



UNIVERSITY OF AZUAY

FACULTY OF LAW

SCHOOL OF INTERNATIONAL STUDIES

**Analysis of the Logistics Performance Index of the countries that are part of the Southern
Common Market, from a political-economic perspective between 2010 and 2016.**

Graduation paper prior to obtaining the degree as:

**BACHELOR OF SCIENCE IN INTERNATIONAL STUDIES, BILINGUAL MINOR IN
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DEDICATION

The goals of life are achieved thanks to the positive emotions and the constant support of the people we love. Without a doubt, I dedicate this humble effort to my mother Maria Eugenia Peralta Vasquez and my father Jorge Ivan Altamirano Sanchez. Thank you for giving me an integral example of love, respect and humanity.

To my boyfriend Fabian, who has accompanied me throughout my university life, thanks for so many adventures, for being my best friend and filling each place with joy. In the same way, I dedicate it to my brothers: Mateo, Francisco, Tatiana and to all my friends and family who have accompanied me during my life and along my formative development. To you all my love and loyalty, always.

Camila Daniela Altamirano Peralta.

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**ANALYSIS OF THE LOGISTICS PERFORMANCE INDEX OF THE COUNTRIES
PART OF THE SOUTHERN COMMON MARKET, FROM A POLITICAL-ECONOMIC
PERSPECTIVE BETWEEN THE YEARS 2010 AND 2016.**

ABSTRACT

The current research paper analyzes the Logistics Performance Index of the countries members of the Southern Common Market, from the socio-economic perspective. For this, the Logistics Performance Index of the countries involved has been analyzed, together with their measurement perceptions. This process has been handled with information based on the World Bank website and the data collection necessary for the research process. The data obtained has contributed to identify better the political-economic scenario of the region. The analysis of these results serves as a contribution to the context of the commercial logistics of the countries member of MERCOSUR.

Keywords: Logistics Performance Index, MERCOSUR, World Bank.

ANÁLISIS DEL ÍNDICE DE DESEMPEÑO LOGÍSTICO DE LOS PAÍSES PARTE DEL MERCADO COMÚN DEL SUR, DESDE UNA PERSPECTIVA POLÍTICO- ECONÓMICA ENTRE LOS AÑOS 2010 Y 2016.

RESUMEN

El presente trabajo de investigación realiza un análisis del Índice de Desempeño Logístico de los países parte del Mercado Común del Sur, desde la perspectiva socio-económico. Para ello se ha analizado el Índice de Desempeño Logístico de los países involucrados, junto a sus percepciones de medición. Este proceso se ha manejado con información fundamentada en la página del Banco Mundial y la recopilación de datos necesaria para el proceso de investigación. Los datos obtenidos han contribuido para identificar de mejor manera el escenario político-económico de la región. El análisis de estos resultados sirve de aporte al contexto de la logística comercial de los países miembros del MERCOSUR.

Palabras Clave: Índice de Desempeño Logístico, MERCOSUR, Banco Mundial.

INTRODUCTION

Logistics is a relevant and necessary means in the commercial development of a country, due to its influence in the processes of supply, production and distribution of goods. That is why the identification of the Logistics Performance Index strengthens the commercial management of a region and favors business development as an important input within globalization.

In this context, the current research paper aims to contribute with the countries part of the MERCOSUR, with a glance of the logistics work of the countries part of this Regional Organization, through the analysis of the Index of Logistics Performance, the same one that has been consolidated in three chapters.

In the first chapter, a theoretical framework based on the relevant elements of logistics has been prepared. In this way, it is intended to ensure the construction of reference framework to support this research.

Within the second chapter, the Logistics Performance Index of the member countries of MERCOSUR has been analyzed, together with their perceptions. This information has been crucial to generate a database that clarifies the logistics landscape experienced by the region during the years 2010-2016.

Finally, in the third chapter, the political-economic scenario of the countries member of MERCOSUR has been analyzed, which has made it possible to determine the reason for their reality.

CHAPTER I

LOGISTICS, REFERENCE FRAMEWORK

1.1 Introduction to Logistics.

Globalization is a term that has revolutionized the reality of people around the world. Currently, it is normal to obtain products from different countries just by clicking on a website or through the usual trade channels. This process of interaction and interdependence imposed by globalization demands processes of excellence that allow products and services to be transferred from one place to another. Given this context, logistics has boomed and it is now considered an indispensable process within companies.

According to the Council of Professionals of the Supply Chain Management, logistics is defined as "the process of planning, carrying out and controlling, in an efficient and effective way, the flow and storage of raw materials, inventories in process, finished products, services and related information, from the point of origin to the point of consumption in order to satisfy the needs of the client" (Council of Supply Chain Management Professionals, 2013).

Logistics is a fairly old practice, although before it was known with the term distribution. Its origins are transferred to the beginning of military activities, where its use was increased to supplying troops with the necessary resources to face the long war days. Finally, and with the arrival of new technologies, it assumed its current name, "logistics".

A little more than a decade ago, with the direct influence of globalization, the business world has taken a different direction and has a new panorama. Companies must comply with parameters that place and guide them towards success that is why logistics has become relevant in the business

context. "The appearance of new information technologies has resulted in shorter times and transaction costs. This has forced companies to take logistics management more seriously, if they want to remain competitive, making it more than a competitive advantage, a competitive need" (Eslava, 2015).

1.1.2 History of Logistics.

The word logistics comes from the term "logistikos", it was used in the seventh century before Christ, which means "skillful in calculation" or "know how to calculate". The logistics process takes its departure since the French wars carried out in the sixteenth century. It was used to provide the military with the necessary resources in order to supply them with the necessary artifacts for war. Its pioneers appear in the eighteenth century, among them stands out Marshal Jules-Louis Bolé, who was responsible for coordinating the delivery of supplies, transportation, and the selection of campsites for the French army. Later, in year 1837 General Baron Antoine Henri Jomini, published a book entitled "Précis de l'art de la Guerre". The fourth part of this book was devoted to the practical art of moving armies, and is considered the closest resemblance of logistics, although without using its name as such.

During World War I, logistics played a very important role, as the troops realized the need to plan every aspect related to the development of the war. However, it is until World War II that logistics becomes an "ace up the sleeve"; due to the technical advances and the development of means of transportation this war was known as the "First Globalized War". It is here where the logistical process begins to acquire its importance since it is capitalized as the global treatment of transportation, parking lots and supplies supplying. As well as the conservation and evacuation of people and materials.

It should be emphasized that World War II did not only develop in Europe, but also some battles were fought in the continents of: Africa, Asia, Oceania and various seas of America. The "liberty ships" were the United States cargo ships that supplied the warlike needs of their troops installed in Europe. These boats had a substantial demand; however, their construction time was very long. This problem was solved when a synchronized flow between procurement and production was achieved.

At the end of World War II, the military that had developed logistics skills during the war finally joined European and American companies. With the transfer of knowledge and experience offered by these soldiers, an attempt to adapt the processes learned in the war within the companies was made.

Although war was crucial for the development of logistics, it cannot leave aside the companies of the eighteenth century, who discovered its benefits through its direct application. As it was mentioned earlier, the word logistics appeared in the mid-twentieth century, but companies had already applied what is nowadays called "business logistics" without knowing this name.

Among the relevant pioneers of business logistics is the 18th century "Nicholas Biddle's" bank, which had 25 almost independent branch offices that were distributed throughout the United States. The head office of this bank was in Philadelphia and it was responsible for maintaining an uninterrupted flow of information with the other branches. This constant transfer of information and process control that the branches maintained with the bank's headquarters allowed the success and growth of this bank.

The Nicholas Biddle bank and entrepreneurs like Gustavus Swift and James B. Duke, among others were responsible for applying business logistics, becoming its pioneers in the eighteenth century. They used distribution and sales networks, information flows, and the implementation of

new technologies according to their time. The logistics advances that they developed allowed the achievement of success, differentiation and recognition within the business world.

In this way, in the mid-twentieth century, with the influence of business and war, logistics was already known, although this process was only used by the most important companies of the time. This advance led to the emergence of two business movements: The first one was the direction of materials that represented the planning of production, purchases, factory supplies and storage. The second movement was about logistics as such.

In year 1962, an organization whose objective was the management of logistics was founded for the first time, it was called "The Council of Logistics Management" and was responsible for capturing the essence of management and direction of logistics in commerce and business.

As this organization developed in year 1985, the members of "The Council of Logistics Management" develop a group of concepts related to logistics, such as: cost reduction, outsourcing, marketing, technological flows, quality management, etc. In addition, "they develop the first concept of logistics that marks a before and after in its history, since it marked the development of current logistics, and around which a set of research has arisen with the purpose of perfecting the conceptual essence of the logistics idea" (Lopez, 2018). In this context, logistics is finally installed as a necessary process within companies.

Finally, the "Council of Logistics Management" changed its name in 2005 and was transformed into the "Council of Supply Chain of Management Professionals".

1.1.3. Evolution of the Logistics Concept.

The evolution of the Logistics Concept has developed since the 20th century. With the arrival of new technologies, the need to adapt transfer and storage processes became imminent.

Hereunder, the evolution of the Logistics Concept is presented according to the Council of Professionals of the Supply Chain Management.

Year 1985: "Logistics is the process of planning, implementing and controlling efficiently and economically the flow and storage of raw materials, products in process, inventory, and finished products with the information associated from the point of view of origin to the point of consumption to conform to the needs of the client" (Council of Supply Chain Management Professionals, 2013).

Year 1998: "Logistics is that part of the Supply Chain process that plans, implements and controls the flow and effective and efficient storage of goods and services and all related information from the point of origin to the point of consumption in order to comply with the customer requirements" (Council of Supply Chain Management Professionals, 2013).

Year 2004: "Logistics is that part of the supply chain management that plans, implements and controls the direct and inverse flow and the effective and efficient storage of goods and services with all the information related from the point of view of origin to consumption point of view being able to fulfill the requirements of the clients" (Council of Supply Chain Management Professionals, 2013).

Year 2005: "Logistics is the part of supply chain management that plans, implements and controls, effectively and efficiently, the direct and inverse flow, storage of goods and related information between the point of origin and the point of destination, knowing the requirements of the consumer" (Council of Supply Chain Management Professionals, 2013).

1.1.4. Nowadays.

As mentioned above, logistics as a practice is not unknown. This has always been in constant use and present in different activities. Since the twentieth century, companies have become aware of the importance of logistics that adds quality and efficiency to companies. If the objective is to provide good customer service, it is essential to offer one that places the company's products and services at the agreed time and place, in addition to have the appropriate conditions and quantities agreed upon with the customer.

Finally, it can be said that logistics is the set of methods and means used to ensure proper management of products, services and information, in order to reduce costs and thus obtain the highest possible profitability, always seeking to increase the level of service to the client.

Types of Logistics: Currently, logistics can be classified according to five fronts:

- **Distribution logistics:** It is related to the function that allows the transfer of the final products or services and makes them available to the client. The distribution channel allows the user to obtain the product in the right place, time and quantities.
- **Provisioning logistics:** It is responsible for the control of supplies, to meet the needs of the company's operating processes.
- **Production logistics:** Controls the internal flow of the materials included in the production process. This type of logistics is present from the beginning of manufacturing to the withdrawal of the finished product.
- **Reverse logistics:** Manages the return of goods in the supply chain, in the most effective and economic possible way. It is responsible for the recovery and recycling of packaging, packaging and hazardous waste; as well as the processes of returning excess inventory, returns from customers, products, etc.

- Environmental logistics: Responsible for managing waste. Try to dispose them correctly and, when possible, recycle them.

It is worth mentioning that inverse logistics and environmental logistics are the most recent areas that have been developed in the logistics environment.

Logistics and its relationship with Commerce

“Logistics itself is responsible for the process of the supply chain, so that it is controlled that the company has the necessary materials to deal with existing orders and those that may occur in the future” (Navarro, 2015).

International Trade Logistics

"International Trade Logistics is defined as the study that determines and manages material flows, production and distribution with information flows, in order to adapt the company's offer to the market demand under optimal quality conditions" (Ramírez, 2015). In short, International Trade Logistics does the same as traditional logistics, but applied to exports and imports and with broader information flows.

The companies with which international businesses are agreed can offer their transportation fleet and they can order the products that are needed at the moment. Likewise, it is essential to maintain a good and cordial relationship, which allows the logistics processes to be coordinated in a successful manner.

In this way, logistics and commerce have a special relationship because commercial activity needs logistics to be able to carry out exports and imports between different countries.

1.1.5. Importance of Logistics.

The importance of logistics lies in the need to improve the service offered to the customer. For this, it is necessary to optimize the marketing and transport phases at the lowest possible cost. Among the activities that enhance the logistics management of a company are the following: increase in production lines; efficiency in production (to increase productivity); development of information systems and also the distribution chain would have to keep fewer and fewer inventories. (Ramírez, 2015)

If the suggested activities are taken into account to enhance the logistics of a company, in the future you could increase competitiveness and improve the profitability of them to fit in the process of globalization.

The importance of logistics is given due to the contribution it provides by identifying the factors that influence the purchase decisions of customers. Among these factors are:

- Quality,
- Reliability,
- Price,
- Packaging,
- Distribution and
- Service.

The identification of these factors, give way to innovation and improvement in each field. In this way an optimal coordination is achieved that brings together the necessary characteristics to attract and build loyalty among customers. Logistics also generates a business culture that broadens the managerial vision, producing a planning mechanism for both internal and external activities within a company.

If a product is offered on time and in the desired conditions, it generates added value. That is to say, if the client feels happy with the product, he will feel that its cost was worth, while, if he has complaints, he will never buy the product again, due to his low satisfaction and purchasing experience.

Within a company, the integrated logistics system is made up of three operational areas: (1) Materials Management, (2) Transformation Management, and (3) Physical Distribution Management.

- Materials Management is the existing logistics relationship between a company and its suppliers.
- Transformation Management is the relationship between the facilities of a company (between plant and warehouse or distribution center, between plant and plant, etc.).
- Physical Distribution Management is the existing logistics relationship between the company and its customers.

Currently, companies have modified their processes of storage, distribution and incorporation of advanced technological equipment, due to the great responsibility load obtained through globalization. Among the changes mentioned are:

- Storage: Do not pack large orders for the same site. They must take small orders for different places. For this they should be reorganized to classify them.
- Distribution: In the case of orders directed to stores, it is not necessary to serve them with large trucks, but on the contrary, smaller vehicles can be available.
- Incorporation of advanced technological equipment: There must be excellent communication, information and cooperation through the Internet, since the company must be in constant adaptation and modernization.

Logistics can improve the customer's shopping experience, adapting their processes efficiently. Currently, logistics is not a luxury, but a necessity. The companies that are in development and much more the big companies have adopted this process as a sample of their quality and adaptation to the new world. In this way, it is currently essential to have a logistics department within the companies.

1.1.6. Factors for Logistics Competitiveness.

Companies use logistics as a means to efficiently meet the needs of customers. It is up to them to optimize their resources and processes, however, the country in which they are located, is responsible for providing a viable scenario to enhance their competitiveness. The Logistics Performance Index is measured by the factors that analyze the logistics performance of a country. In order to increase its level, it must be ensured that the country is competitive and to achieve this, the following factors must be considered.

1.1.6.1. Infrastructure.

“Infrastructure is the basis of any logistics organization, either for a company or a country. If a company needs a warehouse, transportation and resources to manage its product, a country needs infrastructure that support the movement of products from the moment they are produced internally or come from abroad” (Felipe, 2017).

