



FACULTY OF LEGAL SCIENCES
SCHOOL OF INTERNATIONAL STUDIES

**INTERNATIONALIZATION PLAN OF THE HACIENDA SUIZA YOGURT COMPANY
FOR YUCCA BREAD AND YOGURT PRODUCTS.**

GRADUATION THESIS PRIOR TO OBTAINING A BACHELOR DEGREE IN
INTERNATIONAL STUDIES WITH A BILINGUAL MINOR IN FOREIGN TRADE.

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2020

DEDICATIONS.

I dedicate this thesis mainly to my parents, Patricia Emilia Pesantez García who has endured each one of my occurrences and helped in everything she could and Pedro Gonzalo Neira Cárdenas, who despite not sharing the same ideology at the time of making the things he has supported me in every way. I could not ask for a better example than them and without them I do not know what I would have done with my life, my family and my sister Andrea who supported me in the same way inside and outside the home. I also dedicate this thesis work to my friends who supported me in strong times that I spent inside the university, to Estuardo and Pancho who thanks to their support I was able to finish university. Thanks to each one of my friends since without their support and friendship my university life would not have been the same.

THANKS.

I mainly thank God since he has put me on a very difficult path in my life and has made me the person that I am today, I thank all the people who have crossed my path for any reason since they left me many teachings that I carry in my heart. I thank all my professors within the University of Azuay because without them I would not have gone that far. I thank my parents and my family for the support of now and the support that I will always receive from them.

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ABSTRACT.

Abstract.

This thesis will explain how an internationalization plan can be used for the company Hacienda Suiza Yogurt. The main idea is to take the delicious products that this company produces to other countries. Much information about the company will be studied and analyzed, such as: its beginnings, its administration and the initial investment. This work will also explain how the company plans to internationalize with the help of the book by Olegario Llamazares, which is the internationalization plan for companies, which explains step by step how a company can be internationalized in the best way, information that is available to gain and all the experience that can be gained by doing this. The main objective of this work is to bring Hacienda Suiza Yogurt products that are yucca bread with yogurt to new international markets.

INTRODUCTION.

When creating a company, its owner seeks to expand his business to new horizons in order to meet new markets and new challenges to meet in his working life. Thus, the Business School in Madrid (EAE Business School) sees job growth as:

“When talking about business growth, the most precise definition would be what considers it as the process of improvement of a company that drives it to reach certain levels of success. The growth of the business can be achieved in two different ways: either by increasing the income received by the organization thanks to an increase in the volume of sales of its products or an increase in the income received from its services; either by increasing the profitability of operations, which is achieved by effectively reducing costs.”(EAE BUSINESS SCHOOL, 2017).

Thus, within Ecuador there are many initiatives that support national projects to grow, nationally or internationally. Leaving the country and exploiting its maximum potential in new markets such as: The United States, Europe and neighboring Latin American countries is one of the goals of Hacienda Suiza Yogurt. This company was born in the city of Cuenca to satisfy the palates of citizens with its delicious yucca breads with yogurt. Hacienda Suiza Yogurt is a small company dedicated to the production and sale of yogurt and yucca bread, complementary, traditional and artisan products of the gastronomic culture of Ecuador. The companies that develop in the food area are more sensitive to the variation of technology and continuous improvements, because their products are in constant rotation and relationship with consumers, who value the quality of the product above all else. Proper management of the company's operations ensures quality in its resources, which allows it to serve customers efficiently, creating sustainable added value over time. What is sought with this research is the increase in efficiency in the management of resources, as well as the feasibility of a project of internationalization of the brand to foreign countries such as Colombia and Peru. The idea of the business at the local level is to generate a greater quantity of product, reducing production time, standardizing the quality of the product or service, guaranteeing better operational and financial results for the company. Likewise, the main idea of the international aspect is to exit the Ecuadorian market and have new markets in other neighboring countries such as Colombia and Peru. This research seeks to obtain the necessary information so that the company can be successful in the selected objectives as the work progresses. The main

idea is to have an internationalization plan that can be implemented in the best way within each of the target countries. At the end of this work, the company Hacienda Suiza seeks to go to the markets that are chosen throughout this research. The growth of the company to itself as that of the members is something essential for this plan to be able to go ahead and that over time the plan will be carried out according to the research carried out so that the products of this company can be internationalized. What is sought with this research, as said before, is the growth of the company to support the production load in other countries and the good accounting management of the actions made in each of the markets that are chosen. In each of the chapters important data of the company and the internationalization plan will be explained, such as: the current situation of the company, how it was born and how it is consolidated in what it is now, it will be analyzed what the possible destinations of internationalization with an explanation of each of the chosen objectives, the means of positioning the brand within the countries chosen will be explained and an economic plan will be drawn up so that the internationalization plan is successful in all the aspects highlighted above . Hacienda Suiza seeks to generate the same impact that it achieved within the city of Cuenca in the most important cities of other countries, such as: Bogotá / Colombia, Lima / Peru, Buenos Aires / Argentina, among other destinations in Latin America.

Chapter 1: Analysis of the Present Situation of the Company.

1.1 Introduction.

Hacienda Suiza has been inside Cuenca market for many years, it is imperative to state that this has been consolidated as a company thanks to the hard work of its founders and of course the excellent products they offer. His name has remained in the minds of consumers. When thinking about yucca bread with yogurt, the products of Hacienda Suiza come to the minds of their customers.

The purpose of this chapter is to explain in detail the history of the company and disclose important details of how it got to the place where it is now positioned within the Cuenca market.

In this chapter, the research carried out by Hacienda Suiza before entering the Cuenca market, how it developed over time and how this company faced the problems it had in a start.

Likewise, the product that Hacienda Suiza offers, how it is marketed and what is the way it is made known to the public through marketing will be disclosed.

So the process of internationalization will be explained, since a company, when it meets its goals and objectives at the national level, seeks to open up space to take possession of itself in the international market.

This chapter will indicate which operations are carried out at the managerial level within the company, decision-making, finance and accounting, issues that are of important importance for its proper functioning and for its subsequent internationalization. Most charges of this company at a general level are made by the owners themselves and their daughters. Hacienda Suiza is a family business that has managed to grow thanks to the good management of all its resources and the good administration of its owners.

1.2 Internationalization.

When a company meets most of its national goals, it seeks to expand to other completely new markets, which will present new challenges for the company. Hacienda Suiza Yogurt after many

years in the local market seeks to expand in the international market, thus trying to apply the internationalization of the company Hacienda Suiza Yogurt.

The term internationalization means breaking national borders to enter the international arena with a product or service which will provide some benefit or satisfaction to customers. The internationalization of a company can occur for many reasons and these may be according to EALDE, a business school that is established in Madrid, Spain:

”1. Increase in the potential level of the company's market, 2. Decrease in the global risk of dependence on a market, 3. Compensation for possible weaknesses in the domestic market, 4. Fall in national sales, 5. Disposal of resources productive and financial necessary to go abroad, 6. Possibility of employing and employing existing staff, 7. Opportunity to improve processes, costs and quality.” (Garcia, 2017).

It is for these reasons why the company Hacienda Suiza decides to propose an internationalization plan to expand its market level to an external one, because it has the necessary resources to go out to new markets and because it can improve processes, costs and product quality with an international vision of it.

The internationalization process is good for local companies that want to continue, since in other markets they can achieve goals set at the national level in less time and with a little more effort. To start with the internationalization of the company Hacienda Suiza, all the years of experience in the national market must be taken into account, which will help a lot to lead the company to meet the goals set at the international level. Internationalization is very important for many companies, that is why there are business chains that at one point in their creation wanted to grow and thus expand globally, a clear example is fast food companies such as McDonald's, KFC, etc. Business internationalization is a key point for companies at the local level to grow and go to other markets, it allows them to develop laborly in order to have a broader point of view on what a market can be in other countries and what it could reach to be a world of new opportunities for the company. Internationalization is also:

“The process by which the company creates the necessary conditions to enter the international market. Companies increasingly tend to relocate and direct their strategy abroad.

Internationalization is a long-term process, with key stages in a detailed plan. It is not about having a specific presence in some other country, but about being fully established in the economy of those countries. You have to have a well-defined strategy in the local market and understand that international markets contribute other variables to the possibility of success of the product or service: cultural issues, sanitary, environmental requirements, technical standards and regulations on products. ” (School of Business Strategy, 2016.

What should be taken into account when internationalizing the company Hacienda Suiza are very important elements such as: analyzing the advantages that the company may have abroad, the disadvantages, etc. This analysis is known as the SWOT Analysis, which allows knowing the strengths, opportunities, weaknesses and threats that the company has at that time or may have in the course of the project. This analysis is very important to decipher all the strategies and to solve the disadvantages that may have during the internationalization process. According to the School of Business Strategy located in Montevideo, Uruguay says that it is very important to know the company 100% to grow internationally:

- “Analyze the competitive advantages of each market that is entered. SWOT Analysis (Strengths, Opportunities, Weaknesses, Threats).
- Define internally, the strategy, the philosophy, the work methodology, it is necessary to be well locally to go “outside”.
- Take into account the costs of market penetration and how it has decreased. Before you had to travel and have face-to-face meetings, today it is easier to have parties with whom you meet by videoconference, it is essential to make contacts.
- Take into account the distribution of the product (logistics), the production that is needed to cover the demand, the possibility that more personnel are needed working” (School of Business Strategy, 2016).

Finally, the initiative to go out to other international markets will be carried out with great effort and dedication with those in charge of the commercial and international aspects of the company who want it to demonstrate its maximum potential in other markets and thus also in the future.

very close to creating a very varied commercial line that is not just yucca and yogurt breads Hacienda Suiza.

1.3 Company and Product.

1.3.1 Company.

The company Hacienda Suiza has been serving the Cuenca community since 2004, when Mall del Rio opened its doors in the city of Cuenca. The company first served yogurt and yucca bread under the name of Persian Yogurt but after many years they made the decision to create their own company and that is how Hacienda Suiza was born in 2013. It was created by the Vanegas Pesantez family in the city of Cuenca-Ecuador.

Currently, the company has stores only in the city of Cuenca and, in the future, it hopes to expand to other cities in the country and also internationally. At the beginning the company was called Yogurt Persa, since the Vanegas family acquired the rights of the same to market the products of this company within the country. After many years of serving the Cuenca community under that name, they decided to change to a company of their own and serve products that they created with new and very innovative recipes, as the products improved over time for the palates of the population.

1.3.2 Senior Management.

Since it is a family business, the company is under the management of each one of the family members since each one of them keeps the accounts of the different stores of Hacienda Suiza, for example, Hugo Vanegas supervises everything that happens in the local that is located in Monay Shopping. Each member of the family decides what actions to do in their stores according to the decisions of the other members. At the beginning they only had a place in the Mall del Rio whose previous name was Yogurt Persa, the management was led by the owners who were Piedad Pesantez and Hugo Vanegas. Later, over time, more establishments were created in Cuenca and the other members of the family began to take an essential part in the management of Hacienda Suiza.

1.3.3 Finance.

The finances of this company are known to very few people, since the company is family-owned, the person in charge of accounting and finance within Hacienda Suiza is Silvia Vanegas, one of the owners' daughters, she is a professional accountant and is in charge to handle everything in the best way. The information that is disclosed in this work is because the owners of Hacienda Suiza are family members of the person doing this research. The initial investment of this company to open Hacienda Suiza was approximately 40,000 US dollars, which initially helped create a new location and a new brand for Hacienda Suiza.

In finance, two key points are presented, which are the investment that was previously explained and the current financing of the company, which is given or carried out with the net profits received each month from the sale of the products in the stores that They are strategically distributed in the city of Cuenca. A certain percentage of net profits is used for reinvestment within the company.

1.3.4 Research and Development.

The investigation that was carried out prior to the opening of Hacienda Suiza took almost a year to achieve what its owners have achieved. The potential competitors (Persian Yogurt, Naturrisimo Yogurt, Yogurt), the marketing that would be carried out in a certain time, the suppliers of different ingredients and others were investigated. This research was helpful to have a lot of information prior to opening the stores in the city of Cuenca-Ecuador. The investigation, as you can see at the present time, was successful because the company's stores have made an impact in the Cuenca market, the sale of yucca breads with yogurt has been a complete success, according to the owners of Hacienda Suiza. The sale of yucca breads is almost 1600 to 2000 units per day according to the owner of Hacienda Suiza Yogurt. All the effort and dedication that the Vanegas family put into the company was paying off so that it can enjoy the success that it has today. At the beginning they only had a single store that was located in the Mall del Rio, after having good results within that shopping center it was decided to open new stores in the city of Cuenca, that is the reason why there are 6 stores in the city that will be explained later in the investigation. This company currently maintains green numbers according to the accounting of Silvia Vanegas and this is due to the aforementioned research. According to the research carried out in this work, the only thing that

could be said with certainty by the owners of the company was that at the time the research was carried out, they decided what were the best options to lead their company to success.

It should also be noted that for a long time a lot of research was done to create an own company that offers excellent products (yogurt and yucca bread) in various locations in the city of Cuenca. The Vanegas Pesantez family carried out surveys within the family and also outside it. After much research, it was concluded that the best business that could be applied in the city was what is now Hacienda Suiza.

1.3.5 Purchases.

In some cases, companies are not self-sufficient and need third parties to supply or purchase products or other necessary services within the company. This is the case of Hacienda Suiza which had to acquire many products to provide excellent quality service to its customers. The purchases were made from 10 General Electric brand freezers which are used to keep the products fresh, microwaves to heat the yucca bread and that can be given to the customer fresh from the oven, Samsung brand computers which are used to maintain The company's accounting, a vehicle to transport the merchandise to the stores and ingredients for the production of yogurt and yucca bread have been filed.

1.3.6 Accounting.

The accounting is done day by day for the cash closing, weekly to balance the weekly profit accounts and monthly to record that all the data previously done is correct. The accounting of the stores is managed by each of the owners, but is generally done by the owners' daughter, who is a professional accountant with many years of experience in that business. As previously explained, accounting is an essential part of this company to achieve all the goals given within it. In accounting, one always seeks to achieve the highest profit in a given period. At the end of each month, the goal is to meet the accounting goal of always closing the cash balance by balancing the system.

1.3.7 Marketing Intermediaries.

The companies that have helped the expansion of Hacienda Suiza company in general have been channels where the idea or the services it delivers to its clients can be exposed. Advertising in general that the company carries out by electronic and physical means. In electronic media the advertising is done through social networks. The main social network used to expose the ideas of this company is Facebook, followed by Instagram. On Facebook all the promotions and all the news that Hacienda Suiza offers to the general public are exposed.

