Commercial Cluster Integration Initiative: To Develop International Diplomatic Commercial Relation Between Latin America "CELAC" and China

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Abstract

This study introduces a proposal of innovating CCII – Commercial Cluster Integration Initiative enterprise networking management. As an extension of Latin American enterprises at the Chinese potential market, it provides a scenario of countries integration with the aim of reducing multiple international value cost and delivery timing in the framework of Chinese SCM contributing to the issue innovation cluster networking initiative with the scope of developing the Chinese market chain. This study first provides an overview of the theoretical frameworks, in which the FTA – Free Trade Agreement impacts can be assessed. Then a new, but simpler, pragmatic approach is proposed for analyzing the use of CCII – Commercial Cluster Integration Initiative, namely a distinction between the arguments used by CCII – Commercial Cluster Integration Initiative experts and the expectations of potential "market". The study concludes that major efforts are needed to operationalize the existing theoretical frameworks to assist actual impact assessment projects, thus making impact assessment a widely used practice. In doing so, the CCII – Commercial Cluster Integration Initiative community will be in a position to analyze the differences between the promised, expected and actual impacts. That would improve the design of CCII – Commercial Cluster Integration Initiative projects, and contribute to a more appropriate and wider use of CCP – Commercial Cluster Platform.

Keywords: *Commercial Clusters, NW – Network, CELAC, Platform, Project, SCM – Supply Chain Management, FTA – Free Trade Agreement*

1. Introduction

Research Goals During Period of Research:
The purpose of this research is to examine factors that enhance productivity and competitive levels, where Latin American Countries (CELAC, 2011; regional economic group) would be expected to implement a commercial cluster integration networking platform at Chinese supply chain, in term of mutual commercial knowledge as well as logistic supply chain information, then to provide policy makers in the relevant strategic commercial platform and manage suggestions in order to have sustaining competitiveness. This research project gives significant contribution not only to enterprises growth but also increase regional governments economics and give participation on reduce their unemployment rate as well as develop innovative R&D for the sake of the regional enterprises (CELAC, 2011) and commercial purposes.

However, it is known that in establishing or developing partnership integration there are many forms of structures according to the objective being pursued. In fact, in the relevant literature, in the integration networking we can find different articles trying to predict which structure should be selected for implementing commercial integration (Huang and Chung, 2003; Ireland et al., 2001; Human and Provan, 2000; Blankson and Stokes, 2002). Several of these articles take TCT – Transaction Cost Theory as the theoretical framework. So, in the selected activity to develop the objective, this theory has characteristics related to the focus of this study (see for example, Ireland et al., 2001; or Blankson and Stokes, 2002).
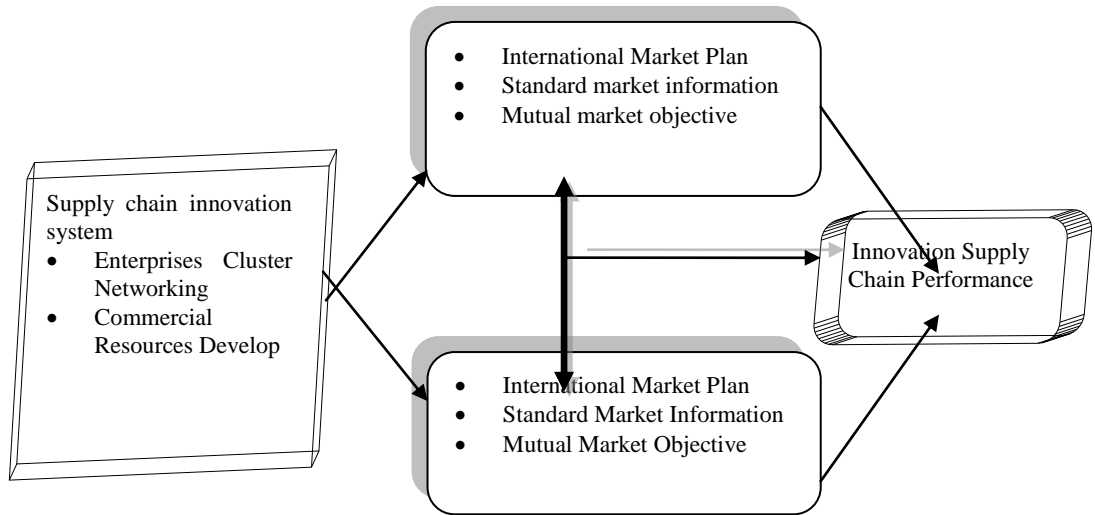
Figure 1: Methods for Exploring Supply Chain Performance, illustrated by Rick, S., (2012 p. 115)

H01. Firms will enter a commercial network with government support, and become more dynamic in an international strictly regulated and potential market, if firms enter into a commercial network, truthfully commercial environment and expected low levels of reciprocity; it will help to participate in the platform.