In order to obtain a logistics infrastructure that takes advantage of and supports the free transportation of products, the construction of the following should be considered:

- Roadways that facilitate access to most points, in addition to creating a logistics network within the country that establishes the appropriate logistics nodes¹.
- A network of ports and airports that can provide inputs and outputs for products in an efficient and effective manner.
- A rail network to support truck traffic on the roads. Efforts should be made to create spaces that are destined to house logistics platforms that become distribution centers.

If quality infrastructure is provided, logistics within the country will increase the level of efficiency and customers can be reached more quickly. With this infrastructure not only the logistics process will benefit, but also the commercial activity can become more productive. Likewise, it could facilitate the movement of people and products, since individuals also run trips where they make purchases of personal interest. Without quality infrastructure, it is impossible for logistics to reach a high level of efficiency and effectiveness.

1.1.6.2. Legislation.

To facilitate the access of products from abroad in a fast, safe and economical way, laws are needed that adequately regulate the fares policies, that is to say: appropriate fare rates and policies that facilitate the commercial exchange between borders. Trade is governed by the country's legislation, if it is aware of the needs of importers and exporters, it will boost trade within the country. Otherwise, if a country has too many fare barriers, it will reduce the possibility of competing with its foreign rivals and its economy may suffer a decline, weakening its commercial power and making certain products more expensive for its inhabitants.

¹ Logistic Nodes: Where logistic, productive, technological and specialized services are concentrated.

The logistics process goes hand to hand with trade, that is, if there is no purchase and sale of products or services, logistics automatically reduces its benefits and its potential cannot be exploited.

1.1.6.3. Logistics Services Competition.

If suitable infrastructure and legislation that is friendly with logistical needs are available, the suitable environment will be appropriate to take advantage of and extend the benefits provided by the application of logistics. With the aforementioned, it is essential to have companies that gather teams of logistics experts to guide them and efficiently use resources.

The competence of logistics services refers to the need for sufficient companies that offer quality logistics services. This will increase the level of adaptation to globalization and modernization of both internal and external logistics processes. "Companies dedicated to providing logistical services are the engine that has led to the logistical progress in the private sector. They have become the nexus between the company and the customer (or consumer) and their presence in society is increasingly important due to the unstoppable increase in e-commerce" (Felipe, 2017).

The consumers, as time goes by demand greater logistics services, due to their adaptation to globalization and as a consequence of the increase in the use of internet. This situation promotes e-commerce. Therefore, it depends on the experience offered by the logistics operator, the progress or stagnation of logistics in the future

1.1.6.4. Human Resources.

The logistics environment must be built and consolidated by supporting professionals who are qualified to develop these processes in an optimal way. Governments must create scholarships that

are aimed for professionals who possess the qualities, skills and passion for logistics. Incentives should be generated for national professionals, this would avoid the escape of capital that happens when foreigners work in a certain country and in the future return to their countries of origin.

Companies must have quality professionals that help their growth and offer better shopping experiences to customers. This process will increase the reputation and allow sales growth, which will ultimately boost the internationalization of national companies and entrepreneurship.

1.1.6.5. Logistics Development Model.

"The opening of markets and the globalization of supply chains demand structural changes in which logistics play a strategic role. Currently, customers evaluate the quality of the product, the added value of it and its availability in time and form, hence the need to streamline processes "(Patricia Cano Olivios, 2013). In this context, countries and companies need to create strategies to develop a medium and long-term logistics model.

The logistics development model will depend on the needs and aspirations of the country. Without this model, the logistics of it will depend on the fate and direction of its human resources, which, although trained, without this model, will not have a basis to sustain their decisions. Without this the logistical scenario that has been exposed previously would be useless.

In all competitions, players need strategies that highlight their added value and increase their potential. "It should be a priority to facilitate the access of products to consumers and an impact on the economy of companies by improving their overall logistics cost" (Felipe, 2017). Well-advised and quality logistics enhances the trade of a country and generates added value that distinguishes it from its competitors and makes it a difficult rival to overcome. It should be

emphasized that this model must consider all the factors for competitiveness and optimize them, obtaining the best possible benefit.

1.1.6.6. Eco-Supply Chain

Goods transportation is one of the final steps of logistics. This is a basic sector of the global economy, and it is normally practiced every day of the year, without rest. Transportation generates a great impact on the environment and although its use cannot be stopped, the damage it generates can be reduced, through the creation of environmental policies in each country.

The main impacts on which these policies should focus are:

- "Atmospheric pollution", which is generated by its special incidence in pollutant emissions and greenhouse gases.
- "Acoustic pollution", which is generated by noise and vibrations.
- "Waste production", which is generated in vehicle maintenance operations and goods packaging.
- "Discharge of hazardous substances", which is generated by leaks or accidental losses of the products transported, as well as operations of fleet maintenance, etc."(Felipe, 2017).

Emphasis should be placed on the regulation of these impacts, through the creation of legislation that limits environmental damage as much as possible. Promote sustainable development and reduce the damage without stopping transportation as such. It not only depends on the government, but on the companies to ensure compliance with these laws, avoiding corruption and being aware of the need for green economies that preserve the environment and not deliberately exploit it.

Among the sustainable and environmentally friendly options are: the use of technologies and in this case transportation means that do not pollute the environment as much as possible, use of

recyclable materials and renewable fuels. This modernization will not only help to reduce impacts, but it can increase the reputation as a company, since people always generate preference and sympathy towards innovative processes and, above all, consciousness towards the environment.

1.2. Southern Common Market.

For the development of this research work a supranational entity known as MERCOSUR has been chosen. This is the acronym used for the Southern Common Market that is integrated by Argentina, Brazil, Paraguay, Uruguay and Bolivia. Previously it was formed by the country of Venezuela, but due to its political and economic reality, it has been sanctioned and it is suspended indefinitely. MERCOSUR is an open and dynamic process which main objective for its creation was inspired by the hope of creating a common space that can provide commercial and investment opportunities through the competitive integration of national economies into the international market.

This entity has associated countries such as: Chile, Colombia, Ecuador, Guyana, Peru and Suriname. These participate in activities and meetings of the group and have trade preferences with the member states. MERCOSUR has also signed commercial, political and cooperation agreements with a diverse number of nations and organizations in the five continents.

"Since its inception, MERCOSUR has promoted the principles of Democracy and Economic Development as fundamental pillars of integration, promoting integration with a human face. In line with these principles, different agreements have been added in migratory, labor, cultural and social matters, among many others to be highlighted, those that are extremely important for its inhabitants" (MERCOSUR, 2018).

After the end of the development of MERCOSUR in the 90s. the member states of MERCOSUR introduced its relaunching in the 2000. This event was described as the new stage of regional integration. This initiative has and defends the objective of strengthening the customs union both inside and outside the group.

To consecrate the creation of MERCOSUR, the Treaty of Asuncion was signed on March 26, 1991. This treaty was signed by the first countries that form this entity, that is, Argentina, Brazil, Uruguay and Paraguay. "The Treaty of Asunción also contains different program clauses referring to the constitution of a customs union and the harmonization of macroeconomic policies" (MERCOSUR, 2018). The Treaty of Asunción is considered as an original right, and is created within a system with characteristics of inter governability.

In fact, the objectives of MERCOSUR are found in the preamble of the Asunción treaty. This contract mentions and alleges all the objectives that belong to the process of political and economic integration that are:

- The free circulation of products, services and goods (among member states) through the elimination of fare barriers.
- The creation of a common external fare and also the development of a common commercial policy towards third countries or groupings of countries.
- The coordination of the macroeconomic policies and also sectorial policies among the member states of MERCOSUR regarding the industrial, monetary and fiscal policies, commercial policies, agricultural policies, communication policies and service and transportation policies.
- Harmonize the confirmation of the members and their legislation in the areas concerned to achieve a strengthening of the general integration process.

All members plus Chile, created an area of free residence with the right to work of all citizens who meet the requirements of nationality and do not have a criminal record (immigration procedures are still mandatory).

Among the potentialities of MERCOSUR is its extensive territory of almost 15 million km², which has a great variety of natural resources and treasures such as: water, biodiversity, energy resources and fertile lands. In addition, it has around 295 million people among whom a great cultural, ethnic, linguistic and religious diversity is perceived, this has allowed MERCOSUR to increase its growth in a peaceful and harmonious way.

"Their official working languages are Spanish and Portuguese. The official version of the working documents depends on the language of the host country of each meeting. As of 2006, through Decision CMC No. 35/06, Guaraní was incorporated as one of the languages of the group" (MERCOSUR, 2018).

1.3. World Bank.

The World Bank is an international organization created in 1944 at the "Bretton Woods" Conference, consisting mainly of 44 member countries. "It is one of the most important sources of financing and knowledge for developing countries. It is formed of five institutions that are committed to reducing poverty, increasing shared prosperity and promoting sustainable development" (World Bank , 2018). Among the institutions that are part of this international organization are:

- IBRD: International Bank for Reconstruction and Development.
- IDA: International Development Association.
- IFC: International Finance Corporation.

- MIGA: Multilateral Investment Guarantee Agency.
- ICSID: International Center for Settlement of Investment Disputes.

The World Bank is part of the United Nations System, as a specialized agency that is linked to the United Nations through cooperation agreements. The Economic and Social Council is the immediate, though not the principal, agency of the United Nations that articulates collaboration with organisms. Currently, the World Bank has 189 members and personnel from more than 170 countries and its headquarters are in Washington D.C in the United States of America.

The World Bank operates as a cooperative institution composed of 189 countries. These countries or shareholders are represented by a Board of Governors, the highest organism responsible for formulating policies in the institution. In general, the Governors are Finance or Development Ministers of the member countries and meet once a year at the Annual Meeting of the Boards of Governors of the World Bank Group and the International Monetary Fund.

The Governors meet only once a year. Due to their limited physical contact, specific tasks are delegated to 25 Executive Directors who work at the Bank's headquarters. The five main shareholders are: France, Germany, Japan, the United Kingdom and the United States. They each appoint an Executive Director and the other member countries are represented by the other 20 remaining elected Executive Directors.

The current president of the World Bank is Jim Yong Kim, of Korean nationality. He is responsible for the general management of the institution and directs the board meetings. Those in charge of electing the president are the members of the Executive Board and they do it for a renewable period of five years.

The Executive Directors are responsible for approving loans and guarantees, new policies, the budget and decisions that are related to credit matters and financial matters. Their meetings are normally held twice a week.

The World Bank operates daily under the leadership and direction of its President, the administration and senior officials and the Vice Presidents in charge of global practices, cross-cutting solutions, regions and functions.

The vision of the World Bank is "to have a world without poverty" and its vision is "to be an excellent institution, capable of attracting, enthusing and cultivating a dedicated staff with exceptional skills, who can listen and learn" (World Bank , 2018).

Among the functions of the World Bank are:

- Admit or suspend member countries, make financial authorizations and budgets, and determine the distribution of IBRD income.
- Provide money for the construction of basic services.
- Grant long-term loans.

The World Bank offers the following types of loans for its members:

- Loans for projects.
- Sectorial loans, via IBRD and IDA.
- Institutional loans.
- Structural adjustment loans.
- Loans to the Lost Fund.

CHAPTER II

DEVELOPMENT OF THE LOGISTICS PERFORMANCE INDEX.

2.1. Description and generalities.

“The Logistics Performance Index or LPI (Logistics Performance Index) is a measurement made by the World Bank with the objective of showing and describing the global trends in Logistics” (Banco Mundial, 2018). The LPI was launched for the first time in 2007 with the objective of measuring the peripheral components of the supply chain, such as transportation and commercial facilitation. The LPI is responsible for measuring the efficiency of the supply chains of each country and how they develop in trade with other countries (business partners). Inefficient logistics leads to an increase in the costs of trade and therefore reduces global integration, affecting the developing countries that seek to compete in the global market.

2.2. Importance in Development.

The Logistics Performance Index is the indicator responsible for measuring the performance of commercial logistics in each country. In this way, it helps national leaders, policymakers and private sector traders to understand the challenges they and their trade partners face in reducing logistical barriers to international trade. As the backbone of international trade, logistics covers freight transportation, storage, customs clearance, payment systems and many other functions.

These functions are mainly carried out by private service providers for private traders and property owners, but logistics is also important for the public policies of national governments and

regional and international organizations. Because global supply chains are so varied and complex, the efficiency of logistics depends on services, investments and government policies. The construction of infrastructure, the development of a regulatory regime for transport services and the design and implementation of efficient customs clearance procedures are all areas where governments play an important role (World Bank , 2018).

2.3. Calculation Criteria.

For the calculation of the Logistics Performance Index, surveys are carried out for companies and users of logistics services. A standardized questionnaire consisting of two parts is used:

1. International Logistics: policies, transport, infrastructure.
2. Domestic logistics: company (relations between its customers).

"Data comes from the Logistics Performance Index surveys that have been conducted by the World Bank, in partnership with academic and international institutions, private companies and individuals involved in international logistics. The 2009 round of surveys covered the assessments of more than 5,000 countries through almost 1,000 freight forwarding services. Respondents evaluate eight basic six-dimensional markets, on a scale of 1 (worst) to 5 (best). The markets were chosen on the basis of the most important import and export markets in the country of the respondents, by random selection and, for countries without access to the sea, by neighboring countries that connect them with international markets" (World Bank , 2018).

2.4. Measurement Perceptions.

The overall score of the Logistics Performance Index is obtained through the perceptions of a country's logistics based on the efficiency of the customs clearance process, the quality of the

infrastructure related to trade and transport, the ease of agreeing shipments at competitive prices, the quality of logistics services, the ability to track shipments, and the frequency with which shipments arrive at the consignee at an scheduled time. The index varies between 1 and 5, where the highest score represents better performance (World Bank , 2018).

As previously explained, the calculation of the Logistics Performance Index reflects the perceptions of logistics. In this context, it is intended to present the individual results of each perception to finally group them and generate a group result. This will be the final result of the Logistics Performance Index.

2.4.1. Logistics performance index: Competence and quality of logistics services.

The respondents evaluated the overall level of competence and quality of logistics services (e.g. transport operators, customs brokers), on a rating ranging from 1 (very low) to 5 (very high). Scores are averaged across all respondents.

Hereunder, in Table 1, as well as in Figure 1, we can see the perception of Competence and Quality of Logistics Services, of the countries part of MERCOSUR, from 2010 to 2016.

Table 1
Competence and Quality of Logistics Services 2010-2016

	2010	2012	2014	2016
ARGENTINA	3.03	2.95	2.93	2.83
BOLIVIA	2.38	2.58	2.68	1.90
BRAZIL	3.30	3.12	3.05	3.12
PARAGUAY	2.59	2.49	2.76	2.69
URUGUAY	2.59	2.98	2.58	3.01

Data obtained from the World Bank website (www.worldbank.org).

