



Inward, Outward and Within: Investment and Latin America



AIB Latin America Chapter Annual Conference,
April 18 – 20, 2013, Puebla, Mexico

WELCOME FROM AIB-LAT CHAPTER CHAIR

Dear AIB-LAT 2013 Participant,

We are delighted to welcome you to the second independent AIB-LAT annual conference. This conference has been organized in association with the UDLAP, and it brings together academics and practitioners from a number of countries to advance our understanding of International Business in Latin America, and particularly of how MNCs deal with issues related to investment involving the Latin American region.

A key feature of the conference is the inclusion of a number of keynote addresses from leading academic figures from the region. You will also have the opportunity to hear and participate in sessions presented by academics from Canada, Mexico, Argentina, Germany, Brazil, Peru, Colombia, Chile, Venezuela, Grenada, Barbados, Puerto Rico, Taiwan, Spain, Bolivia, and the United States, among others.

We really hope that you will enjoy the conference and that the mix of presentations from keynote speakers and competitive and interactive sessions, in addition to the conference dinner which is organized by UDLAP, will provide you with an informative, thought-provoking and enjoyable couple of days in a great environment.

Best regards,

William Newburry
AIB-LAT Chapter Chair



WELCOME FROM AIB-LAT CHAPTER LOCAL CHAIR AND IB DEPARTMENT

Dear AIB-LAT 2013 Participant,

We are very honored to be hosting the 2013 AIB-LAT Chapter Conference at the University of the Americas Puebla (UDLAP).

This conference seeks to continue the scholarly debate we started last year at the first self-contained AIB-LAT conference in Miami, FL. Since then, countries in Latin America have increased their economic, social and political importance in light of the slow progress in the developed world, as these new emerging countries have proven to be resilient and continued on their growth path.



We would like to thank the conference scientific committee, conference reviewers, paper submitters, session chairs, panel members, the staff of AIB and many others who have helped to make this conference a reality. In particular, we would like to thank Dr. Derbez, Rector of the UDLAP, for addressing us as our keynote speaker, to Dr. Solano for his support and undying patience, and to Guadalupe Rodriguez and Lorena Aroche for their organizational help and constant problem-solving abilities, and to all others who made this conference a reality. We hope that your stay with us will offer you plenty of stimulating presentations and discussions.

Welcome to Puebla and to the UDLAP!

Diana Bank
Local Chair

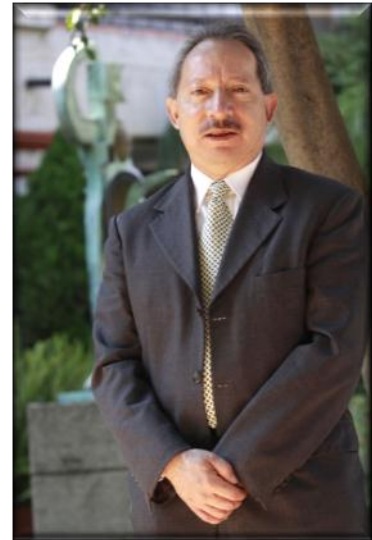
Elizabeth Salamanca
Head, International Business Department

WELCOME FROM UDLAP DEAN ROBERTO SOLANO

Dear AIB-LAT 2013 Participant,

On behalf of the School of Business and Economics at the UDLAP, it is my pleasure to welcome you to the Second AIB-LAT Annual Conference.

The UDLAP's most successful and numerous student body program is that of international business, where our students can earn one or two degrees in four years of study. With four dual degrees with our International Partnerships of Business Schools (IPBS) network of universities (a consortium of internationally renowned universities), our students become proficient in foreign languages and gain work experience abroad. This has become our flagship BA degree as Mexico has entered the world stage as one of the most promising economies in Latin America. With this, we prepare business leaders for regional, national and international business and trade. Of course, this would not be possible without our school's faculty, who hails from many countries and whose interests in a wide variety of areas ranging from business in Latin American, the Middle East and Asia, technology in business to SMEs, have resulted in many national and international publications and recognitions.



Puebla as such is Mexico's fourth largest city and is the headquarters of Volkswagen Mexico, as well as the site of much FDI by international MNEs, including Audi, among other. Situated 120 kilometers South of Mexico City, and one of the oldest cities in the Americas, Puebla has much to offer, not only because of the number of universities (second only to Mexico City), but also culturally and culinary.

I hope you will benefit greatly from your time at the conference. If there is anything else we can do to make your stay more fruitful, do let us know. Happy learnings!

Regards,

Roberto Solano
Dean
School of Business and Economics
UDLAP

AIB-LAT Chapter Executive Committee

President/Chapter Chair: William Newburry, Florida International Universidad, USA

Diana Bank, UDLAP, Mexico

Eva Stal, Universidade Nove de Julho – UNINOVE, Brazil

Ronald Rivas, Canisius College, USA

Lou Anne Barclay, University of the West Indies

Past President/Chapter Chair: Leonardo Liberman, Universidad de los Andes, Chile

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(Chapter Chair)

Dr. Diana Bank
(Local Chair)

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Dr. Armando Borda

Dr. Jorge Carneiro

Dr. Renato Cotta de Mello

Dr. Alvaro Cuervo-Cazurra

Dr. Luis Dau

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Lindquist

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Dr. Arnaldo J. de Hoyos

Dr. Leonardo Liberman

Dr. Moacir de Miranda
Oliveira Jr.

