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**COMPARATIVE ANALYSIS OF  
EXPORTING COMPANIES AFFILIATED  
WITH THE “MUCHO MEJOR ECUADOR”  
CORPORATION "LA HUELLA"**

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## **Dedication**

To my parents Eduardo and Clasina,  
for their teachings, their unconditional love, their constant  
fight, and for believing firmly in me and my achievements.

To my sisters Johanna and Clasina, for being my  
unconditional supporters and accomplices -  
my pillars, my strength and example to follow.

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and always giving me his infinite support.

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Finally, to my thesis partner,  
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her friendship, her support and motivation,  
reflected in this work that we have done together.

Mardou Calderón

**Dedication**

To my Lua, my sweetheart that went along with me throughout my career and my professional training, and kept me company during the long nights of studying, my fears and my indecisions. My Luita, this is for you.

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## Abstract

Foreign trade influences the economic prosperity of a country, so it is important to develop mechanisms for companies to export national products and achieve international recognition. The present work analyzed and compared the key influential factors of successful export of a group of brands affiliated to "La Huella" of the Mucho Mejor Ecuador Corporation, a distinction of quality of Ecuadorian products and services. For this, a mixed investigation was carried out in which the information of the business network provided by the CMME was compared based on several variables such as: type of company, sector, product, destination country, among others. Five exporting companies were selected to undergo a SWOT analysis to determine internal and external factors of success. It was determined that two companies, with good scores, can be taken as a successful reference for their exportation strategies and commercialization.

**Keywords:** Foreign trade, export, success factors, CMME, quality, business network, SWOT analysis.

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## I. INTRODUCTION

### **Corporación Mucho Mejor Ecuador, “La Huella” (CMME)**

Corporación Mucho Mejor Ecuador (CMME, for its acronym in Spanish) is a non-profit entity founded in 2005 with the purpose of creating an identity for products and services of Ecuadorian origin, seeking to provide added value to them through various quality standards; and foster greater development and growth. Seeking to maintain its values, the corporation was financed independently and has no political ties or intervention from the Ecuadorian government. As a consequence of this search for an Ecuadorian identity, the CMME has created a logo called "La Huella" (the fingerprint), which is placed on those products and services of companies that are part of the corporation, and therefore, have met the standard of quality. Although many Ecuadorian companies are already part of the corporation, it is considered that there is still a large market of companies that can be affiliated. Likewise, the companies that are part of the corporation can be small, medium, or large companies. At the same time, they can be production or service companies, associations, unions, and both private and public institutions. These companies can access the corporation's services through an economic contribution for an annual membership that allows the corporation to provide various services. ("Quienes somos | Mucho Mejor Ecuador", 2022).

In this way, consumers can identify that these companies meet quality standards while identifying themselves as Ecuadorian products or services. Similarly, CMME can also help foster employment by holding its affiliated brands to rigorous requirements and standards for branding on their products. In turn, producers and service providers have more sales compared to products and services from other countries. As part of the services provided by CMME, companies have access to promotion of their brands by the corporation through various advertising media, such as fairs and advertising on social networks.

From its origin to the present, the CMME has been able to establish itself at the national level and create a good reputation both in the population and in companies around the country. Likewise, La Huella has a high recognition and good perception by consumers; thanks to this, the corporation has been able to maintain constant growth over the years, which allows more companies to join and receive benefits, and more opportunities as well as contribute to the economic development of Ecuador.

Guillén (2018) points out in his research on the improvement of the reception, analysis, treatment and response to complaints from affiliates of Mucho Mejor Ecuador corporation that the first companies promoting this brand were: Indurama, Cartopel, Graiman, Pasa and Colineal.

Since the CMME seeks different ways to continue growing and give a greater contribution to its companies. To this purpose it seeks to analyze the companies that have been successful when addressing the international market to establish what have been the factors that have influenced the success of these companies in other countries. In this way, it will be possible to demonstrate that in Ecuador, there is a wide variety of quality products and services that can satisfy the needs of national and international markets. As a result, the Corporation will be able to create various operating guidelines that can be shared with companies that wish to start internationally, which could become a new service that the CMME will offer. ("Quienes somos | Mucho Mejor Ecuador", 2022).

This is why, prior to starting an internationalization plan or strategy, it is essential to carry out a comparative analysis of Ecuadorian companies that are members of Mucho Mejor Ecuador Corporation that have managed to reach the international market successfully and how they have made this possible.

Therefore, this graduation work developed a basis that can be used by companies that wish to subsequently create various internationalization plans. Likewise, it will help establish the ideal markets and scenarios to address as a company.

## **II. THEORETICAL FRAMEWORK**

### **International Trade**

To begin, it is necessary to define some concepts in relation to the present analysis which will allow to have a clearer idea regarding the purpose of the study.

#### ***Export Definition***

The author Javier Montes de Oca (2019) proposes the following definitions of exports:

Within the technical field, "Exports are the set of goods and services that a country sells in foreign territories for its use. Like imports, both activities are an important instrument of national accounting".

On the other hand, within the general field of foreign trade, exports are those goods and services that a producing country sells to other countries based on their needs and interests (Montes de Oca, J., 2019).

#### ***Definition of foreign trade***

In the same way, according to Ballesteros (1998), international trade is the process of moving goods and services through several countries, and therefore, in the international market. When carrying out international commercial operations, countries are subject to regulations according to their origin and the country of destination, in order to obtain a benefit for the parties involved.

Additionally, it should be emphasized that there are differences between foreign trade and international trade. Foreign trade refers to an exchange of goods and services between one or several countries with diverse needs that adapt to their markets. On the other hand,

international trade refers to the internal demand that a country cannot satisfy on its own. It is for this reason that the country sees the need to make exchanges, purchases or sales with other countries, whether of products or services- (Torres & Flores, 2017).

### **Theories and models of International Trade**

International trade theories seek to study the effects of the production and consumption of various goods and services around the world and their dynamics that influence the way one country trades with another, or groups of countries with others.

#### ***Traditional theories of international trade***

These theories come from the differences between one country and another and their advantages or aspects to highlight.

##### *Adam Smith's Theory of Absolute Advantage*

This theory refers to the advantage that one country will have compared to another, either because of its ability to produce a certain good with the best prices and resources, or because of its ability to market them (Fanjul, 2021). For example, if country A can produce bananas better than country B, then country A will have an absolute advantage compared to country B. Thus, countries with an absolute advantage in a certain good or service will be able to focus their resources in the production of these and trade with other countries that require these products. In this way, country A will be able to export these products in which it has a good production and import those products that are necessary to satisfy the demand of its population.

##### *David Ricardo's Theory of Comparative Advantage*

This theory is based on those countries that do not have an absolute advantage in any product or service. In this case, a country will look for those comparative advantages by comparing the relative costs, that is, the cost of the good, and to specialize in the product whose cost is lower compared to others; and as a consequence, make a profit. Although this product

does not represent the absolute advantage, the country may benefit from its comparative advantage. In this way, they will be able to satisfy the needs of their own market, as well as the demand of other countries who are looking for their product with an adequate price (Roldan, 2020)

#### *Hecksher–Ohlin model*

According to the approach of Roldán, P. (2020) this model proposes that a country must analyze which is the product or service that it can produce in a strong and constant way, and concentrate its resources on it. In this way, they can continuously export to the countries that require this product. In addition, the country must analyze which product or service is highly demanded by its population, but is limited either in production or obtaining it; so, this country will import this product to satisfy the needs of the market.

This model proposes 3 basic theses to analyze the factors that are included when establishing which is the product with the highest production:

1. *Factor Price Equalization Theorem*: This theorem takes into account the price of all the factors that influence the production of the good or service and compares it with the prices of these same factors but in other countries. In this way, an adequate comparison can be made, and establish which country has the cheapest costs (Linares, GL 2015).
2. *Stolper–Samuelson theorem*: This theorem proposes that the increase in the price of a good will increase the retribution of this factor, and therefore the remuneration of another factor related to it or to the production of that good will decrease (Linares, GL 2015).
3. *Rybczynski's theorem*: This theorem proposes that when the price of a good remains constant for a while, the increase in the quantity of goods produced will generate a proportional increase in the factors that influence it. (White, RG 2011).

#### *Reciprocal Demand Model*

This model, proposed by Montes de Oca (2019), suggest that countries associate to carry out an exchange of the products or services that they can offer each other. This negotiation is carried out based on the needs, tastes and economy of each party, so the model assumes that the payments for both exports and imports of each country will be balanced. In this way the costs of imports will depend on the resources that can be exported.

#### *Competitive advantage theories*

This theory presents that the advantages of countries lie in their technological capacity, meaning, how many resources and technological advances they have that will influence their production, since this determines how countries can improve the factors of production and productivity. The elements that the theory develops, according to Tamayo (2021) are:

- The existence of segmented markets.
- The existence of differentiated products.
- A technological differentiation.
- The existence of economies of scale.

#### *Keynesian theory*

This theory analyzes the changes in the demand of a country and its market; in this way it is determined what are its causes and its possible consequences due to these changes. As a consequence, companies will be able to seek to have control of their resources to benefit more and more, all this will be possible due to the multiplier effect that arises with the increase in demand from the international market (Garcia, 2022).

#### ***The new theories of International Trade***

These theories study or analyze aspects that are related to scale economies, product differentiation, and labor. Within these theories, there are various models, such as those indicated by García (2022):

#### *Monopolistic competition models*



This model presents a new approach in which it gives importance to consumer preference and the existence of economies of scale within the company. Economies of scale exist when the costs of factors that influence the quantity of goods produced are increased, which means that the average cost of producing a unit will decrease when the quantity of production of these goods increases. This is a very common factor in companies because each table has fixed costs that are generally related to both staff, company facilities, machinery, and various expenses such as services that are presented month by month. Therefore, if the good increases the amount of production, these fixed costs will be divided among a greater number of units produced. On the other hand, the customer preferences of the variety must be analyzed due to customers always having the possibility to choose between product diversity, which is the same but has different factors that influence the final decision.

#### *Reciprocal dumping model*

In the search for international trade, countries recourse to dumping in which there will be a price differentiation for the same product. This difference will be presented in the value of the product at a national level and in its value at an international level. In general, the price will be lower at the time of exporting, since the possibility of making this product more accessible and, therefore, recognized in other countries while making trade emerge and reach the market in a better way (García, 2022).

### III. STATE OF THE ART

#### **Determining factors to enter the international market**

There are several key factors to export successfully; the following can be mentioned according to Martínez (2022):

First, there is the export structure, which refers to the export department of a company that is essential to start with the marketing processes. In this department, commercial tasks, coordination, negotiation and more are carried out.

Second, there is market research. This is an important factor because companies must carry out an analysis of the market, they want to reach in order to determine the most appropriate way to reach the market.

Third, there are the products that exporting companies intend to export. Companies must identify which products are suitable for the international market, or the host country market, in order to adapt to consumer habits.

Fourth, it presents prices. Firms determine their prices so their products are competitive in the market they are directed at, while the firm can earn a profit set by them.

Fifth, there is financing, which translates into how companies use their monetary resources to carry out the different export processes, as well as short and long-term financing.

Sixth, the success factor is innovation. When exporting successful companies seek to stay in constant innovation, either in products or in business processes. According to Añez (2022) innovations are based on three important pillars:

1. *Constant training for staff.* This is because the staff must keep in contact with existing developments both in the company and in the environment in which they are handled. Likewise, the staff will have the appropriate tools to carry out their work correctly.
2. *New production technologies.* Today technology is a very important factor for companies, since it is the tools and resources with which they work. So, technology is

constantly evolving and there are more and more innovations or new resources. It is by these means that companies must innovate, since they will have better resources and therefore, opportunities to improve their production and export processes.

3. *Research and development department.* Through this department, companies can develop new marketing strategies, new work dynamics, improve or solve problems that arise within the company, and more.

The next success factor is international promotion. Companies use various media to promote themselves in their various markets, whether new or old, domestic or foreign. These media can be digital or physical, according to their needs. Today, through the internet, social networks have become a tool for digital promotion; therefore, it has become an important factor for the digital presence of companies.

Seventh, it is the means of transport. This is because in order to export products it is necessary to move to the receiving country, and this must be done in such a way that there are no risks of damaging the products and affecting the business. Most of the companies use a combination of maritime, land, and air transport, depending on the costs, terms, quantities, and size of the loads.

Eighth, there is the distribution channel, which is selected according to the sector and the market. This is an aspect that can be considered as the main one, since the recipient will not always be the client as such. The distribution channel will vary depending on how the products are marketed (Martinez, 2022).

Finally, there is promotional support at the destination of the products and services. In order for companies to maintain good relations with the receiving company or clients, it will offer support through fairs, discounts, advertising, etc. ("Factores para ser una empresa exportadora de éxito", 2022).

On the other hand, there are also imports when it is referred to from the point of view of the receiving country, or buyer. The definition of import is the set of goods and services that a country acquires from a foreign country to use/consume in its territory. They will also be an influential factor in the economy of a country. Its main purpose will be to bring products that are not available or are scarce in its territory in order to satisfy and thus encourage trade. Like exports, imports also have economic and political restrictions, regulations, and agreements between various countries (Kiziryan, 2020).

When importing, five important aspects must be taken that will allow these activities to be successful, as stated by González (2021).

#### *Merchandise insurance.*

When transporting products, companies face various risks: accidents, theft, delays, inconveniences in delivery and more, which results in economic losses for companies, both buyers and sellers. This is why, as a way to prevent economic losses, companies purchased insurance that can be used to cover the cost of damage or loss. In this way, although there will be delays and minor inconveniences, this will not represent a large part for the related companies. This is an essential step for the development of imports, since, in case of needing insurance, the company can face huge losses.

#### *Correct use of incoterms.*

These must be adapted to the operations to be carried out on importation. In this way, the rules for the distribution of expenses to each company are established.

#### *Documentation for customs clearance.*

This documentation has all the information so that it can proceed with the clearance at the corresponding customs. Without this information, the products will not be able to enter the importing country, causing bigger problems. Also, with this documentation it can track the merchandise and keep informed of the processes.

*Knowledge of tariffs, taxes and barriers to the entry of products.*

This is a point to take into account, since in this way inconveniences are avoided when importing a product, whether it is not allowed, or it has taxes that make the products more expensive. Additionally, there are countries that have preferential agreements, which will represent a benefit for the parties. All of this will vary by country or region.

*Payment method.*

In the case of the buying country, and the collection method in the case of the selling country, in addition to the intermediary company that takes charge of the logistics. These methods may vary depending on how the business is carried out, but it must be ensured that the payment is secure and has guarantees that allow establishing a basis for business ("Aspectos clave a tener en cuenta para importar y exportar..."[ Key aspects to consider to export and import ...], 2017).

**Determining factors to enter the international market through exports**

Foreign trade has advantages and disadvantages for both exporting and importing countries. On the one hand, within the advantages it is possible to find a variety of products and services, since, through exports and imports, a wider variety of products reaches the countries, which creates competition in the market and resulting in market regulation through the search to offer adequate quality and prices. Likewise, consumers will be able to access various products, and therefore, and decide between the options that are presented. Additionally, foreign trade will make it possible to increase efficiency, as countries and their industries will improve and take advantage of their competitive advantages. The same way, it helps to supply production areas in which there are deficiencies, such as raw materials ("¿Cuáles son las ventajas y desventajas del comercio exterior?"[Which are the advantages and disadvantages of international trade], 2022).

On the other hand, foreign trade can also have certain disadvantages. Although it may be beneficial for consumers, it will affect national companies. In the case of small companies, since they do not have the capacity or facility to adapt to compete with other foreign companies. This will also depend on the facilities or difficulties that the country presents. In the event that the country has strict policies for imports, it results in the rise in prices of the products, since to comply with all these regulations it is necessary to cover various import expenses ("Which are the advantages and disadvantages of international trade", 2022).

As part of foreign trade, there are its main activities: exports and imports. Exports are those goods and services that are offered by one country to be sold to another. It is known as an export when it is from a producing or selling country to a buying country. As previously established in foreign trade, exports are a relevant economic activity due to the role they play when meeting the needs of a specific market, when the producing country decides to take advantage of its competitive advantages and expand its activities internationally. In this way, the economy of the selling country will be able to improve and have greater benefits at a national and international level. At the national level, the country will have greater opportunities and resources to provide an adequate lifestyle for its population, as well as job opportunities. In addition, at the international level, it will be beneficial because it will allow the producing country to position itself and stand out in the international market in order to have better commercial relations with other nations, and create links or agreements for their benefit (Montes de Oca, 2019).

In order for a country, or a company, to start exporting, it must take several important factors into account:

The first factor is the population, it is the group of people who belong and live in a certain place, and therefore they will be the market to which the products and services will be directed.

The population must be analyzed to obtain a diversity of data that allows the company to create an adequate export plan and marketing to be able to enter the purchasing country.

Secondly, there are the norms, customs and habits of the market to which it is going to be commercialized. These factors will differentiate one market from another, since these characteristics influence consumption habits and the use of products or services by consumers.

The third factor would be legislation and financing. Each country has legislation, which will influence or affect the behavior of its market, in the same way it will have its forms of financing, for which, the products and services must be compatible with the market of each country. Likewise, it is relevant to say that this factor could also influence the final price of the products or services ("7 factores que afectan la selección del mercado para la exportación" [7 factors affecting the exports market selection], 2022).

As a result, the fourth factor arises, which are the tariff or non-tariff barriers. These came out from the legislation of the purchasing country, with the purpose of facilitating or hindering the income of the products and services provided by the selling or exporting country. These barriers can vary and will range from taxes, price increases, to product bans. All this varies from country to country and the trade agreements they have. This is an important factor to evaluate, since in this way it will be determined to which country it is feasible to export, or on the contrary, to which country it is not appropriate to carry out this commercial activity.

The fifth factor is the economic and political stability of the country. This is represented by the Country Risk, if this is high it means that it is an unstable country. Therefore, it is difficult or complicated to do business with it, since there is the possibility of having problems in terms of payments, transportation of merchandise etc. If, on the contrary, the country's risk is low, the country is stable, and it facilitates commercial activities, for which reason it will be an adequate market to export.

In the sixth point is the level of demand, which is measured by means of the required or demanded quantity of the products and services that you want to export. If the level of demand is high, it is probably an optimal scenario to export.

The seventh factor is the means of transportation. Transportation is part of export logistics, and depending on the country that receives the products, the logistics will be more or less complicated. Many countries do not have the adequate environment or resources to transport certain specific products, or it will cause the process to be inefficient and slow. This can even cause the exporting country to decide not to do business with another country.

Finally, the eighth factor is the experience of other companies or other countries. This is an analysis that other companies or countries have carried out of similar commercial businesses and conclude if this has been successful or not. In this way, the company that wishes to export will be able to compare and know or predict what will be the results that they will obtain from these activities ("6 factores a evaluar para seleccionar el mercado para la exportación" [6 factors to evaluate to select the export market], 2022).

#### *Determining factors of a company - exportable supply*

The exportable supply refers to the quantity of products or services requested, which satisfy the needs of the market to which it is directed; while they are related to the economic, financial and management capacity of the company, according to Valero, G., et. al. (2016), the factors are as follows:

- Product availability: offer only what is able to produce in a stable and continuous way.
- Quality: it must be the one required by the market, taking into account the expectations of the client, considering international quality certifications.
- Added value: it is the characteristics or a differentiating factor that a certain product or service provides, and that in turn attributes a greater commercial potential to it, taking into account the competition.



- Quality and price ratio: these are the necessary conditions to face new challenges, establish competitive prices, and comply with safety the quality standards of products and/or services.
- Adaptability: adjust the product or service according to the different needs and conditions of each market.

*Determining factors to enter the international market, through exports:*

1. Identification of export market factors (Export file).
2. Political and economic panorama
3. Commercial relationship with the country
4. Potential of the product in said market
5. Access to the market structure
6. Business culture to export to said market
7. Customs access conditions
8. Entry requirements based on documentation
9. Norms, regulations and standards
10. Labor legislation and structure for SMEs. ("Factores para ser una empresa exportadora de éxito" [Factors to be a successful export company], 2022).

