



**UNIVERSIDAD
DEL AZUAY**

UNIVERSIDAD DEL AZUAY

Faculty of Legal Sciences

School of international Studies

Internationalization Plan for the Microenterprise Baby Go! for the Export of Baby Products
to the Mexican Market

Graduation work prior to obtaining a Bachelor's degree in International Studies with a
bilingual mention in Foreign Trade.

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DEDICATIONS:

This dedication is addressed to our parents, family and friends who have supported us in the realization of our dreams and progress on a professional and personal level.

GRATITUDE:

We would like to thank our degree director for the help she has given us. We would also like to thank her for her time, patience and the knowledge she has imparted to us in order to successfully complete this work.

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ABSTRACT

This project tends to plan the internationalization of the business microenterprise Baby Go! through the export of baby items to the Mexican market. Certain quantitative and qualitative variables were established, thus, determining various organizational structures and strategic plans, which the company uses for decision-making as well as the analysis of financial statements and projected budgets, which, according to results, are positive. For the company once established in the Mexican market.

Thus, it is concluded that México is a potential foreign market for Baby Go!, in which the microenterprise will obtain the return on its investment in 5 months, making this project viable.

KEY WORDS:

Internationalization, market, strategic plans, investment, microenterprise.

Introduction

Baby Go! It is a microenterprise that has had a constant participation in the national market. Through the offer of products and implements for babies such as: strollers, bottles, teapots, clothes from 0 years of age, cribs, etc. The main objective of the microenterprise is to find an international market that can satisfy the needs of the demand through indicators that help us to recognize the target market.

The next market for the said internationalization of the company is Mexico. In order to know if the idea of the internationalization of the microenterprise is viable, it will be important to rely on strategic planning to develop various strategies that can help the microenterprise, and it will also help to identify problems from factors external to the company. In which it is broken down into: Elements and stages of strategic planning, environmental tools that can help the company to have a better performance in the market, the SWOT analysis that will serve to determine the current situation of the microenterprise and the environment in the one that is found, and other tools with the purpose of examining the current situation of the microenterprise. As for the second chapter, the analysis of the entrepreneurial sector will be developed, in order to develop the respective analysis of components and external elements that intervene in the company that can affect or promote the administrative or financial development of the Baby Go! microenterprise.

This analysis will be developed in the Mexican market with its respective characteristics such as; who are the buyers of the same product that Baby Go! offers, who are the company's direct competitors, suppliers that sell the same baby products to competitors. And what is the political, economic, social, and legal environment in Mexico; that can affect the administrative development of the entrepreneurial company Baby Go!. Finally, as a third point, the feasibility of the company in the national market will be made to know the viability of the company as well as the product, service, and proposed proj

Chapter 1: Management

1.1 Importance of strategic planning

Thanks to globalization, microenterprises have to be constantly changing in order to be competitive in the market with respect to other microenterprises that provide the same product or service. The lack of experience of a microenterprise in a given market for SMEs can lead to a series of mistakes and unintended consequences on the part of microenterprises. That is why the importance of strategic planning is the basis for developing in a more optimal way the different strategies of the microenterprise. Likewise, it covers a fundamental element to achieve the objectives of the microenterprise: the management team. As, the microenterprise management team makes decisions depending on the market environment in which the microenterprise is located. Changes in the microenterprise environment are constant and inevitable. For this reason, the intervention of managers is a guide to be able to cope and adapt the microenterprise to the changes generated by the market. It is essential to emphasize that managers must have a high professional level to be able to determine the different options that arise in the economic environment (Leyva Carreras, 2017).

Strategic planning is essential for the development of microenterprises because the market is constantly changing due to globalization. This leads to a series of internal adjustments that have to be made in the microenterprise to have the same competitive level required by the organization to be in force in the market. The decision making by the management team must be directed based on the environment in which the microenterprise is located, along with the microenterprise objectives (Medina, 2020)

Strategic planning is a great ally to analyze the activities within the microenterprise, with the objective of anticipating the possible risks that may occur in the organization. It also helps to achieve the objectives set by the microenterprise in a given period of time. Therefore, strategic planning supports and accelerates the decision-making process in a more optimal way, considering the needs, risks, steps to follow, goals and processes to achieve the proposed objectives based on activities that allow reaching the proposed goals of the microenterprise. At the same time, strategic planning monitors step-by-step the activities carried out to achieve the goals stipulated by the board of directors. Such monitoring will provide a better elaboration of guidelines (Peñafiel, 2019). Strategic planning within a microenterprise is a fundamental part since it strengthens and solves those existing or future problems that the microenterprise has in accordance with the microenterprise's environment. Similarly, the fundamental basis for developing strategic planning within the organization is because it provides a

focus for decision making according to the changes in the market, which in turn can affect the microenterprises involved.

1.2 Elements of strategic planning

1. Goals: According to the Spanish Royal Academy, goals are: "The end to which someone's actions or desires are directed" (Real Academia Española). In this case, the goals are an end or purpose that are directed by means of activities directly planned to fulfill an aspiration, desire or purpose of the microenterprise. In every microenterprise plan or project, it is possible to set goals for a specific period of time. For the goals of the microenterprise to be met, it is essential that the board of directors and the workers know the goals that the microenterprise sets for itself within a defined period of time. So that everyone can work together to collectively achieve the goals set for the microenterprise (Medina, 2020).
2. Analysis of the external environment of the microenterprise: This type of analysis of the microenterprise is important because it helps to know what the threats to it are. After that, the microenterprise will be able to solve any possible problem or difficulty external to the microenterprise that may arise in the environment and may affect it. To solve challenges or obstacles presented by the changing marketplace (VALENZUELA, 2016).
3. Analysis of microenterprise resources: The resources of the microenterprise can be tangible or intangible assets that can be contributed to help meet the goals of the microenterprise. Those assets can be classified as: Human resources, monetary resources, relationships or partnerships with other micro-enterprises, facilities, technology, brand prestige, machinery, etc. (Medina, 2020).
4. Internal verification, which consists of analyzing the microenterprise according to its strengths and weaknesses, which will be mentioned later. The development of the elements of strategic planning is fundamental for the microenterprise, since it provides internal information that serves to analyze the aspects to be dealt with (VALENZUELA, 2016).

In the Baby Go! microenterprise, the elements of strategic planning are presented these are: Goals, Analysis of the external environment of the microenterprise, analysis of microenterprise resources and Internal Verification

1. Goals: The microenterprise wants to achieve economic growth, accompanied by financial stability. The goal is to have local recognition for the good quality goods offered in the local market. In addition to this, the microenterprise wants to strengthen its sales based on the good marketing they are implementing with their work team in social networks. All this to achieve the objectives and growth proposed by the board of directors of the microenterprise Baby Go!.
2. Analysis of the external environment of the microenterprise: Possible external problems that may affect the microenterprise is the war in Ukraine and Russia, as trade at the international

level is a victim of the war being waged in Europe. One of the possible solutions so that the war between Ukraine and Russia does not affect the market in which Baby Go! is located to anticipate import trade operations. In other words, reach an early trade agreement for the microenterprise to export the merchandise in advance before the war further affects the foreign trade of goods. This is a preemptive way to supply the product and not run out of it. In order to be able to meet the needs of the demand in Cuenca city

3. Analysis of microenterprise resources: The assets by the microenterprise are:
 - a. Tangible assets: machinery for making sale transactions, facilities, technology, monetary resources, company car.
 - b. Intangible Assets: human resources, capital clients, trained personnel, after-sales service
4. Internal Verification: One of the virtues highlighted by the microenterprise is that despite being an entrepreneurial microenterprise, it has remained stable in the market. In other words, its presence in the market has prevailed over time. On the other hand, as a weakness is that it is an empirical microenterprise, so; it still needs to develop in a better way its administrative, logistic and structural processes of the microenterprise

1.3 Stages of the strategic planning process

The stages of the strategic planning process are:

1. Decision making to plan: Decision making consists of input from the microenterprise staff to determine the activities to be carried out in the future, changes to be made in the microenterprise internally and for short- or medium-term purposes. After decision making, the management team will have to develop the identity of the microenterprise, which brings us to the second point.
2. The identity of the microenterprise is the synopsis of the microenterprise, in a nutshell; general description of the company such as: history of the microenterprise, geographic scope and form of management.
3. Strategic analysis: analysis of the microenterprise to identify the opportunities or threats found in the microenterprise landscape.
4. Development of the mission and vision of the microenterprise. At this point, certain questions are asked about what the microenterprise aspires and wants to become, and how: What are the activities that need to be carried out in order to reach the goals of the microenterprise? Where do you want to be in the future?. The vision is the realization of the strategic plan together with the questions aimed at what the microenterprise aspires to be: What needs to be done to achieve the goals set by the microenterprise, and what are the means to achieve them? The essential thing in the development of the strategic planning stages is not to skip any step,

since each one is linked to its analysis (Peñañiel, 2019).

1.4 Environment analysis tools

The Environmental Analysis Toolkit assists microenterprises with internal and external microenterprise development and support. Especially for effectiveness and adaptation of the microenterprise either because the market forces the microenterprise to modify different aspects of it such as: product adaptation, change of policies internally and restructuring of the microenterprise with the intention of maximizing the activities of the microenterprise. In the same way, environmental analysis tools work to analyze the profitable probability of the different variables that may affect or benefit the microenterprise. In this case, the SWOT tools and Porter's five competitive forces will be used in conjunction with the appropriate qualities of the microenterprise to evaluate its external environment (Álvarez Peralta & Viltard, 2016).

