

# The Art of Joint Development Logistics Platform Manzanillo, Colima

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## Abstract

*This article identifies the inescapable elements in the development of a regional, and inter transexenal "Logistics Platform" project; well as the importance of a valuable joint institutions and the participation of stakeholders. A structure that allows the project done with agility, legitimacy and transparency supported by a smart, sustainable and coordinated strategy is proposed. With what it is intended to walk as a society, to an economy that uses its resources efficiently, enhancing strategic projects with high added value in the value chains in the region, to strengthen the internal market and equip themselves with high social responsibility jobs.*

**Keywords:** Joint, logistics platform, efficiency, strategy, stakeholders, transparencydevelopment.

## Resumen

Este trabajo pretende identificar los elementos ineludibles en el desarrollo de un proyecto regional, multianual e interinstitucional de "Desarrollo de Plataforma Logística"; así como la trascendencia de una articulación valiosa de las instituciones y la participación de los grupos de interés. Se propone una estructura que le permita al proyecto realizarse con agilidad, legitimidad y transparencia sustentada en una estrategia inteligente, sostenible y articulada. Con lo que se pretende caminar como sociedad hacia una economía que use de manera eficiente sus recursos, potenciando proyectos estratégicos de alto valor

añadido en las cadenas de valor de la región, que fortalezcan el mercado interno y doten empleos con alta responsabilidad social.

**Palabras clave:** Articulación, Desarrollo Plataforma Logística, Eficiencia, Estrategia, Grupos de Interés, Transparencia.

## 1. Introduction

It is not easy to understand the complexity of developing Logistics Platforms (LP) appropriate to the current and future needs of international trade. It involves the intervention of governance in the nations, subnational and local governments' states, and in all industrial sectors involved; non-governmental institutions such as the educational institution to achieve

institutional mainstreaming transversely. In this way, the LP project contributes to the most valuable people in the region to generating its social value to interest groups who consider establishing national and international trade relations.

Such projects are multiyear where public and private investment at each change of government it becomes a situation of high bureaucratic and too diffuse to the new leaders. If they do not agree with the proposed project of the new government, it can be archived or in many cases when there are involved many people, organizations and companies that start with each new leadership with objectives and different from the original vision, bringing the loss of a timeliness opportunity and relevance for the benefit of stakeholders.

Thinking about developing a project of such magnitude as the LP in Manzanillo, requires the participation and involvement of two pillars. The first would be the new governance in its 3 different levels of government, national, subnational and local levels. The second pillar is the proactive firms that support financial, operational and industry inmo-logistics (Manchon, 2014) allowing detonate a mutual interest to earn a profit of stakeholders and regions.

It is proposed to implement the strategy tripod introduced by Peng (2010). As a strategy to address the development of LP, it opens a window of opportunities that can be capitalized for the public and private sector. To address each

of the structural column there will be a spill to society from the industrial sector, the human resources, infrastructural and institutional to improve and make more efficient institutions that get involved directly and indirectly from this LP project and give a firm step on how to solve the riddle of the overall development of the region, always considering environmental balance and social corporate accountability.

## **2. Justification**

This document aims to align the efforts of a region in favor of its population, to enhance the LP of Manzanillo, Colima; its industrial structure to focal LP, to conserve, develop and use natural and human capabilities; modernizing and updating its institutions in favor of a harmonious development to improve local, subnational and national welfare levels. These large logistics projects of global mobilization of goods and people, may find broad welfare levels, gathering the experiences of strategic management and international business from around the world that allow people to maintain the proper benefits typical of the region and promote the development of a dignified life to the region.

These large logistics projects of global mobilization of goods and people may find broad welfare levels, gathering experience management. All these issues are so valuable; that they cannot be left alone in the hands of the government and its governance capacity, which over time has shown extensive

limitations to meet all the needs of the population and development of LP. The participation of organizations, non-governmental institutions, firms with extensive social responsibility are key actors that should be involved to indicate to governments the world view wanted: more just, fair, equitable, inclusive, reflecting an improvement of what it is receive it. In sum, to let the fellow words of encouragement to the economic situation and welfare levels that are possible to improve.

### 3. Hypothesis

#### A. General hypothesis

**H0:** This paper addresses the impact that proper joint alignment-flexibility and transparency in the multi-year project (form) "LP Manzanillo Colima" in pursuit of efficiency and profit maximization for its stakeholders.