H02. Firms will enter a commercial network with government support, and become more dynamic in an international strictly regulated and potential market, if firms make important Capital Investment in assets to be implemented on commercial platform and make relevant Production Capabilities to rising regional forces; it will help to participate in the platform. –

H03. Firms will enter a commercial network with government support, and become more dynamic in an international strictly regulated and potential market, if firms provide Dynamism for each other in Commercial Cluster Integration; it will help to participate in the platform. –
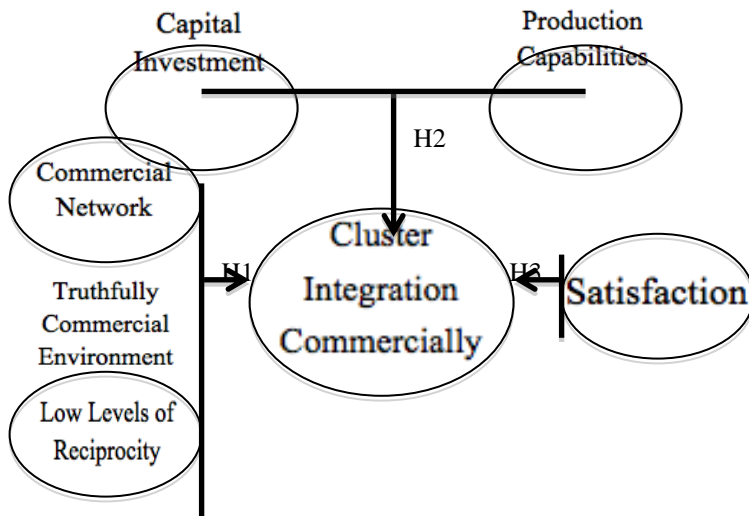

Figure 2: The Proposed Model of the Study, author-contextualizing data (2013)

Objective of Proposal Research

a. To integrate and build the joint cooperation in CELAC between regional enterprises, according to the structure of members, and to obtain the satisfaction of enterprises that would enjoy the Commercial Clusters Integration Initiative.

b. To help enterprises (CELAC, 2011) on development market and raise efficiency of their industry.

c. To integrate and build the joint cooperation in CELAC between regional enterprises, according to the structure of members, and to obtain the satisfaction of enterprises that would enjoy the Commercial Clusters Integration Initiative.

Table 1. Common aims in strategic CCI platform

1, Increase the productivity of the group companies	2, Drive innovation in the field
3, Encourage new enterprises in the field	4, Reduce opportunistic behavior
5, Increase the pressure of coordination between undertakings	6, Advancement
7, Sharing production	8, Research facilities, and the international supply chain market to ensure market growth

Sources: Rick, S., (2012 p. 104)

Description of Research Project

Several researchers have focused on the normal dynamics of networking interaction between enterprises (Huang and Chung, 2003; Dunn et al., 1987; Hill and Wright, 2001; Blankson and Stokes, 2002; Rick, S., (2013: 6-15). From this point, the link cluster between CELAC and China market, each single enterprise of this integration, would focus on commercial platform entering the target market (China) with enterprises of the same region (CELAC, 2011) that are exploring opportunities. The networking part, referred to in this study, facilitates internal enterprises resources implementing the CCII – Commercial Cluster Integration Initiative platform toward China. Rather than viewing each cluster as a separate commercial agreement, researchers in this era should emphasize the importance of agreement development in the context of the ongoing cluster between economic blocks and implement commercial cluster in order to bring access routes to enterprises involved in the international issues, increasing their main objective. By so doing, governments will enjoy benefits as a result of developing new markets together.

A history of trust (Human and Provan, 2000) and prior international bilateral and multilateral relationship between enterprises and countries are those engaged in high relation (Varama¨ki and Vesalainen, 2003; Gulati, 1995) in order to achieve high commercial relationship and political issues together, raising enterprises productivity and competitiveness. It is not the countries process per se, but the integration in which every enterprise has a responsibility to develop the external market "Countries Integration (CELAC, 2011) working together", (cited in this research, 2011). According to this view, the CCII understanding initiative, and outcome could be a strong point in the supply chain development for each market (CELAC and CHINA) Rick, S., (2013: 6-15); it is the characteristics of the CCII – Commercial Cluster Integration Initiative between international markets.
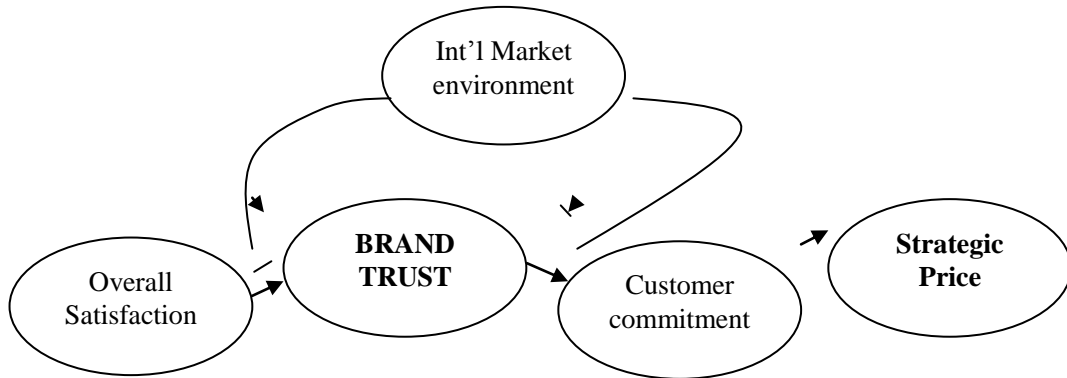
Figure 3. Theoretical Model, Author Contextualizing Data, 2012