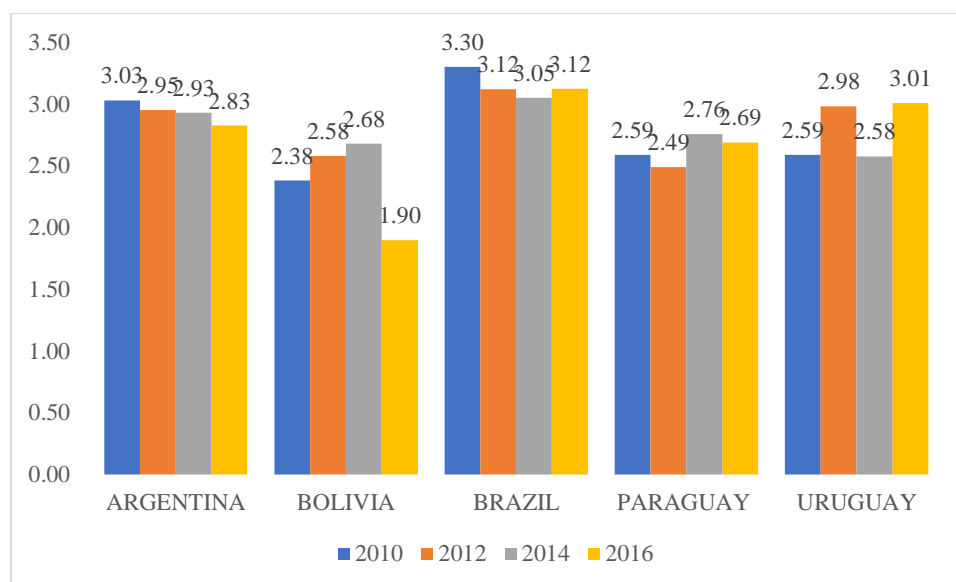


Figure: 1. Results of Competence and Quality of Logistics Services 2010-2016. Source: World Bank (www.worldbank.org).

2.4.2. Logistics performance index: Ease of arranging competitively priced shipments.

As a second aspect, respondents assessed the ease of arranging competitively priced shipments to markets, on a rating ranging from 1 (very difficult) to 5 (very easy). Scores are averaged across all respondents.

Hereunder, in Table 2, as well as in Figure 2, we can see the perception of ease of arranging competitively priced shipments, of the countries part of MERCOSUR, from 2010 to 2016.

Table 2
Ease of arranging competitively priced shipments 2010-2016.

	2010	2012	2014	2016
ARGENTINA	3.15	3.33	2.96	2.76
BOLIVIA	2.53	2.60	2.35	2.40
BRAZIL	2.91	3.12	2.80	2.90
PARAGUAY	2.87	2.31	2.83	2.58
URUGUAY	2.77	2.91	2.64	2.91

Data obtained from the World Bank website (www.worldbank.org).

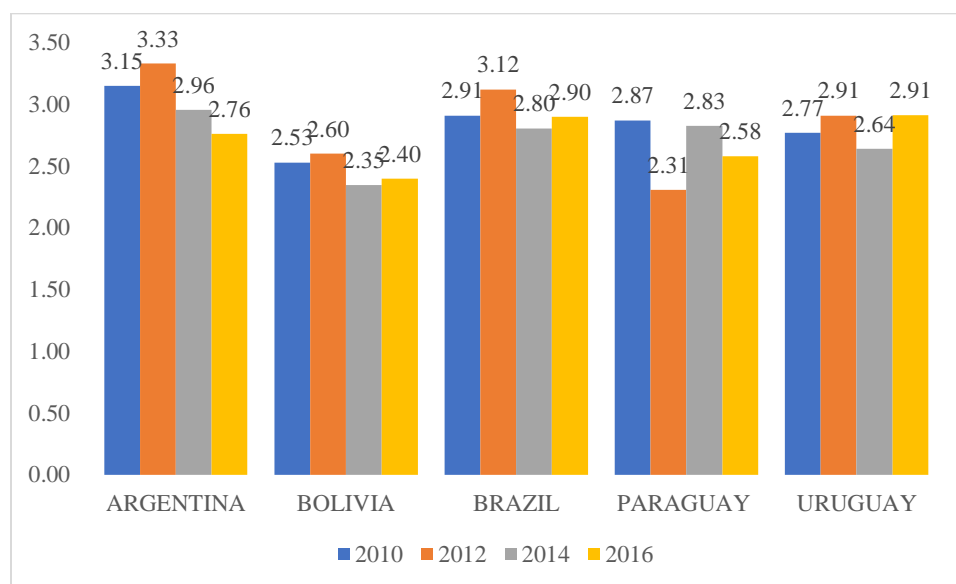


Figure: 2 Results of Ease of arranging competitively priced shipments. Source: World Bank (www.worldbank.org).

2.4.3. Logistics performance index: Frequency with which shipments reach consignee within scheduled or expected time.

Respondents also evaluated how often the shipments to assessed markets reach the consignee within the scheduled or expected delivery time, on a rating ranging from 1 (hardly ever) to 5 (nearly always). Scores are averaged across all respondents.

Then, in Table 3, as well as in Figure 3, you can see the perception of frequency with which shipments reach consignee within scheduled or expected time, of the countries part of MERCOSUR, from 2010 to 2016.

Table 3
Frequency with which shipments reach consignee within scheduled or expected time
2010-2016.

	2010	2012	2014	2016
ARGENTINA	3.82	3.27	3.49	3.47
BOLIVIA	3.20	2.95	2.60	2.79

BRAZIL	4.14	3.55	3.39	3.39
PARAGUAY	3.46	2.74	3.22	2.93
URUGUAY	3.06	3.16	3.06	3.47

Data obtained from the World Bank website (www.worldbank.org).

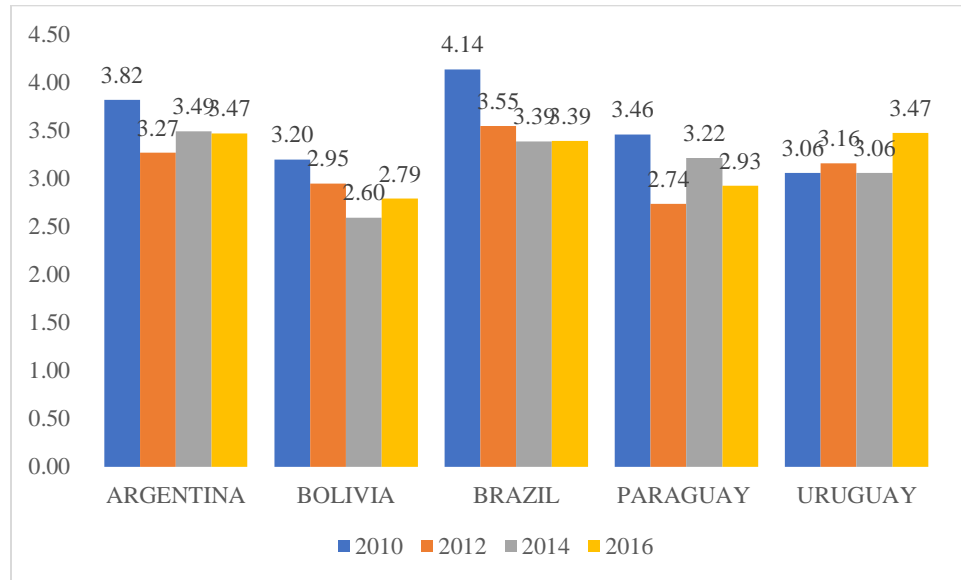


Figure: 3 Results of Frequency with which shipments reach consignee within scheduled or expected time 2010-2016. Source: World Bank (www.worldbank.org).

2.4.4. Logistics performance index: Quality of trade and transport-related infrastructure.

Within the surveys, respondents evaluated the quality of trade and transportation related infrastructure (e.g. ports, railroads, roads, information technology), on a rating ranging from 1 (very low) to 5 (very high). Scores are averaged across all respondents.

Then, in table 4, as well as in figure 4, we can appreciate the perception of quality of trade and transport-related infrastructure, of the countries part of MERCOSUR, from 2010 to 2016.

Table 4
Quality of trade and transport-related infrastructure.2010-2016.

	2010	2012	2014	2016
ARGENTINA	2.75	2.94	2.83	2.86
BOLIVIA	2.24	2.39	2.17	2.11

BRAZIL	3.10	3.07	2.93	3.11
PARAGUAY	2.44	2.41	2.46	2.45
URUGUAY	2.58	2.87	2.51	2.79

Data obtained from the World Bank website (www.worldbank.org).

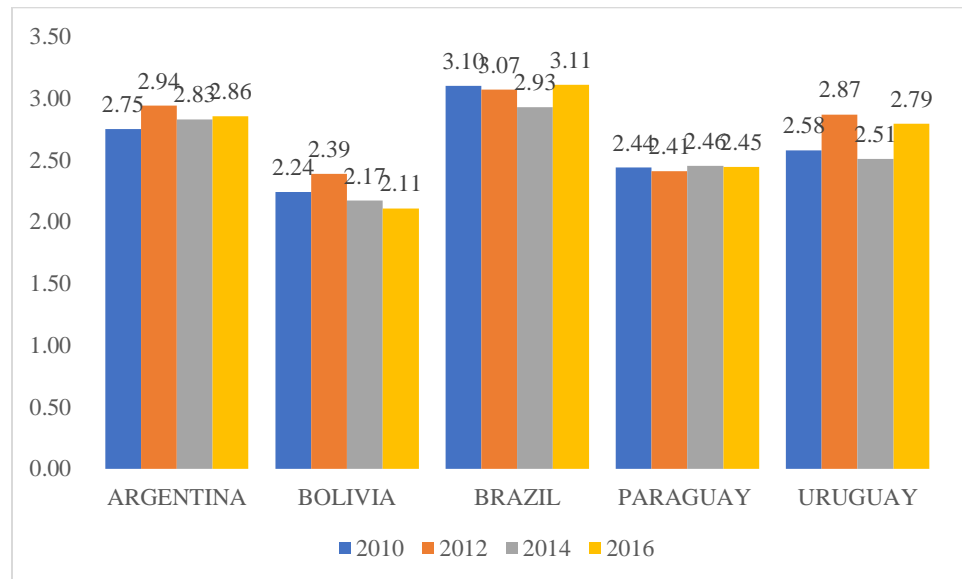


Figure: 4 . Results Quality of trade and transport-related infrastructure.2010-2016. Source: World Bank (www.worldbank.org).

2.4.5. Logistics performance index: Efficiency of customs clearance process

Respondents evaluated efficiency of customs clearance processes (i.e. speed, simplicity and predictability of formalities), on a rating ranging from 1(very low) to 5 (very high). Scores are averaged across all respondents.

Then, in table 5, as well as in figure 5, we can see the perception of efficiency of customs clearance process, of the countries part of MERCOSUR, from 2010 to 2016.

Table 5
Efficiency of Customs Clearance Process 2010-2016.

	2010	2012	2014	2016
ARGENTINA	2.63	2.45	2.55	2.63
BOLIVIA	2.26	2.40	2.40	1.97
BRAZIL	2.37	2.51	2.48	2.76
PARAGUAY	2.37	2.36	2.49	2.38
URUGUAY	2.71	2.99	2.39	2.78

Data obtained from the World Bank website (www.worldbank.org).

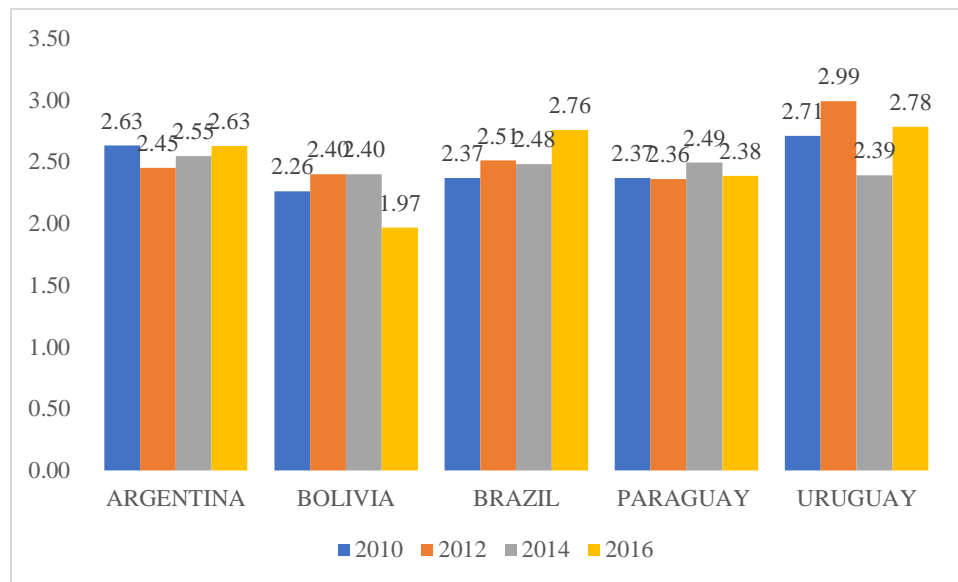


Figure: 5 Results of Efficiency of customs clearance process 2010-2016. Source: World Bank (www.worldbank.org).

2.4.6. Logistics performance index: Ability to track and trace consignments.

Respondents evaluated the ability to track and trace consignments when shipping to the market, on a rating ranging from 1 (very low) to 5 (very high). Scores are averaged across all respondents.

Then, in Table 6, as well as in Figure 6, you can see the perception of ability to track and trace consignments, of the countries part of MERCOSUR, from 2010 to 2016.

Table 6
Ability to track and trace consignments 2010-2016.

	2010	2012	2014	2016
ARGENTINA	3.15	3.30	3.15	3.26
BOLIVIA	2.38	2.73	2.68	2.31
BRASIL	3.42	3.42	3.03	3.28
PARAGUAY	2.72	2.59	2.89	2.30
URUGUAY	2.78	2.98	2.89	2.84

Data obtained from the World Bank website (www.worldbank.org).

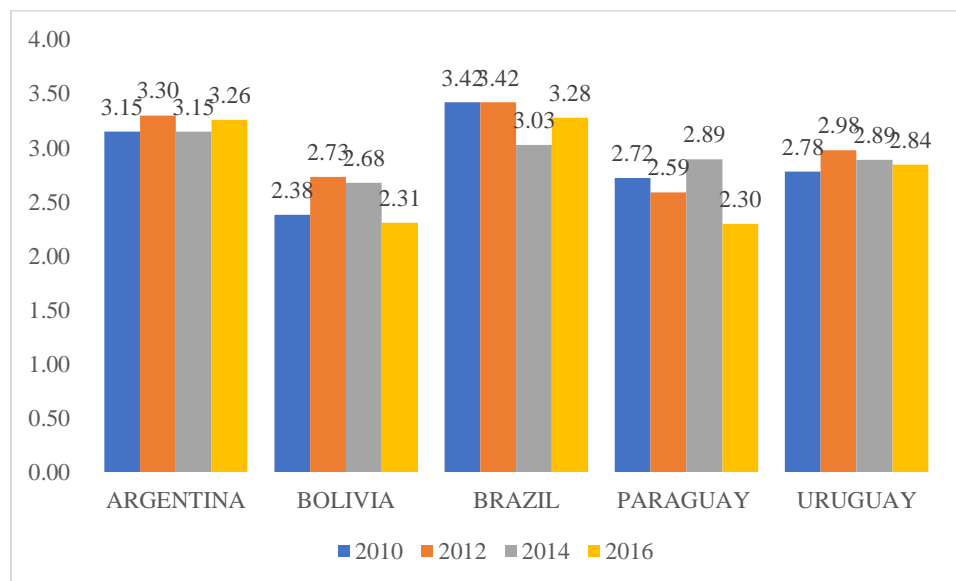


Figure: 6 Results of Ability to track and trace consignments.2010-2016. Source: World Bank (www.worldbank.org).

