

Mestrado GRH  
Gestão Transcultural da Diversidade

3. Empresas multinacionais e mobilidade  
de gestores

*Empresas multinacionais: negócios internacionais,  
mobilidade e cultura*

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(a) Empresas multinacionais: negócios internacionais, mobilidade e cultura

- As orientações internacionais das empresas multinacionais
- Os constrangimentos à internacionalização: a importância da cultura
- Mobilidade e localização de recursos humanos

- Perlmutter, Howard (1969), “The tortuous evolution of the multinational corporation”, *Columbia Journal of World Business*, Vol. 4, Nº 1, pp. 9-18
  - Importância da “orientação” (estados de espírito, atitudes) face às operações no estrangeiro
  - 3 tipos de orientações:
    - Etnocêntrica (orientação para o país de origem)
    - Policêntrica (orientação para o país de destino)
    - Geocêntrica (orientação para o mundo)

*Table 1: Three Types of Headquarters Orientation Toward Subsidiaries in an International Enterprise*

Organization Design	Ethnocentric	Polycentric	Geocentric
Complexity of organization	Complex in home country, simple in subsidiaries	Varied and independent	Increasingly complex and interdependent
Authority; decision making	High in headquarters	Relatively low in headquarters	Aim for a collaborative approach between headquarters and subsidiaries
Evaluation and control	Home standards applied for persons and performance	Determined locally	Find standards which are universal and local
Rewards and punishments; incentives	High in headquarters low in subsidiaries	Wide variation; can be high or low rewards for subsidiary performance	International and local executives rewarded for reaching local and worldwide objectives
Communication; information flow	High volume to subsidiaries orders, commands, advice	Little to and from headquarters. Little between subsidiaries	Both ways and between subsidiaries. Heads of subsidiaries part of management team
Identification	Nationality of owner	Nationality of host country	Truly international company but identifying with national interests
Perpetuation (recruiting, staffing, development)	Recruit and develop people of home country for key positions everywhere in the world	Develop people of local nationality for key positions in their own country	Develop best men everywhere in the world for key positions everywhere in the world

- Diferença de orientação por produto, função e geografia
  - Área funcional: R&D mais geocêntrica, finanças mais etnocêntrica, marketing mais policêntrico
  - Produto: mais etnocêntrica na produção industrial, mais policêntrica nos bens de consumo
  - Geografia: mais etnocêntrica em PVDs
- Factores que explicam atitudes a favor ou contra o geocentrismo
- Políticas de reforço do geocentrismo: por ex., carreiras internacionais

*Table 2: International Executives View of Forces and Obstacles Toward Geocentrism in Their Firms*

Forces Toward Geocentrism		Obstacles Toward Geocentrism	
Environmental	Intra-Organizational	Environmental	Intra-Organizational
1. Technological and managerial know-how increasing in availability in different countries	1. Desire to use human vs. material resources optimally	1. Economic nationalism in host and home countries	1. Management inexperience in overseas markets
2. International customers	2. Observed lowering of morale in affiliates of an ethnocentric company	2. Political nationalism in host & home countries	2. Nation-centered reward and punishment structure
3. Local customers demand for best product at fair price	3. Evidence of waste and duplication in polycentrism	3. Military secrecy associated with research in home country	3. Mutual distrust between home country people and foreign executives
4. Host country's desire to increase balance of payments	4. Increasing awareness and respect for good men of other than home nationality	4. Distrust of big international firms by host country political leaders	4. Resistance to letting foreigners into the power structure

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|---|--|---|---|
| 5. Growing world markets  | 5. Risk diversification in having a worldwide production & distribution system               | 5. Lack of international monetary system  | 5. Anticipated costs and risks of geocentrism           |
| 6. Global competition among international firms for scarce human and material resources | 6. Need for recruitment of good men on a worldwide basis                                     | 6. Growing differences between the rich and poor countries  | 6. Nationalistic tendencies in staff                    |
| 7. Major advances in integration of international transport & telecommunications        | 7. Need for worldwide information system   | 7. Host country belief that home countries get disproportionate benefits of international firms profits | 7. Increasing immobility of staff                       |
| 8. Regional supranational economic & political communities                              | 8. Worldwide appeal of products  | 8. Home country political leaders' attempts to control firm's policy                                    | 8. Linguistic problems & different cultural backgrounds |
|   | 9. Senior management's long term commitment to geocentrism as related to survival and growth |   | 9. Centralization tendencies in headquarters            |
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- Orientações e ciclo de vida: a tendência para o geocentrismo assemelha-se ao crescimento (policentrismo = entrada na vida adulta, reconhecimento de maturidade às subsidiárias)
- Custos pessoais do geocentrismo: a dificuldade das carreiras internacionais; a “dificuldade de aprender novas línguas, ultrapassar complexos de superioridade culturais, orgulho nacional e desconforto com estrangeiros”.
- Importância das relações de “confiança” entre pessoas de diferentes nacionalidades.



