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978-0-521-51948-9 - Brazilian Multinationals: Competences for Internationalization

Afonso Fleury and Maria Tereza Leme Fleury

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## *Brazilian Multinationals*

Since the 1950s, subsidiaries of the most prestigious foreign multinationals have played a key role in Brazilian economic development, thus creating a very competitive domestic market. On top of this, government interventions in the last few decades have been inconsistent and contradictory, resulting in a series of economic crises. Only the most resilient Brazilian firms have been able to survive and prosper in this challenging environment. This book analyzes a variety of leading Brazilian multinationals and examines their competences and competitive strategies in a variety of different settings. It develops an innovative analytical framework based on international business, international operations management, and international human resources management. This framework is then applied not only to Brazilian multinationals, but also to firms from Latin America, Russia, India, and China. Thus, the book provides novel insights into the rise of Brazilian multinationals and the increasingly important role played by emerging economy multinationals in the global economy.

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*To our grandchildren, Marina, Leonardo and Gabriela,  
who will surf the waves of the new world,  
and to our sons, Andre, Fernando and Pedro, and  
daughters-in-law,  
who are teaching the children the art and science of sailing  
through rough waters.*

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We have been studying multinational enterprises for several decades. As we live in Brazil, we mainly research their subsidiaries within the local operating and institutional context.

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