



University of Azuay

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**PROPOSAL FOR THE
INTERNATIONALIZATION OF THE RIALTO
CERAMICS COMPANY IN THE COLOMBIAN
MARKET**

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Propuesta Para La Internacionalización De La Empresa Cerámica Rialto En El Mercado Colombiano

Resumen

El objetivo del presente estudio fue desarrollar un plan de internacionalización y crecimiento de la cerámica y porcelanato de la Empresa Rialto S.A., hacia el mercado colombiano. La literatura fue seleccionada considerando únicamente artículos científicos de mayor impacto, sobre los cuales se realizó la revisión de análisis de contenido internacional. Los resultados demostraron la viabilidad de la aplicación de un plan de crecimiento en el corto, mediano y largo plazo.

Se evidenciaron las preferencias de la globalización y la internacionalización en asuntos de crecimiento del producto en el mercado meta, análisis de estrategias de diferenciación y diversificación para acceder a la expansión del producto. Se utilizó el método exploratorio descriptivo que permitió la posibilidad de llevar a cabo una investigación compleja y profunda desde el punto de vista de la internacionalización, para garantizar cuáles son las condiciones mediante las cuales se pueda desarrollar procesos de internacionalización y expansión del producto en mercados internacionales.

Esta investigación pretendió contribuir con la Empresa Rialto S.A, en cuanto a la toma de decisiones oportunas, para tener claro un panorama de análisis de internacionalización y crecimiento de su producto en mercado objetivo.

Palabras clave

Cerámica, Crecimiento, Estrategias, Innovación, Internacionalización

Proposal For The Internationalization Of Cerámica Rialto Company In The Colombian Market

Abstract

The objective of this study was to develop an internationalization and growth plan for the ceramics and porcelain of Rialto S.A company, for the Colombian market. The literature was selected considering only scientific articles of greater impact, after the international content analysis review was performed. The results demonstrated the feasibility of implementing a growth plan in the short, medium and long term.

The preferences of globalization and internationalization were evidenced in matters of product growth in the target market, analysis of differentiation and diversification strategies to access product expansion. The descriptive exploratory method was used, which enabled a complex and in-depth analysis from the point of view of internationalization, in order to guarantee which are the conditions through which internationalization processes and product expansion in international markets can be developed.

This research intended to provide useful, timely information to Rialto S.A., to contribute to the decision-making process and gain a clear picture of the analysis of internationalization and growth of its product in the target market.

Keywords

Ceramics, Growth, Strategies, Innovation, Internationalization

Proposal For The Internationalization Of Cerámica Rialto Company In The Colombian Market

1. Introduction

This research aims to propose an internationalization plan for Rialto in the Colombian ceramic and porcelain tile market. First the domestic market was analyzed and then the analysis was carried out to obtain favorable comments from the market. According to the recent Best Global Brands 21 report, even in a context of profound change at all levels, the best global brands have registered the highest growth in history (Falcó, 2021). This data highlights the fact that internationalization is one of the main instruments of growth for any company, in which the brand plays a strategic role of vital importance (Falcó, 2021).

International positioning is the central element of the success, sustainability and permanence of a business in any field (Corrales, 2021). Positioning gives the company its own image in the consumer's mind, which will differentiate it from the rest of its competition (Espinosa, 2014). It is a key aspect that all companies must work on to achieve success and ensure their permanence in the market (Pola, 2021).

The company must draw better results from its weak position in the market to make the corresponding effort to find better growth opportunities in the Colombian market, which will lead it to a very broadly valid, clear and unique proposal. It is also attractive and enlightening for each of the areas covered by this study, which will help to improve the company's ability to adapt to growth in the international economy from the very beginning.

1.1 Objectives

General Objective

To develop an internationalization plan for Rialto in the Colombian market

Specific Objectives

- Analyze the internal and external aspects of the company and understand how it should be projected to achieve growth in the capitalize market
- Conduct a study of the target market as a destination country for the growth of ceramic and porcelain tile sales
- Diagnose the company's capacity and gaps with respect to the target market
- Propose a growth plan for the Rialto company within the target market

1.2 Theoretical Framework

The enveloping peculiarity of globalization is a reality that undoubtedly persuades organizations all over the planet to reevaluate their creation and promotion processes in each of their product offerings. The search for additional useful models to reinforce local business exercises and the entry into new unknown business sectors becomes one of the main purposes to follow.

This study will be supported by the development of different monetary ideas that go from a principle in view of the thought of A. Smith (1776) and D. Ricardo (1800), to the most contemporary ones such as those of M. Friedman (1950) or I. Fisher (1938); who hold the rules that the influence and abundance of states is created by the financial capital capacity of their organizations, the similar benefits and opportunity of the business sectors in which they are created; it is obvious that global exchange ends up being quite possibly in the best way today to strengthen the levels of monetary development and efficiency of countries (Pedro Pablo Cardozo et al., 2022).. "Specialization and trade increase the productivity of a country's productive resources, achieving a greater total product" (Smith, 1776, p. 424).

Global exchange, reprimanded by some and appreciated by others; a monetary and social peculiarity had its own starting points during the 1950s after the end of World War II, and which was raised with the firm reason of making a world market structure that would sustain the financial development of the countries of the world during the post battle hour. From this moment on, there are different North American, European and Japanese organizations, also called multinationals that have demonstrated that part of the hypothesis was valid, since, through the internationalization of their products in less ruthless business sectors, we trace a greater productive method to extend. In addition, producing new financial assets.

The requirement for development through developing business sectors: the immersion of neighborhood markets and the need to extend the conditions of passage are one more of the circumstances that drive organizations to meet the challenge of internationalization. For some firms around the world, home country monetary stagnation or market states are an element that restricts the development of their benefits, so it is essential to disperse the age of payment by new markets (Kojima, 1992). The main condition in this particular circumstance lies in having the option to sufficiently choose the destination country or countries in which it will strengthen its line of business. Therefore, the risks related to the internationalization cycle of associations are generally no different for an organization in the world, and are often related to the lack of presence or restricted information in unfamiliar business sectors. These conditions of not knowing the great states of the new market, ends up being without a doubt the most serious wager connected with this cycle, as without sufficient examination incorporating the specialized, monetary, social and social part of the climate, endeavors to create business exercises in different nations will be tremendous, exorbitant and probably pointless (Rueda, 2008).