Dr. Ronaldo Parente

Dr. Jairo Laser Procianoy

Dr. Ronald Rivas

Dr. Angela da Rocha

Case Track Chair: Sergio Garcilazo Lagunes

Additional Conference Reviewers

Bárbara Ilze Semensato
Claudia Cheron Koenig
Claudia Margarita Félix
Cristina Robledo-Ardila
Fernanda Ribeiro
Francois Duhamel
Gilberto Figueira Da Silva
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Jose Geleilate
Jose Luis Rivas
Maria Alejandra Gonzalez-Perez
María Teresa De La Garza Carranza
Pedro Lucas Resende Melo
Rogerio Stival Morgado
Wlamir Goncalves Xavier

Conference Program Organizational Assistant: José Maurício Galli Geleilate

Best Paper Finalists (indicated by ☼ in detailed program)

Corporate Ownership in Latin American Firms: A Comparative Analysis of Dual-Class Shares **** joint winner ****

- Luiz Ricardo Kabbach de Castro, Universidad Adolfo Ibanez (Chile)
- Ruth Aguilera, University of Illinois (USA)
- Rafel Crespi, Universidad Illes Balears (Spain)

Individual Attributes and Service Performance within a MNC Operating in Latin America

- Leonardo Liberman, Universidad de los Andes (Chile)
- David Kimber, Universidad de los Andes (Chile)

Reforms and Multilatinas **** joint winner ****

- Luis Alfonso Dau, Northeastern University (USA)

Strategic Positioning and Characteristics of Domestic and International Firms: A Study in the Brazilian Software Industry

- Gilberto Figueira da Silva, Pontifical Catholic University of Rio de Janeiro (Brazil)
- Luis Antonio Dib, Federal University of Rio de Janeiro (Brazil)
- Angela Da Rocha, Pontifical Catholic University of Rio de Janeiro (Brazil)
- Jorge Ferreira da Silva, Pontifical Catholic University of Rio de Janeiro (Brazil)

Best Paper Selection Committee:

Dr. Armando Borda
Dr. Karin Fladmoe-Lindquist
Dr. Sergio Garcilazo Lagunes

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Program at a Glance

THURSDAY (April 19)

Hotel Fiesta Inn Las Animas

13:00-17:00	Paper Development Workshop
18:00-20:00	Opening Cocktail Reception

FRIDAY (April 20)

UDLAP

8:00-8:30	Registration
8:30-8:45	Welcome
8:45-10:15	Keynote Opening Speech: Dr. Derbez, Rector, UDLAP
10:15-10:45	Break
10:45-12:00	CP 1A CP 1B INT 1C
12:00-13:30	Lunch - Rob Grosse, AIB President
13:30-14:45	CP 2A CT 2B INT 2C
14:45-16:00	Plenary Panel - Publishing in Top Journals
16:00-16:15	Break
16:15-17:45	Plenary Panel - Innovation in Latin America
18:30-21:00	Gala Dinner and Show

SATURDAY (April 21)

UDLAP

8:30-9:00	Registration
9:00-10:15	CP 3A CP 3B INT 3C
10:30-12:00	Plenary Panel - Business Education in Latin America
12:00 -14:00	Luncheon and Awards Ceremony

	Plenary Session
CP	Competitive Paper Sessions
INT	Interactive Paper Sessions
CT	Case Study Track

Conference Program, Thursday, April 18

Hotel Fiesta Inn Las Ánimas, Avenida 39 Poniente #3515, Col. Las Ánimas, corner with Blvd. Atlixco, Puebla

13:00-17:00 Pre-Conference Paper Development Workshop

Professor **Robert Grosse** is Director of George Mason's Center for Global Business, Innovation and Transformation. Before joining George Mason, Prof. Grosse was the Director (Dean) of the EGADE Business School at Monterrey Tec in Mexico. He oversaw the campuses in Monterrey and Mexico City. He was the founding Director of Standard Bank Group's (South Africa) Global Leadership Centre, which offers leadership development to the Group's 11,000 managers and executives. He became the overall head of Leadership Development and Learning, reporting to the CEO, in July of 2007. He holds a B.A. from Princeton University and a Ph.D. from the University of North Carolina, both in international economics. He has taught international finance in the MBA programs at Thunderbird, the University of Miami, the University of Michigan, and at the Instituto de Empresa (Madrid, Spain), as well as in many universities in Latin America.