1.5 SWOT

The SWOT analysis is a tool for analyzing the current situation of the microenterprise and the environment in which it is located. In other words, it is the macro and micro-environment analysis of the company and its environment. The characteristic of this analysis is to mention the strengths, opportunities, weaknesses, and threats of the microenterprise. This method can be used by microenterprises, internal company departments, sectoral associations, project leaders or a country's government. The SWOT analysis can be used at any time or in any situation that warrants it. However, it is advisable to use it before creating a microenterprise or project, redesign or guide the strategy of an organization, when changes in the environment appear unexpectedly inside or outside the microenterprise, and resolve consequences that may affect the organization (Oña Chiguano & Vega Alquina, 2018)

Strengths are functions, skills and capabilities that the microenterprise performs well. It could also be defined as the resources that are considered valuable in some way and the competitive level of the organization. Weaknesses are defined as activities that the microenterprise performs but in a deficient manner or are also called factors that make the microenterprise vulnerable. This places it in a weak position vis-à-vis others. Both strengths and weaknesses are internal factors of the microenterprise, which need to be analyzed from within (Sarli, 2020)

The following is a SWOT analysis of the entrepreneur Baby Go!, which will give us a strategic diagnosis, to develop new objectives and strategies for the benefit of the organization, based on the following opportunities, strengths, weaknesses, and threats:

Once the strengths and weaknesses were reviewed, the respective analysis was carried out within the microenterprise. One of the strengths of this company is that the products it sells are of very good quality and its price is quite good because it is not expensive, nor cheap. It has a middle ground which is good in the perception of the clientele. In addition, it is worth mentioning the long experience in sales that the company has in this area, as both its employees and owners are specialists in this field, so it leads customers to leave happy and satisfied with it. In addition, customers tend to return because of the good service provided.

Another strength that should be mentioned are the various products that the microenterprise has, such as: kangaroos, feeding tables, plates, pacifiers, car seats, pens, among many other items. An important aspect to mention is that the entrepreneur also has web pages which serve to inform buyers of the various products available to the company. Baby Go! has from Instagram, Facebook, to website.

It is also worth mentioning the loyalty of the customers, since the microenterprise has been in existence since 1999, which makes the generations of the same clientele from before come back and be loyal to this business. The entrepreneur also provides loyalty through the business with good brands such as: E-Baby, Baby Kits, Daming, etc. These are known for being durable over time and for being made with good material, which contributes to the quality seen above.

One of the weaknesses of BabyGo! company is the lack of marketing expertise on the part of the various members of the organization. This has resulted in lost sales because some customers do not know about the promotions or other items available that the company has for the Cuenca market. The lack of advertising leaves much to be desired in the company because it is not well known nationally, which makes customers go to other places better known and not for their own taste.

Also, a deficient capacity is to correctly carry out the work processes, given that although The structuring of the microenterprise is erroneous and there are some bottlenecks, with the due analysis, we hope to overcome the same and in this way grow towards the exterior, in this case towards Mexico.

Opportunities are defined as those environmental factors which are external in nature, i.e., which are not controlled by the organization, but which are important for the growth and improvement of microenterprises. It allows us to shape the strategies of microenterprises. However, threats are the opposite. They are those environmental forces that are also not controlled by the organization and that represent negative aspects and problems or difficulties for the organization (Sarli., 2020)

The opportunities within the entrepreneur are the ability to use new sales channels, given that she has

social networks, and she has also broadcast on the radio about the entrepreneur. The company also has contact with new suppliers which are of great help to obtain new and varied products. Another aspect is the rapid evolution of technology, which has helped a lot in the pandemic because although the owners are not good with technology, they managed to respond to customers through messages.

It is worth mentioning that there are also online sales channels that can help the microenterprise to sell not only in Cuenca but also nationally through the Servientrega service, for example. These are very safe and fast, an opinion obtained from a client through an interview.

As for the threats to the Baby Go! microenterprise, they are the entry of new microenterprises or companies into the market. An example of this is the company Bebemundo. This company has had a great opening of consumers in the Cuenca market. However, the prices of its products are not very accessible to consumers. Another factor is the current aggressive competition, because while previously there were almost no baby products stores in Cuenca, now there are three times as many in the city center.

Another threat currently faced by the entrepreneur is the inability or lack of knowledge of exporting the product to other places in order to grow and improve as a microenterprise. Due to this deficiency, the owners spoke with students from the Universidad del Azuay, from the International Studies program, to help them improve in this aspect, since they want to expand much further

1.6 Porter's Five Forces

The competitiveness model, proposed by Michael Porter in 1982, shows how the five forces influence microenterprises internally and on a large scale, specifically in the structural operations, in the strategies used and, finally, in the results obtained. This model is important and necessary because it provides a better understanding of the functioning of the environment and the link between them and the organizations, and thus, it is possible to clearly observe the ways of operating both outside and inside the microenterprise. The five forces to develop in the microenterprise are: Bargaining power of customers, bargaining power of suppliers, threat of new incoming competitors, threat of new substitute products and rivalry among competitors (Aguilar, 2019).

The first, the bargaining power of customers is defined as the capacity or ability of these economic agents to purchase inputs, goods, services and raw materials from microenterprises. In other words, it can be understood as consumer power and its influence on prices and quality. Porter believes that the more organized consumers become, the more demands and conditions there will be in terms of price, quality and service. It is therefore important to identify important long-term customers and establish solid relationships with them (Aguilar, 2006).

This is the case when Baby Go! customers have a strong influence on the price factor, which is why they are given easy payment terms, such as card payment up to 3 months interest free. They also have a 6 months interest free card. However, cash has the benefit of a discount on the products, which is not possible with a credit card. In addition, because on social networks, Internet users are always looking for the cheapest items or promotions, both social networks and websites publish unique offers for customers.

Second, the bargaining power of suppliers is defined as the capacity of economic agents to sell inputs, goods or services, raw materials to microenterprises. In this factor, the supplier is the one who has the capacity to influence the decisions of the microenterprise that purchases its inputs. In addition, suppliers are considered to have power when they can negotiate prices to their advantage and thus increase the income of the microenterprise (Aguilar, 2019).

In Baby Go! entrepreneurship, bargaining power exists when there is adequate negotiation with the supplier, who at that moment, according to the owners, have the greatest power of influence since they are the ones who have the merchandise at their disposal. However, the owners of the company state that due to the many years they have been working with their suppliers, the negotiation is carried out with mutual interest, that is, it is a win-win for both, since the level of trust and economic credibility of paying on time is always so high that they have even come to appreciate each other. The Baby Go! management team told us that their supplier is a Japanese company that imports the product.

Third, the threat of new entrants is when other microenterprises arrive to establish themselves with the same product and new resources to take over that part of the market (Porter, 2008). Another definition given is the possibility and ease with which new competitors enter to measure the profitability of a market. This factor indicates how difficult it is to enter a new market, especially if there are strong barriers to entry in the industry, such as strict regulations, specific knowledge and technologies, or high investment requirements. However, if there are few or weak barriers to entry, success becomes much easier (Aguilar, 2019).

The threat of new incoming competitors has been present at present to the entrepreneur. In the downtown branch, it is threatened by at least two geographically close competitors, these companies have products similar to those of the entrepreneur which poses a risk for the nearby clientele. However, the owners have the advantage because the brand they market is of a high standard, they also tell us that the quality of their articles as well as the prices are very good. In other words, it goes to a medium-high target in which people are willing to pay not to mention the loyalty of customers

who have been buying from this entrepreneur for generations.

Fourth, the threat of new substitute products occurs when there are products on the market that supplant the function performed by others. This poses a threat to microenterprises because their products may be confused or exchanged for others in different categories. These products can be considered as an instrument that measures the attractiveness of an industry to the market. They are usually sold at lower prices or may represent a more economical purchasing alternative for our target audience (Porter, 2008).

This threat has also been present towards the entrepreneur Baby Go! since these products are of lower quality but with the same brand name and even with higher prices, which, according to the owners, confuse the clientele. Because of this, the owners let us know that their merchandise is of the best quality and at an affordable price for people letting customers know that the products they sell are not only for marketing but also focus on the safety of babies because the clothes and even quilts that are for sale are anti-allergic, it means that are made of pure cotton so as not to harm the child.

Fifth, rivalry among competitors, this occurs when microenterprises fight for a privileged place or position through different strategies such as, for example, the following, advertising battles, price competition or even product launches, among others, which, although they improve the status of the industry, also harm others. This method tends to increase when microenterprises feel competitive pressure or have an opportunity to improve their situation. Because microenterprises are dependent on each other they can cause an action and reaction, it means, by competing they benefit but harm others (Rodríguez, 2020).

This factor can be seen within the microenterprise given that it already has new competitors geographically as mentioned above. The other competitors are struggling to gain a foothold in the market which means that it has hurt the entrepreneur Baby Go! through pricing, launching of various products. However, it is not left behind as this competition has helped the microenterprise to be more competitive through publications on promotions in the social networks more continuously. or providing home delivery service which has come to satisfy the clientele and even more those who do not have transportation.

1.7 Mission

The microenterprise mission is the purpose, motive or reason for the existence of the microenterprise. This indicates to us that the activity carried out by the microenterprise. It defines what it intends to accomplish in the environment in which it is located, it also mentions what it wants to do or intends to do and for whom it is going to do it. It is influenced by the organization's past, the various external

factors that exist in the environment, and the wishes and tastes of the owners, the resources they have at their disposal and that they are available, and finally their distinctive capabilities and skills as a microenterprise (Thompson, 2018).

The mission of the entrepreneur BabyGo! is to sell with the greatest enthusiasm baby items to people who are committed to their children always have the best, high quality, variety and affordable price.

1.8 Vision

The vision of a microenterprise is to describe the objective it hopes to achieve in the future or the path to which it wants to lead. It is about the ideal expectation of what the organization wants to achieve in the long term. This factor helps to obtain strategic decisions that help the microenterprise as a guide not to get lost from its destination. In this way, the organization will have in mind what it must do to satisfy the needs of its customers tomorrow and how it must evolve in its respective administrative processes in order to grow and prosper (Thompson, 2018).