2.4.7. Lead time to export, median case (days).

Lead time to export is the median time (the value for 50% of shipments) from shipment point to port of loading. The data was taken from the Logistics Performance Index survey. Respondents provided separate values: for the best case (10% of shipments) and the case of the median (50%

of shipments). The data are exponential averages of the logarithm of the responses of single values and the average values of the range of responses for the case of the median (Banco Mundial, 2018).

Hereunder, in table 7, as well as in figure 7, you can see the perception of lead time to export, median case (days), of the countries part of MERCOSUR, from 2010 to 2016.

Table 7
Lead time to export, median case (days) 2010-2016.

	2010	2012	2014	2016
ARGENTINA	3.73	5.00	2.00	2.00
BOLIVIA	15.00	3.00	3.00	12.00
BRAZIL	2.80	2.00	2.00	3.00
PARAGUAY				
URUGUAY	13.00	14.00	1.00	4.00

Data obtained from the World Bank website (www.worldbank.org).

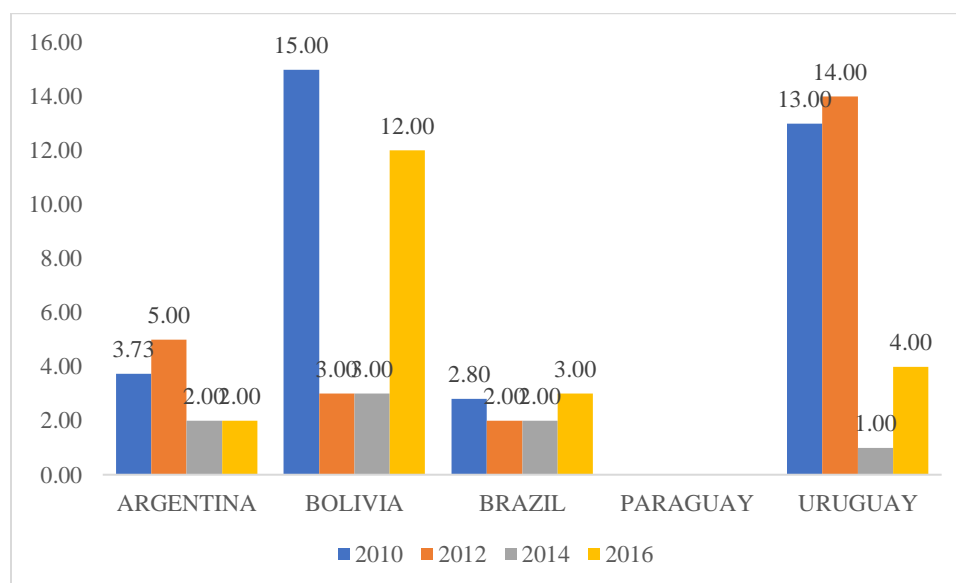


Figure: 7 Results of lead time to export, median case (days) 2010-2016. Source: World Bank (www.worldbank.org).

2.4.8. Lead time to import, median case (days)

Lead time to import is the median time (the value for 50 percent of shipments) from port of discharge to arrival at the consignee. Data are from the Logistics Performance Index survey. Respondents provided separate values for the best case (10 percent of shipments) and the median case (50 percent of shipments). The data are exponential averages of the logarithm of single value responses and of midpoint values of range responses for the median case.

Hereunder, in table 8, as well as in figure 8, you can see the perception of lead time to imports, median case (days), of the countries part of MERCOSUR, from 2010 to 2016.

Table 8
Lead time to import, median case (days) 2010-2016.

	2010	2012	2014	2016
ARGENTINA	3.79	11.00	3.00	4.00
BOLIVIA	28.28	3.00	4.00	13.00
BRAZIL	3.88	2.00	3.00	4.00
PARAGUAY	-	2.00	-	-
URUGUAY	3.00	-	2.00	3.00

Data obtained from the World Bank website (www.worldbank.org).

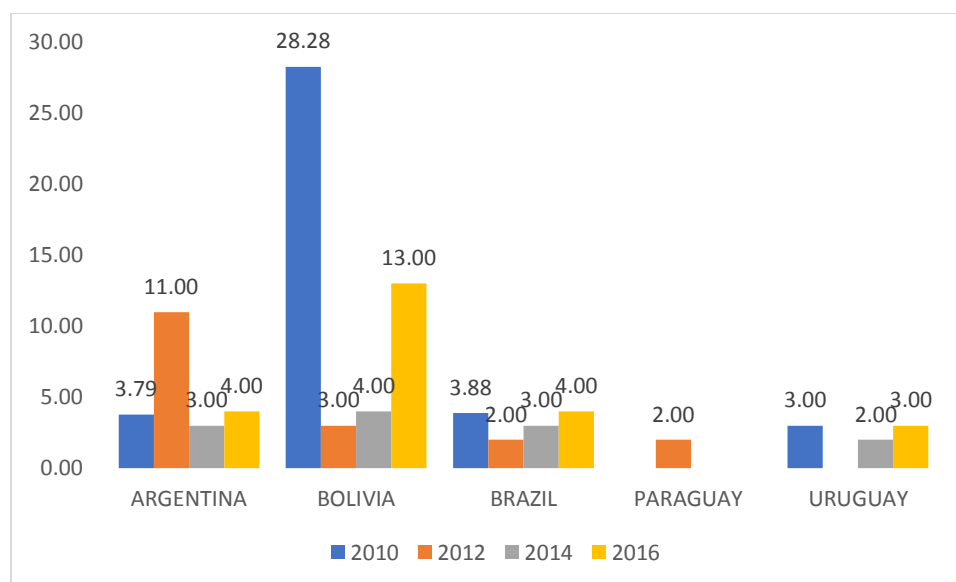


Figure: 8 Results of Lead time to import, median case (days) 2010-2016. Source: World Bank (www.worldbank.org).

2.5. FINAL AVERAGE OF THE MERCOSUR LOGISTICS PERFORMANCE INDEX.

Hereunder, in table 9 and figure 9, the results of the logistical perceptions of the countries part of MERCOSUR, from the year 2010-2016 can be seen.

Table 9
LOGISTICS PERFORMANCE INDEX 2010-2016.

	2010	2012	2014	2016	TOTAL
ARGENTINA	3.10	3.05	2.99	2.96	12.10
BOLIVIA	2.51	2.61	2.48	2.25	9.85
BRAZIL	3.20	3.13	2.94	3.09	12.36
PARAGUAY	2.75	2.48	2.77	2.56	10.56
URUGUAY	2.75	2.98	2.67	2.97	11.37

Data obtained from the World Bank website (www.worldbank.org).

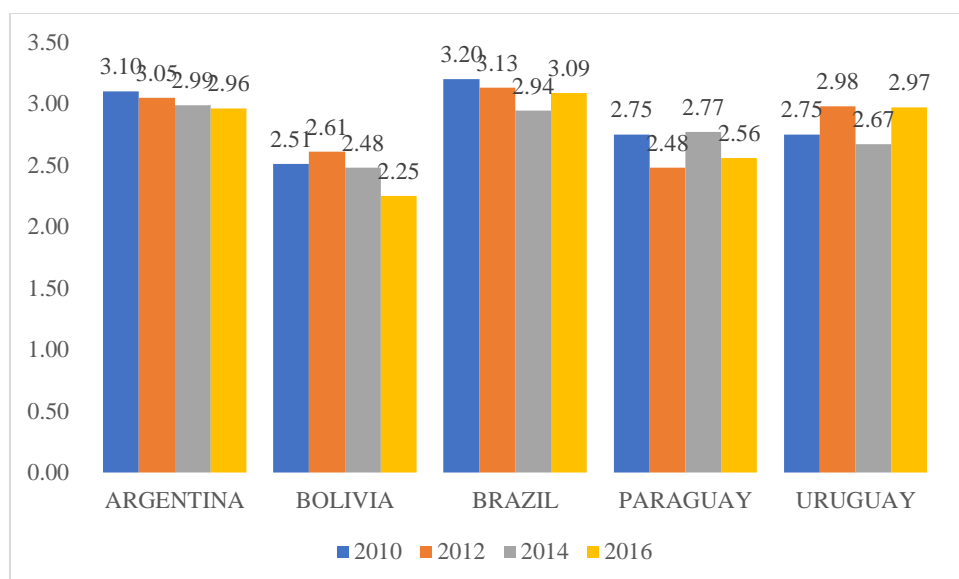


Figure: 9 Results of Logistics Performance Index 2010-2016. Source: World Bank (www.worldbank.org).

Table 10, as well as Figure 10, presents the results of the average of the Logistics Performance Index of the countries that are part of MERCOSUR within the years 2010-2016.

Table 10.
Average of the Logistics Performance Index 2010-2016 MERCOSUR

AVERAGE OF THE LOGISTICS PERFORMANCE INDEX 2010-2016 MERCOSUR	
ARGENTINA	3.02
BOLIVIA	2.46
BRAZIL	3.09
PARAGUAY	2.64
URUGUAY	2.84

Data obtained from the World Bank website (www.worldbank.org).

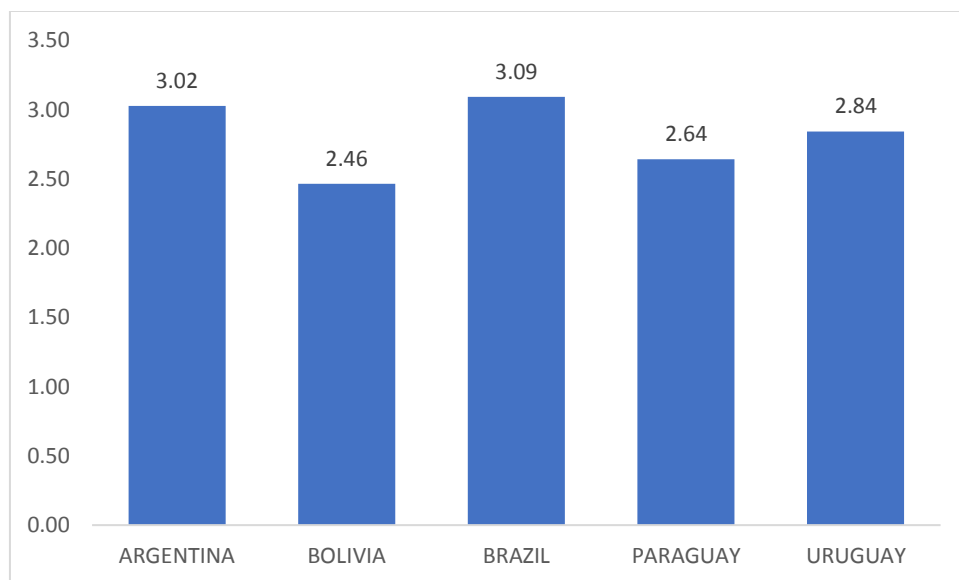


Figure: 10 Average of the Logistics Performance Index 2010-2016 MERCOSUR. Source: World Bank (www.worldbank.org).

As it can be seen in table and figure 10, the country that stands out in the Logistics Performance Index within the years 2010-2016 is Brazil that has a 3.09. The second country with a high score within MERCOSUR is Argentina with a 3.02. Uruguay is the third country to join the list of the highest scores in this index with 2.84. The countries that have the lowest scores in the list of MERCOSUR countries are Paraguay with 2.64 and finally Bolivia with 2.46.

CHAPTER III

DISCUSSION AND ANALYSIS FROM THE POLITICAL-ECONOMIC PERSPECTIVE.

After performing the calculation of the Logistics Performance Index, each of the influential aspects in the calculation of the LPI will be analyzed. This analysis will be carried out for years 2010-2016 and will be divided into two main branches:

Political Analysis:

An analysis of the political environment of each country has been decided to carry out due to the importance it has in terms of commercial legislation, since it is what defines the commercial environment and therefore influences the development of logistics. The political analysis will include the political generalities of each country, its political, trade and logistics situations.

Economic Analysis:

It is essential to carry out an economic analysis, since through it, the situation of the countries that are part of MERCOSUR can better explain. For the same, it has been decided to examine two major economic indicators that are developed by the World Bank: Growth of GDP per capita and Inflation.

3.1. Political Analysis of the Logistics Performance Index.

3.1.1. Argentina.

Argentina is a Federal Republic based on a parliamentary democracy. The executive power is held by the President of the nation, who is responsible for responding to national interests. The President is the supreme head of the country, head of government, political head of the general administration of the country and commander-in-chief of the armed forces (Santander, 2018).

The legislative power² resides in the National Congress, which has two chambers. The Chamber of Deputies consists of 257 members, who are elected every four years by direct universal suffrage and the Senate consisting of 72 members, who are elected every six years by direct universal suffrage (Santander, 2018).

Argentina has 23 provinces and 1 autonomous federal district, which have retained certain powers not belonging to the federal government. Each one chooses its own legislators and provincial governors.

3.1.1.1. Political Situation.

Within the analysis period, from 2010 to 2015, the president of Argentina was Attorney Cristina Elisabet Fernandez de Kirchner. Kirchner represented the political party known as "Unidad Ciudadana" which has a political leaning towards the left³. From 2015 to date, Argentina has experienced a critical stage in its policy. This situation is due to the fact that since the election of its new and current president Mauricio Macri in 2015, a stage of ideological transition has been generated within the country.

² Legislative Power: Government body that is in charge of making and reforming laws.

³ Left: It is a classification on the political positions that group to these that have as a central point the defense of social equality.

Macri conversely to Kirchner, represents the "Citizen Proposal" party, which has an inclination towards liberalism⁴ and developmentalism⁵. As a result of this political change, Argentina has had to face citizen and political disputes, which have resulted in a citizen crisis that remains active until today.

According to María Laura Tagina, professor and researcher at the National University of San Martín, Argentina can be considered a country with fragile ideological identifications. This is largely due to the sudden change of presidents that this country has had to face since 2015. Kirchner counted on the support of citizens due to its populism and fondness for the subsidies it offered to certain services (electricity, transportation, water, gas and fuel) until 2014. This allowed the sympathy of many citizens, but at the same time meant the "increase in state spending of 16%" (Instituto Nacional de Estadística y Censos. República Argentina, 2013). Given this context and to obtain more money, Kirchner created tributes for the most powerful economic sectors of Argentina, one of the most controversial was the implementation of tributes of 35% to the export of soy, generating many protests and lowering her popularity.

Due to inflation and lack of liquidity, Kirchner imposed a measure called the "cepo cambiario"⁶ ("exchange clamp"). This meant that Argentina decided to pin up the price of the dollar by law. For this purpose, 20,252 million dollars were used from the reserves of the Argentine central bank. The Economist, rejected the measure implemented by Kirchner calling it undue because it concealed the parallel market.

⁴ Liberalism: Defends individual freedom, private initiative and limits the intervention of the State and public authorities in social, economic and cultural life.

⁵ Developmentalism: It argues that underdeveloped countries should have active states, with economic policies that promote industrialization, to achieve a situation of autonomous development.

⁶ Cepo Cambiario: The aim was to restrict the sale dollars in the Argentine country.

Since Macri assumed office in 2015, Argentina has had to face inflation generated by the elimination of the cepo cambiario. This means that the official exchange of the dollar was multiplied by two and businesses that had access to the Argentinian Central Bank were affected. For those enterprises that used the dollar blue⁷, it did not mean any change. Subsidies were also eliminated and, as a consequence, Macri's popularity fell.

These changes have generated a political instability that divides people between sympathizers of the left and right wings. Only time will define this ideological struggle.

Among the most important data obtained from the analysis period of Argentina, it should be noted that the Kirchner government was targeted due to its 2,160 complaints of corruption, as expressed by the Federal Chamber of the City of Buenos Aires.