Paula Caligiuri is a Professor of Human Resource Management at Rutgers University in the United States. Paula is an expert in strategic human resource management with a focus on global leadership development, international assignee management, and cultural agility. She has authored or co-authored several academic journal articles and books – including *Managing the Global Workforce* (2010) and *Cultural Agility: Building a Pipeline of Successful Global Professionals* (2012) and serves as the HR Area Editor for the *Journal of International Business Studies*. Paula holds a Ph.D. from Penn State University in industrial and organizational psychology.

William Newburry is an Associate Professor and SunTrust Bank Professor at Florida International University in the Department of Management and International Business. Bill was previously employed at Rutgers Business School. He received his Ph.D. in 2000 from New York University's Stern School of Business. Prior to pursuing an academic career, Bill worked six years in the Contracts and Pricing Department at McDonnell Douglas Corporation. He has published over 25 papers in top-tier, peer-reviewed journals. Bill recently served as the Strategic Management (SMS) Global Strategy Interest Group Chair, and also co-chaired and organized the 2011 SMS Special Conference in Rio de Janeiro, Brazil. He is the current AIB-LAT President/Chapter Chair.



18:00-20:00 Opening Cocktail Reception (Sponsored by the City of Puebla;
Hotel Sacristia de Fray Juan, 2 Sur 907, Puebla)



SACRISTIA DE
**FRAY JUAN



Conference Program, Friday, April 19

UDLAP, Ex-Hacienda Santa Catarina Mártir, Cholula, Puebla

08:00-08:45 Registration and Welcome

08:00-08:30 Registration (Salón de Artes Escénicas, AG 106)

08:30-08:45 Welcome – William Newburry, AIB-LAT Chapter Chair, and Diana Bank, Local Chair (Salón de Artes Escénicas, AG 106)

8:45-10:15 Keynote Opening Speech: Dr. Derbez, Rector, UDLAP (Salón de Artes Escénicas, AG 106)

Since April 1st, 2008, **Dr. Derbez** has served as President of Universidad de las Américas Puebla (UDLAP). Dr. Derbez was Secretary of Economy from 2000 to 2002 and Secretary of Foreign Relations from 2003 to 2006 for the Government of Mexico. Previous to that, Dr. Derbez worked as an Economist for the World Bank from 1983 to 1997. Between 1998 and 2000, he was an international consultant for the Inter-American Development Bank (IADB). Since 2007, Dr. Derbez has participated as a consultant or Board Member in the following companies: Ford Motor Co., Bombardier, Banorte, S.A., Bx+ Bank, and Corporación Andina de Fomento (CAF). In May of 2007 he was admitted as a full member of the Pontifical Academy of Social Sciences of the Vatican. Dr. Derbez is fluent in Spanish, French and English.



10:15-10:45 Break (Patio of the library)

10:45-12:00 Parallel Session 1

Competitive Paper Session 1A: Strategy in Emerging Markets (Library, B1-111)

Session Chair: Luiz Ricardo Kabbach de Castro

Fit to be Tied: Using Contracts Strategically to Ensure Partner Performance

- Susan Perkins (s-perkins@kellogg.northwestern.edu), Northwestern University (USA)
- Edward Zajac (e-zajac@kellogg.northwestern.edu), Northwestern University (USA)
- Mary-Hunter McDonnell (m-mcdonnell@kellogg.northwestern.edu), Northwestern University (USA)

Foreign Direct Investment in the Electricity Sector in Latin America

- Frederico Araujo Turolla (fturolla@espm.br), ESPM (Brazil)
- Pedro Augusto Godeguez Silva (pedrofaeco@gmail.com), ESPM (Brazil)
- Cleveland Prates Teixeira (cleveland@pezco.com.br), Pezco (Brazil)
- Igor Jordano C. Gondim (igor@quantitative.com.br), FGV (Brazil) - PhD Student

Competing on Action: Business Models and the Competitiveness of Emerging Markets Enterprises

- Rogerio Marques (rmarques11@schulich.yorku.ca), Schulich School of Business - York University (Canada)
- Anoop Madhok (amadhok@schulich.yorku.ca), Schulich School of Business (Canada)

Strategic Positioning and Characteristics of Domestic and International Firms: A Study in the Brazilian Software Industry☼

- Gilberto Figueira da Silva (gilbertofigueira@gmail.com), Pontifical Catholic University of Rio de Janeiro (Brazil)
- Luis Antonio Dib (dib@coppead.ufrj.br), Federal University of Rio de Janeiro (Brazil)
- Angela Da Rocha (amc.darocho@gmail.com), Pontifical Catholic University of Rio de Janeiro (Brazil)
- Jorge Ferreira da Silva (shopshop@iag.puc-rio.br), Pontifical Catholic University of Rio de Janeiro (Brazil)

Competitive Paper Session 1B: Internationalization and Multilatinas (Library, B1-112)

Session Chair: Robyn Lynn Johnson

Reforms and Multilatinas☼

- Luis Alfonso Dau (L.Dau@neu.edu), Northeastern University (USA)

