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International Studies Major

**“Analysis of Communication Strategies for the
Internationalization of Juan Valdez in Cuenca”**

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Dedication

This graduation work is dedicated to my parents, Pablo Webster and Cristina Vélez, who supported me with much love, effort, and dedication throughout every process during my studies. I want to highlight my mother's quality, who always found ways and solutions to move forward despite adversity.

Acknowledgment

I want to thank my parents for their effort and support in completing this project and my advisor, Juan Francisco Álvarez, who reviewed and guided the development of this project.

RESUMEN

El presente trabajo de investigación tiene como objetivo analizar las estrategias de comunicación empleadas por la empresa Juan Valdez para su internacionalización en la ciudad de Cuenca, Ecuador. En el contexto de la globalización y el crecimiento del comercio internacional, las empresas buscan expandirse a nuevos mercados. Esta investigación se centra en identificar si Juan Valdez utiliza estrategias de estandarización, adaptación o una combinación de ambas para ingresar al mercado cuencano.

Se empleó un enfoque cualitativo, analizando publicaciones en redes sociales como Instagram y Facebook, así como en la página web de la empresa durante un período de seis meses. El análisis se basó en el libro "Juan Valdez: La Estrategia detrás de la Marca", que detalla cómo la marca busca beneficiar a los caficultores colombianos y posicionar el café colombiano como un producto de alta calidad a nivel internacional.

Los resultados indican que Juan Valdez se posiciona como un experto y figura de autoridad en el tema del café, utilizando mensajes clave como "café premium" y "orgullo colombiano". La investigación concluye que la marca ha adaptado exitosamente sus estrategias de comunicación para el mercado cuencano, manteniendo coherencia con su imagen global y logrando una aceptación positiva entre los consumidores locales.

Palabras clave: comunicación, internacionalización, estrategias, Juan Valdez, Cuenca.

ABSTRACT

This research aims to analyze the communication strategies used by Juan Valdez for its internationalization in the city of Cuenca, Ecuador. In the context of globalization and the growth of international trade, companies seek to expand into new markets. This study focuses on identifying whether Juan Valdez uses standardization, adaptation, or a combination of both strategies to enter the Cuenca market. A qualitative approach was employed, analyzing social media posts on Instagram and Facebook, as well as the company's website over a six-month period. The analysis was based on the book "Juan Valdez: The Strategy Behind the Brand," which details how the brand aims to benefit Colombian coffee growers and position Colombian coffee as a high-quality product internationally. The results indicate that Juan Valdez positions itself as an expert and authority on coffee, using key messages such as "premium coffee" and "Colombian pride." The research concluded that the brand has successfully adapted its communication strategies for the Cuenca market, maintaining coherence with its global image and achieving positive acceptance among local consumers.

Keywords: communication, internationalization, strategies, Juan Valdez, Cuenca.

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"Analysis of communication strategies for the internationalization of Juan Valdez company in the city of Cuenca."

Chapter 1: Importance of communication analysis for the internationalization of the company Juan Valdez

1.1 Globalization and World Trade

In 2020 and 2021, a significant adjustment has been observed in business operations aimed at responding to the changing needs of the world. This adjustment seeks to continue driving the exchange and internationalization of companies, as pointed out by Solana in her 2021 work. This adaptation reveals a proactive approach to internationalization, where virtual tools and innovative strategies are employed to promote trade in a challenging global environment (Solana, Puente, et al., 2021).

According to Charles W.L Hill, in his book "International Business, competing in the Global Market," globalization is defined as the change presented by the world economy, which increasingly increases its integration and interdependence. What Hill asserts according to this definition of globalization in his book is that it is a phenomenon that has influence in social, commercial, and economic terms worldwide. In these terms, he explains that different nations begin to depend on each other to carry out their commercial, economic, or social activities, or to improve productivity, efficiency, or processes (Hill, 2011).

For example, in the book "International Marketing, From the Latin American Perspective" by José Antonio París, he uses the term "homo globalis" to refer to the emergence of a new global consumer. This new emergence is a result of various changes that the world has faced in the last century. The author gives examples of these changes: the fall of the Berlin Wall or the development of new technologies that open up space for this new type of consumer. Another example is social networks and how they have been revolutionizing global scenarios, as they are not limited by national borders, so the message, content, has new reaches to consider in their social, commercial activities, etc. (París, 2008).