Another application that is used to publicize the product and deliver the product to customers is Globo which offers all products with the prices and promotions that the owners offer. The physical media in which Hacienda Suiza shows and exhibits its products are the newspaper and flyers which are distributed in different parts of the city offering different promotions that vary each month. There are also many ideas that the owners of the company have which they express to their public through posters or simply with images on social networks which are seen by many people.

1.4 Products and services.

The products offered are: Yogurt, yucca bread, empanadas, tea, coffees, pizza, etc. Each of these products is made and distributed by the owner of the company, which produces most of them and delivers them to each of the stores depending on the production made. The estimated daily sales are \$ 200, which would be like selling 80 9-ounce glasses of yogurt since the price of it is \$ 2.50. As previously stated, on each of the days it is expected to sell the amount previously given to have a favorable day in the business.

Yucca bread and yogurt are the company's star products; these are the ones that are most commercialized in all the stores in the city of Cuenca. The yucca and yogurt bread production process has a unique formula since it is original from the owners and it has been improving over time as the company has been offering these products in Cuenca. As previously stated in this work, the company has 14 years of experience which served to perfect the flavor of the products that Hacienda Suiza offers. Yogurt and yucca bread were originally the only products offered to the public. With the years of experience, new yogurt flavors appeared and the yucca bread was

improving because the owners of the company used new ingredients so that the flavor and texture of it were better every day. The yogurt and yucca bread formula is a unique formula of the company which cannot be shared since it was created and improved by the owners.

The yogurt flavors offered on the stores are: banana, blackberry, peach, strawberry and natural. yucca bread is made in the same way with a unique formula created by the owners and stored in the freezers of the company's warehouses to be delivered to the stores distributed in Cuenca.

The service offered by Hacienda Suiza is exclusively food, and the locals are specialized in offering these products to customers every day. Each one of the stores is located in a strategic point of the city so that the sales of each one of them are divided by sectors. The stores of this company are distributed as follows:

1. The first store to open is located in the Mall del Rio and has been offering its products since 2004, when the Mall opened its doors to the public.
2. The second store is located in the Miraflores shopping center and has offered its service there since 2010.
3. The third store is located in the Monay Shopping center, which has been offering yucca bread and yogurt since 2012 in that place.
4. The fourth place is located in the national unit near the Jefferson Pérez Sports Coliseum, it has been open since 2016.
5. The fifth store is located in the recently opened Batan Shopping Mall, which opened its doors to the public since 2018.
6. The sixth store is located in the historic center of the city of Cuenca, at Sucre 10-15 and Padre Aguirre streets.

Each of the Hacienda Suiza stores has the great job of serving the best product and the best service to its clients in all the stores.

1.4.1 Prices.

Prices are between \$ 2.50 to \$ 20, the price list is as follows: A single loaf is priced at 40 cents, a 5 loaf combo is priced at \$ 2, and the 20 loaf combo is priced at \$ 7.90. A 9oz glass of yogurt is priced at \$ 1.80, a 16oz glass is priced at \$ 2.75, and a liter of yogurt is priced at \$ 5.40.

Instead, each of the combos is priced at:

- Combo 1-Yogurt9oz + 3 yucca breads \$ 2.90.
- Combo 2-Yogurt12oz + 5 yucca breads \$ 3.85.
- Combo 3-Yogurt16oz + 5 yucca breads \$ 4.55.
- Combo 4-Liter of yogurt + 12 yucca breads \$ 9.70.

Each portion is measured according to the price, for example, the portion that costs \$ 2.50 is designed to satisfy the appetite and time of a student, while those that are sold at a higher price are for families since they are much larger. The price that has been put to the products is based on a market study which revealed what would be the ideal and most comfortable price for Cuenca consumers.

1.4.2 Plaza.

The distribution of the products is made by the owner of the company from the warehouses of Hacienda Suiza Yogurt where most of the ingredients for the preparation of yogurt and yucca bread are stored. A van is in charge of delivering the necessary products that the locals need in the city of Cuenca. Locals have to place an order one day in advance to supply the products that will be sold the next day.

1.4.3 Promotion.

The promotion of the company is through social networks and in physical media such as the newspaper. The studies that have been carried out for advertising have experts on the subject publish content from time to time and at the times indicated, which are at 1pm since it is the time

they leave work and consumers see social and 7pm to 8pm, this time is when most people are at home and tend to check their social networks very frequently. According to a study carried out by the owners of the company, these schedules were the best in which content could be published on social networks to publicize the products offered through digital media. Currently, social networks are a very powerful weapon that can be used for the benefit of the company since everyone has an account on the following networks: Facebook, Instagram and Twitter.

1.5 Internal and External Analysis of the company.

The internal and external analysis of a company is carried out to know all the pros and cons that it has to face the national and international market. Knowing the company completely can be one of the main advantages that can be had to meet all the goals set before the plan in the short or long term. According to Luis Ángel Guerras Martin and Jose Emilio Navas López, writers of the book "The strategic direction of the company, Theory and Applications", says that internal and external analysis is very important for the company to meet its goals:

Regarding external analysis, a complete inventory of techniques and models can be carried out, such as: the strategic profile of the environment, Porter's diamond, the model of Porter's five competitive forces and strategic groups. The external analysis of the company offers a complete catalog of tools for determining and evaluating the main external values that can benefit or affect the organization. In the same way, for the internal analysis, the strategic profile, the SWOT analysis and the theory of resources or capacities of the company are proposed. All this information that can be collected constitutes a complete map for assessing the company's situation and its ability to meet the challenges of the environment" (L.A Guerras Martin, J.E Navas Lopez, 2012).

This gives us to understand that for the company Hacienda Suiza an internal and external analysis is essential to determine the strengths and weaknesses of the company in order to determine a plan which serves to achieve all the goals set.

1.5.1 Internal Analysis of the company Hacienda Suiza Yogurt.

In the internal analysis of the company, the resources and capacities that Hacienda Suiza Yogurt possesses are analyzed, this means that the company becomes a source of resources which will be used by the owners to meet the stated goals.

According to the Internationalization Plan for companies written by Olegario Llamazares García, who is an expert in the aspect of international negotiation for companies, explains what are the important points to try to analyze the company internally. These are:

“Geographic Location of the Company, Available Production Capacity, Technology Level, Financial Resources for Working Capital, Financial Resources for Investments Abroad, Information on Foreign Markets, Commercial Network and Contacts Abroad, International Experience of Resources human, knowledge of languages, image of the company and the facility for decision making.” (Llamazares, 2014).

Knowing all the points that this author proposes, a good investigation can generate a plan that will help the company to be ready internally and its possible internationalization in the very near future.

1.5.1.1 Geographical location of the company Hacienda Suiza.

The company Hacienda Suiza Yogurt is located in the city of Cuenca-Ecuador, which received with great reception the products that this company sells. The location of the company is a key factor for internationalization since the city of Cuenca is logistically located in a very favorable place with respect to the transportation of products to upcoming business partners.

1.5.1.2 Available Production Capacity.

Locally, the production of Hacienda Suiza is very good since the products are sold on the stores daily. Each of the stores that are distributed in Cuenca place their orders to the factory that is located in the house of the owner of the company, Piedad Pesantez, the orders are delivered after a day of waiting.

The daily production of Hacienda Suiza of yucca breads is very good since it is from 1600 to 2000 daily breads which are marketed in all Hacienda Suiza Yogurt stores in a single day, the breads have a retail price of 40 cents per unit in stores which generates 620 to 800 US dollars daily. The cost of production of the product (yucca breads) is 5 cents, which generates a cost of \$ 80 to \$ 100 per day. The profit generated by the sale of yucca bread after its sale as a final product would be \$ 540 to \$ 700. 48,000 units are sold monthly to 60,000 units of yucca bread, which generates from 18,600 to 24,000 US dollars, therefore, the production cost of yucca breads monthly would be \$ 2,400 to \$ 3,000 per month. Making this calculation, the profit after selling the final product would be \$ 16,200 to \$ 21,000 US dollars. The production of yucca breads, as you can read, is very good and supplies the local market. For this reason, the idea is to internationalize the company since it has the capacity to produce its products for local and international sale.

The machinery available in each location is: freezers to keep the products stored, microwaves to heat the breads that are needed for the sale every day, industrial mixers so that the yogurt can be made in the best way. The machinery found in the main factory is a little different and consists of: industrial mixers, cutters, flatters, refrigerators.

Yogurt production is not far behind as, like yucca breads, they sell very well every day at the stores of Hacienda Suiza Yogurt. Yogurt production is 60 liters of yogurt daily at the company's stores in the city, which cost \$ 5.40 and generate \$ 321 daily, the production cost of each liter of yogurt is \$ 1.25, which generates a daily production cost of \$ 75. The daily profit that the Hacienda Suiza company has for the sale of yogurt is \$ 246. Monthly the production of Yogurt is 1800 liters which are marketed in all the Hacienda Suiza stores in the month, this produces a profit of \$ 9,630. Yogurt production also supplies the stores locally and this is good as the company is prepared to supply internationally if necessary.

Table 1*Production Available from Hacienda Suiza.*

Product	Daily Amount Sold	Pro Cost	Total Cost	Retail Price	Daily Value	Weekly Value	Monthly Value	Annual Value
Yucca Bread	1600 a 2000	\$0.05	\$80 a \$100	\$0.40	\$640 a \$800	\$ 4480 a \$ 5600	\$19200 a \$24000	\$230400 a \$288000
Liter Of Yogurt	60 Liters	\$1.25	\$75	\$5.40	\$321	\$2,247	\$9,630	\$115,560

Made by: Pedro José Neira.

Source: (Hacienda Suiza, 2020)

1.5.1.3 Technology Level.

The technological level of the Hacienda Suiza company is very good since it has the best technological instruments for the production of yucca bread and the storage of yogurt. The company has state-of-the-art technology which helps in the production and storage of products in the main factory. The company owns yogurt makers, machine that cuts bread, kneaders, mincers, freezers, etc.

Technology is an essential part within the company because thanks to it the products are made and delivered on time and it supplies all the stores locally. The brand used is General Electric. The yogurt maker, rounder, kneading machine and freezer belong to the General Electric brand. The bread mincer is a machine which minces yucca bread of the size and shape that Cuenca consumers love and it was created by the owner of the company; Hugo Vanegas, he put together the necessary pieces to create a machine which would do the job of slicing bread to perfection to be frozen and previously sold in Cuenca's stores.

1.5.1.4 Financial Resources for Foreign Investment.

Throughout the financial journey the company was very well managed. Each economic decision that is made within the company is made by each of the family members, the one who keeps the accounting is Silvia Vanegas. She has been in the accounting for years and continues to do so today. The capital with which the owners of the company started was almost 40 thousand US dollars, this money was used for the purchase of machinery and everything that could be invested within the company to have a good team to start working and have earnings over the years.

The initial investment has already been recovered after 4 years of hard work and now what they receive in the daily profit generated by each of the premises, after paying the employees, paying the rent and covering the cost of the products, the profit is obtained. real of the premises of Hacienda Suiza. For the owners of the company Hacienda Suiza Yogurt, it has considerable capital for internationalization and this is a point in favor to do this in the future since it has enough money to carry out an internationalization plan.

1.5.1.5 Knowledge of Languages.

The command of languages is essential for a company to establish clear and precise communication with business partners who do not speak the same language, with this said, most members of the company and the staff that belong to it speak 2 to 3 languages to facilitate communication with customers or suppliers within the company.

The languages that everyone speaks is Spanish, most speak English and some of the members of the company speak a third language, which facilitates communication with business partners. In the case of the internationalization of the company, the target countries to which it is planned to commercialize are Latin America, which speak Spanish. Negotiating with countries that speak the same language is a plus for future negotiations to be successful.

1.5.1.6 Company Image.

Hacienda Suiza Yogurt has a unique commercial image since it is known by its customers for its yogurt and yucca bread service. The image of the company is also its own and is registered in the SENADI (NATIONAL SERVICE OF INTELLECTUAL RIGHTS), this process took a while, but it was achieved with the hard work of the members of the company. This is a favorable point for the company since it has its own image that allows them to manage as they please and defend it in the local market.

Illustration 1: Hacienda Suiza Yogurt



Source: (Hacienda Suiza, 2020)

1.5.1.7 Ease of Decision Making.

In decision-making within the company, each member has a strong opinion and criterion of everything that is done and can be done at Hacienda Suiza. Each decision made within the company in a commercial field is consulted by each of the members. For example, when new branches of Hacienda Suiza were opened in the city of Cuenca, the idea was raised and approved by each of the family members. Decision-making is also a plus for the company since they are taken into account.

1.5.2 External Analysis of the Swiss Finance Company.

In this analysis you can see the external factors to Hacienda Suiza Yogurt that can affect or benefit the company in making long or short term decisions. In the external analysis, information is collected from the environment in which you plan to work or are working.

1.5.2.1 Reduction of barriers to foreign trade.

Ecuador has quite a few commercial agreements with its neighboring countries which are Peru and Colombia, this could facilitate the internationalization of the Hacienda Suiza company. In recent years, trade agreements between these countries have grown, which makes it easier to have trade relations with those countries in the future. Trade agreements are very good as they allow trade relations to be more accessible for both countries. According to the Ecuadorian Ministry of Commerce, the agreement with Peru will help a lot in a commercial area between both countries, this is what the Ministry proposes:

“Ecuador and Peru signed the Trade Facilitation Agreement on Technical Barriers, in order to strengthen trade relations by ensuring that the regulations adopted by the two countries are applied and do not constitute an obstacle. With this objective, the Binational Meeting of Ministers of Commerce and Industry Ecuador-Peru was held on October 6. The Agreement seeks to establish agile and efficient mechanisms that allow the promotion of trade flows between Ecuador and Peru” (Ministry of Foreign Trade and Investments, 2018).

1.5.2.2 Improvement in transportation systems.

At present, international means of transport are good and very varied since many companies in the region import and export to different countries of the world. There are different transport systems today and these are: maritime, land and air.

In the case of the commercialization of Hacienda Suiza Yogurt products, yucca bread and yogurt products would be transported primarily by land since the countries to which it is intended to commercialize and carry out internationalization are from Latin America at the moment. The main commercial partners to which internationalization is being carried out are Peru and Colombia, both countries are located at a land distance of 890 km and 832 km respectively. Currently, transport systems are evolving to be more effective and the cost of transport for companies is much lower.