The initial stage for an examination of internationalization corresponding to competitiveness is the comprehension of the last option as an idea that encompasses different implications and degrees. It is usually seen from a macroeconomic methodology and in addition from a microeconomic one, being able to talk about both the "seriousness of the nation", alluding to the states of intensity of the climatic place in which an association functions, and the "intensity of the organization" to signify each one of the states of internal request to the association that enable it to perform in a given climate (Botero Pinzón, Luz Dary, 2014).

We understand competitiveness as the capacity of a public or private organization, profit or not, to systematically maintain advantages that allow it to reach, sustain and improve a certain position in the socioeconomic environment. The advantage of an organization would be in the ability, resources, knowledge and attributes it has, which its competitors lack or have to a lesser extent, which makes it possible to obtain higher returns than them (Vega, Flores, Solis, 2011, p. 745).

"Competitiveness is a multifactorial variable that is composed of business formation, administrative, labor and productive practices, innovation (internal or external) and technological progress" (Escandón, Arias, 2011, p. 165).

In reality, there is no consensus on the concept of competitiveness. Competitiveness is a free translation of "Competitiveness", which means: "fair, rivalry", and derives from competition. Economically, it is the creation and maintenance of a market in which many companies participate and where the price is determined according to the law of supply and demand (Vega, Flores, Solis, 2011, p. 745).

Indeed, even in each of the extraordinary perspectives: the macroeconomic and the microeconomic, there are various ways of approaching seriousness still, ruined by various creators, who determine in a variety of potential systems to estimate its current state or its probability. developing. (Botero Pinzón, Luz Dary, 2014).

In the words of Porter (1998) "the competitiveness of a nation depends on the capacity of its industry to innovate and improve. Companies achieve competitive advantages through innovations" (p. 559). In this way, the company must fight in development, it needs to put resources into R&D; however, this must be accepted in the organization as one more movement to complete and not as a confined action. Research, Development and innovation must be important resources for the organization's culture (García, Coll, Blasco, 2005). "The competitiveness "diamond" framework introduced by Porter (1990) is widely adopted for the analysis of competitiveness at the national and industry levels" (Zhang, Shen, Wu; Fan, 2009).

Competitiveness and internationalization are two cycles that decisively interconnect the activities of states and organizations, each of which has underlying and practical obligations to create great circumstances for a close turn of events and extension beyond regional boundaries. Neither of these two cycles is the elite obligation of one of the animators, both have responsibilities that from their field can elevate the era of improvement opportunities for the organizations and conditions in which they work. The elements of the Organization-State

relationship have a significant impact on the improvement of solid associations, apt to be beneficial after a while and therefore economic in the short, medium and long term (Botero Pinzón, Luz Dary, 2014).

“A product is a good or service offered to the customer and a process is the manner of production and delivery of a good or service” (Barras, 1986, p 61). Consequently, product development is characterized as that element or administration capable of satisfying a market or external customer need, and cycle advancement is perceived as another component that is present in the tasks or work in progress (Damanpour and Gopalakrishnan, 2001; Ettlie and Reza, 1992). Product developments are market-focused and customer-focused, while process developments take place within the organization and seek productivity (Utterback and Abernathy, 1975).

In the words of Damanpour and Gopalakrishnan (2001), the contrast between product and procedure development is significant because their reception requires different authoritative skills: product development expects organizations to absorb the importance of customer needs, plan and creation; while the development of processes requires the use of innovation to work on the effectiveness of the improvement and promotion of articles.

2. Literature review

We characterize the Internationalization of the organization as a corporate system of development by global geographic expansion, through a long-term transforming and dynamic process that little by little influences the various exercises of the value chain and the hierarchical construction of the organization, with the promise of an increasing contribution of its assets and capabilities to the global climate, and in light of increasing information. (Oskar, 2005, p. 58).

The internationalization of organizations is a cycle of production of organizations along public lines. Root (1994), Welch and Loustarinen (1988) and Rialp (1999) give sense that internationalization is any arrangement of tasks that function on the basis of fairly stable connections between the organization and global business sectors, during a course of contribution in development and world projection; this cycle has been concentrated by several creators, who have developed different informative ways to address global tasks of fostering (Aranda, 2006).

In economic science, internationalization is most often understood as the process of developing stable economic relations between countries and the first outflow of reproduction beyond the framework of the domestic economy (Gabriel Aghon, 2001). This process involves both the arrival of foreign economic entities in the domestic market and the external expansion of domestic entrepreneurs. This research will examine the process of entry of domestic firms into foreign markets. Therefore, business internationalization is mainly understood as the external expansion of enterprises as a new phenomenon of the national economic reality (Ekon. 2021).

As for the specific forms and ways of internationalizing enterprises as one of the most effective ways to increase the competitiveness of countries and their private representatives, in principle, they have been known for a long time. This is the organization of production in other countries, investments in the economy of foreign countries, the use of various instruments of financial markets and international trade, and the spread of increasingly advanced information technologies, which allow to quickly respond to changing situations, make decisions and make payments in real time in the most remote areas of the planet (Sarmiento. 2014). In the relevant sections of this paper, it will be shown what the new globalization brings to the nature of the activities of all these levers and directions of internationalization. The process of internationalization of the ceramic company Rialto S.A begins, with the analysis of the subheading in 6 digits "6907.23.00.90" and starts with the investigation of the mission, vision and values, itself that fits with the axes.

Mission:

To design, manufacture and market floor and wall coverings exceeding our customers' expectations, supply the market in a timely manner with innovation, quality and service through continuous improvement processes that guarantee the stability and profitability of the company, its shareholders and collaborators (Rialto, 2022, para. 16).

Vision:

"To be the most profitable company in the ceramic sector expanding our participation to the top 2 of the national market and Brand positioning in the minds of customers, with presence in at least 4 Central American and 3 South American countries" (Rialto, 2022, para. 17).

Values:

- Discipline
- Teamwork
- Social and Environmental Responsibility
- Commitment
- Honesty

Figure 1

Organizational chart of Rialto S.A. Company.