3.1.1.2. Trade situation.

During the period 2010-2016, Argentina has been the beneficiary of multiple commercial agreements that have allowed it to enjoy rate preferences. Argentina is a member of the World Trade Organization (WTO); it is part of the Southern Common Market (MERCOSUR), through this organization, it has signed free trade agreements with several countries: with Bolivia, Chile, Israel, Peru, Mexico, Colombia, Ecuador, Venezuela, India, Egypt and with the Southern African Customs Union (SACU). Argentina is also a member of the Latin American Integration Association (ALADI) and the United Nations.

In terms of cooperation and assistance for customs tax matters, Argentina has signed agreements with the following countries: Agreement with Andorra, Azerbaijan, Bahamas,

⁷ Dollar blue: They were used in Argentina to refer to the US dollar illegally bought on the black market. It usually has an exchange rate that is well above the official dollar.

Bermuda, China, Costa Rica, Ecuador, Guernsey, Guardia Di Finanza, Isle of Man, India, Cayman Islands, Jersey, Macedonia, OECD, the Principality of Monaco, San Marino, South Africa and Uruguay. Argentina also cancelled agreements with Chile and Spain in this field.

3.1.1.3. Logistics Profile.

According to the Logistics Performance Index (LPI) published by the World Bank in 2016, Argentina ranks 66th in the world in terms of logistics performance.

Maritime services.

Argentina has a port infrastructure composed by 27 ports that are located along its 4,989 km. of coasts on the basin of De la Plata River and the Atlantic Ocean. The most important ones are located in: Buenos Aires, Rosario, Bahia Blanca, Quequén, Puerto de la Plata and Madryn, the deepest natural port in Argentina.

Air services.

Argentina has an airport infrastructure composed of 32 airports located throughout its territory. The main airports are: Ezeiza-Ministro Pistarini International Airport in Buenos Aires, Cordoba-Pajas Blancas International Airport in Cordoba and the Ushuaia International Airport in Malvinas Argentinas. Each of the main cities of the country and provincial capitals, have airports, mostly international.

Currently, there are more than 7 airlines that provide cargo transport services to Argentina. The connections are mainly made with cities in the United States, Peru, Chile and Panama (PROCOLOMBIA, 2016).

Railway network

According to information from the World Factbook, Argentina has a railway network of 36,917 km. The Argentine Cargo Trains have 3 lines: Belgrano, San Martin and Urquiza with a total extension of 9,282 Km. Its borders connect the country to the 5 bordering countries of Chile, Bolivia, Paraguay, Brazil and Uruguay. Cereals, oilseeds, sugar, cement, stone, flux, coal, fertilizers, metals, wood, wine, olives, molasses, water and other eventual products are among the loads that are regularly transported. (PROECUADOR, 2016).

Road network.

"Argentina has an extensive road network composed of 231,374 km. of which 69,412 km. are paved, that is 30%. It is part of the national or trunk network, the provincial primary network, the road network of rural development and the community roads. The connecting routes with Chile, Bolivia, Paraguay, Brazil and Uruguay are in good condition, and it has 734 km. that communicates the interior region of the country with the rest of the continent "(PROCOLOMBIA, 2016).

3.1.2. Bolivia

Bolivia is officially cataloged as the Plurinational State of Bolivia. It is a country located in the central-western region of South America, with absolute sovereignty. It is organized in nine departments. Its capital is Sucre, the same that headquarters the judicial organism; La Paz is the seat of the executive, legislative and electoral bodies, it is also the political, cultural and financial epicenter of the country. The executive power falls on the President of the State. On the other hand, the Ministries of State and the Plurinational Legislative Assembly have the legislative power.

3.1.2.1. Political Situation.

Within the period of analysis from 2010 to 2016 its president has been politician Evo Morales, who currently holds the same position and has been about 12 years in power. Morales represents the Movimiento al Socialismo party, which, as its name explains, has a leftist tendency.

Bolivia is one of the poorest countries in Latin America, which changed its history with the appearance of the politician Evo Morales. Among the important measures imposed by Morales are the integration of indigenous people, the nationalization of the hydrocarbons sector and the renegotiation of contracts that transnational oil companies had with the Bolivian government. During these years, the situation in Bolivia has improved, although due to its political history and debts contracted in previous years, it has not been possible to develop trade in its entirety range. In addition, considering the political inclination of Evo Morales and the lack of industrialization in Bolivia, it can be said that this country is not compatible with the idea of globalization. This is due in large, to the fact that their exports are in principle commodity products⁸. That is to say that this country depends on the export of products without industrialization level.

3.1.2.2. Trade Situation.

During the period 2010-2016, Bolivia has been the beneficiary of multiple trade agreements that have allowed products originating in the country to receive rate preferences in foreign markets, among which are the agreements with: Chile, Mexico and Cuba. It is a member of the Southern Common Market (MERCOSUR) and through this organization, it has been able to achieve commercial agreements with Bolivia, Chile, Israel, Peru, Mexico, Colombia, Ecuador, Venezuela,

⁸ Commodities: It is understood by raw materials or primary goods, highlighting for example wheat, which is planted anywhere in the world and that will have the same price and the same quality.

India, Egypt and with the Southern African Customs Union (SACU). In addition, Bolivia is a member of the Latin American Integration Association (ALADI) and the Andean Community of Nations (CAN). These agencies have allowed it to join agreements with rate preferences among the member states of these organizations. It is also a member of the United Nations.

As a country with low levels of industrial and economic development, Bolivia has been a beneficiary of the General System of Preferences, being part of: the Andean Rate Preferences Act, the Generalized System of Preferences of the United States, the Generalized System of Preferences of the European Union, Generalized System of Preferences of Canada, Generalized System of Preferences Japan, Generalized System of Preferences Norway and Generalized System of Preferences Switzerland.

It is also part of a project promoted by the government known as: "Treaty of Commerce of the People - TCP". This is a project that involves the indigenous people of Bolivia and America. It proposes a true integration that transcends the commercial field based on community principles, cooperation, solidarity, common will to advance and promote fair and sustainable development. This treaty was created within the framework of ALBA, among Bolivia, Cuba and Venezuela.

3.1.2.3. Logistics Profile.

In 2016, the LPI (Logistics Performance Index) of the World Bank ranked Bolivia 121th among 150 countries, with an average rating of 2.48.

Maritime Services.

Although Bolivia does not have maritime coasts, the import and export of merchandise is carried out in the Pacific Ocean, through the Port of Arica and Port of Antofagasta in Chile, the

Port of Ilo and the Port Matarani in Peru; through the Atlantic Ocean, the Port of Buenos Aires in Argentina is also used.

The Paraguay-Paraná Waterway is a project that is gaining importance in the national market by allowing Bolivian products to be exported to countries located in the Atlantic Ocean, this project is driven by MERCOSUR.

The Port Services Administration of Bolivia, is in several countries to fulfill the mission of supporting foreign trade operations in the ports authorized for the transit of goods to and from Bolivia, in addition by implementing port development policies, controlling compliance with treaties and agreements related to the commercial movement (PROCOLOMBIA, 2016).

There is tension between Chile and Bolivia, due to the dispute of the Atacama Corridor, the relations between these two countries turned sour because Bolivia lost its coast in favor of Chile at the end of the 19th century, during the Pacific War. This turned Bolivia into a landlocked country. Currently there are intentions to negotiate a sovereign exit to the sea between Chile and Bolivia.

Air Services.

Bolivia has more than sixteen airports, three of which are internationally recognized airports, located in the cities of La Paz, Cochabamba and Santa Cruz.

The main airports from which international trade is handled in Bolivia are: El Alto de la Paz International Airport, which is located 14 km from the city; the Jorge Wilstermann International Airport in Cochabamba and the Viru Viru Airport in Santa Cruz de la Sierra.

Railway Network.

Bolivia has 3,504 km of railway network, which has a gauge of 1.00 meter. The Andina Railway Company Incorporated is responsible for providing passenger and cargo transportation services

through this route. The company is authorized and registered as a Multimodal Transport Operator, which enables it to handle international cargo, thus facilitating the origin-destination transportation in an integral way, arriving by road to places where there is no railway and in better conditions of security and reliability for the cargo. They provide transportation services of goods in full wagon, from the origin of the cargo to the final destination, including rails, roads, transfers and storage services. Through this route, minerals are transported with an average of 700 thousand tons per year, flour, wheat and other products of origin represent 8.5% of the total transported, ulexite 7%, clinker and cement 6% (PROECUADOR, 2016).

Road Network.

“The Bolivian land routes are approximately 62,479 km of roads, of which 3,749 km are paved, that is, around 6% and the rest are gravel or land (58,730 kilometers) that do not have a good condition. In addition, it has a branch of the Pan-American Highway that crosses the entire highlands connecting itself with the bordering countries” (PROCOLOMBIA, 2016).

3.1.3. Brazil.

Brazil, is a federal republic based on parliamentary democracy. The Brazilian constitution grants important powers to the government. The president is the head of both the state and the government, and has the executive power. The President, as well as the vice president, are elected by universal suffrage every 4 years. The president appoints the Council of Ministers.

The legislative power is bicameral. The parliament, called the National Congress, is formed by two chambers: The Senate (upper house), which has 81 members (3 members for each of the 26 provinces and for the Federal District of Brasilia, elected according to the majority principle, by a term of 8 years); and the Chamber of Deputies (lower house), which has 513 seats (whose members

are elected by proportional representation for 4 years). Each of the 26 states, like the Federal District of Brasilia, has a separate legislature and administration. (Santander, 2018).

3.1.3.1. Political Situation.

Analyzing the period from 2010 to 2011, politician Luiz Inácio Lula da Silva was president of Brazil. Lula da Silva represented the Workers' Party, which has an inclination towards the left. Since he began his presidential period, he had a very high and historic popularity within the Brazilian people. In year 2011 Economist Dilma Rousseff was elected president, she represented the same political party and her presidential term lasted until 2016, in which Dilma was overturned.

During years 2010 to 2016 both presidents have tried to maintain a continuity in the political ideology implanted in Brazil. Since 2010 Lula da Silva, has focused his policy measures in order to "achieve and accentuate the maintenance of demand levels from the increase in the minimum wage and social transfers, the rise in public spending (after a fiscal reform) and credit facilities for consumption and production" (Salama, 2011). This has caused Brazil to develop an active trade that has managed to place it among the most important emerging economies in the world. "This policy is the origin of the reduction of inequalities, reduction of poverty and acceleration of growth" (Salama, 2011).

Considering the growth of Brazil, and the remarkable conformity of the Brazilians with the government of Lula da Silva, in 2011 Dilma Rousseff was elected as president. Unfortunately in the first year of his government, "Brazil slowed down its growth due to the restrictive measures imposed on trade"(Pampillón, 2012). In response to this failure and with the aim of improving, Rousseff decided to "reactivate growth, by reducing the interest rate, lowering taxes on some consumer goods, and adopt less strict measures on credit control" (Pampillón, 2012).

What has been mentioned is the most relevant in terms of trade policies of the government of Dilma Rousseff, but it is worth mentioning that her period of command has been full of difficulties. "In December 2011, the first accusations of corruption were presented, whereby six of his ministers resign their positions during the first year of Rousseff at the Planalto Palace. Between June and December, her Chief of Staff and the Ministers of tourism, agriculture, transportation, sports and work resigned along with another twenty transportation employees" (ESPAÑOL, 2016).

In 2013, there were tensions between Brazil and the United States, which lowered the popularity of the president in her country. This did not prevent her from being re-elected in 2014 with 51.59% of the total votes, which showed that Rousseff could still claim her popularity in Brazil.

Finally, in 2016, "after a marathon session, the Brazilian Senate approved the impeachment of Dilma Rousseff in the first hour, which separated her from her position. The impeachment was approved by 55 votes in favor - only 41 were needed - and 22 against" (ESPAÑOL, 2016).

Her successor and current president of Brazil is Attorney Michel Temer, who represents the political party called "Brazilian Democratic Movement", since that year the government of Brazil, adopted a central ideology⁹.

3.1.3.2. Trade Situation.

Within the period of 2010-2016, Brazil has been a signatory of a series of trade agreements, in which fare preferences have been granted that have influenced the tax on imports and / or exports, in various products.

⁹Center: They have an intermediate ideology in the political scenario, with positions of both the right and the political left.

As mentioned before, Brazil is part of MERCOSUR's economic bloc. Through this organization it has been able to achieve commercial agreements with Bolivia, Chile, Israel, Peru, Mexico, Colombia, Ecuador, Venezuela, India, Egypt and with the Southern African Customs Union (SACU). In addition, it is one of the founding State of the Organization of the United Nations; it is not a full member of the Organization for Development and Economic Cooperation (OECD); but an observer in some of its Committees (Trade, Development, Committee of the OECD); member of the World Trade Organization (WTO); member of the IMF (International Monetary Fund), part of IBRD (Inter-American Development Bank); member of the Organization of American States (OAS); member of the Union of South American Nations (UNASUR); member of the Amazon Cooperation Treaty Organization (ACTO) and member of the Latin American Integration Association (ALADI).

Brazil is part of the emerging powers of the G5 group and is also part of BRICS which are acronyms used for the most important emerging national economies in the world.

3.1.3.3. Logistics Profile.

According to the Logistics Performance Index (LPI) published by the World Bank in 2016, Brazil ranks 55th in the world in terms of logistics performance.

Maritime Services.

Brazil has around 33 ports. Maritime traffic plays a key role in the international transportation of goods, handling more than 90% of the Brazilian export and import cargo. The main ports of Brazil are: the Port of Paranagua, the Port of Rio Grande and the Port of Santos.

Air Services.

Brazil has a total of 4,263 aerial tracks, of which 718 are paved and the remaining 3,545 are unpaved. The country is characterized by having an important airport infrastructure for handling international cargo to and from Latin American countries, it has passenger aircraft in regular itinerary services and cargo services that arrive mainly to the international airports of Brasília, Sao Paulo (Guarulhos, Viracopos), Manaus, Belo Horizonte and Rio de Janeiro (Galeão). Brazil has 48 airports in total.

In the State of Sao Paulo there are four of the most important international airports in Brazil, the International Airport of Viracopos, the International Airport of Guarulhos, the Antonio Carlos Jobim / Galeão International Airport and the Eduardo Gomes / Manaus International Airport.

Currently there are more than 8 airlines that provide cargo transportation services to Brazil. The connections are made mainly with cities in the United States, Panama, Argentina and Peru (PROCOLOMBIA, 2016).

Railway Network.

The railway infrastructure of Brazil covers a total of 28,190 kilometers in length, operated by 3,340 locomotives. An important feature of the railway line is the width that has as a specific distance between the rails of a railway. In Brazil, there are 3 types of width: width (1.60m), metric (1.00m) and mixed. It is highlighted that a large part of the railway network in Brazil is concentrated in the south and southeast regions, with a predominance of cargo transportation.

In 2016, 504 million tons of goods were mobilized through this route. The goods transported in this modal are of low added value and in large quantities such as: mineral, agricultural products, fertilizers, coal, petroleum derivatives, etc.

Road Network.

According to the Ministry of Transportation of Brazil, the country has an extension of 1.72 million km of roads of which only 12% are paved. Road transportation in Brazil is used to transport people and goods by motor vehicles such as buses, trucks, passenger cars, etc. As in most cases, the freight price is higher than the maritime and rail prices. In 2016, 95.9 million tons were transported in containers, by road, to ports" (PROECUADOR, 2016).

