
NAVIGATING NORTH AMERICAN MARKETS: STRATEGIC PLANNING AND NAFTA IMPLICATIONS

***Dr. Wilson Freddy Makaya**

Seterbråtveien Norway.

Article Received: 18 March 2026

Article Revised: 08 April 2026

Published on: 28 April 2026

*Corresponding Author: Dr. Wilson Freddy Makaya

Seterbråtveien Norway.

DOI: <https://doi-org/101555/ijrpa.1217>

ABSTRACT:

North America represents one of the world's most deeply integrated economic regions, yet it remains characterized by significant institutional and cultural diversity across Canada, the United States, and Mexico. This study examines how firms can strategically navigate this duality by linking the macroeconomic effects of the North American Free Trade Agreement (NAFTA) with firm-level market entry strategies. Using a qualitative, literature-based approach, the paper synthesizes evidence from academic research, policy reports, and institutional analyses. The findings show that NAFTA substantially increased trade and foreign direct investment, with Mexico experiencing the most pronounced gains, while labor market outcomes in the United States and Canada were driven primarily by technological change rather than trade liberalization. Crucially, the study demonstrates that successful market entry depends not only on leveraging regional integration but also on adapting to country-specific institutional and cultural environments. By integrating macroeconomic and strategic perspectives, this article contributes a framework for understanding how firms can align regional opportunities with localized strategies, offering practical implications for both managers and policymakers operating in North America.

KEYWORDS: North America, NAFTA, market entry, trade integration, strategic planning.

1 INTRODUCTION: North America represents one of the most economically integrated regions in the global economy, yet it remains characterized by significant institutional, cultural, and structural diversity. Canada, the United States, and Mexico are deeply interconnected through trade, investment, and cross-border production networks, but each country maintains distinct regulatory frameworks, business practices, and socio-economic

conditions. These differences shape how firms operate across the region, creating both opportunities and complexities for strategic decision-making. As a result, firms seeking to expand within North America must navigate not only the benefits of regional integration but also the challenges associated with national variation.

The North American Free Trade Agreement (NAFTA), implemented in 1994, marked a critical turning point in the region's economic integration. By reducing tariffs, liberalizing investment flows, and facilitating cross-border trade, NAFTA contributed to a substantial expansion of economic activity among its member countries. Empirical evidence indicates that trade among Canada, the United States, and Mexico increased significantly following the agreement, alongside notable growth in foreign direct investment, particularly in Mexico (Hufbauer & Schott, 2005; Pastor, 2011). At the same time, the agreement fostered the development of integrated supply chains and production networks, enhancing regional competitiveness in key industries such as manufacturing and automotive production. Despite these gains, NAFTA's broader economic and social impacts have been the subject of considerable debate. While some scholars argue that the agreement contributed to economic growth and efficiency, others highlight uneven outcomes across countries and sectors. In particular, concerns have been raised regarding employment displacement, wage pressures, and limited productivity convergence. However, subsequent research suggests that many labor market changes in the United States and Canada were driven more by technological advancement and global competition than by trade liberalization alone (Pastor, 2011; Hufbauer & Schott, 2005). In Mexico, although export growth and foreign investment increased substantially, structural challenges have continued to limit the extent of economic convergence with its northern partners (Lederman, Maloney, & Servén, 2005; Ito, 2010). These mixed outcomes underscore the complexity of regional integration and the importance of considering both macroeconomic and institutional factors. While the macroeconomic effects of NAFTA have been widely studied, less attention has been given to how these outcomes translate into firm-level strategic behavior. In practice, companies operating in North America must make decisions not only based on regional economic opportunities but also in response to country-specific institutional environments and cultural norms. For example, differences in regulatory systems, consumer behavior, and business culture can significantly influence market entry strategies, partnership formation, and operational success. This highlights a critical gap in the literature: the limited integration of macroeconomic perspectives on regional trade agreements with micro-level analyses of

business strategy.