Source: adapted from Rialto Company, 2022

Axis 1. "Offering support for internationalization increasingly adapted to the needs and profile of our companies. Particularly with a focus on improving SME access to foreign markets" (Valenzuela and Gutierrez, 2019). The most common way is to look for a target country, in which a market need can be satisfied with a product that is manufactured and marketed by the company in the local environment. This implies that the demand for the product must be attractive in terms of new income for the Rialto S.A. ceramics company; this circumstance may be linked to the fact that the company has a higher installed capacity than the demanded Source: adapted in the local market, and with the aim of being able to reach higher levels of competitiveness it tries to apply economy of scale models looking for future commercial markets.

Similarly, a motivation for internationalization may be associated with the fact that in the local market the sale of products has stagnated or demand has been saturated, so that the existing product can be exploited by marketing it in other environments with similar consumption conditions that have not yet been explored.

Axis 2. "Incorporate innovation, technology, branding and digitalization into internationalization" (Valenzuela and Gutierrez, 2019). Axis 3. "Developing human capital for internationalization" (Valenzuela and Gutierrez, 2019). This is the point at which the organization decides on the option of updating or changing part of its product offering, to meet the needs of new customers abroad. As a general rule, the raw material supply and assembly processes for new product offerings continue to be done locally and shipped to another country as complete items for circulation and subsequent display.

Axis 4. "Take better advantage of business opportunities arising from the common trade policy and from financial institutions and multilateral organizations" (Valenzuela and Gutierrez, 2019).

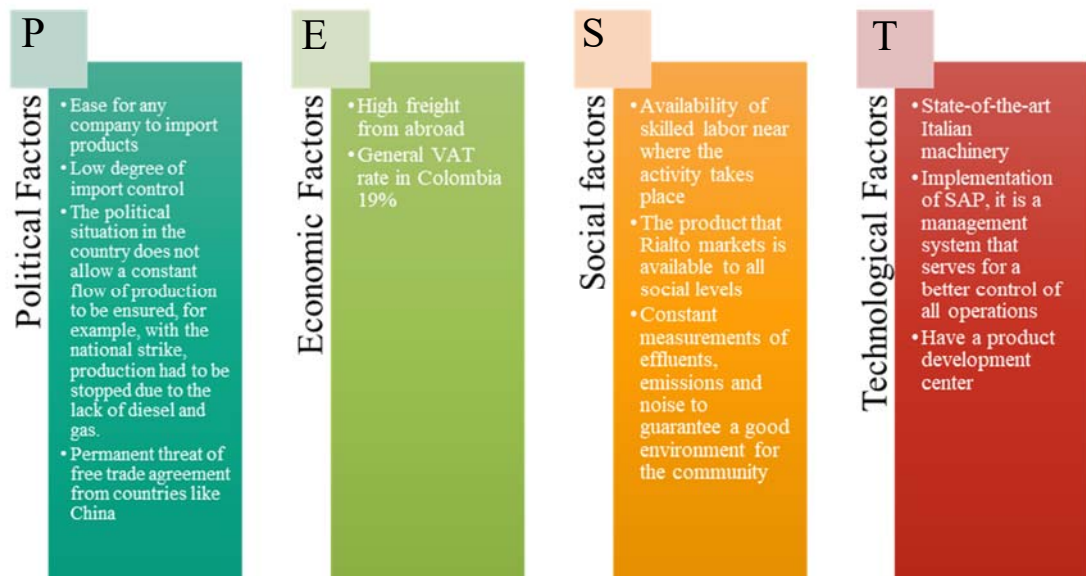
Axis 5. "Promote the attraction and consolidation of foreign investment with high added value" (Valenzuela and Gutiérrez, 2019). The situation may arise in which the company, observing the growing behavior of external interest and the advantages that this can address, makes the decision to buy or build its own offices within the lines of the unknown country to promote its assembly processes. This decision may be associated with the fact that, by having new facilities abroad, its manufacturing costs can be reduced, such as the costs of the necessary labor, or also under the plant to be able to take advantage of a part of the relative benefits presented by the new unknown climate, which can be addressed in terms of area, natural substances or a more skilled workforce (Porter, 1991).

Axis 6. "Strengthen the coordination and complementarity of the actions of all relevant actors in internationalization" (Valenzuela and Gutierrez, 2019). Any other stage that an organization can foster within its internationalization cycles can be the one related to the reality of needing to eradicate some of its assembly processes in the local environment, to then move (to some extent or absolutely) to another unknown target, and there it starts to realize its product offer again, providing both the new unknown market and the old nearby market (the latter option through imports).

This development will be the focus of the growth and concentration strategy.

In the first case, the company seeks to operate in a single type of business or industrial sector, concentrating its competitive efforts and developing a particular activity in the value chain of the competitive context in which it operates. In the second case, the company seeks sectors unrelated to its core business, in order to diversify its product offering and minimize the risk of competing in a single sector (Giuseppe, Rodriguez, 2017, p. 39).

The concentration strategy "is characterized by the company seeking to perform more efficiently in a single type of business or in a single industry sector" (Giuseppe, Rodriguez, 2017, pp. 39-55). In addition, the PEST tool will be analyzed, the same that comprises a "Political, Economic, Social and Technological (PEST) analysis, is a simple tool that allows an organization to analyze the main external factors that influence the operations that the organization develops in order to become more competitive and thus achieve differentiation and positioning in the market" (Segura, 2020; Leyva et al., 2018; Martínez & Milla, 2012, p. 184).

Figure 2*PEST Analysis Table*

Source: adapted from Rialto Company, 2022

3. Methods

The motivation of this study was to develop an internationalization plan using exploratory descriptive research by Flores (2021) to analyze the current situation of the company Rialto that will allow it to grow with this study of internationalization in the Colombian market.

A search in the database of academic research related to EBSCO, Dialnet, Hinari and Scopus was used, introducing the category related to international business, deepening internationalization plans. The initial search results were filtered to select scientific articles in repetitive journals related to this category. Within the observation technique, information related to the topic was reviewed in everything related to books, journals, conferences, papers, from 2017 to 2022. The filtering process was done based on the titles of the articles, abstracts, authors, journals, country, year of publication of the selected articles, for this a sample of 40 articles will be taken. The categories related to international business are shown in the annexes.

In addition, qualitative research was applied which will serve to collect non-numerical data and an adequate sample size was applied for the research within which the observation method was developed. Personal interviews, focus groups, text analysis, for the quantitative research information were conducted to gather numerical data to quantify behaviors or other variables defined as comparative causal research. The experimental research will serve for the improvement of the productive matrix that will allow us to draw the best export strategy. Finally, with the results obtained (see appendix 1), an international growth plan was developed so that this company can cover more Colombian territory.

