. Governance types imposed by global leading companies; and 5. Competitive Advantage and Corporate Social Responsibility, since in order of highest to lowest quote.

THE LOW PARTICIPATION OF BRAZIL IN GLOBAL VALUE CHAINS. FACTORS AND KEY DETERMINANTS

- **Julia de Oliveira Callegari** (University of São Paulo, Brazil) – jucallegari@hotmail.com

AIB-LAT 2016 Program and Proceedings
Abstract. There has been a growing trend toward the fragmentation of production processes across countries in Global Value Chains (GVCs) to the detriment of vertical specialization of production within one same nation. Brazil, however, has a low participation in these cross-border chains, with potentially negative implications for its economic development. This paper aims to assess the key determinants of the low participation of Brazil in GVCs and it seeks to discuss how these factors affect the country's ability to integrate into world trade. To this end, this study provides both a quantitative and qualitative analysis on Brazil's participation in GVCs, and it furthers discusses a number of elements that explain the country's low performance. The paper concludes by proposing priority actions to the Brazilian government for reversing the country's low GVC integration.

GLOBAL VALUE CHAINS: CONTROVERSIAL LABOR PRACTICES

- Subrata Chakrabarty (University of Texas at El Paso, USA) – chakrabarty@gmail.com

In general, MNCs utilize two types of workers in their global value chains — in-house employees and external labor. There is a need for ethical scrutiny of the imbalance in power between MNCs and both these types of workers in the firms’ global value chains. Underperforming MNCs sometimes tend to view their in-house employees as a cost burden, tempting them to use global suppliers that have controversial labor practices. The need for global business practices based on stakeholder theory is highlighted as the normative alternative. Holistic ethical thinking, rather than narrow financial thinking, should form the core of managerial thinking in the future.

REFLECTIONS ON CORPORATE SOCIAL RESPONSIBILITY IN INNOVATIVE ENVIRONMENTS AND GLOBAL VALUE CHAINS: THE EXPERIENCE OF A COMMERCIAL BANK

- Leonardo Moreira Ferreira (UFRRJ, Brazil) – leomorfe@oi.com.br
- Luis Alberto do Lima Leandro (UFRRJ, Brazil) – luizleandrorj@globo.com
- Glaydson Teixeira Cavalcante (UFMG, Brazil) – glaydon@bb.com.br

Abstract. This study aims to provide a brief conceptual construct on the subject of Corporate Social Responsibility (CSR) in order to contribute to the inclusion of the theme in researches about innovative environments and global value chains. It has the evolution of the society's behavior and concerns about the effects of economic growth on the environment and their
reactions. Then, a theoretical construct that serves as reference for researches, which require approach to CSR and Sustainable Development. In order to present an example, we see the case of Banco do Brasil S.A., the largest financial institution in Latin America.

TECHNOLOGY ADOPTION IN DIFFUSION OF INNOVATIONS PERSPECTIVE: introduction of an ERP system in a non-profit organization

- Marília Queiroz Miranda (IBMEC, Brazil) - marilia_mirandaa@hotmail.com
- Josivania Silva Farias
- Carolina de Araújo Schwartz
- Juliana Pascualote Lemos de Almeida

Abstract. This study aimed to describe the adoption process in light of the diffusion of innovations and technologies of the management system Enterprise Resource Planning (ERP) in a non-profit organization, considering inhibiting and facilitating factors of this process and innovations or arising benefits. A descriptive qualitative approach was conducted through a Case Study. Triangulation of researchers was used in the content analysis of the empirical evidences obtained through 17 structured interviews. It was concluded with this study that the facilitating factors outweigh the inhibiting factors of the adoption of the system. With regard to innovations arising from the adoption of this technology, it was found that there were process and administrative innovations through the implementation of new processes, practices and structural organization, which resulted in the effective reach of the organization’s objective, with respect to the compliance for business customers which had as goal to adjust themselves to the standards of minimum quotas for hiring young apprentices.

Interactive Session 3: Internationalization
Session Chair: Ronaldo Couto Parente (Florida International University, USA)

Location: C–7

BORN GLOBALS AND INTERNATIONALIZATION THEORIES – A COMPARATIVE STUDY

- Timo Oliver Schaefer (Universidade de Fortaleza, Brazil) – timo.schaefer@stud.th-deg.de
- José Ednilson de Oliveira Cabral (Universidade de Fortaleza, Brazil) – ednilson@unifor.br

Abstract. This article deals with the topic of Born Globals, a relatively new phenomenon in internationalization theory that arose in the 1990s, but, although already established since back then, still lacks a rigid definition. Hence, this article aims to identify criteria in order to contribute to a further clarification about this topic. Based on the current theoretical and empirical literature, the term of Born Global and its numerous interpretations as well as common criticism is presented. It is further going to be argued in which way entrepreneurship, innovation, and technology play an important role in this development. Using the method of a literature review, the Born Global approach is then opposed to the traditional internationalization theories of the Transaction Cost Theory, the Eclectic Paradigm, and the Uppsala Model in order to point out contrasts and similarities and finally justify its existence. Especially by opposing it to the incremental stages suggested by the Uppsala Model, there is enough evidence why the Born Global approach offers an interesting different perspective on internationalization nowadays. In this comparison, the network view of Born Globals by Sharma & Blomstermo (2003) plays a subordinate role strengthening the position of Born Globals compared to the traditional internationalization theories.

INTERNATIONALIZATION THEORIES AND CONTEMPORARY DIVERSITY CHALLENGES OF A GLOBAL PASTA LEADER: THE CASE OF BARILLA SPA

- Ronald Scott Wolf (Universidad EAFIT, USA) – ncwolfman@aol.com
Abstract. Barilla Holding SpA (Barilla), a successful multinational foods manufacturing company with headquarters in Parma, Italy began with humble beginnings in 1877 (Barilla, 2014a) as a small bread and pasta shop. Having successfully navigated the internationalization process, Barilla is now a leading global sales player second only to private label brands, jumping from 9-12% of total market from the period 2009-2014 and is the dominant sales leader in both Italy and the US with 2014 sales of 900 and 800 US$ million respectively (Euromonitor, 2015). This paper looks at the process of internationalization, paralleling both traditional and contemporary academic models, while focusing on key diversity issues related to marketing to the gay and lesbian market, as well as diversity and social media management. These contemporary academic models of internationalization and diversity, highlight challenges, strategies, sales and market share dynamics for the company with suggestions for navigating the road ahead.

THE INTERNATIONALIZATION OF LATIN AMERICAN FIRMS. A COMPARATIVE STATE-CENTERED APPROACH TO ARGENTINA, BRAZIL AND CHILE

- Diego Finchelstein (EAN–Universidad de San Andres, Argentina) – dfinchelstein@udas.edu.ar

Abstract. This research examines the different internationalization patterns followed by Argentina, Brazil and Chile. The in depth systematic comparative analysis of these cases is useful for any scholar or practitioner, becoming a salient point of this article. Still, the most important and novel contribution of this paper is that it develops a state-centered explanation to analyze firms’ internationalization in Latin America. I test and argue that the central mechanisms by which the state influences the internationalization process relate to public policies aiming to improve capital availability and an inter-temporally consistent set of additional policies –including those connected to privatizations and firms’ expansion abroad as a specific target–.

A CRITICAL ASSESSMENT OF BRAZILIAN MANUFACTURING COMPETITIVENESS IN FOREIGN MARKETS

- Bruno Barreto de Goes (Temple University, USA) – degoes.bruno@temple.edu
- Alvaro Cyrino (Fundação Getúlio Vargas, Brazil) – alvaro.cyrino@fgv.br
AIB-LAT 2016 Program and Proceedings

- **Ronaldo Couto Parente** (Florida International University, USA) – rcparent@fiu.edu

**Abstract.** The level of competitiveness of companies operating in Brazil has, in recent years, shown unmistakable signs of deterioration, evidence of which has been widely documented in academic studies and in comparative rankings among nations. This has created the necessity to both (1) assess the current status of the Brazilian industrial sector in terms of its competitiveness in international markets, as well as to investigate what is expected in terms of future competitiveness, and the preferred initiatives in Brazil to foment greater global competitiveness levels. This study yields interesting results regarding an apparent incongruence between Brazil’s current competitive conditions and the expressed optimism regarding a not so distant future. This is especially interesting when compared to the case of the United States.

**WEALTH EFFECTS OF MERGER AND ACQUISITION ON ACQUIRING FIRMS IN BRAZIL**

- **Jianyu Ma** (Robert Morris University, USA) – ma@rmu.edu
- **Mingzai Geng** (Henan University, China) – gmz@henu.edu.cn
- **Yun Chu** (Robert Morris University, USA) – chu@rmu.edu
- **Jason Chen** (Gonzaga University, USA) – chen@jeppson.gonzaga.edu

**Abstract.** We examine the distribution of the stock returns for the acquiring firm and the market index and find that a large number of deals have non-normal distributions. We use two robust regressions to examine the efficacy of the standard OLS market model and find that no significant abnormal gain or loss in selected windows when all sample deals are included. We find that positive abnormal returns appears in almost all selected windows in financial service industry and negative abnormal returns appears in almost all selected windows in non-financial industries. Selection of the model and formation of the sample affect the results.

**PARALLEL SESSIONS – 14:30 – 15:45**
BRAND ARCHETYPE AND CONSUMER PERCEPTIONS ALONG COUNTRIES: AN EMPIRICAL APPROACH BASED ON MARK AND PEARSON FRAMEWORK

- Kavita Miadaira Hamza (FEA USP, Brazil) – kavita@usp.br
- Duarte Xara-Brasil (Instituto Politécnico de Setúbal, Portugal) – duarte.brasil@esce.ips.pt
- Luiza Haddad (FEA USP, Brazil) – haddadluiza91@gmail.com

Abstract. Some brands and marketing executives adopt the platform of archetypes to enact brands (Solomon, 2013). They seek to interact with the deepest motivations of consumers, by giving products and brands of real meaning, which is associated with their desires and motivations (Mark & Pearson, 2001). In this paper, we monitored consumer narratives involving three global brands, based on the approach proposed by Mark & Pearson (2001), in two different countries (Brazil and Portugal). The results show that consumers develop very clear and often homogeneous perceptions, developing relationships, integrating stories, experiences, beliefs and perceptions. The statistically significant differences that were found are few in number, and usually in attributes of little relevance for the brands. The values of the brands are clearly perceived by the consumers from the different countries under study, who integrate them in their experiences, in their self-expression and how they integrate society: Nike’s philosophy of life, Nivea’s mother advice and Apple’s Status Quo. The use of archetypes is an important tool that can strengthen the identity of many brands, such as those studied here. Efforts of consolidation or archetype changes are possible, and may even be beneficial, because they add them “life experience” and “maturity”.

HOW DOES CULTURAL INTELLIGENCE ENHANCE INNOVATIVE PERFORMANCE? A MULTILEVEL ANALYSIS OF MNES OPERATING IN BRAZIL
Abstract. In order to better understand how global managers contribute to the level of innovation where they work, we have identified four dimensions of their abilities: metacognitive, cognitive, motivational, and behavioral cultural intelligence (CQ). Integrating the resource-based view (RBV) and dynamic capability theories, we link firm-level CQ to innovation input and output of multinational enterprises (MNEs) operating in Brazil. We analyzed multi-source multi-level data from 353 global managers nested in 29 MNEs doing business in Brazil. The results generally support our hypotheses. Specifically, we found that while metacognitive and motivational CQ reduced innovation input, all four of the CQ components were positively related to innovation output. Overall, these findings add to the CQ literature by revealing specific global manager abilities that enhance the innovativeness of the firm.

HUMAN RESOURCES MANAGEMENT AS A STRATEGIC PARTNER IN CORPORATE SOCIAL RESPONSIBILITY IMPLEMENTATION: EVIDENCE FROM EMERGING MARKETS

Abstract. Corporate social responsibility practices are increasingly being adopted and legitimized in business and impact strategic and operational levels in various areas. The integration of these criteria and practices in the strategic management involves many factors, and human resources management is an essential aspect for the accomplishment of such initiative. Thus, this paper associates the relationship between corporate social responsibility (CSR) various dimensions (strategic, ethical, social and environmental) with strategic human resource management (SHR) in companies operating in Brazil. We aim also to identify whether there is impact of other aspects on this relationship, namely: size, industry and company internationalization level (if national or multinational). Results show evidence that ethical CSR can be associated to SHR. Environmental CSR showed marginal relation, and social and strategic CSR presents no significant association. Those results present the need to further develop strategic actions of CSR into human resource management in emerging markets.
Managers can also benefit from those findings, as it is possible to have a broad view of limitations and opportunities regarding the role played by human resource management in CSR.

**TRANSFORMATIONAL LEADERS IN MULTILATINAS: EXAMINING THE ROLE OF CULTURAL INTELLIGENCE AND INTERNATIONAL EXPERIENCE**

- **Jase R. Ramsey** (Saint Louis University, USA) - ramseyjr@slu.edu
- **Raina Rutti** (Dalton State College, USA) - rrutti@daltonstate.edu
- **Livia L. Barakat** (Fundação Dom Cabral, Brazil) – liviabarakat@fdc.org.br
- **Melanie P. Lorenz** (University of Alabama, USA) – mplorenz@crimson.ua.edu
- **Anderson S. Sant’anna** (Fundação Dom Cabral, Brazil) – anderson@fdc.org.br

**Abstract.** Despite significant increases in training and development in international business, little is known about the precursors of transformational leadership in Multilatinas. In an attempt to address this issue we investigate how cultural intelligence (CQ) affects transformational leadership behaviors in Latin America. This study identified 190 global leaders working for MNEs headquartered in Brazil. Results indicate that CQ positively impacts transformational leadership, and that the relationship is strengthened by the global leaders’ level of international experience. The findings extend the CQ and transformational literatures by suggesting that CQ is an important skill for the development of global transformational leaders. Finally, we highlight the importance of international experience in fostering transformational leaders in Multilatinas.

**Competitive Session 4: Internationalization and Corporate Governance**

**Session Chair: Ruth Aguilera** (Northeastern University, USA)

**Location: C–4**
MULTINATIONALIZING SERVICE SMES – EVIDENCE FROM FINNISH AND CHILEAN MICROMULTINATIONALS

- Luciano Ciravegna (King's College, London, United Kingdom) – luciano.ciravegna@incae.edu
- Heini Vanninen (Lappeenranta University of Technology, Finland) – heini.vanninen@lut.fi
- Olli Kuivalainen (Lappeenranta University of Technology, Finland) – olli.kuivalainen@lut.fi
- Christian Felzensztein (Universidad Adolfo Ibanez, Chile) – c.felzensztein@uai.cl
- Francesco Rattalino (ESCP, Turin, Italy) – frattalino@escpeurope.eu

Abstract. The present study examines how service elements of the offering affect micromultinational’s decision to engage in FDI. Literature has often assumed that SMEs would use only low-commitment international market servicing modes such as exporting whenever possible. This study aims to integrate service internationalization and born global / international new venture research to study service micromultinationals, highlighting how being a service provider affects the multinationalization of these firms. We examine existing research in light of four case studies of Finnish and Chilean service providers that have operations in multiple countries. The findings suggest that the elements central to services internationalization research are among the explanatory factors also in service micromultinationals’ multinationalization. The characteristics of the service make it easy for firms to make foreign direct investments (FDIs) as assets are knowledge-based and relatively movable. This enables these firms to follow accelerated internationalization strategies but combine these with FDIs. Service micromultinationals’ internationalization combines features that are typical to service MNEs with the aggressive and entrepreneurial behaviour of BGs/INVs.

AZTEC MULTILATINAS: THE INTERNATIONALISATION PROCESS OF MEXICAN MULTINATIONALS

- Jose Luis Huesca Dorantes (The University of Auckland, New Zealand) – j.huesca@auckland.ac.nz
Abstract. Unlike multinationals (MNE) from developed countries which are seen to follow a sequential path as suggested by the internationalisation process model, MNEs from emerging economies are often described as stage jumping or leapfrogging. Mergers and acquisitions and joint ventures are the preferred internationalisation mode in order to catch up with MNEs from developed countries. However, few scholars have focused on the internationalisation process of multilatinas – multinationals from Latin America – generally or with a more specific focus on industry sectors. The lack of research into the multilatinas is a critical issue if we take into account that Mexico and Brazil are ranked amongst the top twenty largest economies in the world. This paper focuses on Mexican MNEs – referred to as Aztec multilatinas – in order to understand what their advantages are as well as similarities in their internationalisation process. Using the Forbes Global 2000 ranking – a list of the world’s largest 2000 public companies – as well as company reports we analyse the top 11 Aztec multilatinas in terms of their internationalisation strategies. We found common characteristics in terms of entry modes, ownership structure and geographical expansion.