This study addresses that gap by linking the economic outcomes of NAFTA with firm-level market entry strategies across Canada, the United States, and Mexico. It argues that successful engagement in North America depends on a dual approach: leveraging the advantages of regional integration while simultaneously adapting to national institutional and cultural contexts. By synthesizing insights from trade theory, empirical studies, and business strategy literature, this research provides a more comprehensive understanding of how firms can navigate a complex and heterogeneous regional market. Specifically, the study pursues three main objectives: (1) to analyze the opportunities and challenges associated with economic integration under NAFTA, (2) to evaluate the nature of trilateral economic relationships among the member countries, and (3) to identify strategic considerations for firms entering and operating within North America. In doing so, the study contributes to the literature by bridging the gap between macroeconomic analysis and firm-level strategy, offering both theoretical insight and practical guidance for managers and policymakers.

1.1. Objectives: The study focuses on three key objectives: (1) to analyze the opportunities and challenges created by economic integration under NAFTA, (2) to evaluate the nature of trilateral economic relationships among Canada, the United States, and Mexico, and (3) to identify strategic considerations for market entry across these countries. By integrating macroeconomic perspectives with firm-level strategies, this study provides actionable insights for managers and policymakers navigating this complex and heterogeneous region.

The following section reviews the literature on NAFTA, labor markets, productivity, and market entry strategies, providing the foundation for understanding the strategic planning requirements for doing business in North America.

2. Literature review: The literature on North American economic integration and market entry strategies is extensive, with the North American Free Trade Agreement (NAFTA) serving as a central framework for understanding regional trade, investment, and institutional dynamics across Canada, the United States, and Mexico. Existing research can be broadly organized into three interrelated strands: (1) the macroeconomic impacts of NAFTA, including trade, investment, and productivity outcomes; (2) labor market and employment effects; and (3) firm-level strategies shaped by institutional and cultural

contexts (Krugman, 1991; Baldwin & Venables, 1995; Rugman & Verbeke, 2004). Together, these strands provide a comprehensive foundation for analyzing both the opportunities and constraints associated with doing business in North America.

2.1. NAFTA and regional economic integration: NAFTA was designed to eliminate trade and investment barriers, promote economic growth, and enhance regional competitiveness. Its theoretical foundations can be traced to Krugman (1991), who argues that geographically proximate economies benefit from integration through economies of scale and the development of cross-border production networks. This perspective is further supported by Baldwin and Venables (1995), who emphasize the role of regional trade agreements in shaping industrial location and specialization patterns.

Empirical studies largely confirm that NAFTA contributed to a significant expansion of trade and foreign direct investment (FDI) within the region. Hufbauer and Schott (2005) show that intra-regional trade grew at a faster rate than trade with the rest of the world during the first decade following implementation. Mexico, in particular, experienced substantial gains through increased exports and FDI inflows (Feenstra & Hanson, 1997; Lederman, Maloney, & Servén, 2005). Similarly, Hanson (2001) highlights the rapid growth of maquiladora industries as evidence of deeper cross-border production integration. In contrast, the United States and Canada experienced more moderate gains, reflecting their already high levels of economic development and pre-existing trade integration (Trefler, 2004). Beyond purely economic outcomes, NAFTA has also been interpreted as an institutional framework for regional governance. Pastor (2011) emphasizes its role in facilitating deeper continental integration by providing more predictable rules for trade and investment. Collectively, this body of research suggests that NAFTA significantly strengthened economic linkages across North America, although the distribution of benefits remained uneven across countries and sectors.