#### B. Secondary hypothesis

- 1) **H1:** A high joint reflects a high level of efficiency. With a high joint can think of attaining the LP at the planned time.
- 2) **H2:** Correct alignment-generating efficiency flexibility. With proper alignment-flexibility will identify possible deviations in time and cost of LP.
- 3) **H3:** Transparency allows identifying interest groups

up that do not participate for the common good. With transparency the legitimacy of a good job of stakeholders, or discredit the bad projects, papers or participants is encouraged.

- 4) **H4:** If all the above are true. You can think of the recovery of full trust and local, regional and national, tangible and intangible growth that will allow people to move forward in an agile way above the average for the region.

### 4. Methodology

To validate the hypotheses it is conducted empirical research to the most representative country Logistics platforms where the execution time is considered, the amounts, and the obstacles that occur during the design and implementation of the project. Also, empirical research is conducted to identify areas of opportunity since the conception of the idea, the blueprint, implementation and starting date.

Interviews were conducted with the managers of these projects host LP.

### 5. Theoretical framework

#### A. Theory of the firm

In theory of the firm that presents Coase (1937) is mainly based on the 2 large costs, one "internal" referring to the costs of coordinating

resources, to organize activities within the firm and transaction costs of the external market. Both costs show the wide costs needed to complement the talents of the members of the firms and the assets thereof. Also, to know their limits and abilities of the firms to use the talent and infrastructure appropriate to the situation. In sum, both costs are calculated in applying the criterion of profit maximization to firms.

Other authors Holmstrom and Hart (2002) identify the theory of the firm and its limits not only from the scope of the property; they propose that the firm is known for the breadth of activities within the firm and externalities including the ones that determine the existence of the new limits. Therefore, talking about externalities port the port city is not limited to the physical dimension of it, or the town, or the state or the nation. But not only the property and externalities of activities ensure control of the firm. Alchain and Demsetz (1972) justify the agency problems and conflicts of interest that arise between team members, who are required to produce a good or service where there is perfect information about the behavior of each of the individuals.

Meanwhile the firm can be seen that is more than a property, rather than a set of activities and rather than the valuation of the agents or its excellent individual interventions. More than ever, today emerges the importance of coordination of the different factors of the firm to know the

limits and thereby form a clear vision to establish the strategies to position the company in favor of its stakeholders and thus maximize the value of the firm (Cohen and Cyert, 1965).

### C. Resource-Based theory

Penrose (2009) argues that it is sometimes preferable to work with broader categories of resources and not only with traditional (land, labor, capital) which would give the firm the uniqueness. Todtling and Kaufmann (2001) indicate that the appropriation of knowledge from universities and research centers, diversify the knowledge base of the firm and enhances the ability of this market to introduce new products and innovation to achieve greater degree of novelty.

Itami & Roehl (1987) speak of the movement of intangible assets, such as corporate culture, technology, reputation, and brand. These intangible assets are of great value for competitive advantage, where the dynamics of the strategy today may increase or decrease its value. Nelson & Winter (1982) define the firm as a repository of knowledge "know how", which at one point has certain capabilities and organizational decision rules.

These are based on individual skills, which in one of the strategies seek that the organization learn to find innovation in products, processes and services in favor of its firm. Trigeorgis (1996) speaks of real options: the managerial flexibility and strategy in resource allocation, for example in the ability

to adapt its future actions in response to changing present conditions.

### C. Industry-centered theory

Peng (2010) defines the industry as a group of firms producing similar goods or services to each other. In the theory of industry today, it is a challenge to be fully defined. Porter (1990) added the 6th force, related industries or support, which is called complementary because it affects the competitiveness of the focal industry. Also, that several firms have merged so is to identify all the players participating in an ecosystem. In this market, enemies such as manufacturers of the same product with different brands today can be allies and also have complementary products in the industry that may affect the focal industry.

Sectorial policies are subject to a lesser extent local politics of specific interests, more consensus is folded and with mutual responsibility to formulate and implement sectorial strategies. Best (1990) argues that industrial policy should promote competition of the Schumpeterian type and more entrepreneurial firms.

### D. Theory of institutions

In recent decades the economic institutionalism has revitalized with the contributions of modern authors such as Ronald Coase, Armen Alchian, Oliver Williamson and Douglass North. The last ones champion the idea presented by Coase. They recognize as

determinants of institutions the transaction costs and the level of technological development of the region, allowing production and distribution economic activities of firms, governments and consumers market operation. The authors identify the economic actors non-individualistic e.g. states, firms and political parties that have long-term visions, but they are not different from those who make individual decisions. Therefore, institutionalism is more sensitive to the social theories on human behavior. Some lines of neo-institutional thinking is:

- A. Comprise the limits that have the maximizing rationality and individual belonging to social organizations, from the family level gives meaning to the sense of belonging to the homeland, and that they operate without an estrangement of institutional structure.
- B. The institution is the major asset of the company. Lack of institutions creates uncertainty. The development of institutionalism reduces economic uncertainty.
- C. The major problems of regional development are almost never alone attributable to organizations are almost always attributable to organizations and institutions. Therefore, the development of solutions demands strategies

application combined for organizational and institutional development especially determined by the new realities of globalization and technological revolutions.

