

# Daniel Friel

Office: 54 11 4725 6945

[dfriel@udesa.edu.ar](mailto:dfriel@udesa.edu.ar)  
[website](#)

---

## EDUCATION

1992 – 2003 (May) NEW SCHOOL FOR SOCIAL RESEARCH  
Ph.D. in Political Science, Comparative Politics

*Dissertation: Labor Policy, Choice and Corporate Restructuring: A case study of the Reorganization at a German Conglomerate in the United States and Germany*

*Abstract:* this dissertation argues that the training system and labors laws in the U.S. should be altered to enable firms to implement team-based restructuring programs. This type of reorganization could enable them to dramatically reduce research, development and production times. To compensate for their inability to implement such programs firms in the U.S. are often forced to pursue low-road approaches such as downsizing and outsourcing. In stark contrast, the preservation of the training system and labor laws in Germany enable firms to remain competitive while retaining their high-road approach and internal labor market flexibility. Consequently this dissertation suggests that German policies could serve as a model for changing the current labor market system in the U.S.

1992 THE OHIO STATE UNIVERSITY  
Degree: M.A. in Political Science, Political Theory

1990 UNIVERSITY OF DAYTON  
Degree: B.A. in International Studies

## Teaching Experience

10/2014 – Present Associate Profesor,  
Universidad de San Andrés, Buenos Aires, Argentina  
Classes taught:  
Stakeholder Management in Emerging Markets (MBA course), Institutions and Organizational Change in History and at Present (Masters course), Non-market Strategies: How to Succeed in Emerging Markets (undergraduate course) & Introduction to Administration (undergraduate course)

3/2004 – 10/2014 Assistant Professor, (Profesor Adjunto in Spanish)  
Universidad de San Andrés, Buenos Aires, Argentina

1/2000 – 5/2003      Instructor in General Studies, New York University

Classes taught:

Social Foundations I & II (intro to philosophy)  
Sophomore Seminar: The Modern State and  
the Growth of Global Capitalism

### **Courses taught for other Universities**

- Teach a course on Non-market Strategies in Buenos Aires for honor students from McCombs Business School at the University of Texas at Austin 2013, 2014, 2015, & 2016
- Teach a DBA course on Global Management for the Beirut Arab University in Beirut, Lebanon, 2017
- Teach classes at the graduate and Ph.D. levels at the Universidad Nacional del Centro de la Provincia de Buenos Aires in Tandil, Argentina, 2013 & 2016
- Taught classes at the undergraduate, graduate and Ph.D. level at the L'Ecole Supérieure de Commerce de Paris (ESCP) in Paris, France in November and December, 2009
- Taught a graduate course at IAE Lyon, Lyon, France in 2016
- Taught a graduate course at the Universidad Externado in Bogotá Colombia, 2009
- Taught classes at the undergraduate and graduate level at the Universidad de Rosario in Bogotá, Colombia in 2004 and 2005

### **Areas of Research**

- Non-market strategies in emerging markets
- Impact of social and political institutions on the behavior of firms in emerging markets
- Strategies of large domestic firms and Multinational companies for dealing with institutional deficiencies and institutional voids
- The structure of SME networks, including industrial districts, in Argentina
- Business models of successful exporters in Argentina
- The wine industry in Argentina
- The wooden furniture industry in Argentina
- Networks in Agribusiness in Argentina

### **Fellowships, Awards, and Honors**

- Received the distinction of “highly commended” for my application for a research grant for the 2010 Emerald/CLADEA Latin American Management Research Fund Award
- Recipient of a travel award to attend The Society for the Advancement of Social –Economics conference in San Jose, Costa Rica
- Advisor of the undergraduate thesis of Gabriela Yu, winner of the best undergraduate thesis in administration awarded by el Consejo Profesional de Ciencias Económicas de la Ciudad Autónoma de Buenos

Aires, 2007

- Co-recipient of a grant from the Inter-American Development Bank: “The Emergence of New Successful Export Activities in Latin America & The Caribbean”, 2006
- Nominated for the “Give a Violet” campaign at New York University, Recognizing my service to New York University
- Recognized as a premier teacher by Who’s Who Among America’s Teachers, 2002; nominated by a former student
- Fellow for a workshop, “The Corporation as a Social Institution” sponsored by the Social Science Research Council and held annually at the University of California, Berkeley
- Fellow for a summer institute on “The Economics and Politics of Labor in Advanced Societies” sponsored by the Social Science Research Council and the German-American Academic Council in August, 1999 and July, 2000
- Recipient of DAAD scholarship from the German government to study Economics in Bremen, Germany during the 93-94 academic year
- Recipient of a Scholarship from the New School University for the 1992-1993 academic year
- Graduated Magna cum Laude from the University of Dayton

