

**ALIERTA IZUEL, César**

**Telefónica: From Local to Multinational and Multi-domestic Operator**

**Abstract:** Telefónica has undergone a radical transformation in the last 15 years. From a local public utility monopoly franchise in a single country, it has become a multinational corporation operating on three continents (Europe, America and Northern Africa) under competitive conditions on all its markets. This makes Telefónica, together with Vodafone, the most multinational of today's world-scale telecommunications operators. Telefónica initiated its international strategy in the late eighties on the occasion of the first privatisation processes in Latin America. Its strategy has been to enter and conduct business on high growth markets.

**Key words:** multinational companies, international investments, telecommunications, economy internationalisation, economic liberalisation, mobile telephony, cable television, commercial strategy, Latin America, Spain.

**JEL Classification:** F23, L96.

**AZAGRA BLAZQUEZ, Pedro**

**Business Internationalisation: Victors and Vanquished?**

**Abstract:** In this article, a survey of the business internationalisation process, the various cases in which this phenomenon is justified are reviewed, together with the different forms that company international development may take. It also contains a description of how the principal players in the process are affected and concludes with a discussion of the Iberdrola experience as an illustration of business location in third countries.

**Key words:** multinational companies, business strategy, electric enterprises, Spain.

**JEL Classification:** F23, L10, L94.

**BAUTISTA GARCIA, Eduardo**

**Digital Culture and Intellectual Property Rights**

**Abstract:** This article addresses the impact that digital culture is having on the cultural heritage of the world's peoples. The starting point is a critique of the ways that the electronic economy is gradually depriving twenty first century creators of their traditional rights: intellectual property rights. This impoverishes authors and has an adverse effect on social development. The discussion then focuses on a description of author's rights, seen as a cultural reality in itself that it is in the interest of the «new economy» to develop. Finally, the strategic value of the cultural industry in Spain is described along with the need to establish a legal framework for the development and preservation of twenty first century talent.

**Key words:** multinational companies, economics of culture, cultural identity, copyright, technology, cultural industry, electronic industry.

**JEL Classification:** L82, L96, Z20.

**BECKER ZUAZUA, Fernando**

### **Latin America: An Opportunity for the Spanish Economy**

**Abstract:** The internationalisation of Spanish enterprise, which concurred with the opening up of our economy, became especially visible in the late nineties. Latin America, and most prominently Brazil, Argentina, Mexico and Chile, proved to be the main target for Spanish investment. The recipient industries are decidedly strategic, providing a measure of the clearly permanent nature of such investment.

**Key words:** economy internationalisation, foreign investments, direct investments, international trade, economic development, Latin America, Spain.

**JEL Classification:** F21.

**BLESA DE LA PARRA, Miguel**

### **An Illustration of the Internationalisation of Spanish Savings Banks: Caja Madrid**

**Abstract:** The point of departure defined by Caja Madrid in its geographic expansion abroad has been to export know-how and pursue government franchise business. It was with this purpose in mind, then, that the bank, in conjunction with other banking institutions and three multinational bodies (Inter-American Development Bank, Central American bank for Economic Integration and Caribbean Development Bank), chartered a corporation to finance infrastructure in Latin America and the Caribbean.

**Key words:** multinational companies, savings banks, investments abroad, Spain.

**JEL Classification:** F23, G21.

**BOTIN, Emilio**

### **The Santander Central Hispano International Experience**

**Abstract:** The Santander Central Hispano international growth strategy, based on the adaptation of its business model to the different markets it has entered, has focused on Europe and Latin America. Its expansion in Europe builds on its presence in Portugal, the alliance with the Royal Bank of Scotland and a commitment to consumer banking. The focus

in Latin American countries is very different: there the process has involved selective investment and the pursuit of management improvements. This explanation of the internationalisation of group activities is followed by a discussion of a series of conclusions that stress the importance of doing away with the more or less subtle manners of discrimination that can damage and distort business.

**Key words:** multinational companies, Spanish banking abroad, banking and finance, business strategy, Spain.

**JEL Classification:** F23, G21.

**BRUFAU NIUBO, Antonio**

#### **The Gas Natural Group in Latin America**

**Abstract:** Gas Natural Group is now the number one operator on the Latin American natural gas distribution market, a line of business it first undertook in 1992 in Argentina. The group expanded and consolidated its presence in 1997 and 1998 through the acquisition of distribution companies and it currently has coverage on the Colombian, Mexican and Brazilian markets. By year-end 2001, Gas Natural had over 3.6 million customers in Latin American markets, where gas sales accounted for 31 per cent of the Group's total sales. Its distribution grid on that continent is more than 45,000 kilometres long, i.e., over half the Gas Natural Group's total transmission and distribution infrastructure.