Continuing with the changes that the world has faced, París highlights a new socio-economic reality, which mentions that the company shows a significant change in which they are performing and a new need arises to open up to new external markets since nations that, depending on their level of development, begin to respond to new challenges. For

example, the search for sources of production, goods, and services due to increased demand, in addition to creating new regional blocs to improve their international competitiveness and productivity (París, 2008).

It can be affirmed that globalization has had and promoted an increase in world trade. The "Report on World Trade 2023" carried out by the World Trade Organization (WTO) talks about the need to "reglobalize," which means that there should be "a more open, integrated, and diversified world economy, deeper cooperation among governments, better coordination between policies and issues, and a more robust, inclusive, effective, and modern international trade and economic system." So it mentions the trend that the world takes towards international trade and constant growth (Okonjo-Iweala, 2023).

To conclude this section, it can be affirmed that the phenomenon of globalization and the changes that the world has been facing in this last century provoke greater integration and an increasingly interdependent world, in social, economic, and political terms. This means that globalization has been the cornerstone for the increase in world trade and that to date, this increase is constantly increasing. Therefore, a new need and trend arise for national companies to explore new markets beyond their borders.

1.2 Adaptation or standardization of the franchise

When talking about an international franchise, it is important to consider various aspects of the company, including marketing. Kotler emphasizes the importance of global marketing, proposing strategies of either global standards or local adaptation to meet the specific needs of each market. These approaches highlight the diversity and depth of strategies for entering international markets, where flexibility, market understanding, and adaptability are essential for international success (Kotler et al., 2012).

On one hand, there is standardization, which is defined as "the use of the same marketing program in different countries or regions, regarding the offered product, the promotion used, the established price, and the chosen distribution process" (Brei, 2011). What the author refers to is that when a company expands to an international market, in this case, the franchise, if standardization is chosen, there would be no changes regarding its business model, advertising, products, etc. (Perente-Laverde et al., 2016).

On the other hand, adaptation is understood as "random modification of product standards or parts intended for the target market of the country, in order to make the product/service suitable for the conditions of the international market" (Media & Duffy, 1998

in Alimiené & Kuvykaité, 2008). In the case of adaptation, if we are talking about a franchise, there are certain parameters the company must adapt to this new global market (Perente-Laverde et al., 2016).

Once the definition of adaptation or standardization is established, it is relevant to highlight their importance, as one of the objectives of this work is the comparison and contrast of the franchise in its place of origin and the city of Cuenca. Therefore, these definitions will contribute to determining and identifying communication strategies for the internationalization of Juan Valdez.

1.3 Communication strategies and their importance for the franchise

Starting with the selection of the appropriate language to the adaptation of messages and advertising graphics are aspects that entail corporate communication. When it comes to internationalization, these are essential to consider. It is important to carefully evaluate the needs and expectations of global audiences so that the message is suitable and conveyed coherently.

Beginning with Seth Godin, communication is depicted as the vital bridge between brands and their audiences. Godin, a reference in marketing strategies, emphasizes the importance of integrated marketing communication, highlighting the need for a coherent and effective synchronization of all communication elements to achieve a significant impact on the target audience. Focusing on brand management, the author ensures that communication is fundamental to building and maintaining a strong and consistent brand image in the consumer's mind (Godin, 2020).

Among the many ways to define communication, according to García 2011, communication is "An open system of interactions, always inscribed in a specific context." For these interactions to occur, it is essential to have a medium in which they can be developed or transmitted, which are called communication tools. Figure 1 explains these communication tools (Ríos et al., 2020).

Figure 1

Conventional and unconventional communication tools

Convencionales / Tradicionales	No Convencionales / No tradicionales
<ul style="list-style-type: none">• Radio• Prensa escrita (diarios, dominicales, semanarios, revistas)• Televisión• Cine• Internet	Valla publicitaria, folletos, camisetas estampadas, talleres y mesas de conversación, veladas culturales, socio-drama o teatro popular, concursos con niños, niñas y jóvenes de la comunidad (de dibujo y deportivos), murales, boletines, tarjetas, otros.