1.6 Competitors.

The competitors of the Hacienda Suiza company are those businesses that offer the same service or products to the community inside Cuenca City, some businesses that offer the same service in the city are:

- Yogurt Persa
- The Yogurt Pan de Yuca
- Naturissimo

1.6.1 Competitor analysis (Product).

The main competitors of Hacienda Suiza Yogurt are businesses that offer the same product to their customers. Yogurt with yucca bread is the star product of this company and the competitors that sell these same products are: Mu Yogurt, Naturissimo, Persian Yogurt and Yogurt and Yucca Bread.

1.6.2 Competitor analysis (Price).

The price is a monetary value that each of the companies in the yucca bread and yogurt market has in its products, the retail price is the monetary value that is put on a product after calculating some things such as production costs and so on. Each company has different prices for different reasons. Hacienda Suiza Yogurt has the prices focused on the Cuenca community which likes to taste a good yucca bread with yogurt. A yucca bread costs 0.40 cents at Hacienda Suiza, in Persian Yogurt Yogurt each yucca bread has a price of 0.35 cents and a glass of yogurt costs 2 dollars, at Naturissimo Yogurt a yucca bread costs 0.45 cents and a glass costs 2.50. It should be noted that the prices of the products are different from their costs, that is, the production cost is how much it costs to produce that product and the sale price to the public is the added value that is given to the product so that the company can make a profit.

Table 2*Sales prices of the products of the competition of Hacienda Suiza.*

Business	Yucca Bread	Yogurt Glass	Combo 1	Combo 2	Combo 3	Combo 4
Hacienda Suiza	\$ 0.40	\$ 1.75	\$ 2.85	\$ 3.80	\$ 4.50	\$ 9.65
Yogurt Y Pan de Yuca	\$ 0.25	\$ 1.20	\$ -	\$ -	\$ -	\$ -
Yogurt Persa	\$ 0.35	\$ 2.00	\$ 3.20	\$ 3.90	\$ 3.30	\$ 9.45
Naturisimo	\$ 0.45	\$ 2.50	\$ 3.50	\$ 4.20	\$ 4.75	\$ 10.00

Made by: Pedro José Neira.

Source: (Hacienda Suiza, 2020).

1.6.3 Competitor analysis (Plaza).

Naturissimo, Muu Yogurt, have only one store in the center of the city, while in the case of Yogurt Persa it is located in the commercial centers of Cuenca, which is the Mall del Río and Racar plaza and in Guayaquil, at the airport and in shopping centers and Quito also have their stores in gas stations and shopping centers. At the moment Hacienda Suiza has its stores in: Mall del Río, Monay Shopping, Multi-plaza Miraflores, Centro Histórico (Sucre and Padre Aguirre), Coliseo (Unidad Nacional and Batan street) and in Batan Shopping.

1.6.4 Competitor analysis (Promotion).

The promotion of these places in the same way is very similar, they are based on combos of yoghurts of different ounces with a certain number of breads and from there the price is divided, which in the same way is very similar in all these places.

Table 3*Competitors of Hacienda Suiza.*

Selection Criteria	1	2	3	4	5	
Geographical Proximity		X				
Restrictions on imports with Ecuador			X			
Country Information Availability					X	
Economic Situation of the Country			X			

Made by: Pedro José Neira.

Source: (Llamazares, 2014).

1.6.4.1 Yogurt and Yucca Bread.

Yogurt y Pan de yuca is a small company which serves the Cuenca community in the center of the city. It has been serving its clients since 2005 in the city of Cuenca. The products they offer are yogurt and yucca bread and these are the only edibles offered in the local market. These products have very affordable prices for the community, some people find it very delicious to have yucca bread with yogurt for breakfast and that is why their doors are open from 9 am from Monday to Friday, this information was obtained through the workers of the commercial premises. They have only one location in the city of Cuenca which is located at Benigno Malo 9-26. It has only 4 flavors of yogurt which are: blackberry, naranjilla, banana and natural. Yucca breads are sold in units, so consumers can buy anything from one bread to whatever they want. Yucca bread is sold at a price of 0.25 cents per unit and a glass of yogurt is sold at a price of \$ 1.20.

Illustration 2: *El Yogurt*



Fuente: (El Yogur Cuenca, 2020)

1.6.4.2 Yogurt Persa.

Yogurt Persa is an international franchise that offers yogurt with yucca bread as its star product. It has been in the national market since 1983 and was born in Guayaquil-Ecuador thanks to the innovation and perseverance of its owners.

Currently they have stores at a national and international level which means that their products can be sold in many parts of the country. Yogurt Persa is a company that has branches in other countries such as Peru and Colombia. It has a website which offers very good deals to trade the franchise in other parts of the world. It has a bit of history on its website:

“With a history of brand and operational excellence dating back to before our first store opened in 1983 in Guayaquil, Ecuador, Yogurt Persa is truly a unique brand that has incredible potential in the markets of the region and the world. With more than three decades in operation and nearly 40 popular stores and kiosks, our family's dedication to hard work, perseverance and the pursuit of excellence is part of everything we do.” (Yogurt Persa, 2019).

Yucca bread per unit is sold within these stores at a value of 0.35 cents and each glass of yogurt is sold at a price of \$ 2.

Illustration 3: Yogurt Persa Logo.



Source: (Yogurt Persa, 2019).

1.6.4.3 Naturissimo Yogurt.

Naturissimo Yogurt is an Ecuadorian company that offers yogurt and yucca breads to its customers. This company was born in the city of Guayaquil with the initiative of two people who led the business to what it is today, a chain of commercial premises located inside and outside the city of Guayaquil with more than 55 stores nationwide. The company only has stores in Ecuador. A bit of his story according to his website is:

Naturíssimo started as a small business in 1978, in the garage of a house, located in Quisquis and Tungurahua. There, a grandmother and her daughter-in-law were dedicated to preparing and selling an exquisite yogurt accompanied by hot and delicious yucca breads and corn tortillas. People began to visit the site more frequently due to the quality of its products, which allowed new stores to be opened in various sectors of the city, the first being in Urdesa (Ilanes). Due to the growth of the business, the first product manufacturing plant was formed, where the original procedure is applied: artisan preparation with natural ingredients and of the best quality. The small business grew into a chain of stores located in and out of the city. It currently has 55 points. (Naturissimo, 2019)

Each yucca bread on the premises is sold at a price of 0.45 cents per unit and a glass of yogurt has a price of \$ 2.50.

Illustration 4: Naturissimo Logo.



Source: (Naturissimo, 2019).

1.6.4.4 Hacienda Suiza Yogurt.

Compared to the other previously mentioned stores, Hacienda Suiza Yogurt has stores in various strategic points in the city of Cuenca, making it a consolidated company in producing and selling yucca bread with yogurt to diners within the city. Hacienda Suiza has evolved over time to improve their products as they want to offer the best service in the industry.

This company, compared to its competitors, has ideal prices since its products are made with the best ingredients exported from different countries to produce an excellent experience for the palate of its customers. Each one of the prices of the products offered within the premises was established to generate the desired profit by the owners and also offer an excellent product. A yucca bread has a price of 0.40 cents to taste the best product in the city of Cuenca and a glass of yogurt has a price of \$ 1.75. The combos offered within the stores are designed so that customers can save money when buying their favorite products at Hacienda Suiza Yogurt.

1.7 Conclusions of the Chapter.

All the information that was provided within this chapter explained how Hacienda Suiza came to be in the place that it is currently in the Cuenca market. The product and the proper management of the company were thoroughly exposed. All the decisions taken were correct by the people who manage and manage Hacienda Suiza, as they led to excellent results when selling yogurt with yucca bread.

Explain in detail issues such as; History, management of the projection plan of the company, finances, accounting, product, sale, marketing strategies and others were of great importance because it allowed to know the company in detail and based on it, show a reflection of how it would be managed in international markets.

The main conclusion that can be drawn from this chapter is that the company has all the necessary resources to carry out the internationalization plan. Since its creation, Hacienda Suiza has wanted to expand into new markets to create a franchise and thus offer its products to many more consumers in different territories. The company has sufficient financial and operational resources and means of production to supply a local and international market. All the explanations given in this chapter allow us to understand that Hacienda Suiza can fully complete the internationalization plan. From the beginning of the company he has shown that he can make good decisions to grow and meet medium and long-term goals. Since it was established, it has met its goals and objectives set out in its plan, which allowed it to become a successful company in the sale of food within the city of Cuenca-Ecuador.

It is also important to mention that it has managed to be above the competition with its delicious products since it managed to innovate constantly. Selling new flavors and having bread to the liking of their consumers was one of the goals they set for themselves to have products that all their customers liked. Having an affordable price after many studies was one of the main ideas to have customers who could consume at Hacienda Suiza.

Chapter 2: Selection of Target Markets and Entry Strategies.

2.1 Introduction.

In this chapter, the main topics to be discussed will be the target markets to which Hacienda Suiza yogurt can market. With a market study it will be possible to determine which will be the potential countries with which the internationalization of the company can be carried out. Likewise, it will be studied and it will be considered which can be the best way of entering the product to the target market, for that it will consider different strategies for the entry of the products. In the same way, an attempt will be made to explain which could be the ideal markets for the commercialization of Hacienda Suiza products. The markets with which it is intended to trade are in the Latin American area since the language spoken in most of these countries facilitates the means of negotiation in the future. The products that Hacienda Suiza intends to internationalize as explained in the previous chapter are yucca bread with yogurt, these products have unique characteristics that make the product unique in the local market and that is what is expected in the international market. Each of the markets to be analyzed has unique characteristics that can make it the next countries with which to apply the internationalization plan. Product entry strategies are also important points to deal with in this chapter, since the way in which the products that Hacienda Suiza produces can be entered is the most important thing to analyze in this chapter.

2.2 Concentration and Diversification.

The next chapter of this research will try to explain how the indicated markets are determined for the internationalization of the product that Hacienda Suiza produces. A market is a group of people or financial entities with which an exchange of goods or services can be carried out. In this case, the service that can be offered to a specific public is to sell groceries such as yogurt and yucca bread. The selection of the markets is a key point to be discussed because this way it will be possible to know what the objectives to be met in the different international markets may be. The selection of the markets is carried out by means of a market study of each of the applicants to know which may be the strengths and weaknesses, with the information that can be collected it is possible to know in the same way how to impact each of these markets in the best way. The best ways to enter the product for international markets will also be investigated and considered. In this

research, a focus will be placed on the study of the Latin American market since it is the closest to Ecuador, so it can be taken into account that the transport costs of the product could be lower.

2.2.1 Concentration.

When selecting the target markets, you must have a strategy to clearly choose the markets where Hacienda Suiza can successfully market your product. At the beginning of the selection of the target markets, in this case with the internationalization of the company, it would be to choose the target countries where it is planned to commercialize the products that the company offers. Concentration is when the company begins to focus most of its resources on a reduced number of target markets to improve the impact on the selected market and thus offer the best service. When talking about a concentration strategy, it must be taken into account that only very few markets are chosen and this is done to have a better control of these markets at the time of internationalization. The market diversification strategy on the contrary tries to have many target markets in order to work with many at the same time. According to the *Diario del Exportar*, a website specialized in very relevant news from the world of international trade, explains the advantages of this strategy, which is the concentration of markets:

"When using market concentration, the company obtains the following advantages: In-depth knowledge of each market, cost and logistics reduction, possibility of dedicating greater resources to market promotion and greater control of international risk" (Mondragon, 2018).

The main idea of this strategy at the time of internationalization is an impressive impact on international markets, in this case it would be the countries of Peru and Colombia. With the concentration of markets, the aim is to focus most of the resources that Hacienda Suiza possesses to impact the two international markets with which it wants to work in the future.

There are many factors that benefit concentration as a sustainable strategy when selecting target markets. The factors for example can be: There is a high number of customers in the market and therefore certain target markets can be selected to better impact, the purchase of the product will always be frequent due to the fact that there are many consumers in all markets in the world and thus an excellent product such as yucca bread with yogurt can be offered to selected countries, in

many markets the buyer is loyal to the brands which makes this strategy very attractive since if it focuses on some markets can have a better commercial impact on the consumer's mind and thus make them loyal to consume from the Hacienda Suiza Yogurt company.

2.2.2 Diversification.

When talking about diversification as a target market selection strategy, the idea that this strategy seeks to focus on many markets can be raised. This means that the investment plan for each market is reduced since there are many target markets that you want to reach. In this plan, there is a relatively small investment for the international marketing plan because many plans have to be made for each of the markets in which the product is to be introduced. The resources allocated to each market are smaller since, as stated before, there are many. There is also greater flexibility with each market due to the fact that you work with some and you do not have as much dependence on only one when performing any commercial action. According to the Exporter Journal, the advantages that support this strategy are:

"When using market diversification, the company obtains the following advantages: Rapid growth in sales, taking advantage of opportunities and very fast exploitation of the company's competitive advantages." (Mondragon, 2018).

The main idea of this strategy is to have a reduced impact in more target markets since it works with many at the same time. Market diversification makes selection a little easier since you can choose many more target markets to work in each of them, the resources used are less.

2.2.3 Selection between Concentration and Diversification strategies for Internationalization.

When you want to internationalize a company, in this case Hacienda Suiza Yogurt, you have to take into account which would be the best option to choose the target markets.

According to Olegario Llamazares with his internationalization plan, he explains that between concentration and diversification there are different benefits and disadvantages that must be taken into account, but at the time of internationalization it must be taken into account that:

Table 4.

Concentration vs Diversification.

Concentration		Diversification	
The potential number of clients in each market is very high	X	The potential number of clients in each market is small	
Key markets are stable with sustained demand	X	Key markets are highly cyclical with changing demand	
El ciclo del producto es largo	X	The product cycle is long	
The buyer is faithful to the usual supplier	X	The buyer is not faithful to the usual supplier	
The sale requires investment in advertising	X	The sale does not require investment in advertising	

Made by: Pedro Jose Neira.

Source: Plan de Internacionalización de Olegario Llamazares. (Llamazares, 2014).

After studying each of the market selection strategies, the concentration strategy can be chosen as an aid for the internationalization plan in relation to the fact that it is more suited to the criteria that the company has to enter the target markets. Concentration is what Hacienda Suiza seeks to impact fewer markets, but in an effective way to have an impact on the few target markets that are chosen.

2.3 Grouping of Countries in Blocks.

A good start to select the target markets is to divide them by blocks as this helps a lot in the selection of the countries in which Hacienda Suiza plans to introduce its brand and its delicious products. The grouping of countries into blocks not only exists for a selection of target markets, but it has already existed for a long time for trade agreements or unions that benefit in a certain way the entire group of countries that make up each group. A clear example is the European Union,

which has a group of countries with many economic and commercial benefits among them, another example is Mercosur, which is a Latin American union. The European Union has the following members: Germany, Austria, Belgium, Bulgaria, Cyprus, Czech Republic, Croatia, Denmark, Slovakia, Slovenia, Spain, Estonia, Finland, France, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, the United Kingdom, Romania and Sweden (European Union, 2019).