4. Results

Figure 3

SWOT analysis of the company Rialto S.A.

Strenghts	Opportunities	Weaknesses	Threats
<ul style="list-style-type: none"> • Variety of designs and formats • Production capacity • Positioned brand • inventory availability • Skilled labor 	<ul style="list-style-type: none"> • Global development favors a high level of innovation and technology in companies in the ceramic sector of Cuenca • Porcelain tiles are not produced in neighboring countries • Replacement of imported product, that is, manufacturing locally instead of importing 	<ul style="list-style-type: none"> • Entry of large competitors in the local market • High fuel price for production through the use of furnaces • Very high labor cost compared to the target market 	<ul style="list-style-type: none"> • Imported products outside the norm, that is, they do not meet the quality specifications required in Ecuador • VAT in Colombia is 19% and that would make the product more expensive • There is a large number of ceramic marketing and manufacturing companies that are recognized in the market at a national and international level.

Source: adapted from Rialto Company, 2022

Figure 4

Gaps with respect to the Colombian market

Requirement	Country	Company	Gaps
International Transportation	YES	NO	It does not have international logistics, so it is necessary to create appropriate and safe strategies for the transportation of goods so that they are kept in good condition until they reach the consumer.
Marketing Digital	YES	NO	It does not have a marketing plan to publicize the product it offers at the international level.
Export documents for Ecuador	YES	NO	Ecuador establishes export requirements which must be fulfilled in order to access international markets and this may cause a delay in the product reaching the target market.

Source: adapted from Rialto Company, 2022

Figure 5*Geographical aspects of Ecuador*

Source: Colombia s-a, 2014/Visita Ecuador.travel

Figure 6*Geographical aspects of Colombia*

Source: Colombia s-a, 2014/Visita Ecuador.travel

Figure 7*Geographical Factors of Ecuador and Colombia*

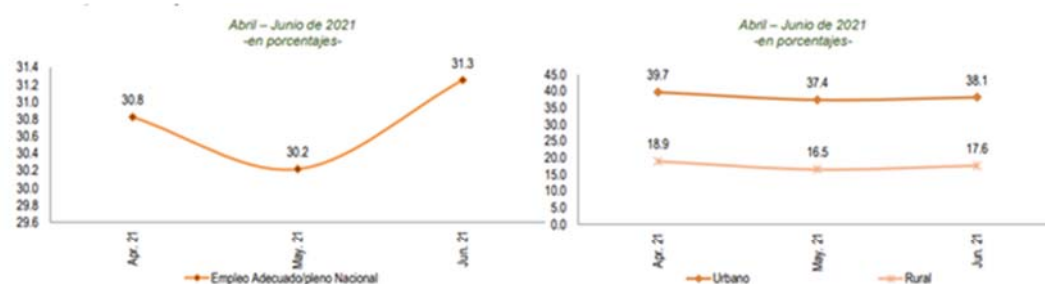
Geographical Factors	
Ecuador	Ecuador is located on the equatorial line, in South America, so its territory belongs to both hemispheres. It is bordered to the north by Colombia and to the south and east by Peru. To the west it borders the Pacific Ocean. The extension of the country is 256,370 square kilometers. It is divided into four regions, in which provinces and 205 localities are distributed.
Colombia	Colombia is located at latitude and longitude 0°00 N, 72°00W. It is located in the northwest corner of South America. The capital of Colombia is Bogotá. The longitude and latitude of Bogotá, the capital of Colombia, is 0 ° 38' N, 7 ° 05' W. The area of Colombia is 2,129,7 8 km ² , of which 1.1 1.7 8 km is continental territory and the remaining 988,000 km is its waters.

Source: Colombia s-a, 2014/Visita Ecuador.travel

Figure 8*Ecuador's quarterly gross domestic product (GDP)*

Source: Banco Central del Ecuador, 2021

In 2021, Ecuador recorded a growth of 4.2% at constant prices, equivalent to USD 69,089 million. During the fourth quarter of 2021, GDP grew by 0.7%, compared to the previous quarter and showed a variation of 4.9% compared to the fourth quarter of 2020.

Figure 9*Unemployment rate in Ecuador*

Fuente: INEC; Encuesta Nacional de Empleo, Desempleo y Subempleo (ENEMDU) y ENEMDU Telefónica

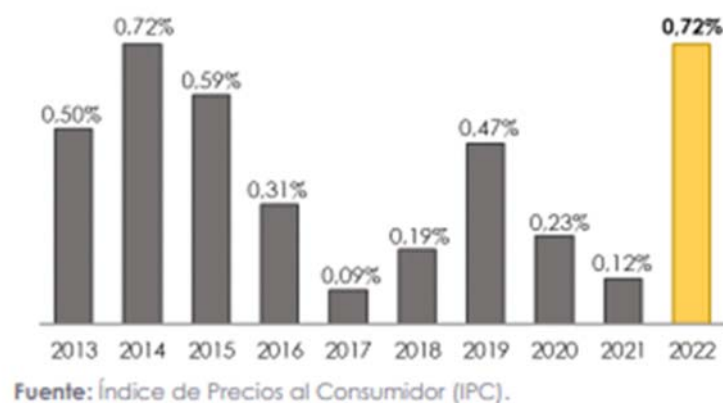
*Tasa de empleo adecuado pleno = Empleo adecuado pleno/PEA
En marzo 2020, los operativos de campo de la ENEMDU fueron suspendidos debido a la emergencia sanitaria ocasionada por el Covid-19, por tanto, el número de observaciones no fueron suficientes para publicar resultados con significancia a nivel nacional ni área.
Desde septiembre de 2020, se realizaron cambios metodológicos asociados al tamaño de la muestra, representatividad, metodología de levantamiento y factor de expansión, que producen que los resultados no sean estrictamente comparables con los periodos anteriores. Además, a partir del 2021, el INEC publica indicadores mensuales de mercado laboral.