The vision of the entrepreneur BabyGo! is to maintain leadership in the commercialization of baby products that generate economic value, managing innovative and winning business models in the Ecuadorian market and increase our markets abroad, obtaining profitability and continuous growth.

1.9 Corporate Values

Corporate values are the set of ethical and professional principles that mainly guide the actions and attitudes of the organization. They reflect the essence, spirit and identity of the microenterprise itself. They can also be considered as elements within the micro-entrepreneurial culture. It basically refers to both behaviors and attitudes that the organization assumes as principles or standards of conduct or that it intends to achieve as another characteristic to achieve a higher positioning in the market (Mejía, 2019).

According to the owners, they mentioned that the values they work with are honesty, since for them it is very important to be loyal to their clients, so that they can have more credibility, both the clients towards the owners and the owners towards their clients. Another important value they mentioned to us is transparency, they apply this through the review of the merchandise to their wholesalers, that is, they send everything in good condition and check that it is working, such as musicals, musical toys or even walkers that come with their musical table.

Passion is also reflected both in the customers and in the workers and owners, since this merchandise, being baby items, already brings a maternity atmosphere into the stores, with music for babies and with safe, stable and anti-allergic products for the customers. In this way, this sensitivity on the part of

employees and customers is achieved. Quality is a value that also guarantees the organization, this is seen in the products offered for sale such as the material of the walkers are not made of plastic but are clearly of a micro fibrous material which is more resistant to shocks or linens, sheets and comforters that are made entirely of cotton and no other materials which may be allergic to the baby.

1.10 Policies

Microenterprise policies are defined as a structured set of principles that guide microenterprise decision making and aim to achieve rational results. It is also defined as principles, guidelines, ways of thinking and acting that are accepted and complied with by all members of the microenterprise. These are established and defined by the top management of the organization. All members of the organization must always take them into account and act in accordance with them. Policies must be written and must be accessible to everyone, both inside and outside the microenterprise (Peña Delgado, 2019).

The policies of the company, according to its owners, are as follows:

- Conduct ongoing training on the products sold by the microenterprise.
- Do not support corruption.
- Arrive on time as scheduled in the work schedule.
- Economic sanctions if workers do not comply with the policies.
- They must always be dressed in the respective uniforms offered by the microenterprise.
- Provide a friendly, supportive and positive environment for employees.
- To train work leaders to guide others.
- Value national and microenterprise law.

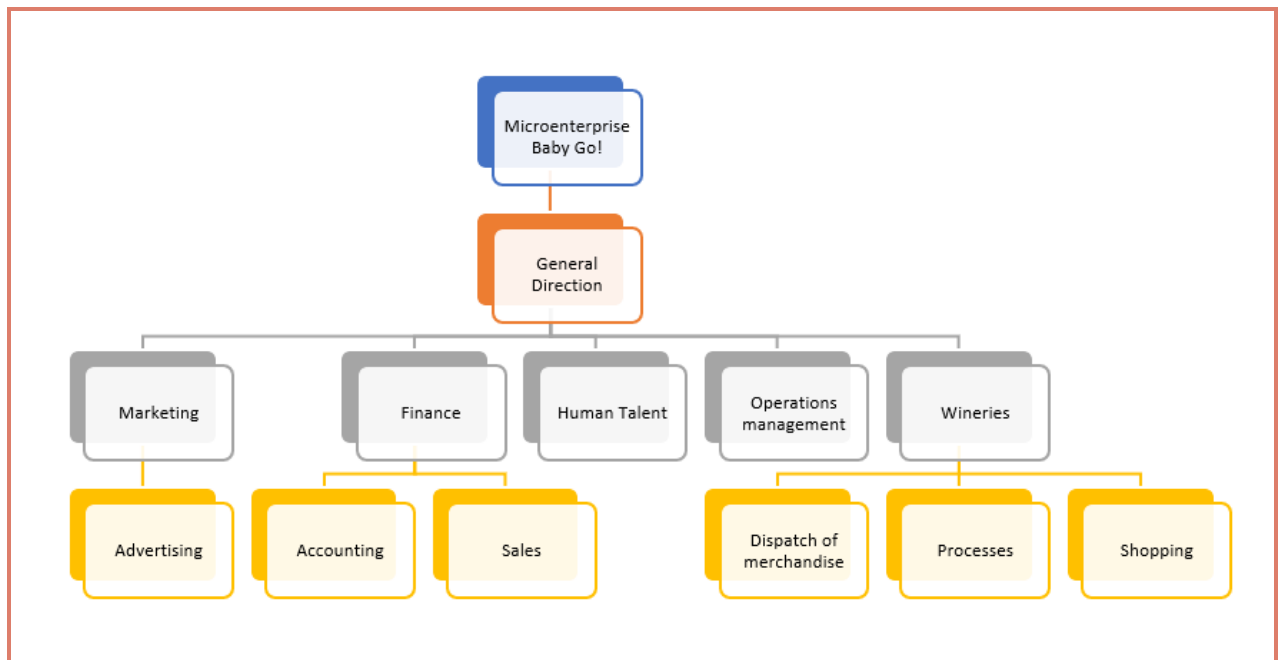
1.11 Organizational structure

The organizational structure of the microenterprise is the way in which the functions and responsibilities of each of the members are assigned and must be fulfilled by them in order to achieve the proposed objectives. Because each microenterprise is different, each must adopt a unique organizational structure that is well suited to the way it operates and plans the entire process of its work tasks. In addition, the positions and responsibilities of all the people who make up the microenterprise are also defined at the time of its creation (Ocampo Ulloa, 2019).

The organizational structure of the entrepreneur BabyGo! according to the owners is as follows:

Figure 1.

Organizational Structure of the microentBaby Go!



Source: microenterprise Baby Go!

CHAPTER II: ANALYSIS OF THE ENTREPRENEURIAL SECTOR

2.1 Análisis del microentorno

The analysis of the microenvironment helps to analyze the business and the elements that influence the company, based on Porter's five forces. In other words, they are external components that intervene in the company, these elements can be controlled by means of a strategic planning rethinking; with the purpose of controlling, protecting and preventing through the analysis of the critical points of the microenvironment that surrounds the company, and also to anticipate future damages that the microenterprise may have due to these external factors (Brito Mena, 2013). In this section we will analyze the Mexican companies that have the same product as the microenterprise Baby Go!.

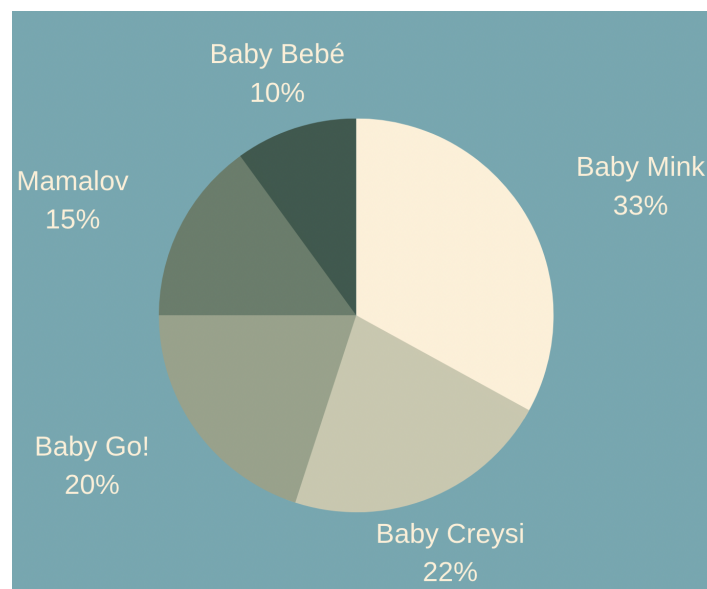
2.2 Competitive analysis

Competitor analysis is examining our environment and competitors within the same environment to understand their behavior in the market. The purpose of this analysis is to efficiently plan other activities to counteract competitors' activities (Silva, 2021). We will start with the identification of the competitors in Mexico, after that we will make a comparison of the characteristics of the competitors among themselves, followed by a price analysis. And finally, we will make a conclusion regarding the company Baby Go!

1. identification of competitors

- a. Baby Creysi: Leading company of 100% Mexican children's clothing, its creation as a company dates back to 1973. The company's goal is to continue to build trust with customers, since the clothing offered is of quality with elaborate designs for the youngest members of the household. They have more than 3 thousand stores and 20 stores in Mexico. In addition to that, they have e-commerce portals for sale through the internet. Baby Creysi offers mainly clothing designed for any occasion, from sleepwear to outdoor clothing, mainly clothing to choose from depending on the weather (Baby Creysi, 2022).
- b. Mamalov: Mamalov is a Mexican company. It has two branches, one is located in Culiacán Rosales, and the other is in Tlajomulco. Mamalov specializes in clothing, baby supplies, toys, utensils, strollers, baby carriages, stroller, personal care for the baby, etc. Mamalov offers payment, retail and wholesale possibilities. You also have the possibility to buy online on their web portals (Mamalov).
- c. Baby Mink: It is a Mexican company with more than 50 years of experience, marketing its products nationally and internationally. It is present in more than 30 countries. They specialize in the manufacture, distribution and sale of baby products such as clothing, crib accessories, bathing, personal hygiene, etc. (Baby Mink)
- d. Baby Bebé: It is a Mexican company, located in Guadalajara, they have two stores; one in La Gran Plaza and the other in the Real Center, Santa Margarita Ave. 3600. They have a wide variety for babies, from cribs and strollers to personal care items for newborns. They offer an excellent customer service, since their official website has a contact number to contact them (Baby Bebé).

Figure 2



This graph shows the level of competitiveness among companies in Mexico, with the addition of the entrepreneurial company Baby Go!. In the pie chart we can see that each company has a level of competitiveness in the market due to its different aspects or characteristics that give it a higher level of competitiveness in the market, such as: In first place is Baby Creysi, followed by Baby Mink, and in third place is Baby Go!, fourth place Mamalov, and lastly Baby Bebé. This shows that Baby Go! can grow in the market through the development of concentration and diversification strategies.