In this case, due to its proximity to Ecuador, countries that are members of Mercosur can be chosen. By making a selection of countries by economic blocs, it can be concluded that Mercosur can be used as the best option to choose target markets with which there is a great economic and political connection. In this case, Latin American countries could be of great value. help.

Olegario Llamazares indicates that it is good to have a clear vision of what each of the blocks has, in this case it would be:

Table 5.

Country Blocks Selection Criteria.

Criteria	Block delimitation
Geography	Most of the countries are in Latin America
Level of development	Development of each of the countries is different
Economic growth	Economic growth of each of the countries is different
Buying and consumption habits	Different
Language	Spanish and Portuguese

Made by: Pedro Jose Neira

Source: Mercosur. (Mercosur, 2019).

The group of countries in Latin America that helps in trade in this bloc is called Mercosur, but its main goal and objective is:

“The Southern Common Market (MERCOSUR) is a regional integration process initially instituted by Argentina, Brazil, Paraguay and Uruguay to which Venezuela and Bolivia

have joined in later phases, the latter in the process of accession. Their official working languages are Spanish and Portuguese. " (Mercosur, 2019)

Since its inception, MERCOSUR has promoted as fundamental pillars the integration of the principles of Democracy and Economic Development, promoting integration with a human face. In line with these principles, different agreements have been added on migration, labor, cultural, and social matters, among many others to be highlighted, which are of the utmost importance for its inhabitants.

These agreements meant the incorporation of the citizen, social and productive integration dimensions, among others. For which, on the one hand, it was necessary to adapt and expand the institutional framework of the bloc throughout the region, meeting new demands and deepening the effective participation of citizens through different means; and on the other hand, it had to be endowed with its own solidarity financing mechanisms, such as the Fund for Structural Convergence of MERCOSUR.

MERCOSUR's potential in the most diverse areas is immeasurable, since in its territory of almost 15 million km² it has a great variety of natural wealth and treasures that humanity possesses: water, biodiversity, energy resources and fertile lands. However, its greatest wealth resides in its people, since, thanks to a population of more than 295 million people, it has an invaluable heritage of cultural, ethnic, linguistic and religious diversity, which coexists harmoniously, making MERCOSUR a region of peace and development.

Mercosur has the following members: Argentina, Brazil, Paraguay, Uruguay and Venezuela. Associated States- Bolivia, Chile, Ecuador, Colombia, Guyana, Peru and Suriname. (Mercosur, 2019)

In this case, for the internationalization of the Hacienda Suiza company, you can choose the countries that are closest to Ecuador, which are Peru and Colombia. Our country currently maintains good commercial relations with these two countries and this could be of great help to internationalize the Hacienda Suiza company.

2.4 Selection of Most Favorable Countries.

Having a clear idea that Mercosur can be a block of countries with which you can work, you have to select which are the countries in which Hacienda Suiza is going to enter its delicious products. The selection of countries is to choose which would be the ideal markets in which you can enter and start marketing yucca bread with yogurt. To select the most favorable countries, according to Olegario, a filtering process of each of the Mercosur members has to be carried out with different options which help to select the best ones.

The options are: Geographical proximity with Ecuador, import restrictions with those countries, availability of information with each one, economic situation of those countries, previous experience with treaties and the possible demand that may be had with those countries. (Llamazares, 2014, p. 16). Each of the options taken into account when selecting the target markets serves as a filter to select the best candidates that Mercosur can offer so that the company can start marketing in the very near future. The main idea of the selection of target markets is for the company to use its resources so that the plan has an objective of two countries and with this market selection study it is possible to have a clear goal and thus carry out a strategy that serves to the internationalization of the company Hacienda Suiza.

2.4.1 Geographic Proximity with Ecuador.

This refers to the territorial proximity that each country has with Ecuador. When talking about territorial proximity, it is an important point to consider when calculating transport costs that each of the countries would have. That is why it must be taken into account which country is closer or further away if the product is produced and shipped from the city of Cuenca-Ecuador.

Argentina is at a distance of 4330 km which would make the export of Hacienda Suiza products a bit complicated since the costs would be high, the distance with Brazil is 3200 km which would also make it difficult to export the product by high transportation costs, the distance with Paraguay is 3208 km, the distance that Ecuador has with Uruguay is 4139 km, making it the furthest to trade, the distance that separates Ecuador and Bolivia is 2266 km, Chile is at a distance of 3,284 km,

Colombia is a distance of 832 km and Peru is a distance of 900 km. This means that the two best countries by geographical proximity are Colombia and Peru.

Illustration 5: South America.



Source: (Mercosur, 2019).

2.4.2 Restrictions on imports with Ecuador.

In Latin America and in the world when doing international business with each of the countries, they have their own rules for what enters and leaves each one of them in commercial matters. This is how restrictions on exports and imports are created in each country. Ecuador has commercial relations with the majority of members of Mercosur, which makes this country an extraordinary candidate to commercialize any type of product. According to Pro Ecuador, the entity that governs all commercial aspects of Ecuador, this country maintains good commercial relations with the majority of countries in the region and they are among its main commercial partners and main export destinations.

No country has import restrictions with Ecuador since they all maintain commercial relations that help to preserve fair and balanced trade. It has large exports and trade agreements with Argentina, Colombia, Peru, Bolivia, Brazil, Paraguay and Uruguay. (ProEcuador, 2019). Pro Ecuador also has commercial offices to promote international business in Latin American countries and they are generally located in the capitals of each of those countries, Argentina has its Ecuadorian commercial office in Buenos Aires, Colombia has its Ecuadorian commercial office in Bogotá and

Peru has its Ecuadorian commercial office in Lima. This implies that international and commercial relations between these countries are quite successful, which facilitates everything at the time of an international negotiation with countries from the same region.

2.4.3 Availability of Information from the countries.

Ecuador has information on everything relevant in international and commercial matters, it has a database that helps any exporter to know most of the countries with which they wish to negotiate in the near or distant future. This database is called Pro Ecuador; it makes it easy for exporters to know the profile of the countries. The information available from each of the countries is accurate and precise, which helps to make a quick and effective decision. You have information that is easily accessible to anyone and you can know all the commercial data or all the businesses that have been done with each of the countries in the Latin American region. It is easy to use so the availability of information is high.

2.4.4 Economic Situation of the countries.

The economic situation of these countries is:

Argentina: With a Gross Domestic Product (GDP) of approximately US \$ 450 billion, Argentina is one of the largest economies in Latin America.

Argentina has vast natural resources in energy and agriculture. Within its 2.8 million square kilometers of territory, Argentina is endowed with extraordinary fertile lands, gas and lithium reserves, and has great potential for renewable energy. It is a leading food producer with large-scale agricultural and livestock industries. In addition, Argentina has significant opportunities in some innovative manufacturing and service subsectors in high-tech industries.

The financial turmoil in 2018 impacted the country and implied the review of the economic plan and the need for a program with the International Monetary Fund (IMF). It began in 2018, for approximately US \$ 57 billion, with the main objective of stabilizing public accounts to reach a primary fiscal balance by the end of 2019.

The economic situation presents a precarious balance. The Argentine peso has lost 68% of its value since 2018. Annual inflation exceeds 50% and after a 2.5% drop in GDP in 2018, the economy contracted an additional 2.2% in 2019. (World Bank, 2020).

Brazil: Brazil experienced a period of economic and social progress between 2003 and 2014, when more than 29 million people were lifted out of poverty and inequality was significantly reduced. Following a severe recession, Brazil has gone through a phase of highly depressed economic activity. The country's growth rate has been slowing since the beginning of the decade, from an annual growth rate of 4.5% (between 2006 and 2010) to 2.1% (between 2011 and 2014). The economic crisis was the result of falling commodity prices and the country's limited ability to carry out the necessary fiscal reforms at all levels of government, undermining consumer and investor confidence. 2017 was the beginning of a slow recovery in Brazil's economic activity, with 1% of GDP growth. For 2018, the estimates are only slightly higher than for 2017. With an economy that varies greatly due to political issues that happen within the country, Brazil has reached an average level of economic stagnation. (World Bank, 2020).

Peru: The Peruvian economy has experienced two distinct phases of economic development since the beginning of the century. Between 2002 and 2013, Peru was one of the fastest growing countries in Latin America, with an average GDP growth rate of 6.1 percent per year. Between 2014 and 2017, GDP growth slowed to an average rate of 3.1 percent, mainly due to the fall in international prices of basic products, including copper, the main Peruvian export product. This led to less private investment, less tax revenue, and weak consumption.

Also, higher commodity prices are leading to more investment in mining. Increased business confidence, higher loan placement, and increased formal job creation are expected to support private consumption. Public investment is also expected to accelerate in response to increased fiscal spending. In the medium term, growth will remain at around 4 percent per year. In this context, the process of fiscal consolidation will lead to a convergence of the public deficit towards a level of 1 percent of GDP in 2021. (World Bank, 2020).

Colombia: President Iván Duque Márquez began his presidential term on August 7, 2018, and will end on August 7, 2022. Duque, from the Democratic Center party, won the elections by obtaining 53.95% of the votes (10,351,304 votes), while his rival Gustavo Petro reached 41.83% (8,024,697 votes). The main pillars of its government are legality, entrepreneurship and equity,

with transversal axes in terms of infrastructure, environmental sustainability and innovation. Duque has insisted on austerity and responsibility in the management of public resources during his tenure.

The new president will also present a tax reform to congress that seeks to take effect in January 2019. Growth is expected to accelerate at a gradual pace during 2019-2020, supported by increased private consumption, a gradual recovery in exports not oil companies, higher oil prices and a rebound in the implementation of the 4G infrastructure program. (World Bank, 2020). Colombia is a good candidate for marketing or attempting to internationalize the Hacienda Suiza company since it is geographically close to Ecuador and in the past both countries have had good commercial deals that have maintained them with great success.

Uruguay: Uruguay stands out in Latin America for being an egalitarian society and for its high per capita income, low level of inequality and poverty, and the almost complete absence of extreme poverty. In relative terms, its middle class is the largest in America and represents 60% of its population. Institutional stability and low levels of corruption are reflected in the high level of trust that citizens have in the government. According to the World Bank Human Opportunity Index, Uruguay has managed to achieve a high level of equal opportunities in terms of access to basic services such as education, running water, electricity and sanitation. Moderate poverty went from 32.5% in 2006 to 9.4% in 2016, while extreme poverty practically disappeared: it fell from 2.5% to 0.2% in the same period. In terms of equity, income levels among the poorest 40% of the Uruguayan population increased much faster than the average growth rate of income levels for the entire population. Inclusive social policies have focused on expanding program coverage; for example, about 87% of the population over 65 years of age is covered by the pension system: this is one of the highest coefficients in Latin America and the Caribbean, along with Argentina and Brazil. (World Bank, 2020).

Paraguay: Has achieved impressive economic and shared prosperity in the last 15 years. The economy grew at an average of 4.5 percent per year (2004-2017), faster than most of its regional comparators. This growth has been accompanied by the reduction of poverty. Since 2003, extreme and total poverty have fallen by 49 and 65 percent, respectively. In general, poverty reduction in Paraguay was higher than the regional average, although not as strong when considering the economic growth rate. There has also been rapid income growth among the bottom 40 of the

population, which grew at 4.5 percent annually during the period 2003-2017. The middle class has nearly doubled since 2003, becoming, with 38 percent of the total population in 2015, the second largest group, just below the vulnerable population. (World Bank, 2020).

2.4.5 Conclusion of the Selection of Target Countries.

After an analysis of the countries close to Ecuador, it can be understood that each of them has normal economic stability and governs their countries in the best way so that they can cope with any economic crisis. Countries like Colombia and Peru are able to adapt to any situation and manage to get ahead in the face of any commercial or monetary crisis since their governments struggle to get ahead every day. Thanks to this analysis, it can be said that Colombia and Peru are the best countries to work with. One of the main reasons why these two countries are chosen is the proximity that they have with Ecuador, that would help a lot when the products of Swiss Haciendas are transferred to the chosen markets since these two countries are territorial neighbors of the Ecuador. Both countries have had successful trade agreements in the past, so trading with them will not be new.

2.4.6 Commercial Experience with these countries.

The previous commercial experience that Ecuador has had with each of these countries signifies the commercial agreements that have been had in past years and the success that each one of them had. At present, trade agreements with Peru and Colombia have been very successful since the international relations that have been taking place in recent years have been very helpful for Ecuador to have good commercial partners in Latin America. On the website of the Ministry of Foreign Trade and Investments it explains all the commercial relations that Ecuador has had with some countries of the world, among these treaties we also have commercial agreements with members of Mercosur.

Among the trade agreements with some Latin American countries we have:

1. The Cartagena Agreement (Andean Community), which are trade agreements that help to have a better relationship between the countries that are part of it, these countries are: Ecuador, Colombia, Bolivia and Peru.

2. Complement agreement for the automotive sector between Ecuador and Colombia.
3. Regional Agreement Relating to the Regional Tariff Preference AR.PAR. No. 4 among Argentina, Brazil, Chile, Mexico, Paraguay, Cuba, Uruguay, Panama and Ecuador.
4. Agreement of economic complementation between members of Mercosur.
5. Global System of Trade Preferences among developing countries, this trade agreement is among the members of the group of 77. Among these countries are Latin America.

These treaties show us that Ecuador has a very good commercial affinity with its Latin American neighbors and that the idea of internationalization is very effective since most of the countries with which it wants to negotiate have had commercial agreements or treaties in the past. (Ministerio de Comercio Exterior e Inversiones, 2019).

Most of the decisions that have been taken commercially in Ecuador have led the State to have commercial stability with most of the Latin American countries. This means that the country can or small industries can leave to emerge in other international markets.

2.5 Selection of Target Markets.

After describing a little information about each of the candidates, the target markets have to be chosen in order to carry out the internationalization plan. The candidates belong to Latin America due to its proximity to Ecuador, but the main idea of this selection is to choose two candidates who are thought to be the best to work with to export the delicious products that Hacienda Suiza Yogurt produces. Each of the countries has been studied to learn a little more about their internal and commercial reality and thus have a clear understanding of the future of Swiss Finance in those countries. Thus, having explained the reality of each country internally and in relation to Ecuador, these results can be obtained:

Argentina: Argentina is geographically far from Ecuador, which is why it is expensive to send the products, which is why it is a point against in the event that there is a possible alliance with this country. It is important to note that it does not have commercial restrictions with Ecuador, however it is imperative to mention that it does not have very relevant treaties with Ecuador either, the availability of internal and commercial actions are publicly known so that is a point in favor

for this country, the economic situation of the country is currently complicated and there is no previous negative commercial experience with that country.