D. Development of knowledge and skills in each society as a whole are influenced by the institutional structure.

Structures and institutions (EI) are the minimum and maximum skeleton, providing the degrees of freedom or capacity that can provide an institution or firm. The EI that provide results in low productivity, must present attention to its reinvention towards achievement where it should cover the different dimensions of well-being and ability of people to influence its relationships occurring between them, addressing economic, social and environmental aspects. For example, the impact on different organizations that were unable to adapt to new technology, reflects the inability of an organization to adapt to a new organizational structure and can come political and social changes that reflect the progress or decline in the level of welfare or population.

It is through "creative destruction" referred by the Schumpeter school that considers not only the redefinition of productive and technological sectors, but also the process that is constructed or redefined the rules of behavior. Each behavior is related to a value which in turn affects other behavior. Today, productive structures define

social structures and these in turn are shaped by them, influence the training and skills of workers. The institutions are governed according to the neo-institutionalist literature as a set of formal and informal rules towards where converge agents who organize or structure their interactions. Formal rules include laws and decrees. Therefore, to evaluate the structures and institutions is essential to understand that some companies move towards higher levels of productivity, welfare, equality while others are trapped in their inability to lower productivity, welfare and greater inequality.

## 6. Trend analyses

### A. The globalization challenge

There are different ways of understanding globalization, but there are sure as many or more ways to cope. It cannot be possible to imagine that everyone knows what globalization, much less to understand what it is. Therefore, it will be difficult to think that based on an emerging understanding of globalization, it is put into practice on behalf of its organizations, governments, firms etc. In local or global actions to the globalization's areas of influence, if can be exploited its ignorance, it invades and dominates the market cautious, gullible and inactive.

The negligence of stakeholders occurring in each region or locality to observe how the initial market erodes with decreasing sales they had, and soon realize that every day that passes is an opportunity than if exploited

elsewhere in the world, it is seeing reflected in the progress or the welfare of the population in a remote region. Involved in this globalized exercise, there is no other option but knowing that to adapt to the environment, showing adaptability that allow us to expand the range of opportunities so that participation should be inclusive and comprehensive.

## B. International trade

Given the decline of business in the world's ports and nations, the World Trade Organization (WTO, 2013) established in December 2013 an agreement on trade facilitation between nations with the aim to speed up and improve the regulation thereof. Today not only the physical movement of goods, but also the activity electronically is considered for the implementation of a custom tariff. Thus, at the meeting in Bali in December 2013, ministers urged governments to continue work on electronic commerce and not impose customs duties on electronic transmissions, such as phone calls or messages via email up to the tenth Ministerial Conference WTO to be held in 2015 (WTO, 2014).

Aid for trade mobilizes international resources, as they have been hampered due to the uncertain global economic outlook and fiscal pressures in donor countries. Under the theme of the fourth review WTO Aid for Trade raised the chance that global value chains can offer the least developed countries (LDCs). The discussion was based on a report by

the Organization for Economic Cooperation and Development (OECD) and the WTO on the experiences of stakeholders. LDC scan is incorporated into international value chains, enough for a company to be efficient in one aspect of the production process, often called "task" (WTO, 2014). However, many developing countries and especially LDCs remain marginalized on trade, domestic and foreign investment and are constrained to present a range of goods and services worldwide.

In this forum the ministers and firms were asked and the difficulties that have had to integrate in the developing of value chains, and identified the need to continue working with the private sector in improving the business sector. The areas of business improvement are the professional specialization and creation of favorable conditions for regional projects and orientation of aid on trade and development and to mobilize productive investments. Lamy (2013) said that all of these were with one purpose in mind, to put trade at the service of development. Also, the WTO promotes the Enhanced Integrated Framework (EIF), which aims to strengthen trade institutions addressing related barriers to trade, helping the poor countries to make diagnostic studies on trade integration. These projects are the basis for action by governments, civil society, and private sector and development partners.

In the latest report of the World Bank (2014) on global economic expectations shows that Latin America experienced a slight slowdown this year and improvements are expected in 2015 and 2016. Serious concern other than a cyclical downturn, it becomes a new normality. Thus, it is proposed to Latin America (LA) to turn into increased productivity, to promote long term growth term on GDP.