## **Considerations for exporting**

### *Main obstacles to entry into the international market*

Currently, companies face a series of difficulties and obstacles when going international. Therefore, they must be adequately prepared to face the different challenges that international scenarios present. Since it is convenient that each of the companies have the opportunity to have sufficient preparation, means and resources necessary to succeed.

However, it frequently happens that companies launch themselves towards international markets unconsciously and lightly, thus putting their survival at risk, since they

were not competently prepared to combat these barriers. For example: non-compliance of merchandise, either due to destination regulations or logistics problems, collection problems due to lack of caution, as a result of not having insurance at the time of marketing or insolvency of its clients, among other cases.

Next, in general, some of the most common and important obstacles when internationalizing a company will be presented. These are subdivided into the following:

*Limited financial resources*

This type of obstacle can radically limit the company at the moment of internationalization.

*1. Internal operation of the company*

Companies need funds to be able to finance their productive activities. At this point, they are directly related to their international activities since companies need solvency when investing and having resources available for their commercial and marketing activities. Many often, significant expenses are required for the preparation of offers, participation in fairs, consultancies, trade missions, etc.

Likewise, the negotiation process can take longer than expected. All these activities may imply high costs, which require financial resources to avoid delays in time because lost time turns out to be money or lost opportunity, either due to modification of quotes, postponement of required trips, refusal to invite client delegations, etc. (Fanjul, 2021).

*0. Relationship with potential clients*

This is another important point to consider, given that companies must promise financing to their foreign clients so that they are willing to finance their purchases, whether in the short (trade finance), medium or long term (export credit).

In the medium and long-term type of financing for clients, it is not usually granted directly by the company, but generally by banks. In this sense, the company has to present the operation to the financial institution for it to provide the financing.

Generally, to obtain export credit, the company needs to present solid guarantees because the bank ensures that it does not lose the loan. The following institutions play a fundamental role, "Export Credit Insurance Agencies" ("Export Credit Agencies", ECA, in its acronym in English). Its primary function is to insure these credits facing the risk of non-payment. Insurance agencies often, in the case of countries with higher risk, act on behalf of the State, as the last instance responsible for ensuring proper functioning. On the contrary, it may be the exporting company itself which ensures the financing of its client's operation, known as "supplier credit" (Fanjul, 2021).

### *3. Financial crisis and consequences caused by Covid-19*

It is an important point to take into account, the health crisis that arose in 2020 due to Covid-19, since it caused a strong impact on exporting companies and those that were in the process of internationalization. This can be evidenced in some projections made by ECLAC, which establish that there was a 13% decrease in regional exports (Caribbean and Latin America). As a consequence of this, costs rose due to: logistics with alternate routes due to border closures, shortages of raw materials, lack of suppliers, expensive production, little cooperation between countries due to quarantine, among others (ECLAC, 2021).

#### *Shortage of competent human resources*

To operate in international markets, it is essential that the staff have sufficient knowledge in the field of foreign trade. The availability of competent human resources within the company is very important and indispensable when it comes to negotiating. However, there are some SMEs that manifest the notorious lack of skills of their employees, the lack of command of foreign languages, especially English-speaking (Fanjul, 2021). This is the most

critical point that companies face, especially in Latin America. There are cases in which employees are unable to write reports or emails, and continually resort to a web translator, which can result in communication difficulties.

On the other hand, business people who make trips to foreign markets, such as North America, Europe or China as key destinations where English predominates as the main language for negotiation. Generally, there is a tendency to look for the support of an interpreter, who will be the person responsible for starting the negotiations; however, they are not always successful due to different circumstances, lack of knowledge and accuracy on the subject in relation to the technicality, disapproval by potential partners due to not being able to communicate properly, and others.

In the same way, many companies want to export their products or services through an electronic page directed only to Spanish-speaking clients; however, they do not take into account that the market to which they are directed is somehow limited because English is not predominant. It is indisputable that it is possible to try to reach international markets without having a bilingual page.

However, in addition to the command of different foreign languages, knowledge of logistics is essential to send the goods correctly at the time agreed with the clients, otherwise the commercialization will fail due to non-compliance (Fanjul, 2021).

#### *Difficulty in identifying potential opportunities and negotiating partners abroad*

This is the case where companies make mistakes at the time of export, either clients or partners: potential buyers of the company's goods or services. The company may need to identify potential partners to form a Joint Venture. This is one of the main obstacles that companies encounter.

The identification of potential customers or partners can be done through different means. A lot of information can be obtained through the Internet, but it is necessary to have the ability

to study it and refine it properly. The personnel of a company that is dedicated to international activity must know the different means that they can trust to carry out their operations (Fanjul, 2021).

*Difficulty obtaining information from foreign markets*

This point is undoubtedly one of the areas where the internet plays a very important role. Access to information via the web is much easier today than it was many years ago.

Market research or other information on import regulations according to each country, such as: the most relevant type of information that companies need when entering the international market; under any circumstances it remains an area whose importance is often underestimated. As mentioned in the previous point, companies can turn to various sources to obtain the information they need: their embassy, consulting companies, market research, etc. and all this by their own means (Fanjul, 2021).

*Requirements that an exporter must meet*

According to ProEcuador (2023), to be an exporter, it is necessary to follow a series of steps, which start the export process based on the result and presents the following requirements:

- 1.- Have the Single Taxpayer Registry (RUC) granted by the Internal Revenue Service (SRI) indicating the economic activity to be developed.
- 2.- Obtain the digital signature certificate or TOKEN, granted by the following entities: Central Bank of Ecuador: <http://www.eci.bce.ec/web/guest/> or Security Data: <https://www.securitydata.net.ec/>.
- 3.- Register as an exporter in ECUAPASS (<https://ecuapass.aduana.gob.ec/>), where you can carry out a series of activities, such as: update your information in the database, create a username and password, accept the use policies and register the electronic signature.

*Export process*

According to the National Customs Service (SENAE) (2023), the export process begins with the electronic transmission of a Customs Export Declaration (DAE) in the ECUAPASS system that may be accompanied by an invoice and documentation, which is available prior to shipment.

This declaration is not a simple shipment intention, but a declaration that creates a legal bond and obligations to comply between SENAE and the exporter or declarant.

Within the DAE, it can find certain data, which responds to:

- Data and specifications of the exporter or declarant.
- Merchandise description per invoice item or Consignee data.
- Destination of the cargo of Quantities of Weight.
- Other data related to the merchandise

***Documents to export:***

**Original commercial invoice:** In accordance with our legislation and in accordance with the provisions of the regulations of the Internal Tax Regime Law, invoices or sales receipts must contain the following information:

- Reason or company name or Surnames and names of the seller.
- Printed sequential numbering.
- Expedition date.
- Number of Record Sole Taxpayers of the Seller.
- Reason or company name or surnames and names of the acquirer.
- Quantity or denomination of the estate transferred or from borrowed services.
- Imports do not tax IVA (SENAE, 2023)

**Boarding order:** It is the electronic transmission of the customs declaration (regime 15) to Customs to give an authorization for the merchandise to leave our country.

**Certificate of origin:** It serves to prove the origin of the merchandise that intends to enter a country. As it is a document that certifies the origin of the merchandise, it must be separated from other documents.

**Transport document or AWB:** To carry out an export it is essential to hire a transport agent, and their function will be to take the merchandise from the place or port of delivery of the merchandise to the port or place of delivery at destination. Depending on the type of transportation that will be used, the following documents must be presented.

**Air transport document or AWB:** It is the cargo transport contract signed between carrier and shipper, in the same way B/L acts as a security title, representative of transported merchandise, covers transport between departure airport and destination. It is issued by an air transport company, as proof of having received it from the shipper or dispatcher, and it determines the goods to be transported from one airport to another. It is issued by the airline or cargo agent; this document must contain:

- Full details of the shipper.
- Consignee data.
- Departure airport.
- Destination airport.
- Flight number.
- Free date.
- Payment conditions.
- Freight amount.
- Number of packages.
- Gross weight.
- Freight rates.

**Packing list:** It is an export document that must be attached when the DAE (Customs Export Declaration) is transmitted, as a document that facilitates customs clearance.

The export quotation is the document that offers the possibility of starting negotiations with the importer, requiring the following information:

- General information about the product.
- Product weight. or Price.
- Origin. or Characteristics.
- Code according to the item.

The exporter has the obligation to detail the payment conditions, focusing on the following:

- Payment modality.
- Date or exchange rate.

The importer must establish the conditions of the packaging to be used, presenting the following information on the label:

- Name of the product or Brand.
- Mode of use.
- Components of the article.
- Sanitary or control registry.

### **Payment instruments and conditions**

The exporter has financial instruments and in addition to being able to specify the payment condition during negotiations with his client. Among the most relevant there are:

1. Credit letters
2. Open account or Direct transfer
3. International bank collection (SENAE, 2023)

*The goals to which they adhere*



Ecuador, in its desire to improve the productive base of the country, has generated regulations that allow certain incentives to national and foreign investors for the development of priority industries based on four aspects:

- Import substitution
- Increase in exports
- Production diversification
- Generation of added value

Within this framework, incentives are granted for new investments and productive investments in accordance with four aspects:

1. Tax Incentives
2. General Incentives
3. Sector Incentives
4. Other Incentives (ProEcuador, 2023).

## **Export and import regulations of destination countries**

### ***Legal Framework of Trade Policies in Ecuador***

The Foreign Trade Committee (COMEX) is the organization that approves national public policies, in terms of trade policy, it is a collegiate body of a public intersectoral nature, in charge of regulating all matters and processes related to this matter.

The Foreign Trade Committee, as the organization in charge of formulating and regulating trade policy and in conjunction with the Organic Code of production, Trade and Investment establishes different trade policies implemented for the correct management of international trade, among which its area of competence is following:

- Tariff Policy

- International negotiations
- Policies for the development of special regimes
- Measures to counter unfair trade
- Define policies
- Approve export promotion plan

#### Other trade policy measures

Sanitary, Phytosanitary and Technical Barriers to Trade Measures: Governments are willing to require imports to comply with certain technical requirements declared "quality guarantee" (related to safety, health, product quality), which hinder, on certain occasions, the possibility of exporting to said countries; alleging concerns in defense of consumers. There are some technical barriers as follows:

- Health regulations, sanitation and quality standards.
- Safety and industry standards and regulations.
- Packaging and label regulations, including trademarks.
- Advertising and media regulations (Paguay Balladares, 2016).

Customs measures, valuation, facilitation, inspection (administrative or bureaucratic): These measures are very diverse, among them are complex customs procedures that delay and make the movement of merchandise more expensive. The most used barriers are the following:

Customs classification procedure: National customs classification processes are preferred to internationally agreed processes for the purpose of imposing barriers.

Customs clearance procedure: These are documentations, inspections and related practices that can stop trade.

Customs valuation practices: it is the use of price measures, especially in lieu of invoice or transaction price, for the purpose of imposing duties (Paguay Balladares, 2016).

Trade Defense Measures: These measures are usually adopted as an additional ad-valorem tariff and therefore are their own tariff equivalent. The most used are the following: antidumping measures and safeguards.

Safeguard Measure: Provisions that favor the establishment of protectionist barriers, the Agreement on Safeguards "SG Agreement"<sup>1</sup>, safeguard measures are defined as "urgency" measures with respect to the increase in imports of certain products when those imports cause or threaten to cause damage serious to the domestic industry of the importing member.

#### Legal regulations for Imports

- Import for Consumption (Art. 147 COPCI)
- Temporary Admission for Re-export in the same state (Art. 148 COPCI)
- Temporary Admission for Active Improvement (Art. 149 COPCI)
- Replacement of Merchandise with Tariff Excess (Art. 150 COPCI)
- Transformation under Customs control (Art. 151 COPCI)
- Customs Warehouse (Art. 152 COPCI)
- Re-importation in the same state (Art. 153 COPCI)

#### *Treated free trade*

Some Commercial Agreements:

- Free Trade Agreement with the European Union.
- Partial scope agreements with Chile, MERCOSUR, Mexico, Cuba, Guatemala, El Salvador and Nicaragua.
- United Kingdom of Great Britain and Northern Ireland Trade Agreement.
- Customs Unions, Andean Community (CAN) with Bolivia, Colombia and Peru.
- Inclusive Economic Partnership Agreement with the European Free Trade Association EFTA (EFTA).

Table 1. indicates the countries with which Ecuador maintains the trade agreements mentioned previously:

**Table 1.**

*Ecuadorian Trade Agreements*

Ecuador: Signed Commercial Agreements, March 2020					
Associate Country	Type of Agreement	Subscription date	Effective date	Exports percentage	Imports Percentage
Bolivia (Prurinational State)	ZLC	May 1969	November 1969	0.2	1.2
Colombia	ZLC	May 1969	November 1969	3.9	8.1
Peru	ZLC	May 1969	November 1969	7.5	3.8
Argentina	AAP 59	October 2004	October 2004	1.1	2.1
Brazil	AAP 59	October 2004	October 2004	0.5	4.4
Mexico	AAP 29	April 1963	August 1987	0.7	3.7
Chile	AAP 65	March 2008	January 2010	6.8	2.5
Guatemala	AAP 25	April 2011	February 2013	0.2	0.2
European Union	ACP	December 2014	January 2017	15.1	13.1
AELC	ACP	June 2018		0.1	0.6
All the preference agreements				35.9	39.1

Source: CEPAL, about official information base

Notes: ZLC, free trade zone, AAP, partial scope agreement, ACP, preferential trade agreement, AELC, European Free Trade Association.

## Factors that impede exports

The intervention of the State aims to protect the national market, trying to implement mechanisms, which are considered as tariff policies. These policies can act as a shock mechanism against the abroad and largely fulfilling the role of tax revenue collector. This set of measures is known as protectionism. These restrictions directly influence trade models and the competitive situation of the countries. The consequences of these models are significant for exporting and importing countries.

Occasionally, the restrictive measures have been reasonable and mostly accepted by the actors involved in international trade. Trade Policy influences through tariffs, import quotas, non-tariff barriers and export subsidies; these are identified according to the impact they may cause in the commercial field. If they act directly on the price or quantity of the product, this is called tariff and non-tariff barriers, since they have the same objective but with different characteristics to protect the national producer.

Safeguard measures may consist of quantitative restrictions on imports. Some main agreements are as follows:

- It must be temporary
- It will be applied non-selectively under the most favored nation regime.
- The member country that imposes this measure must grant compensation to the countries whose trade is affected (Ministry of Production, 2020).

## **Case Analysis**

### ***Analysis of success cases in Latin America***

This section reflects how Corporación Mucho Mejor Ecuador, over time, evidenced an improvement in the service and product provided, thus allowing its expansion to other Latin American scenarios, positioning this brand as one of the most relevant. In fact, within the quality objectives based on the demands of users and international branches, it is established that for this corporation it is imperative to maintain an average of 75% user or client satisfaction during the current decade.

In fact, within the various cases analyzed, Corporación Mucho Mejor Ecuador has strengthened its line of shops and services based on certain basic principles stands out, such as those indicated by Coronel (2018) in terms of permanent training and quality to its employees and workers. In order for employees to have the basic and innovative tools necessary to carry out a good job, within the framework of the demands by the commercial and social market that today is usually very competitive.

Likewise, according Martínez (2022), the support of new information and communication technologies are key to the success and expansion of this company throughout Latin America. Today the dominant presence of technologies in societies is an accomplished fact, and corporations or companies cannot be evasive in the face of this reality, and rather seek to fit in and adapt to them. Proof of this is the e-commerce that has been developing.

### ***Current export studies***

Within the possibilities of expansion and scope that a certain corporation or company can have, the issue of export turns out to be one of the most important, due to the series of actions that can be taken to allow or establish ties or close ties with other companies, which, in addition to being strategic, is beneficial. In this sense, Chiavenato (2019) lists a series of aspects that are essential today within current export studies. These are:

The population to which the product is going to be directed, that is, the commercial market and the clientele, must be taken into consideration to the extent that this will be the final consumer. There will be populations demanding a series of products different from those demanded by other populations.

In the same way, the sociocultural factor is something important and key to consider, to the extent that according to the requirements to their ways of life, traditions and customs, they will also vary, and it is an important variable to take into account when exporting something.

Tariff or non-tariff barriers are also elements to consider, which arise from the legislation of the purchasing country, with the purpose of facilitating or hindering the income of the products and services provided by the selling or exporting country.

Likewise, considering the means of transportation is extremely important for exports, to the extent that some countries do have adequate means of transportation to move the merchandise, while others do not, which could mean a considerable drop in exports. All these aspects then serve as variables to consider during the export process (Chiavenato, 2019).

### ***Similar studies***

In the search carried out, it has been possible to trace a series of investigations that are closely related to the present one, by virtue of handling a similar methodological line, as well as theoretical and critical methods.

In this sense, the research by Negrete and Maza (2019) entitled: "Comparative analysis of Cartagena exporting companies in order to determine if the use of electronic business improves their internationalization process" stands out, whose general purpose was to analyze the influence of Electronic Businesses in the internationalization of Cartagena exporting companies based on comparative studies between those who implement them and those who do not, formulating alternatives that support their internationalization strategy.

The methodology used for this research was direct exploratory research carried out through a personalized survey of each of the managers or heads of foreign trade as well as the heads of systems of the different companies that were randomly selected within the sample. Based on the data provided by them, they were classified into the different levels of internationalization and evolution in electronic business. Subsequently, through the analysis of the behavior of the increased percentage of the tons mobilized by the exporting companies, it proceeded to determine if electronic businesses contribute to the internationalization process of companies.

Regarding the most notable results, it stands out that the highest concentration of the population is found in levels 3 and 4 of electronic business with percentages of 22.45% and 51.02% respectively, which indicates a great development of the population at a technological and use of electronic business tools, which makes us think that our exporting companies have been preparing to become part of the new digital economy.

Another of the studies was the one developed by Baltazar and Molina (2022), titled: Comparative analysis of the exporting wine companies of Valle de Guadalupe and the rest of the wine companies of Baja California: an empirical contrast. This research makes a comparative analysis of the exporting wine companies of Valle de Guadalupe with companies of this type in the rest of the State of Baja California, Mexico. The objective is to determine which are the factors that allow these companies to increase the exports of Red Wine; in addition to knowing the evolution that these have had after the COVID 19 pandemic. For the statistical analysis, the Partial Least Squares structural equation model (PLS-SEM) is used, including the evaluation of the predictive power outside of the sample using PLSpredict.

The methodology used includes a qualitative analysis of the current situation of its environment and a quantitative study of data resulting from the application of a 41-item instrument to 175 wine companies, divided into two universes. The first group consists of 92



companies, located in the Valle de Guadalupe; and the second, with 83, are located in the rest of the municipalities. The main points reveal that the variable teaches in a higher degree of association is competitiveness, and a lower degree of production. The main limitations found are: the scarcity of water resources, the lack of financial resources, limited production, little economic support from the public and private sectors, as well as insufficient investment in technological innovation.

In the same way, the research carried out by ECLAC (2019), entitled: The performance of exporting companies according to their size, is also exposed. This case presents indicators that allow analyzing the behavior of exporting companies according to their size in the countries of the region. It presents 35 indicators divided into four. The first examines the population of exporting companies, the second their export efficiency, the third competitiveness, and the fourth their performance according to different types of companies.

The analysis of the results allows several conclusions. The number of exporting companies is presented at lower levels compared to that of developed countries. On the one hand, this is due to the lower productivity that hinders their internationalization process. The exports of the countries of the region are highly concentrated in a few companies, while a large number of SMEs enter and leave the export universe each year. The contribution of SMEs to the total value of exports is low, but significant in terms of number of products, number of destinations, technological intensity, and innovation. Between 2006 and 2012, the intervention of SMEs did not increase in export value. In turn, SMEs are also characterized by a high exit rate. The higher turnover of SMEs is partly explained because 40% of them shipped a single product to a single destination. Pymex companies have a greater share of high and medium technology products. Furthermore, they innovate more than the large exporters. The proportion of gazelle companies was higher in large exporters (more than 33%) than in SMEs (around

10%). Finally, the extensive margin is more important in SMEs, which play a countercyclical role.