## **Professional Affiliations/Memberships**

- **Member of the Organizing Committee**, LAEMOS 2018 conference
- Member of the Academy of Management
- Member of the Society for the Advancement of Socio-Economics
- Member of the European Group for Organizational Studies
- Member of the Latin American European Group for Organizational Studies and *member of its organizing committee* for its 2018 conference in Buenos Aires, Argentina

## **Board Memberships**

- Member of the High Council for the Universidad de San Andrés
- Member of the High Council for the Colegio Nacional de Buenos Aires, a Top high school in Buenos Aires operated by the University of Buenos Aires
- An elected coordinator of the academic senate at the University of San Andrés

## **Academic Reviewer**

- Journal of International Business Studies
- Management and Organization Review
- Socio-Economic Review
- European Business Review
- Journal of Latin American Studies

- European Business Review
- Universidad de Los Andes: Business case reviewer

## Written Work

“Adapting a Lean Production Program to National Institutions in Latin America: Danone in Argentina and Brazil”. 2018. Journal of International Management 24(3): 284-299, co-written with Florence Pinot

“IMPESA: Restructuring to Innovate with Existing Resources”, 2018. Ivey Publishing Business Case #9B18M081

“Understanding institutions: different paradigms, different conclusions” 2017 Revista de Administração, 53(2): 212-214

“Levantando el Velo Doméstico: el Desafío de Exportar Bienes Diferenciados a Países Desarrollados” 2014. Desarrollo Economico, 53(211): 285-311, co-written with Alejandro Artopolous and Juan Carlos Hallak

“Export emergence of differentiated goods from developing countries: Export pioneers and business practices in Argentina”, 2013 Journal of Development Economics, 105: 19-35, co-written with Alejandro Artopolous and Juan Carlos Hallak

“TV Formats in Argentina” 2012 in Export Pioneers in Latin America, edited by Sabel, C., Fernández-Arias, E., Hausmann, R., Rodríguez-Clare, A, and Stein, E. New York: David Rockefeller Center for Latin American Studies, cowritten with Alejandro Artopolous and Juan Carlos Hallak

“Forging a Comparative Institutional Advantage in Argentina: Implications for Theory and Praxis” 2011, Human Relations 64(4): 553–572

“Organic Wine Production: The Case of Bodega Colomé in Argentina” 2010 International Journal of Wine Business Research 22:2, written with Zilber S and Machado do Nascimento, L.

“Coordinación Conjuntos de una red de PyMEs: El Caso del Distrito de Maquinaria Agrícola (DIMA)” 2006 case study for the Universidad de San Andrés

“Networks and Regional Competitiveness: Towards a Transaction Cost Approach of Small-scale Cooperation” 2005 Universidad & Empresa 8: 63-83

“Transferring a Lean Production Concept from Germany to the United States: the Impact of Labor Laws and Training Systems” 2005

Perspectives, formerly known as the Academy of Management Executive  
19: 50-58

### **Works in Progress**

Institutional Advantages of EMNEs in Emerging Markets

### **Working Papers**

“Lifting the Domestic Veil: The Challenges of Exporting Differentiated Goods Across the Development Divide” with Alejandro Artopoulos and Juan Carlos Hallak, National Bureau of Economic Research (NBER)  
Working Paper No. 16947,  
April 2011

“Export Emergence of Differentiated Goods from Developing Countries: Four Argentine Cases” written with Alejandro Artopolous and Juan Carlos Hallak, Department of Economics, Universidad de San Andrés working paper 107, December 2011

“Challenges of Exporting Differentiated Products to Developed Countries: The Case of SME-dominated Sectors in a Semi-Industrialized Country”  
Working Paper for the Inter-American Development Bank written with Alejandro Artopoulos and Juan Carlos Hallak, January 2007

“Towards an Understanding of Different Types of Business Networks”  
Universidad de San Andrés Working paper 55 2005

### **Book Reviews**

Review of Konrad H. Jarausch. 2006 *After Hitler: Recivilizing Germans, 1945–1995* for *Enterprise and Society* 2008 9(3):546-547, 2008

Review of Kathleen Thelen 2004 *How Institutions Evolve: The Political Economy of Skills in Germany, Britain, the United States and Japan*  
Cambridge: Cambridge University Press for *Enterprise and Society*, March 2006; 7: 177 – 179, 2006