INTERNATIONALIZATION AND THE PERFORMANCE OF BRAZILIAN MULTINATIONALS

- Henrique Correa da Cunha (FURB Universidade Regional de Blumenau, Brazil) – henriquecorreadacunha@gmail.com
- Mohamed Amal (Research scholar, Columbia University/New York – PPGAD/FURB, Brazil) – mohamedamal.amal@gmail.com
- Dinorá Eliete Floriani (PPGA/PMPGIL/UNIVALI – Universidade do Vale do Itajaí, Brazil) – dinora@univali.br

Abstract. In the last two decades there are a growing number of Brazilian companies that started to expand their businesses internationally. Although many studies have addressed the implications of the degree of internationalization (DOI) to the performance of multinational companies, there is no consensus regarding this relationship. Studies have identified a direct and linear relation between DOI and performance meaning that there are immediate returns superior to the investment costs. Others found an s-shaped, ushaped, and inverted u-shaped relationship to be more adequate. The u-shaped suggests that in early stages of internationalization, investments on foreign countries initially have a negative impact on the performance but this condition changes as the company gets more integrated with the market (Contractor et al., 2003). The inverted u-shaped indicates that after certain point, the increased
complexity and dispersion of foreign investments creates challenges that have a negative impact on the performance of multinational organizations. The present study evaluates the implications of degree of internationalization, export intensity, size and international experience to the performance of Brazilian multinational enterprises (BrMNEs). The results indicate a s-shaped relationship between DOI and performance of BrMNEs and differently than size, export intensity and international experience do not contribute for superior performance.

CORPORATE OWNERSHIP STRUCTURE: A COMPARATIVE ANALYSIS OF LATIN AMERICAN EMERGING ECONOMIES

- Luiz Ricardo Kabbach de Castro (Universidade de São Paulo, Brazil) – luiz.kabbach@sc.usp.br
- Rafel Crespi (Universidad de las Islas Baleares, Spain) – rafel.crespi@uib.es
- Ruth Aguilera (Northeastern University, USA) – r.aguilera@neu.edu

Abstract. We investigate the rationale behind ownership concentration across emerging markets. Using a sample of 1,176 Latin American firms, we find that higher levels of ownership concentration are associated with relational owners compared to transactional owners. More importantly, this relationship is moderated by owner’s country of origin and balanced by host country’s institutions. This article illustrates how corporate governance practices get diffused across countries and reconfigured by host countries with important implications. First, we extend agency theory perspective of ownership to look at the role of institutions. Second, we identify one channel through which policy changes may improve economic welfare.

Interactive Session 4: Entrepreneurship

Session Chair: Felipe Borini (USP e ESPM)

Location: C–5

RISK AND UNCERTAINTY IN FIRMS INTERNATIONALIZATION THEORIES, DEFINITIONS AND CHALLENGES FOR SMEs

AIB-LAT 2016 Program and Proceedings 51
Abstract. This study has as general objective the definition for risk and for uncertainty in firms’ internationalization process, providing elements to help small and medium enterprises (SMEs) in this process. Methodologically, an in-depth review is conducted on selected literature published on indexed journal databases over the subject. The review shows the existence of a complementary relation in the field of risk between the theories analyzed. It was also evident that the theories used complement each other providing a deeper understanding over risk management. From that, we propose a definition of risk and uncertainty to the area of internationalization, with the challenges applied to small and medium enterprises to comply. The conclusion demonstrates the importance to review and propose definitions for the variables risk and uncertainty, since this scientific field proves to be still lacking in the construction and understanding of concepts, specifically for helping small and medium enterprises in regard to their internationalization process. It also became possible to affirm that the theories reviewed do communicate with each other, whereas it is remarkable the existence of a complementary relation between those with regard to risk and uncertainty.

BRAZILIAN STARTUPS ENTREPRENEURS’ CHARACTERISTICS

Abstract. The article aims to analyze the startup entrepreneur characteristics of San Pedro Valley in Belo Horizonte/Minas Gerais – Brazil. We interviewed 10 entrepreneurs in order to show if the self-evaluation fits the entrepreneur theory. The questionnaire was divided into four sections that addressed the social identity of the entrepreneurs, the company history, the relationship of these with the project and the prospect of the same with the enterprise. The survey used in this study is a qualitative descriptive. From the literature review and empirical data collected, it concludes that the startup entrepreneur's profile differs from the traditional
entrepreneur. For future studies, it is suggested search startups of San Pedro Valley and its features.

WHAT IS THE ROLE OF MUNICIPAL GOVERNMENT TO SUPPORT A CLUSTER?

- **Eduardo Gomes Carvalho** (CEFET-MG, Brazil) – eduardo@varginha.cefetmg.br
- **Rodrigo Marçal Gandia** (UFLA, Brazil) – romgandia@gmail.com
- **Cassiano de Andrade Ferreira** (UFLA, Brazil) – cassianoferreira99@hotmail.com
- **Marcelo de Oliveira Garcia** (UFLA, Brazil) – og.marcelo@gmail.com
- **Joel Yutaka Sugano** (UFLA, Brazil) – joel.sugano@dae.ufla.br

**Abstract.** Cluster may be considered drivers of regional economic development. A cluster generates jobs, lead to innovation and growth. But, what is the role of municipal government to support a cluster? We aim to answer this question in our article. Our subjacent hypothesis is the local governments should provide then structure through investments in education, fiscal incentives and infrastructure, and it is responsible by the network governance. To confirm our hypothesis we perform a case study in an important Brazilian cluster in Santa Rita do Sapucai. The results validate out hypothesis; although there is contradictory evidence.

**ENTREPRENEURSHIP AND THE OPEN MARKET**

- **Cléber da Costa Figueiredo** (ESPM, Brazil) – cfigueiredo@espm.br
- **Edmir Kuazaqui** (ESPM, Brazil) – ekuazaqui@uol.com.br

**Abstract.** Entrepreneurism is an important phenomenon for the economic and social development of businesses and people. In relation to Brazil, when taking into consideration the reality of globalization and its influence on Brazilian economy, its importance is even higher. If entrepreneurship is well applied, it can bring wealth and economic development, reducing the reality of structural unemployment. The qualitative research involved ten businesspersons in the city of São Paulo and twenty-one students from the seventh semester of the Administration course. The quantitative step pursued to structure and to list the constructs founds in the qualitative step based on 94 answers, by factor analysis. The main findings of this step are the Brazilian difficulties in adapting to new cultures as an obstacle for entrepreneurship, additionally, the Brazilian difficulties with people management and relationships. We sought to answer how the interviewees understand the way in which globalization and entrepreneurship
influence work and professional activities, as well as the necessary competences for an administrator to entrepreneur.

THE COMBINED IMPACT OF STRATEGY AND ORGANIZATIONAL CULTURE ON COST INNOVATION

- Itiel Moraes Silva (University of São Paulo, Brazil) – ithyel@hotmail.com
- Felipe Mendes Borini (University of São Paulo, Brazil) – ithyel@hotmail.com
- Germano Glufke Reis (EASP-FGV, Brazil) – germano.reis@fgv.br

Abstract: This article’s purpose is to verify the combined impact of organizational culture and organizational strategy, in the development of cost innovations, at Brazilian multinational companies. The study employed a quantitative approach and a survey was applied to gather data from a universe of 253 Brazilian multinationals, 60 of which replied ensuring both compilation and outcomes. To this effect, the multiple regression technique was employed, cost innovation serving as the dependant variable that was duly measured by means of a construct based on Zeng and Williamson’s (2007) three dimensions, so as to investigate corporate efforts in cost innovation. On the other hand, independent variables comprised corporate culture profiles (Cameron & Quinn, 2006; Kalliath et al. 1999) and general strategies such as those proposed by Ramamurti and Singh (2009). Findings reveal that only those companies that portray a given alignment between culture and strategy are effectively capable of competing in the cost innovation arena.

Interactive Session 5: CSR

Session Chair: Maria Alejandra Gonzalez-Perez (EAFIT, Columbia)

Location: C–6

SOCIALLY RESPONSIBLE INVESTMENT IN THE GLOBAL FINANCIAL CRISIS: CHALLENGES FOR THE LATIN AMERICAN MARKET

- Maria Alejandra Gonzalez-Perez (EAFIT, Columbia) – mgonza40@eafit.edu.co
Abstract. The purpose of this study is to evaluate the benefits of implementing Socially Responsible Investment (SRI) in Latin America as a way to respond to the global financial crisis scenario. This analysis evaluates the current status of socially responsible investments around the world, and their behaviour in the context of financial and economic crises. The main objective of this analysis is to consider the different benefits and challenges that this type of transactions bring into the international economy, specifically Latin America, and how their entrance could represent a major benefit not only for investors as a different approach to corporate sustainability, but as an important possibility in the context of global financial crisis. By analysing the literature about socially responsible investment, it has been developed a discussion regarding its benefits and obstacles in today’s financial scenario. By evaluating the performance of SRI in the context of the global financial crisis, and the important opportunities regarding development, we would like to present the SRI as an important tool for Latin American countries.

SOCIAL BUSINESS ACTIVITIES IMPLEMENTED THROUGH MARKETING PRACTICES BY MULTINATIONAL CORPORATIONS

- **Thiago José De Chaves** (UFSC / FACASC / ESPM, Brazil) – contatochaves@gmail.com
- **Thelma Valéria Rocha** (ESPM / SP, Brazil) – tvrocha@espm.br
- **Jana Reuther** (FGV, Germany) – reutherjana@gmail.com

Abstract. Apart from the ever-increasing interest in the exploration of the term “Social Business” performed by Multinational Corporations in Brazil, research has shown that focus should be laid on the interplay between Social Business, Multinational Corporations and Marketing activities in these days. Since the interaction between the three elements was analyzed as incomplete, further examination of this “gap” was required and hence elaborated in this research paper. In present terms, more and more Multinational Corporations strive for a socio-cultural transformation within their areas of operations, whereas profound analysis has shown that in order to achieve the desired change, social business activities have to be run closer to core business to support those practices. One solution of Social Business activities closer bound to the core business of the firm, provides the implementation of marketing practices. By the incorporation of a standardized marketing concept, social business’ practices will be further supported and therewith drive the socio-cultural transformation. The relevance
of those Marketing activities directed towards social business was underlined by notions of well-known economists and academics such as Kotler, Hart, Prahalad, Porter and Kramer, whereby aspects found in literature where aligned with the outcomes of six interviews conducted with executives from Coca-Cola and Danone.

INTERNATIONAL FUNDRAISING OF NON-GOVERNMENTAL ORGANIZATIONS IN BRAZIL

- Ilan Avrichir (ESPM, Brazil) – iavrichir@espm.br
- Mariana Cristina Betti Cury Lorca (ESPM, Brazil) – mariana.c.lorca@gmail.com

Abstract. Despite the importance of non-governmental organizations (NGOs) as agents of international development and the growing presence of international development agencies (IDAs) as sources of resources for these organizations, little is known about how and why NGOs acquire funds from these agencies. This paper aims at diminishing this gap through an exploratory multiple case study of NGOs that have received funds from IDA in Brazil. We use as a theoretical frame of reference factors that have been identified as relevant to explain the success of small and medium size firms in their early stages of internationalization. We maintain that there are significant similarities between the challenges those firms experience and the ones NGOs face when they try to access funds from IDAs. Our preliminary results show that in fact the similarities exist and that international orientation and niche market specialization are factors that significantly affect the NGOs success in attracting funds form IDAs.

INNOVATION LEVEL OF SUSTAINABLE PRACTICES.

- Simone Sehnem (UNOESC, Brazil) – simone.sehnem@unoesc.edu.br

Abstract. This research aimed to identify the level of innovation of sustainable practices by industrial companies. This is a descriptive study that made use of a questionnaire answered by 50 industrial companies. The results show that environmental practices at full level by 68% of businesses are monitoring the risks and opportunities for the organization's activities due to climate change; 56% of companies surveyed are waste separation; followed by the realization of related health and safety training at work in 52% of cases surveyed; and 48% monitoring and recording of injuries, the injury rate, the rate of occupational diseases, lost days, absenteeism and number of work-related fatalities for all workers. Among the practices adopted not stand out incineration (burning mass) (80% of companies surveyed); hiring
indigenous and tribal employees (68%); composting (64%) and use of surface water in the process. Therefore, the study contributed to the disclosure cleaner called production innovations and also pipe end technologies. Some social practices that signal a commitment of the organizations with human resources and the humanization and also economical focused on continuous improvement.

Case Session 1: Case Studies in Latin America

Session Chair: Vijaya Narapareddy (University of Denver, USA)

Location: C–7

THE POLITICAL CORPORATE SOCIAL RESPONSIBILITY OF A BRAZILIAN MULTINATIONAL’S CORPORATE FOUNDATION

- Juliana Bittar Souza (University of São Paulo, Brazil) – bittarjuliana@gmail.com
- Gilmar Masiero (University of São Paulo, Brazil) – gilmarmasiero@gmail.com

Abstract. The literature on political corporate social responsibility (PCSR) states that existing studies on firms political behavior are based mainly on the economic premise that the firm’s objective functions is maximizing shareholders value. These studies have directed limited attention to understanding how firms seek to influence the economics and policy arenas in the globalization context, beyond profit motives. The role of corporate foundations in the politics arenas and as channels of PCSR has not been so explored by the literature. This study investigates the extent of involvement of corporate foundations in policy arenas including understanding if these efforts are directed at fulfilling those gaps left by the Brazilian State. A single case study was conducted with a Brazilian foundation, we called Institute X. The case showed some evidences that features the corporate Foundation as a indirect channel of the participation of the firm in political process. There are evidences of an evolutionary process of this political engagement of the foundation. This process starts with philanthropic and CSR motives strongly oriented to profit for the firms. As the firms changes its strategy with long
term horizons, it recognize the need for fulfilling gaps left by state and cooperating to it. This case study brought to light a phenomenon to be investigated in future studies: the support of corporate foundations on public management. The Institute is not just fulfilling gaps left by the State but is also dealing with the failures inside the government.

BRINGING SOCIAL INNOVATION TO LATIN AMERICA: THE CASE OF ENVIROFIT

- **Vijaya Narapareddy** (University of Denver, USA) – vnarapareddy@gmail.com
- **Erica C.O.P Berte** (Texas Woman’s University, USA) – eberte@twu.edu

**Abstract.** In 2007, Envirofit International, a 501(c) (3) non-profit enterprise from Ft Collins, Colorado, USA, teamed up with the Shell Foundation to reduce indoor air pollution (IAP) by selling low-cost high-performance cookstoves designed to reduce carbon emissions. IAP was deemed a silent killer in developing countries and a major environmental hazard in developing countries around the world. The simple solution to this problem was a low or zero emissions cookstove. This case describes Envirofit’s strategy of developing high performance cookstoves for the base of the pyramid (BoP) households to combat IAP and its negative effects. It focuses on Envirofit’s expansion Honduras and Mexico. Students have the opportunity to step into the shoes of CEO Bills and decide whether to invest in a plant in Mexico or import cookstoves from Honduras to Mexico.


- **Aldo Brunhara** (ESPM, Brazil) – aldo_brunhara@hotmail.com
- **Belmiro Nascimento João** (PUC, Brazil) – bjoao@pucsp.br
- **Neusa Santos de Souza Nunes** (ESPM, Brazil) – neusassouza@gmail.com

**Abstract.** This study has the purpose to identify, in light of the Whitelock model (2002), the adherences to the theories in the internationalization process of Totvs – the largest Brazilian management software company – with the case study of the acquisition of the Mexican company Sipros. This research is qualitative and was accomplished from the case study protocol with an interview questionnaire including open questions with the International
Business Director and the Managing Director of the company in Mexico. The results show that the Whitelock model (2002) favors the comprehension of the company internationalization, provides that the Totvs process can be evaluated from different standpoints and confirm that the internationalization process of Totvs follows the Uppsala School’s concepts, acquiring a progressive growth of its introduction into marketplaces with psychic distance near the marketplace of the country of origin. On the other hand, it ratifies the eclectic paradigm of Dunning (1980), acquiring the human resource software and the market knowledge the acquired company had, although the entry in Mexico follows the models of previous internationalization experiences acquired gradually, the acquisition was due to market interests, with a more relevant search market, as a Marketing-Seeking.

BREAK – 15:45 – 16:15

PARALLEL PANELS – 16:15 – 17:30

Panel 4 – Multinationals from Latin America:
Location: A–3
Abstract. The recent literature on emerging country multinationals has generated a Goldilocks debate regarding the novelty and value of analyzing them. Some authors argue that they behave differently from developed country multinationals and thus require new models to explain their behaviour, while others argue that it can be easily explained with existing theories. The third way recently proposed by Cuervo-Cazurra (2012) recommends that the analysis of EMNEs will contribute mainly to the extension and modification of existing theories by clarifying their assumptions and boundaries. That contribution will be better evidenced when the country of origin exerts large influence on the firms’ behavior. An initial set of studies conducted under that perspective was conducted and the main purpose of this panel is to present those which focused on Latin America, aiming at consolidating the third way approach to studies on emerging country multinationals.

Afonso Fleury

Afonso Fleury is Professor at the University of Sao Paulo. He is (former) head of the Production Engineering Department, where he created the area of Work, Technology and Organisation. He was a research fellow at Institute of Development Studies (UK), Tokyo Institute of Technology, École Nationale des Ponts et Chaussés (France), Institute for Manufacturing, Cambridge University (UK) and prepared research projects for ILO, UNU, IDRC, UNDP, IDE, ECLAC as well as Brazilian institutions, covering different industries such as Aeronautics, Automobile, Capital Goods, Computing and Information, Machine-tools, Shoes, Software, Telecommunications, Textile/Apparel. He is currently engaged in research about International Manufacturing and Operations and coordinates a large project about the internationalisation of firms from Brazil, China, India, Russia and other emerging economies that is being developed at the Centre for Technology Policy and Management at USP.)
Alvaro Cuervo-Cazurra

He is Professor of International Business and Strategy at Northeastern University. He studies the internationalization of companies, with a special interest in emerging market multinationals. He also analyzes governance issues, with a special interest in corruption in international business. His research papers appear in leading academic journals, such as *Academy of Management Journal, Journal of International Business Studies, and Strategic Management Journal*. He is the reviewing editor of *Journal of International Business Studies* and the Chair of the International Management Division of the Academy of Management. He was awarded a Ph.D. from MIT.