3.1.4. Paraguay.

In Paraguay, the form of government is the presidential Republic, which means that the President of the Republic is both Head of State and Head of Government. Consequently, broad powers have been concentrated in this authority, including the appointment of state ministers, and an important body of officials who collaborate in the administration of the State.

The Executive Power corresponds to the President of the Republic, who is in charge of the Head of State and Government; appoint ministers (or secretaries of state), drafts and applies the laws and in general, its authority extends to all that has as its object the preservation of public order in the interior and the external security of the Republic, in accordance with the Constitution and laws.

The Legislative Power corresponds to the National Congress (a bicameral Parliament, composed of a Senate and a Chamber of Deputies) and the President of the Republic, acting as co-legislators; they are in charge of making the laws. An institutional organic law regulates the powers and functioning of the National Government in terms of processing bills, the vetoes of the president of the republic and processing of the accusations.

3.1.4.1. Political Situation.

Within the period of analysis 2010 to 2012, Bishop Fernando Lugo, was the president of Paraguay. He was separated of office by impeachment. Lugo represented the "Patriotic Alliance for Change" party, which had an ideology leaning to the left. In 2012 due to his dismissal, Vice president Federico Franco, assumed the presidency representing the "Authentic Radical Liberal Party", which had a liberal ideology that was completely opposite to the one previously implanted in Paraguay. In year 2013, businessman Horacio Cartes was elected, and is the current president of Paraguay representing the political party known as "National Republican Association" that has a nationalist ideology¹⁰.

During his mandate, Fernando Lugo was able to implement a health system that allowed the majority of the population to obtain free medicine. He also granted subsidies to more than 20,000 families living in extreme poverty and brought free breakfast and lunch to public schools. In the educational field Lugo, created a program of free distribution of laptops to students as part of the "One Laptop per Child" program. It also encouraged the opening of markets focusing on the most advanced countries, for which it had to create opening policies to encourage trade. "The South American country registered important rates of economic growth, with peaks of growth of 14.5 percentage points"(UNIVISIÓN, 2012).

On June 22, 2012 Fernando Lugo, was impeached in the fastest political judgment in the history of the country. The Senate of Paraguay, mostly dominated by the opposition, accused him of poor performance of his duties and for being responsible for the confrontations between peasants and police officers, which resulted in 17 deaths. Subsequently, he was replaced in office by Vice

¹⁰ Nationalist Ideology: Claims the right of a nationality to the reaffirmation of its own personality through political self-determination.

President Federico Franco "his old ally". This situation produced a wave of demonstrations in the country and many leaders of Latin American states described it as an express coup d'état. (Jubilla, 2012).

Given this context, many countries in the Latin American region broke diplomatic relations with Paraguay and it was also temporarily suspended from MERCOSUR and UNASUR. Paraguay was isolated from the international community.

Due to the short time that Federico Franco was in command of the presidency of Paraguay, his government did not have much incidence. In addition, it did not have the international support. Among the most important actions of this president is the approval of the cultivation of numerous transgenic, despite opposition and protests by peasant organizations. His government was very controversial, thanks to the investment project of the transnational company "Rio Tinto Alcan", whose objective was the creation of an aluminum factory in the country. This idea had been rejected by Lugo due to the high government subsidy that the company requested. Likewise, Franco was the subject of accusations of nepotism for having placed 27 members of his family within government agencies.

Since Horacio Cartes assumed the presidency of the country in 2013, Paraguay regained international support and was welcomed back into the MERCOSUR and UNASUR. Within his mandate, Cartes has managed to "clean up the rough edges" with the Latin American community; It has promoted the cultivation of transgenic in the same way. Likewise, in his government, "investment in public health has been promoted, a sector in which, in addition to improvements in infrastructure, technology and services, an important renewal in the ambulance service was achieved, thanks to the savings policy in certain expenses of the binational hydroelectric" (REPORT OF THE PRESIDENT HORACIO CARTES TO THE CONGRESS AND THE

NATION, 2015). Within the first three years of his command and being Cartes a Paraguayan businessman, he has tried to maintain the opening of markets in Paraguay, thus promoting foreign investment.

3.1.4.2. Trade Situation.

Within the period 2010-2016, Paraguay has been participating in a series of trade agreements, in which fare preferences have been granted managing to benefit the exports and/or imports of the country, in certain products.

Paraguay is a member of the World Trade Organization (WTO), was a member of the Union of South American Nations (UNASUR). It is a member of the Latin American and Caribbean Economic System (SELA) and of the Economic Commission for Latin America (ECLAC).

Paraguay is a member of the United Nations and is part of the MERCOSUR economic bloc. Through this organization it has been able to achieve commercial agreements with Bolivia, Chile, Israel, Peru, Mexico, Colombia, Ecuador, Venezuela, India, Egypt and with the Southern African Customs Union (SACU). He is also a member of the United Nations.

Paraguay has been a beneficiary of the General System of Preferences, being part of: Generalized System of Preferences of the Russian Federation, Belarus, Kazakhstan; Generalized System of Preferences of Australia, Generalized System of Preferences of Canada, Generalized System of Preferences of the European Union, Generalized System of Preferences of Japan, Generalized System of New Zealand, Generalized System of Preferences of Norway, Generalized System of Preferences of Switzerland, Generalized System of Preferences of Turkey and Generalized System of Preferences of the United States.

3.1.4.3. Logistics Profile.

According to the Logistics Performance Index (LPI) published by the World Bank in 2016, Paraguay is ranked number 101 in the world in terms of logistics performance.

Maritime Services.

The ports of Buenos Aires and Montevideo formally compete for the transit cargo to and from the port of Asunción in Paraguay, where once the cargo arrives in Uruguay or Argentina, it is transported by the Paraná-Tieté and Paraguay-Paraná waterways in as regards containers. Today traffic is shared between these ports, however, in bulk (soybeans and derivatives); the Argentine ports of the Rosario / San Lorenzo area are where the bulk cargo to Paraguay travels most.

From the Atlantic Coast there are no shipping companies with direct services. The offer is complemented with 8 connecting routes offered by 5 shipping companies with transit times of about 31 days. Transfers are made in ports of Colombia, Panama, Brazil, Uruguay, the Dominican Republic and Argentina.

Air Services.

Paraguay has 6 airports. Currently there are more than 5 airlines that provide cargo transportation services to Paraguay. The connections are made mainly with cities in the United States, Argentina, Panama and Peru.

Railway Network.

There is a railway infrastructure, but it is not in function. Currently Paraguay, is performing a feasibility study process for the construction project of a railway network. This project aims to contemplate an extension of over 200 kilometers and connect the Agroindustrial Angostura, Villeta, and Abai, Caazapa complexes, according to Roberto Salinas, president of Ferrocarriles del Paraguay (Fepasa). For this project an investment of US \$ 450 million will be needed.

Road Network.

"Within the inventoried National Road Network, it includes national, departmental routes and primary neighborhood roads reaching about 25,901 km, of which 3,067 km have asphalt pavement, which represents 11.84%; In total, a national road network of 60,901Km is estimated" (PROCOLOMBIA, 2016).

3.1.5. Uruguay.

The system of government of Uruguay consists of a mixed or semi-representative democracy, in which, predominantly the representative character of the government and certain forms of direct government are maintained on the part of the people, such as referendums, plebiscites, etc.

According to a recent ranking published by The Economist, Uruguay is the only fully democratic country in South America, ranked among the first 28 countries worldwide. In this sense, there is the existence of a consolidated democracy in Uruguay from the beginning of the 20th century, with its very deep roots in people (Santander, 2018).

The executive power is exercised by the President of Uruguay (president of the Republic), who acts jointly with the Council of Ministers. The president is simultaneously the head of state and the head of government, and is elected together with the vice president through direct popular election, while these in turn appoints the council of ministers. Ministers are appointed and dismissed by the President. Likewise, the Ministers are appointed "among citizens who, because they have parliamentary support, ensure their permanence in office" (Constitution, Art. 174), therefore, the General Assembly may dismiss the Ministers by an absolute majority of votes.

The legislative power resides in the General Assembly, which consists of a Chamber of Senators of thirty members and a House of Representatives of 99 members. The elections for the parliament

are held in closed lists simultaneously with the presidential election (the vote is not applied for each candidate to Deputy or Senator but for a list presented by each political party). Elections aimed at executive and legislative power take part every 5 years (Santander, 2018).

3.1.5.1. Political Situation.

Within the period of analysis 2010 to 2015, politician José Mujica, one of the most charismatic and popular Latin American leaders, was president of Uruguay. Mujica represented the "Popular Participation Movement" whose ideology was the leftist tendency. From 2015 to date its president has been the Tabaré Vázquez, who represents the same movement as the previous president. As you can guess, political changes in Uruguay have not been abrupt, although their ideology nowadays is leaning passively to the right.

“Mujica’s government was characterized by promoting an opening to the world, creating a favorable environment for local and mainly foreign investment, and for the conquest of new markets for the placement of Uruguayan products.” (Bandera, 2015).

Mujica, who was also a candidate for the Nobel Peace Prize, promoted the expansion of individual rights and liberties through avant-garde and innovative legislation that generated conflicts with the opposition. It also enabled abortion by the sole will of women and marriage between people of the same sex. Finally, the most controversial of all: the regularization of consumption, cultivation and commercialization of marijuana with the participation of the Uruguayan State as guarantor of the production and distribution of cannabis.

Mujica, has won the sympathy of Latin Americans and the whole world since he was presented at the Summit on Sustainable Development of Rio + 20, surprising the world with a ten-minute philosophical discourse against consumerism and the waste of natural resources. “We do not come

to the planet to develop only, well, in general, we come to the planet to be happy. Because life is short and it goes away. And no good is worth more than life "(Bandera, 2015). Currently Jose Mujica is considered the president who has enjoyed the most popularity in Uruguay.

On the other hand, from 2015 to 2016, Tabare Vazquez, has continued with the promotion of national and international investment, as well as the promotion of national products. Also, he has had to deal with complex situations, such as the revision of the marijuana law and the alleged false numbers of the development fund (Fondes). In August 2015, it faced its first general strike, called by the Single Central Workers (Union), and in which about one million employees participated.

"During the year in question, Uruguay presented an economic deterioration and the levels of conflict during the budget approval process, as well as the permanence of problems such as security and education" (TELESUR, 2016).

3.1.5.2. Trade Situation.

Within the period of 2010-2016, Uruguay has been part of trade agreements, which have given fare preferences to some countries. In this way, it has been able to encourage imports and / or exports of its products.

Uruguay is a member of the Latin American Integration Association (ALADI), the Union of South American Nations (UNASUR) and the Common Market of the South (MERCOSUR). Through this last organization, it has been able to reach commercial agreements with Bolivia, Chile, Israel, Peru, Mexico, Colombia, Ecuador, Venezuela, India, Egypt and with the Southern African Customs Union (SACU). Uruguay is also a member of the United Nations.

It has bilateral trade agreements with Chile, Venezuela and Mexico. It is a beneficiary of the General System of Preferences, being part of: The Generalized System of Preferences of Cuba;

Generalized System of Preferences of Egypt, Generalized System of Preferences of India, Generalized System of Preferences of Indonesia, Generalized System of Preferences of South Korea, Generalized System of Mercosur and Generalized System of Preferences of Morocco.

3.1.5.3. Logistics Profile.

According to the Logistics Performance Index (LPI) published by the World Bank in 2016, Uruguay ranks 65th in the world in terms of logistics performance.

Maritime Services.

It is important to mention that the fluvial water systems that serve the area of influence of the Uruguayan transport system are:

- a) Paraguay-Parana, distinguishing two sectors of it, according to its transport function, which is the Hidrovia Paraguay-Parana project (Caceres-Nueva Palmira) and the Alto Parana system.
- b) The Uruguay River Waterway, from Nueva Palmira to Salto
- c) Tiete-Parana Waterway. The main port of Uruguay is the Port of Montevideo, which is located on the Rio de la Plata. With the exception of the hydrocarbon terminal located north of the Bay of Montevideo, the current port facilities are located on the east coast of the Bay. There are, however, projects for new developments to be located on the north and west sides.

From the Atlantic coast there are 2 shipping companies with 2 direct services, whose transit times can be found around 19 days. The offer is complemented with 9 connecting routes offered by 6 shipping companies with transit times around 23 days. Transfers are made in ports of Panama, the United States, Brazil, Jamaica and the Dominican Republic.

Air Services.

Currently there are more than 5 airlines that provide cargo transportation services to Uruguay. The connections are made mainly in cities of Argentina, the United States, Panama and Peru. This country has 8 airports.

Railway Network.

“The rail network of Uruguay consists of a total length of 1,640.9 km of operational network, of which around 1,000 km are out of operation. The main rail corridors for regional operations are Montevideo to Salto by Chamberlain, Tres Arboles - Rivera or Chamberlain - Rivera, Montevideo - Rio Branco” (PROCOLOMBIA, 2016).

Road Network.

The road network of Uruguay consists of a length of 16,398 km. The percentage of paved roads represents about 33% of the total road network. On the other hand, the average growth of paved kilometers since 2002 has been approximately 3.7.

3.2 Economic Analysis of the Logistics Performance Index.

To develop the economic analysis of the Logistics Performance Index, the following indicators have been examined:

GDP per capita growth: GDP is the value of goods and services produced by the economy within a given country in a specific year. It is a measurement of economic activity, which shows that the more its value grows, the economy of the country increases and progresses in economic terms. This means more demand within the country's productions that result in more sales for their companies. This can generate a stable environment in which more employment originates, in addition to increasing the lifestyle of the people. GDP per capita, on the other hand, measures the

relationship between the level of income of a country and its population. The analysis of GDP per capita growth will show us how much the country's economy has improved in relation to its population.

Inflation Rate: Inflation means a rise in the prices of goods and services representative of an economy, known as a family food basket. When the prices increase incessantly, the purchasing power of a person deteriorates, that is, people cannot buy the whole family food basket.

3.2.1. Argentina.

3.2.1.1. GDP per capita growth Argentina 2010-2016.

Argentina has constantly been teetering on the GDP per capita growth. During years 2010, 2011, 2013 and 2015, it was able to maintain this indicator with a positive percentage. On the other hand, this indicator shows a negative percentage of its figures during years 2012, 2014 and 2016.

Table 11
GDP per capita growth 2010-2016 Argentina.

	2010	2011	2012	2013	2014	2015	2016
ARGENTINA	8.99%	4.90%	-2.06%	1.34%	-3.51%	1.62%	-3.20%

Data obtained from the World Bank website (www.worldbank.org).