It also recommends promoting reforms aimed at improving the quality of labor force and to encourage research, development and innovation, which help to prevent lower growth rhythm to become constant on the coming years.

### **7 The context: Manzanillo port city**

Manzanillo, a port city that participates in globalization with the best intentions, but intentions alone will suffice? How does Manzanillo make its prospective planning and local development? And how is this planning aligned to the State Development Plan? And this in turn to the National Development Plan? Today globalization not only invites but requires international coordination with projects to ensure above-average profitability, and there are through infrastructure projects in the short term. This requires a broad vision for projecting regional development comprehensive, harmonious and sustained to benefit its people but that benefits

all its networks of government and the firms involved.

Therefore, that brings the port city of Manzanillo in this globalized era, to be a real investment option development. How it can take advantage of the new trade geography of the world? What lets Manzanillo to stay and develop? What are the public policies that consider and or implement these visions? The port city of Manzanillo, is a place that reevaluate itself every moment, because of its geographical, commercial location, production, innovation, urban concentration, its social structures, institutional, for the talent of its people and its organizational capacity, and by the foreign direct investment (FDI) applied to future projects.

According to Granda (2005), redefinition of the port area and its territorial implications will hardly be possible without the capitalist restructuring and the search for an accumulation model supported by the latest scientific and technical advances detonating a techno-economic paradigm. This new paradigm fragments the production globally; diversify the location of the steps that make up the production and distribution processes and in order to create advantages to each one.

### **8. Results analysis**

Global integration requires new centers, where the global system of dispersed production can coordinate and manage centers of excellence and innovation. This

center needs to be attractive when being evaluated as the location of large corporations command. Hoffmann(2000) states that the concentration of shipping routes must be conditioned by technological change in naval engineering that allow larger vessels, mergers among shipping companies, allowing greater coordination between services and transport infrastructure, as many trans-shipment operations. All of this would result in increased economies of scale in the Manzanillo port and must be accompanied by a greater increase in interregional trade.

To attend and address the paradigm of global strategy aimed to achieve harmoniously regional integration in search of articulating value chains, it is proposed the following scheme. This means that policies cannot be exclusively local or regional, but must take into account the position and positioning of the territorial systems within national and international contexts. Young, Hood and Peters (1994) concluded that under certain conditions the multinationals could be the means for regional economic development.

Among the options to strengthen the LP is that multinational corporations can contribute to forming strong sector and technological networks, under the condition to originate links with local universities, research centers and backward linkages with local firms. Another option would be a policy of selective search of multinational investment and carefully monitored

to ensure that a local opportunity arises. A final option would be to understand what the factors of foreign direct investment location are and seek to identify their potential. This is fundamental to understanding the exogenous behavior that allows knowing the scope of the firm or LP Commission project. Always consider to follow the rules on open government for the whole evolution of the project from the conception time.

Table 1: Strategy logistics platform Manzanillo, Port City.

|  |   |
|--|---|
| To constitute the Platform Logistic Project Commission |   |
| Open government  |   |
| Stage  | 0 |

Stage 1 Tripode diagnostic, industry, resources, institutions (IRI) (Peng, 2010).

|                    | Industry | Resources | Institutions |
|--------------------|----------|-----------|--------------|
| Structure          |          |           |              |
| Behavior           |          |           |              |
| Performance        |          |           |              |
| Partners selection |          |           |              |

Stage 2 Strategy as integration

| Intelligent strategy | National governance | State and local governance | Firms |
|----------------------|---------------------|----------------------------|-------|
| Top                  |                     |                            |       |

|   |  |  |  |
|---|--|--|--|
| level dialogue coordination             |  |  |  |
| Executive level management coordination |  |  |  |
| Monitoring of instances system          |  |  |  |

Source: Prepared based on Peng (2010), Scherer (1990), and Manchon (2014).

**A. Quality of governance and management firms.**

Participation in governance of firms is vital to maintain vibrantly the project throughout its development. Therefore, there is a need to establish a commission to always keep in mind the project: Clarity, dimension, impact; allowing to be more efficient in its design, development, and implementation with the least environmental impact. Through the committee these features will be rolling correctly, and in itself is a synergistic exercise to develop the structures, behaviors, and performance of the regions involved.

A few decades ago it could manage wealth, whereas now it should know how to manage scarcity. The government intervention must be effective, efficient, sustainable and high social benefit.