Review of Jonas Pontusson 2005 *Inequality and Prosperity: Social Europe vs. Liberal America* Ithaca: Cornell University Press, 2006 for H-German (a division of H-Net [www.h-net.org](http://www.h-net.org)) 2006

Review of Wolfgang Streeck and Kozo Yamamura, eds. 2001 *The Origins of Nonliberal Capitalism: Germany and Japan in Comparison*, Ithaca:

Cornell University Press and Wolfgang Streeck and Kozo Yamamura, eds. 2003 *The End of Diversity? Prospects for German and Japanese Capitalism*. Ithaca: Cornell University Press for H-German (a division of H-Net [www.h-net.org](http://www.h-net.org)) 2006

Review of Rebecca Harding and William Paterson 2000 *The Future of the German Economy* Manchester: Manchester University Press in H-German (a division of H-Net, [www.h-net.org](http://www.h-net.org)) 2005

Review of Dimitra Doukas. 2003. *Worked Over: The Corporate Sabotage of an American Community*. Ithaca, N.Y.: Cornell University Press 2004 in *Enterprise and Society* Mar 2004; 5: 162 – 163

### **Other Publications**

Time to Fix the Financial System. 2018. Position paper for the Global Innovation Summit, Buenos Aires, Argentina

Políticas neoliberais para os exportadores de bens de valor agregado da Argentina? Não, obrigado” 2015 Pontes: Informações e análises sobre comércio e desenvolvimento sustentável 2(8): 13-16

“Piketty in Argentina” Congress Blog for The Hill Newspaper, June 11, 2014

“Beneficios de la Innovación Incremental” IECO, Clarin, Sunday, June 6, 2010

“El Caso Arcor, una empresa vertical para un país inestable” 2007 with Gabriel Yu for MateriaBiz, Clarín’s Internet site for business matters <http://www.materiabiz.com/mbz/estrategiaymarketing/nota.vsp?tok=1178610043652&nid=30359>

“Exportaciones Argentinas de Muebles: Estado Actual y Futuras Expectativas” 2007 D&F Muebles: Mercados y Noticias 54:1-10

“Una Innovadora Estrategia Argentina para no caer en manos de proveedores” for MartiaBiz, Clarín’s Internet site for business matters <http://www.materiabiz.com/mbz/estrategiaymarketing/nota.vsp?tok=1178616384772&nid=28669>

### **Publications in which the author was cited**

“Las ovejas, corridas por los guanacos” Clarin, July 30, 2017

“Tras el Brexit, ¿Regresan los años 30?” Clarin, July 17, 2016

“Los argentinos no entienden bien lo que tienen. Argentina no es Alemania, pero tampoco es China” América Economía, April 15, 2016

“Hacia la metamorfosis de la empresa privada: sustentabilidad se busca”, La Nación, August 11, 2013

“Las Empresas son más baratas en la Argentina” Clarin, June 12, 2011

“Pagani se aleja del día a día en Arcor: nombró a un nuevo CEO” Clarin, May 21, 2010

“En la Crisis, Mejor Juntos: tomando modelos de Italia, Japón, dos especialistas de redes de PyMEs defienden el trabajo conjunto para exportar y mejorar la relación con proveedores”, Clarin’s magazine PyMEs in the Plus section, February 2010

### **Unpublished Works**

*Labor Policy, Choice, and the Organization of Work: A Case Study of the Efficacy of Lean Production at a German Conglomerate in the United States and Germany* unpublished Doctoral Dissertation, New School for Social Research (May 2003)

“The early Institutionalization of Working-class Interests in Prussia: the Impact of Interaction between the Prussian State and Artisans on the Creation of the Modern Corporatist State In Germany” unpublished Masters Thesis, New School University (May, 1996)

### **Presentations**

- |      |  |
|------|--|
| 2018 | “Time to Fix the Financial System”, Global Innovation Summit, Buenos Aires, Argentina, September 18  |
| 2018 | “Degrees of Vertical Integration as a Response to Institutional Uncertainty: Responses of three Multilatinas from Argentina”, International Business, Strategy and Business History Symposium, Buenos Aires, Argentina, September 14 |
| 2018 | “Value Chain Governance and Institutions in Emerging Markets: the Success of an Argentine Multilatina in Brazil, European Group for Organizational Studies, Tallinn, Estonia, July 5   |