Sincrónicos / Simultáneo	Asincrónicos / Diferidos
<ul style="list-style-type: none">• Audio conferencias• Chat• Mensajería instantánea• Video conferencias• Video llamadas	<ul style="list-style-type: none">• Comentarios en blogs y páginas web• Cartas• Correos electrónicos• Foros en páginas web• Wikis

Note: Adapted from *Communication Strategies: Design, Execution, and Monitoring* (p.16), by Elvis F. Ríos, Héverd A. Páez, and Jairo F. Barbos, 2020., Redipe Ibero-American Network of Pedagogy.

Continuing with these communication ideas, there are also communication strategies which Garrido (2017) defines as “a plan or guideline that integrates the objectives, policies, and the sequence of main actions of an organization into a coherent whole.” This means that the way the message is conveyed must be coherent and aligned with the brand's intention or identity. For this, a communication strategy can be accompanied, for example, by a campaign that will help achieve its communication objective (Garrido, 2017).

According to the book *Communication Strategies: Design, Execution, and Monitoring* a communication strategy opens the possibility of defining clear goals regarding communicational issues identified in a research process and determining the objectives to which the action plan will be directed. Valuing this concept of communication strategies, it is important to understand that the company Juan Valdez has a product which it sells and with it wants to convey a message to a target audience. These communication strategies must be identified to convey and identify the message. For this work, once the message and communication strategy of the company in its place of origin, Colombia, have been identified, it is pertinent to compare them with its destination place and see if there is an adaptation or standardization process in this new international market (Ríos et al., 2020).

For example, a case that highlights the importance of communication is the case of López (2023), who has developed a strategic plan with the aim of promoting and positioning the coffee brand "Don Julián." This plan focuses on two essential goals centered on the

distribution and sale of the product with the aim of reaching the identified market segment. A key strategy outlined in this plan involves the implementation of an integrated marketing campaign that includes online advertising, social media presence, ads in traditional media such as television or radio, and the execution of special promotions. The essence of this campaign focuses on effectively communicating the distinctive attributes and benefits of Don Julián soluble coffee, emphasizing its value to consumers. These fundamental principles regarding marketing and communication strategies, as well as the adaptation of these strategies to the specific characteristics of the target market, provide a solid foundation. This approach can serve as a reference to enrich and contextualize the study on Juan Valdez in the city of Cuenca (López, 2023).

1.4 Importance of Analyzing the Communication of the Juan Valdez Company

The importance of this chapter as a preamble to the research is to highlight the significance of the investigation. Starting in the context of globalization and the constant development of international trade, numerous companies are seeking to expand their operations into new territories with the purpose of exploring markets and positioning their products or franchises. In this sense, communication and the implementation of various strategies are essential elements to ensure the success of these companies in newly approached commercial environments. With this background, this work aims to analyze and identify the communication strategies of the Juan Valdez franchise for its internationalization. Specifically, whether it uses standardization strategies, adaptation strategies, or a combination of both for its entry into the Cuenca market. There are expectations of finding the differences between the implementation of the company in the destination market and the origin market, and identifying whether its implementation is successful and works in the new market it has entered.

Chapter 2: Ecuador Communication Strategies of the Juan Valdez Company in its Place of Origin and Destination in Cuenca, Ecuador

2.1 Communication Strategies of Juan Valdez in its Place of Origin, Colombia

To begin this chapter, it's pertinent to consider the definitions of communication and communication strategy used in the previous chapter. Since this chapter will specifically analyze the communication strategies of the company Juan Valdez in its place of origin, Colombia, the book "Juan Valdez, la Estrategia detrás de la marca" written by Mauricio Reina, Gabriel Silva, Luis Fernando Samper, and María del Pilar Fernández will be used for this purpose.

This book states that the main objective of the brand is the benefit of coffee farmers in Colombia throughout the value chain. With this defined objective, the brand focuses on building the image of Juan Valdez as a means to enhance the competitiveness of Colombian coffee in an international environment. Colombia's coffee aimed for this global market and its consumers to associate it with high-quality coffee. To achieve this, the agency Doyle Dane Bernbach created a new character named Juan Valdez, whose purpose was to educate consumers about coffee. However, in the 1980s, the demand for the product decreased due to the high demands of its potential customers for the quality of its products, which led the brand to position itself as a premium product (Silva, Samper, Fernández, and Reina, 2009).