2.2. Labor markets, productivity, and competitiveness: The impact of NAFTA on labor markets and productivity has been widely debated. Early concerns focused on potential job losses and wage pressures, particularly in the United States. However, subsequent empirical research provides a more nuanced perspective. Studies indicate that employment growth in the United States and Canada during NAFTA's early years was not significantly affected by trade liberalization (Krueger, 1999; Hufbauer & Schott, 2005). Instead, changes in

employment patterns are more closely associated with technological change and globalization (Autor, Dorn, & Hanson, 2013). This suggests that NAFTA's role in labor market disruption has often been overstated. In terms of productivity, evidence points to partial and uneven convergence across the region. Ito (2010) finds sector-specific productivity gains between Mexico and the United States, while Lopez-Cordova (2003) shows that firms integrated into export markets experienced higher productivity growth. However, structural constraints including differences in education, infrastructure, and institutional quality have limited broader convergence (Esquivel, 2010).

Overall, the literature indicates that while NAFTA contributed to efficiency gains in certain sectors, its effects on labor markets and productivity were mediated by broader economic forces, resulting in heterogeneous outcomes across countries and industries.

2.3. Market entry strategies and institutional context: While macroeconomic analyses provide important insights into regional integration, firm-level strategies are essential for understanding how businesses operate within North America. A consistent finding in the literature is that national institutional and cultural differences continue to shape business practices despite economic integration (Rugman & Verbeke, 2004; North, 1990). In the United States, business environments are characterized by speed, innovation, and a strong emphasis on market competition and consumer perception (Drews & Lamson, 2016). Mexico, by contrast, is often described as a relationship-oriented market, where trust, personal networks, and face-to-face interaction are critical for successful entry and long-term operations (Meyer et al., 2009; Export.gov, n.d.). Canada offers a more stable and transparent institutional context, with strong regulatory frameworks and a highly skilled workforce supporting long-term investment strategies (Globerman & Shapiro, 2003).

These differences highlight the importance of institutional theory in explaining firm behavior. North (1990) argues that formal and informal institutions shape economic performance, while Rugman and Verbeke (2004) emphasize the regional nature of multinational enterprise strategies. Together, these perspectives suggest that firms must tailor their strategies to national contexts rather than assuming a uniform regional market.

2.4. Synthesis and research gap: The literature consistently demonstrates that NAFTA has strengthened economic integration in North America by increasing trade, investment, and

cross border production linkages. At the same time, it highlights the persistence of national differences in shaping both macroeconomic outcomes and firm level behavior. However, existing studies tend to examine macroeconomic integration and business strategy separately. While trade and labor market analyses provide valuable insights into regional dynamics, and management studies offer guidance on market entry strategies, there is limited integration between these perspectives (Rugman & Verbeke, 2004; Baldwin, 2016). This creates an important gap in understanding how firms can effectively navigate the interaction between regional integration and country-specific institutional environments. This study addresses that gap by synthesizing macroeconomic evidence with firm-level strategy, providing a more integrated framework for analyzing business operations in North America.

3. METHODOLOGY: This study adopts *a qualitative, literature based research design* to examine strategic planning for doing business in North America. Specifically, it employs a *thematic synthesis approach* to integrate insights from existing research on NAFTA's economic effects, labor and productivity outcomes, and firm-level market entry strategies. This approach enables the study to bridge macroeconomic and micro-level perspectives, providing a comprehensive understanding of the factors shaping business operations across Canada, the United States, and Mexico. Rather than generating primary empirical data, the study focuses *on systematically analyzing and synthesizing existing knowledge* to develop a coherent conceptual framework. This is particularly appropriate given the extensive body of literature on NAFTA and the need to connect fragmented insights across disciplines such as international economics, management, and institutional theory.

3.1. Data sources: The analysis draws on a diverse range of secondary sources, including peer-reviewed journal articles, academic books, government publications, and institutional reports. These sources were selected to ensure both academic rigor and practical relevance. Key references include foundational and empirical studies on NAFTA and regional integration (e.g., Pastor, 2011; Hufbauer & Schott, 2005; Lederman, Maloney, & Servén, 2005; Ito, 2010), as well as applied research on market entry strategies and business environments (e.g., Export.gov, industry reports). The inclusion of both academic and policy-oriented sources allows for a more comprehensive assessment of North America's economic and strategic landscape.