2. Competitor price analysis

Each company presents an accessibility of purchase in the prices, there is a discount if the purchase exceeds a considerable amount of items. The point of comparison in the companies is presented in the model, design, accessory, material and other implements of the article that make their prices vary with the competitor's price. Baby creysi, Mamalov and Baby Mink offer similar products to each other. But Baby creysi has a wider variety of products than Baby Mink. When we compare the prices of the same companies, the prices of the products are different, for example: Baby Mink's prices are more affordable. For example, a sleeping kimono from Baby creysi costs \$29.36 (Baby Creysi, 2022). While a kimono from Baby Mink is \$7.73 (Baby Mink). Both companies specialize in the marketing and sale of clothing. Even so, Baby creysi has greater price accessibility.

Baby Bebé and Mamalov. Both companies carry the same variety of baby products, from personal care to strollers. When we compare the two companies, the prices of the products are different, for example: Baby Bebé's prices are more affordable compared to Mamalov's prices. A Baby Baby car is priced at \$405.49 in U.S. dollars (Baby Bebé). While the same product at Mamalov is \$558.00 (Mamalov). It should be noted that both strollers have the same elements and mobility.

Figure 3

Mamalov company's stroller 2022



Figure 4

Source: (Mamalov)



Source: *(Baby Bebé)*

3. Comparative characteristics of Mexican competitors

The common characteristics of the Mexican brands is that each company has a positioning in the Mexican market. However, only the Baby Mink brand is positioned internationally. For Baby Mink, it is easier to position itself in a new market because it already has the experience to open stores in another market because it is present in more than 30 countries. Similarly, Baby Mink has more advantages since they create, export and manage their logistic chain of products nationally and internationally (Baby Mink). Baby Creysi is a Mexican company that has been in the Mexican market for a long time offering baby products, likewise; it has a great opening in the market since its company has been in business since 1973. Although it is a large company with a long history, it is only open nationally and not internationally, unlike Baby Mink. In addition, Baby Creysi only offers clothing and not baby accessories (Baby Creysi, 2022). Mamalov is highly recognized nationally for the variety of products it offers, this company has two points of sale in two cities in Mexico (Mamalov). And although Mamalov has an ecommerce portal for customers, it does not reach the same level of competence as Baby Creysi and Baby Mink.

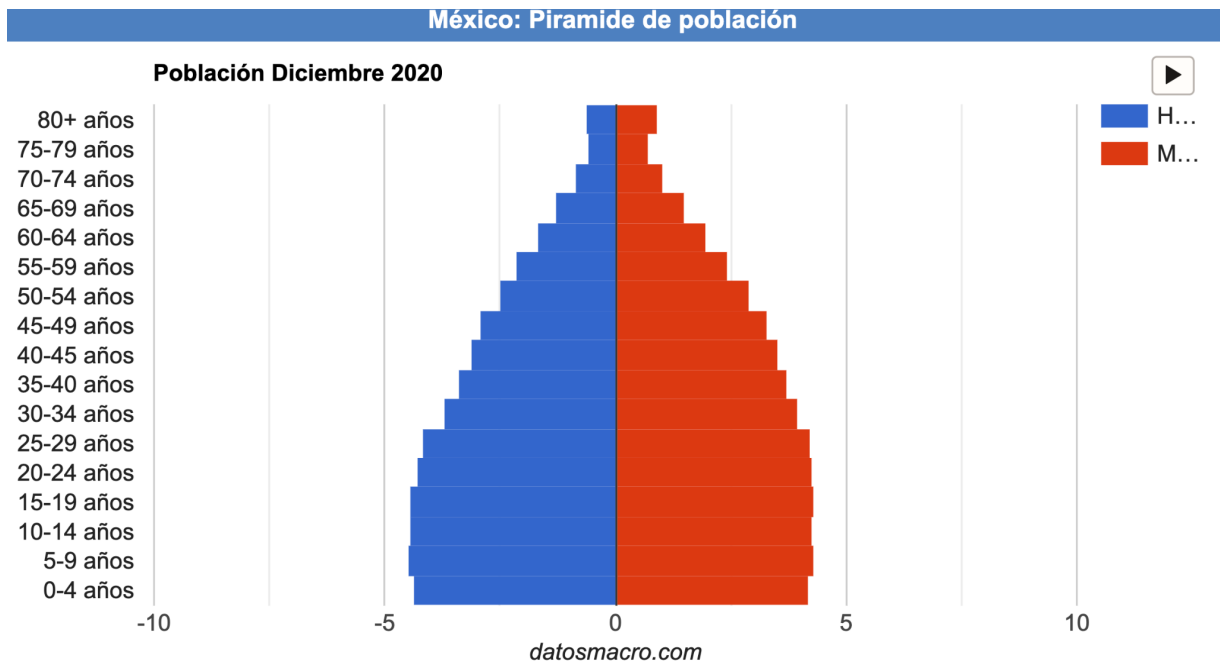
4. Competitors and Baby Go!

When analyzing the competitors in the Mexican market that manufacture and offer a product similar to Baby Go!'s, we came to the conclusion that Baby Go!'s biggest competitor is Baby Mink because they produce their own baby products; also, they carry out their own logistic chain and distribution of products at national and international level. The products manufactured by Baby Mink are products with a greater variety compared to other brands such as Baby Creysi: this brand only offers clothing and not other necessary products such as bottles, cribs, etc. Similarly, Baby Planet is a company that offers more variety compared to Baby Creysi. However, they do not produce their own products, but serve as intermediaries between buyers and distributors of products.

2.3 Customer analysis

The analysis of the customers who demand the product that Baby Go! offers are in the age range from 0 to 9 years old. According to Datosmacro; Mexico has 22,169,253 people in the age range 0 to 9 years old (Datosmacro, 2020). This chart below shows that the Baby Go! product will be targeted specifically to 22,169,253 people in the age range of 0 to 9 years old.

Figure 5



Datosmacro 2020

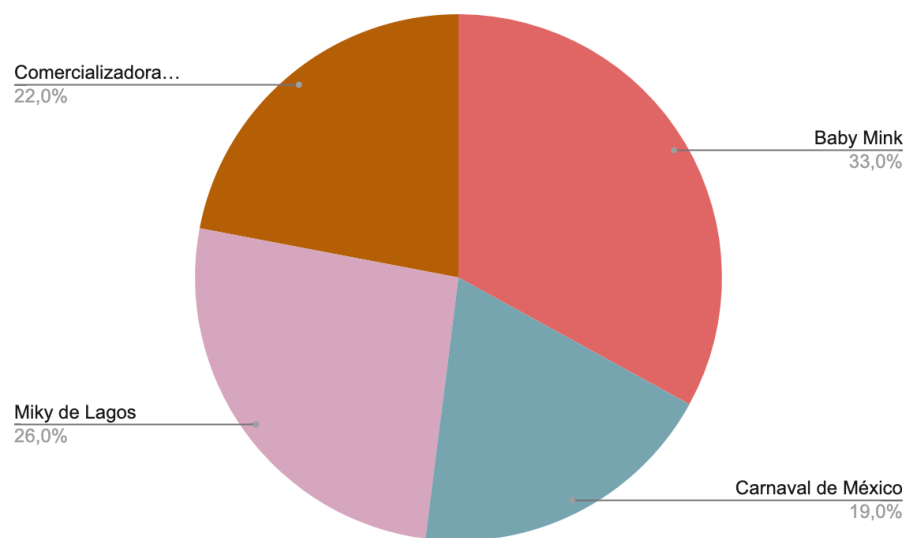
Source: (Datosmacro, 2020)

2.4 Supplier analysis

- a. Baby Mink: It is a supplier of baby products. It is a Mexican company with more than 50 years of experience, markets and sells its products nationally and internationally. It has a presence in more than 30 countries. The company specializes in the manufacture, distribution and sale of baby products such as clothing, crib accessories, bath, personal hygiene, etc. (Baby Mink).
- b. Comercializadora Ramucu: Ramucu is a supplier of products founded in 2009, located in Mexico City. They specialize in the marketing, sale and distribution of products such as: toys, baby accessories, perfumes, household appliances, among others. The company offers an online service through its contact networks such as telephone and e-mail (RAMACU).

- c. Carnaval de México: Mexican company located in Mexico City, with more than 50 years in the market specialized in the manufacture and distribution of children's and youth clothing. The clothes they offer are for children from the first year of life up to 16 years old (Carnaval).
- d. Miky de Lagos: Mexican company dedicated to the manufacture of children's clothing. It has been in the market since 1980 offering a quality and reliable product with designs that the little ones of the house like. The clothing offered is for children from 0 years old to 12 years old. Sales can only be made wholesale (MIKY DE LAGOS)

Figure 6



Source: Own

Among suppliers, Baby Mink has the largest market share, followed by Carnaval de México, Miky de Lagos and Comercializadora Ramucu. Although Baby Go! is not a supplier company, they are entities that will have contact in the market.

2.5 Analysis of the macro environment

Macro-environmental analysis is the knowledge of the environment and all the elements outside the company that can affect its development directly or indirectly. In other words, it is the knowledge of all the external factors that can affect the company. Therefore, it is necessary to know and analyze these factors in order to solve possible problems. Those factors are changes in the environment such as economic, political and social level (Sandoval Muñoz, 2012). The following elements will be analyzed: bargaining power of customers, suppliers, substitute products, Pestel

analysis and others. With the final purpose of knowing if the Mexican market is suitable for the internationalization of the entrepreneurial company Baby Go!