In summary, what the book aims to convey is that Juan Valdez seeks to transmit to its consumers the message of high-quality coffee, specifically Colombian coffee. Therefore, it is important in this part to identify the keywords regarding the message the brand wants to communicate: "premium coffee," "Juan Valdez as a figure of knowledge about coffee," and "Juan Valdez as Colombian pride." This message is disseminated by the brand to its consumers through various means of communication. For this task, an analysis of three channels was carried out, including Instagram, Facebook, and its main website from its place of origin in Colombia. The designated time for the analysis was six months, during which various publications within the mentioned media were taken into account.

2.1.1 Instagram

Instagram is a social network where users can share photos and videos, either for an extended period or for limited times of twenty-four hours, referred to as "stories." In the following figures, you can observe posts that Juan Valdez has made on its official Instagram page. The aim is to identify the message that Juan Valdez conveys to its consumers, considering the posts from October 2023 until May 31, 2024.

In this context, four images were taken from Juan Valdez's Instagram profile, which include phrases such as "Its seed is protected by cells that form a yellow skin. Which peels off during roasting.", "What other information would you like to know?", "What is the suitable bean to be selected?", and "Caffeine: stimulant of the central nervous system." All these phrases allude to the main communication objective of the character Juan Valdez, who is responsible for educating the consumer, since the chosen phrases contain relevant information about different aspects of coffee. This demonstrates the brand's commitment to informing its consumers, positioning itself as an expert and an authoritative figure on the subject, consequently building trust between the brand and the consumer.

Other aspects that the brand highlights with these posts on its social network are the interaction it demonstrates with the audience, as some of them show questions like: "What other information would you like to know?" or "What is the suitable bean to be selected?", which invites its followers to be part of that coffee community and to have a better relationship with its consumers. These actions from the main page show increased interaction with the public, reflected in the number of likes or comments their posts receive.

Some general data to emphasize regarding the management of Juan Valdez's page in its place of origin is that the page has five hundred thousand three followers on Instagram, with one thousand five hundred eighty-two posts as of April 15, 2024

Figure 2
Post by Juan Valdez Colombia



Note: The image is a post by Juan Valdez on Instagram, where you can observe the number of "likes" and comments the photo has. Retrieved from: @juanvaldezcafe. (2023, 08) The coffee tree hides a fascinating universe: the beans are safeguarded to acquire flavor and the properties that characterize their quality. [Post]. Instagram. <https://www.instagram.com/p/Cvf5nqquD0u/?igshid=ZWdtmkm2amRvdm9x>

Figure 3
Instagram Post by Juan Valdez Colombia



Note: The image is an Instagram post by Juan Valdez, where you can see the number of likes and comments the photo has. Retrieved from: @juanvaldezcafe. (2023, 08). The coffee tree hides a fascinating universe: the beans are safeguarded to acquire flavor and the properties that characterize their quality. [Post]. Instagram. <https://www.instagram.com/p/Cvf5nqquD0u/?igsh=ZWdtmkm2amRvdm9x>

Figure 4
Instagram Post by Juan Valdez Colombia



Note: The image is an Instagram post by Juan Valdez, where you can observe the number of likes and comments the photo has. Retrieved from: @juanvaldezcafe. (2024, 01). Each color in the coffee process has its meaning. Hint... The more red, the better for selection. [Post]. Instagram. <https://www.instagram.com/p/C1si09YKPKI/?igsh=MXhlZGw3MGpnODRhbQ==>

Figure 5
Instagram Post by Juan Valdez Colombia



Note: The image is an Instagram post by Juan Valdez, where you can observe the number of likes and comments the photo has. Retrieved from: @juanvaldezcafe. (2024, 01). Bet you didn't know the latest: Caffeine is kind of like a magical element with several functions, here are some of them. [Post]. Instagram. <https://www.instagram.com/p/C3vjLwqui7F/?igsh=MWc2dnI1amtlDTBicQ==> to mágico que tiene varias funciones, aquí algunas de ellas. [Publicación]. Instagram.