Internationalization Market of Brazilian Franchises

- Pedro Lucas Resende Melo (plresende@pucsp.br), University of São Paulo (USP) (Brazil)
- Felipe Mendes Borini (fborini@espm.br), ESPM (Brazil)
- Moacir de Miranda Oliveira Jr. (mirandaoliveira@usp.br), University of São Paulo (Brazil)
- Ronaldo Couto Parente (rcparent@fiu.edu), Florida International University (FIU) (USA)

Born Globals from Latin America: the Internationalization of Brazilian Technology-Based Firms

- Fernanda Ferreira Ribeiro (feribeir@iupui.edu), Indiana University (USA)
- Moacir de Miranda Oliveira Jr. (mirandaoliveira@usp.br), University of São Paulo (Brazil)
- Felipe Mendes Borini (fborini@espm.br), ESPM (Brazil)

Interactive Session 1C: Entrepreneurship and Local Business (Library, B1-113)

Session Chair: Sergio Picazo

Social Shelter and Entrepreneurship as the Foundation of Mexico's Industrialization

- Felipe de Jesus Bello Gomez (felipe.bello@udlap.mx), Universidad de las Américas Puebla (Mexico)

Local Tourism Development through Transdisciplinary Processes

- Maria Evelinda Santiago-Jimenez (evelindasantiago@yahoo.com.mx), Technological Institute of Puebla (Mexico)
- Ma. del Carmen Morfin-Herrera (mariac.morfin@udlap.mx), Universidad de las Américas Puebla (Mexico)

Substitutes or complements? The Role of Social Capital and Company Resources in Export Development

- Bertha Isabel Burguete (isabel.burguete@udlap.mx), Universidad de las Américas Puebla (Mexico)
- Francois Bernard Duhamel (francois.duhamel@udlap.mx), Universidad de las Américas Puebla (Mexico)

Why Women Repay Microloans?

- Kristiano Raccanello (raccanellok@yahoo.com), Universidad de las Americas Puebla (Mexico)

Cultural Differences between Colombians and Americans: Negotiation and Conflict

- Juan Fernando Velez-Ocampo (j.velez@iush.edu.co), Institución Universitaria Salazar y Herrera (Colombia)
- Luis E. Torres P. (ltorres1@ggc.edu), Georgia Gwinnett College (USA)

Brand Experience Dimensions and Preferences of Young Mexican Consumers

- Laura Esparza (lesparzam@gmail.com), Universidad de Monterrey (Mexico)
- Diana Davila (diana.davila@udem.edu.mx), Universidad de Monterrey (Mexico)

12:00-13:15 Lunch Break with Plenary Speech by Rob Grosse, AIB President (Comedor de las Américas)

Professor **Robert Grosse** is Director of George Mason's Center for Global Business, Innovation and Transformation. Before joining George Mason, Prof. Grosse was the Director (Dean) of the EGADE Business School at Monterrey Tec in Mexico. He oversaw the campuses in Monterrey and Mexico City. He was the founding Director of Standard Bank Group's (South Africa) Global Leadership Centre, which offers leadership development to the Group's 11,000 managers and executives. He became the overall head of Leadership Development and Learning, reporting to the CEO, in July of 2007. He holds a B.A. from Princeton University and a Ph.D. from the University of North Carolina, both in international economics. He has taught international finance in the MBA programs at Thunderbird, the University of Miami, the University of Michigan, and at the Instituto de Empresa (Madrid, Spain), as well as in many universities in Latin America.



13:15-14:30 Parallel Session 2

Competitive Paper Session 2A: Latin American Workplace Issues (Library, B1-111) Session Chair: Paula Caligiuri

Perceived Career Opportunities and Benefits from Globalization in Latin America

- William Newbury (newbury@fiu.edu), Florida International University (USA)
- Marcelo J. Alvarado-Vargas (malva043@fiu.edu), Florida International University (USA)
- Armando Borda, (abord001@fiu.edu), Esan University (Peru)
- Carlos Miguel Ortiz Baldo, U. Fermin Toro and U. Pablo de Olavide (carlangasbal@yahoo.com)
- Edwin Durán-Zurita (eduran@upb.edu), Universidad Privada Boliviana, Bolivia
- José Mauricio Galli Geleilate (josemauriciogg@gmail.com), Florida International University (USA)
- Massiel Guerra (mguerra@udd.cl), Universidad del Desarrollo (Mexico)
- Michel Hermans (mhermans@iae.edu.ar), IAE Business School - Austral University (Argentina)
- Maria Virginia Lasio Morello (mlasio@espol.edu.ec), ESPAE Graduate School of Management (Ecuador)

- Sergio Madero (smadero@itesm.mx) Tec de Monterrey (Mexico)
- Miguel Olivas-Lujan (molivas@clarion.edu) Clarion University (USA)
- Anne Marie Zwerg-Villegas (azwerg@eafit.edu.co; annezwevil@gmail.com) EAFIT, (Colombia)