Lourdes Casanova

Senior Lecturer and Academic Director of the Emerging Markets Institute at the Johnson School of Business at Cornell University, formerly at INSEAD, specializes in international business with a focus on emerging markets multinationals. Appointed in 2014 as one of the 50 most influential Iberoamerican intellectuals by Esglobal. A Fulbright Scholar with a Masters degree from the University of Southern California and a PhD from the University of Barcelona. Visiting professor at Haas School of Business at the University of California at Berkeley, Judge Business School at University of Cambridge and at the Latin American Centre at the University of Oxford, University of Zurich, and Universidad Autònoma de Barcelona and consultant of the Inter-American Development Bank. Taught, directed executive programs at INSEAD for senior managers from multinationals including Telefónica, BBVA and Cemex and the Brazilian Confederation of Industries.
Maria Tereza Fleury

Maria Tereza is the Dean of Escola de Administração de Empresas de São Paulo da Fundação Getulio Vargas (FGV–EAESP). She has previously been Dean and Vice–Dean of FEA/USP (1998–2006), is a visiting scholar at IFM – University of Cambridge, IDS University of Sussex, IDE, Tokyo, and a visiting professor at ESSEC in France. She served as a member of the advisory board of CNPq (National Council for Scientific and Technological Development – Brazil) and at present is the Director of ANPAD (Brazilian Academy of Management), of FAPESP Coordination (São Paulo Research Foundation), of the EUROMED Research Council, France, of the FIA Council (Fundação Instituto de Administração – USP), of the Council of the Medicine School Foundation (Conselho da Fundação da Faculdade de Medicina), of the Editorial Board of RAUSP and of the International Journal of Human Resources. She holds research scholarships from CNPq and FAPESP. Maria Tereza’s research and professional experience have been in the area of Business Administration, International Management, Competency Management and Culture and Learning.

Rodrigo Bandeira de Mello

Is Associate Professor of Strategy and Coordinator of the International Business Research Forum at Getulio Vargas Foundation in São Paulo, Brazil (FGV–EAESP). He is also currently Visiting Professor at Université Paris Dauphine. He was visiting scholar at The Wharton School in the United States 2000. His research interests include political–based competitive advantages in emerging economies, and the genesis, development and internationalization of business groups. Rodrigo serves as Director of International Relations of the Brazilian Academy of Management (ANPAD) for 2013–2014.
Panel 5 – ESPM Panel – What is Different in Latin America?

Location: G–1

Mário Henrique Ogasavara

Full Professor and the Head of the Postgraduate Program in International Management at ESPM Sao Paulo (Brazil). He received his PhD and Master’s degree at the University of Tsukuba (Japan). Avocational Lecturer at Steinbeis University (Germany). He developed his postdoctoral fellowship at the National University of Singapore. Associate Coordinator of the Asian Studies Program (ProAsia) at the University of Sao Paulo, Brazil. Member of the Scientific Committee (Academic Division of Organization Strategies) of the Brazilian Academy of Management (ANPAD). Regional Coordinator of the Society for Global Business & Economic Development (SGBED). His main research interests include internationalization and innovation of Asian and Brazilian

Erlana Castro

Head of Business and Operations for GM South America at Dentsu Aegis Network. Researcher at International Business Strategy, focused at Global Branding from Emerging Countries perspective. Professor for Post Graduation Programs: International Business, Marketing and Branding Strategy. She has experience as an International executive, planning and managing communications for large mass consumer brands – Latin America and Europe. Skilled at developing creativity oriented to strategy; challenging partners to innovate; and re-organizing processes aiming at maximum efficiency. Worked for competitive industries such as Automotive, Telecommunications, Consumer Electronics, Brew, Cosmetics and Retail.
Panel 6 – Roundtable: Can Latin American Firms Compete Globally

Location: E–3

Abstract. The last twelve months have signaled a massive negative shift in the growth and export prospects for most of Latin America. This growing malaise in the region is due to a combination of an overreliance on commodity exports, whose prices have collapsed, an investment bubble in several largely non-tradable sectors, poor macroeconomic management, and significant setbacks in key areas of institutional reform. To be honest, these are typical problems of emerging markets around the world, and traits found every decade of the last hundred years in Latin America. However in the current era Latin American firms face two seemingly conflicting trends: greater embeddedness in the global markets and value chains but
a rising movement of political and economic insularity across advanced and developing nations.

How will the region respond? What are the most promising business strategy and public policy paths forward? What are the key lessons from the recent past and also from other emerging markets?

This roundtable will debate these questions with particular reference to the ways Latin America countries and their firms can become more competitive in international markets. The potential pathways can involve a revisions of the local innovation systems, a repositioning of the firms in global value chains (GVCs) or even a restructuring of the new forms of state capitalism and the multi–latinas.

Gerald A. McDermott

Professor of International Business at the Moore School of Business of the University of South Carolina and is Senior Research Fellow at IAE Business School in Argentina. He specializes on issues of innovation, risk, and institutional change in emerging market countries. His earlier work examined the impact of industrial networks on the economic governance institutions in transition countries. He has spent ten years examining the creation of innovation clusters in manufacturing and agriculture in South America. He also studies the impact of transnational regulatory integration on developing countries. His research website is http://sites.google.com/site/mcdermottusc/

Ronaldo Couto Parente

Associate Professor at the Florida International University. He holds a Ph.D. degree in Strategic Management & International Business at the Temple University Philadelphia and ME degree in business administration at the University of Tampa. Dr. Parente is the Associate Editor of the Management Research Journal and Vice President of the Ibero-American Academy of Management. He currently serves on the Editorial Review Board of the Journal of International Business Studies (JIBS), Thunderbird International Business Review (TIBR), Global Strategy Journal (GSJ), Cross-Cultural Management Journal (CMJ), and the Journal of International Management (JIM). He is an elected board member at the European Academy of International Business (EIBA) and has been elected for a leadership role with the Global Strategy Interest Group at the Strategic Management Society (2014–2016).
Elisa Giuliani

Elisa Giuliani - Elisa is Associate Professor of Management at the Department of Economics & Management of the University of Pisa and Guest Full Professor of Innovation Studies at CIRCLE, Lund University in Sweden. The primary focus of her research is on social networks in industrial clusters; knowledge spillovers from multinational enterprises (MNEs) to developing countries; and the impact of emerging-market MNEs on host countries. Additional research interests include the corporate social responsibility and irresponsibility of international business, and the human rights repercussions of the business sector in general.

Sergio G. Lazzarini

Sergio G. Lazzarini (PhD, 2002, Washington University in St. Louis) is a Professor of Organization and Strategy at Insper Institute of Education and Research, a private business school in Brazil. He does research on strategic management, with particular emphasis on how emerging market contexts affect business strategy, the organization of the public-private interactions and the growing field of impact investing. While visiting Harvard University in 2010, Sergio wrote the book Capitalismo de Laços (Capitalism of Ties, Campus Elsevier, 2011), which describes public-private interactions in Brazil; and he just finished a new book with Aldo Musacchio (from the Harvard Business School) on the evolution of state capitalism (Reinventing State Capitalism, Leviathan in Business, Brazil and Beyond, Harvard University Press, 2014).

Alvaro Cyrino

graduate at Administração from Universidade Federal do Paraná (1974), master's at Economia e Gestão da Inovação from Université de Technologie de Compiègne (1995) and ph.d. at Estratégia e Política de Empresas from École de Hautes Études Commerciales (1997). Has experience in Administration, focusing on Business Administration, acting on the following subjects, estratégia empresarial, gestão internacional, negócios internacionais, pequena empresa and implementação de estratégia.
** Gala Dinner **

Jockey Club de São Paulo

Address: Av. Lineu de Paula Machado, 1263 – Cidade Jardim
PARALLEL SESSIONS – 08:45 – 10:00

Competitive Session 5. Multilatinas

Session Chair: Veneta Andonova (AUBG/Universidad de los Andes, Bulgaria and Colombia)

Location: C–3

THE ROLE OF INDUSTRY FACTORS AND INTANGIBLE ASSETS IN COMPANY PERFORMANCE IN COLOMBIA

- Veneta Andonova (AUBG/Universidad de los Andes, Bulgaria and Colombia) – vandonova@aubg.edu
- Guillermo Pava (Universidad de los Andes, Colombia) – ga.ruiz10@uniandes.edu.co

Abstract. We analyze the role of industry-related factors in the performance of Colombian firms between 1995 and 2012. Using hierarchical linear models for variance decomposition, we find that the role of industry-related factors varies considerably when different measures of firm performance are analyzed and that it is smaller than the share of total variance explained by firm-specific factors. The estimations also allow the role of intangible assets in profitability to be explored, revealing that intangible assets play a prominent role as firm-specific drivers of performance. The evidence confirms the resilience of intangible assets as drivers of competitive advantage in an emerging environment.
REPUTATION RISK IN LATIN AMERICA

- William Newburry (Florida International University, USA) - newburry@fiu.edu

Abstract. Reputation Risk refers to the risk of a devalued reputation arising from negative perceptions on the part of a multitude of firm stakeholders, such as customers, potential employees, shareholders, investors or regulators. However, while reputation risk is being increasingly recognized as an important risk that firms face, our understanding of the factors that contribute to this risk are limited. Drawing on the social-constructionist view of reputation, within this paper, we develop theory based on factors impacting information availability regarding companies at multiple signal levels and test some of the most important sources of reputation risk stemming from firm-, industry- and country-level factors in the context of Latin America.

OFFSHORING AND OUTSOURCING STRATEGIES: COMPETITIVENESS AND RISKS

- Paulo Roberto Gião (University of São Paulo, Brazil) - giao@usp.br

Abstract. The article seeks to contribute to the theme by identifying how subsidiaries of multinational corporations (MNCs) installed in Brazil assess their competitiveness and risks to which they are exposed when they need to acquire services from the market (outsourcing), in addition to its operations in the country (offshore insourcing). For this purpose, we use the information obtained through a survey conducted among 145 subsidiaries of MNCs. The Competitiveness-Risks binomial empirical identification is considered the most relevant contribution of this work, and has not been observed in the in the analysis of the studies of other authors. The theoretical reference researched shows that gains in competitiveness can be achieved through offshoring and outsourcing operations and also indicates that companies can expose themselves to risks with such procedures. When attempting to get best results by offshoring and outsourcing, the company also is exposed to risks, and both factors were noted as being directly proportional to the partnerships and the use of recognized offshoring and outsourcing decision tools.
INNOVATION MANAGEMENT IN MICRO, SMALL AND MEDIUM-SIZED COMPANIES: A STUDY IN AN ELECTRO-ELECTRONIC LOCAL PRODUCTIVE ARRANGEMENT

- Bruno Giovanni Mazzola (University of São Paulo, Brazil) – bruno.mazzola@usp.br
- Karen Esteves Fernandes Pinto (University of São Paulo, Brazil) – karenefp@gmail.com

Abstract. Innovation is an important way for corporations to increase their competitiveness. An analysis of the literature on innovation shows that almost all studies in that field keep focus on large companies. To overcome such gap, this paper focuses on the study of the Innovation Management in micro, small and medium-sized enterprise. The purpose of this study is to assess the most relevant factors related to Innovation Management of companies that compose the Electronic Valley, a cluster located in Brazil. The following dimensions regarding innovation will be herein analyzed: Strategy, Internal Processes, External Environment, Organization and Culture. Another indicator we considered is Innovative Performance, which was investigated based on data provided by the companies we analyzed. The quantitative research approached 41 corporations, approximately 28% of the general population. The regression analysis showed that the five dimensions of Innovation Management are directly associated with Innovative Performance; Culture is the most relevant variable.

Competitive Session 6: Institutions
Session Chair: Felipe Borini (USP, Brazil)
Location: C–4

A CONCEPTUAL MODEL OF THE INFLUENCE OF CONTEXTUAL FACTORS ON THE MULTINATIONALITY–PERFORMANCE RELATIONSHIP

- Jose Ednilson de Oliveira Cabral (University of Fortaleza, Brazil) – ednilsoncabral@gmail.com
- Florian Fleming (University of Deggendorf, Germany) – fleming@hotmail.de
Abstract. Our general objective is to present an extension of the established theories of the multinationality-performance relationship. In methodological terms, it is an in-depth study based on an extensive review of the literature. The proposed conceptual model includes the contextual factors, like Firm, Industry and Home-Country Factors. Through the contextual factors, the model gives a broader insight and a detailed explanation of the influencing factors of the multinationality-performance relationship. This study explains by the conceptual model the current status quo of literature in the field of multinationality-performance relationship and analyzes its shape and behavior.

THE ASSOCIATION BETWEEN THE COUNTRY’S DEVELOPMENT STAGE AND THE LEVEL OF CORPORATE SOCIAL DISCLOSURE

- Simone Ruchdi Barakat (University of São Paulo, Brazil) – simonebarakat@gmail.com
- Greici Sarturi (University of São Paulo, Brazil) – greici@usp.br
- Keysa Manuela Cunha de Mascena (University of São Paulo, Brazil)
  keysamascena@usp.br

Abstract. This paper aims to investigate the association between the country’s development stage and the level of corporate social disclosure of firms operating in these countries. The theoretical background included the discussion on corporate social responsibility (CSR), corporate social disclosure (CSD) and the influence of country on CSR and CSD. We tested our research hypotheses using the five stages of development presented in the Global Competitiveness Report (GCR) and the Global Reporting Initiative (GRI) reports of 144 countries. The findings confirm the hypotheses that there is a relationship between countries stage of development and the disclosure level of these countries. Our results showed that countries in the first stages of development present a lower level of CSD, countries in middle stages are associated to average level of CSD and countries in the advanced stage present higher level of CSD. We explain this association based on institutional issues and stakeholder pressures. Our paper contributes to the understanding of the factors that may influence differences in disclosure among countries. Since most studies about CSD focus on characteristics in the firms’ level such as size, industry, and managers’ motivations, our study contributes by presenting evidences on the macro level.
THE LIMITS OF LEARNING: PUBLIC–PRIVATE INSTITUTIONS, FDI AND THE CREATION OF LEARNING CAPABILITIES FOR ECONOMIC DEVELOPMENT

- Gerald McDermott (University of South Carolina, USA) – gerald.mcdermott@moore.sc.edu
- Rafael Corredoira (Ohio State University, USA) – corredoira.2@osu.edu

Abstract. Over the past fifteen years, scholars of international business and strategy have increasingly sought to understand relationship between cluster formation and the entry of MNCs as sources of knowledge for local firms in emerging market countries. This paper analyzes how certain types of networks and institutions help emerging market firms learn and innovate, in turn shedding light on the interaction between local and “imported” innovative capacities as well as the distinction between learning discrete knowledge (know–that) and learning to learn through collaboration (know–how). From a Schumpeterian perspective, innovation is seen as the recombination of existing factors to provide novel solutions to old problems. Theoretically, firms with access to more and varied information will be more likely to innovate. The Argentinean wine industry provides a setting where the ability of firms to learn from others how to upgrade their capabilities (the innovation under study) can be assessed by studying the firm access to varied information, their absorptive capacity, and the social networks on which the firms are embedded. In ten years, capability upgrading grew the world market share of the sector to 3%. Our unique survey, covering 112 wineries, facilitates the study of how and when information heterogeneity promotes or hinders upgrading. Results show the moderating effect of firm size on information diversity driving innovation. They provide evidence that Public–private institutions are agents that act as processors of information, repository of knowledge for the firms, but also help firms to develop learning capabilities. In addition, they present a more nuanced view of absorptive capacity and its limitations to develop innovations by incorporating external information in poorly understand problems.

GOING GLOBAL IN GROUPS: A RELEVANT ENTRY MODE STRATEGY?

- Gilmar Masiero (University of São Paulo, Brazil) – gilmarmasiero@gmail.com
- Mário Henrique Ogasavara (ESPM, Brazil) – mario.ogasavara@espm.br
- Marcelo Luiz Risso (University of São Paulo, Brazil) – marceloluizrisso@gmail.com
Abstract. Since 2006, Chinese companies have been expanding globally, in groups, by setting up Special Economic Zones (SEZ) overseas, particularly in emerging countries. They have taken advantage of the reduced structural risks and operational costs derived from clustering, as well as from the lower costs of capital due to financial incentives provided by both the Chinese and host countries governments. Considering that extant theories of entry mode consider that expansion is a decision made individually by companies, one needs to understand if going global in groups represents another kind of entry mode strategy, or if it is an existing modality. To answer this question, we briefly review, on one hand, the main entry mode theories, and on the other hand, we describe Chinese overseas SEZs. We argue that going global as a group is a new mode of internationalization with some advantages neglected by mainstream extant entry mode theories.