**Key words:** multinational companies, natural gas, Latin America, Spain.

**JEL Classification:** F23, L95.

**CASILDA BEJAR, Ramón and SOTELSEK SALEM, Daniel**

#### **Reflection on the Situation in and Prospects for Latin America**

**Abstract:** Latin America appears to be entering one of the most critical periods of its recent history. In this article an attempt is made to seek answers to the questions posed by developments in the region in recent years. Firstly, the authors reflect on what they regard to be structural factors — population and institutions — and then analyse financial aspects of particular relevance, such as the exchange rate scheme and capital flows. The principal obstacles to development are then identified to be the paucity of financing and inappropriate regulations and tax systems. Social issues are not overlooked in this discussion, however, which addresses the question of poverty levels and unequal income distribution, as well as problems such as unemployment and competition. The paper concludes with a specific and up-to-date survey of the situation in Argentina.

**Key words:** economic and social development, exchange rate policy, foreign investments, social inequality, Latin America, Argentina.

**JEL Classification:** O11, O15, O23, O54.

**CASTELLANO RIOS, José María**

### **The Inditex Internationalisation Process**

**Abstract:** Inditex, a fashion garment manufacturer, began its internationalisation process in 1988, with Zara. Since then it has added five other chains to the group and expanded its business to 40 countries, where it runs a total of 1,284 outlets. This growth has been based on a business model characterised by flexibility and adaptability as well as on a number of different set-up strategies, consisting primarily of the establishment of company-owned outlets, but also joint ventures and franchising.

**Key words:** multinational companies, textile industry, business strategy.

**JEL Classification:** F23, L23, L67.

**CASTELLANOS BORREGO, Jaime**

### **Latin American Leanings in the Recoletos Grupo de Comunicación**

**Abstract:** Recoletos, a multinational multimedia company, has acquired a great deal of experience in Latin America and plans to continue expanding its presence on Spanish- and Portuguese-speaking markets. In the present article, the author discusses the reasons behind the group's internationalisation as well as the strategies followed in that process to date. A balance is drawn of group achievements and its plans for the immediate future are outlined.

**Key words:** multinational companies, communication industry, journals, Latin America, Spain.

**JEL Classification:** F23, L82.

**DURAN HERRERA, Juan José**

### **Spanish Multinational Companies: Location Strategies and Competitive Advantages**

**Abstract:** The location strategies implemented by Spanish multinationals when making foreign direct investments are defined in terms of competitive advantage and the reasons behind the decisions to locate abroad (pursuit of markets, natural resources and strategic assets). The geographic and industrial distribution of Spanish foreign direct investment is observed to have varied, in response to institutional issues (in both the source and target country) as well as to specific company advantage. In this regard, «multinationalisation»

rates in the Spanish economy are shown to have risen significantly due to the extraordinary buoyancy of Spanish direct investment abroad.

**Key words:** multinational companies, direct investments, investments abroad, business strategy, economy internationalisation, Spain.

**JEL Classification:** F23, G21.

### FONCILLAS CASAUS, Santiago

#### Internationalisation Policy in the Dragados Group Business Strategy

**Abstract:** The Dragados Group is a classic example of a Spanish company able to grow in size and efficiency not only by undertaking new productive activities, but also by locating in new geographic areas. The division that carries the greatest weight in group internationalisation is construction, followed by the industrial and service divisions, although it has been the service division that recorded the highest growth rates in recent years. The history of company expansion is discussed in this article, which also analyses the «Proyecto 2000» and «Dragados XXI» strategic plans and presents a preview of the projects envisaged by the new Dragados Group to maintain its world market position, particularly in Europe.

**Key words:** multinational companies, business strategy, construction industry, Spain.

**JEL Classification:** F23, L74.

### GARCIA ECHEVARRIA, Santiago

#### Multinational Company Management Models

**Abstract:** The radical change taking place in the design, management and execution of personnel management in business calls for a profound change in strategies and organisations; leadership development must also adapt to involve people in ethical and cultural values and be in a position to share business vision and know-how, thereby contributing to individual empowerment and creating value for the corporation to ensure its future. Multicultural management design is a reality developed by multinational companies as they merge global and local cultures. It is in this domain, however, where people find fulfilment, contrasting their decisions with criteria of globality. This is the multinational company's primary contribution to innovation in multicultural business management models.

**Key words:** multinational companies, business management, business organisation, business communication, management culture, cultural values.