Measuring intercultural sensitivity: A study about Colombian professionals

- Cristina Robledo-Ardila (crobled1@eafit.edu.co), Universidad EAFIT (Colombia)
- Andres Velez-Calle (avelezca@eafit.edu.co), Universidad EAFIT (Colombia)
- Manuela Osorio-Estrada (mosorio5@eafit.edu.co), Universidad EAFIT (Colombia)
- Alejandro Londoño-Avila (alondo19@eafit.edu.co), Universidad EAFIT (Colombia)

Individual Attributes and Service Performance within a MNC Operating in Latin America ☼

- Leonardo Liberman (leonardo.liberman@gmail.com), Universidad de los Andes (Chile)
- David Kimber (dkimberc@gmail.com), Universidad de los Andes (Chile)

Social Dominance Orientation and Mentorship: Mitigating Hierarchical Preference through Work Roles or just Low Expectations?

- Daniel E. Martin (dmartinprime@gmail.com), CSUEB/Stanford University (USA)
- Marina Perez Cano (marina.perez@ujat.mx), UJAT (Mexico)
- Marcos Perez Mendoza (Marcoslat@hotmail.com), UJAT (Mexico)
- Pao Sc Peralta (pao.robbyn@gmail.com), UJAT (Mexico)

Case Track Session 2B: Latin American Cases (Library, B1-112)

Session Chair: Sergio Garcilazo Lagunes

Corporate Social Responsibility and Sustainability Challenges for Managers in the Banana Industry to Address the International Race to the Bottom

- Cristina Robledo-Ardila (crobled1@eafit.edu.co), Universidad EAFIT (Colombia)
- Maria Alejandra Gonzalez-Perez (mgonza40@eafit.edu.co), Universidad EAFIT (Colombia)

Developing Country Firms Internationalization Patterns: The Case of Ten Colombian Companies

- Juan Fernando Velez-Ocampo (j.velez@iush.edu.co), Institución Universitaria Salazar y Herrera (Colombia)
- Maria Alejandra Gonzalez-Perez (mgonza40@eafit.edu.co), Universidad EAFIT (Colombia)

The Rise and Fall of a Maquiladora: Strategic and Legal Issues as Denim Deals Move to Asia

- Robyn Lynn Johnson (robynl.johnson@udlap.mx), Universidad de las Américas Puebla (Mexico)
- Francois Bernard Duhamel (francois.duhamel@udlap.mx), Universidad de las Américas Puebla (Mexico)

The World of Saints

- Rocio Del Carmen Moreno-Sanabria (rocioc.moreno@udlap.mx), Universidad de las Américas Puebla (Mexico)
- Sergio Picazo-Vela (sergio.picazo@udlap.mx), Universidad de las Américas Puebla (Mexico)
- Erika Galindo-Bello (erika.galindo@udlap.mx), Universidad de las Américas Puebla (Mexico)
- Maria Isabel Huerta-Carvajal (isabel.huerta@udlap.mx), Universidad de las Américas Puebla (Mexico)

Interactive Paper Session 2C: Internationalization (Library, B1-113)

Session Chair: Luis Alfonso Dau

Internationalization Research in Brazil: The State of Art and Challenges Ahead

- Mario Henrique Ogasavara (marioga@unifor.br), University of Fortaleza (Brazil)
- Gilmar Masiero (gilmarmasiero@gmail.com), University of Sao Paulo (Brazil)
- Marcio de Oliveira Mota (marcio@marciomota.com), State University of Ceara (Brazil)

The Internationalization of the Brazilian Heavy Construction Industry

- Ana Vitoria Pagan Cardoso (anavitoriapagan@hotmail.com), ESPM (Brazil)
- Gabriela Belo Alvarez (gabi.alvarez0@hotmail.com), ESPM (Brazil)
- Marcelo Brull (marcelo.brull@gmail.com), ESPM (Brazil)
- Frederico Araujo Turolla (fturolla@espm.br), ESPM (Brazil)
- Vivian Iara Strehlau (vstrehlau@espm.br), ESPM (Brazil)

The Roles, Behaviors and Participation of Foreign Subsidiary Executives in the Affiliate Divestment Decision Process

- Luis Manuel Baquero (lbaquero@pucpr.edu), Pontifical Catholic University of Puerto Rico (USA)

Acquisition as Market Shaper in Latin America: Theoretical Perspectives Applied to the Case of Internationalization of SAB Miller to Colombia

- Maria Teresa Vasquez-Melo (mvasquezmelo@gmail.com), Universidad EAFIT (Colombia)
- Carolina Rios-Molina (criosmol@eafit.edu.co), Universidad EAFIT (Colombia)
- Alicia Restrepo (aliciarpo@gmail.com), Universidad EAFIT (Colombia)
- Maria Alejandra Gonzalez-Perez (mgonza40@eafit.edu.co), Universidad EAFIT (Colombia)

Public Policies Supporting the Internationalization of Micro and Small Enterprises a Comparative Study between Brazil and Germany