3.2. Selection criteria: Sources were selected using three primary criteria to ensure relevance and reliability:

1. **Relevance to regional integration:** Studies were required to address trade, investment, or productivity outcomes within the context of NAFTA or North American economic integration.
2. **Firm-level applicability:** Priority was given to research that provides insights into market entry strategies, institutional frameworks, and cultural factors influencing business operations.
3. **Credibility and quality:** Emphasis was placed on peer-reviewed publications, established academic texts, and official institutional reports to ensure methodological rigor and data reliability.

This selection strategy ensures that the analysis is grounded in both theoretically informed and empirically supported literature.

3.1. Analytical approach: The study employs thematic synthesis to systematically integrate findings across the selected literature. This process involved three stages:

- **Identification of key themes:** Core themes were derived from the literature, including (1) economic integration and trade expansion under NAFTA, (2) labor market and productivity outcomes, and (3) firm level strategic considerations.
- **Cross-source comparison:** Findings from different studies were compared to identify patterns, consistencies, and divergences across countries and sectors.
- **Interpretive synthesis:** The results were then integrated to develop a cohesive analytical narrative linking macroeconomic outcomes with firm-level strategy.

This structured approach allows the study to move beyond descriptive summary toward analytical integration, highlighting relationships between regional economic trends and practical business decision-making.

3.2. Limitations: As a literature-based study, this research is subject to several limitations. First, it relies on the availability and scope of existing studies, which may not fully capture recent developments or emerging trends, particularly in the context of evolving trade frameworks such as the United States, Mexico, Canada Agreement (USMCA). Second, the absence of primary data such as firm-level surveys or interviews limits the ability to capture real-time managerial perspectives and operational challenges. However, the purpose of this

study is not to provide new empirical measurements, but to offer a conceptual synthesis that integrates existing knowledge into a structured framework. In doing so, it provides valuable insights for both researchers and practitioners seeking to understand and navigate the North American business environment. This methodological framework provides the foundation for the following section, which presents the key findings on trade, investment, labor markets, and market entry strategies across Canada, the United States, and Mexico.

4. Findings: The analysis of the literature and institutional reports reveals consistent and interrelated patterns shaping the North American business environment. These findings highlight the dual nature of regional integration: while NAFTA significantly strengthened economic linkages across Canada, the United States, and Mexico, important national differences persist, influencing both macroeconomic outcomes and firm-level strategies. The findings are organized into three key areas:

(1) economic integration under NAFTA, (2) labor market and productivity outcomes, and (3) firm-level market entry strategies.

4.1. Economic integration under NAFTA: The evidence clearly indicates that NAFTA played a central role in expanding trade and investment flows across North America. Intra-regional trade increased dramatically following its implementation, with total trade volumes approximately tripling between 1994 and 2002. Similarly, foreign direct investment (FDI) flows grew more than sixfold over the same period (Pastor, 2011; Hufbauer & Schott, 2005). These gains, however, were not evenly distributed across the three member countries. Mexico experienced the most pronounced benefits, with significant increases in exports, industrial output, and GDP per capita relative to pre-NAFTA trends (Lederman, Maloney, & Servén, 2005). This reflects the role of NAFTA in facilitating Mexico's integration into global production networks, particularly in manufacturing sectors. In contrast, the United States and Canada experienced more moderate gains. This outcome can be attributed to their already high levels of economic development and pre-existing trade integration, which limited the relative impact of further liberalization. Nevertheless, both countries benefited from enhanced supply chain integration and increased market efficiency.

Overall, the findings suggest that NAFTA significantly deepened regional economic integration by expanding trade, investment, and cross-border production networks. At the same time, it did not eliminate structural and institutional differences among member countries, which continue to shape economic outcomes.