## **IV. INVESTIGATION METHODOLOGY**

### *Mixed Methodology*

For this comparative analysis, collected information was taken into account, such as the data offered by the key informants on the exports of the companies that are part of the CMME. This information was collected in 2021 by a group of students who were part of the first phase of the Community outreach project "Development and strengthening of foreign trade projects for companies of Corporación Mucho Mejor Ecuador (CMME)" in conjunction with the University of Azuay. These data were very useful for this study because they present the current reality that companies live and the activities they carry out; in this way you can have real information that allows to analyze the success factors and obstacles of a company at the time of exporting, while it allows to demonstrate the markets to export, and which are a viable option.

The present work focused on a mixed investigation. For quantitative data, as mentioned previously business statistics and the database of companies affiliated with Corporación Mucho Mejor Ecuador (CMME) previously reviewed, which served as a measurement tool to know the size of each one of the companies in order to establish its capacity for competition and production based on exports and their needs.

To facilitate the analysis of this information, a data leak was carried out to establish the exporting companies that are members of the CMME, as well as the destination countries and the products to be exported, by the sector to which they belong. It can be seen in annexes A and B.

### *Analysis from the SWOT matrix*

For this procedure it was used the SWOT Analysis with the intention of analyzing the different fields related to strengths, opportunities, weaknesses and threats. In this way, it was possible to reflect the aspects that influence both the microenvironment and the macroenvironment in order to analyze the appropriate strategies for a successful export; or, on the contrary, understand the impediment of being able to export to an international stage.

In the same way, to obtain the qualitative data, information, and interviews from the CMME were used, in order to perceive key information from each of the brands for a better comparative analysis. Additionally, it gave way to: review of articles; analytical reports; export market analysis; successful case studies, by comparing the different brands affiliated with "la Huella", therefore documentary analysis was used.

SWOT analysis is known as a safe analysis technique for market research. It is defined as an acronym for "strength, weakness, opportunities and threats". The main objective of the SWOT analysis is to evaluate the internal performance (strengths and weaknesses), and external (opportunities and threats) of the appropriate commercial strategies of any institution in the market in order to obtain success and effectiveness. The SWOT is considered a reliable source by organizations, since they can perceive and assess the significance of threats and opportunities through the analysis of strengths and weaknesses (Riquelme, 2016).

Frequently this analysis is used for the following objectives:

- Identify weaknesses and threats in order to create effective strategies and be able to overcome them.
- Take advantage of opportunities that arise in the market, and that may mean the expansion of operations of the organization.
- Know the weaknesses and strengths of the factors that put the continuity and competitiveness of the institution at stake (Riquelme, 2016).

Indeed, within this analysis there is the SWOT matrix, its purpose is to be able to understand and respond through particular and effective actions to each of the points through strategies, skills, and resources. This matrix is divided into two components: internal and external.

In relation to the internal components, the weaknesses (negative) and strengths (positive) can be identified that will help the company to minimize or improve the tools respectively in the following factors:

1. *Production*: quality levels, inventory costs, productive capacity, etc.
2. *Marketing*: the image and positioning of the company, promotions, advertising costs, etc.
3. *Organization*: organizational management and control processes.
4. *Staff*: human resources, training, etc.
5. *Finance*: financial resources, liquidity, profitability, etc.

In reference to the external components, the threats (negative) and the opportunities (positive) of the environment where the following factors are studied are detailed:

1. *Market*: Consumer behavior, segmentation and the evolution of demand.
2. *Sector*: Find out the keys to success; substitution, diversification or differentiation of products.
3. *Competence*: Compare and analyze competitive products or services, prices, and advertising.
4. *Environment*: Legal, political, social, etc. (Riquelme Leiva, 2016).

The SWOT matrix is deployed through the following steps:

1. List the critical or determining factors for success in the SWOT analysis, both the weaknesses and strengths that compromise the company.

2. Set a relative weight to each factor; since the weight means the relative importance of each factor, where the strengths will score higher than the weaknesses. The sum of all the factors will have to be equal to 1.0; from 0.0 which means not important to 1.0 which is very important.
3. Assign a rating to each of the strategies, these will be based on the effectiveness presented by the company. Where 4 = superior, 3 = above average, 2 = average, and 1 = poor.
4. Multiply the weight by the rating to get a weighted rating.
5. Add the total weighted ratings to determine the company's weighted total.

It should be noted that the maximum weighted total that a company can have is 4.0 (excellent), a minimum of 1.0 (low), and the weighted average of 2.5. These values indicate how the organization is responding in relation to the strategies applied to minimize the possible negative effects of weaknesses and threats at the level of internal and external factors (“Conceptos de administración estratégica” [Strategic management concepts], David, FR 2008).

### **Selection of affiliated companies for comparative analysis**

#### ***GRAIMAN CIA LTDA***

**Table 2.**

Technical Sheet Graiman CIA. LTDA.

<b>BUSINESS</b>	<b>GRAIMAN CIA. LTDA.</b>
<b>Reference name</b>	GRAIMAN
<b>Type</b>	Manufacturing
<b>Foundation year</b>	1994
<b>General director</b>	Alfredo Peña Payró
<b>Sector</b>	Construction and building finishes
<b>Subsector</b>	Manufacturing of ceramics, porcelain, and complements
<b>Exports</b>	Raw material enamel, raw material screen printing
<b>Destiny country</b>	Argentina, Chila, Colombia, Costa Rica, USA, Panama, Peru, Rep Dominicana, Venezuela, Puerto Rico, Guatemala
<b>Number of employees</b>	750
<b>Location</b>	Cuenca

<b>Contact</b>	Tel: (02) 400 7000
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Source: CMME Research, "RED EMPRESARIAL," 2022

Note: data collected from the GRAIMAN Company, "Our Story" 2022

### *ACERÍA DEL ECUADOR CA ADELCA*

**Table 3.**

Technical Sheet Steelworks of Ecuador CA ADELCA

<b>BUSINESS</b>	<b>ACERIA DEL ECUADOR ADELCA</b>
<b>Reference name</b>	ADELCA
<b>Type</b>	Manufacturing
<b>Foundation year</b>	1963
<b>General director</b>	Carlos Avellan, Felipe Avellan
<b>Sector</b>	Construction and building finishes
<b>Subsector</b>	Iron and steel industries
<b>Exports</b>	Construction rods, laminated profiles, drawn
<b>Destiny country</b>	Central America/ Latin America
<b>Number of employees</b>	1540
<b>Location</b>	Quito
<b>Contact</b>	Cell: +(593)992392627 / +(593) 982627248

Source: CMME Research, "RED EMPRESARIAL," 2022

Note: data collected from the ADELCA Company, "Who We Are," 2022

### *COLINEAL CORPORATION CIA. LTDA.*

**Table 4.**

Technical Sheet Colineal Corporation CIA. LTDA.

<b>BUSINESS</b>	<b>COLINEAL CORPORATION CIA. LTDA.</b>
<b>Reference name</b>	COLINEAL
<b>Type</b>	Trading
<b>Foundation year</b>	1976
<b>General director</b>	Roberto Maldonado
<b>Sector</b>	Furniture manufacturing
<b>Subsector</b>	Domestic use furniture
<b>Exports</b>	Wooden furniture and upholstered chairs
<b>Destiny country</b>	USA - Colombia - Panama - Canada - Peru - Spain - New Zeland
<b>Number of employees</b>	600
<b>Location</b>	Cuenca
<b>Contact</b>	Cell: +(593) 990 1197

Source: CMME Research, "RED EMPRESARIAL," 2022

Note: data collected from the COLINEAL Company, "Who We Are", 2022

***FLEXIPLAST SA***

**Table 5.**  
Technical Sheet FLEXIPLAST S.A.

<b>BUSINESS</b>	<b>FLEXIPLAST S.A.</b>
Reference name	FLEXIPLAST
Type	Manufacturing
Foundation year	1994
General director	Hernan Barahona
Sector	Ruber and plastic products
Subsector	Disposable plastic products
Exports	Resin
Destiny country	USA - Brazil - Colombia
Number of employees	200 - 500
Location	Quito
Contact	Tel: (02) 282 3902

Source: CMME Research, "RED EMPRESARIAL," 2022

Note: data collected from the Company FLEXIPLAST SA, "Our Story", 2023

***BIMBO ECUADOR S.A.***

Table 6.

Bimbo Ecuador SA Technical Data Sheet

<b>BUSINESS</b>	<b>BIMBO ECUADOR S.A.</b>
Reference name	BIMBO
Type	Manufacturing
Foundation year	1943
General director	Randall Quesada
Sector	Food products
Subsector	Bakery and pastry products
Exports	Bimbo mold bread, artisan bread, and Biri Biri
Destiny country	Mexico, Europe and Latin America
Number of employees	12000
Location	Guayaquil
Contact	Tel: (+593) 995393458

Source: CMME Research, "RED EMPRESARIAL," 2022

Note: data collected from the Company GRUPO BIMBO ECUADOR, "Our Story", 2023

## V. ANALYSIS OF DATA

### **Comparative analysis of the exporting companies affiliated with the Corporación Mucho Mejor Ecuador (CMME), “La Huella”**

#### *SWOT analysis of GRAIMAN CIA LTDA*

GRAIMAN was founded in February 1994, with an investment of 100% Ecuadorian capital. It is strategically located in Cuenca, the ceramic city par excellence of Ecuador. The region that in its surroundings houses soils with the richest clays, feldspars and kaolins; which have made this a privileged place for the development of the ceramic industry (See figure 1).

GRAIMAN is technologically considered one of the most modern plants in America. This company has a production capacity of 1,500 meters per day with the natural impulse of having its own raw materials for more than 50 years. This awareness of implementing a system of continuous improvement, as it is projected into a particularly challenging future.





Today, after constant efforts to train its human resources and permanent investment and technological renewal, it produces products that satisfy the requirements of its potential customers. It has a wide variety of ceramic coverings for floors and walls, which allow creating ceramic environments that meet the most diverse requirements of Ecuadorian homes, and other sectors of economic activity.

Additionally, GRAIMAN has a chain of distributors at a local and national level, located in the cities of Cuenca, Quito, and Guayaquil. In the same way, it focuses on satisfying the requirements of the Latin American markets and the American market. The Production, Administration and Sales Divisions are placed in the city of Cuenca (GRAIMAN, 2022).



**Figure 1.**

Presentation of GRAIMAN products to be exported

<b>Products</b>	<b>Illustration</b>
<p>Porcelain:</p> <p>Pieces: brick; Subway tile, square mosaic, creeping; bullied.</p> <p>Bonded: stave formats</p>	
<p>Ceramics:</p> <p>Pieces: brick; subway tile, square mosaic, creeping; bullions, edge of harrow.</p> <p>Bonded: stave formats</p>	
<p>Enamel raw material:</p> <p>Engobe to adhere the enamel</p>	
<p>Screen printing raw material:</p> <p>High quality INKJET design printing</p>	

**Source:** GRAIMAN Company, "Products," 2022

## **Internal Evaluation**

### **Strengths:**

1. GRAIMAN is a company with 45 years in the market, which has allowed it to reach more sectors of society.
2. Satisfy your end customer with your personalized attention.
3. Work with state-of-the-art technology focused on minimizing its environmental impact
4. Such high-quality standards have been achieved through constant training of all its staff, starting with its president.
5. It strengthens ties of loyalty in all its areas and personnel.
6. It complies with all the legal system that allows the labor security of its personnel and the tranquility of the institutional administration.
7. It offers its distributors direct credit plans so that its market has greater liquidity.
8. It is a company committed to society, generating social works for the benefit of those most in need.
9. It provides products with avant-garde aesthetics, neat designs, and products on par with world trends.
10. Energy efficiency, reuse of resources in the production process and effluent treatment (González Macías, M. and Chávez Soledispa, G., 2017).

### **Weaknesses:**

According to González Macías and Chávez Soledispa (2017), can be pointed out as weaknesses:

1. Leakage of information to other companies by workers.
2. Theft of market strategies by the competition.
3. Many prices that are addressed to a single sector of the population being unaffordable for certain end customers.

4. The transport is not capable of transporting heavy and fragile material.
5. The costs of transferring material to other warehouses in the country generate excessively high expenses.
6. For reasons of temperature, ceramic plates are not the same, causing problems for the end customer due to the measurements.
7. It is not possible to have the same tonality and measure of a series production of four thousand meters, thus generating that the clients who need an adjustment of a few years ago are no longer available.
8. High costs in relation to the national market.
9. Partial dependence on imported raw material.
10. imported complementary products

The weighting of the strengths and weaknesses of the Graiman company can be seen in the following tables 7 and 8.

## Internal Factors Matrix (IFM)

**Table 7.**

### GRAIMAN Strengths

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Graiman is a company with 45 years in the market, which has allowed it to reach more sectors of society.	0.07	4	0.28
2. Satisfy your end customer with your personalized attention.	0.04	3	0.12
3. Work with state-of-the-art technology focused on minimizing its environmental impact.	0.06	4	0.24
4. Such high-quality standards have been achieved through constant training of all its staff, starting with its president.	0.05	3	0.15
5. Strengthens ties of loyalty in all areas and personnel.	0.04	4	0.16
6. It complies with all the legal system that allows the job security of its personnel and the tranquility of the institutional administration.	0.07	4	0.28
7. It offers its distributors direct credit plans so that its market has greater liquidity.	0.06	4	0.24
8. It is a company committed to society, generating social works for the benefit of those most in need.	0.04	3	0.12
9. Provides products with avant-garde aesthetics, neat designs, and products on par with world trends.	0.04	4	0.16
10. Energy efficiency, reuse of resources in the production process and effluent treatment.	0.05	4	0.20

Table 8.

## GRAIMAN Weaknesses

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Leaking of information to other companies by workers.	0.05	1	0.05
2. Theft of market strategies by the competition.	0.06	2	0.12
3. Many prices that are aimed at a single sector of the population, being unaffordable for certain end customers.	0.06	1	0.06
4. The transport is not capable of transporting heavy and fragile material.	0.02	2	0.04
5. The costs of transferring material to other warehouses in the country generate excessively high expenses.	0.03	2	0.06
6. For reasons of temperature, the ceramic plates are not the same, causing problems for the end customer due to the measurements.	0.05	1	0.05
7. It is not possible to have the same tonality and measure of a series production of four thousand meters, thus generating that the clients who need an adjustment of a few years ago are no longer available.	0.05	1	0.05
8. Excessive costs in relation to the national market.	0.04	1	0.04
9. Partial dependence on imported raw materials.	0.07	2	0.14
10. Imported complementary products.	0.05	1	0.05
<b>TOTAL:</b>	<u>1.00</u>		<u>2.61</u>

## **External Evaluation**

### **Opportunities**

1. The construction sector is potentially growing and requires primary attention.
2. The GRAIMAN brand is positioned in the market for its quality and customer satisfaction.
3. The machinery allows to generate an amount of 80,000 meters per day.
4. The Marketing department constantly analyzes the trend by time and need.
5. The productive capacity and the multiple areas allow the use of a lot of labor, which is a source of employment.
6. Act with allied companies generating market strategies.
7. It constantly acquires machinery with innovative technology, the same that allows the development of products required by the builder, thus reducing the importation that generates a higher cost to the final customer.
8. Implement technology that reduces environmental impact.
9. It complies with quality standards that make the product have the necessary guarantee to be distributed.
10. It is one of the largest exporters nationwide, due to its innovation and group specialized in foreign trade analysis (González Macías, M. and Chávez Soledispa, G., 2017).

### **Threats**

1. The safeguards are not regulated and allow the entry of construction finishes at lower prices without guarantee.
2. Too many producing companies in a city generate price speculation.
3. The high gas costs for the furnaces generate excessive costs in production.

4. Being a delicate product there is excessive breakage when there are no trained drivers.
5. Excess production generates high storage costs.
6. The considerable amounts of material do not allow adequate planning.
7. Imports from neighboring countries generate an imbalance in costs due to their low price, damaging the national market.
8. The production area is small and generates pollution.
9. Plant maintenance costs are high.
10. The added value causes builders to seek reduced prices regardless of quality (González Macías, M. and Chávez Soledispa, G., 2017).

The weighting of the opportunities and threats of the Graiman company can be seen in the following tables 9 and 10. Similarly, table 11 shows the strategic analysis of the SWOT matrix.

## External Factors Matrix (EFM)

**Table 9.**

### GRAIMAN Opportunities

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. The construction sector is potentially growing and requires primary attention	0.05	3	0.15
2. The GRAIMAN brand is positioned in the market for its quality and customer satisfaction	0.06	4	0.24
3. The machinery allows to generate an amount of 80,000 meters per day.	0.03	2	0.06
4. The Marketing department constantly analyzes the trend by time and need.	0.05	3	0.15
5. The productive capacity and the multiple areas allow the use of a lot of labor, which is a source of employment.	0.03	4	0.12
6. Work with allied companies generating market strategies	0.06	2	0.12
7. It constantly acquires machinery with innovative technology, which allows the development of products required by the builder, thus reducing the importation that generates a higher cost to the final customer.	0.07	4	0.28
8. Implement technology that reduces environmental impact	0.04	2	0.08
9. Complies with quality standards that give the product the necessary guarantee to be distributed.	0.02	2	0.04
10. It is one of the largest exporters nationwide, due to its innovation and specialized group in foreign trade analysis.	0.08	4	0.32



**Table 10.**

## GRAIMAN Threats

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. The safeguards are not regulated and allow the entry of construction finishes at lower prices without guarantee	0.07	4	0.28
2. Too many producing companies in a city generate price speculation.	0.03	2	0.06
3. High gas costs for furnaces lead to high production costs	0.05	3	0.15
4. Being a delicate product there is excessive breakage when there are no trained drivers.	0.05	2	0.10
5. Excess production leads to high storage costs	0.04	2	0.08
6. The considerable amounts of material do not allow adequate planning	0.03	1	0.03
7. Imports from neighboring countries generate an imbalance in costs due to their low price, damaging the national market.	0.08	4	0.32
8. The production area is small and generates pollution	0.03	2	0.06
9. Plant maintenance costs are high.	0.05	3	0.15
10. The surplus value causes builders to seek reduced prices regardless of quality	0.07	4	0.28
<b>TOTAL:</b>	<u>1.00</u>		<u>3.07</u>