- Claudia de Lima Cheron (claudiacheron@usp.br), University of Sao Paulo (Brazil)
- Barbara Semensato (barbarailze@gmail.com), University of Sao Paulo (Brazil)
- Christine Wuest (christine.wuest@googlemail.com), Passau University (Germany)
- Max Leven (max.leven@gmx.de), Flensburg University (Germany)
- Moacir de Miranda Oliveira Jr. (mirandaoliveira@usp.com.br), University of Sao Paulo (Brazil)

14:35-15:50 Plenary Session - Publishing in Top Journals



Paula Caligiuri is a Professor of Human Resource Management at Rutgers University in the United States. Paula is an expert in strategic human resource management with a focus on global leadership development, international assignee management, and cultural agility. She has authored or co-authored several academic journal articles and books – including *Managing the Global Workforce* (2010) and *Cultural Agility: Building a Pipeline of Successful Global Professionals* (2012) and serves as the HR Area Editor for the *Journal of International Business Studies*. Paula holds a Ph.D. from Penn State University in industrial and organizational psychology.

Professor **Robert Grosse** is a leading author on international business in Latin America. He has written about global firms' strategies in the region (Can Latin American Firms Compete? Oxford, 2007), the financial crisis of 2008-9 as well as in the 1980s and 1990s and strategies of banks and firms to deal with them (three books and a dozen articles) and the strategies of Latin American firms in international competition (cases on Enersis, Banco Ganadero, YPF, and LanChile, among others). He wrote a section on "International Business in Latin America" for the Oxford Handbook of International Business (Oxford, 2001). He has published widely in the international business journals, from JIBS, to Management International Review, Transnational Corporations, the Journal of International Management, and is the current President of the Academy of International Business and a Past President of the Business Association of Latin American Studies. He was Dean of EGADE Business School during 2009-2011.



André Jun Nishizawa is researching the Publishing Industry within the Information Science Department from the Universidade de São Paulo (2013) and has an MBA in Project Management from FGV (2011), in addition to a Black Belt degree from Insight Educação (2010), a PG Certification in Marketing from Curtin University, Australia (2008) and a Bachelor's Degree in Publishing from the Universidade de São Paulo (2005). He has taught classes in logistics design, production control, project management and quality management at Anhanguera University, São José dos Campos. He was previously employed as Development Director at Middle Way Publishing House, Poliedro Group, Moderna Publishing House, Vida Publishing House and Dreampix Agency.

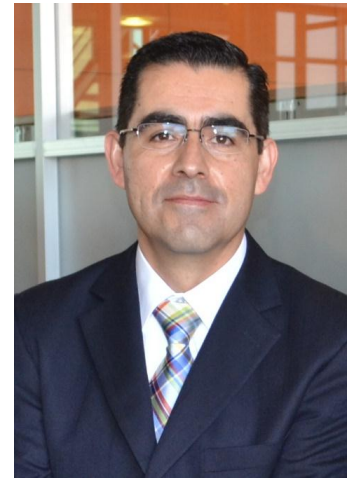
Anoop Madhok is a Professor of Strategy at the Schulich School of Business, York University, Toronto and a Visiting Professor at the Faculty of Economics and Business, Vrije University, Amsterdam. His research interests span strategy and international management and include topics such as multinational firm strategy, foreign market entry, strategic alliances, trust and inter-firm collaboration, and the theory and boundaries of the firm. His work has been published in the Academy of Management Journal, Strategic Management Journal, Organization Science, Journal of International Business Studies, among many others. Anoop Madhok has been recognized as a major contributor in international strategic management research. His article was awarded the Journal of International Business Studies 2005 Decade Award (for the most influential paper in JIBS in 1995). He serves on the editorial review board of Strategic Management Journal, Journal of International Business Studies, Journal of International Management and Journal of World Business.



15:50-16:15 Break (Salón de Artes Escénicas, AG016)

The panel on innovation will deal with changes of innovation in old and new business ventures in Latin America, including but not limited to business to the Bottom of the Pyramid, M&A activities in the “multilatinas” and SMEs. Our speakers will be:

Victor Manuel González y González is a Full Professor and Head of the Department of Computer Science at Instituto Tecnológico Autónomo de México (ITAM) in Mexico City. He teaches courses in Human-Computer Interaction, Innovation and Development of Technology-Based Startups, and Management of Information Technologies. Dr. González is an applied computer scientist designing and studying the use, adoption and adaptation of Information and Communication Technologies (ICT) in a variety of contexts, including office workplaces, homes, urban communities and public spaces. Dr. González is a Senior Research Fellow of CRITO at the University of California, Irvine. He is also a Visiting Fellow at the University of Manchester in the UK. He received a Ph.D. and Master degrees in Information and Computer Science from the UC Irvine and a Master degree in Information Systems from the University of Essex, United Kingdom. He is a member of IEEE, ACM SIGCHI and vice-president of SIG-CHI Mexican Chapter. Dr. Gonzalez is Member (Level 1) of the National System of Researchers of the National Mexican Science Council (CONACYT). He is current president of the Mexican Computer Science Society (SMCC) and member of the executive team of the CONACYT's Thematic Network on Information and Communication Technologies.



