

## Núcleo de Negócios Internacionais

CUERVO-CAZURRA, Alvaro; ALVIM, Flávia de Magalhães. Metalfrio: achieving global leadership in the plug-in commercial refrigeration industry. London, ON: [Richard Ivey School of Business](#), 2013. 21 p. (case).

### Metalfrio: Achieving Global Leadership in the Plug-in Commercial Refrigeration Industry

#### Abstract:

The chief executive officer and chair of the board of directors of a company that designs, builds and sells consumer and commercial refrigeration products are trying to decide if the firm should expand in Asia and, if so, which method it should use. In recent years, Metalfrio has become a global leader in its industry by establishing manufacturing operations in Mexico, Turkey and Russia, as well as expanding within its home territory of Brazil, with sales in over 80 countries. Asia is offering promising opportunities for growth, and key customers are suggesting the company establish manufacturing operations there to better serve its global needs. The case addresses how Metalfrio transfers its competitive advantages across its international operations, and it further discusses how the company coordinates its operations to serve countries in which it does not have a production facility via exports. The case analyzes the competitive advantage of the firm and its transferability to other countries.