## Strategy Formulation

**Table 11.**

Strategic analysis – SWOT Matrix GRAIMAN

		Strengths	Weaknesses														
		<table border="1"> <tr> <td>1</td> <td>GRAIMAN is a company with 45 years in the market, which has allowed it to reach more sectors of society.</td> </tr> <tr> <td>2</td> <td>It works with state-of-the-art technology focused on minimizing its environmental impact.</td> </tr> <tr> <td>3</td> <td>High quality standards through constant training of all its staff.</td> </tr> <tr> <td>4</td> <td>It offers its distributors direct credit plans so that its market has greater liquidity.</td> </tr> </table>	1	GRAIMAN is a company with 45 years in the market, which has allowed it to reach more sectors of society.	2	It works with state-of-the-art technology focused on minimizing its environmental impact.	3	High quality standards through constant training of all its staff.	4	It offers its distributors direct credit plans so that its market has greater liquidity.	<table border="1"> <tr> <td>5</td> <td>Theft of market strategies by the competition.</td> </tr> <tr> <td>6</td> <td>Many prices that are addressed to a single sector of the population being unaffordable for certain end customers.</td> </tr> <tr> <td>7</td> <td>It is not possible to have the same tonality and measure of a series production of four thousand meters, thus generating that the clients who need an adjustment of a few years ago are no longer available.</td> </tr> </table>	5	Theft of market strategies by the competition.	6	Many prices that are addressed to a single sector of the population being unaffordable for certain end customers.	7	It is not possible to have the same tonality and measure of a series production of four thousand meters, thus generating that the clients who need an adjustment of a few years ago are no longer available.
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Opportunities		SO Strategies	WO Strategies														
A	It constantly acquires machinery with innovative technology - develop products required by the consumer.	<table border="1"> <tr> <td>1</td> <td>Use social networks +-means to inform society of the advantage of their products with their cost-benefit relation before the competition; national as international. (1,2,3, a, b, c)</td> </tr> <tr> <td>2</td> <td>Conduct an intensive plan with distributors, due to the health emergency, look for resources: allow them to see or search through social media +- seek financing with our clients in the medium and long-term using the banking network. (4, c)</td> </tr> </table>	1	Use social networks +-means to inform society of the advantage of their products with their cost-benefit relation before the competition; national as international. (1,2,3, a, b, c)	2	Conduct an intensive plan with distributors, due to the health emergency, look for resources: allow them to see or search through social media +- seek financing with our clients in the medium and long-term using the banking network. (4, c)	<table border="1"> <tr> <td>1</td> <td>Turn strategies into opportunities to become more competitive by taking advantage of (opportunities a, b, c) that the GRAIMAN company has. (5,6, a, b, c) ex: offers, discounts, promotions, etc.</td> </tr> <tr> <td>2</td> <td>Establish agreements with online companies using social networks +- communication media with government agreements and with private companies giving more credits and promotions for certain amounts of purchase to reach the markets. (7, a, b, c) ex: mass production contracts.</td> </tr> </table>	1	Turn strategies into opportunities to become more competitive by taking advantage of (opportunities a, b, c) that the GRAIMAN company has. (5,6, a, b, c) ex: offers, discounts, promotions, etc.	2	Establish agreements with online companies using social networks +- communication media with government agreements and with private companies giving more credits and promotions for certain amounts of purchase to reach the markets. (7, a, b, c) ex: mass production contracts.						
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2	Establish agreements with online companies using social networks +- communication media with government agreements and with private companies giving more credits and promotions for certain amounts of purchase to reach the markets. (7, a, b, c) ex: mass production contracts.																
B	It is one of the largest exporters nationwide, due to its innovation and specialized group.																
C	The Marketing department constantly analyzes the trend by time and need.																
Threats		ST Strategies	TW Strategies														

D	Imports from neighboring countries generate an imbalance in costs due to their low price, damaging the national market. The surplus value causes builders to seek reduced prices regardless of quality.	1	Conduct a market study online to certain potential groups for the positioning of the GRAIMAN product with the ease of using some interbank financing and becoming more competitive. (1,2,3,4, i, k) ex: telemarketing.	1	Permanent training and motivation of our staff both local and international, internal, and external based on the programs created by networks for the best use of our products and their advantages over others. (5,6, i, j, k).
F	Too many producing companies in a city generate price speculation.	2	Compare prices in the international market to which GRAIMAN exports to try to balance costs, and to be able to introduce our products in required countries = being more competitive than those of the international market. (1,2,3,4, j)		

### ***SWOT analysis of ADELCA***

In 1963 ADELCA was founded by a group of young entrepreneurs. It is considered the number one steel company in Ecuador with almost 60 years in its history and experience. ADELCA is a pioneer in recycling and steel manufacturing. Its operations are conducted under strict technical and safety standards, supported by an efficient and comprehensive environmental protection program.

Since then, ADELCA has become an engine of social and economic development in most of the country. In addition to meeting the needs of sectors such as: construction, metal machinery, perimeter security, agriculture, and industry (See Figure 2). Its commitment extends to benefiting its stakeholders allied to the company. To this end, as part of its socially responsible business vision, ADELCA continues to promote sustainable development projects for the benefit of the community -- employees and clients (ADELCA, 2022).

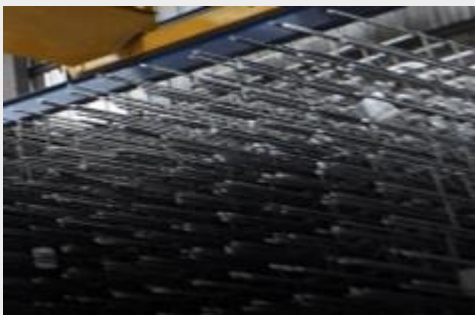
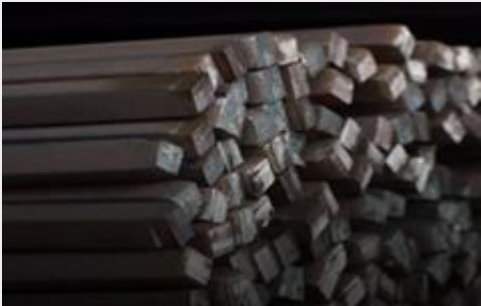

It should be noted that, from 2017 to 2018, the company completed the assembly and commissioning of the second state-of-the-art production plant, which is in Milagro, in the province of Guayas. Which allows it to increase capacity production, diversify production,

and reduce the volume of imports; whose project is the largest private investment in the country, financing these resources through the Inter-American Development Bank.

ADELCA has more than 280 suppliers, thus helping to reduce concentration risk and guaranteeing the timely supply of raw materials. Additionally, the company created an astute strategy through the "Recyclers Club" program with the aim of formalizing and retaining potential scrap suppliers and creating a national collection network (GLOBALRATINGS, 2022).

**Figure 2.**

Presentation of the products to be exported from ADELCA

Products	Illustration
<p>Wire drawing: nails, mesh, staples, galvanized wire, concertina, beams, high carbon wire.</p>	
<p>Laminated profiles: plates, smooth round and square barriers, tees, structural angles.</p>	
<p>Construction rods: figured and straight rod for reinforced concrete.</p>	

**Source:** ADELCA Company, “Exportations,” 2022

## **Internal Evaluation**

### **Strengths:**

1. Pioneer in recycling and steel manufacturing.
2. Diversification of products sold in the market.
3. ADELCA has 60 years of experience and record in basic activity.
4. Safety technology in the workplace and environment.
5. Formal practices of good corporate governance.
6. The board establishes bimonthly policies and procedures to enforce provisions that ensure efficiency, transparency, and accountability.
7. With more than 280 suppliers, it provides timely raw material for the company's operations.
8. Created a "Recycling Club" to retain and formalize suppliers, creating a nationwide collection network.
9. Production plants with state-of-the-art technology to reduce imports, increase production capacity and diversify production.
10. Due to its comprehensive operation and management optimization plan, it reduces the cost of the production process (GLOBALRATINGS, 2022).

### **Weaknesses:**

1. Prices are considerate compared to competing products.
2. The company may be at risk due to loss of information.
3. Software applications that lack a database backup management program, preventing restore capability.
4. Impacts caused by natural disasters, theft, fire, and other factors in the construction field.
5. Depending on the economic cycle, it faces periods of recovery and recession.

6. The relevant accounts receivable that ADELCA maintains represent a small proportion of the total assets.
7. Raw materials depend on foreign countries.
8. Breach of obligations by allied entities causes a failure in the chain.
9. Non-payment by any company could affect the cash flow of the company.
10. Contracting risk with suppliers due to price changes. (GLOBAL RATINGS, 2022)

The weighting of the strengths and weaknesses of the Graiman company can be seen in the following tables 12 and 13.

## Internal Factors Matrix (IFM)

Table 12.

### ADELCA Strengths

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. ADELCA is a pioneer in the recycling and manufacturing of steel.	0.08	4	0.32
2. Diversification of products sold in the market.	0.05	3	0.15
3. It has 60 years of experience and record in its fundamental activity.	0.06	4	0.24
4. Complies with strict technical standards for environmental safety in its operations.	0.05	3	0.15
5. Strengthen with formal practices of Good Corporate Governance.	0.05	4	0.20
6. The board of directors establishes bi-monthly policies and processes that allow the execution of provisions that guarantee efficiency, transparency, and accountability.	0.07	4	0.28
7. The company has more than 280 suppliers, which supplies the timely raw material for its operations.	0.06	4	0.24
8. ADELCA created a "Recycling Club" to retain and formalize suppliers, generating a collection network nationwide.	0.04	3	0.12
9. Production plants with state-of-the-art technology, thus reducing the volume of imports and increasing the productive capacity and diversification of production.	0.04	4	0.16
10. ADELCA has reduced costs in production processes due to its comprehensive optimization program, both operational and administrative.	0.05	4	0.20



Table 13.

## ADELCA Weaknesses

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Considerable prices in relation to its competition.	0.02	1	0.02
2. The company may be at risk due to loss of information.	0.08	2	0.16
3. Lack of software application of procedures for the administration of database backups, weakening the recovery in the shortest possible time.	0.03	1	0.03
4. Effects caused by factors such as natural catastrophes, robberies, and fires in the construction sector.	0.08	2	0.16
5. It faces periods of recovery and recession depending on the economic cycle.	0.05	2	0.10
6. The related accounts receivable that ADELCA maintains do not represent a massive portion of the total assets.	0.02	1	0.02
7. Dependence on raw materials from abroad.	0.05	1	0.05
8. Failure to comply with the obligations by an allied participating entity causes chain faults.	0.04	1	0.04
9. Failure to pay by any company could eventually affect the company's cash flows.	0.05	2	0.10
10. Risk in contracts with suppliers due to price variations.	0.03	1	0.03
<b>TOTAL:</b>	<u>1.00</u>		<u>2.77</u>

## **External Evaluation**

### **Opportunities**

1. The construction industry is considered a development engine and a strategic sector due to its great social and economic impact.
2. The positioning of the brand is to lead the development of the national steel industry.
3. The iron and steel industry are the country's economic development industry.
4. Raw materials are purchased locally through recyclers, and some are imported from Central America and the United States via the web.
5. Ability to generate resources and meet short-term obligations of day-to-day operations.
6. Cooperate with joint ventures in Germany to develop effective strategies.
7. Seek to reduce inventory levels to increase the efficiency levels of storage processes.
8. Products that have passed the comprehensive quality standard certification, including products, workers, and environment.
9. Financial capacity for continuous innovation, technology, and market continuity.
10. Construction is considered a development engine and a strategic sector due to its high social and economic impact (GLOBALRATINGS, 2022).

### **Threats**

1. Ecuador's pure steel production is negligible compared to other countries in the region.
2. The overall risk of the economic environment.
3. The influence of inflation nationally and globally.
4. New tax measures, increase tariffs, restrict imports or other government policies.
5. The impact of changes in the prices of raw materials.

6. The appearance of competitors that offer more convenient products and/or solutions for the customer.
7. Changes in the regulatory and legal framework inherent to the operation of any company in Ecuador.
8. The impact of price competition on company sales.
9. The changes that may modify the operating conditions of the company, either by contracts entered or by suppliers.
10. Downward trend in construction due to the national health emergency crisis (GLOBALRATINGS, 2022).

The weighting of the opportunities and threats of the ADELCA company can be seen in the following tables 14 and 15. Similarly, the strategic analysis of the SWOT matrix can be seen in table 16.

### External Factors Matrix (EFM)

Table 14.

#### ADELCA Opportunities

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Construction is considered a development engine and a strategic sector due to its high social and economic impact	0.03	4	0.12
2. The ADELCA brand is positioned as a leader in the development of the steel industry nationwide.	0.05	4	0.20
3. The steel industry is an industry of economic development for the country.	0.05	3	0.15
4. The raw material is purchased locally through the network of recyclers, as well as a portion imported from Central America and the United States.	0.05	3	0.15
5. The company's ability to generate resources from ordinary operations, and to cover short-term obligations.	0.04	4	0.16
6. Work with allied companies in Germany, generating effective strategies.	0.06	3	0.18
7. Seeks to reduce inventory levels, with the aim of increasing efficiency levels in storage processes.	0.05	4	0.20
8. Products certified by comprehensive quality standards, encompassing the product, the worker, and the environment.	0.04	2	0.16
9. Financial capacity for continuous innovation, technology, and continuity in the market.	0.04	3	0.12
10. Adequate infrastructure of its plants with high technological levels.	0.05	4	0.20

Table 15.

## ADELCA Threats

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Pure steel production is marginal in Ecuador compared to other countries in the region.	0.07	4	0.28
2. General risk of the economic environment.	0.05	4	0.20
3. A regrowth of inflation at a national and global level.	0.05	3	0.15
4. Enactment of new tax measures, tariff increases, import restrictions or other government policies.	0.05	2	0.10
5. Affection in the variation of the prices of the raw material.	0.04	2	0.08
6. Appearance of competitors that offer products and/or solutions that are more convenient for the customer	0.04	2	0.08
7. Changes in regulations and in the legal framework inherent to the operations of any company in Ecuador.	0.05	4	0.20
8. Impact on company sales due to price competition.	0.06	4	0.24
9. Changes that may alter the operating conditions of the company, either by contracts signed or by suppliers.	0.08	3	0.24
10. Decreasing trend in the construction sector due to the crisis due to the state of health emergency at the national level.	0.04	4	0.16
<b>TOTAL:</b>	<u>1.00</u>		<u>3.29</u>

## Strategy Formulation

Table 16.

### Strategic analysis – SWOT Matrix ADELCA

		Strengths	Weaknesses														
		<table border="1"> <tr> <td>1</td> <td>ADELCA is a pioneer in the recycling and manufacturing of steel.</td> </tr> <tr> <td>2</td> <td>Diversification of products sold in the market.</td> </tr> <tr> <td>3</td> <td>It has 60 years of experience and trajectory in its fundamental activity.</td> </tr> <tr> <td>4</td> <td>Complies with strict technical environmental safety standards in its operations.</td> </tr> </table>	1	ADELCA is a pioneer in the recycling and manufacturing of steel.	2	Diversification of products sold in the market.	3	It has 60 years of experience and trajectory in its fundamental activity.	4	Complies with strict technical environmental safety standards in its operations.	<table border="1"> <tr> <td>5</td> <td>Considerable prices in relation to its competition.</td> </tr> <tr> <td>6</td> <td>The company may be at risk due to loss of information.</td> </tr> <tr> <td>7</td> <td>Lack of software application of procedures for the administration of database backups, weakening the recovery in the shortest possible time.</td> </tr> </table>	5	Considerable prices in relation to its competition.	6	The company may be at risk due to loss of information.	7	Lack of software application of procedures for the administration of database backups, weakening the recovery in the shortest possible time.
1	ADELCA is a pioneer in the recycling and manufacturing of steel.																
2	Diversification of products sold in the market.																
3	It has 60 years of experience and trajectory in its fundamental activity.																
4	Complies with strict technical environmental safety standards in its operations.																
5	Considerable prices in relation to its competition.																
6	The company may be at risk due to loss of information.																
7	Lack of software application of procedures for the administration of database backups, weakening the recovery in the shortest possible time.																
Opportunities		SO Strategies	WO Strategies														
A	Construction is considered a development engine and a strategic sector due to its high social and economic impact.	<table border="1"> <tr> <td>1</td> <td>Focus on a group of customers who demand enough to guarantee sales.</td> </tr> <tr> <td>2</td> <td>Attend international fairs and events to offer our products</td> </tr> </table>	1	Focus on a group of customers who demand enough to guarantee sales.	2	Attend international fairs and events to offer our products	<table border="1"> <tr> <td>1</td> <td>Offer products with greater aggregate and that have the perception of customers.</td> </tr> <tr> <td>2</td> <td>Create a technological system that allows us to go at the speed of information.</td> </tr> </table>	1	Offer products with greater aggregate and that have the perception of customers.	2	Create a technological system that allows us to go at the speed of information.						
1	Focus on a group of customers who demand enough to guarantee sales.																
2	Attend international fairs and events to offer our products																
1	Offer products with greater aggregate and that have the perception of customers.																
2	Create a technological system that allows us to go at the speed of information.																
B	The ADELCA brand is positioned as a leader in the development of the steel industry nationwide.																
C	The steel industry is an industry of economic development for the country.																
Threats		ST Strategies	TW Strategies														
I	Pure steel production is marginal in Ecuador compared to other countries in the region.	<table border="1"> <tr> <td>1</td> <td>Focus on economies of scale and reduce costs by increasing production.</td> </tr> <tr> <td>2</td> <td>Determine the competitive structure who demands the highest quality products.</td> </tr> </table>	1	Focus on economies of scale and reduce costs by increasing production.	2	Determine the competitive structure who demands the highest quality products.	<table border="1"> <tr> <td>1</td> <td>Prepare strategic plans in the short, medium, and long term that involve activities for possible global economic changes.</td> </tr> </table>	1	Prepare strategic plans in the short, medium, and long term that involve activities for possible global economic changes.								
1	Focus on economies of scale and reduce costs by increasing production.																
2	Determine the competitive structure who demands the highest quality products.																
1	Prepare strategic plans in the short, medium, and long term that involve activities for possible global economic changes.																
J	General risk of the economic environment.																
K	A regrowth of inflation at a national and global level.																

### *SWOT Analysis of COLINEAL*

The COLINEAL Corporate Group emerged in 1940, founded by Mr. Roberto Maldonado. COLINEAL was born with the manufacture of undoubtedly fine and high quality qualified wooden furniture (See Figure 3). Years later, in 1976, with the guidance, vision and direction of the son of Mr. Roberto Maldonado, he began the innovation of the commercialization of these. In this way, it induces COLINEAL to a continuous development and increase to what it is known today, in the first instance in the city of Cuenca and later at a national level.



Obviously, this company had a dazzling future when it became a prestigious Ecuadorian company for maintaining leadership for more than 40 years in the furniture and home accessories industry made from high-quality material products.

Similarly, COLINEAL has branches in different cities of the country: Quito, Machala, Ambato, Manta, Loja, Guayaquil, Riobamba, and its main headquarters in the city of Cuenca (Quinde Pérez, 2011). And of course, it is worth mentioning that it has stores in foreign markets such as in the city of Lima; Peru, city of Bogota; Colombia and in the city of Panama; Panama.

At present, due to its trajectory in the market, it has demonstrated profitability and progressive and growth so that COLINEAL today seeks to export to new international markets, such as: the United States, New Zealand, Spain, Canada, Peru, Colombia, and Panama (BUSINESS NETWORK, 2022).

Figure 3.

Presentation of COLINEAL products to be exported.

Products	Illustration
Wooden furniture	
Upholstered chairs	

**Source:** COLINEAL Company, “Collections,” 2022



## **Internal Evaluation**

### **Strengths:**

1. COLINEAL is a corporate group with more than 40 years in the market, born with the manufacture of undoubtedly fine and high quality qualified wooden furniture.
2. Innovation in the commercialization of its products.
3. In the market it has shown profitability and progressive and growth.
4. It has the highest machinery technology.
5. High monthly production of its products.
6. Currently its export covers 25% of its total production.
7. Its way of marketing is direct and with excellent prices, as criteria of good service.
8. Its production process begins with the models by the designers.
9. It has a nationally interconnected computer system.
10. It has a highly trained staff.

### **Weaknesses:**

1. Little availability of national wood
2. Government focuses on export aid for primary products.
3. It does not have standardization processes for training and training for sales personnel.
4. High rate of staff turnover.
5. Warranty coverage problem of your products.
6. Delay in the attention and management of claims.
7. Failure to deliver or deliver late products.
8. Lack of Stock of the products.
9. stagnant production.
10. Carelessness and perception of new customers.

The weighting of the strengths and weaknesses of the COLINEAL company can be seen in the following tables 17 and 18.

### Internal Factors Matrix (IFM)

Table 17.

#### COLINEAL Strengths

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1.COLINEAL is a corporate group with more than 40 years in the market, born with the manufacture of undoubtedly fine and high quality qualified wooden furniture.	0.04	4	0.16
2.Innovation in the marketing of your products.	0.07	3	0.21
3.In the market, it has demonstrated progressive and positive profitability and growth.	0.06	4	0.24
4. It has the highest machinery technology.	0.05	3	0.15
5.High monthly production of your products.	0.04	4	0.16
6. Currently its export covers 25% of its total production.	0.07	4	0.28
7. His way of marketing is direct and excellent prices.	0.06	4	0.24
8. Its production process begins with the models by the designers.	0.04	3	0.12
9. It has a nationally interconnected computer system.	0.04	4	0.16
10. It has a highly trained staff.	0.05	4	0.20

Table 18.