- Ghemawat, Pankaj (2001), “Distance still matters: the hard reality of global expansion”, *Harvard Business Review*, September 2001, pp. 137-147
  - Sobre-estimação da atractividade dos mercados estrangeiros – os métodos de cálculo dos custos de negócios no estrangeiro habitualmente enfatizam ganhos (vendas potenciais) e negligenciam custos.
  - Muitos dos custos e riscos de realizar negócios internacionais dependem da *distância*: geográfica / cultural / administrativa-política / económica
  - Os menos considerados na literatura têm sido a distância cultural e a administrativa-política

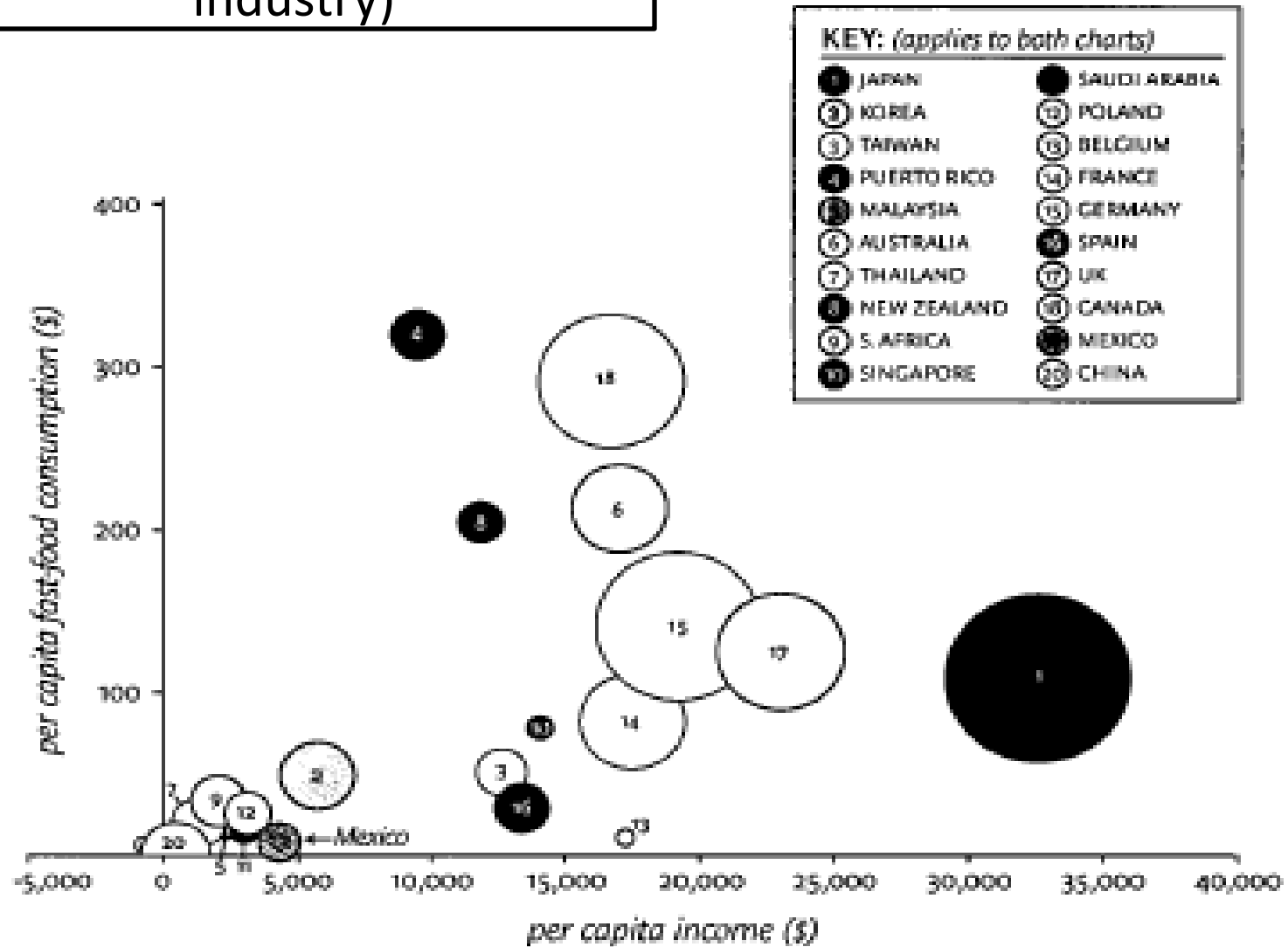
<b>Distance Attribute</b>	<b>Change in International Trade (%)</b>
income level: GDP per capita (1% increase)	+0.7
economic size: GDP (1% increase)	+0.8
physical distance (1% increase)	-1.1
physical size (1% increase)*	-0.2
access to ocean*	+50
common border	+80
common language	+200
common regional trading bloc	<b>+330</b>
colony-colonizer relationship	+900
common colonizer	+190
common polity	+300
common currency	+340