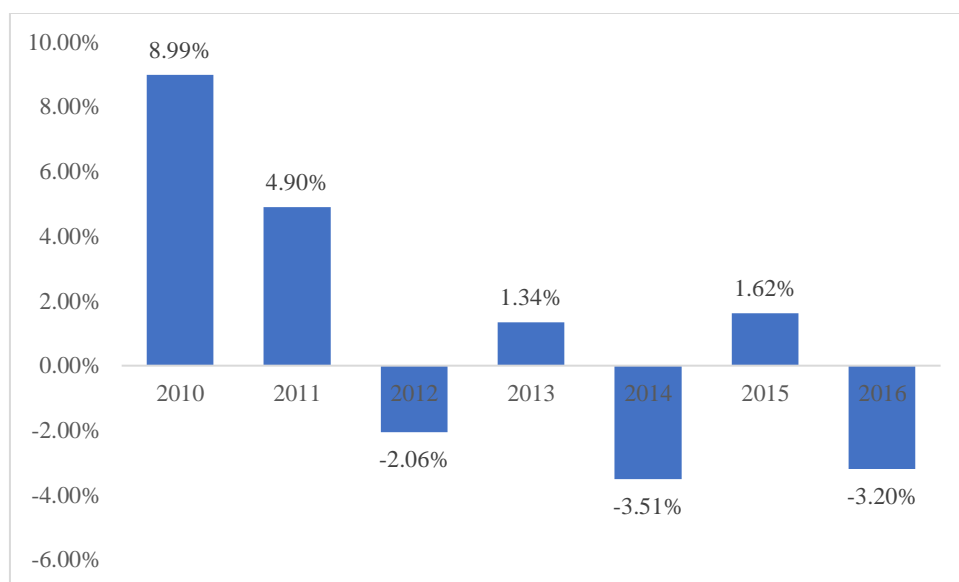


Figure: 11 GDP per capita growth 2010-2016 Argentina. Source: World Bank (www.worldbank.org).

3.2.1.2. Inflation Rate 2010-2016.

Argentina has a high rate of inflation within its economy. Unfortunately, due to the policies adopted by Argentina regarding the "cepo cambiario" previously explained, data are not available from 2014 onwards.

Table 12
Inflation Rate 2010-2016 Argentina.

	2010	2011	2012	2013	2014	2015	2016
ARGENTINA	10.78%	9.47%	10.03%	10.62%	*11	*13	*13

Data obtained from the World Bank website (www.worldbank.org).

¹¹ These data are not found because the National Institute of Statistics and Census of the Republic of Argentina, stopped issuing official data in 2014.

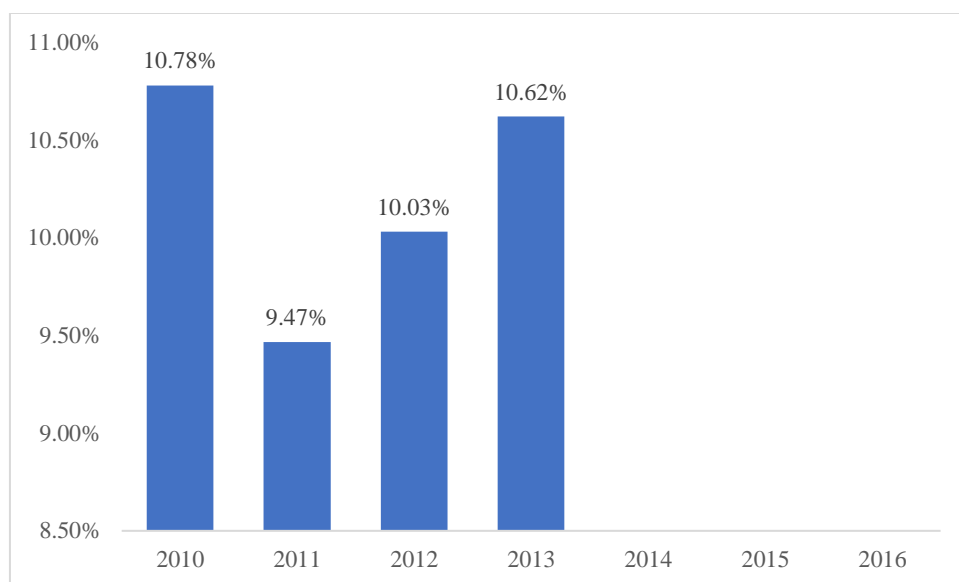


Figure: 12 Inflation Rate 2010-2016 Argentina. Source: World Bank (www.worldbank.org).

3.2.2. Bolivia.

3.2.2.1. GDP per capita growth Bolivia 2010-2016.

Bolivia presents a sustained positive increase in GDP per capita within its country. In 2013, Bolivia had its most notable peak, although every year it has shown positive percentages, which shows that it has always managed to increase the growth of this indicator.

Table 13
GDP per capita growth 2010-2016 Bolivia.

	2010	2011	2012	2013	2014	2015	2016
BOLIVIA	2.45%	3.53%	3.47%	5.14%	3.84%	3.27%	2.70%

Data obtained from the World Bank website (www.worldbank.org).

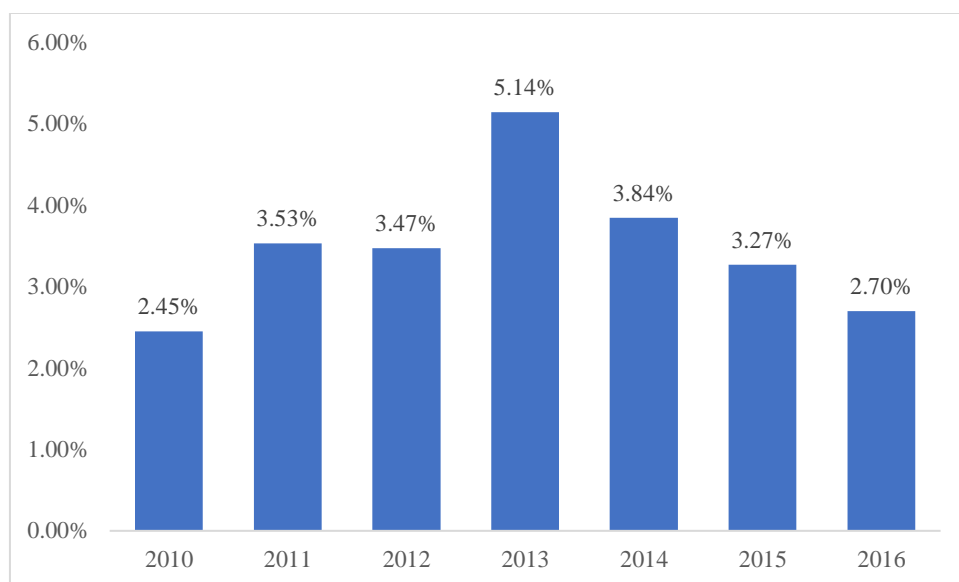


Figure: 13 GDP per capita growth 2010-2016 Bolivia. Source: World Bank (www.worldbank.org).

3.2.2.2. Inflation Rate Bolivia 2010-2016.

Bolivia, on the other hand, does not show high rates of inflation compared to other countries, although in 2011 its highest rate was 9.81%.

Table 14
Inflation Rate 2010-2016 Bolivia.

	2010	2011	2012	2013	2014	2015	2016
BOLIVIA	2.50%	9.81%	4.59%	5.72%	5.78%	4.06%	3.63%

Data obtained from the World Bank website (www.worldbank.org).

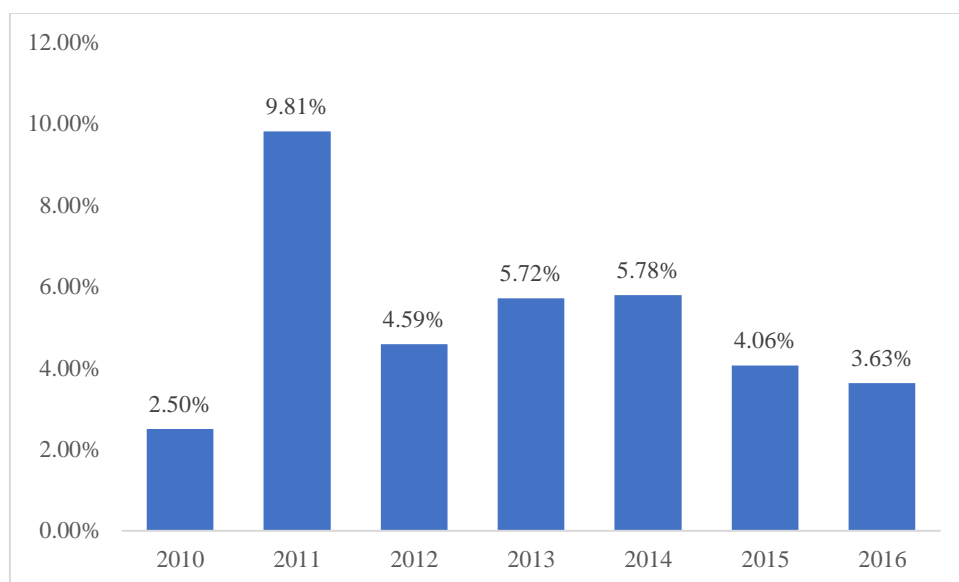


Figure: 14 Inflation Rate 2010-2016 Bolivia. Source: World Bank (www.worldbank.org).

3.2.3. Brazil.

3.2.3.1. GDP per capita growth Brazil 2010-2016.

Brazil has been decreasing its GDP per capita growth during all the years of the analysis. In 2010 it had its biggest peak, although it maintained positive percentages until 2013. As of 2014, Brazil has been presenting negative percentages within this indicator.

Table 15
GDP per capita growth 2010-2016 Brazil.

	2010	2011	2012	2013	2014	2015	2016
BRAZIL	6.49%	2.99%	0.97%	2.06%	-0.38%	-4.59%	-4.38%

Data obtained from the World Bank website (www.worldbank.org).

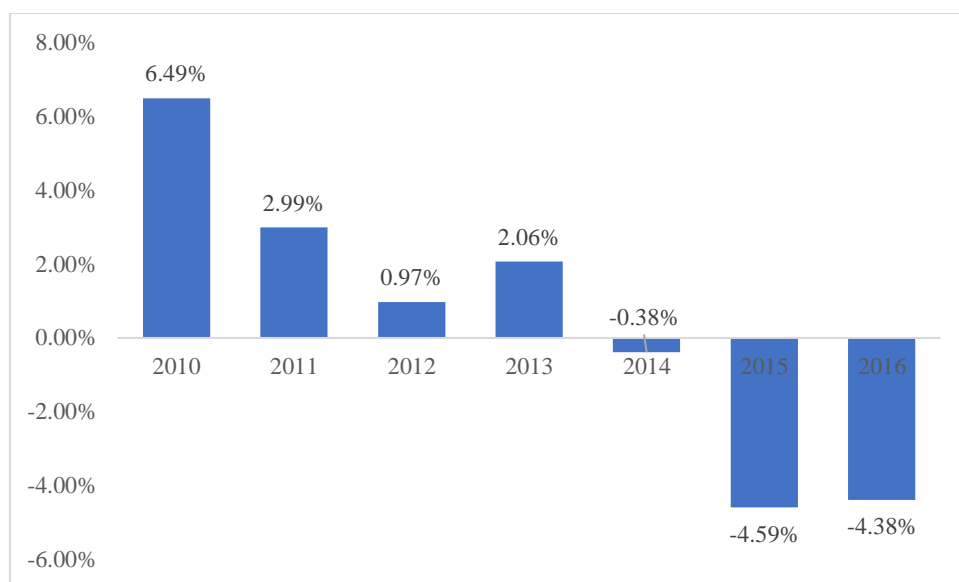


Figure: 15 GDP per capita growth 2010-2016 Brazil. Source: World Bank (www.worldbank.org).

3.2.3.2. Inflation Rate Brazil 2010-2016.

Brazil, likewise, has high inflation rates, with its highest rate in 2015.

Table 16
Inflation Rate 2010-2016 Brazil.

	2010	2011	2012	2013	2014	2015	2016
BRAZIL	5.04%	6.64%	5.40%	6.20%	6.33%	9.03%	8.74%

Data obtained from the World Bank website (www.worldbank.org).

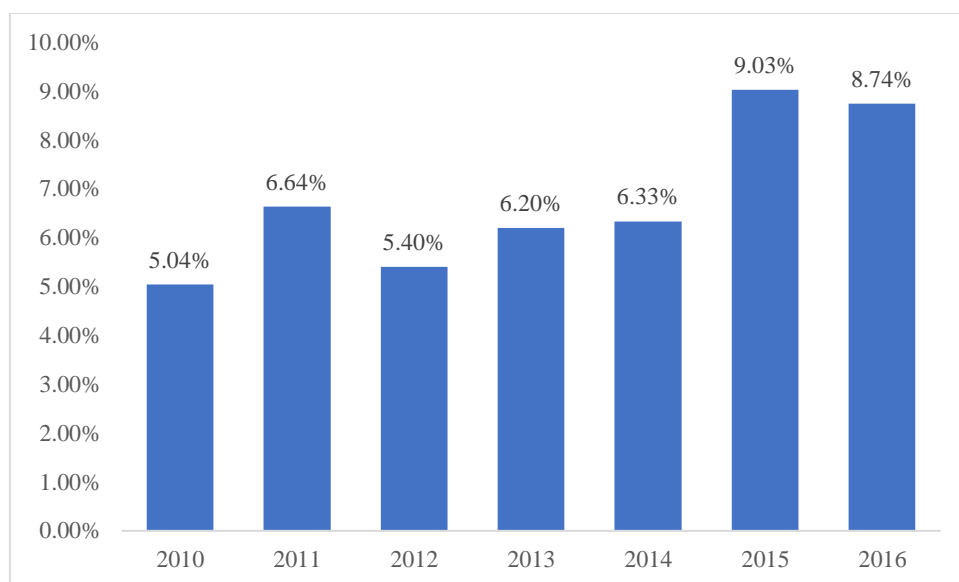


Figure: 16 Inflation Rate 2010-2016 Brazil. Source: World Bank (www.worldbank.org).

3.2.4. Paraguay.

3.2.4.1. GDP per capita growth Paraguay 2010-2016.

Paraguay has had its most important peak during years 2010 and 2013. It presented positive percentages, although not so high during years 2011, 2014, 2015 and 2016. Its only negative percentage is during year 2012, showing a remarkable recovery during the following years.

Table 17
Crecimiento del PIB per cápita 2010-2016 Paraguay.

	2010	2011	2012	2013	2014	2015	2016
PARAGUAY	11.60%	2.95%	-2.56%	12.51%	3.33%	1.62%	2.69%

Data obtained from the World Bank website (www.worldbank.org).

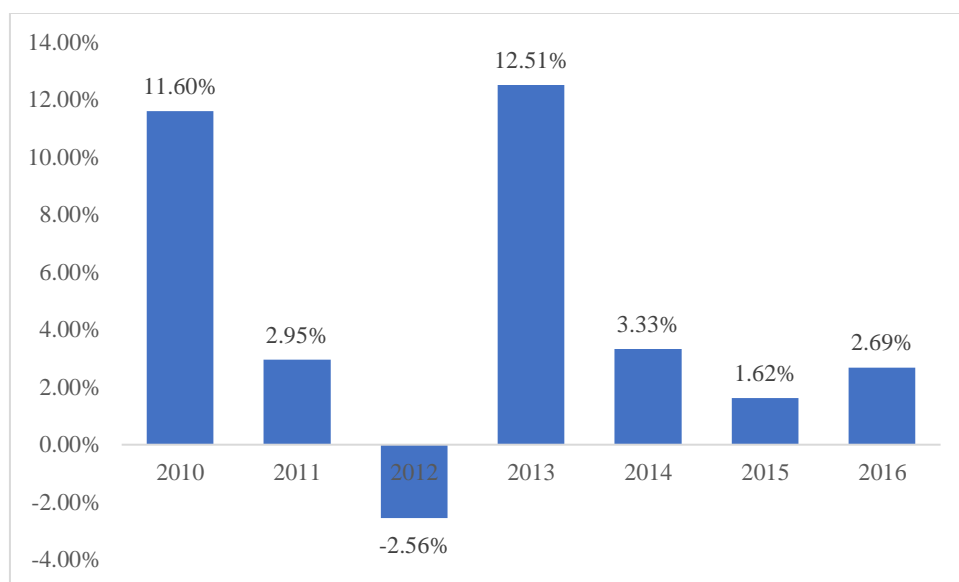


Figure: 17 GDP per capita growth 2010-2016 Paraguay. Source: World Bank (www.worldbank.org).