4.2. Labor markets and productivity: The impact of NAFTA on labor markets and productivity is more complex and less direct than its effects on trade and investment. Contrary to early concerns, the agreement did not lead to widespread job losses in the United States or Canada. Instead, employment levels in both countries increased during the initial post-NAFTA period. In the United States, total employment grew from approximately 110 million in 1993 to 137 million in 2006, while Canada experienced a similar upward trend, with employment rising from 13 million to 16 million over the same period (Pastor, 2011). These trends indicate that labor market outcomes were influenced by a broader set of factors beyond trade liberalization. In particular, technological change and increased global competition appear to have played a more significant role in shaping employment patterns than NAFTA itself. Productivity outcomes also reflect uneven effects across the region. Evidence of convergence between Mexico and the United States is limited and largely confined to specific sectors (Ito, 2010). This sectoral variation highlights the importance of domestic structural conditions, including differences in technological capacity, workforce skills, and institutional quality. Taken together, these findings suggest that NAFTA’s influence on labor markets and productivity operated indirectly, interacting with existing structural and economic dynamics rather than acting as a primary driver of change. While the agreement contributed to efficiency gains in certain industries, it did not produce uniform improvements across countries or sectors.

4.3. Firm level market entry strategies: Effective market entry strategies vary by country and depend on understanding institutional and cultural contexts.

Table 1 summarizes the key considerations for firms entering the U.S., Mexico, and Canada.

Table 1. Market entry strategies for North America.

Country	Key Business Environment Features	Recommended Market Entry Strategy	Cultural/Institutional Notes
United states	Highly competitive, rapid decision-making, consumer-driven	Focus on speed, quick adaptation, branding, impressions	Trust and emotional connection critical; “gut instinct” influences purchasing decisions
Mexico	Relationship-driven, emerging economy, growing consumer sophistication	Develop close partnerships, personal building, meetings	Relational trust essential; initial communication via telephone or in-person; email/social media for follow-ups
Canada	Stable, developed economy, transparent	Long-term investment, leverage regulatory	Institutional stability and legal compliance key; high human

	institutions, investor-friendly	stability, innovation and R&D initiatives	capital; low tax incentives for R&D encourage innovation
--	---------------------------------	---	--

These strategies emphasize the importance of aligning firm-level decisions with national differences, even within an economically integrated region. U.S. firms benefit from rapid decision-making and consumer engagement, Mexican operations rely on trust and interpersonal networks, and Canadian entry favors long-term investment and regulatory compliance.

4.4. NAFTA outcomes by country: Table summarizes macroeconomic and labor outcomes associated with NAFTA implementation, highlighting differences among the three countries.

Table 2. NAFTA trade and FDI outcomes by country.

Indicator	Mexico	United States	Canada	Notes
GDP Growth Impact	+4–5% per capita (1994–2002)	Moderate; overall economy large	Moderate; already integrated with U.S.	Based on World Bank and Pastor (2011) analyses
Export Growth	+50% relative to pre-NAFTA	+10–15%	+15–20%	Mexico benefited most; Canada’s trade with U.S. already liberalized via earlier agreement
FDI Inflows	+40% relative to pre-NAFTA	Significant, but proportionally smaller	Steady and high	Mexico received proportionally largest benefit; U.S. gains stable but incremental
Employment Effects	Moderate increases; sector-specific	Jobs grew from 110M (1993) → 137M (2006)	Jobs grew from 13M → 16M	Early fears of displacement overstated; later job changes driven by technology and global competition
Market Integration	Increased exports & cross-border investment	Integrated supply chains with Canada & Mexico	Integrated supply chains; focus on U.S. trade	Integration uneven; Mexico benefited most; Canada’s main effect via U.S. trade

4.5. Summary of findings: The findings indicate that NAFTA successfully increased trade and investment flows, particularly benefiting Mexico, while employment and productivity outcomes were influenced more by structural factors and technological change than by trade liberalization alone. Market entry strategies must be adapted to country-specific institutional and cultural contexts, highlighting the need for firms to integrate macroeconomic awareness with practical, localized business approaches.