Diego C. Cueto is an Assistant Professor of Finance at Universidad ESAN. He has published his work on corporate governance and international finance in referee journals and a book chapter. His teaching interests include corporate finance, mergers and acquisitions, corporate governance, structural equation modelling and entrepreneurship. He is a visiting professor at the Tec de Monterrey, Guadalajara. He is a graduate of the John Molson School of Business at Concordia University, and obtained his PhD from Concordia University in 2009.



Sergio Carvajal de las Cuevas is Senior Manager with over 28 years of proven successful experience in sales, product marketing, volume planning, finance and management, with skills oriented to operations improvement, successful negotiations, strategic planning and business plan development and implementation. Capable of solving complex and multitask operational issues and establishing communication at the diverse levels of an organization; experienced leader, focused on customers and tangible results with expertise in integrating motivated and high performance groups. Experience in diverse industries: automotive, financial services and alimentary. Full expertise in the market development of a Premium automotive brand in Mexico with experience in the creation and implementation of long term strategies regarding dealer network, product, pricing, customer loyalty and brand positioning.



18:30-21:00 Conference Gala Dinner and Show
(Casa del Caballero Águila, 4 Oriente esquina 5 de mayo, Cholula)

In this gala dinner, the UDLAP will showcase one of its recent acquisitions for the delight and education of its students: The oldest Spanish house in Cholula transformed into an important museum prehispanic for the city of Cholula. Before dinner, we will delight you with a dance show from our in-house dance troupe “Zenzontle”, composed of students interested in dance and which specializes in Mexican folk dance.



Conference Program, Saturday, April 20

UDLAP, Ex-Hacienda Santa Catarina Mártir, Cholula, Puebla

08:30-09:00 Registration (Outside the Library)

9:00-10:15 Parallel Session 3

Competitive Paper Session 3A: Ownership and Financial Issues (Library, B1-111)

Session Chair: William Newburry

Financial Constraints for Investment and Block Ownership by Other Nonfinancial Firms: An Analysis of Brazilian firms

- Vicente Lima Crisostomo (vlc@ufc.br), Universidade Federal do Ceará (Brazil)
- Felix Javier Lopez Iturriaga (flopez@eco.uva.es), Universidad de Valladolid (Spain)
- Eleuterio Vallelado (teyo@eco.uva.es), Universidad de Valladolid (Spain)

Corporate Ownership in Latin American Firms: A Comparative Analysis of Dual-Class Shares✪

- Luiz Ricardo Kabbach de Castro (luiz.kabbach@uai.cl), Universidad Adolfo Ibanez (Chile)
- Ruth Aguilera (ruth-agu@illinois.edu), University of Illinois (USA)
- Rafel Crespi (rafel.crespi@uib.es), Universidad Illes Balears (Spain)

Going Public in Mexico

- María de las Mercedes Adamuz (adamuz@itam.mx), Instituto Tecnológico Autónomo de México (Mexico)
- Jose Luis Rivas (jose.rivas@itam.mx), Instituto Tecnológico Autónomo de México (Mexico)

CSR in Brazil benefits from ownership concentration

- Vicente Lima Crisostomo (vlc@ufc.br), Universidade Federal do Ceara (Brazil)
- Fátima de Souza Freire (ffreire@unb.br), Universidade de Brasilia (Brazil)
- Paulo Henrique Nobre Parente (paulonobrepente@yahoo.com.br), Universidade Federal do Ceara (Brazil)

Competitive Paper Session 3B: Entrepreneurship (Library, B1-112)

Session Chair: Francois Duhamel

The International Expansion of Late-Internationalizing Entrepreneurial Firms in the Brazilian Software Industry

- Sylvia T. de Almeida Moraes (sylvia.tamoraes@gmail.com), PUC - RJ (Brazil)
- Angela da Rocha (amc.darocha@gmail.com), Pontifical Catholic University of Rio de Janeiro / IAG Business School (Brazil)

The Development of Absorptive Capacity in Brazilian and Foreign Franchise Networks: A Multi-method Study

- Rogério Stival Morgado (rsmorgado@uol.com.br), University of Sao Paulo (Brazil)
- Afonso Carlos Correa Fleury (acfleury@usp.br), USP - University of Sao Paulo (Brazil)
- Felipe Mendes Borini (fborini@espm.br), ESPM (Brazil)
- Moacir de Miranda Oliveira Junior (mirandaoliveira@usp.br), University of Sao Paulo (Brazil)

Leadership as a Driver of Entrepreneurship: An International Study

- Claudia Margarita Félix (c.felix@itesm.mx), ITESM-Universidad Autónoma de Barcelona (Mexico)

Entrepreneurial Orientation of Mexican Small Business Managers

- María Teresa de la Garza Carranza (teresa.garza@itcelaya.edu.mx), Instituto Tecnológico de Celaya (Mexico)
- Eugenio Guzman-Soria (eugenio.guzman@itcelaya.edu.mx), Instituto Tecnológico de Celaya (Mexico)
- Elisa Guillen-Arguelles (elisaguillen@yahoo.com), Instituto Tecnológico de Cancun (Mexico)

Interactive Session 3C: Macro Economic Forces in Latin America (Library, B1-113)

Session Chair: Diana Bank

Does Microcredit Benefit Microenterprise's Revenues?