	Cultural Distance	Administrative Distance	Geographic Distance	Economic Distance
<i>attributes creating distance</i>	different languages	absence of colonial ties	physical remoteness	differences in consumer incomes
	different ethnicities; lack of connective ethnic or social networks	absence of shared monetary or political association	lack of a common border	differences in costs and quality of:
	different religions	political hostility	lack of sea or river access	• natural resources
	different social norms	government policies	size of country	• financial resources
	institutional weakness	weak transportation or communication links		• human resources
		differences in climates		• infrastructure
				• intermediate inputs
				• information or knowledge

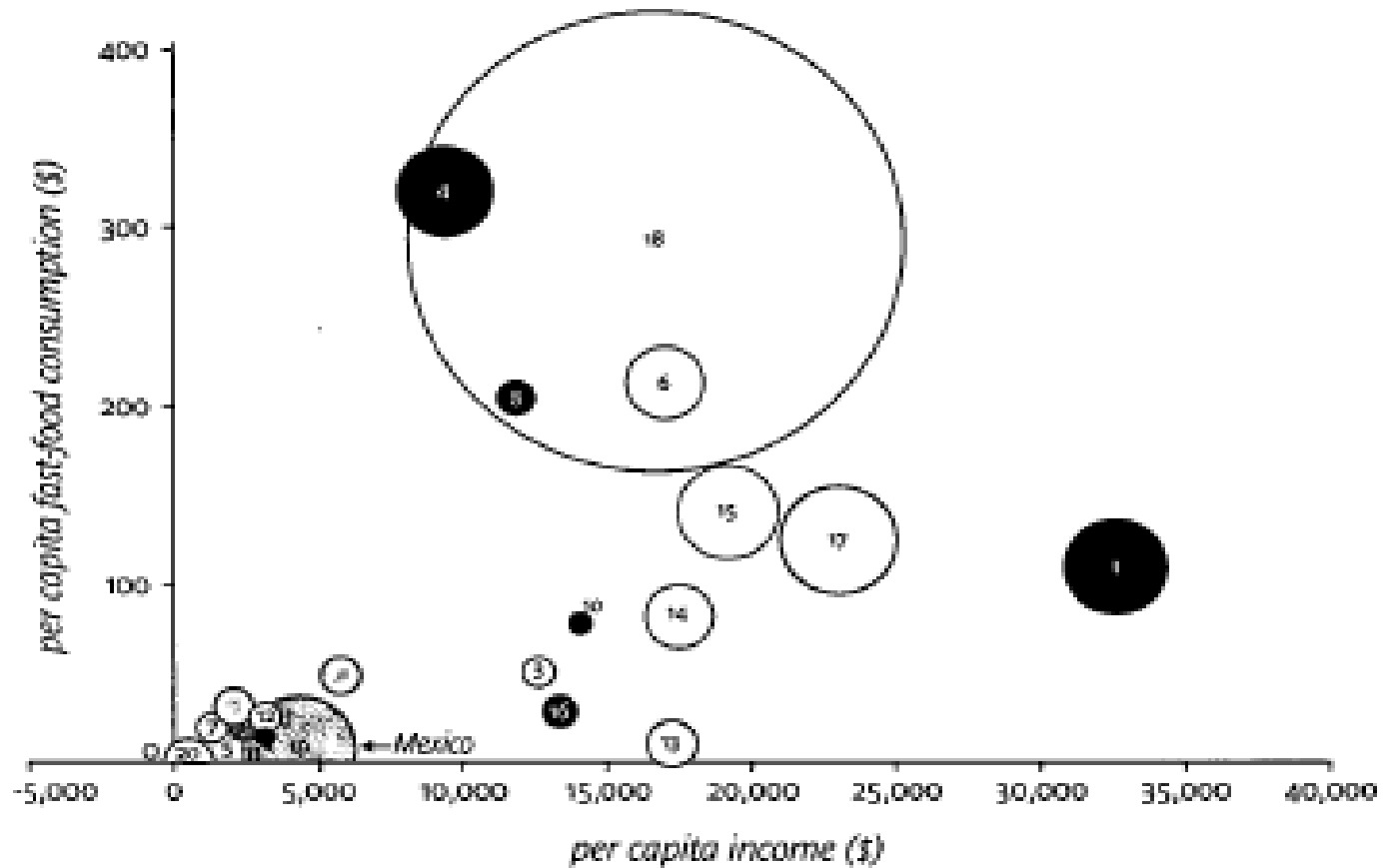
	Cultural Distance	Administrative Distance	Geographic Distance	Economic Distance
<i>industries or products affected by distance</i>	<p>products have high linguistic content (TV)</p> <p>products affect cultural or national identity of consumers (foods)</p> <p>product features vary in terms of:</p> <ul style="list-style-type: none"> <li>• size (cars)</li> <li>• standards (electrical appliances)</li> <li>• packaging</li> </ul> <p>products carry country-specific quality associations (wines)</p>	<p>government involvement is high in industries that are:</p> <ul style="list-style-type: none"> <li>• producers of staple goods (electricity)</li> <li>• producers of other "entitlements" (drugs)</li> <li>• large employers (farming)</li> <li>• large suppliers to government (mass transportation)</li> <li>• national champions (aerospace)</li> <li>• vital to national security (telecommunications)</li> <li>• exploiters of natural resources (oil, mining)</li> <li>• subject to high sunk costs (infrastructure)</li> </ul>	<p>products have a low value-to-weight or bulk ratio (cement)</p> <p>products are fragile or perishable (glass, fruit)</p> <p>communications and connectivity are important (financial services)</p> <p>local supervision and operational requirements are high (many services)</p>	<p>nature of demand varies with income level (cars)</p> <p>economies of standardization or scale are important (mobile phones)</p> <p>labor and other factor cost differences are salient (garments)</p> <p>distribution or business systems are different (insurance)</p> <p>companies need to be responsive and agile (home appliances)</p>