Banco Central del Ecuador



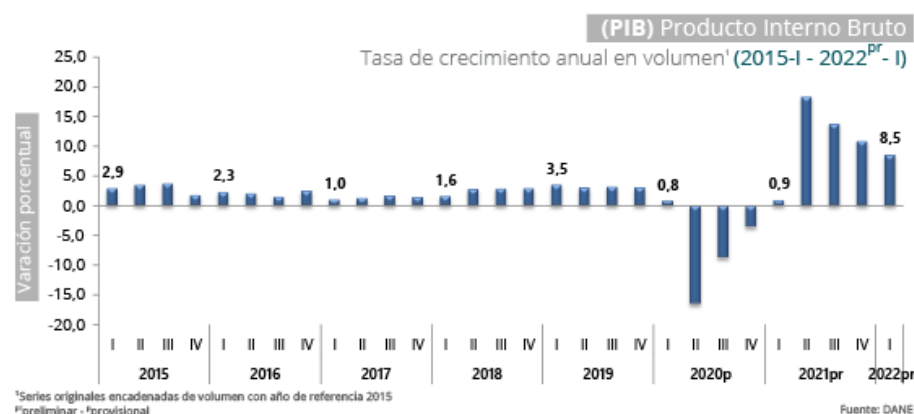
Source: Banco Central del Ecuador, 2021

In June 2021, the adequate/full employment rate was 31.3%; while at the metropolitan and rural scales, the rates were 38.1% and 17.6%, individually. The national, metropolitan, and rural adequate/full employment rates expanded from May 2021.

Figure 10*Inflation in Ecuador 2022*

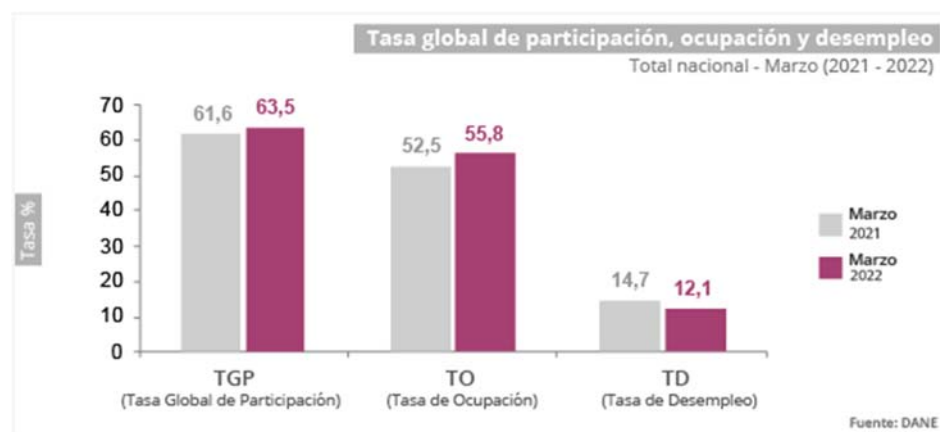
Source: Consumer price index, 2022

Annual inflation in January 2022 was 2.56%, in the previous month it was 1.94% and in January 2021 it was -1.04%.

Figure 11*Colombia's quarterly gross domestic product (GDP)*

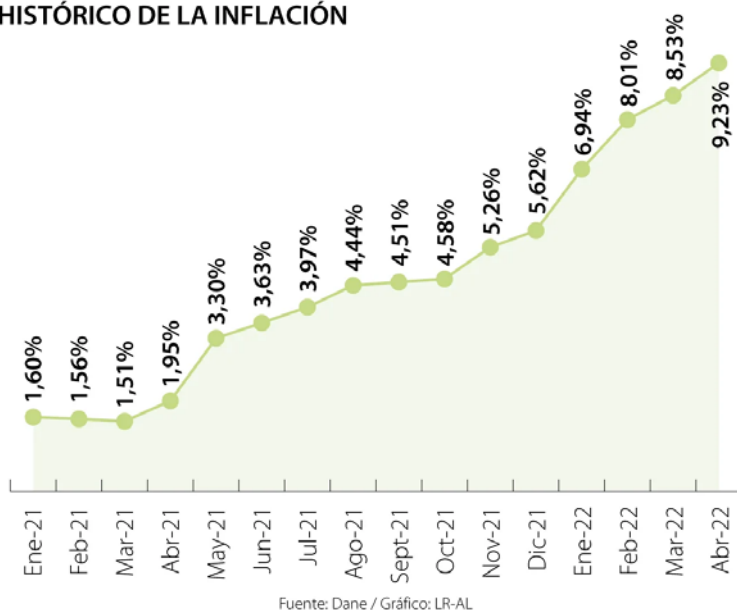
Source: DANE, 2022

On the expenditure side, GDP was particularly boosted in the first quarter by an 11.8% growth in final consumption expenditure, and by a 19.7% growth in gross capital formation.

Figure 12*Unemployment Rate in Colombia*

Source: DANE, 2022

The unemployment rate for March 2022 was 12.1%, down 2.6 percentage points from 14.7% in March 2021.

Figure 13*Inflation in Colombia 2022***HISTÓRICO DE LA INFLACIÓN**

Source: DANE, 2022

Inflation for April reached 9.23%, while the Consumer Price Index (CPI) for the fourth month of the year was 1.25% and for the year to date was 5.66%.

Figure 14*Colombia Country Risk Index*

Source: Datos Macro, 2022

In the last year the risk premium in Colombia has grown 315 points and in recent months it has risen 137 points.

Chart 1

Exchange rate of the Colombian peso against the dollar

Exchange rate of the Colombian peso against the dollar
1 Colombian Peso = 0.0002 US Dollars
1 U.S. Dollar = 4065.9100 Colombian Pesos

Source: Banco Mundial, 2021

Figure 15

Competitors of Colombia



Source: adapted from Rialto Company, 2022

Figure 16

Technical data sheet of Rialto S.A. Company

Business name	Cerámica Rialto
Economic activity	Manufacture of ceramic products for floor and wall coverings
Operating time	50 years
Number of employees	413
Physical infrastructure	It has a production plant located at Panamericana Norte km 8 ½ in Cuenca, Ecuador.
Suppliers	They are located in China (spare parts), Italy (machines and spare parts), Brazil (alumina) and Mexico (inks).
Sales 2021	\$41.200.000.000