Commercial Cluster Integration Initiative Framework
Nowadays, countries worldwide are establishing strategic CCII – NWs – Networks and/or FTAs (Gulati, 1995; Robinson and Stuart, 2007; Rick, S., and Laaria, M., 2013a: 48-60. For example, as explained earlier, there are successful strategic clusters with different goals such as APEC, MERCOSUR, ASEAN and so on, with common aims on relevant topics such as economics, social issues, environment inter alia. Successful SMEs processes will be necessary to participate in the international market with their services and commercial resources (Gulati, 1995; Robinson and Stuart, 2007; Rick, S., and Laaria, M., 2013b: 32-41. Potential markets require high quantity of resources from different industries. In this way, SMEs must become indirect suppliers of the destination market that has multiple retailers, and those SMEs could be supported by the biggest enterprises. In addition, every single supplier has far better knowledge of their own production management capacities than retailers. Therefore, to each party the margins and customer satisfaction is the most important issues. It is a reasonable way to develop CCII network between countries (CELAC, 2011) and suppliers with retailers (Channel Distribution) in order to satisfy the final customer (e.g. China). The main type of network cooperation between suppliers and retailers could be viewed as a continuum on this CCP – Commercial Cluster Platform. On one end, CCII networking (CELAC, 2011) means to share information at international market, commercial platform and international commercial risk, and on the other end, the strategic network is completely managed with retailers at the international market (e.g. China).
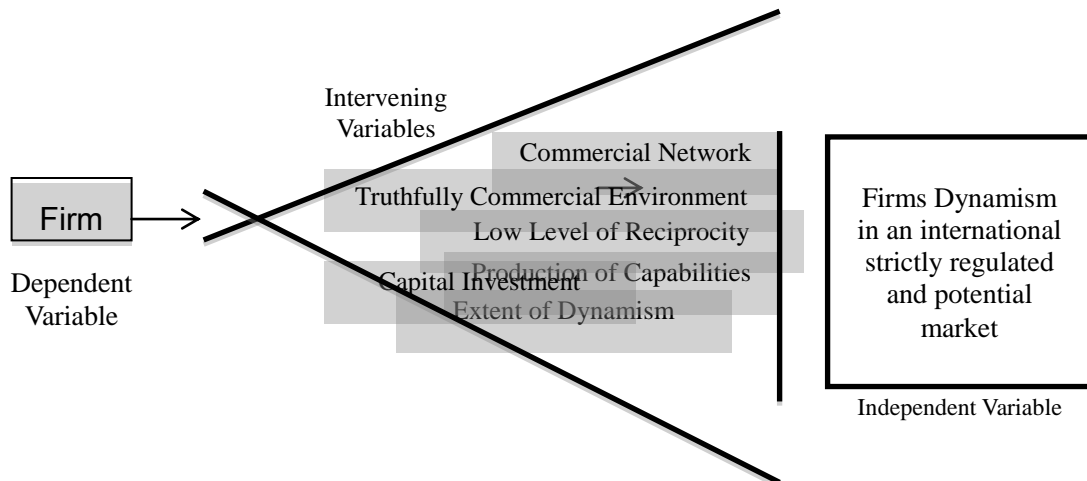

Figure 4. Commercial Cluster Integration Framework, Illustration Suggested by Author, 2013

China & Latin American and the Caribbean Ushering in a new era in the Economic and Commercial Relationship

China economic growth vs. Latin America is higher. The gross domestic product growth there is averaging over 10 percent per year. This difference is essential not just now, but looking towards the future. One area that makes Latin America somewhat vulnerable is their dependency on the United State's economy. It is widely believed by economists that a fall in the United States economy will affect Latin America significantly. Latin American countries have their largest trading partners (in some situations) with the United States, and the countries are serviced based especially on the tourism industry Rick, S., and Laaria, M., (2013b: 32-41). Therefore, a drop in the economy of the United States would significantly impact that of Latin America.

As calculated and argued by Rick, S., (2012, p. 106), the integration includes 33 countries as seen on the following table, which indicate several statistics.

