

Internacionalização de empresas de Países Emergentes

Cuervo-Cazurra, 2012

Mathews JA. 2006

MOGHADDAM, et al. 2014

THE GOLDSLOCKS DEBATE:

Developing Countries MNCS ARE HOT! DMNCS ARE
COLD! DMNCS ARE JUST RIGHT!

- Hot: Mathews, 2006
- Cold: Rugman (2010)
- Just Right: Ramamurti (2012)

MNC de PED X MNC de PD (Mathews, 2006)

Princípio: Latecomers and newcomers appearance cannot be explained by conventional multinational strategies

“The differences between these two approaches are profound”

Examples:

1)

- Incumbent giants exploit their domestic resources in order to move abroad,
- Newcomers and latecomers venture abroad to access resources that would otherwise be unavailable, and thereby create a global position for themselves.

2)

- Global giants see themselves as having much to lose, and little to gain, by sharing their resources in partnerships and other contractual alliances.
- The newcomers and latecomers, by contrast, have everything to gain by tapping the resources of others, and internationalize explicitly with this goal.

3)

- The incumbents see the world as full of competitors who are trying to imitate their success.
- The newcomers and latecomers see the world as full of resources to be tapped, provided the appropriate complementary strategies and organizational forms can be devised.

MNC de PED X MNC de PD (Mathews, 2006)

- From the OLI perspective the MNE exists because of its possession of superior resources, i.e. superior to those available to a domestic competitor
- It is in this sense a strong statement of the RBV as applied to incumbents and the sustaining of existing advantages.
- Modelo LLL (table 2) - Linkage, Leverage and Learning -> consistente com RBV

Table 2 Why do MNEs out-compete their domestic rivals? OLI and LLL frameworks compared

Criterion	OLI	LLL
Resources utilized	Proprietary resources	Resources accessed through linkage with external firms
Geographic scope	Locations established as part of vertically integrated whole	Locations tapped as part of international network
Make or buy?	Bias towards operations internalized across national borders	Bias towards operations created through external linkage
Learning	Not part of the OLI framework	Learning achieved through repetition of linkage and leverage
Process of internationalization	Not part of the OLI framework: MNE's international reach assumed	Proceeds incrementally through linkage
Organization	Not part of OLI framework; organization could be multinational or transnational	Global integration sought as latecomer advantage
Driving paradigm	Transaction cost economics	Capturing of latecomer advantages
Time frame	Comparative static observations, comparing one point in time with another	Cumulative development process

MNC de PED X MNC de PD (Rugman, 2010)

- “DMNCs do not have firm-specific advantages, besides economies of scale... their international success depends on the internationalization of country-specific advantages in low-cost labor, finance, and natural resources” (Cuervo-Cazurra, 2012, p. 155)

MNC de PED X MNC de PD (Ramamurti, 2012)

- “Differences in the context of Internationalization and the home country lead DMNCs to follow particular paths of international expansion; these paths modify some, but not all of, the predictions of existing theories: DMNCs are heterogeneous”

MNC de PED X MNC de PD (Cuervo-Cazurra, 2012)

- “Ramamurti (2012) deepens this line of thinking and explains how the analysis of DMNCs can help better understand:
 - the use of ownership advantages and the internationalization process. DMNCs do have ownership advantages, but these are different from the traditional ones the literature focuses on;
 - DMNCs have had less time to home sophisticated advantages and they internationalize to obtain advantages for use in their home country. They internationalize differently because the global environment facilitates a rapid internationalization, because they exploit differences rather than similarities in their foreign expansion, and because industry characteristics lead to different patterns.” (p. 155)

MNC de PED X MNC de PD (Ramamurti, 2012)

Conclusões:

1. “We do need more research into what makes an ownership advantage valuable or special, which ownership advantages are transferable to other countries, and ‘how much’ ownership advantage a firm needs to offset the liabilities of foreignness. We also need more research on how the home country context shapes the ownership advantages of all firms, including EMNEs” (p. 45)

MNC de PED X MNC de PD (Ramamurti, 2012)

Conclusões:

2. “we must **not assume EMNEs behave the way they do only because of their roots in emerging markets**. In the preceding sections, at least three contextual variables surfaced, beside country of origin, that have important implications for the internationalization strategy of firms: (1) the global context for internationalization, which affects the ease with which emerging market firms can internationalize; (2) the stage of evolution of the firm as an MNE; and (3) the industry in which it operates, e.g., natural resources, basic industries, etc. **(see Figure 1).**” (p. 45)

MNC de PED X MNC de PD (Ramamurti, 2012)

Conclusões:

3. “EMNEs may have strategic options that we have not seen with DMNEs. One example is that of the EMNE going abroad to bring back technologies and brands for exploitation in the home market “(p. 45)

MNC de PED X MNC de PD (Ramamurti, 2012)

Conclusoes:

- “Finally, the greatest payoff from studying EMNEs is not finding out if and how they differ from DMNEs, but the chance it offers to develop more comprehensive theories of the internationalization process. Since the birth of the IB and strategy fields, there has been no richer opportunity than now to study how firms *become* MNEs, because the drama is unfolding before our very eyes across the developing world.”(p. 45)

Evidência da necessidade de literatura para MNC de PED??

EXEMPLO: MOGHADDAM, Kaveh et al. The Smirk of Emerging Market Firms: A Modification of the Dunning's Typology of Internationalization Motivations. *Journal of International Management*. 2014

Premissas do artigo...

- EMMs are aggressively trying to catch up with DMMs and increasingly making their presence felt in the global competitive landscape (Kumaraswamy et al., 2012; Lorenzen and Mudambi, 2012)
- In regards to EMMs, there is empirical evidence that the strategic motives and destinations of international expansion by EMMs are in many respects different from those of the DMMs (e.g., Cuervo-Cazurra and Genc, 2008; Gammeltoft et al., 2010; Gaur and Kumar, 2009; Guillén and García-Canal, 2009; Sethi et al., 2003).
- Morck et al. (2008) point out that the eclectic paradigm (Dunning, 1980) does not explain the FDI outflow of Chinese MNEs

Objetivo do artigo

- Research question: To what extent does the Dunning typology adequately capture and differentiate the internationalization motivations of DMMs as well as those of EMMs?

Inconsistências / problemas OLI

- 1º) Resource Seeking:

cheap skilled, knowledge resources,
physical resources (Dunning)



Natural resources (UNCTAD)

- 2º) Efficiency Seeking:

Economy of scale and scope and
Differences taste and supply
capabilities (Dunning)



Low-cost labour resources (UNCTAD)

- 3º) Strategic Asset Seeking:

Acquisitions of firms (Dunning)



AMPLAMENTE CRITICADA (diferenciação
por ser recursos dos mais variados
– P&D por ex)

- We think that EMMs' international investment motivations are mostly driven by the 3Is: Institutions, Innovation and Internationalization (Kumar et al., 2013).
- EMMs have different strategic motivations and internationalization processes from those of the DMMs (Guillén and García-Canal, 2009; Luo and Tung, 2007; Mathews, 2006); thus, **the Dunning typology cannot be applied adequately**.
- Future research however is required to further examine the proposed modified typology empirically.