2.6 Bargaining power of customers

The bargaining power of customers is a tool created by Michael Porter, in which he analyzes to what extent customers and demand can make the company or market change its mind because of the demands or needs they require. Likewise, Michael Porter points out that the bargaining power of customers occurs when the product that the customer needs is offered by other competitors; that is when the need arises for the company to create customer loyalty strategies for the customer and the company. Similarly, the bargaining power of customers is high when there is no greater demand. The Internet is an enabling medium for customers because it allows customers to stay informed about the product and the market they wish to consume and attend; that is, the more information and knowledge they acquire, the more bargaining power they will have. Because they can acquire a better product according to their needs and purchasing power. It is important to emphasize that in order to provide what the customer needs, it is important to implement loyalty strategies, as mentioned above. (Porter, 2008).

It is important to note that the bargaining power of customers is greater as the world is going through global economic problems. After the Covid19 pandemic and the war with Ukraine and Russia. The bargaining power of customers in the market for the sale of baby products is very high. Because Baby Creysi, Mamalov, Baby Mink, and Baby Bebé are companies that adjust their offer according to the needs of their customers. For example, all four companies have discounts, gifts, guides for new parents, payment accessibilities, and rebates. In short, the bargaining power of customers over the purchase of baby products is high.

2.7 Bargaining power of suppliers

In order to measure the bargaining power of suppliers, it is important to know the power and control that suppliers have over: product quality, product costs, how easy it is for suppliers to manage prices within the market, payment methods, order volume, etc. Therefore, it is essential to emphasize that the fewer suppliers there are, the easier it is for existing suppliers to have greater market control (Porter, 2008).

There are a greater number of suppliers of baby clothes compared to suppliers of baby supplies. The suppliers of baby clothes exclusively are MIKY DE LAGOS and Carnaval de México, these two suppliers of baby clothes are one of the best-known suppliers in the Mexican market.

However, that does not mean that they have to control the market, as their selling prices are similar, the difference between them is that Carnaval de Mexico can sell retail and wholesale. While Carnaval de México only sells wholesale. Ramacu and Baby Mink are both suppliers of baby items such as clothing, bottles, chairs, seats, toys, etc. Although both are suppliers, only Baby Mink specializes in pure baby products and has more baby supplies to offer than Ramacu.

We conclude that although these four suppliers are among the most important in the Mexican market, they still lack the necessary tools to control the market, from product quality to price. In other words, they do not meet the necessary requirements to have the necessary bargaining power.

2.8 Threat of new incoming competitors

According to Michael Potter, the threat of new competitors can be measured according to the entry of other companies into the market with the same products and resources on offer to satisfy the demand of the specific market. To easily position oneself in the market, a regulated industry with low risks and a high level of investment is necessary (Porter, 2008).

At this point we will develop the following:

- a. Foreign direct investment in Mexico: In 2021, foreign direct investment (FDI) was US\$24.83 billion. Compared to the previous year, Mexico has decreased by 10.14% (Statista, 2022).
- b. Raw material costs: Due to the war situation in Ukraine and Russia, several companies are suffering from rising raw material prices. The rise in raw material prices are for grains, corn, and others. This has caused inflation in Mexico's economy. As an alternative measure to curb inflation was to raise its rate to 7% by getting inflation down to 3% (America economy, 2022).
- c. Intellectual Property: In Mexico, intellectual property is divided into several categories: Copyrights, literary, musical, artistic works, industrial property, patents, inventions, etc. The reason for the protection of intellectual property is to protect the creator of the work in order to have a fair competition. The institute that protects such rights is: The Ministry of Economy, through the Mexican Institute of Industrial Property (IMPI). The IMPI protects by sections which are:
 1. Exclusivity: for product marketing protection to be in place
 2. Territorial: These are the rights that are protected in Mexican territory, in which any foreign or national trademark must be protected at the national level.
 3. Temporality: The time that the intellectual property right is protected, this depends on the temporality of the nature of the product, good, service, commercial house, copyright, etc. (Gobierno de México, 2019)

2.9 Threat of substitute products

The threat of substitute products occurs when the characteristics of a product plus its price is more relevant than another, that is when there is a threat to the competing product since it tends to be a competitor with greater competitive advantages or more attractive for the buyer to consume the competitor's product (Porter, 2008). In this case, we analyze the products from Mexico that are the most relevant in the market with respect to the product of the company Baby Go!

We will proceed with a comparison of the prices of Baby Go! and its competitors in Mexico. In terms of clothing, a kimono costs \$29.36 for Baby Creysi, \$7.73 for Baby Mink, while the same garment costs \$17.50 for Baby Go! Or, for example, in the case of a stroller together with a baby carrier, Baby Bebé costs \$405.49, while at Mamalov it costs \$558.00. While Baby Go! is at \$298.00, not to mention that not only comes with the baby carrier but it is also type bassinet. In other words, 3 functions in one product.

2.10 Rivalry among existing competitors

The last factor of Michael Porter's five forces is the Rivalry among existing competitors, which is the result of the four previous factors and is the one that provides the company with important information for the proper establishment of market positioning strategies, naturally choosing those that are more relevant and better to stand out from the others. In this way we can realize that rivalry can increase if there are too many in the market and vice versa if there are too few.

Due to the existing rivalry in the Mexican market, it is advisable to: increase marketing investment, partner with other organizations, decrease fixed costs, provide added value to customers and improve the user experience (Pérez & Polis, 2017). Thus, it is possible to establish the strategies that best suit the microenterprise, since in the existing market its competitors are Baby Mink, Comercializadora Ramucu, Carnaval de México and Miky de Lagos.

2.11 PESTEL analysis

The PESTEL or PEST analysis was created by Liam Fahey and V.K Narayanan, used by microenterprises in order to obtain a study of the environment that surrounds them. Pestel means a study of political, economic, social, technological, ecological and social factors. The importance and advantages of the analysis is to evaluate the external risks as processes of internationalization of a product or services, and to face in a positive way the changes that exist in the supply and demand of a product or service. This method is a flexible tool that can be applied in any microenterprise to evaluate the changes and risks that arise in the environment (Pérez & Polo, 2019).

In this way we will focus on the Mexican market for the internationalization of this

microenterprise where we will analyze the political, economic, social, technological, ecological and finally, legal factors of the macro-environment of the entrepreneur Baby Go! in this new target market. So, it will be possible to obtain the respective results on the advantages and external risks faced by the company, as well as to plan the positive way to face them.

2.12 Political

Political factors are those associated with politics at all levels, i.e. local and international, that may affect the company in some way, both now and in the future. Some examples of the same can be public subsidies that become dependent on governments, the politics of the country where the company is to be established or the politics where the company is located, if there are trade agreements, and even the political parties and ideologies that influence the company in one way or another (Torres Arriaga,2019).

The political factors that come to influence the company Baby Go! In the Mexican environment, first of all we must talk about the political regime of Mexico, the president is Andrés Manuel López Obrador, founder of the Party of the Democratic Revolution and was part of the various historical leftist forces of the country. Mexico is a democratic, federal Republic composed of free and sovereign States with respect to its internal part. However, they are united in a single federation. This country has had an accelerated and wide-ranging opening since 1988 (Acosta Silva, 2017).

Mexico currently has 5 international treaties. The first one is the North American Free Trade Agreement, jointly with Canada and the United States, due to this, the country is quite dependent on the United States. As of the NAFTA agreement, currently called T-MEC, there was a great commercial opening making the local part have more competition, in that way the locals had to settle for few alternatives of low quality and high prices, that is to say, they were transformed to be able to give access to people, goods and services at international level (Acosta Silva, 2017).

There is also the Asia-Pacific Economic Cooperation (APEC), a regional organization between the countries of Asia and the Pacific, thus forming alliances for free trade among 21 nations. This agreement has helped to internationalize Mexican products in these countries and to obtain better practices for the internationalization of SMEs and customs regulations. The Free Trade Agreement between Mexico and the European Union (EU-Mexico FTA) aims to enter new markets, protect investments, among others. In fourth place is the North American Free Trade Agreement (only with Central America), made up of countries such as Costa Rica, Honduras, Guatemala, El Salvador, Nicaragua and, of course, Mexico (Acosta Silva, 2017).

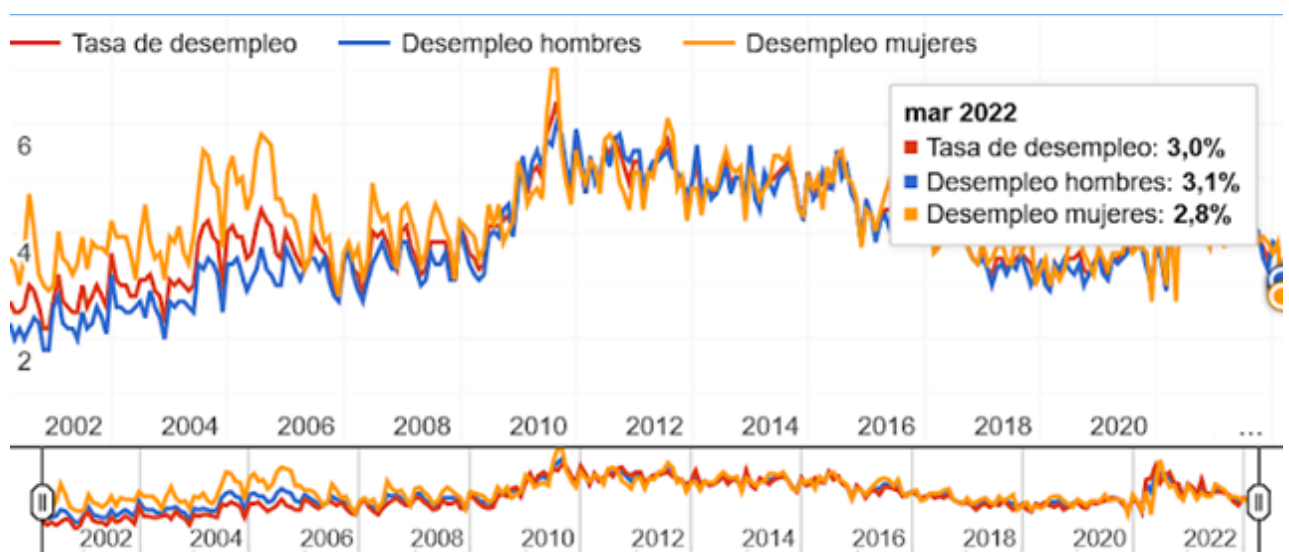
Finally, there is the Trans-Pacific Economic Cooperation Agreement signed by several countries of America, Asia and Oceania in which, according to the agreement, import tariffs are reduced by 95%. Opening the doors to new businesses and generating commercial relations with foreign companies (Acosta Silva, 2017).