Table 6.

Argentina Rating.

			Argentina Country		
Selection Criteria	1	2	3	4	5
Geographic Proximity		X			
Restrictions on imports with Ecuador			X		
Country Information Availability					X
Economic Situation of the Country			X		
Commercial experience with these countries					X

Made by: Pedro José Neira

Source: Banco Mundial (Mundial, 2020).

Brazil: In the same way, Brazil is a country that is not very close to Ecuador geographically, which translates into higher transportation costs for the product. It does not have any commercial restriction with Ecuador, as all countries have information on everything that is done commercially and internally. Brazil is a country that in recent years has had many economic and political problems due to the fact that politics in that country is very changeable. And the previous commercial experience with this country is very satisfactory in the same way.

Table 7*Brazil Rating.*

			Brazil Country		
Selection Criteria	1	2	3	4	5
Geographic Proximity		X			
Restrictions on imports with Ecuador				X	
Country Information Availability					X
Economic Situation of the Country			X		
Commercial experience with these countries					X

Made by: Pedro José Neira

Source: (Mundial, 2020).

Colombia: Ecuador and Colombia are territorial neighbors, thanks to this proximity advantage, transportation costs would be low. It does not have any restrictions with Ecuador, the availability of information with this country is very good since, like the other countries, everything that is done within is public knowledge, the economic situation of the country according to the world bank is very good and is rising. It is important to note that Ecuador does not have any bad business experience with Colombia in the past on this issue.

Table 8.*Colombia Rating*

			Colombia Country		
Selection Criteria	1	2	3	4	5
Geographic Proximity					X
Restrictions on imports with Ecuador				X	
Country Information Availability					X
Economic Situation of the Country				X	
Commercial experience with these countries					X

Made by: Pedro José Neira

Source: (Mundial, 2020).

Peru: This country, like Colombia, is located as an Ecuadorian territorial limit and that is good because transport costs are ideal, the availability of information is very good in the same way since everything that is done in that country is public., the economic situation in Peru is stable and the previous commercial experience with this country has been very good in the same way, some Ecuadorian industries are based in Peru as it has a very good workforce.

Table 9.

Peru Rating.

			Peru Country		
Selection Criteria	1	2	3	4	5
Geographic Proximity					X
Restrictions on imports with Ecuador				X	
Country Information Availability					X
Economic Situation of the Country				X	
Commercial experience with these countries					X

Made by: Pedro José Neira.

Source: (Mundial, 2020).

After all the information collected, Peru and Colombia are the ideal candidates to start the internationalization plan for the products that Hacienda Suiza sells. These two countries can be used to carry out this plan and thus take the company out of the country to integrate into the international market and generate medium-term profits once the respective planning is completed. In the selected countries it is intended to negotiate with their capitals, in Peru it would be Lima and in Colombia it would work with the city of Bogotá.

2.6 Alternative Entry Forms.

Today there are many means of entry available for a product to enter an international market. If the chosen countries are Peru and Colombia, the means of transport can be by land due to the proximity to these countries or by air. The entry forms are many, but Olegario in his plan states that the best are the following:

1. Direct export to the end customer.

2. Export through the internet.
3. Commercial agency in the foreign country.
4. Importer / Distributor in the foreign country.
5. Central purchase and sale.
6. Trading companies.
7. Franchise agreements.
8. License agreements.
9. Establishment of a commercial delegation.
10. Creation of a joint venture.

These are the main alternatives that Olegario raises that could be helpful as a means of entering an international market. (Llamazares, 2014).

The alternatives that can be used in the case of this company can be: Direct export to the end customer, commercial agency in the foreign country, importer and distributor in the foreign country and franchise agreements.

2.6.1 Direct Export.

The means of entry to a country with a product can be through direct export, which is to offer the product, as its name says, directly to a client in an international market in this case in the cities of Lima and Bogotá, a client would be introduced determined and the products would be exported to them. The presence of the product is an essential part in this type of export so that the customer can know what he is buying and what he can possibly trade in his commercial environment. Martin Mondragón, writer of the exporter's newspaper, also has the idea that the best way to do business is this.

Mondragon says that:

“In order to carry out its activities directly in international markets, the company must decide what type of presence is the most appropriate to carry out its exports. Marketing

channels are the channels through which sales are carried out and products are distributed” (Mondragon, 2018).

In the case of direct export, the company has a team that specializes in trading directly with its clients abroad.

2.6.2 Commercial Agency Abroad.

The commercial agent or commercial agency abroad is an entity that assumes the responsibility of promoting commercial operations as an intermediary so that the products can be distributed or sold to international markets. The agent who is in charge of these operations, if they are carried out in a satisfactory manner, receives a remuneration previously agreed upon with the company. These commercial agencies act as an intermediary and have a lot of information about the markets with which it is planned to work and can be very helpful in entering the product. According to the writer of the exporter's newspaper, Mondragón Gutiérrez, the commercial agency is a very good step that companies can take to enter a new international market, so he emphasizes that:

“The commercial agency contract is the agreement of wills between two or more natural persons in different countries. In this contract, one of the parties grants and the other accepts the responsibility of receiving and marketing merchandise within a specific territory. ”(Mondragon, 2018).

2.6.3 Exporter and Distributor in the Foreign Country.

As its name explains, this method is to export from the country where the products are produced to take them to other markets. Exporting to other markets and distributing them efficiently is the main objective of this entry method, which is why the best way to reach customers is sought through a distributor in the foreign country. It is exported to a distributor who knows the market where the product can be marketed, the distributor has a very large portfolio of clients, but the main client of the company is the main distributor.

2.7 Selection of Input Forms.

At the time of knowing the means with which you can enter the international market, you have to choose a method or methods with which the company can enter that market with new products. Most companies carry out this study before exporting any product to an unknown market in order to be successful when exporting in large or small quantities. The three previous options were the ones that best suited the Hacienda Suiza company to enter an international market. At the time of the selection of a suitable entry form for the company Hacienda Suiza it can be internationalized. The forms of entry of a product or a company are the essential points when talking about an internationalization plan and this is because it is the method by which it is planned to enter the products. Within this research, the best options for the entry of the product or company to international markets are explained in detail.

2.8 Conclusions of the chapter.

Thanks to the research carried out, it is possible to know what the possible commercial objectives may be with which to work and these were Peru and Colombia. The research was able to explain why these two countries may be the best candidates. After the explanation previously given, it can be concluded that the chosen markets are the best to carry out the internationalization plan since they are the closest territorially to Ecuador and all the operations that have to be done with those countries are can successfully carry. In the past there have been trade agreements with these two countries that shows that if you can reach a good negotiation within them. Each of the entry forms explained in this work meet the ideals of the company when thinking about how to enter international markets with a product that is produced by Hacienda Suiza Yogurt. What the company seeks with these forms of entry is to adapt to international markets to get to know each of them and thus enter the products in the best way, either by taking them with their own premises or by selling them within commercial premises.

Chapter 3: International Offer and Positioning.

3.1 Introduction.

This chapter will primarily explain the products that Hacienda Suiza offers for possible export to the new markets selected in chapter two. There are many products that this company produces and markets, such as: empanadas, pizzas, brownies, yogurt and yucca bread. Yogurt and yucca bread are its star products which are the main ones when considering for internationalization. Also within this chapter it will be explained how it is planned to position the brand within the mind of the consumer in the chosen countries. The main idea of this chapter is to take into account which products will be chosen to represent Hacienda Suiza in the target markets, but also take into consideration which would be the way in which the products will have an important impact on the mind. of consumers. This stage is the most important of all since a good product remains in the minds of consumers and this is what is most desired.

3.2 Selection of Product Range.

The products that have been selected from the beginning of the internationalization plan are yogurt and yucca bread. These are the star products that the company has and which it wants to internationalize as a company. During this research it has been shown that these two products are ideal for being marketed within other markets. Lima-Peru and Bogotá-Colombia are the countries in which it is planned to enter these products and it is expected to have a successful negotiation. Yogurt and yucca bread are products that have evolved over time since the owners of the company have a unique formula for preparing them. During all the years that Hacienda Suiza Yogurt has been in the market, it has tried to ensure that its products are of very high quality and that each time a consumer wants a yogurt with yucca bread, the first thing that comes to mind is Hacienda Suiza Yogurt. Over the years, this company has sold many products in each of its stores, such as: yucca bread, yogurt, hot dogs, ice cream, empanadas and brownies. Each of these products were improving in stores to have a better taste. The main decision of the internationalization plan was to publicize the products with which Hacienda Suiza came to be where it is now in the commercial world and these are yogurt with yucca bread. These products, as has been said, have unique preparation formulas so that they can be to the liking of their customers. This formula cannot be

released simply for commercial reasons, but it can be said that it took a lot of effort and dedication for the previously mentioned products to have the excellent taste they have today. At the beginning, the company had difficulties to obtain the ideal flavor and texture that the yogurt would have to market within the city of Cuenca and the first attempts were not as expected.

The flavor of the yogurt was changing according to the years passed, new flavors came out and they were positioned in the Cuenca market. The flavors that are commercialized today are: banana, natural, peach, naranjilla, strawberry and blackberry. Each of these flavors were added to the menu over the years because the company wanted to perfect each of them so that they were to the taste of its customers. The main idea of the company with the yogurts was to taste a bit addictive. With yuca bread, the story was very similar, to have an ideal flavor and texture, many preparation formulas had to be made in order to arrive at one that customers would love.

The yuca breads took a little more effort since they only had to prepare a single flavor that was liked by the customers, the owners of the company tried hard many things such as: new ingredients in the bread, cutting the dough and texture of the dough. After many attempts they came to the conclusion that the best way to make bread was with ingredients imported from Brazil. The bread is made inside the Hacienda Suiza factory, frozen and then sent to the premises so that at the time of sale to the public they are only heated in special ovens and the final product is delivered to customers.

The other products sold at Hacienda Suiza have been made available to customers. The ice cream is also made with a unique preparation formula, the brownies are prepared with imported ingredients and the empanadas are made by the owner of the company for subsequent marketing.

As explained, it is planned to select the products with which Hacienda Suiza consolidated in the market because these products have a long history in the company and are the ones that are best prepared for their commercialization abroad with other countries.

To take into account whether the product is good or bad for internationalization, many factors must be taken into consideration that can determine whether the product is ready. These factors, according to Olegario, can be: Production Capacity, experience in marketing, incorporation of new technologies and designs, purchasing habits in foreign countries, and transportation costs. (Llamazares, 2014).

3.2.1 Production Capacity of Hacienda Suiza.

As previously explained in this work, the production capacity of Hacienda Suiza is very good. The daily yucca bread production capacity is 1600 to 2000 breads, which means that they have a production that can supply a total of 6 stores in Cuenca locally. If the daily production is estimated to be 1,600 to 2,000 loaves and it is produced seven days a week, it can be said that Hacienda Suiza produces an estimated 11,200 to 14,000 loaves per week that supply the locals. This is only an estimate because there are certain days a week that double the amount of bread is sold in some stores, a clear example of this is the Mall del Rio store that sells twice the daily estimate on weekends. Every month the company produces between 48,000 and 60,000 loaves. This is an excellent amount since considering that each small combo with a yogurt has 3 loaves this would mean selling almost 16,000 small combos per month.

As explained, production can simply supply the local market and has never had a problem with that. The production of yucca bread can supply the national and international market if desired. In the case of yogurt, national production also supplies the premises with an approximate of 60 liters per day. It produces an estimated 420 liters per week and an estimated 1,800 liters per month. The company owns a factory that can be expanded in case it wants to produce more for international markets. Currently the company can also supply the national market as well as the international one.

3.2.2 Marketing Experience.

Hacienda Suiza has been in the local market for many years and has learned many things from it. The experience that he has acquired over the years made the company grow much more than it ever dreamed of. In the beginning, before planning a place in the city of Cuenca, the owners of the company already had a lot of experience in the commercial field because both had their own businesses that they decided to leave to start their own project. First it would be Yogurt Persa, after years serving this franchise they decided to start their own and after an arduous market study, Hacienda Suiza was born. Likewise, at the beginning the negotiation grew between owners of premises and suppliers to always get the best negotiation price that the market at that time could offer the company. They grew up with the desire to make their company prosper day by day and

they have been doing so until today. The negotiation experience is excellent since they currently have ingredient suppliers, transporters and stores throughout the city of Cuenca. If all this experience were used in the internationalization plan, many of the decisions could be rethought to be used in an international field. The company has four business owners who make decisions so that each action is carried out. Each of them has vast work and business experience that could be of great help in making decisions.

In marketing from a product point of view, yogurt has reached a very profitable commercial level in the city of Cuenca since its flavor makes this product very delicious to drink. Yucca bread in the same way in a commercial field has become a tradition along with yogurt.

3.2.3 Incorporation of New Technologies.

Hacienda Suiza has been improving technologically over the years. At the beginning, the company could only use certain technology to produce the products that the market needed and this made its commercialization a bit difficult. Similarly, over time, technology improved and this made the production of yogurt and yucca bread easier. Technology helped make products easier to produce and production times shortened. The company at present always seeks to incorporate new technologies so that production can be more effective. Hacienda Suiza would use new techniques or technologies that Peru and Colombia may offer over time. When it comes to new technology, it refers to new slicers for yucca bread, industrial refrigerators, grinders, etc.

3.2.4 Commercial Margin in the national market.

The commercial margin in the national market refers to the profit that the company receives from the final product that is sold to the consumer. The margin is the cost of production and the sale price, that is, how much it cost to produce and how much it was sold. The commercial margin of Hacienda Suiza products is more than 125%, what is meant by this is that in the vast majority of products that are sold in stores they generate a profit of more than 125%. An example is that each yucca bread is sold to the public for 40 cents and its production cost is 5 cents. This makes the profit much more than 100 percent of the cost of the product.

In the domestic market, what is taken into account when considering the cost of production are the ingredients used to make said product. Most of the ingredients are imported.

To get an idea of the national commercial margin that Hacienda Suiza may have, two things have to be taken into account: gross profit and cost of sales.

3.2.4.1 Cost of Sales and Gross Profit.

Cost of sales involves many factors that must be taken into account in determining it. The cost of sales is one of the variables to calculate the commercial margin. Specifically, it could be said that this variable includes:

1. Cost of raw materials.
2. Cost of items purchased for resale.
3. Cost of the parts used to build a product.
4. Direct cost of the labor required to manufacture the product, supplies used in the production or sale processes, shipping costs, container costs, freight and general costs directly related to the manufacturing or production activity.