2.1.2 Facebook:

As a second point for the communication analysis, the analysis of the social network Facebook was proposed since it is one of the most used social networks in both countries, Colombia and Ecuador. However, there is no official page of the Colombian company on this social network. There is a verified page on Facebook, but it is a page of Ecuadorian origin, so an analysis of the message they transmit through this medium from the Colombian place of origin could not be conducted.

2.1.3 Website:

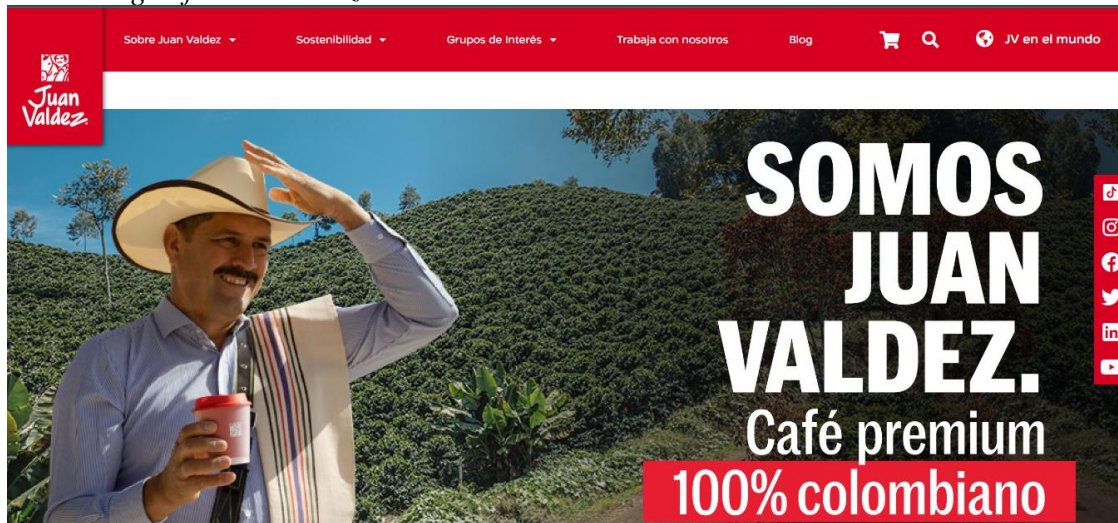
As a third point, an analysis was conducted on the official website that Juan Valdez uses, which is juanvaldez.com. As seen in Figure 5, which is the main image that appears when entering the page, the phrase "We are Juan Valdez. 100% Colombian premium coffee" is displayed. In this initial phrase, it is evident that the aim is to convey the message to the consumer as a high-quality coffee and emphasize that the coffee is Colombian, as a national pride.

In the following section, we find information about the brand, such as its history, stores around the world, mission, vision, etc. Therefore, it is pertinent to analyze the messages when reading its history, such as the following phrase: "...with it, we began the materialization of the dream of making visible the work of Colombian coffee farmers and the quality of Colombian coffee." This highlights the parts about the quality of Colombian coffee and the importance of the coffee farmer to the company.

On the other hand, when reviewing the section about the brand's purpose, we find messages like "...it is the recognition of the quality of its coffee through the payment of a quality premium..." which once again emphasizes the message that the brand wants to convey to its consumers (Juan Valdez, n.d.).

Figure 6

Main image of Juan Valdez's website



Note: The image is a post by Juan Valdez on its website and can be Retrieved from: Juan Valdez, n.d., Juan Valdez Café (<https://juanvaldez.com/>) [Website homepage].

To conclude this section on the communication analysis managed in the brand's place of origin, Colombia, it's notable what message Juan Valdez conveys. This message is supported and explained in the book "Juan Valdez, la estrategia detrás de la marca," where it is summarized that the message Juan Valdez wants to convey is that of being a premium brand and an authority figure in coffee knowledge to instill confidence in its consumers. This message is backed by the two channels already analyzed, Instagram and the website, as it is consistently communicated in their posts or general information on the page.

2.2 Communication Strategies in its Destination Location: Cuenca, Ecuador

The communication strategies in its destination location, Cuenca, are utilized nationwide, that is across the entire Ecuadorian territory. Therefore, Instagram, Facebook, and the website were used for analysis, considering the same dates as those used for reviewing the communication strategies in the place of origin, from February to March 31, 2024. A comparison and contrast was made between the accounts from the place of origin and those from this destination location, Ecuador, taking into account the message and initial purpose of the brand as outlined in the book "Juan Valdez, la estrategia detrás de la marca".