In this way, Baby Go! will not have any problem at the time of opening its branch in Mexico, given that in terms of policy, although there are no benefits for it, in terms of treaties, there is no impediment for a commercial establishment of Ecuadorian origin to be established in such place, always complying with the norms and rules required by the country to be able to open this business in that place. It should be noted that Mexico, like any other country, has certain protectionist policies, but they do not go to extremes, severely limiting access to this new market. Therefore, the microenterprise will have no obstacle to establish itself in this new location. Although due to the signed agreement there is more competition in the market, the microenterprise can improve itself by complying with more requirements but never taking a step backwards.

2.13 Economic

Economic factors are those that analyze macroeconomic variables at both national and international levels. They are very important because they can either hinder or benefit the performance of the organization. The most important variables are the unemployment rate, the performance of the gross domestic product (GDP), and the trade balance. It is also necessary to consider the periods of crisis and, in turn, of boom within the economy of such country, since they can favor as well as put the company at risk. In this way we will be able to analyze Mexico's economy and its influence on the microenterprise (Torres Arriaga, 2019)

Figure 7



Mexico: unemployment rate 2022

Source: (Datos macro, 2022)

The main macroeconomic indicators have remained stable, such as the unemployment rate, which, according to the table above, is 3.0%, with 3.1% unemployment among men and 2.8% unemployment among women, suggesting that unemployment is lower among women (México: Economía y demografía, 2019).

Table 1

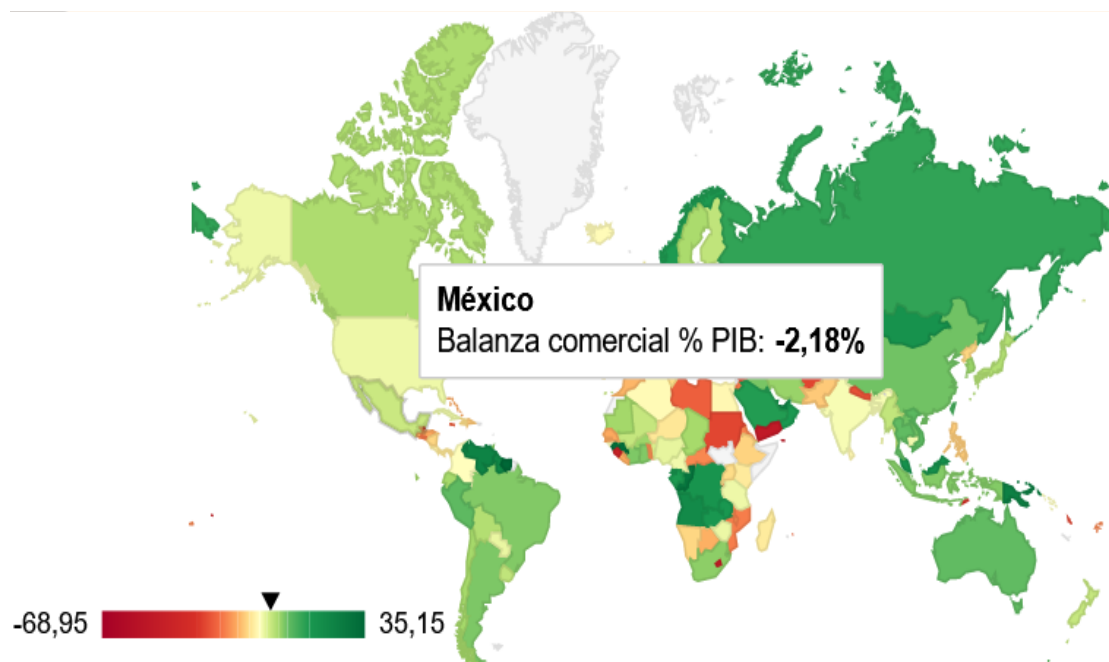
Fecha	G. Público (M.€)	Gasto Educación (%Gto Pub)	G. Salud (%G. Público Total)	Gasto Defensa (%Gto Pub)	Gasto público (%PIB)	Gasto público Per Capita
2021	296.879,2				27,12%	2.323 €
2020	273.301,5			1,91%	28,65%	2.139 €
2019	294.299,5			2,00%	25,95%	2.325 €
2018	265.750,0	16,58%		1,86%	25,66%	2.120 €
2017	264.323,3	17,58%	11,05%	1,70%	25,71%	2.131 €
2016	266.686,0	17,94%	10,75%	1,81%	27,35%	2.173 €
2015	290.531,7	19,02%	11,18%	1,70%	27,50%	2.394 €
2014	277.166,5	18,81%	10,72%	1,84%	27,96%	2.311 €
2013	266.627,6	16,91%	11,28%	1,83%	27,78%	2.251 €
2012	263.737,9	18,09%	10,68%	1,69%	28,21%	2.255 €

Mexico: Public Spending

Source: (Datos macro, 2022)

As for public spending, the table at the top, in the country of Mexico in 2021, it grew by 8.63% to a total of 296,879.2 million euros. This represents 27.12% of GDP, a drop of 1.53 points in relation to the year 2020 when the expenditure was 28.65%. Thus, it is analyzed that there is a surplus at the same (México: Economía y demografía, 2019).

Figure 8



Mexico Trade Balance, 2021

Source: (Datos macro, 2022)

The balance of trade is another important variable in this analysis since it determines in general terms the country's import and export payments and receipts. The figure above shows that in 2021, GDP was -2.18%, thus registering a deficit in its trade balance, while in the previous year it increased by 2.18% of PIB. It is analyzed that this country has an increase in imports which is higher than that of Mexico's exports. It should also be mentioned that the salary of Mexicans is the lowest in the world, which is considered important for the microenterprise Baby Go! because in this way the costs of the employees that it requires will not be so high (México: Economía y demografía, 2019).

Trade balance, consumption, inflation, exchange rate, among others. At least until before the COVID-19 pandemic, when, like the rest of the world, Mexico suffered a financial crisis that caused a sudden drop in the country's domestic product, however, it has been recovering little by little and has been improving more and more (México: Economía y demografía, 2019).

So, Baby Go! microenterprise will arrive in this country with a somewhat unstable economy taking into account the unexpected events of the pandemic but considering that worldwide everyone is trying to improve and Mexico will not be left behind. With this economic recovery, the microenterprise can grow together with the locals and the competition is not so wide, thus continuously demanding itself to always reach a better level, both inside and outside of it.

2.14 Social

Social factors are those that consider how relationships, demographic characteristics, cultural patterns and the environment may affect the microenterprise. To do so, the target market must be analyzed to understand their real relationship with the product or service they need. It is very important to clarify among the factors that put the need in the target market, you should also perform an analysis of the competition and get to understand what they are offering to your consumer, what share they have in the market, that is, the place in which they are positioned. Knowing that you can analyze the application of different marketing strategies to reach customers more safely (Torres Arriaga, 2019)

According to Datos Macro. Mexico has a population of more than 130 million inhabitants in 2021, with Mexico City as the most populated city. According to the World Tourism Organization, this country is the main tourist destination in Latin America and the third most visited in the world in 2020. Mexico is among the most populated countries in the world and although its birth rate dropped by 21.1% due to the 2020 pandemic, according to data from the International Monetary Fund, it is expected to increase in the future (México: Economía y demografía, 2019).

En cuanto a los patrones culturales de México, el 97,28% de la población se declara creyente, lo que supone un porcentaje muy alto de la población. They usually solve situations of adaptation to the environment and coexistence with other people, prohibit impulses, the most taught value to its population is respect for others, most of the population is literate, civilization also projects new models to follow in future situations and constantly innovates behaviors and rules, which are accepted by new generations, taking their past as a precedent (Voutssas,2017).

We realize that although Mexico's birth rate has declined due to the COVID, the Baby Go! microenterprise will manage to get ahead because of the large number of babies after the pandemic, because although the pandemic has been an impediment, in the new year, according to experts, there will be a lot of couples waiting to consolidate a baby. In addition, the fact that Mexico is one of the most populated countries with the lowest salaries for workers means that the Baby Go! microenterprise, even though it has competitors already established in that place, can undertake and move forward, given that the pandemic is slowly passing.

2.15 Technology

Technological factors are those that entail a series of opportunities and risks for our business model. The factors that will be studied are government spending on research and development, the level of technological development of companies, access to new

technologies, and the influence that these indexes will have on the company established in that national territory (Torres Arriaga, 2019).

According to UNESCO, Mexico's federal public spending on science, technology and research is 0.41% of UNESCO. There is a big difference in the digital transformation between pymes, which represent almost 99% of the companies in the country, and the rest, which are considered large, represents a great challenge internally for Mexico. However, for the microenterprise Baby Go! It is an advantage because the difference is not so big compared to its competitors, but that does not mean that it should not innovate if not quite the opposite, in order to grow steadily and become a great success in this country (*México, porcentaje del PIB que destina a investigación y tecnología*, 2018).

Mexico is the world's third largest exporter of technology services, the main export sectors are electronics, computer hardware and software development. These new technologies have been evolving since the 1990s and are very popular for entrepreneurs to start their business because they are easy and inexpensive to implement and have a wide range of uses. Because of this, Mexico is more competitive in technology in certain industries which are: the automotive industry, aerospace industry, biotechnology and Fintech used in the financial field. Many companies are planning to relocate their U.S. offices to Mexico due to recent economic and political changes (Fierro, 2021).