Source: adapted from Rialto Company, 2022

Chart 2

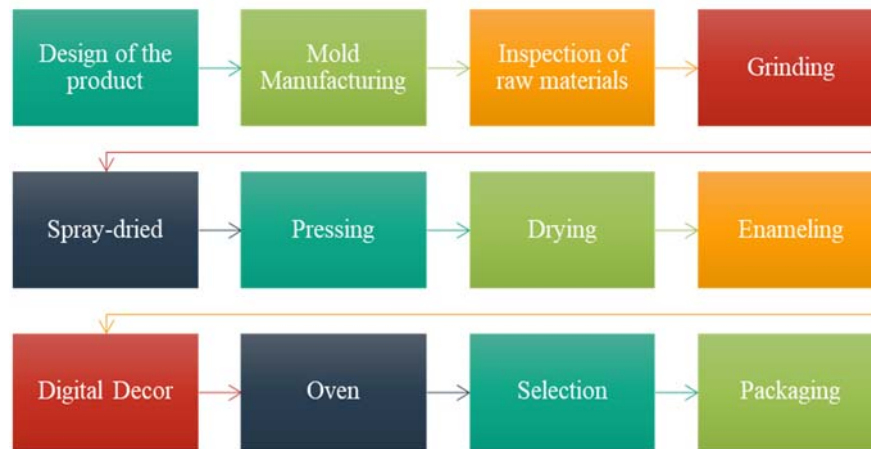
Ceramic and porcelain tile product information of Rialto S.A. Company

Product Information by Format								
	Ceramics							Porcelain tile
Tariff Item	6907.23.00.90	6907.23.00.90	6907.22.00.90	6907.22.00.90	6907.22.00.90	6907.22.00.90	6907.22.00.90	6907.21.00.90
Formats	25x40	35.3x 50.4	43x43	30x60	25.3x 75.9	52x60	60.5x60.5	60x60
Use:	Floor-Wall	Wall	Floor	Floor-Wall	Floor-Wall	Floor-Wall	Floor	Floor-Wall
Pieces per box	20	10	10	10	8	5	4	4
M2 per box	2,05	1,80	1,90	1,80	1,54	1,16	1,46	1,42
Kg/ Box incl. packing	31,4	31,02	26	33,2	27,6	24,0375	28,9	29,4
Box/ Pallet	66	48	64	60	48	32	36	36
Floor/ Pallet	4	2	2	3	3	1	1	1
Box / Floor	16	24	32	20	16	32	36	36
Weight M2 / Pallet (With pallet and packing material) (+/- 3%)	2070	1510	1690	1970	1325	785	1060	1070
Net weight per square meter (Palletized)	15,17	17,28	13,76	18,08	17,69	20,68	19,84	20,59
Gross weight per square meter (Palletized)	15,30	17,48	13,90	18,24	17,92	21,15	20,17	20,93
Number of m2/container	1691,25	1468,8	1824	1404	1450,68	1224,96	1261,44	1226,88
Pallets	12,50	17,00	15,00	13,00	19,63	33,00	24,00	24,00
Boxes	825	816	960	780	942	1056	864	864
Gross Weight	25875,00	25670,00	25350,00	25610,00	26003,13	25905,00	25440,00	25680,00
Number of m2/tractomul a	2143,88	1876,77	2360,05	1798,17	1829,87	1551,00	1626,38	1567,04
Pallets	15,85	21,72	19,41	16,65	24,75	41,78	30,94	30,65
Boxes	1046	1043	1242	999	1188	1337	1114	1104
Gross Weight	32800,00	32800,00	32800,00	32800,00	32800,00	32800,00	32800,00	32800,00

Source: adapted from Rialto Company, 2022

Figure 17

Production process of Rialto S.A. Company.



Source: adapted from Rialto Company, 2022

Chart 3

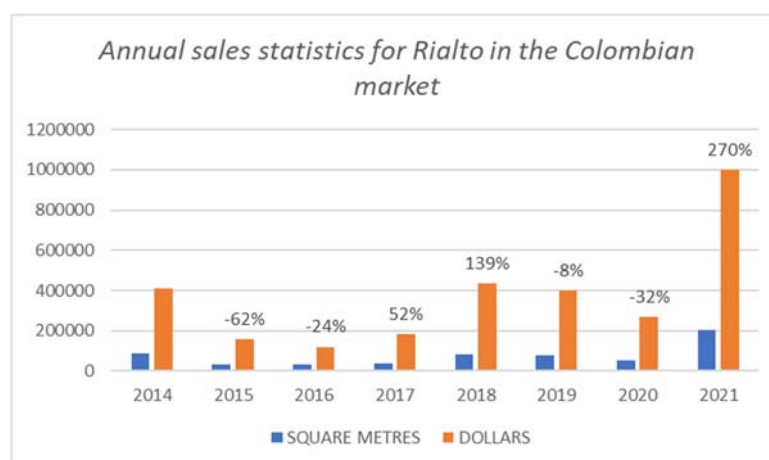
Annual sales of Rialto S.A. in the Colombian market

Year	Square meters	Dollars
2014	85500,00	\$408.000,00
2015	32000,00	\$157.000,00
2016	31000,00	\$120.000,00
2017	39000,00	\$182.000,00
2018	85000,00	\$435.000,00
2019	80000,00	\$400.000,00
2020	54000,00	\$270.000,00
2021	205000,00	\$1.000.000,00

Source: adapted from Rialto Company, 2022

Figure 18

Annual sales of the company Rialto S.A. in the Colombian market



Source: adapted from Rialto Company, 2022

Rialto's annual sales in the Colombian market represent a growth of 270% by 2021.

Chart 4

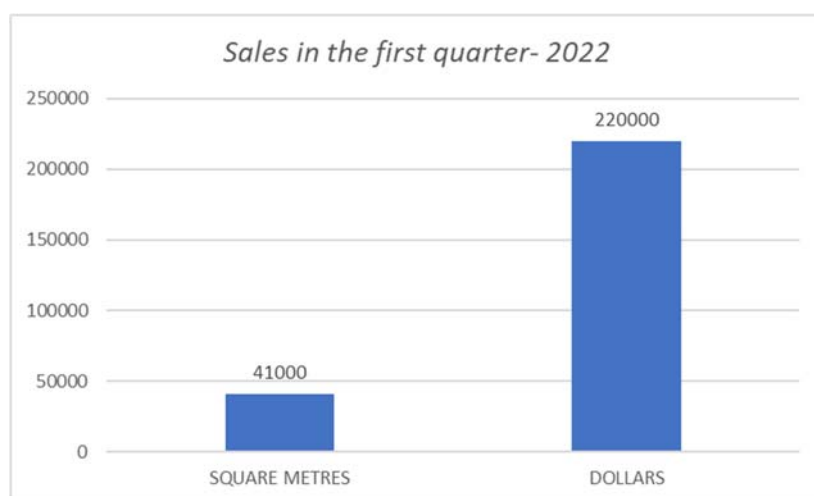
Sales of the Company Rialto S.A. in the first quarter of the year 2022

Year	Square meters	Dollars
2022	41000,00	\$220.000,00

Source: adapted from Rialto Company, 2022

Figure 19

Sales of Rialto S.A. Company in the first quarter of the year 2022



Source: adapted from Rialto Company, 2022

The profit per sale has a profitability of 12% to 15% per turnover. In the first quarter of the year 2022, 41,000 square meters were sold, corresponding to USD 220.00,00.