To determine the cost of sale, all the previously mentioned options must be taken into account. In the case of the Hacienda Suiza company, the following can be taken into account:

1. The raw material costs are the ingredients used for the production of yogurt and yucca bread. The cost of these products is 2,500 dollars a month to make yogurt and yucca bread. The cost of raw materials is high but the final profit of the product is as desired.
2. The items purchased for the sale of the products allow covers and utensils that are used for the delivery of the final product to customers. Cups, plastic sleeves, recyclable sleeves, and more are the kinds of things that are used to deliver the final product to the customer.
3. The amount invested in machinery at the beginning of the creation of the company after some time and hard work was recovered. The machinery used now generates profit and helps to produce the products of Hacienda Suiza.

The gross profit of the company is what is obtained by subtracting what was spent on the cost of production from the value of the sale of the product, an example is: if the yucca bread costs 40 cents and its cost is 5 cents the gross profit It is 35 cents which is excellent.

To take this into account for internationalization you can have an idea that production costs and so on are good because of profits. The profit is usually twice the cost and can sometimes be 5 times the cost of production. This has to be taken into account in a new market since it is necessary to know what could be the minimum, average and maximum profit that could be had in a new commercial environment such as Peru and Colombia.

3.3 Standardization and Adaptation of the Product.

The standardization of products, that is, their classification and description according to their quality and characteristics, is an instrument of singular importance for the markets to function better, to adequately satisfy the needs and preferences of consumers, to stimulate investment and effort. of producers and to expand consumption. Adapting to it is also a requirement to participate in international markets. The standardization of products are the rules and norms that must be followed to be within a market, that means following norms that all international markets have. This idea of standardization is to have a common agreement that most products have a common model to look like. Standardization establishes common characteristics that products must have and these standards are respected in different countries. In the case of Hacienda Suiza products, standardization requires that you must follow certain rules so that the quality of the product is standard in the territory where you want to market it, for example that the taste is good and that the packaging is adequate at the time of the sale to the public. The adaptation of the product depends on many factors, such as the culture or standards that that country may have. In the case of Hacienda Suiza products, most of the products that are to be internationalized need a bit of adaptation in the local market so that the impact they can generate is stronger in the short and medium term.

According to Olegario Llamazares, in his internationalization plan, some criteria must be taken into account to consider whether the product should be standardized or should be adapted to the new market, this helps the internationalization plan to know what would be the best option for the product to be able to have a better impact on consumers. The criteria that must be taken into

account are the following: product composition, quality, design, container, packaging, label, brand and lastly, customer service (Llamazares, 2014). The two products of the company have these criteria, but below it will be explained whether each of these should be standardized or should be adapted to a new market.

3.3.1 Composition of the products.

The composition of the product means the ingredients with which it is created. In the case of the products of this company for their creation, standardized ingredients are used since they follow a recipe. All the ingredients used in the preparation of yogurt and yucca bread are ingredients that have passed international quality standards. The composition of the products as explained in the work follows a unique preparation recipe. All the ingredients are imported in the same way and that makes them follow international quality standards. The composition of the product can be considered standard because it follows a set of standards that ensure that the quality is good and that the product is standardized internationally. With this explanation it is clear that standardization is ideal with this criterion. Standardization is the ideal when talking about the composition of the products since it follows a unique way of preparation, this means that it is planned to have the same flavor that the products have in Ecuador.

3.3.2 Product Quality.

Similarly, the quality of the product is reflected in the success it has had in the local market. The stores that are distributed throughout the city of Cuenca reflect the excellent quality of Hacienda Suiza products. To have excellent quality, it first had to go through a process of local adaptation to the national market. This meant that the products could be standardized in the future so that they had the same flavor and quality in all the stores in the city of Cuenca. Product quality standardization would also be the best option in this case when marketing in an international market. When talking about product quality, it must be taken into account that it must be standardized because what is sought with the idea of internationalization is to make known the excellent flavor that these products have and for this fact the quality of it.

3.3.3 Design.

A good is something tangible, it is something material that people can touch and feel. When thinking about the design of the product or presentation, you have to take into account how you can impact the consumer just by looking at it. This is where the idea of product design comes in. At first the designs were thought that they had to be innovative and that they change the way of seeing it. This is how the design of Hacienda Suiza Yogurt was born to show that yogurt and yucca bread are a fantastic product that could be consumed at any time of the day. The design of the product in the city of Cuenca was given with a study carried out that was adapted to the needs of the clients. In the case of yogurt, it was planned to have as the design of the product something liquid that had an excellent flavor and that would be to the liking of customers, its presentation would be in a glass that could be held with one hand and thus enjoy that product and in In the case of yucca bread, its design was to give a different point of view of the food that is consumed, with snacks that looked like snacks. Nowadays, food and nutrition design is very important as the Latin American Food Design chain explains:

“Our broad definition of Food Design includes any action that improves our relationship with food / food in the most diverse instances, senses and scales. These actions can refer both to the design of the edible product or material itself and to its context, spaces, interfaces, experiences, systems, processes, practices and territories involved with food. ”
(Food Design Latinoamerica, 2019)

Nowadays, people pay more attention to what was consumed and the design of the product, in this case the company could easily adapt to what the customer may want in the different international markets.

Illustration 6: Product Design



Source: (Hacienda Suiza, 2020).

3.3.4 Container.

The packaging is something that was planned so that the product can reach consumers in an easy way. Each glass has the function of making the product accessible to the consumer, there are glasses of different sizes that serve in each combo. The yuca breads are delivered in bags so that they can be taken wherever the customer wishes. The packaging of both products is considered standardized since in most places the products are delivered in the same way. The packaging is recyclable and does not affect the environment. The main idea when having a container that suits the customer is to meet their needs according to the comfort they must have to carry their products. This is very important since each characteristic that the store offers to the customer must satisfy each of their needs and that is what Hacienda Suiza seeks and will seek internationally.

It is planned to use the same containers that are used in Ecuador, this means that the container in all the places that are positioned abroad will work with a standardized container for them.

Illustration 7: Container



Source: (Hacienda Suiza, 2020).

3.3.6 Customer Service.

Customer service is a factor that can be adapted to each market. Each market has a different way of treating its consumer with different dialects and different ways of greeting its customers. Customer service can be a criterion that can be adapted to different international markets. The personnel management in the same way is a very important point within a company since the workers maintain an ideology of serving their clients in the best way. This ideology was implemented from the first day that Hacienda Suiza opened its premises, because if an employee feels good about their work, this affects the way they treat their customers. A good treatment of customers makes them want to come back for more, because it generates trust in the company and they feel satisfied in terms of the purchase of the product and in turn the treatment they receive. In this regard, it can be taken into consideration that adapting to the environment in which it is working would be the best thing for the company when taking the products to different markets. Likewise, it is much better to know the clients to offer a better service.

Illustration 8: Hacienda Suiza.



Source: (Hacienda Suiza, 2020).

3.4 Brand.

A brand is something that goes far beyond a logo, fonts and colors since the brand is something that represents the company in a commercial world full of competition. It is an idea, a symbol, a message and a lifestyle that crosses the limit of our perception and touches the unconscious. Obviously, this is only achieved when the entire branding process is worked well. The process is the positioning of the same in the head of the consumer, the brand is the face of the company and you have to have a good presentation to impress in the commercial world.

The brand from the beginning is a distinctive symbol that allows differentiating and making the products and services it makes unique. The brand is what gives the identity and makes it stand out from the competitors. So, so to speak, the brand is the identity that can be given to something in a commercial world. Hacienda Suiza is a registered trademark that was created by Piedad Pesantez and Hugo Vanegas. This company created its own brand that is registered in the SENADI (National Service of Intellectual Rights), which helps companies to have an international intellectual registry of the products and brands created. When the brand is its own, there is an enormous benefit that is

to do with it what is deemed convenient in the national and international markets, this means that you should not consult high-level managers to make a decision since the only one who makes decisions about what is made or not made of the company is the owner. Having a brand is having a letter of introduction to the commercial world and having a commercial brand that is consolidated in the Ecuadorian market is much better. In the case of the company, the distinctive brand or the mixed brand is its logo, which shows a farm with animals and the name of the company in the middle.

Illustration 9: Hacienda Suiza Logo.



Source: (Hacienda Suiza, 2020).

To take into account in an international market if the brand can position itself in a new market, the following must be taken into consideration according to Olegario Llamazares with his internationalization plan. It should be taken into account if the national brand can have an impact on international markets with the following factors:

1. Easy to pronounce.
2. Easy to remember.
3. No negative meanings.

These criteria are very important since the product must be easily mentioned in the language of the country to which it will be introduced, in this case Peru and Colombia speak Spanish as well as Ecuador. If your logo is eye-catching and your product is good, it can impact the mind of the consumer, this is a very great advantage since the brand needs to be easy to remember so that it remains in the mind. Finally, the brand should not contain anything that could mean something negative in the environment where it is located, the company logo does not have anything negative to create controversy since its logo has animals and a Hacienda with many colors. These points should be taken into account when wanting to consolidate a brand in an international market. Currently in Peru and Colombia yogurt brands have grown and this would make competition high.

With the brand, the standardization strategy is the ideal one, since it is necessary to have the same brand and logo in all international markets.

3.5 Positioning and Promotional Message.

The positioning of the brand is something essential that must be fulfilled in an international marketing plan so that the product can be within the consumer's mind. The positioning of the brand means that the product can stay in a market and be larger than the competitors. The positioning strategy is a process by which a strategy is developed whose main objective is to bring a product or a company to a place within the mind of the consumer. There are different types or strategies for the positioning of a brand or product. According to Olegario Llamazares there are six brand positions that can be of great help for the internationalization plan, and these are:

1. Positioning based on the characteristics of the product or service.
2. Positioning based on the benefits of the product or service.
3. Positioning based on the uses and applications of the product.
4. Positioning based on the type of users.
5. Positioning based on the relation of quality and price.
6. Positioning against the competition.

These strategies help the positioning of a brand to be effective, it also makes the brand achieve an impact in the short and medium term.

In this regard, the best strategy would be to adapt to know exactly the market in which it is working and in this way promote with a message that achieves a great impact on the consumer's mind in the different international markets.

3.5.1 Positioning Based on the Characteristics of the Product or Service.

The positioning is based on the characteristics that the product possesses compared to its competitors. A product is the union of the tangible characteristics that can be offered to the clients of a company. In the case of Hacienda Suiza Yogurt, the characteristics of its products could be

tangible and intangible. Tangible characteristics such as color, weight and size of its portions and intangible characteristics such as price. The combination of all these characteristics can lead to a favorable acceptance of the product. These characteristics are essential to know the product. In the case of yogurt, it can be considered as its own characteristics: the color of each of the flavors to attract the attention of the customers of each store, the colors of each flavor are very striking and attract the eyes of the consumer. Also one of the characteristics of yogurt is the weight in which it is sold and the size of its portions. Each combo and each serving size makes it suitable for 2-6 people. The intangible characteristic is the price that is thought to be the best in the market for its quality. Yucca bread also meets consumer expectations, satisfying the same characteristics that yogurt has. The bread has a light brown color that attracts attention, the size of each yuca bread is designed to fit in the palm of the hand and is sold in portions of 5 to 30 loaves. The idea of internationalization is to take these characteristics of the products to new international markets so that they can impact in the same way that they have done in the local market. In this regard, the standardization strategy would be the ideal, since the composition of the product must be maintained in all locations outside of Ecuador.

3.5.2 Positioning Based on Product Benefits.

The main benefit of yogurt with yucca bread is to satisfy the hunger of your customers. Yogurt is very healthy and has many benefits, such as: Strengthens the human body's defense system, regulates stomach acid, a glass of yogurt contains 8 grams of protein that are very good for a daily diet, stabilizes the flora intestinal, prevents the development of harmful bacteria in the intestine, contains calcium, contains magnesium, contains phosphorus and contains essential minerals to keep bones healthy. (TVPE, 2017). Yucca bread is gluten-free, has dietary fiber that helps reduce triglyceride levels, improves nervous system responses, and this food is ideal for those on a weight-loss diet since these breads have very little fat. Yucca contains vitamin K that contributes to the formation of bone mass and is used with Alzheimer's patients. It is rich in minerals such as Zinc, which provide energy for the people who consume it. Regulates heart rate and blood pressure. The benefits of both products are many and this could be helpful in positioning the product for the benefits of this brand. (Diary, 2018).

These benefits are very good for daily consumption and would be excellent ways of positioning the brand in international markets. If customers from new markets know the benefits of the products that Hacienda Suiza offers, positioning is very safe.

3.5.3 Positioning Against the Competition.

The competition of Hacienda Suiza is the premises that produce and sell similar products.

In the local market, Hacienda Suiza is above other companies that offer the same product and with a market study of new competitors in the international market, the same would have to be done. The way to stand out from your competitors as explained above is to have the best available product, this will generate that the positioning of the company is more appropriate when entering new international markets. Hacienda Suiza surpasses its competitors for the quality of the product it offers to its customers, in the same way the service offered by this company is excellent compared to its competition. Hacienda Suiza seeks to gain a foothold in the market against the competition simply by offering the best product, which is yucca bread with yogurt, in a commercial environment in Peru and Colombia.

3.6 Communication Instruments.

Communication tools serve to convey a promotional message to the eyes and ears of consumers. There are several ways to make a product known, such as: promotional documentation, website, promotional video, advertising in local press, advertising on local radio, etc. If you want to reach a client, apart from having a good product, you must have good publicity. Publicizing the product on social networks is the best thing to do today in any market because many people use social networks on a daily basis. Publicizing the products and the company in a local newspaper and local radio is a very good idea. The product must be publicized so that it has local acceptance and a good marketing plan makes it much easier to offer a product that is already good. Communication is essential when entering a new market since at the same time that your product is made known to the public, the area in which it is going to work is also known and this generates an idea of how things can be done with the product and with its promotion. The most special part after having a good product is having good communication with the customer. If you know what one of the

client's needs is, that means that you are communicating successfully with them. The creation of a web page or publicize a web page is very necessary to have a good impact in a new market since the technological level adapts to the needs of the clients, a lot of information, promotions or in Nowadays, an app can be created that helps the customer to request their order and give discount coupons to consumers who are very loyal to the brand.