After the analysis in the technological sector of the Mexican companies, it is considered that it becomes quite competitive for the microenterprise in several aspects given that technology lacks of development in Ecuador. However, we believe that instead of being an impediment to the Baby Go! microenterprise, it becomes a challenge for this entrepreneur and not only that. In other words, when it reaches the same technological level as the other Mexican microenterprises, the same mother microenterprise located in Ecuador, Cuenca, will develop further and will be a pioneer in Ecuador in this sector. Therefore, although it may be detrimental to this microenterprise in the beginning, with time it will gradually develop in the environment and will reach a Mexican level.

2.16 Ecological

According to researchers from the Instituto Tecnológico Autónomo de México (ITAM). They say that there is no denying the fact that all companies, whether large or small, regardless of the state in which they are located, have an environmental impact. Unfortunately, it has been negatively impacted by irresponsible companies in Mexico. Because of this, the main objective of the entity Impacto Ambiental y Estrategias de Sustentabilidad de Empresas Mexicanas is to use public data to identify the influence that different Mexican companies have had on health. Various analyses have been carried out to determine toxicity indexes by the Registro de Emisiones y Transferencia de Contaminantes, which reports information on the emission of toxic substances and their influence on

soil, air, and water. The purpose of these statistics is to encourage companies to reduce emissions of pollutants and toxic substances into the environment (ITAM, 2019).

In this way we came to realize that most of the companies in Mexico have not come to have a positive impact on the environment but there are some entities who are trying to regulate it through statistics to raise awareness to these companies. On the other hand, Baby Go! does not have a negative impact on the environment so it becomes a good indication for the establishment of this microenterprise in this place.

2.17 Legal

Legal factors include laws that limit the actions of the company, from employment regulations to those relating to occupational safety, intellectual property and consumer protection. In other words, they are all those related to the obligation to comply with the laws already established by different entities. Thus, it is necessary to know the legislation and the changes of the same that are related to the business topic, which can affect both directly and indirectly (Torres Arriaga, 2019).

According to Mexican law, foreign investment can be made in this country through the incorporation of a Mexican company in which the foreign investment participates up to one hundred percent of its capital or through the establishment of a foreign legal entity in the territory of the Mexican Republic, adopting two modalities: First, branch with income, including persons legally constituted abroad and legally recognized in Mexico, so that they may establish and carry out in a habitual manner, acts of commerce in this Republic. Second, as a non-income earning representative office, it does not engage in commercial transactions and its purpose is to provide regulatory and advisory services on products or services provided by its parent company abroad (*Justicia México, Código de Comercio, Ley de México*, 2018).

In summary, foreign persons who intend to carry out acts of commerce or mercantile operations may establish themselves in Mexican national territory as a branch or as a representative office of such products and services, but the difference will be that if an office is desired it will be only for informative purposes and not to obtain income (*Justicia México, Código de Comercio, Ley de México*, 2018)

According to the Federal Civil Code, it lets us know that both nationals and foreigners are also obliged to obey and respect the institutions, laws and authorities of the country in all that this implies, except in cases that may appeal to diplomatic channels (*Justicia México, Código de Comercio, Ley de México*, 2018).

Article 24 of the Mexican Commercial Code states that "In order to be registered in the Public Registry of Commerce, foreign companies must prove that they are incorporated under the laws of their country of origin and authorized to engage in commerce by the Secretariat, without

prejudice to the provisions of international treaties or agreements". Therefore, it is possible to know the due procedure to be complied with within the national territory of this country for the proper registration in the Public Registry of Commerce, taking into account international treaties or agreements (*Justicia México, Código de Comercio, Ley de México, 2018*).

According to Article 250 of the General Law of Mercantile Corporations, it states that: "Foreign corporations legally constituted have legal personality in the Republic". Finally, Article 251 mentions that "Foreign companies may only engage in commerce upon their registration in the Registry, which will be done with the prior authorization of the Ministry of Economy. In addition, we are informed that these foreign companies must publish annually in the electronic system established by the Ministry of Economy, their constant operation (*Justicia México, Código de Comercio, Ley de México, 2018*). Thus, the Baby Go! microenterprise will not break any law written by the government and will abide by its rules.

Logistics policies regarding imports into Mexico, the quotas that must be paid on these imports is a direct obstacle to the amount imported and the effects will be observed in tariffs imposed on this type of merchandise. However, there are certain benefits for the importer, when he has a license to carry out such activity. Another national content rule applied to free trade zones is to prevent certain merchandise from entering the zone through third countries, That is, access through a partner country with which there are fewer tariff barriers. In such cases, import quotas are granted, thus increasing the State 's revenue (*Justicia México, Código de Comercio, Ley de México, 2018*).

In this way, we can realize that Mexico has certain laws, which the foreigner must comply with in order to do business in such a country. Thus, it will be complying with each and every one of the regulations respecting and carrying out each one of the laws established in its different codes and regulations. Therefore, it is concluded that when the Baby Go! microenterprise arrives in Mexico, it must first carry out the corresponding procedures in order not to have any inconveniences in the country.

Figure 9

Pestel Analysis

<h2>Political</h2>	<ul style="list-style-type: none"> • Mexico is a democratic, federal republic composed of free and sovereign states. President: Andrés Manuel López Obrador. 5 International treaties: North American Free Trade Agreement, T-MEC, APEC, TLCUEM, Trans-Pacific Agreement for Economic Cooperation. • There is no obstacle for it to be established, always complying with the rules and laws required by the country.
<h2>Economic</h2>	<ul style="list-style-type: none"> • The unemployment rate has remained stable at 3%, public spending has grown, there is a surplus. • The trade balance had a deficit compared to the previous year and there was a drop in GDP. Consumption and inflation fell in the years of the pandemic. • With this reestablishment of the economy, the microenterprise can grow together with the local ones, thus being the strip of competition not so wide, demanding continuously.
<h2>Social</h2>	<ul style="list-style-type: none"> • Population of 130 million inhabitants in 2021, the most populous city is Mexico. • It was the third most visited in the world. • Its birth rate fell due to the pandemic but it is estimated that it will increase again in the future. • The salary towards workers is cheap.
<h2>Technological</h2>	<ul style="list-style-type: none"> • Mexico is the third world exporter of technological services. • The main export sectors are electronics, computer hardware and software development, they are popular with entrepreneurs. • Mexico is competitive in technology in certain industries such as: the automotive industry, aerospace industry, biotechnology. • No impediment for the Baby Go! microenterprise, it becomes a challenge for this entrepreneur
<h2>Ecological</h2>	<ul style="list-style-type: none"> • Negative impact by the same companies in Mexico Public data is used to identify the influence that different Mexican companies have had on health. • These statistics are intended to encourage companies to reduce polluting emissions and toxic substances into the environment. • Baby Go! It does not have a negative impact on the environment, which is why it becomes a good indication for the establishment of this micro-enterprise in said place.
<h2>Legal</h2>	<ul style="list-style-type: none"> • Foreign investment can occur in Mexico, as a branch with income and as a representative office without income. • National and foreign persons are obliged to obey and respect the institutions, laws and authorities of the country. • There are certain tariffs and barriers for imports; however, there are benefits for the importer as well.

Source: Own

CHAPTER III: FEASIBILITY STUDY

Feasibility is nothing more than the study that must be carried out by the same company, microenterprise or MIPYME to develop and execute a project that is expected to be implemented in the future, in other words, it is an analysis by the company of a project that they wish to carry out later may benefit them or may not be as favorable as they expected. Some of its objectives are to determine the feasibility of a product, service, business or proposed project. Each area is investigated to know its characteristics and the tools and technologies that will be used to execute such project are established.

Economic plan:

Table 2

Tax credit managed in dollars

Years	0	2022	2023	2024	2025	2026
Cost of product purchase		42405,06	43677,24	45424,38	47695,56	101114,58
Administrative expenses		372	393,6	424,4	466,3	522
Sales expense		1250	1290	1342	1407,5	1488,55
Indirect materials		496,5	525,35	566,4	622,3	696,7
Total		44523,56	45886,19	47757,18	50191,66	103821,83
General sales tax 18%		6305,12	6494,27	6689,10	6889,78	7096,47
General Purchase Tax		424,05	436,77	454,24	476,96	1011,15
General investment tax	124,07					
General tax differences	124,07	5881,07	6057,50	6234,86	6412,82	6085,33
Payment of sales tax		5757,00	6057,50	6234,86	6412,82	6085,33

Source: Author's adaptation, 2022

Through this table we can see the difference between sales and purchase tax, this is considered within the projected flow.

Table 5

Projected variable cost budget expressed in U.S. dollars

Years	2022	2023	2024	2025	2026
Baby strollers	35028,44	36079,3	37161,68	38276,54	39424,84
Sales	35028,44	36079,3	37161,68	38276,54	39424,84
Growth rate	0	3%	4%	5%	6%
Growth rate					

Source: Author's adaptation, 2022

This budget is a function of the growth rate, which is increasing.

Tabla Nro. 6

Indirect Costs

Projected budget of indirect materials expressed in dollars

Cleaning material	2022	2023	2024	2025	2026
Total indirect materials	82,75	87,56	94,4	103,72	116,12

Source: Author's adaptation, 2022

Tabla Nro. 7

Projected personal expense budget expressed in U.S. dollars

Description	2022	2023	2024	2025	2026
General Manager	1132,5	1166,45	1201,46	1237,5	1274,63
Logistics and operations assistant	657,5	677,21	697,54	718,46	740,04
Marketing and sales assistant	657,5	677,21	697,54	718,46	740,04
Seller	1107,5	1139,04	1175	1210,21	1246,5
Total personnel expenses	3555	3659,91	3771,54	3884,63	4001,21

Source: Author's adaptation, 2022

Due to the policy of the Baby Go! microenterprise, this value will be increased by 3% of the salary.