Figure 20*Proposed Action plan for the growth of the company Rialto S.A*

Objective	Activity-Action	Time
Technification for the transformation of clay into ceramics and porcelain with added value.	<ul style="list-style-type: none"> Expand infrastructure through special credits Make strategic alliances with ceramic workshops in order to expand the growth of the product in the target market. 	<ul style="list-style-type: none"> Long term Medium term
To cover a larger market share	<ul style="list-style-type: none"> Expand points of sale for the growth of ceramics and porcelain within the Colombian market. Place ceramic and porcelain tile advertising on TransMilenio, Metroplús, MIO, Transmetro, Megabús, Transcaribe and Metrolínea vehicles so that more people have the opportunity to learn about the product and make contact. 	<ul style="list-style-type: none"> Medium term Short term
Export	<ul style="list-style-type: none"> Participate in international fairs in order to make the product known to foreign consumers to make contact. Establish alliances and agreements between companies where through the experiences of internationalization will promote the expansion of growth within the international market. Growth of emerging markets for product positioning. 	<ul style="list-style-type: none"> Medium term Long term Long term

5. Discussion

Our research focused on an internationalization plan that serves for the growth of ceramics and porcelain of the company Rialto S.A. in the Colombian market, in order to identify marketing opportunities that allow the company to increase its portfolio of customers, products and suppliers; usually companies do not visualize the possibilities that exist and are closed to new opportunities.

Designing an internationalization plan for ceramic companies with growth strategies such as Cerámica Rialto S.A., allow both those involved and external people to obtain a benefit, because the successful implementation of these plans can generate greater recognition and economic income within the Colombian market. The internationalization plan for Rialto S.A., is aimed at finding growth strategies within this target market, to meet the existing demands and meet the international demand, based on a technical, administrative and logistical study to evaluate the project.

Through this research there is a commercial opportunity for growth in the Colombian market, because Colombia is the largest importer of ceramic and porcelain tile in Latin America and its price is quite competitive. David Ricardo in the theory of comparative advantage suggests that countries should specialize in the production of goods that they can produce in a more efficient way and acquire those that do not keep this relationship (HILL, 2011).

Likewise, Michael E. Porter explains that innovative companies that continuously improve their competitive advantage are the ones that succeed, so the company under study has to look for increasingly versatile and innovative ways to sell ceramic and porcelain tile (Tello, 2008). When starting the process of selecting international markets, an interesting theory to analyze is that of Barber and Darder, in their book *Dirección de empresas Internacionales* (International Business Management), which emphasizes that it is important to carry out an analysis and market selection according to the product, ranging from numerical data in the country of destination, as well as acts of intuition and liking of the Export Manager, who carries out the export (Barber and Darder, 2004).

Finally, for an effective evaluation of the company Cerámica Rialto S.A., the PEST analysis was applied, which is a tool that allows us to understand the growth or decline of a market, and, consequently, the position, potential and direction of a market. business. through the analysis of external factors of Political, Economic, Social and Technological type related to a specific sector (Chapman, 2004). This company is inclined to a positive result when analyzing growth strategies, in order to offer advantages that allow Rialto S.A. 's ceramic and porcelain tile company to enter this market with greater strength and achieve greater diversification and differentiation of this product.

The export is viable, however, within the gaps, the high logistic costs that are found are significant items that the company under study must assume. On the other hand, the company has a solid structure based on its management because it has clearly identified its mission, vision, values and organizational chart, which allows it to structure itself as a more solid company and advance in its growth process.

The market study allowed to analyze the target market to know the sales through statistical tables that were obtained by the company under study, which allowed to understand about the development of strategies to be used to create advantages with added value (difficult to match), which place this company under study, in a privileged position compared to other organizations of the same nature; that place it as a truly competitive company, among these strategies to follow for this growth has been seen the need to analyze differentiation strategies in terms of brand, product, service, location, line of costs and focus. For future research, we could continue with topics on innovation and sustainability of the product in the international market.

6. Conclusion

The study allowed us to realize that a ceramic and porcelain brand cannot grow in an international market without knowing the new market, a necessary investment to take this important step, so we identified the main axes that make up an internationalization plan based on the growth of ceramics and porcelain for a better business development of the company Rialto S.A. and thus be an active part of international trade and overall higher profitability.

We began by analyzing the industrial ceramic sector, which was attractive because the company has a privileged position compared to the competition, since its strategic planning will allow it to consolidate its presence and growth in the Colombian market.

With this research it was possible to identify the optimal sites or places for the location of more branches within the target market, in order to avoid intermediaries in marketing, so the manager of the company will seek in its capital the respective investment that will provide sufficient resources to meet this objective.

The application of growth strategies in terms of differentiation and diversification can be used to eliminate the existing gaps that prevent the company from internationalizing, so the company requires more advertising, customer loyalty programs, to publicize the quality of ceramics and porcelain tile, and for this it should use social networks that will allow it to grow within the target market.

It was determined that the shareholders should structure the organization in a simple way, and thus maintain permanent contact with the organizational environment, responding quickly to its changes. The financing of the investment required to carry out the start-up of the growth would be financed through a loan and the rest through contributions from the shareholders. Considering the projected growth in the medium term. In conclusion, the project is feasible from a technical, economic and financial point of view. Therefore, we propose an action plan for the short, medium and long term, with the objective of growing the ceramic and porcelain tile product in the Colombian market, in order to achieve the expected growth.

7. References

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<http://www.ijspm.vgtu.lt>.