Interactive Session 6. Stakeholder Management

Session Chair: Mário Henrique Ogasavara (ESPM, Brazil)

Location: C–5

INTERNATIONALIZATION IN THE CREATIVE INDUSTRY. NATIONAL UPGRADING STRATEGIES FOR BRAZILIAN INSERTION INTO THE DIGITAL GAMES GLOBAL VALUE CHAIN

- Diego Bonaldo (Coelho School of Higher Education in Advertising and Marketing (ESPM), Brazil) – diego.coelho@espm.br
- Angelo Piscitelli (ESPM, Brazil) – angelopiscitelli@hotmail.com
- Henrique Prado (ESPM, Brazil) – hsprado94@gmail.com
- Leonardo Millian (ESPM, Brazil) – leonardomillian@hotmail.co.uk
- Pedro Corrales (ESPM, Brazil) – pedrocorralesfdeo@gmail.com

Abstract. The present paper seeks to contextualize and explain both the Brazilian and worldwide Digital Gaming Industry, pursuing to offer input for policy making aiming the attraction of higher value-adding segments to the country. Having as driving principle the relevance of this sector in both economic and social spheres, as well as the scarce bibliography addressing the topic in similar parameters as those used in this project, it has been decided to
elaborate the theme. The present research is based on the analytical methodology elaborated by Gereffi & Fernandez-Stark (2011), having as sources bibliographic research, statistical data analysis (sector’s relevance in the national economy, main consumer markets etc.) as well as interviews with professionals of the market. With the analysis performed, it has been concluded that the researched sector has a number of singularities and entrance-barriers; however, it presents high potential gains. Moreover, it has been identified the main issues Brazil faces, which impede the arise of the country as a major industrial hub within the sector; being these the lack of high-skilled professionals, weak industry structure and lack of communication between enterprises, government and the academia.

BRAZILIAN HALAL CHICKEN BRAND AND COUNTRY OF ORIGIN EFFECT

- **Matheus Santos** (FEA / USP, Brazil) – matheusgracianisantos@gmail.com
- **Julio Araujo Carneiro da Cunha** (Nove de Julho University, Brazil) – juliocunha@yahoo.com
- **Nawfal Alssabak** (Brazil–Iraq Chamber of Industry and Commerce, Iraq) – nawfal@brasiliraq.com.br
- **Felipe Borini** (ESPM, Brazil) – fborini@espm.br

**Abstract.** The recent growth of the Muslim consumer’s market has prompted a rise in the inflow of religiously certified products to Islamic countries. Halal products, those in accordance with Islamic precepts, are manufactured around the globe and Brazil has become the biggest exporter of Halal chicken in the world. The importance of Country of Origin (COO) effects for Halal products is still an incipient field and presents relevant gaps that can be filled by studies conducted on this issue. This paper uses a qualitative case study approach, centered on the Brazilian Halal chicken export network, aimed at understanding the relationship between Country of Origin effects, religious brands and exports. Interviews conducted with decision makers from the Brazilian export network, importers and Muslim workers served as the primary data source for this research. A theoretical model, based on the literature review, relating concepts was developed and tested. We propose that COO effects and Halal Brand equity seems to be positively related and that Halal brand equity might be both connected to the whole supply chain and positively related to purchase intention.
THE MOST PROBLEMATIC FACTORS FOR DOING BUSINESS IN LATIN AMERICA AND ITS IMPLICATIONS ON INWARD FOREIGN DIRECT INVESTMENT: A LONGITUDINAL STUDY

- Márcia Zabdiele Moreira (Universidade Federal do Ceará, Brazil) – marciazabdiele@ufc.br
- Mário Henrique Ogasavara (ESPM, Brazil) – mario.ogasavara@espm.br
- Elano Ferreira Arruda (Universidade Federal do Ceará, Brazil) – elanocaen@gmail.com
- Mabel Martins Lima (Universidade de Fortaleza, Brazil) – mabelmartinslima@gmail.com

**Abstract.** The determinants of firms to undertake foreign direct investment (FDI) have already been well investigated in the literature, since it consists in a high and long-term commitment to the multinational enterprise. Many of these inward FDI are increasingly directed to emerging markets. However, one of the aspects that is still not well analyzed refers to the barriers that obstruct the realization of these investments. This study aims at understanding how the most significant problematic factors for doing business in Latin America influences the FDI inflows to this emerging region. It comprises of an exploratory and quantitative research using a secondary data obtained from the Global Competitiveness Report and UNCTADStat. We conducted a multiple regression analysis based on a longitudinal data from 2008 to 2014. We found that the negative impact on inward FDI is much more related to the macroeconomic, government, labor and financial barriers, while infrastructure barriers do not shown significant result. We concluded that Latin American countries need to further develop and strengthen their institutions, particularly regulatory issues, in order to seek greater transparency, and, therefore, become more attractive to receive foreign investments into the country.

THE INSTITUTIONAL THEORY APPLIED TO INTERNATIONAL BUSINESS: THE AGENCY ROLE OF MULTINATIONAL ENTERPRISE IN RELATION TO INSTITUTIONS

- Juliana Bittar Souza (University of São Paulo – FEA–USP, Brazil) – bittarjuliana@gmail.com
- Pietro Carlos de Souza Rodrigues (University of São Paulo – IRI, Brazil) – pietrocsr@gmail.com
- Gilmar Masiero (University of São Paulo, Brazil) – gilmarmasiero@gmail.com
Abstract. This work aimed to identify the main lenses of institutional theory when applied to the international business studies area. The work also discusses the agency role of multinational in each of the identified theoretical lenses. The method used combining quantitative and qualitative approaches. A bibliometric research was conducted with articles published by the Journal of International Business Studies (JIBS) between 1987-2014. The citation and co-citations analysis resulted three clusters. The qualitative analysis of citation clusters revealed three groups of prevailing theoretical lenses, namely: 1. Pressures and constraints of the institutional environment for business - host countries and subunits; 2. Institutional change and strategic responses – home country x host country; 3. Effects of national culture – cultural barriers, cultural distance and liability of foreignness. The agency role of the firm on institutions is emphasized by authors from cluster 2. In clusters 1 and 3, there is little emphasis on institutional change processes and institutions are seen as sources of restrictions and stimuli to be managed by the multinationals. Under this assumption, multinationals have little power or interest to act on institutions to influence them.

Interactive Session 7: Entry Modes

Session Chair: Afonso Fleury (Universidade de São Paulo, Polytechnic School, Brazil)

Location: C–6

INSIGHTS OF THE STRATEGIC APPROACH OF GLOBAL SOURCING AND THE MODES OF INTERNATIONAL SOURCING STRATEGIES

- Moema Pereira Nunes (Pontifical Catholic University of Rio Grande do Sul State – PUCRS, Brazil) – moemanunes@hotmail.com

Abstract. The modes of international sourcing entry strategies are still an unusual research topic in International Business. The different entry modes are still not well investigate in the literature. The increase in the research related with Global Sourcing reveal the importance to deeply investigate this subject. Recent research investigated the International Purchasing...
Offices as part of Global Sourcing. Other modes of international sourcing entry modes are still not analyzed with the Global Sourcing and International Sourcing approaches. This article aims to investigate how the conceptual models of Global Sourcing and the modes of international sourcing entry strategies can be integrated. A literature review was made in order to develop this analysis. As a result, we present a set of entry modes that can be related with international sourcing and another list related with Global Sourcing. Though this article is limited by its theoretical approach, the model proposed here could be used to an empirical research.

A SUPPLIER’S PERSPECTIVE ON UPGRADING

- **Luis Oliveira** (University of São Paulo, Brazil) – luis.oliveira@usp.br
- **Afonso Fleury** (Universidade de São Paulo, Polytechnic School, Brazil) – acfleury@usp.br

**Abstract.** This paper discusses how the strategic guidance of the platform leader affects the upgrading of developers in global value chains of digital games, building upon two cases of Brazilian firms engaged in value chains driven by firms in developed countries. It helps deepening the understanding of governance in these chains and guiding firms in developing countries towards more profitable competitive positions. The results show that the strategic priorities of the platform leader do not affect the upgrading of the developers, contrasting previous expectations. Possible explanations for this are presented, along with research limitations and suggestions of avenues for further investigations.

FORMAL AND RELATIONAL GOVERNANCE MECHANISMS IN BUSINESS NETWORKS AND THEIR RELATIONSHIP WITH TRUST

- **Cristina Espinheira Costa Pereira** (Universidade de São Paulo, Brazil) – cristina_ecp@hotmail.com
- **Adriano Augusto Costa Carnaúba** (University of São Paulo – USP, Brazil) – adriano.carnauba@outlook.com
- **João Maurício Gama Boaventura** (University of São Paulo – USP, Brazil) – jboaventura@usp.br
- **Emanuela Todeva** (University of Surrey, United Kingdom) – e.todeva@hotmail.com
- **Ana Cláudia Azevedo** (University of São Paulo, Brazil) – anacazevedo@usp.br
Abstract. Our objective with this study is to investigate whether formal and relational mechanisms of network governance act as substitutes or complementary in relation to trust. We performed a quantitative research for hypothesis test. Data collection was gathered by a survey in the context of intermediation transactions in Brazilian real estate business networks. We use a non-parametric approach to investigate the associations between the key variables pointed in theory. Our findings confirm the latest studies, on the possibility of complementary actions of formal and relational governance mechanisms in its relationship with trust and deny previous interpretation, in which these mechanisms act as substitutes.

HOW DO EMNES ACHIEVE PROFITABLE INTERNATIONAL GROWTH? SOME KEY PRINCIPLES

- Fernanda Ribeiro Cahen (Centro Universitario da FEI, Brazil) – fribeiro@fei.edu.br
- Eva Stal (FMU, Brazil) – eva.stal@terra.com.br
- Charles Dhanaraj (IMD, Switzerland) – charles.dhanaraj@imd.org

Abstract. Why and how some emerging market multinationals (EMNEs) are able to handle the complexities of rapid international expansion and achieve profitable international growth? This study addresses the question by analyzing the perceptions of top executives of a successful Brazilian EMNE. The key principle for its profitable international growth and success seems to lie in the company’s strong internal logic of innovation and its ability to develop a long term strategic plan for corporate growth in selected markets, to treat global competition and risks as an opportunity to build capabilities, and to learn from partners. These principles seem to have turned its latecomer status in the global market into a source of competitive advantage. The insights about EMNEs profitable international growth are based on an in-depth longitudinal case study of the internationalization process of Brazilian Marcopolo. The conclusion section discusses new theoretical arguments and provides directions for future research.

RELATIONSHIP BETWEEN MULTINATIONALS AND THEIR SUPPLIERS IN BRAZIL REGARDING MANAGEMENT INNOVATIONS.

- Sirlei Pitteri (Universidade de São Paulo, Brazil) – sirleipitteri@usp.br
- Paulo Roberto Feldmann (Universidade de São Paulo, Brazil) – feldmann@usp.br
Abstract. This study aimed analyzing the relationship between multinationals and their partners relative to management innovations. The central question was to seek evidence as the multinationals contribute to improving value chain through relationship with their suppliers. Management innovation focuses on four dimensions: effective relationships between companies; flexibility in internal and external management practices; preservation of exhaustible resources and environment; generating knowledge and interactive learning. It is a qualitative theoretical-empirical study. The results show that the relationship between multinationals and their suppliers has been consolidated in places where they settle, especially in interactive learning. The conceptual model is suitable and can be adopted in future studies.

Executive Plenary: Innovation and Competitiveness in Latin America – 10:00 – 11:30

Location: Congregação

- Moderator: Felipe Monteiro (INSEAD, France)
- Ana Teresa Lehmann (Universidade do Porto, Portugal)
- Armen Ovanessoff (Diretor of Institute for High Performance at Accenture)
- Fernando Fernandez (CEO Unilever Brasil)
- Gianna Sagazio (Innovation Director at CNI)
- Luciana Hashiba (Innovation Director at Natura)
- Marcos Leal (Founder and CEO at Evino)
Felipe Monteiro

Assistant Professor of Strategy at INSEAD. He obtained his PhD in Strategic and International Management at the London Business School. His research focuses on global open innovation and on knowledge processes within multinational corporations (MNCs), in particular, on how MNCs access external knowledge across organizational, technological and geographic boundaries. Felipe is also leading a research project on foreign direct investment strategies of MNCs headquartered in the BRIC (Brazil, Russia, India and China) countries. His research has been published in top academic and managerial journals and won or was nominated to prestigious awards at the Academy of International Business, at the Academy of Management and at the Strategic Management Society. Professor Monteiro was a member of the Samsung Advanced Institute of Technology’s CORE Global Expert network, a small group of leading academics advising Samsung in the area of global innovation management, from 2009 to 2011., expatriation, and entry mode strategies.

Ana Teresa Lehmann

Professor at the Faculty of Economics, University of Porto in Porto Business School and Visiting Professor in several renowned universities (Columbia University; Adam Smith Business School at the University of Glasgow, among others). PhD and Master in Economics from the University of Reading. Post-doctorate in promoting internationalization and policies. He held various management positions in public entities (Vice-President of CCDR Norte, Pro-Rector of the University of Porto). She is the author of several books and international scientific publications.
Giana Sagazio

Innovation director of CNI / IEL - National Confederation of Industry, Brasilia, DF, April 2014 to date, responsible for executive coordination of the Business Mobilization for Innovation (MEI) and the policy issues to innovation and management innovation. Chairman of the Advisor to the National Bank for Economic and Social Development (BNDES), in the period 2010 to 2014. Coordinated the Innovation Initiative US – Brazil, BNDES, together with the Brazilian Agency for Industrial Development (ABDI), the Competitive Brazil Movement (MBC) and the Council on Competitiveness USA (CoC). Coordinator of Strategic Planning, Monitoring and the United Nations Program for Development Evaluation (UNDP), Brasilia, where he worked from 1997 to 2010.

Luciana Hashiba

She has a degree in Food Engineering from the University of Campinas (Unicamp), an MBA in Business Management from Insper, and a master's degree and PhD in Business Administration from the Getulio Vargas Foundation (FGV). Ms. Hashiba is currently head of Innovation Networks and Management at Natura Inovação e Tecnologia de Produtos, where she focuses on strategic innovation planning, innovation process management, innovation management and fund-raising, intellectual property, innovation partnership management, network intelligence and innovative entrepreneurship.
Fernando Fernandes

Fernando was born in Argentina in 1966 and graduated in Economics at the University of Buenos Aires and Bachelor of Commercial Science from Commerce High School Carlos Pellegrini in Buenos Aires in 1984. He was Vice President of category Hair (Hair) in Paris (2002-2004) and became Vice President Global category Hair Senior (Hair) in January 2005, one of the largest categories of Unilever.

In March 2008 he moved to the Philippines, as Chairman and CEO of Unilever Philippines, one of the 20 largest companies of Unilever. After being the first Latin American president to lead a Unilever operation outside its region, he became Chairman of Unilever Brazil, the second largest Unilever's worldwide operation since September 2011.

Armen Ovanesoff

is a Principal Director at the Accenture Institute for High Performance, where his focus is on macro-economic and business trends. His consulting has supported the development of international business strategies and operating models for Accenture and its multinational clients across industries. Before working at the Institute, Armen was a strategy consultant. His undergraduate and graduate degrees are in the fields of operational research and system dynamics, attained with distinction and merit from the London School of Economics and Political Science. He also holds qualifications from the Prague University of Economics and from the Institut d'Etudes Commerciales Supérieures de Strasbourg.

Marcos Leal

Co-Founder at Evino an innovative online wine business, founded in February 2013 by Ari Gorenstein and Marcos Leal in Sao Paulo, Brazil. In the past he was the Director of Business Development at Project-A Latam at Project A Ventures, Founder at Zocprint, Entrepreneur at Rocket Internet GmbH.
BREAK – 11:30 – 12:00

PARALLEL PANELS – 12:30 – 13:15
Panel 7 – PENSA–USP – Innovation in Global Agribusiness Chains

Decio Zylbersztajn
Decio Zylbersztajn is Professor at the School of Economics, Business and Accounting of the University of São Paulo–Brazil. He holds a Ph.D. degree in economics at the North Carolina State University. ME degree in economics at the same University, a Master of Science in Agricultural Economics at the School of Agriculture Luiz de Queiroz from the University of São Paulo and holds a BS in Agronomy at the same University. He was visiting scholar at the University of California–Berkeley. Since 1976 he develops studies on agro-industrial organizations and institutions. In 1990 he joined the University of São Paulo, with the specific purpose to develop the Agribusiness Intelligence Center – PENSA based on the New Institutional Economics agenda.

Joaquim Machado
He holds a PhD in agronomy, at the Escola Superior de Agricultura Luiz de Queiroz. He has a specialization in Genetics Genomics at Volcani Center, Israel, and INRA in Bordeaux, France. He is Professor at the Institute of Biomedical Sciences, University of São Paulo is also Associate Researcher and Visiting Professor of Geosciences Institute of the State University of Campinas, Department of Science Policy and Technology in Post–Doctoral program on Geopolitics of Genetic Resources, It’s Advisor on Science and Technology for CGEE projects – Center for Management and Strategic Studies in Brasilia.

Samuel Ribeiro Giordano
Professor and Senior Researcher at PENSA–Centro de Conhecimentos em Agronegócios. Coordinator of Universidade Illy do Café. Especialist in coffee Science and sustainability in Agrobusiness.
Panel 8 – The Effects of Institutional Voids on the Latin America Landscape: Business Groups, State Capitalism and Non-Market Strategies

Abstract. An institution-based view of business strategy sheds light on why firms differ among countries, for it focuses on the dynamic interaction between institutions and organizations. Further, this view considers strategic choices as the outcome of such an interaction (North, 1990; Peng, 2002).