Table 2. Indicate the country's global position

Country	Area Km2	Population 2011	GDP (PPP) million 2010	GDP Per Capita	HDI	FSI	CPI	IEF	GPI	WPFI	DI	Income Inequality
Antigua and Barbuda	443	87,884	1,425	16,400	0.764	59.9	N/A	N/A	N/A	N/A	N/A	N/A
Argentina	2,780,400	41,769,726	596,000	14,700	0.797	46.8	3	51.7	1.852	16.35	6.84	45.8
Bahamas	13,880	313,312	8,921	28,700	0.771	56.5	7.3	68	N/A	N/A	N/A	N/A
Barbados	430	286,705	6,227	21,800	0.793	52.8	7.8	68.5	N/A	N/A	N/A	N/A
Belize	22,966	321,115	2,651	8,400	0.699	67.7	N/A	63.8	N/A	N/A	N/A	N/A
Bolivia	1,098,581	10,118,683	47,880	4,800	0.663	82.9	2.8	50	2.045	28.13	5.92	57.3
Brazil	8,514,877	203,429,773	2,172,000	10,800	0.718	65.1	3.8	56.3	2.04	16.6	7.12	53.9
Chile	756,102	16,888,760	257,900	15,400	0.805	40.7	7.2	77.4	1.71	10.5	7.67	52.1
Colombia	1,138,910	44,725,543	435,400	9,800	0.71	87	3.4	68	2.7	51.5	6.55	58.5
Costa Rica	51,100	4,576,562	51,170	11,300	0.744	50.6	4.8	67.3	1.681	8.08	8.04	50.3
Cuba	110,860	11,087,330	114,100	9,900	0.776	76.6	4.2	27.7	1.964	78	3.52	N/A
Dominica	751	72,969	758	10,400	0.724	N/A	5.2	63.3	N/A	N/A	N/A	N/A
Dominican Republic	48,670	9,956,648	87,250	8,900	0.689	76.9	2.6	60	2.125	26.13	6.2	48.4
Ecuador	283,561	15,007,343	115,000	7,800	0.72	82.2	2.7	47.1	2.116	27.5	5.77	49
El Salvador	21,041	6,071,774	43,570	7,200	0.674	76	3.4	68.8	2.215	15.83	6.47	46.9
Grenada	344	108,419	1,098	10,200	0.748	66.4	N/A	N/A	N/A	N/A	N/A	N/A
Guatemala	108,889	13,824,463	70,150	5,200	0.574	80.1	2.7	61.9	2.405	20.25	6.05	53.7
Guyana	214,969	744,768	5,379	7,200	0.633	72.6	2.5	49.4	2.112	16.63	6.05	43.2
Haiti	27,750	9,719,932	11,480	1,200	0.454	108	1.8	52.1	2.288	16.38	4	59.5
Honduras	112,090	8,143,564	33,630	4,200	0.625	78.3	2.6	58.6	2.327	51.13	5.76	57.7
Jamaica	10,991	2,868,380	23,720	8,300	0.727	67.1	3.3	65.7	2.244	7.67	7.21	45.5
Mexico	1,964,375	113,724,226	1,567,000	13,900	0.77	75.1	3	67.8	2.362	47.5	6.93	51.7
Nicaragua	130,370	5,666,301	17,710	3,000	0.589	81.2	2.5	58.8	2.021	22.33	5.73	52.3
Panama	75,420	3,460,462	44,360	13,000	0.768	57.8	3.3	64.9	1.812	21.83	7.15	52.3
Paraguay	406,752	6,459,058	33,310	5,200	0.665	72.4	2.2	62.3	1.954	16.25	6.4	52

Peru	1,285,216	29,248,943	275,700	9,200	0.725	73.6	3.4	68.6	2.077	30	6.4	48
Saint Kitts and Nevis	261	50,314	684	13,700	0.735	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Saint Lucia	616	161,557	1,798	11,200	0.723	N/A	7	70.8	N/A	N/A	N/A	42.6
Saint Vincent and the Grenadines	389	103,869	1,069	10,300	0.717	N/A	5.8	66.9	N/A	N/A	N/A	N/A
Suriname	163,820	491,989	4,711	9,700	0.68	71.1	3	53.1	N/A	11.5	6.65	52.8
Trinidad and Tobago	5,128	1,227,505	26,100	21,200	0.76	63.7	3.2	66.5	2.051	8.5	7.16	N/A
Uruguay	176,215	3,308,535	47,990	13,700	0.783	40.4	7	70	1.521	11.75	8.1	42.4
Venezuela	912,050	27,635,743	345,200	12,700	0.735	78.2	1.9	37.6	2.403	47.33	5.18	43.5
CELAC[a]	20,438,217	591,662,155	6,451,341	10890.9	0.710	69.2	3.91	60.4	2.08	25.31	6.36	50.40
				33	33	29	29	30	23	24	24	23
				359,400	23.4	2007	113	1,813	48.0	608	152	1159.4

Sources: Wikipedia, the free encyclopedia and, Rick. S (2012 p. 106), Calculation data, indicate the country's global position