8. Appendix

Appendix 1

Filtration of academic research

	Database	Title	Author	Year
1	Scopus	Born Global: The Fourth Perspective of Internationalization	Parra-Acosta, J.F., Duque-Oliva, E.J., Rodríguez-Romero, C.A.	2022
2	Scopus	Experience as a catalyst of export destinations: The ambidextrous connection between international experience and past entrepreneurial experience	Lafuente, E., Vaillant, Y., Alvarado, M., Mora-Esquivel, R., Vendrell-Herrero, F.	2021
3	Scopus	Internationalization and capability building in emerging markets: What comes after success?	Internationalization and capability building in emerging markets: What comes after success?	2021
4	Scopus	A comparative analysis of the internationalization of sub-national and central state-owned enterprises: shreds of evidence from Latin America	Finchelstein, D., Gonzalez-Perez, M.A., Salvaj, E.H.	2021
5	Scopus	Internationalization and performance of small and medium-sized enterprises from emerging economies: Using hazards methodology for competitiveness study	Manotas, E.C., Gonzalez-Perez, M.A.	2020
6	Scopus	Determinantes para el proceso de internacionalización de la firma Café Galavis - Colombia	Perez Pérez, J.E.	2019
7	Scopus	Internationalization and competitive strategies of enterprises	Zapletalová, Š.	2021
8	Scopus	Antecedents and outcomes of network involvement in the internationalization process: A case of SMEs from the USA, China, and Russia	Mikhailichenko, A.	2021
9	Scopus	How do innovation, internationalization, and organizational learning interact and co-evolve in small firms? a complex systems approach	Freixanet, J., Rialp, A., Churakova, I.	2020
10	Scopus	Contrasting methods: An explorative investigation on firm-level export competitiveness based on qualitative and quantitative research findings	Czakó, E., Juhász, P., Reszegi, L.	2019
11	Scopus	Back to basics: Behavioral theory and internationalization	Surdu, I., Greve, H.R., Benito, G.R.G.	2021
12	Ebsco	Navigating the internationalization process: Strategic resources for early internationalizing firms	Breuillot, Angélique Bocquet, Rachel Favre-Bonté, Véronique	2022
13	Ebsco	Internationalization Process of Spanish Firms of The Service Sector	Araya-Castillo, Mendoza, Xavier	2020
14	Ebsco	Which factors improve the performance of the	Marín, Hernández-Lara, Campa-	2017

		internationalization process? Focus on family firms.	Planas, Sánchez-Rebull, M. V.	
15	Ebsco	Enriching internationalization process theory: insights from the study of emerging market multinationals	Gammeltoft, Peter, Cuervo Carruza O-Cazurra, Álvaro	2021
16	Ebsco	Financial Strategy and The Process of The Internationalization of Enterprises	Rózański, Jerzy 1 jerzy, Bogolebska, Justyna	2020
17	Ebsco	Exploring the Role of Diversity Management During Early Internationalizing Firms' Internationalization Process	Breuillot, Angélique	2021
18	Ebsco	Intangible assets in the process of internationalization	Bryl, Łukasz	2019
19	Ebsco	Informal relationships in a company's internationalization process	Dymitrowski, Adam1 Fonfara, Krzysztof, Deszczyński, Bartosz	2019
20	Ebsco	What Do We Know About Multinational Enterprises' Internationalization Process and Innovation?	Jian Du, Shan Zhu, Wen Helena Li	2021
21	Hinari	Estrategias de internacionalización de empresas indias hacia Latinoamérica	Regalado-Pezúa, Otto	2019
22	Hinari	Beneficios y oportunidades de mejoramiento para la internacionalización de empresas comercializadoras de lulo en Colombia	López Rodríguez, Campo Elías	2020
23	Hinari	Diversificación de producto e internacionalización de las empresas mexicanas	Galván Vera, Antonio	2021
24	Hinari	The Influence of Socio-Emotional Wealth on the Speed of the Export Development Process in Family and Non-Family Firms	Moreno Menéndez, Ana María	2021
25	Hinari	El desarrollo de las pequeñas y medianas empresas: Una formación de las aulas hacia la internacionalización	León-Castro, Ernesto	2020
26	Hinari	Análisis de la evolución teórica de estudios vinculados a la internacionalización de la empresa	Horta, Roberto	2021
27	Hinari	Compressed internationalization: new internationalization behavior of small New Zealand firms	Oyson, Manuel Jose	2020
28	Hinari	The role of business models in firm internationalization: An exploration of European electricity firms in the context of the energy transition	Bohnsack, René	2021
29	Hinari	Impact of economic internationalization Policies in Colombia, Peru and Chile	Echeverri Romero, Rubén Darío	2020
30	Hinari	Internacionalización de emprendimientos culturales de Latinoamérica	Redondo Méndez, Andrea Carolina	2020
31	Dialnet	¿Cómo elaborar un plan de internacionalización empresarial?	Alfonso Ortega Giménez	2018
32	Dialnet	Apprenticeship system for the	Tania Elena González Alvarado,	2020

		internationalization: Jalisco handicraft production companies	Sara González Fernández	
33	Dialnet	Reputation of multinational companies: corporate social responsibility and internationalization	Javier Aguilera Caracuel, Jaime Guerrero-Villegas, Encarnación García Sánchez	2017
34	Dialnet	Expansion and internationalization of business companies in Brazil: theoretical/methodological contributions	Armando João Dalla Costa, Alexandre Saes, Caroline Gonçalves	2018
35	Dialnet	El Plan de Acción para la Internacionalización de la Economía Española 2021-2022	Subdirección General de Estrategia de Internacionalización	2021
36	Dialnet	Plan de internacionalización de una empresa textilera, para la introducción de productos hacia el mercado boliviano	Jeniffer Lema Nieto, Nina Sigcho Pesántez	2022
37	Dialnet	Las estrategias de internacionalización de las empresas chinas	Miguel Otero Iglesias, Elena Vidal Muñoz	2020
38	Dialnet	Claves de internacionalización de las universidades españolas.: Las universidades públicas madrileñas en el Horizonte 2020	Elena Cerdá Mansilla	2020
39	Dialnet	La internacionalización de la empresa española: un análisis sectorial. Oportunidades de futuro	Bernardo Hernández San Juan, Javier Serra Guevara	2020
40	Dialnet	Digitalización e internacionalización: oportunidades para las empresas iberoamericanas	Bernardo Hernández San Juan, Javier Serra Guevara	2020