3.7 Conclusions of the Chapter.

In this chapter it was possible to explain which products will go abroad with this internationalization plan, which would be yogurt with yucca bread. The main idea of this research is to bring the company's star products to new consumers with the internationalization plan. The positioning was explained to take into account many points to be considered at the moment of wanting a great impact on international markets. The main idea of this chapter is to have a clear concept of how Hacienda Suiza Yogurt products will have an impact on the international market. Previously, in other chapters, it was explained how the products of Hacienda Suiza came to have certain flavors or forms in a physical way, that is, the preparation ingredients and its elaboration were explained a little. In this chapter, what we mainly want to take into account is the promotional image of the product. Yogurt and yucca bread are the products that have the greatest reception within this company and the most appropriate way to make this known to the public who have not tried these delicious products is first with a promotional message in the main sources of information of the companies. people today, such as social networks, radio or media that are seen on television. The main idea of this chapter is to take into account the international offer of the product and that it has a much greater impact than it already had within Cuenca-Ecuador. Promotional messages are one of the main strategies at the moment of implanting in the consumer's mind that the Hacienda Suiza Yogurt product is the best of all.

Chapter 4: Economic Plan and product export processes.

4.1 Introduction.

This chapter will explain how the economic plan will be taken into consideration at the time of each investment outside the country. The economic plan of a company has all the economic information of the same that can be used to make the best decisions outside the Ecuadorian territory, the necessary investment will be taken into account so that the internationalization plan is a success. The sources of income that the company has and how it plans to use the profit in international markets will also be taken into consideration. Taking into account what is the amount of money necessary for a project such as the internationalization plan to work is the most important thing so that everything necessary can be done for the plan to be successful outside of Ecuador. The economic plan helps to carry out all possible actions within the necessary budget. The best way to carry out something is to raise it previously, placing all the possible solutions and problems that this idea may generate in the future, so the economic plan has the objective of considering all the expenses that may be had within the internationalization plan. By doing this, you can know how much money you need to invest within the company so that the project can float. Each decision that can be made within the internationalization plan that involves money is very important since monetary resources are used which cannot be recovered if something goes wrong, it is for that reason that all the economic options that the plan may present in the near or distant future. The success of an internationalization plan must be made in relation to the economic objectives that will be explained in this chapter, the most used will be the sales objectives. The economic plan that is proposed will have a period of time that will be chosen at the end of the chapter, among the periods of time that are taken into consideration are three months, six months and one year.

4.2 Economic Plan.

An economic plan is also essential that must be taken into account when planning an internationalization project. The economic plan is all the money that is intended to be invested within the company to carry out the final internationalization plan. At the beginning, the company had a considerable investment to have everything it currently has, in the same way, if you want to

go to other countries to market these products, you must have an economic plan. The economic plan is the financial means with which it is intended to carry out the entire internationalization plan. If the initial investment was 40 thousand dollars, an example of economic expense for internationalization may be double the initial investment to plan everything in the best way. When you have an economic plan you must meet certain objectives or goals that make the work done a bit competitive. In the case of this company, the objectives set are the following: Geographic delimitation where it is intended to work, the volume of sales that is planned in the two cities of the selected countries and the time in which it is intended to carry out the plan. The main idea of this plan is to take the products of Hacienda Suiza Yogurt abroad is to have the desired profit by selling the star products, in this case the yucca bread with yogurt.

4.3 Objectives of Sale of Hacienda Suiza.

The first sales objective you have is to delimit very well the place where you plan to sell and these are the cities of Lima-Peru and Bogotá-Colombia. After the selection of the countries, it must be clear how much is the sales objective that you intend to have. In order to be clear about a sales objective, the following table was developed below.

Table 10.

Sale Values.

Markets	Year 1	Year 2	Year 3
Lima	\$ 121,068.00	\$ 242,136.00	\$ 484,272.00
Bogotá	\$ 121,068.00	\$ 242,136.00	\$ 484,272.00
Cuenca	\$ 403,560.00	\$ 403,560.00	\$ 403,560.00

Made by: Pedro José Neira

Source: Hacienda Suiza. (Hacienda Suiza, 2020).

As can be seen in the table above, these may be the initial sales numbers that can be had in the future with the internationalization of the company. The number that Cuenca has is the volume of sales in dollars that it currently has in the city. To get an idea of the possible volume of sales or an approximate estimate, it can be started by comparing it with the value of sales in the year in which the 2018 plan was started. In the first year it is expected that the volume of sales could be a approximately 30% of the initial value with which it is being compared, this is because the company wants in the first year that its business is consolidated within the Lima and Bogotá markets respectively. The value of Lima-Peru that is estimated to be obtained is 121 thousand dollars, which in local currency would be 401,720 Peruvian soles, at a value of 3.32 soles per 1 dollar. In the case of Bogotá, it is expected that it will also have a sales value of 121 thousand dollars, which in local currency would be 375 million Colombian pesos, at a value of 3103 pesos for 1 dollar. The value of that year is expected to grow for the following year as the profit that will be obtained in that year will be reinvested to consolidate in all the strategic fields of the company in the new international markets. The economy of the countries is also an important point that must be taken into account since any economic situation that happens within each of them affects the value of the currency compared to the US dollar.

In the second year, the annual profit is expected to be 60% in relation to the base year in the city of Cuenca. This year the profit is estimated to be \$ 242,000, which represents a significant increase, that is, almost double what it was the first year. In the case of Peru, the expected profit is 242 thousand dollars, which in local currency is 803,440 Peruvian soles, at a value of 3.32 soles per dollar. In Colombia, it is estimated that the sale will also be of 242 thousand dollars, which in local currency would be approximately 750 million Colombian pesos. As you can see, the growth that is expected in this year compared to the previous one is double and that it achieves a value close to 60% of the value that is sold annually in the city of Cuenca.

In the third year, the value is expected to exceed the initial amount sold annually in the city of Cuenca and to be more than 100%. In the case of Peru and Colombia, sales are expected to be higher than the initial value and to grow each year. These values are commercial estimates which are expected to be achieved if the internationalization plan is implemented between 2019 and 2020.

4.4 International Economic Plan.

The international economic plan is the main idea that must be had to carry out actions in international markets with the necessary knowledge at the economic level of them, what you have to know in each of these markets would be how much money you plan to invest and for That Olegario Llamazares recommends doing the following:

“Knowing what the expenses of the structure of a commercial premise will be in the target markets would be the ideal, after this what you have to know is how much the basic salary of the people with whom you are going to work in Lima could be / Peru and in Bogotá / Colombia. Knowing the cost of the equipment and the necessary material will also be of utmost importance, equipment and material necessary to establish an ideal communication between suppliers and the company” (Llamazares, 2014).

Knowing the international panorama is the best idea that Hacienda Suiza may have before considering any economic decision outside of Ecuador, each country has a different currency and different socioeconomic aspects that may be of great relevance when making decisions for the internationalization of Hacienda Suiza company.

One of the best options that Hacienda Suiza has and that can become a great advantage in international markets are the products that the company produces, cassava bread with yogurt.

The points to be discussed below will be the most important for the international economic panorama of the company and these will be the following:

1. Among the main expenses we have:
 - a. Salaries and social costs of the personnel.
 - b. Equipment and materials.
 - c. Business advisers.
2. Within other expenses we have.
 - at. Business travel.
 - b. Commissions.

c. Communication expenses (Promotion and Advertising).

After having all the previously mentioned values of the most important points, an export balance will be taken into account, which is an approximate value to what will have to be spent in foreign countries. The total value of the sum of each of the options explained in the previous list will show us how much will be the monetary value to invest in certain things that will make the company able to carry out the commercialization of yogurt and cassava bread in the target markets previously explained. in this work. Each of the options on this list is part of the premises that operate within the city of Cuenca. Most of the materials used within the company are from the beginning of the same.

4.4.1 Main Expenses Abroad.

Structural expenses abroad will correspond to the money that will be assigned to the expenses of: salaries and social costs of the personnel, equipment and materials necessary within the premises or in logistics, commercial advisers and finally to other expenses that you may have in the structure.

All these expenses will be made according to current values of each one of the cities with which it is planned to work in the future after the completion of the internationalization plan. Thus, the values presented below will first be calculated with the official currency of the two countries (Sol / Peru and the Colombian peso) and then they will be translated into dollars, which is the currency of Ecuador. The expenses presented below will be made if the Hacienda Suiza Yogurt company decides to set up a physical commercial premises within the cities of the selected markets. The internationalization plan has two aspects with which the company wants to work, which are: the export of the product made in Ecuador to the selected markets and the second option is the physical premises within the commercial environment of the cities within selected countries.

4.4.1.1 Salaries and Social costs of Staff.

Salary is the monetary value for which employees work within a company, this monetary value is generally paid monthly to each employee of the company to pay for a job. To talk about salaries, you first have to consider how much is the basic salary paid to workers in these countries. In the country of Peru, the basic salary according to a recognized Peruvian newspaper called "Gestión El Diario de Economía y Negocios" publishes that the values of the basic salaries in Peru and Colombia are as follows: "In Peru the minimum payment is 930 soles (about 281 US dollars) and has not undergone any changes since March 2018, when it rose 24 soles. In Colombia, it increased 6% in December and was set at 877,803 Colombian pesos per month (about 269 US dollars)" (Gestión, 2020).

Thus, it is possible to know that the minimum wages are 930 soles in Peru and 877,803 Colombian pesos. Most of the stores in Cuenca have 2 to 3 employees working in each Hacienda Suiza location within the city and if it is planned in the future to follow the same employee scheme, it could be said that they would have to pay from 1860 to 2790 soles in the city of Lima- Peru and a total of 1755606 to 263309 Colombian pesos would have to be paid in Bogotá-Colombia. The exchange value of the coins always varies every day, so an approximate payment value in US dollars would be from 562 to 843 US dollars in Lima-Peru, and the value in Bogotá-Colombia would be from 538 to 807 US dollars.

The balances previously raised would vary depending on the commercial and socioeconomic environment of the countries, with the same values raised, it will be possible to have an idea of the costs that will be incurred in the future with the personnel of each country. Likewise, these values are used to know the joint export balance as previously explained.

4.4.1.2 Equipment and Materials.

The necessary equipment for Hacienda Suiza abroad will be the physical tools with which a certain job can be carried out. Most of the equipment necessary for a place to be fully functional in the city of Cuenca are the following: A computer, refrigerators for yogurt and cassava bread, an oven to heat the cassava bread, a mixer to prepare the yogurt, covers of different sizes for the cassava breads, glasses of different sizes friendly with the environment for the delivery of the yogurt, freezers to have the cassava bread and the frozen yogurt so that it is always fresh for the customers, a cash register that is connected to the computer, chairs, tables, etc.

The value of a computer in the local market is between 300 and 500 US dollars, the price of a freezer in the city of Cuenca in a commercial premises in the city is 315 dollars, the price of a refrigerator is between 200 and 300 dollars, the price of a special oven to heat the cassava bread is between 100 to 200 dollars, the cost of the covers and glasses would depend on a supplier that can be found with the best market price in Lima-Peru and Bogotá- Colombia. In the list that was previously explained you can see most of the materials with which a local works normally, the entire list does not include the products that are going to be commercialized. You also have to take into account the rent that can be paid from a commercial premises within a shopping center. With a little market research, it will be decided in the future which is the best option for the company to start in each of these countries, the value of the rent will be different depending on the place and the commercial area in which a company is located business premises of Hacienda Suiza Yogurt. These are the materials necessary for each of the premises to function in the city of Cuenca and it is expected that the same equipment and materials can be used abroad.

4.4.1.3 Commercial Advisers.

The external advisers and commercial advisers will help us abroad to better understand the most important points or the key steps to follow so that the internationalization of Hacienda Suiza products can be successful.

The external advisers support the definition and selection of the company's business objectives; they have already been defined but an external vision of the company would help a lot to have another type of vision or other types of ideas. Commercial advisers are people with experience in the field of work that they are and they can contribute in the elaboration of objectives so that the company can have a clear concept of what to do abroad, these commercial advisers are ideal for client communication final with the seller of said products, in this case it would be Hacienda Suiza yogurt. According to the Pymmerang website, which is a virtual platform specialized in business coaching and training to develop entrepreneurs, it states that a business advisor is:

“The commercial advisor serves as a link between the client and the company. In his negotiations with the client, a good commercial advisor must truthfully and timely inform the following: the characteristics of the product or service, the benefits that these

characteristics may bring to the client, the conditions of sale, the payment conditions of said product or service, etc." (Pymmerang, 2018)

A commercial advisor abroad is like the commercial agent that was previously explained in this work in the way of entering the product to new international markets, it is the face of the company which generates that clients can know a little about the company with the presence of this negotiating intermediary. One of the essential characteristics of the commercial advisor is the collection of information that can contribute to the company, this knowledge is how to impact on a large scale the new markets with which it is planned to work. Commercial advisers in the international market obtain a profit of 3.5% to 5% on sales above a certain value previously determined by the company.

4.4.2 Foreign Sales.

Table 11

Foreign Sales.

Lima and Bogotá	Year 1	Year 2	Year 3
Foreign sales	\$ 121,068.00	\$ 242,136.00	\$ 484,272.00
Annual Profit	\$ 32,668.00	\$ 153,736.00	\$ 395,872.00
Estructure Expend	\$ 15,000.00	0	0

Made by: Pedro Jose Neira.

Source: (Hacienda Suiza, 2020).

As can be seen in the table, the economic plan that is planned to have is the following. The annual values have already been explained. The gross margin is based on foreign sales less the cost of production and an estimate of the cost of transportation to new international destinations. The production value of Hacienda Suiza yogurt products is 88,400 thousand dollars. To get an idea of the annual profit, from foreign sales the annual production value and the transportation cost are reduced among others. This gives us a value in the first year of 32 thousand dollars of profit. The structure expenses of the first year are estimated to be \$ 15,000, which generates a total profit of

\$ 17,000 the first year and this can be a bit discouraging, but the following year is expected to generate a much better profit. than the previous. The second year presents us with a profit of 153 thousand dollars, which is much higher than the first year since the experience obtained in the first year served to make the second a success. The cost of production is reduced in the same way from the value of the second year and it is expected that in subsequent years the profit will be higher. Each year it is expected that the sale will increase due to the position that the brand may have in each of the local markets with which it intends to work, this will generate more profits and will make the company meet its internationalization goal. The values generated are approximate to what is expected to win in real life. If the initial investment in Cuenca-Ecuador was 40 thousand dollars, it is expected that for internationalization this value will be similar or a little higher. You already have all the necessary tools for production, as explained in the work, with this plan it is hoped you can obtain the desired results at an international level.