The importance of institutions in Latin American countries is even higher for two reasons. First, the absence of specialized intermediaries, regulatory systems, and contract-enforcing mechanisms in those emerging markets – institutional voids – hampers the implementation of traditional market strategies (T. Khanna & Palepu, 1997; T. Khanna, Palepu, & Sinha, 2005). Second, those countries, beginning with Chile in the 1970s, have passed through a set of prescriptive policies for economic reform intended to bring about rapid growth. Those “promarket reforms” helped developing countries achieve stability, but by the late 1990s, doubts about the benefits of such reforms began to emerge (Cuervo-Cazurra & Dau, 2009; Dau, 2012).

The objective of this panel is to discuss the effects of the institutional voids on the Latin American business landscape.
David Kallas

He is professor of Insper – Institute of Education and Research, visiting professor at the Dom Cabral Foundation, Saint Paul, HSM Education and IPL Brasilia. He holds a doctoral degree from EAESP-FGV on Strategy, a master degree in Business Policy from FEA/USP and graduation in administration from Sao Paulo University. He has also attended specialization courses at Stockholm University. Since 1998, works as a consultant in strategy, business processes and performance management. Is a professor at Insper and Executive Director of Anefac, Brazilian Finance, Administration and Accounting Executives Association. Is co-author and co-organizer of the book "Gestão da Estratégia. Experiências e Lições de empresas Brasileiras" (Elsevier, 2005) and co-author of "MBA Executivo" (Saraiva, 2008). He is a partner of KC&D since 2005.

Wlamir Gonçalves Xavier

Assistant Professor of Management at Eastern New Mexico University, United States, with a dual appointment at UNISUL University, Brazil. His research focuses on the business group phenomenon in emerging countries and non-marketing strategies. He has been a visiting scholar at the University of Paris Dauphine, the Wharton School and the Copenhagen Business School. Wlamir's academic work has been recognized on several occasions including the "Emerald Publishing Award for Best Paper on Emerging Markets" in the European International Business Academy Conference – EIBA/2012 and "Best Thematic Paper Award" in the Academy of International
Carlos Afonso Caldeira

He is lecturer at Insper and Partner at KCD Consultoria. His research focus on business strategy, political strategies and corporate political action. He has published in peer review journals such as European Business Review and Revista de Administração Contemporânea. Carlos has an M.B.A. from the New York University and is a PhD candidate in the Strategy Department at Fundação Getúlio Vargas (FGV). He has extensive experience in consulting, having worked at Booz-Allen other consulting firms, advising clients from sectors such as Agribusiness, Automotive, Media and Financial Services.

Rodrigo Bandeira de Mello

He is Associate Professor of Strategy and Coordinator of the International Business Research Forum at Getúlio Vargas Foundation in São Paulo, Brazil (FGV-EAESP). He is also currently Visiting Professor at Université Paris Dauphine. He was visiting scholar at The Wharton School in the United States 2000. His research interests include political-based competitive advantages in emerging economies, and the genesis, development and internationalization of business groups. Rodrigo serves as Director of International Relations of the Brazilian Academy of Management (ANPAD) for 2013-2014.

LUNCH – 13:15 – 14:15

PARALLEL PANELS – 14.15 – 15:30
Panel 9: Conducting High Quality Research in Latin America

Abstract. This panel aims to overview some of the pitfalls and difficulties researchers have publishing high quality research in Latin America, and how to overcome them. The panelists will discuss the various meanings of high quality research from the perspectives of both researchers from within as well as from outside the region.

Marlei Pozzebon

She is full professor at HEC Montréal and also associate professor at FGV/EAESP. Some keywords of his research are social innovation, social change, citizen creativity, local and sustainable development and global-local dialogue. The research interests are linked to the possibilities of better understanding and promoting social change using practice-based theoretical lenses and qualitative research methods. In terms of theories, structuration theory, different forms of social constructivism and critical approaches are appealing. She has published in Organization Studies, Journal of Management Studies, Information Technology and People, Journal of Information Technology, Public Administration, Journal of Change Management, Journal of Strategic Information Systems, Information Systems Journal, Revista de Administração de Empresas, International Journal of Qualitative Methods, and Brazilian Administrative Review, among others.
William Newburry

Chair of the Department of Management and International Business and the SunTrust Bank Professor at Florida International University. He received his Ph.D. in 2000 from New York University. Professor Newburry’s research focuses on how multinational corporations manage and relate to subsidiaries and other local stakeholders when they invest overseas, with a particular emphasis on corporate reputation. Prof. Newburry has published 35+ papers in top-tier, peer-reviewed journals and another twelve in scholarly books. He has co-edited two books and recently co-authored a third focusing on operational challenges facing emerging market multinationals which is scheduled for publication in March 2016. He is the Series Editor of Research in Global Strategic Management, and the President/Chapter Chair of the Academy of International Business Latin America Chapter (AIB–LAT).

Suzana Braga Rodrigues

Suzana is Emeritus Professor of International Business and Organization at the Rotterdam School of Management, Erasmus University, Netherlands. She is Professor of International Strategy at FUMEC, Brazil. She holds a PhD degree in Management Studies from Bradford Management School, University of Bradford, UK. In 1985, Suzana obtained a Fulbright Scholarship for post-doctoral studies in the USA. She has also won several awards for her contribution to management research and education in Brazil. Suzana has published in Human Relations, Journal of International Management, Journal of Management Studies, International Journal of Management and Governance, Organization Review, Management International Review, and Organization Studies.

Jorge Carneiro

He is Professor of Strategy and International Business at the Pontifical Catholic University of Rio de Janeiro, Brazil. He obtained his PhD in Business Administration from the Federal University of Rio de Janeiro. He is Editor-in-Chief of the Brazilian Administration Review. Member of the Scientific Committee of the Strategy Division of the Brazilian Academy of Management (ANPAD), member of the Board of the European International Business Academy (EIBA) and member of the Executive Committee of the Business Association of Latin American Studies (BALAS). He has published in the Journal of Business Research, Latin American Business Review, Engineering Economics and Brazilian Administration Review, among other journals.

Abstract. This panel offers a data-driven and in-depth presentation of the key strengths and weaknesses of multilatinas both historically and in the current context. Participants will focus on country competitiveness and macro environment and offer a comparison of six Latinamerican countries (Brazil, Mexico, Argentina, Chile, Colombia, Peru) using macroeconomic and competitiveness indicators to emphasize the relative advantages and challenges in each case. Next, the panel participants will address an array of organizational-level competences that affect large and small multilatinas including their internationalization strategies, the use of alliances, the strategic management of human resources and the opportunities to build shared value with local communities. In this, the panel participants will present recent research outcomes and managerial implication that are generated by the Emerging Multinationals Research Network (EMRN) to which all panel participants belong and are the results of two projects, the book and the report.

Lourdes Casanova
Senior Lecturer and Academic Director of the Emerging Markets Institute at the Johnson School of Business at Cornell University, formerly at INSEAD, specializes in international business with a focus on emerging markets multinationals. Appointed in 2014 as one of the 50 most influential Iberoamerican intellectuals by Esglobal. A Fulbright Scholar with a Masters degree from the University of Southern California and a PhD from the University of Barcelona. Visiting professor at Haas School of Business at the University of California at Berkeley, Judge Business School at University of Cambridge and at the Latin American Centre at the University of Oxford, University of Zurich, and Universidad Autónoma de Barcelona and consultant of the Inter-American Development Bank. Taught, directed executive programs at INSEAD for senior managers from multinationals.
Moacir de Miranda Oliveira

Is an Associate Professor and Vice Head at the Business Administration Department of the University of Sao Paulo – USP. He was a Visiting Researcher at the University of Cambridge – Judge Business School. His current research interests are related to Brazilian Multinationals and Innovation in Latin America. He has published in several international refereed journals and in international books. He is a member of the Editorial Review Board – International Journal of Emerging Markets and member of the Scientific Committee of AIB-LAT, the Latin American Chapter of the Academy of International Business. He was a member of the Consejo Científico de ALTEC 2013 – XV Congreso de Gestión de Latino–Iberoamericana de Tecnologia. He was a member of the Local Organizing Committee of 2010 Academy of International Business Conference, in Rio de Janeiro. He was the Coordinator in Brazil of the GCCRP – Global Call Center Research Project. As a consultant in the field of strategic management and international business, he has been working for major Brazilian companies.

Fernanda Cecilia Ribeiro

Currently I am assistant professor at FEI – School of Industrial Engineering campus Sao Paulo, Brazil. From July 2012 to August, 2013 I was a post-doctoral fellow in International Business at Kelley School of Business, Indianapolis (USA) and I spent a month (January, 2015), as a visiting scholar at University of Adelaide, Australia. My research work is on internationalization of high tech new ventures. In this field I have been working on publications combining topics of international entrepreneurship and innovation of high tech new ventures based in emerging markets. In March 2012, I completed my PhD from the University of Sao Paulo (USP), Brazil, in Business Administration. Since 2008, in the field of International Business I have had extensive teaching experience for undergraduate and graduate students at highly regarded institutions in Brazil.
Veneta Andonova

Prof. Andonova is Associate Professor of Business Strategy at the American University in Bulgaria and she has successfully built momentum for the student entrepreneurship initiative on campus. She is also the Director for Research for Global Entrepreneurship Monitor, Bulgaria. She obtained her doctoral degree in management from Universitat Pompeu Fabra, Spain. She was a full-time faculty member at ITAM (Mexico), Universidad de los Andes (Colombia) and a visiting scholar at Brown University (USA) before she joined the American University in Bulgaria in 2010. Her research has been published in high-ranked international journals such as Journal of Development Economics, Journal of Development Studies, Journal of Business Research, Telecommunications Policy, Management Research, Universia Business Review, and many others.

PARALLEL SESSIONS – 15:30 – 16:45

Competitive Session 7: Institutions

Session Chair: Ronald M. Rivas (Canisius College, USA)

Location: C–3

ARE EXPORT PROMOTION ORGANIZATIONS AND INVESTMENT PROMOTION AGENCIES WORKING TOGETHER? THE COORDINATION EFFORTS OF HONG KONG

- Matheus Graciani dos Santos (University of São Paulo, Brazil) – matheusgraciani@usp.br
- Gilmar Masiero (University of São Paulo, Brazil) – gilmarmasiero@gmail.com
- Mário Henrique Ogasavara (ESPM, Brazil) – mario.ogasavara@espm.br
Abstract. Government agencies have been created around the world to promote the internationalization of firms and to attract foreign direct investment. Existing literature treats export promotion and investment promotion as different phenomena, but their actions are often related and they have been merged in several countries. The aim of this paper is to analyze the connection and relationships between export promotion organizations (EPOs) and investment promotion agencies (IPAs). A case study focusing on the Hong Kong Trade and Development Council and the Hong Kong Investment Agency was developed. An important finding of the study is that EPOs and IPAs are able to coordinate their actions in non-core functions while working separately in their core activities of promoting investments and exports.

COOPERATION FOR TECHNOLOGICAL DEVELOPMENT: AN ANALYSIS IN THE CONTEXT OF FEDERAL UNIVERSITIES OF MINAS GERAIS STATE.

- Humberto Rodrigues (Marques Federal University of Lavras, Brazil) - hbetorm@hotmail.com
- Marcelo de Oliveira Garcia (UFLA, Brazil) - og.marcelo@gmail.com
- Déborah Lima Scalioni (Federal University of Lavras, Brazil) - hbetorm@hotmail.com
- Paulo Henrique de Souza Bermejo (Federal University of Lavras, Brazil) - hbetorm@hotmail.com

Abstract. The open innovation concept emerges as a substantial factor to innovation management of organizations. Given the importance of universities to the innovation system, they also have adapted to this new paradigm. The objective was to identify the main partners of federal universities of Minas Gerais state - Brazil about the technological development. Characterized as qualitative and descriptive, the research was based on secondary data collected in the INPI patent database through the CNPJ of the 11 federal universities. Thus, was evidenced that the interactions carried out by federal universities analyzed are an important way of corroborating for technological development.

COUNTERVAILING INSTITUTIONAL FORCES THAT SHAPE INTERNATIONALIZATION OF SCIENCE: AN ANALYSIS OF BRAZIL’S SCIENCE WITHOUT BORDERS PROGRAM

- Ronald M. Rivas (Canisius College, USA) - rivasr@canisius.edu

AIB-LAT 2016 Program and Proceedings
Abstract. This paper theorizes on how globalization and localization affect internationalization of science and analyzes the institutional trajectory of Brazil’s large scale program, now suspended, Science without Borders (SwB). Counter to the main goal of SwB, our analysis of the historical genesis of Brazilian science institutions reveals a systemic pull towards localization that dampens internationalization. In addition, our analysis of geographic diversification of grants highlights a missing link in the study abroad value chain, which is a lack of training for global skills. The primary area of concern has been to improve language proficiency. What receives less attention is the development of additional skills, such as a student’s ability to adapt to the foreign academic environment, that are critical to cultivation and maintenance of long-term professional and institutional relationships. The missing link of service ought to include improved language proficiency, but go beyond that by working with students to provide the cultural, communication, learning, social, and academic skills that are often assumed in the new foreign environment but are not so evident in the country of origin, such as Brazil.

ELECTRIC VEHICLES IN CHINA: BYD STRATEGIES AND GOVERNMENT SUBSIDIES

Abstract. Central and local governments in China are investing heavily in the development of Electric Vehicles (EVs). Businesses and governments all over the world are searching for technological innovations that reduce costs and increase usage of "environmentally friendly" vehicles. China became the largest car producer in 2009 and it is strongly investing in the manufacturing of EVs. This paper examines the incentives provided by Chinese governments (national and local) and the strategies pursued by BYD, the largest Chinese EVs manufacturer. Specifically, our paper helps to show how government support in the form of subsidies combined with effective strategies implemented by BYD help to explain why this emerging industry has expanded successfully in China. Our study is based on primary data, including interviews with company headquarters and Brazilian subsidiary managers, and secondary data.
Competitive Session 8: Value Chains

Session Chair: Maria Tereza Fleury (EAESP – Fundação Getulio Vargas, Brazil)

Location: C–4

GOVERNMENT AND INDUSTRY STRATEGIES CO-EVOLUTION: THE CASE OF THE AUTOMOTIVE INDUSTRY IN BRAZIL

- **Suzana Braga Rodrigues** (Erasmus Univesity, Netherlands and FUMEC, Brazil) – suzana.braga.rodrigues@gmail.com
- **Roberto Gonzalez Duarte** (UFMG, Brazil) – rgonzalezduarte@gmail.com

**Abstract.** Despite the recognition by the extant literature on the role of the government on industry formation and development, there is still a dearth of studies on how government and industry interact in strategy and industry formulation. We aim to understand not only how government strategies and industry responses interact, but also how the political and economic contexts influence the process and outcomes of such interaction. In this paper we aim to understand the evolution of the automotive industry in Brazil and how interactions between industry and governments gave rise to different performance outcomes by the industry in diverse political and economic contexts. By drawing on secondary data on this sector, we trace out the industry footprint and associated changes in governments’ policies for the industry over a 60 years period. Our study suggests that the outcomes of mutual influence between government and industry are highly contextual and dependent of political and economic conditions prevailing at a particular moment in time.
BUSINESS STRATEGY AND UPGRADING IN GLOBAL VALUE CHAINS: A MULTIPLE CASE STUDY IN INFORMATION TECHNOLOGY FIRMS OF BRAZILIAN ORIGIN

- Eduardo Armando (FIA Business School, Brazil) – earmando@terra.com.br
- Ana Cláudia Azevedo (University of São Paulo, Brazil) – anacazevedo@usp.br
- Cristina Espinheira Pereira (University of São Paulo, Brazil) – cristinaespinheira@usp.br
- Adalberto Américo Fischmann (University of São Paulo, Brazil) – aafischm@usp.br

Abstract. The issue of upgrading in Global Value Chains (GVCs) has been treated in the literature, but there are still gaps to be filled in. One issue that still needs further investigation is the relation of business strategy and evolution of firms in GVCs, known as upgrading in the literature. In this paper, we have the objective of examining the occurrence and quality of upgrading in internationalized Information Technology (IT) firms of Brazilian origin. We employed the multiple case study method researching eight IT firms to study the issue. Different from what is expected, facts presented in the paper imply that although GVCs and upgrading are confirmed as useful concepts, not all the findings the literature presents converge with what this research brings. As for example, results don’t converge with what was found in the literature for clothing. In other results, we confirmed what is in the literature. Most notably, having the evolution in the chain blocked by clients and also competitive marginalization. As any research, this one has limitations, which we list at the end of the manuscript.