- Distância cultural: atributos culturais do país, que determinam interação entre pessoas e instituições, normas sociais e preferências dos consumidores.
- Distância administrativa / política: associações históricas e políticas entre países, blocos regionais (ex: UE), aumento unilateral da distância (constituindo medidas de proteccionismo).
- Distância geográfica – incluindo custos de transporte e comunicação e redes de informação.
- Distância económica – rendimentos dos consumidores e canais de distribuição.

# Estudo de caso: TRI (fast-food industry)



# Adjusted for Distance



- Bartlett, Christopher A. e Sumantra Ghoshal (2000), “Going global: lessons from late movers”, *Harvard Business Review*, March-April 2000, pp. 132-142
  - Objectivo: compreender em que condições é possível a empresas de países periféricos (Índia, Austrália, Brasil, Filipinas...) tornarem-se globais e competirem com os gigantes mundiais.
  - Muitos dos problemas das “multinationals from peripheral countries is that they typically enter the global marketplace at the bottom of the value curve – and they stay there”.



- Pode existir uma desvantagem para as empresas destes países por serem “late movers”, mas o maior problema é a “paralisia da vontade”.
- Primeira tarefa: alterar o estado de espírito – factores psicológicos. Estes podem ser quebrados através de um
  - “push from home”
  - “pull from abroad” (necessidade de ter uma base importante no estrangeiro, muitas vezes baseada em gestores de topo recrutados no país alvo).

- Segunda tarefa: criar estratégias adequadas:
  - “benchmark and sidestep” (aprender com o que há de melhor noutras empresas e dar passos mais além - p. ex., respeitar culturas locais, fornecendo produtos adaptados aos gostos locais);
  - “confront and challenge” (novos modelos de negócio).
- Terceira tarefa: aprendizagem:
  - proteger o passado (recursos e capacidades que tornaram a empresa competitiva: formação dos quadros na empresa mãe + aprendizagem mútua)
  - construir o futuro
- Importante papel da liderança.