3.2.4.2. Inflation Rate Paraguay 2010-2016.

Paraguay joins the MERCOSUR countries, which do not have high inflation rates. 2011 was the year that reached its highest percentage of inflation 8.25%.

Table 18
Inflation Rate 2010-2016 Paraguay.

	2010	2011	2012	2013	2014	2015	2016
PARAGUAY	4.65%	8.25%	3.68%	2.68%	5.03%	3.13%	4.09%

Data obtained from the World Bank website (www.worldbank.org).

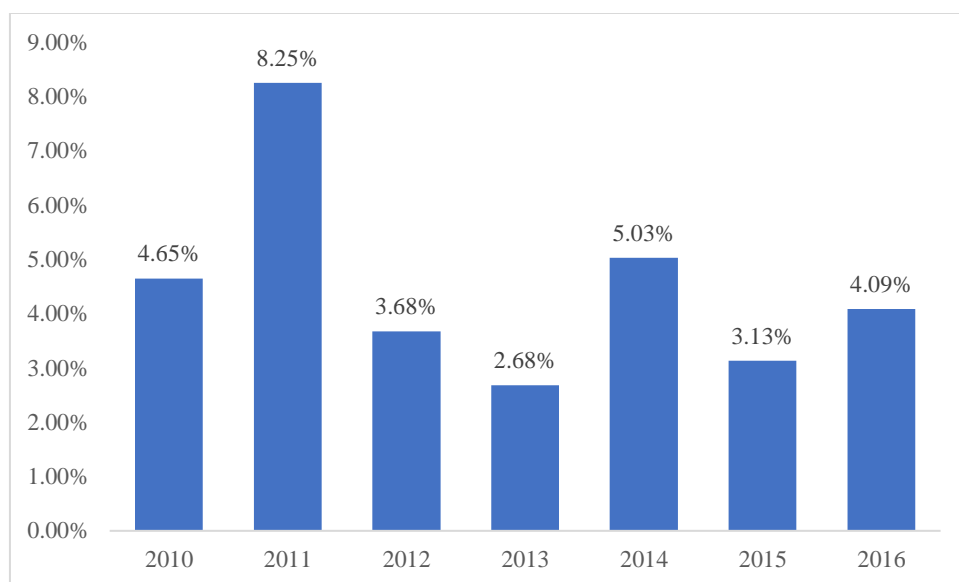


Figure: 18 Inflation Rate 2010-2016 Paraguay. Source: World Bank (www.worldbank.org).

3.2.5. Uruguay.

3.2.5.1. GDP per capita growth Uruguay 2010-2016.

Since 2010 has decreased its GDP per capita growth, although it has managed to maintain positive percentages during 2011 until 2016.

Table 19
GDP per capita growth 2010-2016 Uruguay.

	2010	2011	2012	2013	2014	2015	2016
URUGUAY	7.43%	4.81%	3.20%	4.29%	2.89%	0.02%	1.09%

Data obtained from the World Bank website (www.worldbank.org).

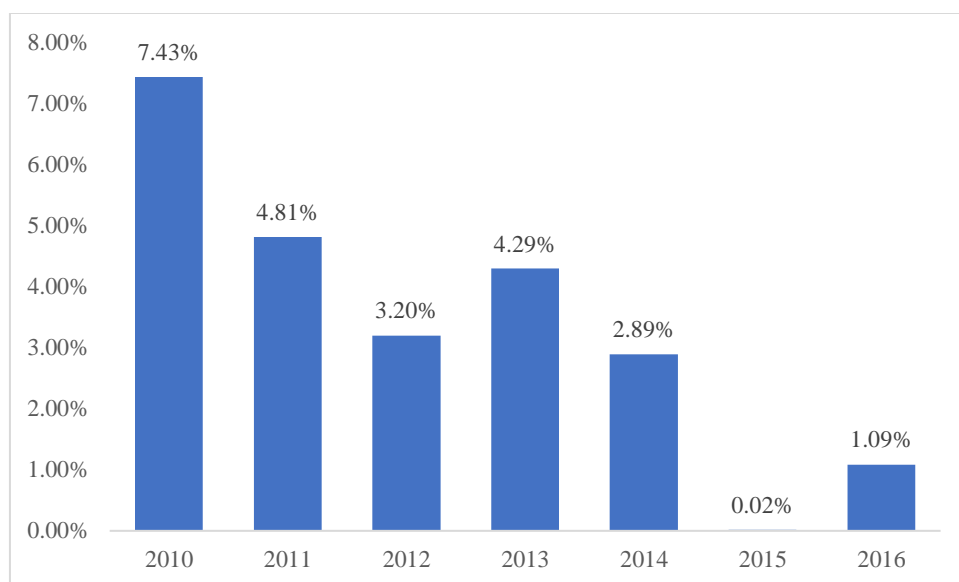


Figure: 19 GDP per capita growth 2010-2016 Uruguay. Source: World Bank (www.worldbank.org).

3.2.5.2. Inflation Rate Uruguay 2010-2016.

Uruguay has high inflation rates. Together with Argentina and Brazil are the countries that have the highest inflation rates within MERCOSUR.

Table 20
Inflation Rate 2010-2016 Uruguay.

	2010	2011	2012	2013	2014	2015	2016
URUGUAY	6.68%	8.09%	8.10%	8.58%	8.88%	8.67%	9.64%

Data obtained from the World Bank website (www.worldbank.org).

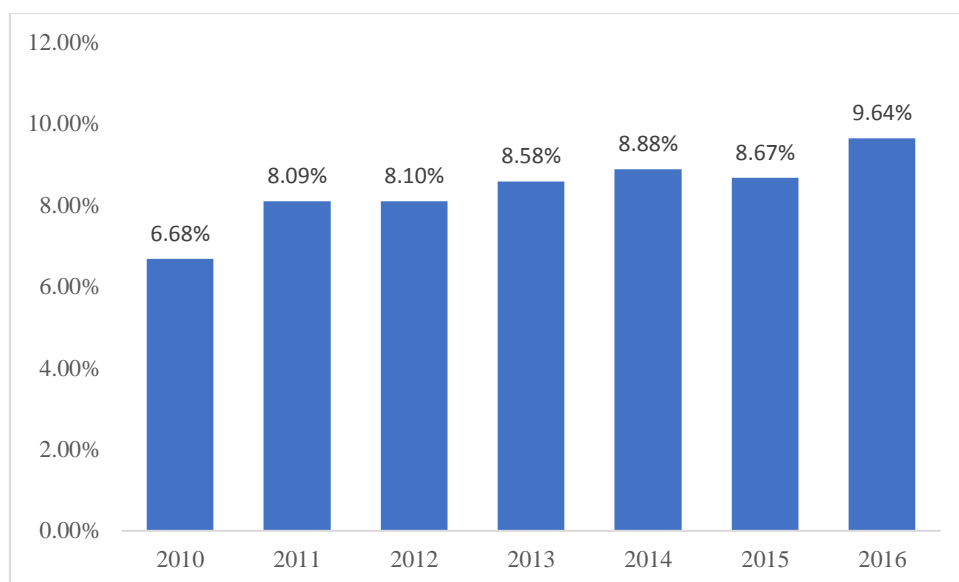


Figure: 20 Inflation Rate 2010-2016 Uruguay. Source: World Bank (www.worldbank.org).

3.2.6. MERCOSUR

Table 21 shows the GDP per capita growth of MERCOSUR 2010-2016. And in table 22 the MERCOSUR inflation rate 2010-2016 is shown.

Table 21
GDP per capita growth 2010-2016 MERCOSUR.

	2010	2011	2012	2013	2014	2015	2016
ARGENTINA	8.99%	4.90%	-2.06%	1.34%	-3.51%	1.62%	-3.20%
BOLIVIA	2.45%	3.53%	3.47%	5.14%	3.84%	3.27%	2.70%
BRAZIL	6.49%	2.99%	0.97%	2.06%	-0.38%	-4.59%	-4.38%
PARAGUAY	11.60%	2.95%	-2.56%	12.51%	3.33%	1.62%	2.69%
URUGUAY	7.43%	4.81%	3.20%	4.29%	2.89%	0.02%	1.09%

Data obtained from the World Bank website (www.worldbank.org).

Table 22
Inflation Rate 2010-2016 MERCOSUR.

	2010	2011	2012	2013	2014	2015	2016
ARGENTINA	10.78%	9.47%	10.03%	10.62%			

BOLIVIA	2.50%	9.81%	4.59%	5.72%	5.78%	4.06%	3.63%
BRAZIL	5.04%	6.64%	5.40%	6.20%	6.33%	9.03%	8.74%
PARAGUAY	4.65%	8.25%	3.68%	2.68%	5.03%	3.13%	4.09%
URUGUAY	6.68%	8.09%	8.10%	8.58%	8.88%	8.67%	9.64%

Data obtained from the World Bank website (www.worldbank.org).

CONCLUSIONS

Table 21 shows the number of presidents per country in the period from 2010-2016, and table 22 shows the summary of logistics infrastructure carried out within the political analysis of the MERCOSUR countries for the same period. As it can be seen, the countries that have suffered the most political instability due to the change of presidents are: Brazil and Paraguay. Argentina, on the other hand, despite having only one change of president, has also been a prisoner of political instability, due to the change of ideology of the current government with respect to the previous one. Uruguay, on the other hand, has maintained the same ideological line within its government and Bolivia has maintained its president during the mentioned period.

Table 23
Table of the number of presidents of the MERCOSUR countries 2010-2016

Summary table of the political analysis 2010-2016 MERCOSUR.					
	Argentina	Bolivia	Brazil	Paraguay	Uruguay
N° of presidents	2	1	3	3	2

Data obtained from the World Bank website (www.worldbank.org).

Table 24.
Summary Chart of the Logistics Profile 2010-2016 MERCOSUR.

Summary table of the political analysis 2010-2016 MERCOSUR.					
	Argentina	Bolivia	Brazil	Paraguay	Uruguay
N° of ports	27	-	33	1	4
N° of airports	32	16	48	6	8
Railway Network (Km)	36.917	3.504	28.190	-	640.9
Paved Roads	30%	6%	12%	11.84%	33%

Data obtained from the World Bank website (www.worldbank.org).

Argentina has the second most favorable logistics scenario in the region and positively shapes it in international trade in the future. However, the issue that this country presents is related to its political instability.

Although the political environment within Bolivia has remained stable, the lack of logistical resources within the region is emphasized. This is due, no doubt, to the lack of Bolivian ports. This country has the poorest logistics scenario of MERCOSUR, and needs to boost up its logistics development to boost up its trade.

Brazil, on the other hand, is the country that is most gifted in relation to logistics resources, within this region. This is reflected in a country with an emerging economy, although its government has been related to controversial cases of corruption.

Paraguay does not have a rail network, which is a weakness that limits trade within the country. Its political situation has not favored either Bolivia, which is the country that has the most vulnerable logistics profile.

Uruguay has favorable characteristics in terms of its rail network and paved roads. Its logistical profile shows that this country has taken care of providing itself with logistical resources. Also its political situation is stable so it contains an interesting potential for the future.

Table 23 presents the summary of the economic analysis of MERCOSUR during years 2010-2016.

Table 25.
Summary Table of the Economic Analysis 2010-2016 MERCOSUR.

Summary table of the economic analysis 2010-2016 MERCOSUR.		
	GDP per capita growth	Inflation Rate
Argentina	1.15%	10.22%
Bolivia	3.49%	5.16%
Brazil	0.45%	6.77%

Paraguay	4.59%	4.50%
Uruguay	3.39%	8.38%

Data obtained from the World Bank website (www.worldbank.org).

Within the economic scenario, Argentina is not at its best. Policies adopted by its government since 2014 have caused inflation of 10.22%, which is the highest percentage within MERCOSUR. And its per capita GDP growth is one of the lowest in this region.

The National Institute of Statistics and Censuses of the Argentine Republic INDEC, stopped issuing official data regarding inflation in Argentina in 2014, leaving the country without official inflation figures, since then. Given this context, it has been considered pertinent to show the non-official inflation data of Argentina.

The Billion Prices Project is a project developed by the School of Administration and Management of Sloan Enterprises of MIT and the Harvard Business School, which has been in charge of providing alternative price indices to the official ones in Argentina. According to the data obtained through this project, the non-official inflation data of Argentina from 2010 to 2016, are the following:

Table 26
Inflation in Argentina 2010-2016 according to the Billion Prices Project

INFLATION IN ARGENTINA 2010-2016							
	2010	2011	2012	2013	2014	2015	2016
ARGENTINA	25.95	24.35	25.64	24.30	37.58	27.94	32.30

Data obtained from the website of de The Billion Prices Project (www.thebillionpricesproject.com)

These data reflect a country that has very high inflation rates. This is worrisome for Argentina, since it weakens the country as an international competitor. It should be noted that the official

Consumer Price Index of Argentina lost credibility as of January 2007, due to the manipulation of official statistics and figures.

Bolivia, on the other hand, has a favorable GDP per capita growth and has one of the lowest percentages of inflation within MERCOSUR. These data are positive, within the economy of this country.

Brazil has the lowest GDP per capita growth in the region and its inflation rate is not favorable for the country.

Paraguay has the highest GDP per capita growth and its inflation rate is the lowest in the region. This positions it as the country with the most favorable economic scenario within MERCOSUR.

Uruguay has a favorable GDP per capita growth, although its inflation rate is the second highest in MERCOSUR.

Next, a table with the 2016 Logistics Performance Index of the most influential countries in Foreign Trade and International Logistics, together with Latin America and the Caribbean, and MERCOSUR will be presented.

Table 27
Logistics Performance Index 2016 some countries.

LOGISTICS PERFORMANCE INDEX 2016	
LATIN AMERICA AND THE CARIBBEAN	2.67
CHINA	3.66
UNITED STATES	3.99
EUROPEAN UNION	3.61
UNITED KINGDOM	4.06
MERCOSUR	2.81

Data obtained from the World Bank website (www.worldbank.org).

As it can be seen, the MERCOSUR Logistics Performance Index for 2016, compared to the figures obtained from Latin America and the Caribbean, is relatively good and it can be said that they go hand in hand. On the contrary, if we compare the MERCOSUR figures with the power countries, it is very low.

Although Argentina, Brazil and Uruguay have the most positive logistics profiles of MERCOSUR, if we compare it with the great powers, there are still many flaws that have to be taken into account. This shows us that MERCOSUR as a bloc in the logistics field, still has many challenges to face.

As a conclusion, it is clear that Brazil and Argentina are the countries that have the best commercial situation within MERCOSUR. This is due to the extension of their territory that has allowed them to better develop their logistics profiles. However, both countries have a common characteristic, which is the implementation of new ideologies within their governments and corruption. Bolivia and Paraguay are countries that are demographically disadvantaged, which has weakened them preventing them from developing adequate logistics within their countries, therefore, commercial development is delayed and needs more effort. On the other hand, these countries together with Uruguay have disadvantages within their economies and development in all aspects due to their history. Finally, Uruguay is the least developed country that presents favorable indications in the logistics aspect, which will boost up its trade in the future.

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