4.6. DISCUSSION: The findings presented highlight the complex dynamics of doing business in North America, where economic integration under NAFTA coexists with persistent national differences. From a macroeconomic perspective, NAFTA successfully increased trade and foreign direct investment across the region, particularly benefiting Mexico. This outcome aligns with trade theory, which emphasizes that reducing barriers among geographically proximate economies enhances efficiency, production networks, and competitiveness (Krugman, 1991). Mexico's disproportionate gains reflect the "catch-up" effect predicted by regional integration models, whereby emerging economies can experience rapid growth through access to larger, integrated markets.

Employment and productivity trends reveal a more nuanced story. Despite initial concerns that NAFTA would lead to widespread job losses in the United States and Canada, evidence shows that employment in both countries continued to grow in the decade following the agreement's implementation, with later declines influenced primarily by technological change and global competition rather than trade liberalization (Pastor, 2011; Hufbauer & Schott, 2005). Sector-specific productivity convergence between Mexico and the U.S. indicates that integration can promote efficiency gains, but structural differences in labor markets, institutional quality, and technology adoption limit uniform outcomes (Ito, 2010). These findings suggest that economic integration alone is insufficient to ensure equitable growth, highlighting the importance of complementary domestic policies and institutional support.

At the firm level, the study reinforces the critical importance of adapting strategies to national institutional and cultural contexts. In the United States, rapid decision-making, first impressions, and consumer trust drive market success (Drews & Lamson, 2016). Mexican operations require strong relational networks and interpersonal trust, reflecting cultural and institutional norms (Export.gov, n.d.). In Canada, stability, regulatory transparency, and long-term investment opportunities favor firms willing to engage in sustained, innovation-driven strategies. Table 1 and Table 2 illustrate how these micro-level strategies intersect with macroeconomic outcomes, underscoring that firms cannot rely solely on regional integration; they must align with country-specific conditions to achieve sustainable success. The integration of macroeconomic and firm-level perspectives also offers practical implications for managers and policymakers. Firms entering North America should consider both the opportunities afforded by regional integration—such as access to larger markets and investment flows and the constraints imposed by national differences. Policymakers should

complement trade agreements with investments in workforce development, technology adoption, and regulatory frameworks to maximize the benefits of integration.

Finally, these results highlight a broader principle: economic integration and strategic planning are mutually reinforcing. NAFTA has demonstrated that regional agreements can facilitate trade, investment, and efficiency gains, but firms that carefully plan and adapt to institutional and cultural contexts are better positioned to capitalize on these opportunities. This dual focus on integration and strategic adaptation provides a model for managing complex, heterogeneous markets, both in North America and globally.

5. CONCLUSION: This study demonstrates that successfully operating in North America requires balancing the opportunities created by regional economic integration with the realities of persistent national differences. The analysis of NAFTA's effects shows that the agreement significantly expanded trade and foreign direct investment across the region, with Mexico experiencing the most substantial gains. In contrast, employment and productivity trends in the United States and Canada were influenced more by technological change and global competition than by trade liberalization alone. These findings highlight that while integration enhances economic connectivity, it does not produce uniform outcomes across countries or sectors. At the firm level, success depends on the ability to align strategy with country-specific institutional and cultural conditions. In the United States, competitive advantage is shaped by speed, innovation, and strong consumer engagement. In Mexico, business success relies heavily on relational trust and long-term partnerships. In Canada, stable institutions, regulatory transparency, and a highly skilled workforce support sustained, innovation-driven investment. As reflected in Tables 1 and 2, firms that adapt their strategies to these national contexts are better positioned to leverage the benefits of regional integration.