**JEL Classification:** F23, M13, M14.

**GONZALEZ RODRIGUEZ, Francisco**

**Spanish Multinationals: Case Study of BBVA in Latin America**

**Abstract:** The institutions comprising the BBVA Group have a long history of international business — the Banco de Bilbao established its first branch office in Paris in 1902 — and are now present in 30 countries. In this paper the author analyses the group's tendency to focus its efforts primarily on Latin America and reviews the reasons underlying such expansion. The strategy followed to reach the position the group presently enjoys in the region is likewise described. The article concludes with a balance of the BBVA Group's Latin American experience.

**Key words:** multinational companies, business strategy, Spanish banking abroad, Spain.

**JEL Classification:** F23, G21, G24.

**GONZALEZ SILVESTRE, Eduardo and CASILDA BEJAR, Ramón**

**Country Trademark as Competitive Advantage. The Value of the Spanish Trademark**

**Abstract:** This article begins with a brief review of the history of product trademarks, to then turn to their growing importance in customer perception and evaluation. The authors analyse the complex impact that the trademark's country of origin, with its national and cultural stereotypes, has on consumer association of ideas. Spain's image and its evolution in European and Latin American countries and on the US market is reviewed with particular attention. The authors conclude that the country's present image, which is highly regarded, is closely associated with tourism and sustain that in the future the national trademark should be geared to portray values such as higher quality, confidence and innovation.

**Key words:** brands, enterprise image, countries of origin, Spain.

**JEL Classification:** L15.

**IRALA, Xabier de**

**Iberia, the First International Company in Spanish History**

**Abstract:** Iberia, chartered 75 years ago with private capital, recovered its private company status in 2001. In this paper the author discusses its development into one of Spain's first international companies, that has focused on three geographic areas: the domestic, European and Latin American markets. In addition to air transport, the Iberia Group

engages in other industry-related activities, such as aircraft maintenance, ground handling, catering, computerised reservations and tour operation. It is also a founding member of Oneworld, one of the world's largest airline alliances.

**Key words:** multinational companies, air transport, airlines, Spain.

**JEL Classification:** F23, L93.

### LARA BOSCH, José Manuel

#### Publishing Industry: Planeta, a Case Study

**Abstract:** The publishing industry, one of the Spanish business sectors to pioneer internationalisation, has been targeting Latin American markets since the fifties and sixties. Little by little the companies initially founded became independent publishers, and today much of the Latin American book market is supplied by subsidiaries of Spanish companies located in situ. Besides analysing this process, in this article the author studies the industry's future, which he believes should be based on the consolidation of past accomplishments and internationalisation in other languages.

**Key words:** multinational companies, publishers, Latin America, Spain.

**JEL Classification:** F23, L82.

### MARTIN MARIN, Pedro Antonio

#### Aerospace Industry: The Hispasat Experience

**Abstract:** Since its inception in 1989, Hispasat has grown to become the leading Spanish satellite operator and one of the industry leaders in Europe, with a firm commitment to international business, in Latin America in particular. Hispasat plans to add to its present fleet of three satellites in orbit with the launch of another two, in 2002 and 2003, to support growth on the American continent where, thanks to Hispasat satellites, 15 million households receive television broadcasts. Hispasat has also developed satellite communications for corporate networks, designed primarily for data transmission between companies' or organisations' offices or branches. Finally, Hispasat is now in a position to compete on the growing multimedia services market, where it purposes to become the number one global communications operator in the Spanish language.

**Key words:** multinational companies, satellite communication, telecommunications, information technology, television, data transmission, communication networks.

**JEL Classification:** F23, L96.

**MIRANDA ROBREDO, Rafael**

**Internationalisation Strategies: The Endesa Experience**

**Abstract:** Endesa began to internationalise its business in 1992, for reasons both internal — the need to reach beyond the domestic market, a substantial cash flow and an economic dimension that facilitated resource availability — and external, which include the need to seek markets in undeveloped countries, the proliferation of deregulation and liberalisation initiatives and globalisation in general, a phenomenon affecting enterprise world-wide. At present, Endesa operates in ten countries located on three continents and practically half its assets are to be found outside Spain. In the next five years it aims to consolidate and fortify its positions in Latin America and Europe.

**Key words:** multinational companies, utilities, business strategy, Spain.

**JEL Classification:** F23, L94.

**OREJA AGUIRRE, Marcelino**

**The International Dimension of FCC Group**

**Abstract:** The first line of action undertaken by FCC Group companies in this regard has been to meet the demands of the single European market and the culmination of Economic and Monetary Union. This perspective has, nonetheless, gone hand-in-hand with business undertakings outside the Union; of the group's two main business areas, the first (services), has actively engaged in business - primarily in Latin America - through the Sociedad Proactiva Medio Ambiente, a company jointly owned with Vivendi Environnement, in addition to providing other urban services. In the second (infrastructure, construction and cement), the cement business has a particularly dynamic foreign dimension, most notably in the United States where the group plans to expand its coverage of the construction industry.