- 2018 "Institutional Advantages of EMNEs in Emerging Markets", Global Strategy and Emerging Markets Conference, Miami, May 18
- 2018 "Using Experience in a New Context: How an Argentine Multilatina created Markets in Brazil", LAEMOS, Buenos Aires, March 22
- 2018 "Turning Disadvantages into Advantages: Lessons from an Argentine Multinational in Brazil", AIB LAT, Buenos Aires, March 9
- 2017 "Institutions and Lean Production in Latin America: Danone in Argentina and Brazil", Academy of Management Meeting, Atlanta, August 7
- 2017 Constructing Networks with Recessive Institutions: Examples from Argentina", Academy of Management Meeting, Atlanta, August 7
- 2017 "The Hidden Challenges for Startups & SMEs in Emerging Markets have when Exporting to the Developed World", Lebanese American University, Beirut, Libano, July 7
- 2017 "The Hidden Challenges for Startups & SMEs in Emerging Markets have when Exporting to the Developed World" Rural Entrepreneurs Innovation Lab, Baakline, Libano, July 6
- 2017 "Varieties of Capitalism Approach and Lean Production in Latin America: Danone in Argentina and Brazil" para el Academy of International Business, Dubai, United Arab Emirates, July 3
- 2016 "Filling Institutional Voids: The Competitive Advantage of an Argentine Multinational in Brazil" Annual Meeting of the Consejo Latinoamericano de Escuela de Administración (CLADEA), Medellín, Colombia, October 3
- 2016 "Filling Institutional Voids: The Competitive Advantage of an Argentine Multinational in Brazil" ICESI, Cali, Colombia, September 30
- 2016 "How institutional differences in emerging markets shape the adaptation of best practices: Danone in Argentina and Brazil", El Instituto Interdisciplinario de Economía Política de Buenos Aires de la Facultad de Ciencias Económicas de la Universidad de Buenos Aires, Buenos Aires, August 25
- 2016 "Filling Institutional Voids through Value Chain Innovation: the Strategy of an Argentine Multinational in Brazil", Center for Organization Studies, Universidad de Sao Paulo, Sao Paulo, Brazil, May 3



- 2016 "How Institutional Differences in Emerging Markets shape the Adaptation of Best Practices: Danone in Argentina and Brazil", Production Engineering Department, Universidad de Sao Paulo, Sao Paulo, Brazil, May 5
- 2016 "Constructing Networks with Recessive Institutions: How a Firm and an Industry Overcome Institutional Challenges in Argentina", 6th Latin American and European Meeting on Organization Studies, Viña del Mar, Chile, April 6
- 2016 "The adaptation of a Lean Production Program by Danone in Argentina and Brazil: The Role of Institutional Differences" International Research Seminar, Megallan Research Centre, IAE Lyon in Lyon, France, January 6
- 2015 "Filling Institutional Voids through Value Chain Innovation: the Strategy of an Argentine Multinational in Brazil" Iberamerican Academy of Management, Santiago, Chile, December 5
- 2015 "Institutional Support for Business Models in Emerging Markets: The Difficulties of an Argentine Multinational in Brazil" at the Strategic Management Society Conference, Santiago, Chile, March 21
- 2015 "Best Practices in a Networked MNC in an Emerging Market: The Case of Danone in Argentina" Istanbul Technical University, Istanbul, Turkey, January 16
- 2015 "Value Chain Driven Innovation as a Means for Filling Institutional Voids: The Case of IMPSA in Brazil" Sabanci University, Istanbul, Turkey, January 15
- 2014 "Instituciones y el manejo de la cadena de valor de IMPSA en Brazil", at IIEP Baires UBA Conice, Buenos Aires, Argentina, October 9
- 2014 "Using Historical Resources to Fill Institutional Voids: Cooperatives in the Argentine Wine Industry" at the European Group for Organizational Studies, Rotterdam, Netherlands, July 3
- 2013 "Networks and Institutional Change in Developing Countries", **keynote presentation** at the VIII Research Workshop on Institutions and Organizations of Center for Organization Studies at the University of Sao Paulo, Ribeirão Preto, Brazil, October 8