GOVERNANCE IN GLOBAL VALUE CHAINS: PLATFORM AS A NEW GOVERNANCE TYPE

- Luiz Ojima Sakuda (Centro Universitário da FEI, Brazil) – luizsakuda@gmail.com
- Afonso Fleury (Universidade de São Paulo Polytechnic School, Brazil) – acfleury@usp.br

Abstract. Global Value Chain (GVC) Governance has evolved in the last 20 years, since the first comparison of buyer-driven and producer-driven chains. Platforms created and changed their own industries in 20th Century (credit cards, PCs, videogames), and now are disrupting others’ industries in 21st Century (AirBnB, Uber, Facebook). This paper aims to expand GVC Governance to analyse Platforms based on Multi-Sided and Industrial Platforms literature. It recalls internet and technology discussion to governance as driving; and proposes Platform as a different type of value chain coordination. Volume of participants and network effects are proposed as variables to characterize the governance types; and governance as normatization’s
worth and quality conventions that were not considered in coordination approach (civic, inspirational, and opinion) are also integrated to expanded typology.

THE MODERATING ROLE OF GROUP AFFILIATION ON THE INTERNATIONALIZATION OF FIRMS FROM LATIN AMERICA

- Cláudia Frias Pinto (Fundação Getulio Vargas – EAESP, Brazil) – claudia.frias.pinto@gmail.com
- Manuel Portugal Ferreira (ESTG–IP Leiria & Universidade Nove de Julho, Portugal) – manuel.portugal.ferreira@gmail.com
- Maria Tereza Fleury (EAESP – Fundação Getulio Vargas, Brazil) – mtereza.fleury@fgv.br
- Dan Li (Indiana University, USA) – lid@indiana.edu

Abstract. There is wide curiosity on what drives the internationalization of firms from Latin America. These firms do not seem to possess valuable firm–specific resources and capabilities to leverage abroad and are subjected to severe domestic institutional voids. However, there is an important feature in these countries that has been little explored: affiliation to business groups. Using secondary data on over 12 thousand firms from 20 Latin American countries (LACs) we examine the effect that belonging to a business group has on the internationalization of firms from Latin America. Results show that group affiliation has a negative impact on internationalization, contrary to expectations and hence firms that belong to a business group have a larger focus on their domestic market than on foreign markets, than firms that are unaffiliated with these governance structures. Thus, the role of the Latin American business groups – or grupos económicos – requires additional research. We also provide evidence that holding a foreign partner (foreign equity ownership) augments exports, and that in examining the impact of the home country institutional development of the LACs as a possible predictor of Latin American firms foreign expansion we need to examine the specific features of the institutional environment.
Panel 11: Online Teaching and Innovation for International Business Education

Location: Congregação

- Ronaldo Couto Parente (Florida International University, USA) – rcparent@fiu.edu
- David Wernick (Florida International University, USA) – wernick@fiu.edu
- Henrique Guilherme Carlos Heidtmann Neto (FGV/EBAPE, Brazil) – henrique.neto@fgv.br
- Jerry Haar (Florida International University, USA) – haarj@fiu.edu

Abstract. Currently, educational institutions are in constant pressure to reduce their costs while increasing quality and output for students. As a result, many institutions have adopted online learning as a mechanism to meet that requirement. In the United States and in Brazil, online learning alternatives are proliferating rapidly. This situation is also true for Business Schools. As a result, it is important for scholars in business administration and international business to be aware of new technologies and trends in online education.

This session is intended to provide some insights about online teaching and technologies from the perspective of the US and from Latin America. We hope to have some insights on the technologies Florida International University has adopted in order to cope with the increasingly number of students adopting online learning as a new format for their instruction. Also, we will present specific experiences and recommendations from faculty members in reference to the employment of technologies for delivering online education from different perspectives. Finally the panel will draw some comparison on the experience of Fundacao Getulio Vargas in Brazil and their experience with online teaching.
Interactive Session 8: Stakeholder Management
Session Chair: Julio Araujo Carneiro da Cunha (Nove de Julho University, Brazil)
Location: C–6

STAKEHOLDERS MANAGEMENT BY KOREAN MULTINATIONAL CORPORATIONS IN BRAZIL

- **JeongHeon Kim** (University of São Paulo, Brazil) – j.h.kim@usp.br
- **Flavio Hourneaux Junior** (Nove de Julho University, Brazil) – flaviohjr@uol.com.br
- **Hamilton Luiz Corrêa** (University of São Paulo, Brazil) – hamillco@usp.br
- **Julio Araujo Carneiro da Cunha** (Nove de Julho University, Brazil) – juliocunha@yahoo.com

**Abstract.** The objective of this study is to investigate the differences between stakeholders’ characteristics in Brazil and in South Korea which are perceived by managers of Korean Multinational Corporations (MNCs). In international business, multinational environment has become a challenge to MNCs, particularly when it refers to managing stakeholders in the subsidiary country that could represent an entirely distinct scenario from the original company’s country. This qualitative research used data collection done through in-depth interviews with the Korean managers – who deals with local stakeholders either directly or indirectly in the host country – of Korean multinational corporations operating in Brazil. As results, we can highlight that managers perceived that all categories of stakeholders are more unmanageable in Brazil than in Korea, excepting the customers. Besides, regarding the differences of stakeholder’s influence between the two countries, it was established that there is no difference in customers, labor unions and trade associations, there is a little difference in financial institutions and suppliers, and a bigger difference in governments and media. The result of this comparison among these characteristics can help managers grasp the causes and existing strategies analyzed for the problems, as well as effectively establish strategies to manage the stakeholders.
EXTENDED WARRANTY PURCHASE BEHAVIOR IN EMERGING ECONOMIES: A CROSS-CULTURAL COMPARISON BETWEEN BRAZIL AND COLOMBIA

- **Jose Ribamar Siqueira** (Davenport University, USA) – ribamar_siqueira@yahoo.com

**Abstract.** Given the rise of the extended service contract (ESC) segment, understanding the consumer purchase decision process and what influences them to opt or not for the purchase of an ESC has become a very important research area for both theoretical as well as practical purposes. Although there is a plethora of research available on warranties and ESCs, the mechanism that drives consumer behavior to decide whether or not to purchase it is not well understood. However, few studies have addressed ESC purchase in the context of emerging countries. This research proposes a new model based existing literature showing antecedents that influence ESC purchase and the consequences of such purchase to consumer perceptions of store brand image, product quality, the purchase experience and product care in two Latin American emerging markets: Brazil and Colombia.

INSIGHTS OF CUSTOMER EXPERIENCE AMONG GENERATION Z IN EMERGING COUNTRIES: FINDINGS FROM BRAZIL AND COLOMBIA

- **Jose Ribamar Siqueira** (Davenport University, USA) – ribamar_siqueira@yahoo.com
- **Marelby Amado Mateus** (Universidad El Bosque, Columbia – amarelby@gmail.com
- **Michael Bendixen** (Nova Southeastern University, USA) – bendixen@nova.edu

**Abstract.** Marketing research has investigated many of the issues dealing with experience and posits that the value derived from it lies mainly in the outcomes of customer experience (CE). The successful implementation of CE is a very challenging task because of how broad its definition is due to its holist nature. Unless companies define a clear scope for the programs and design an adaptive achievable development plan for building their capabilities over time there is a chance managers will just end up repeating the mistakes of previous process-led change management in marketing. Our research proposes a synthesis model for the customer experience construct based on the works of Klaus and Maklan (2012) and Kim and Choi (2013). The model will be tested on students between 18 to 25 years of age representative of the generation Z cluster. It will measure their thoughts regarding customer experience and how it affects their loyalty intentions, satisfaction and word-of-mouth behavior as well as provide a more practical tool that can be tested empirically and utilized by marketing.
practitioners. This research will investigate generation Z customers within the Latin America context represented by college students from two emerging markets with different cultural contexts.

DETERMINANTS OF THE QUALITY OF WORK LIFE: EXPLORATORY ANALYSIS OF A MEDIUM-SIZED SUPERMARKET CHAIN IN BRAZIL

- Eric David Cohen (Unicamp, Brazil) – EricDCohen@gmail.com
- Luis Fernando Dias Batista (Unicamp, Brazil) – Paulo.hayashi@hotmail.com
- Paulo Hayashi Jr. (Unicamp, Brazil) – Paulo.hayashi@hotmail.com

Abstract. This exploratory study investigates the determinants of a quality of work life, with the objective of identifying the key factors that lead to employee productivity. The satisfaction level of employees in a medium-sized Brazilian supermarket was measured, and subjected to an exploratory principal component analysis to determine the dimensions of Quality of Work Life, namely, Pride and Reputation, Hygiene and Relationship Factors, Autonomy and Freedom of Expression, Satisfaction with Life, and Career and Mobility. The research findings can be used to develop long-term, lasting relationship strategies for the firm and its workforce, in multicultural management settings.

BREAK – 17:00 – 17:15

PARALLEL SESSIONS – 17:15 – 18:30

Competitive Session 9: Emerging Market Challenges
PERFORMANCE IMPLICATIONS FROM RELATIONAL RESOURCES AND KNOWLEDGE INTEGRATION CAPABILITIES

- Ronaldo Couto Parente (Florida International University, USA) – rcparent@fiu.edu
- Janet Murray (University of Missouri St Louis, USA) – murrayjan@umsl.edu
- Masaaki Kotabe (Temple University, USA) – mkotabe@temple.edu

**Abstract.** Our research examines how tacit knowledge integration capability (TKIC), a special case of dynamic capability, influences business performance. Our base theoretical foundation is the integrative capability perspective (Henderson, 1994) and the relational view (Dyer and Singh, 1998). We investigated a sample of automotive suppliers in the Brazilian automobile industry, where firms are experimenting with modularity in their production line. Thus, our research examines how relational resources, such as the buyer’s trust in its suppliers and the level of supplier involvement, affect the level of TKIC. Then we also examined the business performance implications from TKIC and the moderating effect of various communication media. Our findings support the importance of relational resources and TKIC on business performance. We also discuss several theoretical and managerial implications.

DEVALUATION, COMPETITIVENESS AND NEW BUSINESS FORMATION IN EMERGING COUNTRIES

- Jerry Haar (Florida International University, USA) – haarj@fiu.edu
- Hernan Herrera-Echeverri (Universidad EAFIT, Colombia) – hherrer2@eafit.edu.co
- Alexander Arrieta Jimenez (Universidad EAFIT, Colombia) – aarrieta@eafit.edu.co
- Manuel Araujo Zapata (Universidad EAFIT, Colombia) – maraujo1@eafit.edu.co

**Abstract.** In September 2010, Brazil’s Finance Minister, Guido Mantega, used the term “currency war” with reference to monetary policies implemented by different countries to...
generate an artificial devaluation of their currency and achieve a cheaper, more competitive domestic economy that may be attractive to foreign investors. Similar cases have been documented since the 1930s Great Depression, when several countries abandoned the gold standard as backing for their currencies. More recently, a large-scale asset purchase by Japan’s Central Bank in 2013 was singled out as a strategy aimed at generating devaluation of the yen. This research uses statistics of new business formation density reported by Doing Business for 30 emerging countries in the period 2004–2011 to evaluate the impact of devaluation measured by the behavior of the real effective exchange rate (REER) on the rate of new business formation (NBF). It is determined how variables associated with competitiveness affect the relationship between devaluation and business formation. Results show that devaluation has a positive effect on NBF in the short term, which gets diluted in the long term. Countries with greater competitiveness have less dependence on devaluation to increase the number of businesses.

CHALLENGES FACED BY BUSINESS INCUBATORS IN EMERGING COUNTRIES, A BRAZILIAN MULTI-CASE STUDY

- Bruno Giovanni Mazzola (University of São Paulo, Brazil) – bruno.mazzola@usp.br
- Diego Bonaldo Coelho (School of Higher Education in Advertising and Marketing (ESPM), Brazil) – diego.coelho@espm.br
- Carolina Cristina Fernandes (University of São Paulo, Brazil) – carolina.fernandes13@usp.br
- Claudia Pavani (University of São Paulo, Brazil) – cpavani5@gmail.com

Abstract. The present research maps and investigates technology–based incubators (TBI) in an emerging country (Brazil, specifically in the State of São Paulo), in order to identify managerial aspects, as well as to observe their main initiatives, highlighting the bottlenecks and challenges that might come along. We used herein a mixed research method, characterized by the convergence of qualitative and quantitative data. Thirty–four active incubators were mapped and company visits were accomplished in 28 of them in order to interview managers. Furthermore, it was also possible to collect, due to a web–based survey, relevant data of 100 incubated companies. The results reveal an ongoing movement, despite some difficulties, particularly with regard to actions to achieve financial sustainability of incubators and incubated companies.
CHALLENGES TO THE INTERNATIONALIZATION OF COMPANIES FROM EMERGING MARKETS: INSIGHTS FROM BRAZILIAN FASHION INDUSTRY

- Maria Laura Maclennan (FEA USP, Brazil) – laura.maclennan@usp.br
- Mariana Bassi Sutter (FEA USP, Brazil) – mbsutter@gmail.com
- Renata Spers (FEA USP, Brazil) – renataspers@gmail.com

Abstract. Companies from emerging economies (EMEs) have emerged as major competitors in the international context, yet they face many challenges to market their products abroad. This study examines the challenges faced by Brazilian fashion exporters based on the literature about EMEs. We compare the characteristics described in the literature to the Brazilian fashion export reality: (i) technology and resources, (ii) country of origin image, (iii) late movers, (iv) volatility and instability of the local economy, and (v) liability of foreignness. We constructed this paper based on a qualitative and exploratory methodology. Thus, it is possible to detail the attributes identified in the literature relating them to the industry and identify an aspect not addressed: traces of copy of international collections. Thus, the study contributes to the literature of international business by combining theoretical aspects developed based on EMEs, confronting them with the reality of Brazilian fashion exports. This study brings a contribution to the fashion industry managers by pointing out challenges and opportunities of development towards an increased maturity in international operations.

Interactive Session 9: Internationalization and Entry Modes

Session Chair: Wlamir Gonçalves Xavier (Eastern New Mexico University & UNISUL, USA)

Location: C–8
PURCHASING INTERNATIONALIZATION: A STUDY IN BRAZILIAN INDUSTRIAL COMPANIES

PARTICIPANTS IN A SUPPLY CHAIN

- Moema Pereira Nunes (Pontifical Catholic University of Rio Grande do Sul State – PUCRS, Brazil) - moemanunes@hotmail.com
- Márcio Costa Moreno (Pontifical Catholic University of Rio Grande do Sul State – PUCRS, Brazil) - m_c_moreno@yahoo.com
- Grace Vieira Becker (Pontifical Catholic University of Rio Grande do Sul State – PUCRS, Brazil) - Grace.Becker@pucrs.br

Abstract. This paper aims to show the relationship between the stage of purchasing internationalization of suppliers and performance requirements imposed by the purchaser company and to identify the motivational and inhibiting factors, from the point of view of suppliers, of the purchasing internationalization. A multiple case studies with an exploratory approach was conducted. It was identified the influence of the Focal Company on it suppliers’ strategy. A relationship of how the suppliers are perceived over the factors that motivate or demotivate the companies to make international purchases was identified.

DOES SPORTS PERFORMANCE INFLUENCE EXPORTS OF FOOTBALL PLAYERS IN BRAZILIAN FOOTBALL?

- Bruno Henrique de Araujo (ESPM / Escola Superior de Propaganda e Marketing, Brazil) - baraujo@espm.br
- Carolina Cristina Pinto Prado de Araujo (ESPM / Escola Superior de Propaganda e Marketing, Brazil) – prado.carol@uol.com.br
- Luis Eduardo Cipolla Araujo (ESPM / Escola Superior de Propaganda e Marketing, Brazil) – luiseduardocipolla@gmail.com
- Ilan Avrichir (ESPM, Brazil) – iavrichir@espm.br

Abstract. Several studies have related sports performance with economic performance of the football clubs and the maximization of their operating results. The transactions of football players are presented as source of important resources for Brazilian clubs and the export of those players can improve the clubs and the external balance of the country. We collected the ranking of the teams during the Brazilian Championship from 2006 and 2014, and the
number of players exported. There was a positive relationship between efficiency and exporting players, which corroborates with initial studies that analyzes the relationship between efficiency and economic performance.

SAN LIEN EXPORTS AND IMPORTS LTDA. AND SPORT CLUBE CORINTHIANS PAULISTA. FROM LOCAL TO INTERNATIONAL: A CASE STUDY FOCUSING AN ACTOR NETWORK THEORY (ANT)

- George Bedinelli Rossi (ESPM, Brazil) - george.rossi@gmail.com
- Ivan Rizzo Dias (ESPN, Brazil) - ivanrizzodias@gmail.com
- Rony Locher (ESPM, Brazil) - ronylocher@gmail.com
- Liliane Matias Almeida (ESPM, Brazil) - liliane.relacionamento@gmail.com

Abstract. One approach to the study of the companies interdependence environment is the study of strategic networks. The company's position within the network is observed by their connections. The Actor–network theory is characterized by observing these connections in social and business relationships, and include non–humans actors as machinery, technologies, rules and standards by three factors: hybridism, collectivism and durability. This research aims to verify if organizational actors with more connections are those that establish the rules or the network structure, and its adherence to the three factors of the theory. This work was conducted through case study with two entities from different sectors, recycling and sports organizations. Data collection for both companies took place through personal interviews and through secondary data collection of newspapers and documents of the companies among others. For data analysis we adopted the technique of content analysis. The findings of this study provide evidence that companies with more connections assume greater importance in the network, as explained by the theory. The main contribution of this research to ANT is: The greater the use of non–human agents (machines and standards) relative to humans, the greater the standardization of processes and procedures and standards/rules making the most mechanized companies (the one uses more intense non–human agents) the most relevant to the network.