## COLINEAL Weaknesses

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1.Little availability of national wood.	0.05	1	0.05
2.Government focuses on export aid for primary products.	0.06	2	0.12
3.It does not have standardization processes for training and training for sales personnel.	0.06	1	0.06
4.High rate of staff turnover.	0.02	2	0.04
5.Warranty coverage problem of your products.	0.05	2	0.10
6.Delay in the attention and management of claims.	0.03	1	0.03
7.Failure to deliver or deliver late products.	0.05	1	0.05
8.Lack of Stock of the products.	0.04	1	0.04
9.stagnant production.	0.05	2	0.10
10.Carelessness and perception of new customers.	0.07	1	0.07
<b>TOTAL:</b>	<b>1.00</b>		<b>2.58</b>

## **Internal Evaluation**

### **Opportunities:**

1. Consumers choose quality over price.
2. They export a finished product with a 0% tariff.
3. They promote the use of waste in the production process.
4. Market Trend in Credit Lines from the government.
5. Developing furniture manufacturing industry.
6. Variety of furniture of excellent quality.
7. Established in the main cities of the country facilitating planning and marketing.
8. They are focused on the environmental quality of their production processes.
9. Launches of new product lines according to the market.
10. Opening of international markets.

### **Threats:**

1. Prominent level of substitute products, plastic, or metal furniture.
2. Greater participation of exporters from Asia.
3. Marketing barriers, due to product models.
4. High promotions of competitors' marketing campaigns.
5. Do not give due importance to this situation in today's competitive environment.
6. Supply problems by suppliers.
7. Promotion of customer dissatisfaction in the delivery of products.
8. Few importers who re-export their products to other countries.
9. Expansion of the number of sales stores of other similar companies.
10. Tariff regulations in the slow and expensive export market.

The weighting of the opportunities and threats of the COLINEAL company can be seen in the following tables 19 and 20. In the same way, the strategic analysis of the SWOT matrix can be seen in table 21.

### External Factors Matrix (EFM)

Table 19.

#### COLINEAL Opportunities

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Consumers choose quality over price.	0.06	3	0.18
2. They export a finished product with a 0% tariff.	0.05	4	0.20
3. They promote the use of waste in the production process.	0.05	2	0.10
4. Market Trend in Credit Lines from the government.	0.03	3	0.15
5. Developing furniture manufacturing industry.	0.06	4	0.24
6. Variety of furniture of excellent quality.	0.03	2	0.06
7. Established in the main cities of the country facilitating planning and marketing.	0.07	4	0.28
8. They are focused on the environmental quality of their production processes.	0.04	2	0.08
9. Launches of new product lines according to the market.	0.08	2	0.16
10. Opening of international markets.	0.02	4	0.08

Table 20.

## COLINEAL Threats

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1.Prominent level of substitute products, plastic, or metal furniture.	0.05	4	0.20
2.Greater participation of exporters from Asia.	0.06	2	0.12
3.Marketing barriers, due to product models.	0.05	3	0.15
4.High promotions of competitors' marketing campaigns.	0.05	2	0.10
5.Not giving due importance to this situation in the current competitive environment.	0.04	2	0.08
6.Supply problems by suppliers.	0.07	1	0.07
7.Promotion of customer dissatisfaction in the delivery of products.	0.03	4	0.12
8.Few importers who re-export their products to other countries.	0.04	2	0.08
9.Expansion of the number of sales stores of other similar companies.	0.05	3	0.15
10.Tariff regulations in the slow and expensive export market.	0.07	4	0.28
<b>TOTAL:</b>	<u>1.00</u>		<u>2.88</u>



## Strategy Formulation

Table 21.

### Strategic analysis – SWOT Matrix COLINEAL

		Strengths	Weaknesses														
		<table border="1"> <tr> <td>1</td> <td>COLINEAL is a corporate group with more than 40 years in the market, born with the quality of its furniture.</td> </tr> <tr> <td>2</td> <td>Innovation in the commercialization of its products.</td> </tr> <tr> <td>3</td> <td>In the market it has demonstrated a profitability and progressive and growth.</td> </tr> <tr> <td>4</td> <td>It has the highest machinery technology.</td> </tr> </table>	1	COLINEAL is a corporate group with more than 40 years in the market, born with the quality of its furniture.	2	Innovation in the commercialization of its products.	3	In the market it has demonstrated a profitability and progressive and growth.	4	It has the highest machinery technology.	<table border="1"> <tr> <td>5</td> <td>Little availability of national wood.</td> </tr> <tr> <td>6</td> <td>Government focuses on export aid for primary products.</td> </tr> <tr> <td>7</td> <td>It does not have standardization processes for training and training for sales personnel.</td> </tr> </table>	5	Little availability of national wood.	6	Government focuses on export aid for primary products.	7	It does not have standardization processes for training and training for sales personnel.
1	COLINEAL is a corporate group with more than 40 years in the market, born with the quality of its furniture.																
2	Innovation in the commercialization of its products.																
3	In the market it has demonstrated a profitability and progressive and growth.																
4	It has the highest machinery technology.																
5	Little availability of national wood.																
6	Government focuses on export aid for primary products.																
7	It does not have standardization processes for training and training for sales personnel.																
Opportunities		SO Strategies	WO Strategies														
A	Consumers choose quality over price.	<table border="1"> <tr> <td>1</td> <td>Economic-financial positioning. Independence ratio.</td> </tr> <tr> <td>2</td> <td>Close surveillance of manufacturing and marketing processes.</td> </tr> <tr> <td>3</td> <td>Improve the quality of products by performing periodic technical evaluations of raw materials.</td> </tr> </table>	1	Economic-financial positioning. Independence ratio.	2	Close surveillance of manufacturing and marketing processes.	3	Improve the quality of products by performing periodic technical evaluations of raw materials.	<table border="1"> <tr> <td>1</td> <td>Analyze the evolution of needs by investing in obtaining raw material.</td> </tr> <tr> <td>2</td> <td>Coordination with production and marketing.</td> </tr> </table>	1	Analyze the evolution of needs by investing in obtaining raw material.	2	Coordination with production and marketing.				
1	Economic-financial positioning. Independence ratio.																
2	Close surveillance of manufacturing and marketing processes.																
3	Improve the quality of products by performing periodic technical evaluations of raw materials.																
1	Analyze the evolution of needs by investing in obtaining raw material.																
2	Coordination with production and marketing.																
B	Exports a finished product with a 0% tariff.																
C	Promotes the use of waste in the production process.																
Threats		ST Strategies	TW Strategies														
I	Prominent level of substitute products, plastic, or metal furniture.	<table border="1"> <tr> <td>1</td> <td>Implement adequate mechanism to diversify and expand product designs.</td> </tr> <tr> <td>2</td> <td>Promotion through the internet and social networks internationally.</td> </tr> </table>	1	Implement adequate mechanism to diversify and expand product designs.	2	Promotion through the internet and social networks internationally.	<table border="1"> <tr> <td>1</td> <td>Look for other alternatives to create or produce our raw material, raising awareness of the environment.</td> </tr> </table>	1	Look for other alternatives to create or produce our raw material, raising awareness of the environment.								
1	Implement adequate mechanism to diversify and expand product designs.																
2	Promotion through the internet and social networks internationally.																
1	Look for other alternatives to create or produce our raw material, raising awareness of the environment.																
J	Greater participation of exporters from Asia.																
K	Marketing barriers, due to product models.																

***SWOT Analysis FLEXIPLAST S.A.***

FLEXIPLAST SA is a leader in the production of packaging for food, beverages, household and personal care products, pet food, and chemical products, among others. In addition, they produce all kinds of plastic bags for commercial use and a complete line of garbage covers of assorted brands to satisfy the multiple needs of the market (See Figure 4).

In 1994, in the city of Cuenca, Ecuador, the company FLEXIPLAST.S was established. A, in 2004 became the first Ecuadorian company to install a 7-layer co-extruder for high-barrier products and vacuum packaging.




In 2006 the plant is expanded to 2,500mts<sup>2</sup> of industrial buildings. New production lines for T-shirt bags and high-tech machinery are installed.

That is why FLEXIPLAST, SA has become a creative and efficient organization, with qualified and motivated personnel seriously committed to the permanent search for excellence. They have spared no resources to invest in the highest technology available in the international market, which is why it is at the forefront of world technology in the extrusion and lamination, pre-press, printing, and conversion processes.

FLEXIPLAST, SA as an Ecuadorian company, feels proud to be part of programs and projects that contribute to the community, the preservation of the environment and the development of the country (FLEXIPLAST, 2023).

Figure 4.

Presentation of the products to be exported from FLEXIPLAST S.A.

Products	Illustration
Disposable rubber and plastic products	
Resin	 

Source: Company FLEXIPLAST, SA, "Products", 2023

## **Internal evaluation**

### **Strengths:**

1. FLEXIPLAST S.A. has a good organizational structure.
2. Effective use of strategic planning within the organization.
3. Trained and motivated human team.
4. Production systems and procedures.
5. Good reputation in the market.
6. Establishment of stable and planned relationships between Sales- Production.
7. Technology and Appropriate Know-how.
8. The objectives are duly communicated from the managers to the operators.
9. The products offer alternatives that adapt to the requirements and consumption trends.
10. Compliance with the technical specifications of the product.

### **Weaknesses:**

1. Geographic location for clients from Guayaquil.
2. Lack of agility in the development of new customer projects.
3. Lack of productive capacity in operation.
4. Information systems are not regularly updated.
5. Staff turnover and absenteeism is high.
6. There is no effective order scheduling.
7. Unit of imported raw material.
8. Excessive cost of raw material.
9. Little investment in new projects for waste management and waste reuse.
10. Changes that affect the quality control area of the products.

The weighting of the strengths and weaknesses of the FLEXIPLAST S.A. company can be seen in the following tables 22 and 23.

### Internal Factors Matrix (IFM)

Table 22.

#### FLEXIPLAST S.A. Strengths

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. FLEXIPLAST SA has a good organizational structure.	0.04	4	0.16
2. Effective use of strategic planning within the organization.	0.05	3	0.15
3.Trained and motivated human team Trained and motivated human team.	0.07	4	0.28
4. Production systems and procedures.	0.05	3	0.15
5.Good reputation in the market.	0.05	4	0.20
6. Establishment of stable and planned relationships between Sales- Production.	0.07	4	0.28
7. Technology and appropriate Know-how.	0.04	4	0.16
8. The objectives are duly communicated from the managers to the operators.	0.06	3	0.18
9.The products offer alternatives that adapt to the requirements and consumption trends.	0.04	4	0.16
10. Compliance with the technical specifications of the product.	0.05	4	0.20

Table 23.

## FLEXIPLAST S.A. Weaknesses

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Geographical location for clients from Guayaquil.	0.06	1	0.06
2.Lack of agility in the development of new customer projects.	0.05	2	0.10
3. Lack of productive capacity in operation.	0.06	1	0.06
4. Information systems are not regularly updated.	0.02	2	0.04
5. Staff turnover and absenteeism is high.	0.05	2	0.10
6. There is no efficient order schedule.	0.03	1	0.03
7. Dependence on imported raw material.	0.05	1	0.05
8. Excessive cost of raw material.	0.04	1	0.04
9. Little investment in new projects for waste management and waste reuse.	0.07	2	0.14
10. Changes that affect the quality control area of the products.	0.05	1	0.05
<b>TOTAL:</b>	<u>1.00</u>		<u>2.59</u>

## **External Evaluation**

### **Opportunities:**

1. Excellent synergies with our clients and other companies in our group.
2. Quality system under development focused on continuous improvement.
3. Free trade with Chile and Andean countries.
4. Market for greenhouse sheets that are produced with outdated technology.
5. Regionalization of suppliers by parts of some clients.
6. Excellent financial image of the corporate group to which the company belongs.
7. Constant growth of the plastic industry.
8. Innovation in product designs.
9. Constant participation in the production of new products.
10. Links and strategic alliances with other plastic industries.

### **Threats:**

1. Recession in the United States, in the suspension of bank credit lines.
2. Offers from foreign companies new to the market.
3. Drop in the price of oil, generating a reduction in purchasing power.
4. New capacity installed in the competition in the market that may damage.
5. Financial instability in the flower sector.
6. General increase in prices.
7. Technological development with greater production capacity.
8. Little export capacity in part to the demands and standards of the international market.
9. Restrictions on imports of the product.
10. Deterioration in employment situation.



The weighting of the opportunities and threats of the FLEXIPLAST S.A. company can be seen in the following tables 24 and 25. In the same way, the strategic analysis of the SWOT matrix can be seen in table 26.

### External Factors Matrix (EFM)

Table 24.

FLEXIPLAST S.A. Opportunities

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Excellent synergies with our clients and other companies in our group	0.06	3	0.18
2. Quality system under development focused on continuous improvement	0.06	4	0.24
3. Free trade with Chile and Andean countries.	0.04	2	0.08
4. Market for greenhouse sheets that are produced with outdated technology.	0.05	3	0.15
5. Regionalization of suppliers by parts of some clients	0.05	4	0.20
6. Excellent financial image of the corporate group to which the company belongs.	0.06	2	0.12
7. Constant growth of the plastic industry.	0.05	4	0.20
8. Innovation in product designs.	0.04	2	0.08
9. Constant participation in the production of new products.	0.04	2	0.08
10. Deterioration in employment situation.	0.06	4	0.24

Table 25.

## FLEXIPLAST S.A. Threats

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Recession in the United States, in the suspension of bank credit lines.	0.06	4	0.24
2.Offers from foreign companies new to the market.	0.04	2	0.08
3. Fall in the price of oil, generating a reduction in purchasing power	0.05	3	0.15
4. New installed capacity in the competition in the market that may harm.	0.05	2	0.10
5.Financial instability in the flower sector	0.04	2	0.08
6. General increase in prices	0.06	1	0.06
7. Technological development with greater production capacity	0.05	4	0.20
8.Little export capacity, partly due to the demands and standards of the international market.	0.05	2	0.10
9. Restrictions on product imports.	0.05	3	0.15
10.Deterioration in employment situation.	0.05	4	0.20
<b>TOTAL:</b>	<u>1.00</u>		<u>2.93</u>

## Strategy Formulation

Table 26.

Strategic analysis – SWOT Matrix FLEXIPLAST S.A.

		Strengths	Weaknesses														
		<table border="1"> <tr> <td>1</td> <td>FLEXIPLAST S.A. has a good organizational structure.</td> </tr> <tr> <td>2</td> <td>Effective use of strategic planning within the organization.</td> </tr> <tr> <td>3</td> <td>Trained and motivated human team.</td> </tr> <tr> <td>4</td> <td>Production systems and procedures.</td> </tr> </table>	1	FLEXIPLAST S.A. has a good organizational structure.	2	Effective use of strategic planning within the organization.	3	Trained and motivated human team.	4	Production systems and procedures.	<table border="1"> <tr> <td>5</td> <td>Geographical locations for customers from Guayaquil</td> </tr> <tr> <td>6</td> <td>Lack of agility in the development of new customer projects.</td> </tr> <tr> <td>7</td> <td>Lack of productive capacity in operation.</td> </tr> </table>	5	Geographical locations for customers from Guayaquil	6	Lack of agility in the development of new customer projects.	7	Lack of productive capacity in operation.
1	FLEXIPLAST S.A. has a good organizational structure.																
2	Effective use of strategic planning within the organization.																
3	Trained and motivated human team.																
4	Production systems and procedures.																
5	Geographical locations for customers from Guayaquil																
6	Lack of agility in the development of new customer projects.																
7	Lack of productive capacity in operation.																
Opportunities		SO Strategies	WO Strategies														
A	Excellent synergies with our clients and other companies in our group.	<table border="1"> <tr> <td>1</td> <td>Increase customer service through periodic technical visits.</td> </tr> <tr> <td>2</td> <td>Create a greater variety of products, meeting the requirements of current and new customers.</td> </tr> <tr> <td>3</td> <td>Improve the quality of products by performing periodic technical evaluations of raw materials.</td> </tr> </table>	1	Increase customer service through periodic technical visits.	2	Create a greater variety of products, meeting the requirements of current and new customers.	3	Improve the quality of products by performing periodic technical evaluations of raw materials.	<table border="1"> <tr> <td>1</td> <td>Maintain better communication with the client with informative talks to take advantage of the benefits of the products offered.</td> </tr> <tr> <td>2</td> <td>Train staff in new areas of plastics through training courses and workshops.</td> </tr> </table>	1	Maintain better communication with the client with informative talks to take advantage of the benefits of the products offered.	2	Train staff in new areas of plastics through training courses and workshops.				
1	Increase customer service through periodic technical visits.																
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1	Maintain better communication with the client with informative talks to take advantage of the benefits of the products offered.																
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B	Quality system under development focused on continuous improvement.																
C	Free trade with Chile and Andean countries.																
Threats		FT Strategies	TW Strategies														
I	Recession in the United States, in the suspension of bank credit lines.	<table border="1"> <tr> <td>1</td> <td>Increase the satisfaction of current customers through surveys.</td> </tr> <tr> <td>2</td> <td>Develop greater technological capacity by acquiring state-of-the-art machinery.</td> </tr> </table>	1	Increase the satisfaction of current customers through surveys.	2	Develop greater technological capacity by acquiring state-of-the-art machinery.	<table border="1"> <tr> <td>1</td> <td>Incentivize employees with higher paid overtime.</td> </tr> <tr> <td>2</td> <td>Increase internal communication by forming a problem-solving group.</td> </tr> <tr> <td>3</td> <td>Reduce accidents at work, conducting talks on industrial safety.</td> </tr> </table>	1	Incentivize employees with higher paid overtime.	2	Increase internal communication by forming a problem-solving group.	3	Reduce accidents at work, conducting talks on industrial safety.				
1	Increase the satisfaction of current customers through surveys.																
2	Develop greater technological capacity by acquiring state-of-the-art machinery.																
1	Incentivize employees with higher paid overtime.																
2	Increase internal communication by forming a problem-solving group.																
3	Reduce accidents at work, conducting talks on industrial safety.																
J	Offers from foreign companies new to the market.																
K	Drop in the price of oil, generating a reduction in purchasing power																



### *SWOT analysis of BIMBO ECUADOR*

The BIMBO group of Mexican origin founded the largest bakery company in Latin America in 1943. Since its creation it has been growing in the production, elaboration, and commercialization of products. This company has branches in all countries, both in America and in Europe.

The BIMBO group, as the world leader in bread, arrived in Ecuador in July 2014 purchasing the company SUPAN with its nine brands, integrating it into its operations (See Figure 5). It has more than 12,000 workers, two production plants and seventeen distribution centers expecting to generate sales of more than fifty-seven million dollars (BIMBO, 2023).

Figure 5.

Presentation of the products to be exported from BIMBO Ecuador

Products	Illustration
Bread Artesian bread	
Biri Biri	

**Source:** Company Grupo Bimbo Ecuador, "Collections", 2023

## **Internal Evaluation**

### **Strengths:**

1. Its enriching nutritional formula with “actileche” and vitamins A+D.
  2. Variety in products with more time and quantity.
  3. Its advertising is striking and has a new presentation.
  4. High technology in machinery and plant.
  5. solid financial backing.
  6. sustainable growth.
  7. Highly qualified staff.
  8. His character in the image is attractive to the child population.
- 
1. They operate in large and flexible plants of the industry.
  2. Wide distribution network.

### **Weaknesses:**

1. Legal conflicts by brand in the market.
2. High price compared to the competition.
3. High planning costs.
4. Distant locations of distribution plants.
5. Price similarity between artisanal and industrial bread.
6. Deficiency in organizational communication.
7. Low level of research and development.
8. Taking international publicity for granted.
9. Minimal marketing bias on consumer needs.
10. Little participation of the staff to position the brand in the country.

The weighting of the strengths and weaknesses of the Bimbo company can be seen in the following tables 27 and 28.



