

Reverse Entrepreneurship in Latin America

Pável Reyes-Mercado
Guillermo Jesús Larios Hernández
Editors

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Internationalization from Emerging Markets
to Developed Economies

palgrave
macmillan

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ISBN 978-3-319-94465-4 ISBN 978-3-319-94466-1 (eBook)
<https://doi.org/10.1007/978-3-319-94466-1>

Library of Congress Control Number: 2018950484

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The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

PREFACE

The idea of collecting and selecting teaching case studies under the unifying theme of internationalization in *Reverse Entrepreneurship in Latin America – Internationalization from Emerging Markets to Developed Economies* began in 2016 at Universidad Anáhuac México, with the aim of sharing the lessons learned by Latin American companies that are struggling with the complex step of extending the borders of their country of origin.

Our idea took the form of a casebook produced after long conversations about how to provide value to the teachings that Latin American business and entrepreneurship students receive through relevant experiences of local small and medium enterprises, as well as startups. We wanted to share the issues and dilemmas that managers and entrepreneurs face in the more uncertain business landscapes of the emerging countries. Above all, we are motivated by the economic trend and trade exchanges characterized by the flow of products and services from emerging markets to developed countries—and even other emerging markets. Although business students need to understand the basic aspects that multinational companies put into action when they target an emerging market, they also need to gain awareness of the specific dimensions of family businesses and new ventures as these begin to trickle into the commercial scenario of a developed country. Combining these two conceptual perspectives would enable these students to increase their overall understanding of internationalization processes.

This casebook aims to serve as one of the first to address the reverse flow of internationalization through the real-world problems that Latin American companies have experienced. Students can develop their business

mindset by analyzing the external challenges, internal issues, and business processes depicted by the teaching cases. The companies illustrated in the cases are embedded in emerging markets whose main features refer to low awareness of sustainability issues and a weaker regulatory framework, as well as particular infrastructure challenges related to telecommunications, energy, and transportation, to mention just a few. The students can reflect, discuss, and elaborate on proposals of feasible strategies and plans to solve the issues posed by the cases according to the context in which the ventures operate and their target markets. The cases included in this book depict the variety of industries found in many of the emerging markets that target different destination countries. Hence, business instructors can choose from among these cases those that best adapt to their teaching objectives, interests, and similarities to their local companies. While we hope that instructors and students benefit from reading, analyzing, and discussing the cases, the participants in this casebook have also prepared comprehensive teaching notes, which are available via e-mail on request from the corresponding authors and the editors.

Note: These cases are written solely for educational purposes and are not intended to represent successful or unsuccessful managerial decision making. The authors may have disguised names, financial and other recognizable information to protect confidentiality and for competitive reasons.

Huixquilucan, Mexico

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CONTENTS

1	Introduction	1
	Pável Reyes-Mercado and Guillermo Jesús Larios Hernández	
2	The Rise and Fall of an International New Venture: The Case of an Online Medical Tourism Platform	7
	Sascha Fuerst and Lasse Torkkeli	
3	Wearable Technology: Shaping Market Opportunities Through Innovation, Learning, and Networking	29
	Guillermo Jesús Larios Hernández	
4	Cinépolis México: Prospects for International Growth in the Entertainment Industry	45
	Alberto Borbolla-Albores	
5	Benotto Bicycles: Developing a Strategy for Profitable Growth	63
	Pável Reyes-Mercado and Jesús Berumen-Cantú	
6	Mexico's Healthy Food: Using Innovation to Create Commercial Ties with Suppliers	83
	Guillermo A. Zamacona Aboumrad and Adriana González Flores	

7	Napify App: An Example of Mexican Social Entrepreneurship	109
	Lizbeth Magdalena Puerta-Sierra and Moisés Maislin Mendoza	
8	International Growth for the Concept of Children’s Edutainment: The Case of KidZania	121
	Argentina Soto-Maciel	
	Index	135

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LIST OF FIGURES

Fig. 2.1	Map of the Americas. (Source: d-maps.com, http://d-maps.com/carte.php?num_car=1425&lang=en)	13
Fig. 2.2	Screenshots of Flyclinic’s website. (Source: Flyclinic)	15
Fig. 2.3	Email to partners and friends of Flyclinic. (Source: Thomas Treutler (May 22, 2012))	17
Fig. 2.4	Relaunch of Flyclinic’s website. (Source: Twitter Flyclinic, https://twitter.com/FlyClinic)	22
Fig. 3.1	Shipments of wearable devices (millions). (Source: Graph based on Williams (2017, August 31))	34
Fig. 3.2	Global market of wearables (thousands). (Source: Based on data from Yano Research Institute (2016, May 16))	36
Fig. 4.1	Ambidexterity in Cinépolis business model. (Source: Author’s own elaboration)	56
Fig. 4.2	Revenues in India. (Source: Deloitte (2016))	59
Fig. 4.3	Multiplex segment. (Source: Business Standard)	59
Fig. 4.4	Expansion plans. (Source: Analyst Report: India Film Exhibition – Blockbuster year)	60
Fig. 5.1	The old Benotto’s Silver Eagle	65
Fig. 5.2	Country of origin of Mexico’s imported bicycles (2016)	70
Fig. 5.3	Ownership levels in selected countries around the world. (Source: Pew Research 2015)	73
Fig. 5.4	Time distribution for physical activities of people in Mexico	74
Fig. 5.5	Bicycles imports trend	78
Fig. 5.6	Origin United States bicycle imports	78
Fig. 5.7	Mexico’s bicycles exports to Latin American countries and United States	79

LIST OF TABLES

Table 2.1	Recession-adjusted US outbound medical tourism	10
Table 3.1	Wristwear classification	32
Table 3.2	Activity tracker classification by price range	33
Table 3.3	Types of wearable technologies	35
Table 5.1	Sale price index for some Mexican mountain bicycle manufacturers and imports in 2016 Benotto = 100	69
Table 5.2	Clusters of countries by bicycle ownership	72
Table 5.3	Benotto's retailing customers	77
Table 6.1	Total US population and Hispanic or Latino type	87
Table 6.2	Hispanic or Latino by type	87
Table 6.3	Percentage of orders that had not been delivered on time by the agricultures to Mexico's Healthy Food	92
Table 6.4	Price variation from a programmed order to a last-minute order	94
Table 6.5	Export Importance and growth for Mexico's Healthy Foods	96
Table 8.1	Top 10 theme park groups worldwide	126
Table 8.2	Top 20 museums worldwide	126
Table 8.3	Growth, 2012–2016, top 20 museums worldwide	127
Table 8.4	Top 25 amusement/theme parks worldwide	127
Table 8.5	Growth, 2011–2016, top 25 amusement/theme parks	127