As the first part of this section, we started by analyzing the Instagram platform in Ecuador, where the username has a slight change compared to the place of origin, being found as @juanvaldezcafeec. Upon entering the page, one can find in its bio, as seen in Figure 6, the phrase "Experience the Colombian premium coffee and fill yourself with

sensations and moments." Thus, from this initial moment, the message that it aims to convey from the place of origin, Colombia, is preserved, highlighting that it is Colombian premium coffee. Additionally, in the aforementioned phrase, there is a reference to filling oneself with moments and sensations, promoting Juan Valdez as an experience. In the content posted, it alludes to the same references. For example, in Figures 7, 8, and 9, there is an example of this creation of moments and experiences.

Figure 7
Initial Image of Juan Valdez Ecuador's Instagram Account



Note: The image is a screenshot of Juan Valdez Ecuador's Instagram account, showing the number of followers the account has. Retrieved from: @juanvaldezcafeec. (2024, 01). [Screenshot]. Instagram.

Figure 8
Instagram Post by Juan Valdez Ecuador



Note: The image is a post by Juan Valdez Ecuador on Instagram, where you can observe the number of likes and comments the photo has. Retrieved from: @juanvaldezcafeec. (2024, 02). Childhood is the perfect stage where we can enjoy new and delicious flavors. [Post]. Instagram. https://www.instagram.com/p/C3sii6uN7_c/?igsh=bm1sYmJ4bjVnMmN4

Figure 9
Instagram Post by Juan Valdez Ecuador



Note: The image is a post by Juan Valdez Ecuador on Instagram, where you can observe the number of likes and comments the photo has. Retrieved from: @juanvaldezcafeec. (2024, 03). Discover the joy of sharing a sweet moment with your friends. We await you so you can enjoy together an instant full of connection. [Post]. Instagram. <https://www.instagram.com/p/C4iuJpFjyPy/?igsh=MWc1NGFwOWhZdmlybw==>

Figure 10
Post by Juan Valdez Ecuador



Note: The image is a post by Juan Valdez Ecuador on Instagram, where you can observe the number of likes and comments the photo has. Retrieved from: @juanvaldezcafeec. (2024, 02). Pleasant surprises are best shared with flavors that captivate, in the company of our Chocolate Milkshake, we assure you that it will be a complete surprise when you relive those memories of love and joy. [Post]. Instagram. <https://www.instagram.com/p/C3Vaf1COFQP/?igsh=MTN6eWNmY2ZsMHh4cw==>

In conclusion, regarding the analysis of this channel in its destination location, there is clear evidence of a shift in focus in the message being conveyed. Here in Ecuador, the

channel focuses on conveying the experience that consumers will have when consuming Juan Valdez, highlighting the joy of sharing personal moments. Within this channel and during the determined time frame, no publications were identified that showcase the brand's knowledge when it comes to discussing coffee, unlike the Instagram account from the place of origin. Therefore, in this first part, a clear change in communication between the place of origin of the brand and the destination location is already evident.

As the second part of this section, an analysis of the Facebook social network was conducted. Here, there is already a clear differentiation between the two locations because Colombia does not manage a Facebook network, but Ecuador does, and the page is verified. On this Juan Valdez Facebook page, there are various posts, and most of them coincide with the posts on the other social network, Instagram, which allude to the experiences they have when consuming the product. They have phrases as "Capture your magical moments with a photo and take away a sweet memory of each moment at Juan Valdez. Savor every moment" as seen in Figure 10. This clearly emphasizes selling an experience, which is different from highlighting the quality of the coffee or promoting that pride of origin.