### Internal Factors Matrix (IFM)

Table 27.

#### Bimbo Strengths

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Its enriching nutritional formula with actileche and vitamins A+D.	0.05	4	0.20
2.Variety in products with more time and quantity.	0.07	4	0.28
3. Your advertising is striking and has a new presentation.	0.05	4	0.20
4.High technology in machinery and plant.	0.08	3	0.24
5.Solid financial support.	0.04	3	0.12
6.Sustainable growth.	0.05	3	0.15
7. Highly qualified staff.	0.05	4	0.20
8. His character in the image is attractive to the child population.	0.06	4	0.24
9. They operate in large and flexible industry plants.	0.07	4	0.28
10. Wide distribution network.	0.05	4	0.20

Table 28.  
Bimbo weaknesses

<i>Key internal factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Legal conflicts by brand in the market.	0.04	1	0.04
2. High price compared to the competition.	0.06	2	0.12
3. High planning costs.	0.05	1	0.05
4. Distant locations of distribution plants.	0.04	2	0.08
5. Price similarity between artisanal and industrial bread.	0.05	2	0.10
6. Deficiency in organizational communication.	0.04	1	0.04
7. Little level of research and development.	0.05	1	0.05
8. Take international publicity for granted.	0.04	1	0.04
9. Minimal marketing trend in consumer needs.	0.04	2	0.08
10. Little staff participation to position the brand in the country.	0.02	1	0.04
<b>TOTAL:</b>	<u>1.00</u>		<u>2.75</u>

**External Evaluation****Opportunities:**

1. Prestigious brand in other Latin American and European countries.
2. Its main product is for mass consumption, and it is positioned in the first export sectors.
3. Diversity of product lines.
4. massive ad campaigns.
5. Growth in communication medium.
6. Operational excellence.
7. Innovation of its packaging to maintain the freshness and quality of its products.
8. Increase the production they generate.
9. Export of your products.
10. Acquisition of other companies for its manufacture and distribution of its products.

**Threats:**

1. Cost increases in raw material.
2. Incidence of diet in non-communicable diseases.
3. Market saturated by several well-known brands.
4. Advertising and aggressive promotions of the competition.
5. Entry of new competitors into the market.
6. Reduced expectations of GDP growth.
7. Global economic instability and the weakness of the foreign market.
8. Inflation affects profitability.
9. Increased competition in exporting and importing countries.
1. Low export supply in the market.

The weighting of the opportunities and threats of the FLEXIPLAST S.A. company can be seen in the following tables 29 and 30. In the same way, the strategic analysis of the SWOT matrix can be seen in table 31.

### External Factors Matrix (EFM)

Table 29.

Bimbo Opportunities

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Prestigious brand in other Latin American and European countries.	0.08	3	0.24
2. Its main product is for mass consumption, and it is positioned in the first export sectors.	0.07	4	0.28
3. Diversity of product lines.	0.08	2	0.16
4. Massive advertising campaigns.	0.04	3	0.12
5. Growth in the media.	0.05	4	0.20
6. Operational excellence.	0.05	2	0.10
7. Innovation of its packaging to maintain the freshness and quality of its products.	0.05	4	0.20
8. Increase the production they generate.	0.08	2	0.16
9. Export of your products.	0.09	2	0.18
10. Acquisition of other companies for its manufacture and distribution of its products.	0.05	4	0.20

Table 30.

## Bimbo Threats

<i>Key external factors</i>	<i>Weighing</i>	<i>Classification</i>	<i>Weighted Scores</i>
1. Cost increases in raw material.	0.06	4	0.24
2. Incidence of diet in non-communicable diseases.	0.05	2	0.10
3. Market saturated by several well-known brands.	0.02	3	0.06
4. Advertising and aggressive promotions of the competition.	0.04	2	0.08
5. Incursion of new competitors in the market.	0.05	2	0.10
6. Reduction of GDP growth expectations.	0.06	1	0.06
7. World economic instability and the weakness of the external market.	0.04	4	0.16
8. Inflation affects profitability.	0.04	2	0.08
9. Growth of competition in exporting and importing countries.	0.02	3	0.06
10. Low export supply in the market.	0.03	4	0.12
<b>TOTAL:</b>	<u>1.00</u>		<u>2.90</u>

## Strategy Formulation

Table 31.

### Strategic analysis – SWOT Matrix Bimbo

	Strengths	Weaknesses														
	<table border="1"> <tr> <td>1</td> <td>Its enriching nutritional formula with actileche and vitamins A+D.</td> </tr> <tr> <td>2</td> <td>Variety in products with more time and quantity.</td> </tr> <tr> <td>3</td> <td>Variety in products with more time and quantity.</td> </tr> <tr> <td>4</td> <td>High technology in machinery and plant.</td> </tr> </table>	1	Its enriching nutritional formula with actileche and vitamins A+D.	2	Variety in products with more time and quantity.	3	Variety in products with more time and quantity.	4	High technology in machinery and plant.	<table border="1"> <tr> <td>5</td> <td>Legal conflicts by brand in the market.</td> </tr> <tr> <td>6</td> <td>Unaffordable prices compared to the competition.</td> </tr> <tr> <td>7</td> <td>High planning costs.</td> </tr> </table>	5	Legal conflicts by brand in the market.	6	Unaffordable prices compared to the competition.	7	High planning costs.
1	Its enriching nutritional formula with actileche and vitamins A+D.															
2	Variety in products with more time and quantity.															
3	Variety in products with more time and quantity.															
4	High technology in machinery and plant.															
5	Legal conflicts by brand in the market.															
6	Unaffordable prices compared to the competition.															
7	High planning costs.															
Opportunities	SO Strategies	WO Strategies														
<table border="1"> <tr> <td>A</td> <td>Prestigious brand in other Latin American and European countries.</td> </tr> <tr> <td>B</td> <td>Its main product is for mass consumption, and it is positioned in the first export sectors.</td> </tr> <tr> <td>C</td> <td>Diversity of product lines.</td> </tr> </table>	A	Prestigious brand in other Latin American and European countries.	B	Its main product is for mass consumption, and it is positioned in the first export sectors.	C	Diversity of product lines.	<table border="1"> <tr> <td>1</td> <td>Positioning of economic line making known the nutritional benefits.</td> </tr> <tr> <td>2</td> <td>Increase the customer portfolio in detail.</td> </tr> </table>	1	Positioning of economic line making known the nutritional benefits.	2	Increase the customer portfolio in detail.	<table border="1"> <tr> <td>1</td> <td>Inform sales staff of the new presentation and new market segment.</td> </tr> <tr> <td>2</td> <td>Increase the customer portfolio Reaching the homes of the middle- and lower-class family.</td> </tr> </table>	1	Inform sales staff of the new presentation and new market segment.	2	Increase the customer portfolio Reaching the homes of the middle- and lower-class family.
A	Prestigious brand in other Latin American and European countries.															
B	Its main product is for mass consumption, and it is positioned in the first export sectors.															
C	Diversity of product lines.															
1	Positioning of economic line making known the nutritional benefits.															
2	Increase the customer portfolio in detail.															
1	Inform sales staff of the new presentation and new market segment.															
2	Increase the customer portfolio Reaching the homes of the middle- and lower-class family.															
Threats	ST Strategies	TW Strategies														
<table border="1"> <tr> <td>I</td> <td>Cost increases in raw material.</td> </tr> <tr> <td>J</td> <td>Incidence of diet in non-communicable diseases.</td> </tr> <tr> <td>K</td> <td>Market saturated by several well-known brands.</td> </tr> </table>	I	Cost increases in raw material.	J	Incidence of diet in non-communicable diseases.	K	Market saturated by several well-known brands.	<table border="1"> <tr> <td>1</td> <td>Internal Marketing, establish a communication plan that allows the development and exchange of information at all levels.</td> </tr> <tr> <td>2</td> <td>Competitive Strategy, trying to achieve a safe and stable position in the products of its portfolio.</td> </tr> </table>	1	Internal Marketing, establish a communication plan that allows the development and exchange of information at all levels.	2	Competitive Strategy, trying to achieve a safe and stable position in the products of its portfolio.	<table border="1"> <tr> <td>1</td> <td>Make moderate changes to the redefinition of your reference market</td> </tr> </table>	1	Make moderate changes to the redefinition of your reference market		
I	Cost increases in raw material.															
J	Incidence of diet in non-communicable diseases.															
K	Market saturated by several well-known brands.															
1	Internal Marketing, establish a communication plan that allows the development and exchange of information at all levels.															
2	Competitive Strategy, trying to achieve a safe and stable position in the products of its portfolio.															
1	Make moderate changes to the redefinition of your reference market															

In the SWOT analysis these weighted data were obtained at a general level. The companies have a high weighted average because all exceed 2.5, which is the average score. And if we visualize the situation of each one of them through internal and external factors; in first place and with the highest score is occupied by the company ADELCA, followed by the company GRAIMAN, and in third place is BIMBO Ecuador within the internal factors it exceeds GRAIMAN by a few thousandths. But within the external factors GRAIMAN is greater than BIMBO Ecuador. In fourth place is FLEXIPLAST S.A. and finally is COLINEAL (See tables 32).

Table 32.

Weighted Summary of the companies analyzed in the SWOT.

COMPANIES	ASSESSMENT	
	INTERNAL FACTORS	EXTERNAL FACTORS
GRAIMAN	2.61	3.07
ADELCA	2.77	3.29
COLINEAL	2.58	2.88
FLEXIPLAST S.A.	2.59	2.93
BIMBO, ECUADOR	2.75	2.90

Table 33 shows the countries of export as well as the products exported and the sector to which it belongs. It should be noted that, in this table the destination countries of the selected companies are mostly Latin American.



Table 33.

Exports by country and product of selected companies

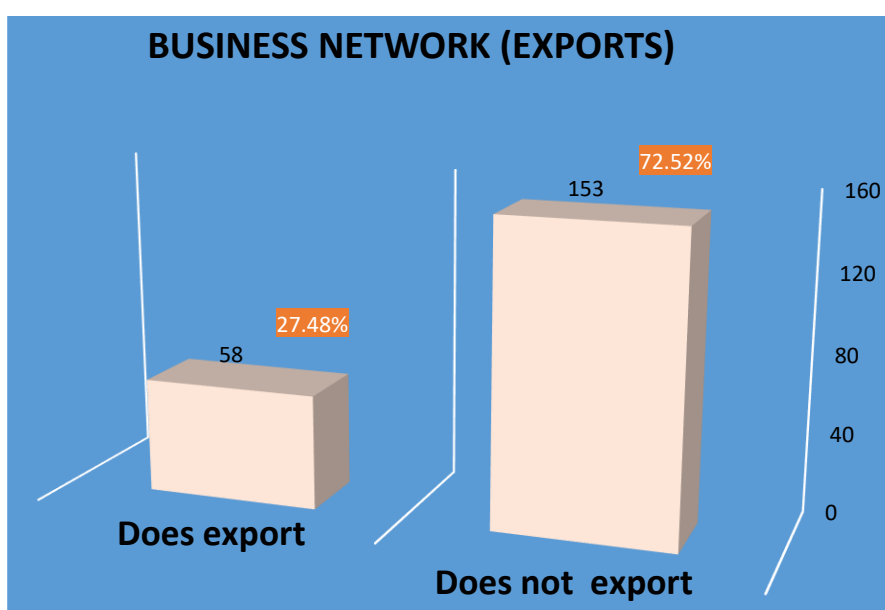
Export Country	Product	Company	Sector
ARGENTINA - CHILE - COLOMBIA - COSTA RICA - USA - PANAMA - PERU - DOMINICAN REPUBLIC - VENEZUELA	Raw material: - Serigraphy - Enamel	GRAIMAN CIA. LTDA.	Manufacture of ceramic products and accessories
CENTRAL AMERICA / LATIN AMERICA	Construction rods: Straight and figured rod for reinforced concrete. Rolled profiles: Smooth Square and Round Bars, Structural Angles, Plates and Tees. Drawn: High Carbon Wire, Nails, Galvanized Wires (Annealed from Barbs), Concertinas, Twisted Gabions, Staples, Meshes, Beams and Joists.	ACERÍA DEL ECUADOR, ADELCA	Iron and steel industries
PERU - PANAMA	Furniture and decorative objects	COLINEAL CORPORATION CIA. LTDA.	Furniture manufacturing
USA - BRAZIL - COLOMBIA	Resin	FLEXIPLAST S.A.	Disposable plastic products
MEXICO	Bimbo Mold Bread, Artisan Bread and Biri Biri	BIMBO, ECUADOR	Bakery and pastry products

Source: CMME Research, "RED EMPRESARIAL," 2022

Figure 6 shows the companies affiliated with the Corporación Mucho Mejor Ecuador, “La Huella”, a total of 211 companies are affiliated of which 58, that is, 27.48% Export, while 153, that is, 72.52 % DO NOT Export, which we can infer that if we work to further promote the products of these companies and encourage Managers to comply with export requirements, we can increase the figures so that more companies export.

Figure 6.

Business network (exports)



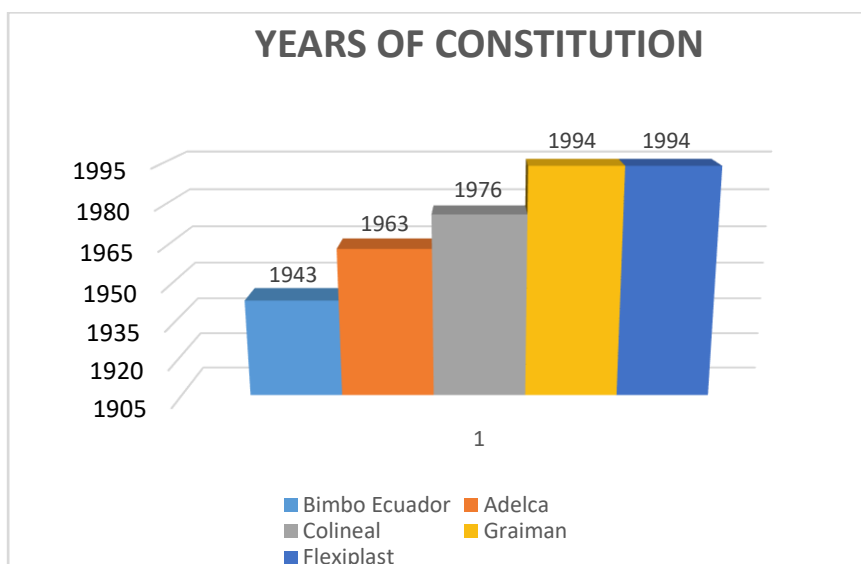
**Source:** CMME Research, “BUSINESS NETWORK,” 2022

Figure 7 shows the foundation years in which our selected companies were established. BIMBO Ecuador has the longest record, dating back to 1943. Let us remember that this company initially operates in Mexico, and it was in 2014 that it established itself in Ecuador, however, we can highlight that its products are well known, and its brand is well positioned, then ADELCA follows, which began its activities in 1963 with 100% Ecuadorian products. In third place, it is occupied by COLINEAL founded in 1976, and in last place is occupied by GRAIMAN and FLEXIPLAST, both established in 1994. All the selected companies have been

operating their activities for years, which we can conclude that they have experience in the international market.

Figure 7.

Years of constitution

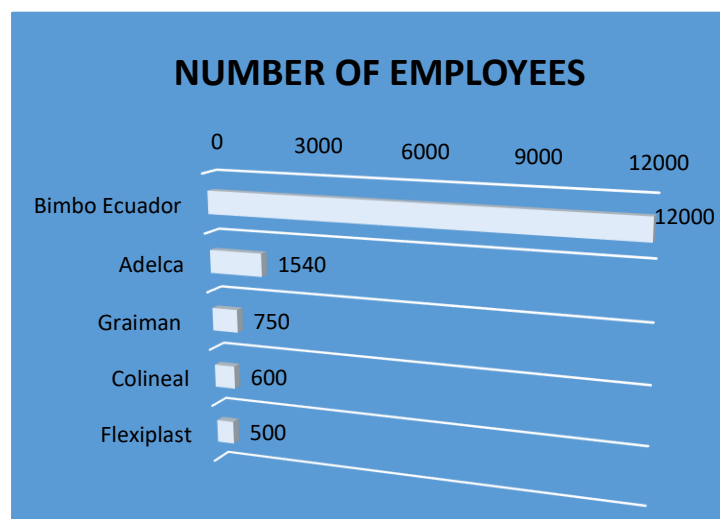


**Source:** CMME Research, “RED EMPRESARIAL”, 2022

Figure 8 highlights the number of employees that each selected company has. In first position is BIMBO Ecuador, once again it stands out because in the business network it is defined as an international company and adds up its entire conglomerate. In second position is ADELCA with 1540 employees, while the other companies are within 750 to 500 employees. All this allows us to identify that these companies are large and have a high capacity that favors the international market.

Figure 8.

Number of employees



**Source:** CMME Reserach, "RED EMPRESARIAL," 2022

## VI. DISCUSSION AND CONCLUSIONS

From the comparative analysis of the exporting companies affiliated with the Corporación Mucho Mejor Ecuador, La Huella, five companies were selected among which are: GRAIMAN CÍA. LTDA., ACERÍA DEL ECUADOR C.A. (ADELCA), CORPORACIÓN COLINEAL CÍA. LTDA., FLEXIPLAST S.A. and BIMBO Ecuador. The Internal factors and the external factors were evaluated in the SWOT Matrix, in relation to International Trade, focused on the exports of its products with an Ecuadorian seal.

The relevant elements within the Internationalization process were those mentioned as follows: the years of experience of the companies, the geographical diversity, the investments, the quality of their products, the satisfaction of the clients, the innovation, the protection of the environment, tariff preferences, among others.

As a result of the information and data analyzed, it is considered that the ADELCA company is in the best position in both external and internal factors compared to the selected companies. ADELCA is considered the pioneering steel company at the national level because it establishes various safety regulations guided by technical standards, supported by an environmental protection program which focuses on good recycling and steel manufacturing practices, covering various construction areas. This is evidenced in the SWOT analysis presented previously on Table 21, whose favorable results of 3.29 in external factors and 2.77 for internal factors placed the company in first position. In this way, ADELCA can successfully conduct exports since it has the key factors as mentioned by Martínez (2022) in the literature review. Additionally, it has the three fundamental pillars of innovation established by Añez (2022), which makes ADELCA a successful company in the finishing and construction area today.

Next, Graiman is in second place in terms of external factors because it has a positive position in the national and international market due to its quality and customer satisfaction. In the same way, it complies with various norms and quality standards. All this allows to have competitiveness and profitability to grow within the international market. The company is constantly innovating both its staff and state-of-the-art machinery which allows it to have better production processes to provide excellence through its products. (Añez, 2022)

On the other hand, Bimbo is in second place in terms of internal factors since it has a great trajectory of 80 years in the market since 1943. This has allowed the company to consolidate in its national market and then grow in the international market. Bimbo has thus created a wide distribution network, and in this way, they establish themselves in each country with their respective production and planning plants to reduce production costs and in turn build consumer loyalty.

Finally, it is observed that Colineal has the lowest scores in both internal and external factors. Despite being a strong exporting company with numerous opportunities and strengths such as: profitability and adequate growth, the company must improve its conditions and strengths since it does not have adequate access to raw materials. This makes production and timely delivery of its orders difficult and, as a result, causes a loss of customers since they prefer to go with other providers that meet their established times. Likewise, its staff does not have adequate training both for the area of production and handling of machinery neither for the area of customer service. This is why, as previously mentioned by the author Añez (2022) in the key factors to export correctly, the success of the innovation must be considered which refers to constant training of the personnel. Therefore, it is suggested that they keep up to date with ideas and discoveries that allow adequate production processes and favorable operations to take place.

Consequently, it is considered that Colineal should have a greater focus on improving marketing strategies like giving way to solving problems at the time of its production and planning.