- Kristiano Raccanello (raccanellok@yahoo.com) Universidad de las Américas Puebla (Mexico)
- Cecilia Belem Saucedo Carranza (cecilia.saucedoca@udlap.mx) Universidad de las Américas Puebla (Mexico)

Implications of the Brazilian Banking Industry with the European Financial Crisis

- Sérgio Henrique Arruda Cavalcante Forte (sergioforte@unifor.br), Universidade de Fortaleza (Brazil)
- Michelle do Carmo Sobreira (michellesobreira@gmail.com), Universidade de Fortaleza (Brazil)
- Rennan Leitão Rocha (rennanrocha@msn.com), Universidade de Fortaleza (Brazil)
- Vaneska Polainas (v.polainas@gmail.com), Universidade de Fortaleza (Brazil)

Foodstuff Commodity Price Elasticities against BRL and CNY Exchange Rates

- Mario Antonio Margarido (margaridoma@gmail.com), SEFAZ (Brazil)
- Frederico Araujo Turolla (fturolla@espm.br), ESPM (Brazil)

After the War Was Lost: What the End of the War on Drugs could mean for Latin America

- Adam James Chimienti (ajchimienti@gmail.com), National Sun Yat-sen University (Taiwan)
- Carmen Leticia Arias (karmenarias@gmail.com), St. John's University (Taiwan)

Banana Republic no More: Ecuador's Rapid Evolution in the 21st Century

- Adam James Chimienti (ajchimienti@gmail.com), National Sun Yat-sen University (Taiwan)
- Carmen Leticia Arias (karmenarias@gmail.com), St. John's University (Taiwan)

Reversal of Fortune at the End of the Second Millennium

- Felipe de Jesus Bello Gomez (felipe.bello@udlap.mx), Universidad de las Américas Puebla (Mexico)

The panel on new tendencies in business education will discuss the role of technology in bringing about the necessary changes in teaching business in the 21st Century, including online and blended courses, and dual degrees programs. Accreditations and rankings of business schools will also be discussed as the offer becomes more competitive and students are looking for the best cost/benefit in their choices. Our panelists will be:

Dr. **Luis M. Arciniega** is professor of OB & HRM at ITAM School of Business in Mexico City,



where he chairs de Business Department. He received his PhD. in Organizational Psychology from the University of Salamanca in Spain. His research focuses on the influence of personal and work values on job attitudes and team processes. He is coauthor of the Work Values Scale (EVAT). Dr. Arciniega has been visiting researcher at the University of Western Ontario and visiting professor at the University of Salamanca.

His scientific production has been published in leading academic journals such as *Personality and Individual Differences*, *Journal of Business and Psychology*, and the *Journal of Applied Psychology*, and presented in several international conferences. He worked as a practitioner in HR for more than ten years at Televisa Group, one of the largest media corporations in the world, and as a consultant to some multi-national organizations. Dr. Arciniega is Vice - President of Development at the International Society for the Study of Work and Organizational Values (ISSWOV), and member of the EAWOP and SIOP.



William Gourg is a French graduate with a double Master's degree in International Economics from the School of Economics at the University of Rennes 1, France and International Studies from the Institute of Latin American Studies (IHEAL) at University Paris 3 Sorbonne Nouvelle, with a specialization in M&A of the ESCP Europe Business School. He is a specialist in economic development strategies and internationalization process certified by French Foreign Trade Advisors (CCE's), and has worked and lived abroad (Mexico, Spain). These include Marketing Strategy, International Trade, Market Intelligence and Competitive analysis. I developed skills in business development, project management and intercultural negotiation. In February 2011, William did an internship at the Export Promotion Agency of ProMéxico as international

promoter of trade and investment and is currently working in the research department of AméricaEconomía Magazine in Mexico City, where his main responsibilities are to design, create and present business proposals to external accounts of AméricaEconomía matching specific business needs, including working with universities and business schools in Latin America by evaluating MBA programs and editing business cases, testimonials and papers in the MBA & Executive website section.

Cecilia Farrera holds a BA degree in educational psychology and a Master's in education from Universidad Anáhuac in Mexico. She is currently responsible for the IT systems of all the campuses of Universidad Anáhuac in regards to the needs of international students. She frequently speaks on international fori on innovation in processes of education based in technology. She is President of the Association of Banner Users in México and member of the IT Consultants for Ellucian Latin America. Her expertise includes curricula design, as well as evaluation and formation of professors.



12:00-14:00 Luncheon and Awards Ceremony (Comedor de las Américas)

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