5.1. Managerial and Policy implications: For managers, the findings suggest three key priorities: first, evaluate both regional integration opportunities and country-specific conditions before market entry; second, align organizational strategies with local institutional frameworks and cultural expectations; and third, maintain operational flexibility to respond to evolving economic and competitive dynamics.

For policymakers, the results indicate that trade agreements such as NAFTA are most effective when complemented by domestic policies that support technological development,

workforce skills, and institutional quality. Strengthening these areas can enhance the distribution of benefits from economic integration and improve long term competitiveness.

5.2. Contribution and Future research: This study contributes to the literature by integrating macroeconomic analysis of regional trade agreements with firm-level strategic considerations. By linking these perspectives, it provides a more comprehensive framework for understanding how businesses can operate effectively within an economically integrated yet institutionally diverse region.

Future research could extend this work by incorporating firm-level empirical data, examining the evolution of regional integration under the United States, Mexico, Canada Agreement (USMCA), or exploring sector-specific dynamics to provide more detailed strategic insights.

6. REFERENCES:

1. Baldwin, R., & Venables, A. J. (1995). Regional economic integration. *Handbook of International Economics*, 3, 1597–1644.
2. Drews, R., & Lamson, M. (2016). *Market entry into the US: Why European companies fail and how to succeed*. Springer.
3. Export.gov. (n.d.). Mexico: Market entry strategy.
<https://www.export.gov/article?id=Mexico-Market-Entry-Strategy>
4. Feenstra, R. C., & Hanson, G. H. (1997). Foreign direct investment and relative wages: Evidence from Mexico's maquiladoras. *Journal of International Economics*, 42(3–4), 371–393.
5. Globerman, S., & Shapiro, D. (2003). Governance infrastructure and US foreign direct investment.
Journal of International Business Studies, 34(1), 19–39.
6. Hanson, G. H. (2001). US–Mexico integration and regional economies: Evidence from border-city pairs. *Journal of Urban Economics*, 50(2), 259–287.
7. Hufbauer, G. C., & Schott, J. J. (2005). *NAFTA revisited: Achievements and challenges*. Institute for International Economics.
8. Ito, T. (2010). NAFTA and productivity convergence between Mexico and the US. *Cuadernos de Economía*, 47, 15–55.
9. Krueger, A. B. (1999). Trade, jobs, and wages. *NBER Working Paper No. 5637*.
10. Krugman, P. (1991). *Geography and trade*. MIT Press.

11. Lederman, D., Maloney, W. F., & Servén, L. (2005). *Lessons from NAFTA for Latin America and the Caribbean*. World Bank.
12. Lopez-Cordova, J. E. (2003). NAFTA and manufacturing productivity in Mexico. *Economía*, 4(1), 55–98.
13. Meyer, K. E., Estrin, S., Bhaumik, S. K., & Peng, M. W. (2009). Institutions, resources, and entry strategies in emerging economies. *Strategic Management Journal*, 30(1), 61–80.
14. North, D. C. (1990). *Institutions, institutional change and economic performance*. Cambridge University Press.
15. Pastor, R. A. (2011). *The North American idea: A vision of a continental future*. Oxford University Press.
16. Rugman, A. M., & Verbeke, A. (2004). A perspective on regional and global strategies. *Journal of International Business Studies*, 35(1), 3–18.
17. Trefler, D. (2004). The long and short of the Canada–US free trade agreement. *American Economic Review*, 94(4), 870–895.

Online / multimedia sources (keep separate in most journals)

18. Canadian Broadcasting Corporation. (2013). *The bottom line: Where Canada's economy stands*. <https://www.youtube.com/watch?v=uAMgJeohM-E>
19. Merrill Lynch. (n.d.). *A transforming world*. <https://www.youtube.com/user/MerrillLynch>
20. Frito-Lay North America. (2002). Lecture by Al Carey, President of Frito-Lay North America. Mulrone, B. (n.d.). Keynote speech on business globalization, George Mason University.