ANALYSIS OF HOME INSTITUTIONAL FACTORS AFFECTING OUTWARD FOREIGN DIRECT INVESTMENT IN BRAZIL

George Bedinelli Rossi (ESPM, Brazil)
AIB-LAT 2016 Program and Proceedings

- Igor Gondim (ESPM, Brazil) – igor@quantitative.com.br
- Cyro Couto (ESPM, Brazil) – cyrocouto@yahoo.com.br
- Nadia Morandier (ESPM, Brazil) – naddier@uol.com.br
- Teresa Cristina (ESPM, Brazil) – teresac@fia.com.br
- Ivan Rizzo Dias (ESPM, Brazil) – ivanrizzo@hotmail.com

**Abstract.** Firms from emerging markets face a new challenge, when making the internationalization decision through Outward Foreign Direct Investment (OFDI). Emerging markets have increasingly gained prominence in the world economy, but the environmental factors are not relatively well established, which can interfere in their operations and expansion plans. Thus, the rationale for this study lies in the identification of factors that influence firms from Brazil going abroad over the period 1995–2013. The results identified to what extent selected home environmental factors have influenced OFDI.

**Interactive Session 10: Knowledge**

**Session Chair:** Rodrigo Bandeira de Mello (Fundacao Getulio Vargas, Brazil)

**Location:** C–9

**KNOWLEDGE NETWORKS: AN EXPLORATORY STUDY OF COLLABORATION NETWORKS AS A TECHNOLOGY PROSPECTIVE TOOL**

- Jairo Daniel Chamorro Erazo (Universidade de São Paulo, Brazil) – jdchamorroe@gmail.com
- Alexandre Del Rey (Universidade de São Paulo, Brazil) – alexandre.delrey@voith.com
- Henry Jun Suzuki (Universidade de São Paulo, Brazil) – henry.suzuki@axional.com.br

**Abstract.** The technology prospection has traditionally integrate normative, extrapolative and exploratory methodologies for developing strategic tools that support the decision process.
within companies. Simultaneously, the complex networks theory offers an alternative perspective about the technology innovation as an emergent result of the micro-interactions between economical agents as firms, universities and government institutions; allowing identifying technology transitions through the analysis of topological changes among those agents' interactions. This paper aims to offer an exploratory methodology for technology prospection using a network analysis of collaboration systems and analyze its applications, evaluating its benefits and limitations.

ORGANIZATIONAL IDENTITY IN TECHNOLOGICAL PARKS

- **Renata Schirrmiester** (Pontificia Universidade Católica de São Paulo, Brazil) – renatas@usp.br
- **Ana Cristina Limongi França** (University of São Paulo, Brazil) – climongi@usp.br
- **Márcio Shoiti Kuniyoshi** (Methodist University of São Paulo, Brazil) – mskun_fea@hotmail.com
- **Patricia Morilha Muritiba** (Faculdades Metropolitanas Unidas, Brazil) – pmorilha@gmail.com

**Abstract.** The purpose of this study is to investigate how the construction of organizational identity in technology parks is formed, under the lens of the organizational identity theory. Through a Grounded Theory methodology, the data was collected by Qualitative Multiple Case Study of three technological parks: São José dos Campos Technology Park, Sorocaba Technological Park and Damha Eco Technology Park, by multiple sources of evidence: observation, documents, audio-visual materials, individual interviews and group meetings. Results showed that these parks value the promotion of innovative companies that generate competitiveness, even if this occurs at the expense of the sectors listed, that means the power to adapt to new horizons. The study contributes to the organizational identity study of technology parks, considering the central, enduring and distinctive features, and the proposition of parameters which are reliability, autonomy, integration and the questions how, why, when and by whom. The study reveals partnerships as internal stakeholders in these environments. The model generates psychosocial innovation, and finds that moving to the park improves the quality of working life, noted in quality aspects of the environment, entrepreneurship and
warmth; facilities; reliability; retraining; integration; image and access to finance, although the latter still constitutes a barrier.

TECHNOLOGICAL LEARNING AND SPECIFIC ADVANTAGES AS FACTORS TO INCREASE EXPORTER PERFORMANCE IN EMERGENT COUNTRIES OF LATIN AMERICA

- Wolney Ramiro (ESPM – Escola Superior de Propaganda e Marketing, Brazil) – wramiro@espm.br
- Luis Eduardo Cipolla (ESPM – Escola Superior de Propaganda e Marketing, Brazil) – luiseduardocipolla@gmail.com
- Carolina Cristina Pinto Prado de Araujo (ESPM / Escola Superior de Propaganda e Marketing, Brazil) – prado.carol@uol.com.br

Abstract. A recent research in Southeast Asia highlights the importance of technological learning which shows how companies from emerging countries achieve upgrade in global value chains. The conditions of Latin American companies have some similarities but also some differences with respect the conditions to mentioned continent. The aim of this work is to verify through a single case study if factors such as learning and specific advantages explain the upgrade of Latin American companies. The research is an exploratory study, qualitative approach, and the technique chosen is the content analysis. The findings show that technological learning associated with specific advantages, were decisive factors in changing the business model, resulting in product upgrade and increased exporter performance.

TECHNOLOGY PARKS (TP) STRATEGIC CAPACITY EVALUATION STRUCTURE: A FRAMEWORK PROPOSAL FOR IMPLEMENTATION IN LATIN AMERICA

- Alandey Severo Leite da Silva (Universidade de Fortaleza, Brazil) – alandey@gmail.com
- Sergio Henrique Arruda Cavalcante Forte (University of Fortaleza, Brazil) – sergioforte@unifor.br

Abstract. This study relevance contributes an unprecedented manner with a proposal to investigate the strategic capacity evaluation structure of TPs in Latin America. This way, the following research question emerged: how to evaluate the strategic capability of the TPs in
Latin America? This study objective is to present a framework proposal for review of the Strategic Capacity of Technological Parks in Latin America. The methodology used in this study is classified, by the objective, as exploratory and the technical procedure used was the literature review. The research approach used was qualitative and quantitative. As a research result, a 4 dimensions ensemble (Infrastructure, Scenarios, Corporate Governance and Strategic Performance) composed of 31 indicators that can corroborate with the TPs in Latin America was identified, after the MACBETH method application The proposed index can serve as a comparative evaluation between several Latin America TPs. As further research suggestions, are larger exploration of the theoretical references cited and field research framework validation.

**TOWARD EFFECTIVE KNOWLEDGE TRANSFER IN AFRICA–CHINA PARTNERSHIPS**

- **Abdoukladre Ado** (Laval University, Canada) – abdoukladre.ado.1@ulaval.ca
- **Zhan Su** (Laval University, Canada) – Zhan.Su@fsa.ulaval.ca

**Abstract.** This paper explores the reasons for African’s poor achievements in learning and knowledge gain from their partnerships with Chinese. We conducted an analysis on 29 Africa–China partnerships in 12 countries. Based on qualitative and interview-based data, we identified weaknesses that prevented Africans from gaining significant knowledge. We propose a juxtaposition of strategic and institutional perspectives toward effective knowledge gain. With respect to smiling curve and global value chain, we suggest that African partners target higher added value knowledge type, strategic and sophisticated knowledge. Additionally, we propose the development of an intra-African interconnected network for knowledge transfer and experience sharing.

**Conference Closing – Saturday – 18:30 – 19:00**
AIB-LAT 2016 Program and Proceedings

Journal of World Business Paper Development

Workshop – 09:00 – 19:30

(By Invitation Only)

Editors:

- **Alvaro Cuervo-Cazurra** (Northeastern University, USA) – a.cuervocazurra@neu.edu
- **Ruth Aguilera** (Northeastern University, USA) – r.aguilera@neu.edu
- **Luciano Ciravegna** (King's College, London, United Kingdom) – luciano.ciravegna@incae.edu
- **Maria Alejandra Gonzalez-Perez** (EAFIT, Colombia) – mgonza40@eafit.edu.co

Authors:

- **Afonso Fleury** (Universidade São Paulo, Brazil) – acfleury@usp.br
- **Angela Da Rocha** (Pontifical Catholic University of Rio de Janeiro, Brazil) – angelarocha@iag.puc-rio.br
- **Armando J. Borda** (ESAN University, Peru) – aborda@esan.edu.pe
- **Cláudia Frias Pinto** (Fundação Getúlio Vargas, Brazil) – claudia.frias.pinto@gmail.com
- **Diego Finchelstein** (EAN–Universidad de San Andres, Argentina) – dfinchelstein@udesa.edu.ar
- **Elisa Giuliani** (University of Pisa, Italy) – elisagiuliani2015@gmail.com
- **Emanuel Gomes** (University of Birmingham, U.K.) – E.Gomes@bham.ac.uk
- **Ferran Vendrell–Herrero** (University of Birmingham, U.K.) – F.Vendrell-Herrero@bham.ac.uk
- **Georgios Batsakis** (Brunel University London, U.K.) – georgios.batsakis@brunel.ac.uk
AIB-LAT 2016 Program and Proceedings

- **Hsia Hua Sheng** (Fundação Getúlio Vargas, Brazil) - hsia.sheng@fgv.br
- **Jase R. Ramsey** (Saint Louis University, USA) - ramseyjr@slu.edu
- **José Marcos Carrera Junior** (Fundação Getúlio Vargas, Brazil) - josemarcoscj@gmail.com
- **Maria Tereza Leme Fleury** (Fundação Getúlio Vargas, Brazil) - mterezafleury@fgv.br
- **Melanie P. Lorenz** (University of Alabama, USA) - mlorenz@crimson.ua.edu
- **Patricio Duran** (Universidad Adolfo Ibáñez, Chile) - patricio.duran@uai.cl
- **William Newbury** (Florida International University, USA) - newbury@fiu.edu
Program Participants

- **Abdoukadre Ado** (Laval University, Canada) – abdoukadre.ado.1@ulaval.ca
- **Adalberto Américo Fischmann** (University of São Paulo, Brazil) – aafischm@usp.br
- **Adriana Marotti de Mello** (University of São Paulo, Brazil) – adriana.marotti@usp.br
- **Adriano Augusto Costa Carnáuba** (University of São Paulo – USP, Brazil) – adriano.carnauba@outlook.com
- **Afonso Fleury** (University of São Paulo, Brazil) – acfleury@usp.br
- **Ailton Conde Jussani** (University of São Paulo, Brazil) – ailtoncj@uol.com.br
- **Alandey Severo Leite da Silva** (Universidade de Fortaleza, Brazil) – alandey@gmail.com
- **Aldo Brunhara** (ESPM, Brazil) – aldo_brunhara@hotmail.com
- **Alexander Arrieta Jimenez** (Universidad EAFIT, Colombia) – aarrieta@eafit.edu.co
- **Alexandre Del Rey** (Universidade de São Paulo, Brazil) – alexandre.de Trey@voith.com
- **Alvaro Cuervo–Cazurra** (Northeastern University, USA) – a.cuervocazurra@neu.edu
- **Alvaro Cyrino** (Fundação Getúlio Vargas, Brazil) – alvaro.cyrino@fgv.br
- **Amanda Barros de Pontes** (University of Deggendorf, Germany) – amandabpontes@gmail.com
- **Ana Cláudia Azevedo** (University of São Paulo – USP, Brazil) – anacazevedo@usp.br
- **Ana Cristina Limongi Franca** (University of São Paulo, Brazil) – climongi@usp.br
- **Ana Teresa Lehmann**, Universidade do Porto
- **Anabella Davila** (EGADE)
- **Anderson S. Sant’anna** (Fundação Dom Cabral, Brazil) – anderson@fdc.org.br
- **André Clark**, VP Camargo Correa
- **Andréia Carpes Dani** (FURB – Universidade Regional de Blumenau, Brazil) – andreia carpesdani@gmail.com
- **Angela Da Rocha** (Pontifical Catholic University of Rio de Janeiro, Brazil) – angelarocha@iag.puc–rio.br
- **Angelo Piscitelli** (ESPM, Brazil) – angelopiscitelli@hotmail.com
- **Armando J. Borda** (ESAN University, Peru) – aborda@esan.edu.pe
AIB-LAT 2016 Program and Proceedings

- Armen Ovanessoff
- Beatriz Kury (Pontifical Catholic University of Rio de Janeiro, Brazil) - beatrizkury@terra.com.br
- Belmiro Nascimento João (PUC, Brazil) - bjoao@pucsp.br
- Bruno Barreto de Goes (Temple University, USA) - degoes.bruno@temple.edu
- Bruno Giovanni Mazzola (University of São Paulo, Brazil) - bruno.mazzola@usp.br
- Bruno Henrique de Araujo (ESPM / Escola Superior de Propaganda e Marketing, Brazil) - baraujo@espm.br
- Carlos Afonso Caldeira (Insper & FGV–EAESP, Brazil) - CarlosACF@insper.edu.br
- Carolina Cristina Fernandes (University of São Paulo (USP), Brazil) - carolina.fernandes13@usp.br
- Carolina Cristina Pinto Prado de Araujo (ESPM / Escola Superior de Propaganda e Marketing, Brazil) - prado.carol@uol.com.br
- Carolina Herrera–Cano (EAFIT, Columbia) - cherre16@eafit.edu.co
- Cassiano de Andrade Ferreira (UFLA, Brazil) - cassianoferreira99@hotmail.com
- Charles Dhanaraj (IMD, Switzerland) - charles.dhanaraj@imd.org
- Christian Felzensztein (Universidad Adolfo Ibanez, Chile) - c.felzensztein@uai.cl
- Christiana Fernandes De Muylder (FUMEC, Brazil) - cristiana.muylder@fumec.br
- Cláudia Buhamra (Universidade Federal do Ceará, Brazil) - buhamra@ufc.br
- Cláudia Frias Pinto (Fundação Getulio Vargas – E AESP, Brazil) - claudia.frias.pinto@gmail.com
- Claudia Pavani (FEA USP, Brazil) - cpavani5@gmail.com
- Cléber da Costa Figueiredo (ESPM, Brazil) - cfigueiredo@espm.br
- Cristina Espinheira Costa Pereira (University of São Paulo, Brazil) - cristinaespinheira@usp.br
- Cyro Couto (ESPM, Brazil) - cyrocouto@yahoo.com.br
- Dan Li (Indiana University, USA) - lid@indiana.edu
- David Barioni; CEO Apex–Brasil (TBC)
- David Kallas (Insper, Brazil) - davidk@insper.edu.br
- David Wernick (Florida International University, USA) - wernick@fiu.edu
• Davide Fiaschi (University of Pisa, Italy) – davide.fiaschi@unipi.it
• Déborah Lima Scalonii (Federal University of Lavras, Brazil) – libetorm@hotmail.com
• Decio Zylbersztajn (USP – PENSA Coordinator, Brazil)
• Diego Bonaldo Coelho (School of Higher Education in Advertising and Marketing (ESPM, Brazil) – diego.coelho@espm.br
• Diego Finchelstein (EAN–Universidad de San Andres, Argentina) – dfinchelstein@udesa.edu.ar
• Dinorá Eliete Floriani (PPGA/PMPGIL/UNIVALI – Universidade do Vale do Itajai, Brazil) – dinora@univali.br
• Duarte Xara–Brasil (Instituto Politécnico de Setúbal, Portugal) – duarte.brasil@esce.ips.pt
• Edmir Kuazaqui (ESPM, Brazil) – ekuazaqui@uol.com.br
• Eduardo Armando (FIA Business School, Brazil) – earmando@terra.com.br
• Eduardo Eugênio Spers (ESPM, Brazil) – espers@espm.br
• Eduardo Gomes Carvalho (CEFET–MG, Brazil) – eduardo@varginha.cefetmg.br
• Eduardo Vasconcellos (Universidade de São Paulo, Brazil)
• Elano Ferreira Arruda (Universidade Federal do Ceará, Brazil) – elanocaen@gmail.com
• Elisa Giuliani (University of Pisa, Italy) – elisagiuliani2015@gmail.com
• Elizabeth Marie Moore (Northeastern University, USA) – moore.el@husky.neu.edu
• Emanuela Todeva (University of Surrey, United Kingdom) – e.todeva@hotmail.com
• Eric David Cohen (Unicamp, Brazil) – EricDCohen@gmail.com
• Erica C.O.P Berte (Texas Woman’s University, USA) – eberte@twu.edu
• Erlana Castro
• Eva Stal (FMU, Brazil) – eva.stal@terra.com.br
• Federica Nieri (University of Pisa, Italy) – nieri.federica@hotmail.it
• Felipe Borini (ESPM, Brazil) – fborini@espm.br
• Felipe Mendes Borini (University of São Paulo– USP, Brazil) – ithyel@hotmail.com
• Felipe Monteiro (INSEAD, France)
• Fernanda Ribeiro Cahen (Centro Universitario da FEI, Brazil) – fribeiro@fei.edu.br
• Fernando Dias, Grifa Filmes