For Logistics Platforms it is recommended as a minimum that

the main contributions to National Federal level are 6:

- A. Planning: Need to curb scattered initiatives - open and dynamic scheduling.
- B. Floor: The No.1 problem for project viability - Contribution or facilitation.
- C. Permits: In coordination with other administrations- agility, competitiveness factor.
- D. Access and connections: Projects of great complexity and external impacts micro accessibility.
- E. Intermodal: Usually a national competence-difficulty in articulating an intermodal spontaneously.
- F. Assistance and support: Platforms, more than an inmologistico project is México the collaboration of two secretaries Secretariat of communication and transports (SCT) and Secretariat of Economics(SE).

With regard to regional / state contribution identified as critical, this must at all times maintain the vitality of the project for the public sector and for firms.

- A. In the States is the critical level of project success
- B. Especially the State is the suitable level for articulating the interest of governance and firms
- C. It is the appropriate level for logistics, environment, planning and regional development.

- D. A recommendation: Regional / state logistics planning

Finally, the third level of government should contribute to local / municipal level:

- A. Facilitation of soil / coordination with municipalities
- B. Regional integration and infrastructure
- C. Facilitate coordination of local government with regional business and industry.

Within the municipal contributions there are 5:

- A. Financing & investment: Private investment must be 3 to 5 times greater than the public.
- B. Scale Intervention: Level of concrete "project", with short term and very distinct market periods. Bounded dimensions.
- C. Profitable, non-speculative projects. Logistical not to be accepted on costs.
- D. Governance and management. Quality of overall project management.
- E. Projects with strict planning. Business plans or feasibility studies.

The selection of partner firms should not be generic, but very selective in terms of business and objectives.

It is an imperative to institutionalize logistics and the logistics triangle.

- A. Instances of dialog or top level coordination.
- B. Instances of management or coordination at the executive level.
- C. Instances of the monitoring system.

## 9. Conclusions

New forms of governance are not restricted to the local level, but also they assign responsibilities to national and international actors. Actors and national, public and private agencies should play a leading role especially for nearby regions that lack economic, social and physical capital to undertake the development of the logistics platform.

The city port of Manzanillo must compete, for which they must prepare society to make it a viable option in attracting FDI and that applies to port activities directly or indirectly. The city port has to work on regulatory frameworks for business. It will compete with other city ports to see who will be the nodes of joint logistics networks and increasing globalized world trade. To do this you must make adjustments and territorial changes throughout the intermodality or these could be suitable to the new needs. The impacts are local, regional and trans-border for which it must be ready

The art of social coordination to address these projects cannot let time pass, any lethargy leaves out our city-port; implying a workforce involvement,

levels of welfare, development and of course generate poverty. Participation of secondary and higher educational institutions is essential and has to be made with audacity, cunning and talent, with a clear direction towards equality walking proposed by ECLAC (2014, p15) and reduce the heterogeneity among countries and regions to achieve significant virtuous progress in reducing poverty, unemployment and incipient progress in equitable distribution of income.

There are some pronouncements of how valuable it is to strengthen trade and what it contributes to GDP. Therefore, it is proposed that with the tripod base of Peng, is monitored and evaluated the performance of an integrated and intelligent strategy, identifying areas of opportunity that the proper implementation of the planned strategy can be identified from the execution. Given the need to strengthen the structural capabilities of the nation-state and not just the physical or tangible also intangible that speaks of the dreams of individuals, in order to improve institutions and society. It must be avoided the temptation to attend only the "effects" of limited economic, local, sub-national and national growth.

It is an imperative to challenge and join in collective, collaborative and articulate efforts to find sustainable prosperity, of course with some new variables as less resources and more competition. Facing an uncertain scenario where the political agility is far

below market agility, so as a society should participate where it can make for the good of all. It should be learned from global benchmarks and find the exchange and coordination while taking very clear that with benchmarkings are not enough.

Some success factors to consider are the structure of local leadership is a crucial determinant of local networks. The more differentiated is the local economy and society; it is less integrated the collective activities. The key to the most successful regions, according to McCoshan and Bennett (1993) are those that have managed to create coordinated local governance structures, putting more emphasis on the basic conditions of collective learning and social inclusion.

- A. Location, location, location
- B. With manageable soils
- C. Well planned project, fully integrated. A good working definition, market, design and economic-financial plan.
- D. Hit the joint public-private
- E. Adequate coordination inter-management

Achieving that those institutions are guarantee of proper government intervention to prevent or reduce market failures and appropriating new structural reforms, to be the engine and hope of the people. Of course, to implement structural reforms will not be easy and that is where this current paper aims to contribute.

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