**Key words:** multinational companies, construction industry, cement industry, public facilities, urban facilities, Spain.

**JEL Classification:** F23, L61, L74.

**PRIETO IGLESIAS, José Manuel**

**Commitment to Knowledge, Key to Unión Fenosa's International Expansion**

**Abstract:** Unión Fenosa is presently a multiservice group with broad international coverage, operating in the energy, telecommunications and services industries in 15 countries. In this article the author explains the group's domestic and foreign expansion, based on a strategy whose principal guidelines include investment selection and



management, development and application of technology, permanent change, human capital management with particular attention to training, brand image and strategic alliances.

**Key words:** multinational companies, business strategy, Latin America, Spain.

**JEL Classification:** F23, L10, L94.

### VARELA PARACHE, Félix and VARELA PARACHE, Manuel

#### International Institutions and Globalisation

**Abstract:** The globalisation process opens the door to promising possibilities but at the same time poses new problems and entails risks such as widening inequalities, both between and within countries. One of today's economic challenges is how to increase the productivity and income of the large proportion - one fifth - of the world's population that lives in abject poverty. In this article the authors analyse the present situation, its historic precedents and the action taken by the WTO, FMI and WB, among other international bodies, in crisis situations and in connection with underdevelopment. Finally, possible avenues for confronting these problems are proposed.

**Key words:** economy internationalisation, international organisations, development aid policy, international financial institutions, WTO, IMF, World Bank.

**JEL Classification:** F33, F34, F35, O19.

### ZOIDO MARTINEZ, Antonio J.

#### The Role of the Securities Exchange in the International Expansion of Spanish Companies

**Abstract:** Stock exchanges, the Spanish market among them, are one of the fundamental factors of globalisation, in view of changing financial habits among economic agents and sectors. On the one hand, households have changed the structure of their financial equity, affording an increasingly important role to collective investment instruments and equities; and on the other, there has been a growing tendency on the part of companies to resort to the stock market in unprecedented numbers. In this article the author studies these phenomena, lending particular attention to the change in corporate financial structure and business growth abroad, along with the role played in this process by the stock exchange and capital increases involving non-monetary consideration.

**Key words:** stock exchange, quotation, enterprise financing, capital increase, security issue, Spain.

**JEL Classification:** F23, G10, G32, G34.

## ORDEN DE SUSCRIPCION

☐ Sí, deseo suscribirme a las publicaciones que detallo a continuación de acuerdo con las tarifas siguientes:

	ESPAÑA	EXTRANJERO
	1 año	1 año
<input type="checkbox"/> Boletín Económico de ICE (38 números/año)	<input type="checkbox"/> 78 €	<input type="checkbox"/> 102 €
<input type="checkbox"/> Información Comercial Española. Revista de Economía (8 números/año)	<input type="checkbox"/> 60 €	<input type="checkbox"/> 72 €
<i>Suscripción a las dos publicaciones, descuento del 15 por 100</i>	<input type="checkbox"/> 117,30 €	<input type="checkbox"/> 147,90 €
	Total	

### DATOS PERSONALES

Nombre y apellidos .....  
 .....  
 Empresa .....  
 Domicilio .....  
 D.P. .... Población .....  
 N.I.F. .... Teléf. ....  
 Fax .....

Firma

### FORMAS DE PAGO

☐ Cheque adjunto a nombre del Centro de Publicaciones  
 del Ministerio de Economía  
 n.º ..... Entidad .....  
☐ Transferencia

## ORDEN DE PEDIDO

Título	Importe

Ejemplar suelto: Boletín: 4,50 €

Revista: 12 €

Total

Extranjero: precio del ejemplar, más 1,5 € de gastos de envío.

### DATOS PERSONALES

Nombre y apellidos .....  
 .....  
 Empresa .....  
 Domicilio .....  
 D.P. .... Población .....  
 N.I.F. .... Teléf. ....  
 Fax .....

Firma

### FORMAS DE PAGO

☐ Cheque adjunto a nombre del Centro de Publicaciones  
 del Ministerio de Economía  
 n.º ..... Entidad .....  
☐ Transferencia



**Información y venta:** Paseo de la Castellana, 162, vestíbulo.

28071 Madrid. Teléfono: 91 349 36 47. Fax: 91 349 36 34.

**Suscripciones:** Pza. del Campillo del Mundo Nuevo, 3. 28005 Madrid.

Teléfono: 91 506 37 40 (Teléfono Suscripciones: 91 506 37 61).

Fax: 91 468 23 00 (Fax Suscripciones: 91 468 45 61).

E-mail: Centro.publicaciones@minhac.es (Suscripciones: jose.crespo@minhac.es)