- 2013 "Institutions and Value Chain Driven Innovation: Two Cases of Multilatinas based in Argentina" at the Academy of Management Meeting, August 12
- 2012 "Using Networks to Address Institutional Challenges in Argentina: Two Cases from the Argentine Agricultural Industry", at School of Economics, Business and Accounting, University of Sao Paulo, Sao Paulo, Brazil, December 4
- 2012 "Addressing Institutional Challenges with History: Two Cases in the Argentine Agricultural Industry", at the Academy of Management Meeting, August 7
- 2012 "Diffusing and Adapting of Best Practices within a Networked MNC: the Case of Danone in Argentina" at the Academy of Management Meeting, August 4
2011. "Development with Underdeveloped Institutions: How Firms in the Agricultural Industry in Argentina address Institutional Challenges" presented at the Fifth Annual Symposium on Institutions and Development at the Universidad Publico de Uruguay, Montevideo, Uruguay, November 24
2011. "Recessive Institutions and Alternatives to Vertical Integration: How Networks Overcome Institutional Challenges in Argentina" presented at a seminar entitled "Rethinking Capitalist Development in Emerging Countries" at the National Institute of Science and Technology, Rio de Janeiro, Brazil, October 20
2011. "Recessive Institutions and Alternatives to Vertical Integration: How Networks Overcome Institutional Challenges in Argentina" presented at the 23<sup>rd</sup> annual Society for the Advancement of Socio-Economics in Madrid, Spain, June 24
- 2009 "Applying the Varieties of Capitalism approach to Argentina: Implications for Human Resource Executives" presented for the ESCP in Berlin as part of a conference on Institutionalism in Internationalen Management, December 10
- 2009 "Instituciones y desempeño económico : la transformación del sector vitivinícola argentino en un sector exportador " presented for the Centre d'Estudes et de Recherche Amérique Latine-Europe at the ESCP in Paris, France, December 2
- 2009 "The Effect of the Financial Crisis on the Sustainability Initiatives of Latin America Companies" a professional development workshop (PDW) presented with Silvia Novaes Zilber, UNINOVE University,

Brazil and Erica Berte, Indiana University-Purdue University, United States, at the Academy of Management Meeting, August 7

- 2009 "Applying the Varieties of Capitalism Approach to Argentina: Institutions and the Strategy of Arcor" presented at the annual Latin American Studies Association meeting in Rio de Janeiro, Brazil, June 12
- 2008 "Variety of Capitalism Approach for Latin America: Institutions and the Case of Arcor in Argentina" presented at The Society of the Advancement of Socio-Economics in San Jose, Costa Rica, July 22
- 2007 "Challenges of Exporting Differentiated Products to Developed Countries: The Case of SME-dominated Sectors in a Semi-industrialized country" presented at the VI Workshop on the Internationalization of Companies (VI Workshop em Internacionalizacão de Empresas) at COPPEAD University, Rio de Janeiro, Brazil
- 2006 "Coordinación Conjuntos de una red de PyMEs: El Caso del Distrito de Maquinaria Agrícola (DIMA)" presentation for the Department of Administration at the Universidad de San Andrés, June 26
- 2005. "De la Competividad a la Cooperación: acerca de una teoría de los costes de transacción en las redes" seminar for the Facultad de Administración de la Universidad del Rosario, Bogota, Colombia, February 18
- 2004 "Regional Governance: an Historical Analysis and Perspective" presented at an on-going seminar for the Department of Business Administration at the Universidad de San Andrés in Buenos Aires, Argentina on May 10
- 2003. "The Impact of Labor Market Institutions on Lean Production: Toward a new approach in Political Economy and Business Management", presented at the Instituto de Altos Estudios Empresariales (IAE), Universidad Austral, Pilar - Buenos Aires, Argentina on October 23
- 2003. "Labor Policy, Choice and Corporate Restructuring: A case study of the Reorganization at a German Conglomerate in the United States and Germany", presented at the Universidad de San Martín in Buenos Aires, Argentina on October 8
- 2003. "The Impact of Labor Market Institutions on Lean Production: Toward a new approach in Political Economy and Business

Management”, presented at the Universidad de San Andrés in Buenos Aires, Argentina on September 15

2003 “Labor Policy, Choice and Corporate Restructuring: A case study of the Reorganization at a German Conglomerate in the United States and Germany”, presented at the Universidad de CEMA in Buenos Aires, Argentina on June 13

2002 “Path-Dependency and the restructuring of a large German Conglomerate in the United States and Germany” presented at a subgroup meeting for The Corporation as a Social Institution, Boston, Ma. April 27-28

2001. “Labor Market Institutions and Corporate Restructuring in the United States and Germany” presented at the Corporation as a Social Institution, annual meeting, San Francisco, CA May 17-19

2001. “Corporate Reorganization in the United States and Germany: the role of national institutions in shaping corporate strategies” presented at New Myths, New Rituals and New Organizational Forms: a Workshop on the New Global Economy, Atlanta, GA April 13-14

2000 “Corporate Reorganization in Germany and the United States: institutional challenges and opportunities” presented at Economics and Politics of Labor in Advanced Societies, Berlin, Germany July 17-21

## Languages

English	Native
German	fluent in reading, writing and speaking
Spanish	fluent in reading, writing and speaking