4.5 Financing.

Financing is the money that can be used for a company to start a project. In this case, the necessary financing would be for everything related to the internationalization of the Hacienda Suiza company. There are many ways to obtain adequate financing within our country, for example one of the most used is the bank loan. Hacienda Suiza, as explained above, has the necessary capital to start the internationalization plan. After he recovered his initial investment capital when the company was created, the money collected was only profit for its creators. A business venture such as the internationalization of a company by exporting products made in Ecuador can be an idea that generates a lot of money, but first for this you must have an ideal financing method to carry out all the ideas previously raised in this work, such as the expenses that the company will have at the time it is performing its functions abroad. According to the BBVA bank, there are different ways to finance a business and the best options would be:

1. Request a loan from the bank.

- a. Requesting a credit or loan from a national bank would be one of the best ideas to get the money that is needed in the future for the internationalization plan, the annual interest rate charged by most banks in Ecuador is 16% of the final value. (Pichincha, 2020)

2. Business Angels.

a. The Business Angels are private investors with investment capacity and have knowledge about the commercial world, they promote the development of business projects with high growth potential by providing the necessary capital. (BBVA, 2019).

3. Asking for money from family or friends.

a. This option, known in English as ‘family, friends and fools’, despite not being the most widely used, is a way of obtaining financing without having to resort to private funds. One of the advantages it brings is the speed with which the financing is obtained, and, in addition, it does not require guarantees. However, if the project does not work, the personal image of the entrepreneurs is put at risk. (BBVA, 2019).

These would be the best options to get money for the investment of the internationalization plan in the event that more money has to be injected for this project.

4.6 Export of Hacienda Suiza products.

The internationalization plan was designed in the best way to analyze the possibility of exporting Hacienda Suiza yogurt products to international markets. The main idea of this work is to take these products to new markets and profit from the process. The export processes within Ecuador follow an order to leave the Ecuadorian territory and be commercialized in other markets. Export is the customs regime that allows the final exit of merchandise in free circulation, outside the Ecuadorian customs territory or a special zone of economic development, subject to the provisions established in the current legal regulations. (Aduanas, 2020)

To export the products that Hacienda Suiza makes, it is necessary to know what are the steps to follow to do the export procedure and these are: Obtain the exporter registration and the export process.

4.6.1 Exporter Registration.

To be an exporter according to the National Customs Service of Ecuador (Servicio Nacional Aduana Del Ecuador, 2020) you must follow the following instructions:

Once the RUC (Unique Taxpayer Registry) has been managed, which is a document that identifies and individualizes taxpayers, natural or legal persons, for tax purposes. The following steps must be followed to register the exporter:

Step number one is to acquire the digital certificate for the electronic signature and authentication granted by the following entities in Ecuador which are: The Central Bank of Ecuador and Security Data. These two entities help the company to have the electronic signature which serves as a real signature in the digital world. Each of these pages gives the user a guide on how to acquire an electronic signature. If the person is natural, they must meet the following characteristics:

1. Be a natural person and of legal age.
2. Color copy of the ID or passport.
3. RUC.

These are the necessary steps established by the national customs service for potential exporters, which are reflected through their website. (Security Data, 2020).

After performing this procedure, the second step to follow is to register on the Ecuapass page.

Ecuapass is the system with which the National Customs Service facilitates foreign trade processes, reinforces and ensures the customs control of our country, saving time in import and export procedures.

Here you can:

1. Update database.
2. Create username and password.
3. Accept the usage policies.
4. Register electronic signature.

4.6.2 Export Process.

This is the procedure that the website of the National Customs Service of Ecuador recommends following to export a product to new international markets. The process indicates step by step what can be done to be successful in exporting a product abroad.

It begins with the electronic transmission of an Export Customs Declaration (DAE) in the new ECUAPASS system, which may be accompanied by an invoice or proforma and documentation that is available prior to shipment, said declaration is not a simple intention of shipment but a declaration that creates a legal link and obligations to comply with the National Customs Service of Ecuador by the exporter or declarant.

The data that will be recorded in the DAE are:

1. From the exporter or declarant.
2. Description of merchandise by invoice item.
3. Details of the consign you.
4. Destination of cargo.
5. Quantities.
6. Weight; and other data related to the merchandise.
7. The digital documents that accompany the DAE through ECUAPASS are:
 - a. Original commercial invoice.
 - b. Prior authorizations.
 - c. Electronic Certificate of Origin.

Once the DAE is accepted, the merchandise enters the Primary Zone of the district where it is shipped, as a result of which the temporary warehouse registers and stores it prior to export. (Servicio Nacional de Aduanas, 2020).

When exporting, you will be notified of the assigned capacity channel, which can be:

1. Automatic Gauging.
2. Documentary Capacity.
3. Intrusive Physical Capacity.

When the DAE has an Automatic Gauging channel, the exit authorization, meaning the authorization for the merchandise to be shipped, will be automatic when the cargo enters the temporary warehouses or primary areas.

When the DAE has a Document Capacity channel, the official in charge of the procedure will be designated at the time of entry of the cargo to the temporary warehouse or primary area, after which it will proceed to review the electronic data and digitized documentation; and will proceed to the closing if there are no news. It is necessary to indicate that, if there is an observation to the procedure, it will be registered through the electronic notification scheme. Once the DAE is closed, its status will change to authorized exit and the cargo can be shipped.

When the DAE has an Intrusive Physical Gauging channel, proceed as described in the previous point and additionally carry out a physical inspection of the cargo, corroborating it with the electronic and digitized documentation sent to the DAE. (Servicio Nacional de Aduanas, 2020).

4.7 Flow of the IRR and NPV project.

The calculation of NPV (Net Present Value) and IRR (Internal Rate of Return) are financial tools that help an enterprise, in this case the internationalization of Hacienda Suiza products, to know or evaluate the profitability of the same, is say to know if the project can be viable or not. When calculating the NPV, if the value obtained after the calculation operation is equal to or greater than the initial investment, it means that the project is viable or profitable, the IRR represents the percentage of profit or loss that will be had when making an investment in a nascent project. The calculation of the net present value will be carried out as follows:

1. The NPV is: "The net present value (NPV) is an investment criterion that consists of updating the collections and payments of a project or investment to know how much will be gained or lost with that investment" (Economipedia, 2020)

2. The NPV formula is as follows:

$$NPV = -C_0 + \frac{C_1}{1+r} + \frac{C_2}{(1+r)^2} + \dots + \frac{C_T}{(1+r)^T}$$

$-C_0 = \text{Initial Investment}$

$C = \text{Cash Flow}$

$r = \text{Discount Rate}$

$T = \text{Time}$

3. The NPV serves to generate two types of decisions: first, to see if the investments are effective and, secondly, to see which investment is better than another in absolute terms.

The decision criteria will be the following:

a. $NPV > 0$: The updated value of the future collection and payments of the investment, at the chosen discount rate, will generate benefits.

b. $NPV = 0$: The investment project will not generate profits or losses, its implementation being, in principle, indifferent.

c. $NPV < 0$: The investment project will generate losses, so it must be rejected.

4. First, the net present value of the sale of the cassava bread will be calculated and then the yogurt based on data and investments that the company used in the city of Cuenca. For each of the Cuenca premises, the initial investment was forty thousand US dollars, which means that a total of two hundred and forty thousand US dollars (\$ 240,000) was invested in the premises of the Hacienda Suiza company, since there are 6 stores available.

Table 12.*Yucca Bread Sale Value.*

Yucca Bread	\$	Day	Month	Year	Cost	\$	Day	Month	Year
	0.40					0.05			
Production/1	2000	\$ 800	\$ 24,000	\$ 288,000	Production/1	2000	\$ 100	\$ 3,000	\$ 36,000
Production/2	2500	\$ 1,000	\$ 30,000	\$ 360,000	Production/2	2500	\$ 125	\$ 3,750	\$ 45,000
Production/3	3000	\$ 1,200	\$ 36,000	\$ 432,000	Production/3	3000	\$ 150	\$ 4,500	\$ 54,000
Production/4	3500	\$ 1,400	\$ 42,000	\$ 504,000	Production/4	3500	\$ 175	\$ 5,250	\$ 63,000
Production/5	4000	\$ 1,800	\$ 54,000	\$ 648,000	Production/5	4000	\$ 200	\$ 6,000	\$ 72,000

Made by: Pedro José Neira

Source: (Hacienda Suiza, 2020).

Tabla 13.

NPV (Net Present Value of Yucca Bread)

Initial Investment					
\$ 40,000.00					
Income Stream		Flow of Expenses		Net Cash Flow	
YEAR	VALUE	YEAR	VALUE	YEAR	VALUE
1	\$ 288,000.00	1	\$ 36,000.00	1	\$ 252,000.00
2	\$ 360,000.00	2	\$ 45,000.00	2	\$ 315,000.00
3	\$ 432,000.00	3	\$ 54,000.00	3	\$ 378,000.00
4	\$ 504,000.00	4	\$ 63,000.00	4	\$ 441,000.00
5	\$ 576,000.00	5	\$ 72,000.00	5	\$ 504,000.00
NPV	\$1,347,571.76	1 LOCA			
NPV	\$1,147,571.76	6 LOCALS			

Made by: Pedro José Neira

Source: (Hacienda Suiza, 2020).

To calculate the NPV, the production and daily sale of cassava breads that they will have in the future in commercial premises that are located abroad was increased, the first year they will try to sell 2000 daily breads as in the city of Cuenca, in the second year an attempt will be made to sell 2,500 daily loaves, in the third year an attempt will be made to sell 3,000 daily loaves, in the fourth year an attempt will be made to sell 3,500 daily loaves and in the fifth year an attempt will be made to sell 4,000 daily loaves. With these values demonstrated in the NPV formula, it can be seen that the value is much higher than the initial investment and that means that the project can be very

profitable in the future. The values presented are only marketing prices and cost of the cassava bread product.

Table 14.

Sales Value of Yogurt.

Yogurt Value	\$	Day	Month	Year	Cost	\$	Day	Month	Year
	5.40					1.25			
Production /1	60	\$	\$	\$	Production /1	60	\$	\$	\$
		324	9,720	116,640			75	2,250	27,000
Production /2	65	\$	\$	\$	Production /2	65	\$	\$	\$
		351	10,530	126,360			81	2,438	29,250
Production /3	70	\$	\$	\$	Production /3	70	\$	\$	\$
		378	11,340	136,080			88	2,625	31,500
Production /4	75	\$	\$	\$	Production /4	75	\$	\$	\$
		405	12,150	145,800			94	2,813	33,750
Production /5	80	\$	\$	\$	Production /5	80	\$	\$	\$
		432	12,960	155,520			100	3,000	36,000

Made by: Pedro José Neira.

Source: (Hacienda Suiza, 2020).

The values that are raised within this exercise are the amounts that you want to sell in the years after the first year in order to generate profit inside and outside the country. Currently Hacienda Suiza sells 60 liters of yogurt a day in all its stores within the city of Cuenca and this is good for the company as it continues to be consolidated within the Cuenca market. If the internationalization plan is to be carried out in the future, the idea of increasing sales periodically could be planted in order to generate more profit in foreign markets. This is how the idea of increasing the sale of 5 liters per year is raised to generate more profit.

Table 15

Initial Investment	\$ 40,000.00				
Income Stream		Flow of Expenses		Net Cash Flow	
YEAR	VALUE	YEAR	VALUE	YEAR	VALUE
1	\$ 116,640.00	1	\$ 27,000.00	1	\$ 89,640.00
2	\$ 126,360.00	2	\$ 29,250.00	2	\$ 97,110.00
3	\$ 136,080.00	3	\$ 31,500.00	3	\$ 104,580.00
4	\$ 145,800.00	4	\$ 33,750.00	4	\$ 112,050.00
5	\$ 155,520.00	5	\$ 36,000.00	5	\$ 119,520.00
NPV	\$351,063.78	1 LOCAL			
NPV	\$151,063.78	6 STORES			

Made by: Pedro José Neira.

Source: (Hacienda Suiza, 2020).

As can be seen in the tables with the results of the NPV of both products, it is clear that the profit is much higher than the initial investment, it should be noted that the initial investment that was had at the beginning of Hacienda Suiza was for the entire premises and the sale of all the products that Hacienda Suiza produces.

4.8 Conclusions of the Chapter.

In this chapter it was explained that it is possible to get good sources of investment so that the internationalization plan is a success, it was explained that with the right money it is possible to achieve all the previously set objectives. The Hacienda Suiza company has enough money for internationalization, but if at any point in the project a monetary injection is needed, it has the ideal plan for that. It can also be concluded that the data to export is of great help to know what are the ways to send the delicious products of Hacienda Suiza abroad. The most important points of this work is how to achieve the export of the products of this company and thanks to this chapter that is possible.

Chapter 5: Conclusions and recommendations.

5.1 Conclusions.

After all the research carried out and everything explained, it is possible to reach the clear conclusion that the Hacienda Suiza company can have and make a successful internationalization plan. The company has grown incredibly since day one and has shown that it can outperform itself every day that it is within the local competition. Since its inception when it was Persian Yogurt, the owners have shown their consumers that they are ready to make any decision that makes the company reach the top, they have innovated their products to make yogurt and cassava bread the most valued by their consumers at the time of consuming something delicious.

The company has come to have a good name in the Cuenca market since its service and product is one of the best. Since its inception, at the time of the creation of this company, the main goal of its owners was to take Hacienda Suiza to the top and they achieved it because the company has more than six commercial premises that sell very high amounts of products every day. The decisions made within the company have been the best because they have managed to capture more than they would have wanted in the Cuenca market, at first they only wanted to have a place that could sell yogurt and cassava bread in the Mall del Rio to have their own business from which they could get their fruits, after many years of hard work they managed to expand their business in the city of Cuenca by opening more stores to offer their products in different areas of the city. The clear conclusion that can be reached with this research is that the company and its owners have all the intellectual and economic capacities to make the internationalization plan a success. The idea of taking their products to international markets has been in the minds of their owners for a long time and now that they are well established in the local market it is the best time to expand their business to new horizons. All the experience and wisdom that its owners have is a great tool for this plan to be successful. Mainly the integrity and humility that they have had since the day one that the first store opened also made them very successful in Cuenca, since they never sought to reach the top, they were humble and this gave them the opportunity for their businesses to flourish. Hacienda Suiza products are ready for new consumers in other countries to have their hands on. As a final conclusion, it can be said that the internationalization plan when it is carried out will be a success

and will be a source of pride for the owners of Hacienda Suiza Yogurt: Hugo Vanegas and Piedad Pesantez.

5.2 Recommendations.

It is recommended:

- That from the first day this internationalization plan begins, work hard so that it can be very successful in Colombia and Peru.
- That the decisions taken are very clear among its members and that all the issues taken lead to the best performance of the company inside and outside the country.
- Always have very clear accounts between the members of the company.
- A lot of patience is mainly recommended when carrying out the plan so that it can be very successful.

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