2. Literature Review

According to strategic cluster platform, commitment has been a typical point of several pieces of literature (Schindehutte and Morris, 2001). A strategic cluster platform should become one of the most significant issues in strategic initiative literature. We can notice that a strategic cluster network among countries worldwide has been dramatically implemented over the last decades, and this interesting study has followed suit Zhou and Benton (2007), Li and Lin (2006). Recently, an unprecedented number of countries have been entering into a variety of CIP with an aim to conduct political and commercial regional issues such as the Community of Latin American States and the Caribbean. These networks often were undertaken to develop internal countries economies (CELAC, 2011), not including United States and Canada. These integration networks will come to be enterprises for regional cooperation, on other typical commercial platforms such as JV's, franchises, companies strategic cooperation Rick, S., and Laaria, M., (2013a: 48-60), e.g. (see for example Das and Teng, 2002; Freel, 2000; Rick, S., 2012: 103-121).

CIP – Commercial Cluster Platform has become a necessary research topic of current interest covering a range of theoretical bases and perspectives. Previous studies have advanced elementarily on three main parts: first, some researchers have focused on partner characteristics relationship as commercial absorption cooperation between enterprises (Williams and Williams, 2007). Consequently, enterprises change commercial resources to reduce risk and maximize their market industry (Tom Davenport, 2005); (Power, 2007b; Daconta et al., 2003. Researchers are considering that CCII and strategic absorption cooperation networking are market mechanisms alternative. According to these researchers, it would be necessary to implement CCII between countries worldwide (CELAC, 2011) and potential market (e.g. China) with an objective to address a specific strategic market. In addition, as researchers mention, enterprises are making clusters in order to secure and survive in the market sector.

More recent literature presents studies about learning methods based on implementing clusters in different industries (Grunert and Valli, 2001; Dussauge et all. 2000, 2004); Rick, S., (2013: 6-15). It addresses the way countries and enterprises should build to increase their production, productivity, as well as their own competitiveness. Use local, national and international clusters outcomes as indicators of

studies of countries integration to examine international commercial relationship and outcomes.
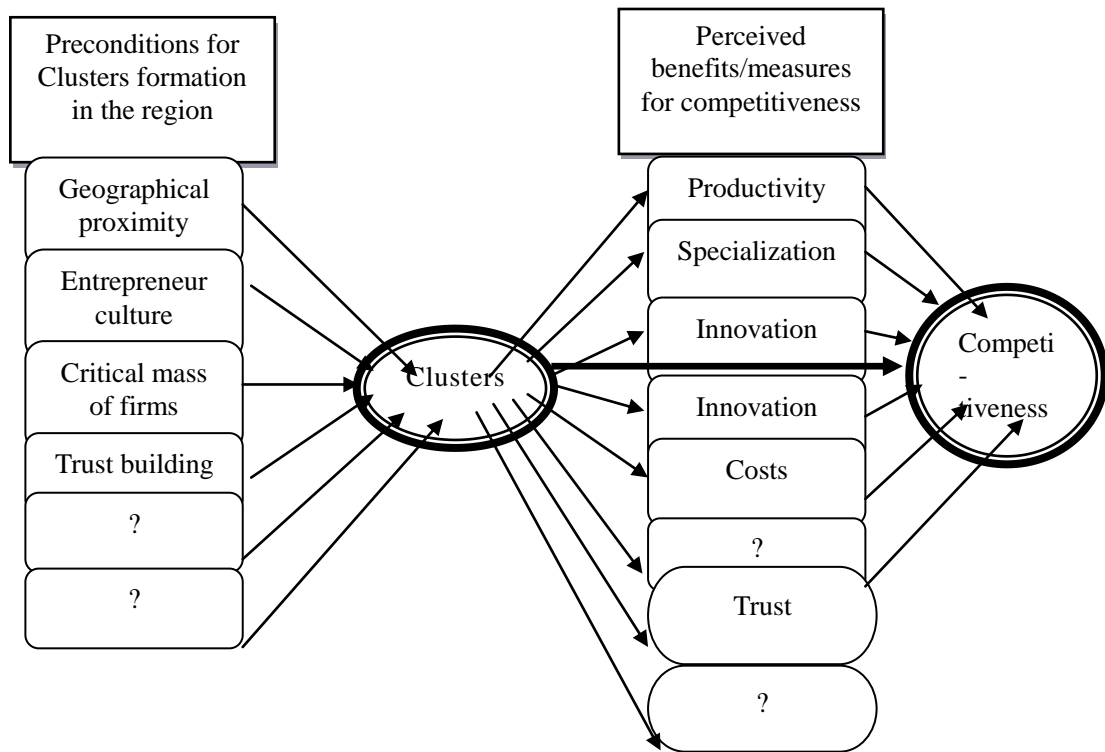
Figure 5. Cluster Approach and SME's competitiveness, Illustration Suggested by Author

3. Enterprises Aims and Int'l Markets Integration Analysis

The criteria of industry selection in this study are from the main commercial clusters implementation by CELAC countries and China market. This is the main purpose for developing Chinese potential market by Latin American & enterprises that would grow their productivity levels in China supply chains and application-oriented basis in the forms of new product development and innovation. Most of the agreements are bilateral FTA-based between two counties, Saul Rick Fernandez Hurtado, (2013: pgs. 156). The questionnaire study provides that governments must support group enterprises cooperation in order to improve wellness in international markets competitiveness and productivity. Thus, the sample of implementing CCII – Commercial Cluster Integration Initiative NW – Network, where regional enterprises and governments are engaged in international market development responsibilities through an agreement based on R&D sponsorship for commercial purposes, is the aim of this study (develop supply chain in China market).