Once this analysis has been conducted, it can be said that to conduct a process of internationalization of Ecuadorian companies, various internal and external factors must be examined as well as commercial strategies which will influence their success. Thus, companies will also be able to identify the obstacles they must face and constantly strengthen themselves to reach the international market.

### **Recommendations**

The companies that are part of the Corporación Mucho Mejor Ecuador, La Huella represent an important group within the national economy, so it is recommended that they are in continuous analysis of the economic-financial behavior due to the different changes worldwide because it directly affects the exports. Likewise, it is advisable to consider the analyzed factors of the exporting companies to establish a guideline that can be followed and adapted for companies that wish to start in the international market. It is also important to contemplate the different studies that identify the relevant indicators that influence export behavior in Ecuador.

The CMME's main objective is to cultivate a culture of quality among Ecuadorian products through a process of accompaniment to obtain the necessary certifications through technical training and know-how, which can be identified by the stamp of “La Huella” that is present in the products or services that have achieved this seal of quality, strengthening their brand. As a result of this facilitation of processes, companies can plan to address the international market. In this way, the CMME will be able to offer an extra service to the

companies that are members as a way of supporting them to reach the international market, without sacrificing their product or service since it has some guidelines to which it can be adapted to address its ultimate destination.



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## APPENDIX

### Appendix A. CMME Affiliate Members

COMPANY NAME	NAME REFERENCE	PRODUCTS THAT EXPORT	EXPORT YES/NO	COUNTRY
ACERIA DEL ECUADOR CA ADELCA	ADELCA	Construction rods: Straight and figured rod for reinforced concrete. Rolled profiles: Smooth square and round bars, structural angles, plates, and tees. Wire drawing: High carbon wire, nails, galvanized wire (annealed and barbed), concertina, twisted gabions, staples, mesh, beams, and joists.	YES	CENTRAL AMERICA / LATIN AMERICA
ACERIAS NACIONALES DEL ECUADOR S.A.	ANDEC	SCRAP FOR FOUNDRY HMS1 & HMS2 MIX 80/20 GLOBAL WARS WITHOUT MODEL	YES	CHINA - BRAZIL - SPAIN - PERU - MEXICO
ACQUASPLENDOR SA	AQUASPLENDOR	Water bottles	YES	NATIONAL
ACRETI SA	ACRETI	Does not export	NO	
AGRIPAC	AGRIPAC	SOY CAKE IN BULK WITHOUT MODEL	YES	PERU - COLOMBIA
AGROINDUSTRIES ECUADOR GDOS AGROG2EC	AGROG2EC	Does export	YES	NATIONAL
AGROPESA	AGROPESA	Does not export	NO	
AGROTA CIA. LTDA.	Coffee 1200	Does not export	NO	
ALCALISA S.A.	ALCALISA S.A.	Does not export	NO	
ALIMENTARTE S.A. B.I.C.	ALIMENTARTE	Does export	YES	SWITZERLAND - CHILE
YUPI FOODS SA	YUPI FOOD	Does not export	NO	



ALPINA FOOD PRODUCTS ALPIECUADOR SA	ALPINA FOOD PRODUCTS ALPIECUADOR SA	Chocolate milk	YES	COLOMBIA - ECUADOR
ANDES CABLES TRADING SA ACTRASA	ACTRASE	Does not export directly	NO	
ARTESA	ARTESA	DISHES AND OTHER ARTICLES FOR DOMESTIC USE, HYGIENE OR TOILET, CERAMIC, EXCEPT PORCELAIN	YES	NATIONAL
ASISERVY	ASISERVY	Tuna, loins	YES	SPAIN - VENEZUELA - USA - UNITED KINGDOM - NETHERLANDS - FRANCE - COLOMBIA - GERMANY - CHILE - ITALY - ARGENTINA - PERU - BRAZIL - BELGIUM
BERMEO HERMANOS CIA.LTDA.	BERMEO HERMANOS	Does not export	NO	
BIMBO ECUADOR S.A.	BIMBO ECUADOR S.A.	Does export. Bimbo Mold Bread, Artisan Bread and Biri Biri	YES	MEXICO - LATIN AMERICA
BIOALIMENTOS CIA. LTDA.	BIOALIMENTOS CIA. LTDA.	Does not export	NO	
BIOTECHNOLOGY AND MEDICINE BIOAMIGA CIA. LTDA.	BIOAMIGA CIA. LTDA.	Does not export	NO	
BRAVO POLO CIA. LTDA.	BRAVO POLO CIA. LTDA.	Does not export	NO	
BURGUES CIA. LTDA.	BURGUES CIA. LTDA.	Does not export	NO	
BUYI CL	BUYI CL	Does not export	NO	
CAFÉ GARDELLA	CAFÉ GARDELLA	Does not export	NO	
CAFECOM S.A.	CAFECOM S.A.	Ground coffee	YES	USA - EUROPE - ASIA - SOUTH AMERICA
CAIBE GAIBOR VIVIANA GUADALUPE	FIVALFOR	Does not export	NO	

CALZADO LIWI	Nomb Comer CALZADO LIWI	Does not export	NO	
CAMARI	CAMARI	Does not export	NO	
CAPUCHON FLOWERS ESPECIALISTAS EN EMPAQUES PARA FLORES CAPUCHON FLOWERS CIA. LTDA.	CAPUCHON FLOWERS CIA. LTDA.	Micro-perforated cap	YES	NATIONAL
CARCHI ALVARADO VERONICA ELIZABETH	GLASSVITA-VIDRIO TEMPLADO DEL AUSTRO	Does not export	NO	
CARLITA SNACKS CARLISNACKS CIA. LTDA.	CARLITA SNACKS	Does not export	NO	
CARTONES NACIONALES S.A.	CARTOPEL	Paper cartons and raw	YES	USA - BRAZIL - PERU - CHILE - COLOMBIA
CARVAGU SA	NATURE'S GARDEN	OTHER DRUGS FOR HUMAN USE DOSED OR PACKED FOR RETAIL SALE...	YES	VENEZUELA - PANAMA - CHILE - COLOMBIA - PERU - GUATEMALA - DOMINICAN REPUBLIC - BOLIVIA
CASTRO GOMEZ ROSA DEL PILAR	AGROMIKROBEN	Does not export	NO	
CEDIA	RED CEDIA	Does not export	NO	
CENTRO DE INNOVACION E INDUSTRIALIZACION DE ALIMENTOS NVA S.A.		Does not export	NO	
CENTRO DE INNOVACION E INDUSTRIALIZACION DE ALIMENTOS NVA S.A.		Does not export	NO	
CEPROMAR S.A.	CEPROMAR S.A.	Fish and fish derivatives	YES	RUSSIA - USA - UKRAINE - CHINA - BULGARIA - SPAIN
CERVECERÍA NACIONAL	CERVECERÍA NACIONAL	Beer	YES	SPAIN
CERVECERIASINNERS S.A.	SINNERS	Does not export	NO	

CERVECERIASINNERS S.A.	SINNERS	Does not export	NO	
CERVEZA ARTESANAL SR55 CIA. LTDA.	CERVEZA SANTA ROSA	Does not export	NO	
CERVEZA ARTESANAL SR55 CIA. LTDA.	CERVEZA SANTA ROSA	Does not export	NO	
CHAVEZ MORENO MARIA LUCIA	AROMA NATURAL	Does not export	NO	
CHAVEZ MORENO MARIA LUCIA	AROMA NATURAL	Does not export	NO	
CHICA SEGOBIA ENRIQUE CESAR	INMEPLAST	Does not export	NO	
CHICA SEGOBIA ENRIQUE CESAR	INMEPLAST	Does not export	NO	
CHIM-INTAS SA	CHIMINTAS	Does not export	NO	
CHIM-INTAS SA	CHIMINTAS	Does not export	NO	
CHOCOLATE ECUATORIANO C.A.	CHOCOLATE ECUATORIANO C.A.	Cocoa and chocolate bars	YES	USA - CHILE
CLOROX ECUADOR	ECUADOR CLOROX	Disinfectant products and chlorine derivatives	YES	COLOMBIA - PERU
COLINEAL CORPORATION CIA. LTDA.	COLINEAL	Furniture and decorative objects	YES	PERU - PANAMA
COMERCIAL CASA LINDA S.A.	CASA LINDA	Textile products	YES	PERU
COMPAÑÍA DE ELABORADOS DE CAFÉ EL CAFÉ C.A.	COMPAÑÍA DE ELABORADOS DE CAFÉ EL CAFÉ C.A.	Does not export	NO	
COMPAÑÍA DE ELABORADOS DE CAFÉ EL CAFÉ C.A.	COMPAÑÍA DE ELABORADOS DE CAFÉ EL CAFÉ C.A.	Does not export	NO	

COMPAÑIA DE PRODUCCION Y COMERCIALIZACION MASCORONA & SOLEG CIA. LTDA.	MASCORONA CIA. LTDA.	Grains and nuts	YES	USA - CHILE
CONFECCIONES TANIA	CONFECCIONES TANIA	Does not export	NO	
CONFECCIONES TANIA	CONFECCIONES TANIA	Does not export	NO	
CONFITERIA CANDYFANTASY CIA. LTDA.	CANDY FANTASY/ROCK CANDY	Does not export	NO	
CONFITERIA CANDYFANTASY CIA. LTDA.	CANDY FANTASY/ROCK CANDY	Does not export	NO	
CORPORACION FAVORITA	SUPERMAXI - MEGAMAXI	Facilitation for the export of Ecuadorian products	YES	PANAMA
COSMICA CIA. LTDA	LA TOSCANA - COSMICA (Montañita)	Liquors	YES	BOLIVIA
CRESPO ALVARADO SEBASTIAN	ASTARAY	Does not export	NO	
CRESPO ALVARADO SEBASTIAN	ASTARAY	Does not export	NO	
DELLTEX INDUSTRIAL SA	DELLTEX INDUSTRIAL SA	Textile products	YES	USA
DIMABRU CIA. LTDA.	DIMABRU CIA. LTDA.	Cleaning products	YES	NATIONAL
DIMABRU CIA. LTDA.	DIMABRU CIA. LTDA.	Does not export	NO	
DISMA C. LTDA.	DISMA C. LTDA.	Does not export	NO	
DISMA C. LTDA.	DISMA C. LTDA.	Does not export	NO	
DK MANAGEMENT SERVICES SA	DK MANAGEMENT SERVICES	Does not export	NO	

DK MANAGEMENT SERVICES SA	DK MANAGEMENT SERVICES	Does not export	NO	
DM-MEDICAL S.A.	VITAGARDEN	Does not export	NO	
DM-MEDICAL S.A.	VITAGARDEN	Does not export	NO	
DOSILER S.A.	COCO EXPRESS	Does not export	NO	
DOSILER S.A.	COCO EXPRESS	Does not export	NO	
DURAPLAST	DURAPLAST	Does not export	NO	
DURAPLAST	DURAPLAST	Does not export	NO	
DYVENPRO DISTRIBUCION Y VENTA DE PRODUCTOS S.A.	DYVENPRO S.A./GRUPO DIFARE	Does not export	NO	
DYVENPRO DISTRIBUCION Y VENTA DE PRODUCTOS S.A.	DYVENPRO S.A./GRUPO DIFARE	Does not export	NO	
ECOLAC CIA. LTDA.	ECOLAC CIA. LTDA.	Does not export	NO	
ECOLAC CIA. LTDA.	ECOLAC CIA. LTDA.	Does not export	NO	
ECONOFARM SA	SANA SANA	Does not export	NO	
ECONOFARM SA	SANA SANA	Does not export	NO	

ECOROSSES SA	ECOROSSES SA	Roses, flowers, and ornamental products	YES	USA - EUROPE - ASIA
ECUADORIAN PRODUCT INNOVATION EPI CIA. LTDA.	EPI CIA. LTDA.	Does not export	NO	
ECUADORIAN PRODUCT INNOVATION EPI CIA. LTDA.	EPI CIA. LTDA.	Does not export	NO	
ECUAMANGUERAS	ECUAMANGUERAS	Does not export	NO	
ECUAPASTA S.A.	ECUAPASTA S.A.	Does not export	NO	
ECUATORIANA DE SAL Y PRODUCTOS QUIMICOS C.A.	ECUASAL	Salt	YES	COLOMBIA - PERU - VENEZUELA
EDESA S.A.	EDESA	Toilets	YES	CENTRAL AMERICA - COLOMBIA - PERU -
ELECTRO GENERADORA DEL AUSTRO, ELECAUSTRO	ELECAUSTRO	Does not export	NO	
EMBUTSER SA	EMBUTSER SA	Does not export	NO	
EMMANUEL VITERI SOLUCIONES INTEGRALES	SHIELD PIPES	Does not export	NO	
ENVATUB S.A.	ENVATUB S.A.	Does not export	NO	
EQUISPLAST	EQUISPLAST	Fiberglass	YES	PANAMA - ARGENTINA - BOLIVIA - COLOMBIA - PERU
ESPIN BRAVO JUAN SEBASTIAN	ALKUPETS	Does not export	NO	
ESPIN ORTIZ RAUL MARCELO	SEGUID	Does not export	NO	

ESPINOZA WILCHES SONIA ELISABETH	LENEY	Does not export	NO	
ETHNIESSENCE COMPAÑÍA LIMITADA	ETHNISNACK	Does not export	NO	
EXPLAST, EXTRUSIONES PLASTICAS S.A.	EXPLAST	Does not export	NO	
EXPOPALET CIA. LTDA.	EXPOPALET	Does not export	NO	
FABCAD SA	MAQUINAS EC	Does not export	NO	
FABRICA DE DILUYENTES Y ADHESIVOS DISTHER C.LTDA. DISTHER	DISTHER	THINNERS AND ADHESIVES	YES	NATIONAL
FABRICA DE EMBUTIDOS LA IBERICA CIA. LTDA.	EMBUTIDOS LA IBERICA	Does not export	NO	
FARMACIAS Y COMISARIATOS DE MEDICINAS S.A. FARCOMED	FYBECA	Does not export	NO	
FIBRO ACERO S.A.	FIBRO ACERO S.A./ ECOLINE	STEEL COILS	YES	GUATEMALA - BOLIVIA - COLOMBIA - PERU
FLEXIPLAST SA	FLEXIPLAST SA	RESIN	YES	USA - BRAZIL - COLOMBIA
FUENTES LARREA ORLANDO FRANCISCO	CAUCHOS VIKINGO	Does not export	NO	
FUENTES NAVARRETE JUAN FERNANDO	CAUCHOS VIKINGO EFECUATRO CIA. LTDA.	Does not export	NO	
GABELA RIVADENEIRA FRANCISCO DAVID	DULCEFUEGO	Does not export	NO	
GAVILANES CLAVIJO ADELITA DEL CARMEN	PELUCHES HEART	Does not export	NO	

GRAIMAN CIA. LTDA.	GRAIMAN	RAW MATERIAL ENAMEL, RAW MATERIAL SERIGRAPHY	YES	ARGENTINA - CHILE - COLOMBIA - COSTA RICA - USA - PANAMA - PERU - DOMINICAN REPUBLIC - VENEZUELA
GRUPO BRAVO BRAMAINDUSTRIAS S. A.	BRAMAINDUSTRIAS S.A.	Does not export	NO	
GUEVARA PULLAS TATIANA MARIVEL	EL SAVILAR	Does not export	NO	
GUZMAN ZURITA PAUL WLADIMIR	QUINI	Does not export	NO	
HERMOSA RIOS ANDRES ESTEBAN	FRUYU	Does not export	NO	
HISPANAMUR S.A.	HISPANAMUR S.A. / PIPAS E	HISPANAMUR, SEEDS (exported twice)	YES	NATIONAL
HOMERO ORTEGA PEÑAFIEL & SONS CIA. LTDA.	HOMER ORTEGA	Toquilla straw hats export	YES	USA - CANADA - GERMANY - FRANCE - ITALY - UNITED KINGDOM - SPAIN
HOTEL ORO VERDE S.A. HOTVER	HOTEL ORO VERDE S.A. HOTVER	Does not export	NO	
IDEAL ALAMBREC S.A.	IDEAL ALAMBREC	Wire and steel export	YES	COLOMBIA - COSTA RICA - VENEZUELA - CENTRAL AMERICA
ILE C.A.	ILE C.A.	Dressings and condiments export	YES	USA - SPAIN - ITALY - CHILE - PUERTO RICO - JAPAN - PERU - COLOMBIA
IN CAR PALM INDUSTRIA CARTONERA PALMAR S.A.	IN CAR PALM	Does not export	NO	
INDUHORST CIA.LTDA.	INDUHORST CIA.LTDA.	Does not export	NO	
INDUSTRIA ECOQUIMIK CIA. LTDA.	ECOQUIMIK	Does not export	NO	
INDUSTRIA RECICLADORA DE CAUCHO ECOCAUCHO S.A.	ECOCAUCHO S.A.	Export of recycled rubber products	YES	NATIONAL



INDUSTRIAL DEL TROPICO INDELTRO S.A.	INDELTRO S.A.	Does not export	NO	
INDUSTRIAS ECOQUIMIK CIA. LTDA.	ECOQUIMIK	Export of thermal boxes (one time only)	YES	COLOMBIA
INDUSTRIAS PLASTICAS JOSA CIA. LTDA.	INDUSTRIAS PLASTICAS JOSA CIA. LTDA. (BIBERONES CARLITOS)	Does not export	NO	
INDUSTRIAS QUIMICAS DEL AZUAY S.A.	CEMENTO ATENAS	Does not export	NO	
INDUSTRIAS TCT S.A.	EASYDRY LAVADO DE AUTOS SIN AGUA	Does not export	NO	
INDUSTRIAS TECNOLÓGICAS ALVAREZ INTAL CIA. LTDA.	INTAL	Does not export	NO	
INVEDELCA	GUIPI	Does not export	NO	
ITALIMENTOS CIA. LTDA.	ITALIMENTOS CIA. LTDA.	Does not export	NO	
JACOME Y ORTIZ DE COMERCIO CIA.LTDA	JACOME Y ORTIZ DE COMERCIO CIA.LTDA / CAFÉ CUBANITO	Does not export	NO	
JARAMILLO PALACIOS MIRYAM PATRICIA	TRAPITOS	Does not export	NO	
JOSE ANTONIO DUTAN ARIZAGA	CREATHON	Does not export	NO	
JUAN ALVAREZ CIA. LTDA.	JUAN ALVAREZ CIA. LTDA.	Electric showers export	YES	BRAZIL
KIMBERLY-CLARK	KIMBERLY-CLARK	Does not export	NO	
LA CHOLITA LLC	Iberia Foods/North Shore Bottling Co.	Does export	YES	SPAIN - USA

LA ESPERANZA COMERCIALIZADORA WHOLESALEINN	LA ESPERANZA	Does not export	NO	
LA FABRIL S.A.	LA FABRIL S.A.	Vegetable oils, margarines, and jams export	YES	ARGENTINA - COLOMBIA - VENEZUELA - CHILE - USA
LABORATORIOS JULGUER	NEGRETE CASANOVA PILAR CATALINA	Does not export	NO	
LABORATORIOS NEGRETE LABNEGRET C.A.	LABORATORIOS NEGRETE LABNEGRET C.A. DESODORANTE SUTTON	Does not export	NO	
LABORATORIOS SIEGFRIED SA	SIEGFRIED	Does not export	NO	
LABORATORIOS WINDSOR S.A.	LABORATORIOS WINDSOR	Lawn Spray Export	YES	NATIONAL
LACTEOS SAN ANTONIO C.A.	LACTEOS SAN ANTONIO C.A.	Does not export	NO	
LAROTPRINT CIA. LTDA.	LAROTPRINT CIA. LTDA.	Does not export	NO	
LLERENA PINTO CESAR VICENTE	CELLTEX	Does not export	NO	
MAREROCE EXPORT IMPORT CIA. LTDA.	MAREROCE EXPORT IMPORT CIA. LTDA.	Export of processed tuna	YES	MEXICO - COLOMBIA - CHILE - PANAMA -- PERU
MARTINETTI COCOA COCOAMAR SA		Cocoa products: cocoa beans, cocoa liquor, and chocolates	YES	BELGIUM - GERMANY - ITALY
MATERIALES AUTOADHESIVOS S.A. ADFOLSA	ADFOLSA	Does not export	NO	
MAXIPAN	MAXIPAN	Does not export	NO	
METALWORKING POWER STEEL CIA. LTDA.	POWER STEEL	Does not export	NO	