Tabla Nro. 8

Projected budget of fixed expenses expressed in dollars

Description	2022	2023	2024	2025	2026
Years					
Payment of rent of the premises	1436	1450,36	14656,54	1479,51	1494,31
Utilities (electricity, water, telephone)	150	158,72	171,12	188,01	210,49
Total indirect expenses	1586	1609,08	14827,66	1667,52	1704,8

Source: Author's adaptation, 2022

For this projection, 1% has been considered.

Tabla Nro. 9

Projected budget for administrative expenses (expressed in U.S. dollars)

OFFICE SUPPLIES	2022	2023	2024	2025	2026
Office Supplies	31	32,8	35,37	38,86	43,5
Accounting advisor	1400	1472	1570,88	1699,42	1861,39
Total Administrative Expenses	1431	1504,8	1606,25	1738,28	1904,89

Source: Author's adaptation, 2022

Tabla Nro. 10

Projected sales expense budget

Description	2022	2023	2024	2025	2026
Web page	41,67	41,67	41,67	41,67	41,67
Hosting	83,33	86,67	91	96,46	103,21
Merchandising folletos, targetas, regalos	83,33	86,67	91	96,46	103,21
Google	150	156	163,8	173,63	185,78
Corporate facebook	125	130	136,5	144,69	154,82
instagram	83,33	86,67	91	96,46	103,21
Twitter	83,33	86,67	91	96,46	103,21
Total sales expense	649,99	674,35	705,97	745,83	795,11

Source: Author's adaptation, 2022

This budget is a function of the growth rate of demand during the projection time

Tabla Nro. 11

Financial projection

Concept	0	Anio 1	Anio 2	Anio 3	Anio 4	Anio 5
Revenues		35028,44	36079,3	37161,68	38276,54	39424,84
Sales		35028,44	36079,3	37161,68	38276,54	39424,84
non-operating income		0	0	0	0	0
Expenses		14680,46	15227,83	15767,08	16434,67	17247,21
Cost of sales		42405,06	43677,24	45424,38	47695,56	101114,58
Personnel expenses		3555	3659,91	3771,54	3884,63	4001,21
Indirect materials		82,75	87,56	94,4	103,72	116,12
Indirect expenses		1586	1609,08	14827,66	1667,52	1704,8
Administrative expenses		1431	1504,8	1606,25	1738,28	1904,89
Sales expense		649,99	674,35	705,97	745,83	795,11
Taxes		262,71	270,58	281,42	295,5	313,21
Payment of sales tax		5757,00	6057,50	6234,86	6412,82	6085,33
Operating cash flow		20347,98	20851,47	21394,6	21841,87	22177,63
Residual value						36,04
Tangible investment	378,75					
Intangible investment	310,5					
Working capital	4010					4010
Inversión inicial total	-80000,00					
Economic cash flow	-80000,00	20347,98	20851,47	21394,6	21841,87	26223,67

Source: Author's adaptation, 2022

Tabla Nro. 12*Financial cash flow (expressed in US dollars)*

Period	0	2022	2023	2024	2025	2026	
Cash Flow		-80000,00	20347,98	20851,47	21394,6	21841,87	26223,67
Loan		20.000,00	19.722,22	19.444,44	19.166,67	18.888,89	18.611,11
Amortization of Debt			3.333,33	3.333,33	3.333,33	3.333,33	3.333,33
Loan Interest			1.723,46	1.412,46	1.101,46	790,46	479,46
Financial Cash Flow		-60.000,00	18.624,52	19.439,01	20.293,14	21.051,41	25.744,21

Source: Author's adaptation, 2022

It is noted that the cash flow includes the debt of the loan, the same that is in detail of the Banco del Pacífico placed in later lines.

Tabla Nro. 13*Loan at Banco del Pacífico*

<i>Loan value</i>	<i>Loan value</i>	20.000
<i>Rate agreed with the entity (T.N.A.)</i>	<i>Rate agreed with the entity (T.N.A.)</i>	18,0 %
<i>Number of monthly installments</i>	<i>Periodicity of installment in months</i>	72
	<i>Discount rate</i>	15,00 %

Source: Author's adaptation, 2022

Tabla Nro. 14

No. of quota	Capital at beginning of period	Amortization	Interest for the period	Quota
1	20.000,00	277,78	155,50	433,28
2	19.722,22	277,78	153,34	431,12
3	19.444,44	277,78	151,18	428,96
4	19.166,67	277,78	149,02	426,80
5	18.888,89	277,78	146,86	424,64
6	18.611,11	277,78	144,70	422,48
7	18.333,33	277,78	142,54	420,32
8	18.055,56	277,78	140,38	418,16
9	17.777,78	277,78	138,22	416,00
10	17.500,00	277,78	136,06	413,84
11	17.222,22	277,78	133,90	411,68
12	16.944,44	277,78	131,74	409,52
13	16.666,67	277,78	129,58	407,36
14	16.388,89	277,78	127,42	405,20
15	16.111,11	277,78	125,26	403,04
16	15.833,33	277,78	123,10	400,88
17	15.555,56	277,78	120,94	398,72
18	15.277,78	277,78	118,78	396,56
19	15.000,00	277,78	116,63	394,40
20	14.722,22	277,78	114,47	392,24
21	14.444,44	277,78	112,31	390,08
22	14.166,67	277,78	110,15	387,92
23	13.888,89	277,78	107,99	385,76
24	13.611,11	277,78	105,83	383,60
25	13.333,33	277,78	103,67	381,44
26	13.055,56	277,78	101,51	379,28
27	12.777,78	277,78	99,35	377,13
28	12.500,00	277,78	97,19	374,97
29	12.222,22	277,78	95,03	372,81
30	11.944,44	277,78	92,87	370,65
31	11.666,67	277,78	90,71	368,49
32	11.388,89	277,78	88,55	366,33
33	11.111,11	277,78	86,39	364,17
34	10.833,33	277,78	84,23	362,01
35	10.555,56	277,78	82,07	359,85
36	10.277,78	277,78	79,91	357,69
37	10.000,00	277,78	77,75	355,53
38	9.722,22	277,78	75,59	353,37

39	9.444,44	277,78	73,43	351,21
40	9.166,67	277,78	71,27	349,05
41	8.888,89	277,78	69,11	346,89
42	8.611,11	277,78	66,95	344,73
43	8.333,33	277,78	64,79	342,57
44	8.055,56	277,78	62,63	340,41
45	7.777,78	277,78	60,47	338,25
46	7.500,00	277,78	58,31	336,09
47	7.222,22	277,78	56,15	333,93
48	6.944,44	277,78	53,99	331,77
49	6.666,67	277,78	51,83	329,61
50	6.388,89	277,78	49,67	327,45
51	6.111,11	277,78	47,51	325,29
52	5.833,33	277,78	45,35	323,13
53	5.555,56	277,78	43,19	320,97
54	5.277,78	277,78	41,03	318,81
55	5.000,00	277,78	38,88	316,65
56	4.722,22	277,78	36,72	314,49
57	4.444,44	277,78	34,56	312,33
58	4.166,67	277,78	32,40	310,17
59	3.888,89	277,78	30,24	308,01
60	3.611,11	277,78	28,08	305,85
61	3.333,33	277,78	25,92	303,69
62	3.055,56	277,78	23,76	301,53
63	2.777,78	277,78	21,60	299,38
64	2.500,00	277,78	19,44	297,22
65	2.222,22	277,78	17,28	295,06
66	1.944,44	277,78	15,12	292,90
67	1.666,67	277,78	12,96	290,74
68	1.388,89	277,78	10,80	288,58
69	1.111,11	277,78	8,64	286,42
70	833,33	277,78	6,48	284,26
71	555,56	277,78	4,32	282,10
72	277,78	277,78	2,16	279,94
TOTAL	730.000,00	20.000,00	5.675,75	25.675,75

Source: Author's adaptation, 2022

Tabla Nro. 15

VAN	\$4.206,44
TIR	21 %
B/C	\$1,05

Source: Author's adaptation, 2022

The project is completely viable, has a positive NPV and a positive IRR, higher than the Bank's rate and the return on investment is generated after 5 months.

CONCLUSIONS:

It could be concluded as a result of the study that the Baby Go microenterprise should use the Business Plan as a business strategy; because it will serve as a guide to its operations. And through this plan made in this study described a plan tailored to the different needs of the company in different areas such as marketing, accounting and others. Additionally, the market research conducted helped us to set a financial projection according to the goals and objectives of the company. Finally, we were able to reestablish the company's purpose and mission through long term goals.

For this research, different studies were carried out such as the micro and macro environment study, PESTEL analysis, the study of customers, competitors, suppliers and even the threat of new competitors and substitutes. Through these studies, we came to the conclusion that Mexico is a potential foreign market for Baby Go! Mexico is open to new competitors such as Baby Go! That is, it is not considered a protectionist country towards foreign investment as long as they comply with the laws and regulations established by the country. In addition, according to the economic and political data this is not an obstacle in itself for the microenterprise. Although as mentioned above all countries suffered due to the pandemic it is good to grow together with the locals and also learn from them in the technological, social and ecological part in order to grow both in that branch and in the mother microenterprise located in Ecuador.

Finally, in the final part of our project the company Baby Go can favorably position the product of the stroller at international level, within the Mexican market because the results both in sales and in the generation of profits, NPV, IRR are very viable, and the return on investment would be generated in five months, so it is a satisfactory project to the Mexican market.

RECOMMENDATIONS:

It is important that the business plan contains in its pages the various variables that make up its objectives and the resources that will be necessary to devote to them to start its operation and to achieve those objectives. To reach the achievement of the objectives, this will help the business growth, effective management of operations and obtaining real and reasonable information and this will allow it to grow in the long term.

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