The database was drawn from members (enterprises) from CELAC, 2011, region that are involved in regional commercial and international integration network. The 424 respondent enterprises derived from the Bureau Chamber of Commerce of several countries (CELAC, 2011 region), and they were screened to identify every single enterprise´s measures of implementation with government NW – Network platform supporting the project that this study proposed during the period of 2010 – 2013. Samples were selected

from the most current information. Every attempt was made to append the latest list of CCII – NW - Network in order to get the most up-to-date picture of the samples studied. They were screened from the 424 enterprises involved. The redundant enterprises were discarded from the lists; 224 from Production and Commercial Enterprises taken from several countries database (CELAC, 2011), 99 services enterprises from the lists, 32 exporting enterprises and 15 importing enterprises. Thus, the total amount of enterprises of the study was 316. Table 4 presents the number of enterprises as studied by Rick (2012: 116).-

Table 3. Firms of the Case Study

Kind of Firms	Firms Participation	
		%
Production Firms	125	39.56
Commercial Firms	99	31.33
Services Firms	45	14.24
Exporting Firms	32	10.13
Importing Firms	15	4.75
Total	316	100

Sources: author-contextualizing data (2012)

The measures used were designed to examine conditions of regional enterprises (CELAC, 2011) and possibilities to implement CCP – Commercial Cluster Platform with governments support. The data were collected from Latin American and the Caribbean enterprises viewpoints, through e-mail surveys. However, the in-depth interview was mostly conducted from enterprises perspectives and commercial clusters behavior. Thus, the use of an informant "speaking" on behalf of the integration NW – Network platform and answering question of decision-making and international market was developed. In addition, Lambe et al. (2000: 141-158) stated that although researchers widely recognize the value of relevant data from enterprises that are using commercial NW – Network Platform, the difficulties associated with gathering and using such data are so great. As a matter of fact, most studies involving enterprises network were used to gather enterprises information accordingly to implement the project of this study (Menon et al., 1995: 77-84).

Sampling Techniques
The questionnaires were sent to the sampling enterprises respondents (CELAC, 2011) while in-depth interviews were undertaken through a purposive sampling and using a snowball technique. Those enterprises were chosen on the basis of their involvement and knowledge about the CCII – Commercial Cluster Integration Initiative platform in terms of international supply chain (Chinese supply chain case). The purpose of gathering data from the interviews was to get enterprises opinions and describe the deeper and more detailed facets of the situations in their responsibilities dealing according to the commercial clusters implementation NW – Network platform. The purposive sample is arbitrarily selected because the researcher wanted to get only the persons involved directly in the working process of commercial integration.

Methods of Data Collection
The questionnaires were mailed to the target enterprises. Cover letters will be sent with the questionnaires confirming the respondents involved in the commercial cluster implementation questions, stressing the importance of the research, the importance of the respondent's participation, and offering an incentive (an executive summary of the final results) for participating. To maximize response, the e-mail survey methods suggested by Dillman (1978) were utilized in the study. Two weeks after the initial mailing, a

second follow-up letter, plus a replacement questionnaire was sent to all remaining non-respondents. Internet sources also were used in the research to collect important information related to the case study. Rick, S., (2012, p. 117) did the final count of total enterprises was 424 on the lists with possible CCP – Commercial Cluster Platform implementation. The original pre-qualified database of 424 was modified to a final total of 316 through a process of qualifying the informants (as having experience with CCP implementation) Rick was using e-mail, phone calls, and mailing (in the cases that were necessary). The redundant enterprises names were also discarded. The final response was 185 surveys returned, 174 being usable (55.1 %).

4. Result

In an effort to increase the response rate, a modified version of Dillman's (1978) total design method was followed. All mailing included a cover letter. Two weeks after the initial mailing, reminder postcards were sent to all potential respondents. For those who did not respond, a second mailing of surveys with cover letters was sent approximately 30 days after the initial mailing. After the screening of the redundant enterprises, of the first 226 surveys mailed, 18 were returned because of address discrepancies and non-contracted persons. From the resulting sample size of 208, a total of 111 first responses were received, resulting in a response rate of 53.4%. Thus, the follow-up of 108 questionnaires were randomly resent to those who didn't return the questionnaires.