AIB-LAT 2016 Program and Proceedings
AIB-LAT 2016 Program and Proceedings

- **Fernando Fernandez** (Unilever, Brazil)
- **Flavia Oliveira Prado** (University of São Paulo, Brazil) – foprado@usp.br
- **Flavio Hourneaux Junior** (Nove de Julho University, Brazil) – flaviohjr@uol.com.br
- **Florian Fleming** (University of Deggendorf, Germany) – fleming@hotmail.de
- **Franciane Silveira** (FIA–Universidad de São Paulo, Brazil)
- **Fredrik Tell** (Uppsala University, Sweden)
- **Gabriel Vouga Chueke**
- **George Bedinelli Rossi** (ESPM, Brazil) – george.rossi@gmail.com
- **Gerald A. McDermott** (University of South Carolina, USA) – gerald.mcdermott@moore.sc.edu
- **Germano Adolfo** Gehrke (Furb, Brazil) – germanogehrke@terra.com.br
- **Germano Glufke Reis** (EASP–FGV, Brazil) – germano.reis@fgv.br
- **Gianna Sagazio, Innovation Director at CNI**
- **Gilmar Masiero** (University of São Paulo, Brazil) – gilmarmasiero@gmail.com
- **Glaydson Teixeira Cavalcante** (UFMG, Brazil) – glaydon@bb.com.br
- **Golam Mohammad Aurup** (John Molson School of Business – Concordia University, Canada) – golam.aurup@concordia.ca
- **Grace Vieira Becker** (Pontifical Catholic University of Rio Grande do Sul State – PUCRS, Brazil) – Grace.Becker@pucrs.br
- **Greici Sarturi** (University of São Paulo, Brazil) – greici@usp.br
- **Guilherme Ary Plonski** (PGT–Universidade de São Paulo, Brazil)
- **Guillermo Pava** (Universidad de los Andes, Colombia) – ga.ruiz10@uniandes.edu.co
- **Hamilton Luiz Corrêa** (University of São Paulo, Brazil) – hamillco@usp.br
- **Heini Vanninen** (Lappeenranta University of Technology, Finland) – heini.vanninen@lut.fi
- **Henrique Correa da Cunha** (FURB – Universidade Regional de Blumenau, Brazil) – henriquecorreadacunha@gmail.com
- **Henrique Guilherme Carlos Heidtmann Neto** (FGV/EBAPE, Brazil) – henrique.neto@fgv.br
- **Henrique Prado** (ESPM, Brazil) – hsprado94@gmail.com
AIB-LAT 2016 Program and Proceedings

- Henry Jun Suzuky (Universidade de São Paulo, Brazil) – henry.suzuki@axional.com.br
- Henry Lopez–Vega (Linkoping University, Sweden)
- Hernan Herrera–Echeverri (Universidad EAFIT, Colombia) – hherrer2@eafit.edu.co
- Hoyêdo Nunes Lins (UFSC, Brazil) – hoyedo.lins@ufsc.br
- Humberto Rodrigues (Marques Federal University of Lavras, Brazil) – hbetorm@hotmail.com
- Iara Regina dos Santos Parisotto (FURB – Universidade Regional de Blumenau Brazil) – iaraparisotto@furb.br
- Igor Gondim (ESPM, Brazil) – igor@quantitative.com.br
- Ilan Avrichir (ESPM, Brazil) – iavrichir@espm.br
- Itiel Moraes Silva (University of São Paulo– USP, Brazil) – ithyel@hotmail.com
- Ivan Rizzo Dias (ESPM, Brazil) – ivanrizzodias@gmail.com
- Jack A Clampit (University of Alabama, USA) – jclampit@cba.ua.edu
- Jairo Daniel Chamorro Erazo (Universidade de São Paulo, Brazil) – jdchamorro@gmail.com
- Jana Reuther (FGV, Germany) – reutherjana@gmail.com
- Janet Murray (University of Missouri St Louis, USA) – murrayjan@umsl.edu
- Jase R. Ramsey (Saint Louis University, USA) – ramseyjr@slu.edu
- Jason Chen (Gonzaga University, USA) – chen@jepson.gonzaga.edu
- Jefferson Marlon Monticelli (UNISINOS, Brazil) – jeffmarlon@hotmail.com
- Jeong Heon Kim (University of São Paulo, Brazil) – j.h.kim@usp.br
- Jerry Haar (Florida International University, USA) – haarj@fiu.edu
- Jianyu Ma (Robert Morris University, USA) – ma@rmu.edu
- João Maurício Gama Boaventura (University of São Paulo, Brazil) – jboaventura@usp.br
- Joaquim Machado
- Joel Yutaka Sugano (UFLA, Brazil) – joel.sugano@dae.ufla.br
- Jorge Carneiro (PUC-Rio, Brazil) – jorgemtc@iag.puc-rio.br
- Jorge Ferreira da Silva (Pontifical Catholic University of Rio de Janeiro, Brazil) – shopshop@iag.puc-rio.br
AIB-LAT 2016 Program and Proceedings

- José Alonso Borba (UFSC, Brazil) – jalonsoborba@hotmail.com
  Neusa Nunes (ESPM,Brazil) – neusassouza@gmail.com
- José Ednilson de Oliveira Cabral (Universidade de Fortaleza, Brazil, Brazil) – ednilson@unifor.br
- Jose Godinez (Merrimack College, USA) – godinezj@merrimack.edu
- Jose Luis Huesca Dorantes (The University of Auckland, New Zealand) – j.huesca@auckland.ac.nz
- Jose Ribamar Siqueira (Davenport University, USA) – ribamar_siqueira@yahoo.com
- Juan Velez-Ocampo (Universidad EAFIT, Colombia) – jvelezo@eafit.edu.co
- Juana Garcia (Universidad de los Andes, Colombia)
- Julia de Oliveira Callegari (University of São Paulo, Brazil) – jucallegari@hotmail.com
- Juliana Bittar Souza (Univeristy of São Paulo – FEA –USP, Brazil) – bittarjuliana@gmail.com
- Julio Araujo Carneiro da Cunha (Nove de Julho University, Brazil) – juliocunha@yahoo.com
- Jurema Tomelin (FURB, Brazil) – jurema.tomelin@gmail.com
- Karen Esteves Fernandes Pinto (University of São Paulo (USP), Brazil) – karenefp@gmail.com
- Kavita Miadaira Hamza (FEA USP, Brazil) – kavita@usp.br
- Keysa Manuela Cunha de Mascena (University of São Paulo, Brazil) – keysamascena@usp.br
- Leonardo Millian (ESPM, Brazil) – leonardomillian@hotmail.co.uk
- Leonardo Moreira Ferreira (UFRRJ, Brazil) – leomorre@oi.com.br
- Lilian Cristina Schreiner (University of São Paulo, Brazil) – lilianschreiner@usp.br
- Liliane Matias Almeida (ESPM, Brazil) – liliane.relacionamento@gmail.com
- Ling Liu (University of Edinburgh, United Kingdom) – ling.liu@ed.ac.uk
- Livia L. Barakat (Fundação Dom Cabral, Brazil) – liviabarakat@fdc.org.br
- Lourdes Casanova (Cornell University, USA) – lc683@cornell.edu
- Luciana Hashiba
AIB-LAT 2016 Program and Proceedings

- **Luciano Ciravegna** (King's College, London United Kingdom) - luciano.ciravegna@incae.edu
- **Luis Alberto do Lima Leandro** (UFRRJ, Brazil) – luizleandrorj@globo.com
- **Luis Alfonso Dau** (Northeastern University, USA) – l.dau@neu.edu
- **Luis Eduardo Cipolla** (ESPM – Escola Superior de Propaganda e Marketing, Brazil) – luiseduardocipolla@gmail.com
- **Luis Fernando Dias Batista** (Unicamp, Brazil) – Paulo.hayashi@hotmail.com
- **Luis Oliveira** (University of São Paulo, Brazil) – luis.oliveira@usp.br
- **Luiz Ojima Sakuda** (Centro Universitário da FEI, Brazil) – luizsakuda@gmail.com
- **Luiz Ricardo Kabbach de Castro** (Universidade de São Paulo, Brazil) – luiz.kabbach@sc.usp.br
- **Luiza Haddad** (FEA USP, Brazil) – haddadhaddadluiza91@gmail.com
- **Mabel Martins Lima** (Universidade de Fortaleza (UNIFOR), Brazil) – mabelmartinslima@gmail.com
- **Manuel Araujo Zapata** (Universidad EAFIT, Colombia) – maraujo1@eafit.edu.co
- **Manuel Portugal Ferreira** (ESTG-IP Leiria & Universidade Nove de Julho, Portugal) – manuel.portugal.ferreira@gmail.com
- **Marcelo de Oliveira Garcia** (UFLA, Brazil) – og.marcelo@gmail.com
- **Marcelo Luiz Risso** (University of São Paulo, Brazil) – marceloluizrisso@gmail.com
- **Marcelo Nobrega**; HR Director McDonalds Latin America
- **Márcia Zabdiele Moreira** (Universidade Federal do Ceará, Brazil) – marciatzabdiele@ufc.br
- **Márcio Costa Moreno** (Pontifical Catholic University of Rio Grande do Sul State – PUCRS, Brazil) – m_c_moren@gmail.com
- **Márcio Shoiti Kuniyoshi** (Methodist University of São Paulo, Brazil) – mskun_fea@hotmail.com
- **Marcos Leal**
- **Marcus Luporini, Galinha Pintadinha**
- **Marelby Amado Mateus** (Universidad El Bosque, Columbia – amarelby@gmail.com
- **Margaret Alyce Soto** (Northeastern University, USA) – soto.mar@husky.neu.edu
AIB-LAT 2016 Program and Proceedings

- **Maria Laura Maclennan** (Fea USP, Brazil) – laura.maclennan@usp.br
- **Maria Luiza**, PUC-RJ
- **Maria Tereza Fleury** (EAESP – Fundação Getulio Vargas, Brazil) – mterezafleury@fgv.br
- **Maria Alejandra Gonzalez–Perez** (Universidad EAFIT, Colombia) – mgonza40@eafit.edu.co
- **Mariana Bassi Sutter** (FEA USP, Brazil) – mbsutter@gmail.com
- **Mariana Cristina Betti Cury Lorca** (ESPM, Brazil) – mariana.c.lorca@gmail.com
- **Mário Henrique Ogasavara** (ESPM, Brazil) – mario.ogasavara@espm.br
- **Marlei Pozzebon** (HEC Montreal, Canada)
- **Marlon Fernandes Alves** (University of São Paulo, Brazil) – marlon.fr.alves@gmail.com
- **Masaaki Kotabe** (Temple University, USA) – mkotabe@temple.edu
- **Matheus Graciani dos Santos** (University of São Paulo, Brazil) – matheusgraciani@usp.br
- **Matheus Santos** (FEA / USP, Brazil) – matheusgracianisantos@gmail.com
- **Max von Zedtwitz** (GLORAD Center for Global R&D and Innovation, Kanuas University of Technology, Brazil)
- **Melanie P. Lorenz** (University of Alabama, USA) – mlorenz@crimson.ua.edu
- **Michael Bendixen** (Nova Southeastern University, USA) – bendixen@nova.edu
- **Michel Laroche** (John Molson School of Business – Concordia University, Canada) – buhamra@ufc.br
- **Mingzhai Geng** (Henan University, China) – gmz@henu.edu.cn
- **Moacir de Miranda Oliveira** (Universidade de São Paulo, Brazil)
- **Moema Pereira Nunes** (Pontifical Catholic University of Rio Grande do Sul State – PUCRS, Brazil) – moemanunes@hotmail.com
- **Mohamed Amal** (Research scholar, Columbia University/New York – PPGAD/FURB, Brazil) – mohamedamal.amal@gmail.com
- **Murilo Mendes Thomaz** (University of São Paulo, Brazil) – mthomaz@usp.br
- **Nadia Morandier** (ESPM, Brazil) – naddier@uol.com.br
- **Nawfal Alssabak** (Brazil–Iraq Chamber of Industry and Commerce, Iraq) – nawfal@brasiliraq.com.br
AIB-LAT 2016 Program and Proceedings

- Nelson Salgado, VP Embraer
- Neusa Santos de Souza Nunes (ESPM, Brazil) – neusassouza@gmail.com
- Olli Kuivalainen (Lappeenranta University of Technology Finland) – olli.kuivalainen@lut.fi
- Patricia Morilha Muritiba (Faculdades Metropolitanas Unidas, Brazil) – pmorilha@gmail.com
- Paula Porto (PUC–RIO, Brazil) – paulappontes@gmail.com
- Paulo Arvate
- Paulo Hayashi Jr. (Unicamp, Brazil) – Paulo.hayashi@hotmail.com
- Paulo Henrique de Souza Bermejo (Federal University of Lavras, Brazil) – hbetorm@hotmail.com
- Paulo Roberto Feldmann (Universidade de São Paulo (FEA-USP), Brazil) – feldmann@usp.br
- Paulo Roberto Gião (University of São Paulo, Brazil) – giao@usp.br
- Paulo Tromboni de Souza Nascimento (University of São Paulo, Brazil) – tromboni@usp.br
- Pedro Corrales (ESPM, Brazil) – pedrocorralesfdeo@gmail.com
- Pietro Carlos de Souza Rodrigues (University of São Paulo – IRI, Brazil) – pietrocsr@gmail.com
- Rafael Corredoira (Ohio State University, USA) – corredoira.2@osu.edu
- Rafel Crespi (Universidad de las Islas Baleares, Spain) – rafel.crespi@uib.es
- Raina Rutti (Dalton State College, USA – rrutti@daltonstate.edu
- Renata Giacomini Menezes (FUMEC, Brazil) – renatagiacomin84@gmail.com
- Renata Schirrmeister (Pontifícia Universidade Católica de São Paulo, Brazil) – renatas@usp.br
- Renata Spers (FEA USP, Brazil) – renataspers@gmail.com
- Reynaldo Dannecker Cunha (ESPM, Brazil) – rcunha@espm.br
- Ricardo Floriani (FURB, Brazil) – rfloriani1980@gmail.com
- Ricardo O. Oliveira (ESPM, Brazil) – ricoliveira@hotmail.com
- Roberto Gonzalez Duarte (UFMG, Brazil) – rgonzalezduarte@gmail.com
AIB-LAT 2016 Program and Proceedings

- **Roberto Marx** (University of São Paulo, Brazil) - robemarx@usp.br
- **Roberto Sbragia** (Universidade de São Paulo, Brazil)
- **Roberto Sbragia**, Head of Business Administration Department
- **Rodrigo Bandeira de Mello** (Fundacao Getulio Vargas, Brazil) - Rodrigo.Bandeira.deMello@fgv.br
- **Rodrigo Marçal Gandia** (UFLA, Brazil) - romgandia@gmail.com
- **Ronald M. Rivas** (Canisius College, USA) - rivasr@canisius.edu
- **Ronald Scott Wolf** (Universidad EAFIT, USA) - ncowolfman@aol.com
- **Ronaldo Couto Parente** (Florida International University, USA) - rcparent@fiu.edu
- **Rony Locher** (ESPM, Brazil) - ronylocher@gmail.com
- **Ruth Aguilera** (Northeastern University, USA) - r.aguilera@neu.edu
- **Sergio Henrique Arruda Cavalcante Forte** (University of Fortaleza, Brazil) - sergioforte@unifor.br
- **Sergio Lazzarini** (INSPER, Brazil)
- **Shawn K. Mullet** (Boston International Communication Consulting (BICC), USA) - shawn@bostoncomm.com
- **Simone Ruchdi Barakat** (University of São Paulo, Brazil) - simonebarakat@gmail.com
- **Simone Sehnem** (UNOESC, Brazil) - simone.sehnem@unoesc.edu.br
- **Simone Vasconcelos Galina** (University of Sao, Brazil) - svgalina@usp.br
- **Sirlei Pitteri** (Universidade de São Paulo (FEA-USP), Brazil) - sirleipitteri@usp.br
- **Sofia Batista Ferraz** (Universidade de São Paulo, Brazil) - buhamra@ufc.br
- Sonia Chapman, Head of Sustainable Development at Braskem
- **Subrata Chakrabarty** (University of Texas at El Paso, USA) - chakrabarty@gmail.com
- **Suzana Braga Rodrigues** (Erasmus University, Netherlands and FUMEC, Brazil) - suzana.braga.rodrigues@gmail.com
- **Talita Rosolen** (Fea USP, Brazil) - talita.rosolen@usp.br
- **Teresa Cristina** (ESPM, Brazil) - teresac@fia.com.br
- **Thelma Valéria Rocha** (ESPM / SP, Brazil) - tvrocha@esp.br
- **Thiago José De Chaves** (UFSC / FACASC / ESPM, Brazil) - contatotchaves@gmail.com
Timo Oliver Schaefer (Universidade de Fortaleza, Brazil, Germany) - timo.schaefer@stud.th-deg.de

Veneta Andonova (AUBG/Universidad de los Andes, Colombia and Bulgaria) - vandonova@aubg.edu

Vijaya Narapareddy (University of Denver, USA) - vnarapareddy@gmail.com

Vilmar Siewert (FURB – Universidade Regional de Blumenau, Brazil) - siewert.vilmar@outlook.com

William Newburry (Florida International University, USA) - newburry@fiu.edu

Wlamir Gonçalves Xavier (Eastern New Mexico University & UNISUL, USA) - wlamirxavier@gmail.com

Wolney Ramiro (ESPM – Escola Superior de Propaganda e Marketing, Brazil) - wramiro@espm.br

Yun Chu (Robert Morris University, USA) - chu@rmu.edu

Zake Sabbag (ESPM, Brazil) - zake.sabbag@gmail.com

Zhan Su (Laval University, Canada) - Zhan.Su@fsa.ulaval.ca