MODITEX S.A.	MODITEX	Does not export	NO	
MONTALVO GRANIZO PAUL SANTIAGO	KURINTY CORP.	Toquilla straw hats export	YES	USA - CANADA - SINGAPORE - CHINA - MEXICO - SPAIN - GERMANY - FRANCE - AUSTRALIA
MONTERREY AZUCARERA LOJANA C.A. MALCA	MALCA AZÚCAR MONTERREY	Does not export	NO	
MORTENSEN CRESPO ELLEN MARGARITA	LAURELIS	Does not export	NO	
NUTRIRE S.A.	NUTRIRE	Does not export	NO	
OLYMPIC JUICE OLYJUICE CIA. LTDA.	ORANGINE	Does not export	NO	
ORIENTAL FOOD INDUSTRY OIA	ORIENTAL	Food products	YES	USA - COLOMBIA - PERU - VENEZUELA - CHILE - COSTA RICA - URUGUAY - BOLIVIA - ITALY - TURKEY SPAIN - CHINA - PANAMA
OTEO Y FABELL S.A.	OTEO Y FABELL S.A.	Assorted brands	YES	COLOMBIA
PADILLA GUIJARRO JOSE LENIN	LENVEGÉ	Does not export	NO	
PANIFICADORA LA CANASTA PANCASA S.A.	LA CANASTA	Does not export	NO	
PASAMANERÍA S.A.	PASA	Textile products	YES	COLOMBIA - PERU
PASTEURIADORA EL RANCHITO CIA. LTDA.	PASTEURIZADORA RANCHITO CIA. LTDA. EL	Does not export	NO	
PEÑA ORDOÑEZ MARGARITA ROSA	CENTRO DE BORDADOS GALERÍA DE ARTE Y CAFETERÍA	Does not export	NO	
PEPSICO ALIMENTOS ECUADOR CIA. LTDA.	PEPSICO ALIMENTOS ECUADOR CIA. LTDA.	Food and beverages	YES	USA - COLOMBIA

PLÁSTICOS ECUATORIANOS	PLÁSTICOS ECUATORIANOS	Does not export	NO	
PLASTICOS RIVAL CIA. LTDA.	PLASTICOS RIVAL	PVC, PVC-O, Polyethylene, Polypropylene and GRP pipes and connections.	YES	PERU
PLASTIEMPAQUES S.A.	PLASTIEMPAQUES S.A.	Does not export	NO	
PLUMATEX S.A.	PLUMATEX	Does not export	NO	
POLIGRUP S.A.	POLYGROUP	Does not export	NO	
POLIPACK CIA. LTDA.	POLIPACK CIA. LTDA.	Does not export	NO	
PONTE SELVA	PONTE SELVA	Strings and threads in cotton, polycotton, nylon and polypropylene	YES	COLOMBIA
PRODUCCION Y COMERCIALIZACION CUEROS Y MODA QIWA S.A.	QIWA	Manufacture of leather goods, accessories, automotive upholstery, and jacket	YES	USA - SPAIN - FRANCE - HOLLAND - CHILE - PERU - COLOMBIA
PRODUCTOS LÁCTEOS NANDITO	MAXIMO ROMERO ARMIJOS	Does not export	NO	
PRODUCTOS OLE DEL ECUADOR PRODUCTOS OLE CIA. LTDA.	PRODUCTOS OLE	Does not export	NO	
PROFUEGO PROUCCIONES DEL FUEGO S. A	REVISTA MARIELA PROFUEGO	Does not export	NO	
PROINDUSQUIM S.A.	PROINDUSQUIM SA	Does not export	NO	
PROPHAR SA	PROPHAR SA	Does not export	NO	

PROQUILARV S.A. PRODUCTOS QUIMICOS PARA LIMPIEZA Y ARTICULOS VARIOS	PROQUILARV	Does not export	NO	
SACOS DURAN REYSAC S.A.	REYSAC	Bags and tarps of polypropylene	YES	COLOMBIA - VENEZUELA - HONDURAS - PERU - CHILE
SALICA DEL ECUADOR S.A.	SALICA DEL ECUADOR S.A. ATUN CAMPOS	Oil, water and salt, precooked loins	YES	MEXICO - PANAMA
SEGUROS CONFIANZA S.A.	SEGUROS CONFIANZA S.A.	Does not export	NO	
SEGUROS UNIDOS S.A.	SEGUROS UNIDOS S.A.	Does not export	NO	
SEÑAL X	SEÑAL X	Does not export	NO	
SERTECPET SA	SERTECPET SA	Argentina, Saudi Arabia, Bahrain, Qatar, Kuwait, United Arab Emirates	YES	ECUADOR - MEXICO - COLOMBIA - PERU - SPAIN - INDONESIA
SERVICIOS PUBLICITARIOS CREAMEDIOS S.A.	CREAMEDIOS	Does not export	NO	
SIGN OIL CA	SING OIL CA	Does not export	NO	
SOCIEDAD INDUSTRIAL GANADERA EL ORDEÑO S.A.	EL ORDEÑO	Does not export	NO	
SOLUBLES INSTANTANEOS C.A.	SICA	Soluble coffee	YES	JAPAN - ENGLAND - HOLLAND - GERMANY - ISRAEL - PERU
SUPERMAXI	SUPERMAXI - MEGAMAXI	Does not export	NO	
SWISSGAS DEL ECUADOR S.A.	SWISSGAS	Does not export	NO	
TAPIA FIGUEROA TANIA FRANCISCA	ARTE Y DISEÑO	Does not export	NO	

TECMED S.A.	TECMED S.A.	Does not export	NO	
TEXTIQUIM CIA. LTDA.	TEXTIQUIM	Does not export	NO	
THAR S.A.	THAR S.A.	Does not export	NO	
TIPTI S.A.	TIPTI	Does not export	NO	
TOSI VELEZ AUGUSTO ANDRES	CIBO GASTRONOMIC SERVICES	Does not export	NO	
TRITURAMOS PLASTICO PET TRITUBOT S.A.	TRITUBOT S.A.	Does not export	NO	
TROPICALIMENTOS	TROPICALIMENTOS FACUNDO	Does not export	NO	
TUBERIA GALVANIZADA ECUATORIANA S.A.	TUGALT	Does not export	NO	
ULLOA ROMERO LADY LAURA	MIRLO ARTE EN METAL	Does not export	NO	
UNILEVER ANDINA ECUADOR S.A.	UNILEVER	Does not export	NO	
UNILIMPIO	UNILIMPIO	Does not export	NO	
UNIVERSAL SWEET INDUSTRIES S.A.	THE UNIVERSAL	Food products: juices, cookies, cocoa, wafers. /Confectionery products: candies, lollipops, nougat.	YES	PERU - COLOMBIA
VAZ SEGUROS	VAZ SEGUROS	Does not export	NO	

VAZQUEZ LOAIZA SONIA PATRICIA	Maska La Vida	Does not export	NO	
VINTIMILLA MALO LUCIA MARIA	ALCOH VALLE	Does not export	NO	
VIÑA DEL GUAYACAN VIÑAGUAYACAN CIA. LTDA.	VIÑA DEL GUAYACAN VIÑAGUAYACAN	Does not export	NO	
VIRUMEC S.A.	VIRUMEC S.A.	Jasper line to Uruguay	YES	URUGUAY
YUNGA VILLA ALFONSO MARIA	CALZADO LA CASA DEL PANTANERO	Does not export	NO	

**Appendix B. Data sheet - Exporting companies for comparative analysis.**

COMPANY NAME	NAME REFERENCE	TYPE	SECTOR	SUB-SECTOR	CITY	PRODUCTS EXPORT	EXPORT YES/NO	COUNTRY
ACERIA DEL ECUADOR CA ADELCA	ADELCA	MANUFACTURING	Construction and finishes of construction	Iron and steel industries	QUITO	Construction rods: Straight and figured rod for reinforced concrete. Rolled profiles: Smooth square and round bars, structural angles, plates, and tees. Wire drawing: High carbon wire, nails, galvanized wire (annealed and barbed), concertina, twisted gabions, staples, mesh, beams, and joists.	YES	CENTRAL AMERICA / LATIN AMERICA
ACERIAS NACIONALES DEL ECUADOR S.A.	ANDEC	MARKETING	Construction and finishes of construction	Iron and steel industries	GUAYAQUIL		YES	CHINA - BRAZIL – SPAIN-PERU - MEXICO
						SCRAP FOR FOUNDRY HMS1 & HMS2 MIX 80/20 GLOBAL WARS WITHOUT MODEL		



AGRIPAC	AGRIPAC	MANUFACTURING	Food products	Food for agricultural and domestic animals	GUAYAQUIL	SOY CAKE IN BULK WITHOUT MODEL	YES	PERU- COLOMBIA
ALPINA PRODUCTOS ALIMENTICIOS ALPIECUADOR S.A.	ALPINA PRODUCTOS ALIMENTICIOS ALPIECUADOR S.A.	MANUFACTURING	Food products	Dairy products	QUITO	Chocolate milk	YES	COLOMBIA - ECUADOR
ASISERVY	ASISERVY	MANUFACTURING	Food products	Processing and preservation of fish and shellfish	MANABI	Tuna, loins	YES	SPAIN - VENEZUELA -USA - UNITED KINGDOM - NETHERLANDS- FRANCE- COLOMBIA - GERMANY - CHILI - ITALIA - ARGENTINE - PERU - BRAZIL - BELGIUM
BIMBO ECUADOR S.A.	BIMBO ECUADOR S.A.	MANUFACTURING	Food products	Bakery and pastry products	GUAYAQUIL	It does export. Bimbo Mold Bread, S Artisan Bread and Biri Biri	YE	MEXICO
CAFECOM S.A.	CAFECOM S.A.	MANUFACTURING	Food products	Coffee, tea, and similar products	GUAYAQUIL	Ground coffee	YES	USA - EUROPE – ASIA- SOUTH AMEICA
CARTONES NACIONALES S.A.	CARTOPEL	MANUFACTURING	Peper and cardboard products	Cardboard manufacturing	CUENCA	Paper and raw cartons	YES	USA - BRAZIL – PERU- CHILI - COLOMBIA
CARVAGU S.A.	NATURE'S GARDEN	MANUFACTURING	Pharmaceutical products		GUAYAQUIL	MEDICAMENTOS PARA USO HUMANO DOSIFICADOS O	YES	VENEZUELA - PANAMA - CHILI - COLOMBIA - PERU GUATEMALA - REPUBLICA DOMINICANA - BOLIVIA
			Medicinal y botanical			MEDICINES FOR HUMAN USE DOSED OR PACKED FOR RETAIL SALE		

CEPROMAR S.A.	CEPROMAR S.A.	MANUFACTURING	Food products	Processing and preservation of fish and shellfish	GUAYAQUIL	Fish and fish derivatives	YES	RUSSIA - USA- UCRRAINE - CHINA-BULGARIE- SPAIN
CERVECERÍA NACIONAL	CERVECERÍA NACIONAL	MANUFACTURING	Drinks	Beer	GUAYAQUIL	Beer	YES	SPAIN
CHOCOLATE ECUATORIANO C.A.	CHOCOLATE ECUATORIANO C.A.	MANUFACTURING	Food products	Cocoa, chocolate, and confectionery products	QUITO	Cocoa and chocolate bars	YES	USA – CHILI
CLOROX DEL ECUADOR	CLOROX DEL ECUADOR	MANUFACTURING	Cleaning products	Soaps and detergents	GUAYAQUIL	Disinfectant products and chlorine derivatives	YES	COLOMBIA - PERU
COLINEAL CORPORATION CIA. LTDA.	COLINEAL	MARKETING	Furniture manufacturing		CUENCA	Furniture and decorative objects	YES	PERU - PANAMA
COMERCIAL CASA LINDA S.A.	CASA LINDA	MANUFACTURING	Textile products	Yarns, fabrics, or textile products	QUITO	Textile products	YES	PERU
COMPAÑÍA DE PRODUCCION Y COMERCIALIZACION MASCORONA & SOLEG CIA. LTDA.	MASCORONA CIA. LTDA.	MANUFACTURING	Food products		AMBATO	Grains and nuts	YES	USA - CHILI
CORPORACION FAVORITA	SUPERMAXI MEGAMAXI	MANUFACTURING	Multinational		QUITO	Facilitation for the export of Ecuadorian products	YES	PANAMA
COSMICA CIA. LTDA	LA TOSCANA COSMICA (Montañita)	MANUFACTURING	Drinks	Alcoholic beverages	CUENCA	Liquors	YES	BOLIVIA

DELLTEX INDUSTRIAL S.A.	DELLTEX INDUSTRIAL S.A.	MANUFACTURING	Textile products	Yarns, fabrics, or textile products	QUITO	Textile products	YES	USA
ECOROSSES S.A.	ECOROSSES S.A.	MANUFACTURING	Yarns, fabrics, or textile products	Preparations and articles for cleaning	QUITO	Roses, flowers, and ornamental products	YES	USA - EUROPE - ASIA
ECUATORIANA DE SAL Y PRODUCTOS QUIMICOS C.A.	ECUASAL	MANUFACTURING	Food products	Salt making	GUAYAQUIL	Salt	YES	COLOMBIA - PERU - VENEZUELA
EDESA S.A.	EDESA	MANUFACTURING	Construction and finishes of construction	Construction finishing products	QUITO	Toilets	YES	CENTRAL AMERICA - COLOMBIA - PERU -
EQUISPLAST	EQUISPLAST	MANUFACTURING	Rubber and plastics products	Plastic products	CUENCA	Fiberglass	YES	PANAMU - ARGENTINA - BOLIVIA - COLOMBIA - PERU
FIBRO ACERO S.A.	FIBRO ACEROS A.S./ ECOLINE	MANUFACTURING	Electric equipment	Manufacture of household appliances	CUENCA	STEEL COILS	YES	GUATEMALA - BOLIVIA - COLOMBIA - PERU
FLEXIPLAST S.A.	FLEXIPLAST S.A.	MANUFACTURING	Rubber and plastics products	Disposable plastic products	QUITO	RESIN	YES	USA - BRAZIL - COLOMBIA
GRAIMAN CIA. LTDA.	GRAIMAN	MANUFACTURING	Construction and finishes of construction	Manufacture of ceramic products and accessories	CUENCA	ENAMEL RAW MATERIAL, SERIGRAPHY RAW MATERIAL	YES	ARGENTINA - CHILE - COLOMBIA - COSTA RICA - USA-PANAMA-PERU DOMINICAN REPUBLIC - VENEZUELA

HOMERO ORTEGA PEÑAFIEL & HIJOS CIA. LTDA.	HOMERO ORTEGA	MANUFACTURING	Toquilla straw	0	CUENCA	Export of toquilla straw hats	YES	USA - CANADA GERMANY - FRANCE - ITALIA - UNITED KINGDOM - SPAIN
IDEAL ALAMBREC S.A.	IDEAL ALAMBREC	MANUFACTURING	Construction and finishes of construction	Iron and steel industries	QUITO	Wire and steel export	YES	COLOMBIA - COSTA RICA - VENEZUELA-CENTRAL AMERICA
ILE C.A.	ILE C.A.	MANUFACTURING	Food products	Spices, sauces, and condiments	LOJA	Export of adherents and condiments	YES	USA - SPAIN - ITALIA - CHILI - PUERTO RICO - JAPAN - PERU - COLOMBIA
INDUSTRIAS ECOQUIMIK CIA. LTDA.	ECOQUIMIK	MANUFACTURING	Cleaning products	0	MACHALA	Export of thermal boxes (only once)	YES	COLOMBIA
JUAN ALVAREZ CIA. LTDA.	JUAN ALVAREZ CIA. LTDA.	MANUFACTURING	Electric equipment	Household electrical appliances	CUENCA	Export of electric showers	YES	BRAZIL
LA FABRIL S.A.	LA FABRIL S.A.	MANUFACTURING	Multinational	0	GUAYAQUIL	Export of oils of vegetable origin, margarines, and jams	YES	ARGENTINA - COLOMBIA - VENEZUELA - CHILE - USA
MAREROCE EXPORT IMPORT CIA. LTDA.	MAREROCE EXPORT IMPORT CIA. LTDA.	MANUFACTURING	Food products	Processing and preservation of fish and shellfish	MANTA	Export of processed tuna	YES	MEXICO-COLOMBIA- CHILE - PANAMA -- PERU
MARTINETTI COCOAMAR S.A.	COCOA	MANUFACTURING	Food products	Cocoa, chocolate, and confectionery products	QUEVEDO	Cocoa products: cocoa beans, cocoa liquor, and chocolates	YES	BELGIUM - GERMANY- ITALIA

MONTALVO GRANIZO PAUL SANTIAGO	KURINTY CORP	MANUFACTURING	Toquilla straw		QUITO	toquilla straw hats	YES	USA - CANADÁ - SINGAPUR - CHINA - MÉXICO - ESPAÑA - ALEMANIA - FRANCIA AUSTRALIA
ORIENTAL INDUSTRIA ALIMENTICIA O.I.A	ORIENTAL	MANUFACTURING	Food products		GUAYAQUIL	Food products	YES	USA - COLOMBIA - PERU - VENEZUELA-CHILI - COSTA RICA-URUGUAY-BOLIVIA- ITALIA-TURKEY-SPAIN- CHINA-PANAMA
TELO Y FABELL S.A.	OTELO Y FABELL S.A.	MANUFACTURING	Cleaning products	Perfumes or products for personal use	GUAYAQUIL	Assorted brands	YES	COLOMBIA
PASAMANERÍA S.A.	PASA	MANUFACTURING	Textile products	Textiles and clothing	CUENCA	Textile products	YES	COLOMBIA - PERU
PEPSICO ALIMENTOS ECUADOR CIA. LTDA.	PEPSICO ALIMENTOS ECUADOR CIA. LTDA.	MANUFACTURING	Multinational	Manufacture of snacks and bocaditos	QUITO	Food and beverages	YES	USA - COLOMBIA
PLASTICOS RIVAL CIA. LTDA.	PLASTICOS RIVAL	MANUFACTURING	Rubber and plastics products	Plastic products	CUENCA	PVC, PVC-O, Polyethylene, Polypropylene and GRP pipes and connections.	YES	PERU

PONTE SELVA	PONTE SELVA	MANUFACTURING	Textile products	Yarns, fabrics, or textile products	QUITO	Strings and threads in cotton, polycotton, nylon and polypropylene	YES	COLOMBIA
PRODUCCION COMERCIALIZACION CUEROS Y MODA QIWA S.A.	Y QIWA	MANUFACTURING	Leather	Manufacture of clothing, suitcases, bags, and similar articles	CUENCA	manufacture of leather goods, accessories, automotive upholstery, and jacket	YES	USA - SPAIN - FRANCE - NETHERLANDS - CHILI - PERU- COLOMBIA
SACOS DURAN REYSAC S.A.	REYSAC	MANUFACTURING	Rubber and plastics products	Plastic products	GUAYAQUIL	bags and polypropylene tarpaulins	YES	COLOMBIA-VENEZUELA HONDURAS- PERU- CHILI
SALICA DEL ECUADOR S.A.	SALICA DEL ECUADOR S.A. ATUN CAMPOS	MANUFACTURING	Food products	Processing and preservation of fish and shellfish	GUAYAQUIL	Oil, water and salt, precooked loins	YES	MEXICO - PANAMA
SERTECPET S.A.	SERTECPET S.A.	MANUFACTURING	Energy	Oil refining products	QUITO	Argentina, Saudi Arabia, Bahrain, Qatar, Kuwait, United Arab Emirates	YES	ECUADOR - MEXICO COLOMBIA-PERU- SPAIN- INDONESIA