With follow-up, the surveys for 74 enterprises were returned. However, a lot of questionnaires were not been mailed back (in these cases they were followed up again by phone). This study found that some enterprises did not pay any attention but some did. Total of returned questionnaires were 185, resulted in a response rate of 58.5%. However, of these, 11 questionnaires were discarded, 4 declined to response because they (enterprises) had never experienced any CCII – Commercial Cluster Integration Initiative platform and another 7 questionnaires were not usable due to non-completion of questions.

Finally, a total of completed questionnaires were 174, resulted in a usable response rate of 55.1% (174/316). Table 5, case studied by Rick, S. (2012 p. 117), shows the distribution result of these enterprises according to their sector:

Table 4. Mail Survey Results

Description	Quantity	%
Questionnaires sent (1)	226	
Undeliverable Questionnaires	18	8.0%
Received Questionnaires (1)	111	49.1%
Questionnaires sent for follow-up	108	47.8%
Questionnaires received (2)	74	32.7%
Total Questionnaires sent (1) - (2)	**316**	
No response	131	41.5%
Response	185	58.5%
Decline to participate	4	1.3%
Unusable	7	2.2%
Completed Questionnaires	**174**	**55.1%**

Sources: S. Rick Fernandez., (2012 p. 117)

Data Analysis Procedures

The data analysis described above is presented in two parts as follow:

First part: The characteristics obtained from samples of the enterprises surveyed and taxonomies presented in CCII – Commercial Cluster Integration Initiative platform were evaluated as descriptive statistics and standard deviation. In this research study, the data obtained during the survey were analyzed with help of SPSS. Descriptive statistics such as mean, average, and frequency were used to describe the general characteristics of the respondents (enterprises) and variables. In order to describe the variables in this study CCII – Commercial Cluster Integration Initiative NW – Network the interpretation of mean scores of each variable was retrieved from the following formula.

Formula 1.10. Measurement Scale

$$\text{Linkert Scales} = \frac{\text{Maximum scores} - \text{Minimum scores}}{5 \text{ scales (strongly agree} - \text{strongly disagree})} \text{Score Interval} = \overline{X} \frac{5-1}{5} = 0.8$$

Table 3.3. Measurement Scales

Measurement Scale	Score $(\overline{X})$
Strongly disagree/ extremely low	1.00-1.80
Disagree/ Low	2.00-2.60
Neither agree or disagree/ Moderate	3.00-3.40
Agree/ High	4.00-4.20
Strongly disagree/ extremely high	4.21-5.00

Second part: The research hypotheses were empirically tested by

Second part: The research hypotheses were empirically tested by
a. Confirmatory factor analysis and
b. Structural equation model analysis to explain the cause-effect relationship of the factors affecting the CCII – Commercial Cluster Integration Initiative NW – Network Platform.
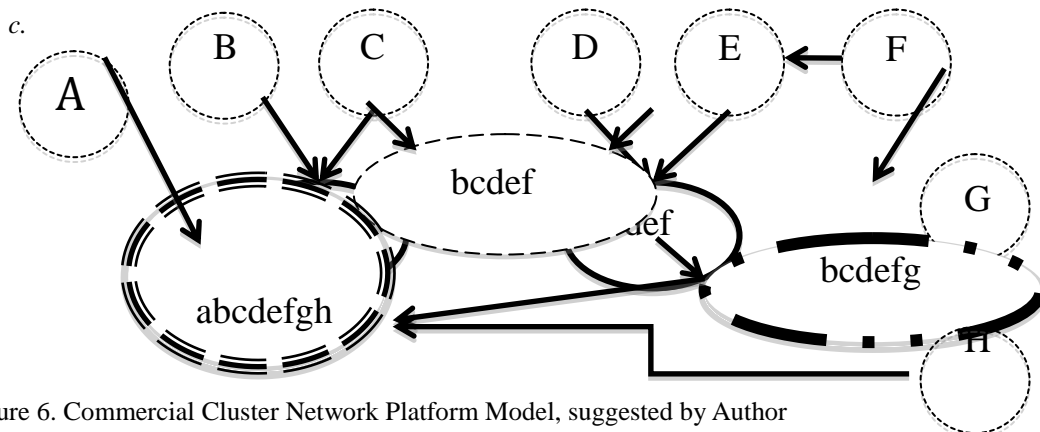
c.

Figure 6. Commercial Cluster Network Platform Model, suggested by Author

Confirmatory Factor Analysis

In the present CCII – Commercial Cluster Integration Initiative platform study factor analysis was used to confirm the observed measurement items that define development theoretical as expected on the basis of theoretical grounds. Measurement items were selected on the basis of prior theory and factor analysis was used to see whether loading was predicted as expected of a number of factors. Confirmatory factor analysis thereby complements the use of Cronbach's alpha coefficients in order to evaluate the trust and validity of the study platform.

Instruments Research

The two data collection methods employed was: documents research from secondary data collection, doing structured interviews, and self-administered questionnaire.

Documentary Research & Secondary Data

Information on CCII – Commercial Cluster Integration Initiative platform in terms of profiles of integration enterprises network, scholars and academic output were obtained from research documents, chambers of commerce published documents, library at Shanghai University and Tsinghua University, and Latin American enterprises directory.

Structured Interviews

Indeed, the study was done based on library research. Most of the information used was taken from texts, international magazines, international publications and related documents. However, most of the information from library research could only provide a broad view on commercial clusters. Thus, the questionnaires were used to gather primary data and some interviews were conducted on individuals in management positions in the enterprises based on their knowledge on CCII – Commercial Cluster Integration Initiative platform projects. Information derived from the structured interviews helped to revise the questionnaires as well as to provide secondary data and comments to reconfirm the determinant factors and results of the quantitative studies.

Summary of the Methodology Used

Here was described the development of e-mail surveys, measures of the surveys, data collection and data analysis procedures. The sample frame was CELAC enterprises and potential market enterprises (e.g., China), mentioned in this study to join a strategic commercial cluster. Confirmatory factor analysis was used to find out whether each indicator truly represented each factor. Study has further address the results from the measurement model assessment and present the results of the studies.

Significance of this study

It is possible to say that this study will enhance the actual knowledge of CCII strategy, for developing international markets and, results from the study will be useful for scholars who are interested in this innovation field. Firms, investors or existing firms will be able to apply this information in planning, reforming, and developing their commercial resources, as Rick, S., (2012: 103-121) confirmed.

Summary of this Study

As mentioned in the first section, different topics on integration network have been focused on developed international markets. However, few works have been centered on CCII network implementation strategies on international markets, as the focus of this special innovation, which arises from the international economic crisis. In CELAC region, the specific economic situation, has led Latin American and the Caribbean presidents' to consider establishing a regional economic group (Community of Latin American and Caribbean States, CELAC), as an appropriate tool for developing and implementing strategies on commercial integration development, as required by this study.

5. Main Conclusion

If firms do not trust each other, or do not consider the integration network agreement to be long term, then commercial integration structure reduces the likelihood of an opportunistic international market behavior. But if the level of trust is long term and it is considered in the integration network, then commercial integration agreement structure is preferred. Therefore, firms will advice regional governments on decision making to evaluate the suitable platform structures, in order to manage anticipated coordination costs and address international market issues.

Limitations of the Actual Study
The study results, although encouraging the work on firm's boundaries, still have some limitations due mainly to the nature of the data. In this sense, the information used for measuring some aspects, perhaps are not the best and it could be necessary to work more in this aspect. Furthermore, the information about CCII network is quite limited, both in terms of the actual features of the selected government structure system and, in the terms of attributes identifying complexity transactions commercial resources. This study would have benefited from a more detailed description of the integration network, (Oxley, 1997, p. 391). Nevertheless, it is important to bear in mind to introduce some caution in this section. However, it is possible to say that the preliminary evidence presented, will encourage future efforts to collect this data and verify the robustness of the results.

Future Study
Commercial clusters integration with one of their aims to develop international market and bring high productivity as well as competitiveness does not have difficult levels of observation. Although the analyses in this research generally confirmed the hypotheses, and thus may generate some great starting points, there is definite conceptual and practical merit in moving towards testing more complex theories involving unanswered, deeper questions about causality. E.g., trust between regional enterprises (CELAC, 2011) and supply chain at China market generated inside a CCII – Commercial Cluster Integration Initiative network agreement. There are many other enterprises issues resources that have not been explored here, e.g., the effect of human capital on commercial platform process, and commercial clusters implementation direct cost in the target market (research study). McCartan-Quinn and Carson (2003); Verhees and Meulenberg (2004) have argued that the best way to cope with unobservable theory is "to focus on observable variables that determine the degree of unobservability of a scarce and valuable resource".

The main idea of this study is the implementation of a commercial cluster platform for Latin American enterprises with the support of countries that already have FTA with China. As a consequence, the country integration network becomes part of the Chinese supply chain, and/or establishes the best way to sign an FTA between China & CELAC and can be considered for implementation in future research. I propose that Latin American enterprises work in a cooperation unit with their governments to build the integration. This study research explains the reason why it makes sense CCP – Commercial Cluster Platform to enter the Chinese supply chain.

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Glossary
APEC: Asia-pacific Economic Cooperation
ASEAN: Association of Southeast Asian Nations
CCII: Commercial Cluster Integration Initiative
CCP: Commercial Closter Platform
CELAC: Community of Latin American and Caribbean States
CIP: Commercial Integration Platform
FTA: Free Trade Agreement
MERCOSUR: Southern Common Market (Argentina, Brazil, Paraguay, Uruguay, and Venezuela; with Bolivia becoming an accessing member on 7 December 2012)
NW: Network – Networking
R&D: Research & Development
SCM: Supply Chain Management
SMEs: Small, Medium Enterprise
TCT: Transaction Cost Theory