Figure 11
Juan Valdez Ecuador's Facebook Post

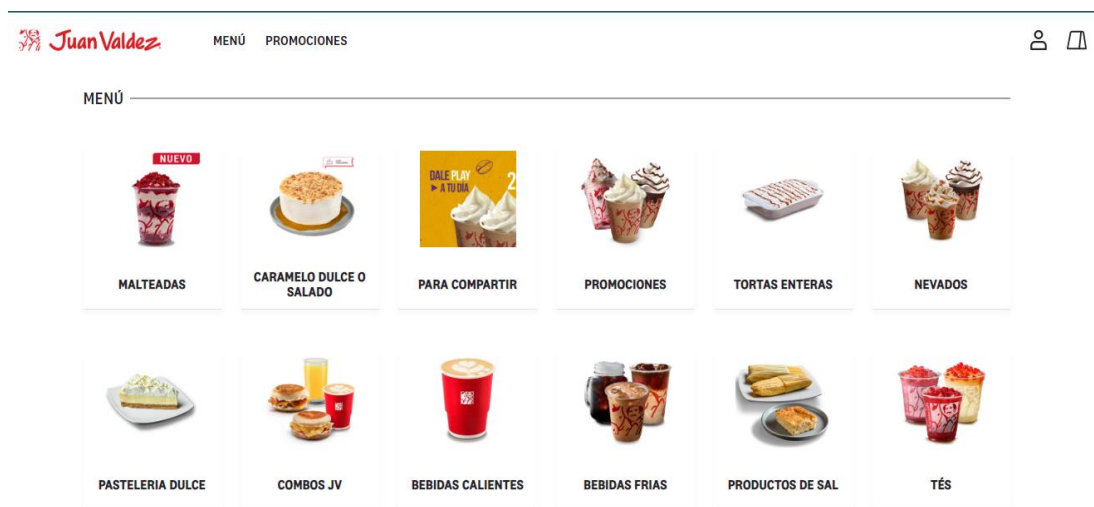


Note: The image is a Facebook post by Juan Valdez Ecuador. Retrieved from: @Juan Valdez Ecuador (2024, 03). Capture your magical moments with a photo and take away a sweet memory of each moment at Juan Valdez. Savor every moment. [Post]. Facebook. <https://www.facebook.com/share/p/y4ap2y4SNQw8MYnt/?mibextid=WC7FNe>

For this third part, we analyzed the website in the destination location, Ecuador. There is a significant difference compared to the place of origin, Colombia. Firstly, the

homepage of the website in Ecuador opens with a range of products available at Juan Valdez Ecuador locations, as can be seen in Figure 12. There is a clear distinction because in the place of origin, the brand is presented with a focus on Colombian premium coffee, whereas in the franchise location, there is a direct presentation of the menu. Additionally, the options on this page are more limited, and they only provide direct access to consumption. In contrast, the official Juan Valdez website presents the brand and contains a wealth of information where a connection with the consumer can be established.

Figure 12
Web Page Screenshot of Juan Valdez Ecuador



Note: The image is a screenshot from Juan Valdez's website and was taken from: Juan Valdez Ecuador, n.d., Juan Valdez Café Ecuador (<https://juanvaldezecuador.com/>) [Website homepage].

Continuing with the analysis of the Juan Valdez Ecuador website, at the bottom of the page in the information section, there is a phrase that says, "Enjoy the best premium coffee accompanied by the best products, to create memorable moments..." as can be seen in Figure 13. This message is important because while it alludes to premium coffee, the phrase emphasizes the creation of memorable moments, which is not highlighted in the communication channels of the place of origin. Thus, there is a significant difference in the message conveyed both in the place of origin and in the destination location.

Figure 13

Juan Valdez Ecuador Information



Note: The image is a post by Juan Valdez on its website and it is Taken from: Juan Valdez Ecuador, no date, Juan Valdez Café Ecuador (<https://juanvaldezecuador.com/>) [Website information].

In conclusion, in this section, analyzing communication strategies in the destination location Ecuador, it's important to highlight two main points. Firstly, the message conveyed by the channels is focused on experiences and the creation of moments. Secondly, the idea of selling premium Colombian coffee is not as emphasized compared to its place of origin. Additionally, the posts made in Ecuador do not encourage as much consumer participation as those from the place of origin.

2.3 Comparison and Contrast of Juan Valdez's Communication Strategies in its Place of Origin, Colombia, and its Destination, Cuenca, Ecuador:

In the previous section, an analysis of the different communication strategies in the destination location, Ecuador, and the place of origin, Colombia, was conducted. Therefore, in this section, the main differences were concretized and better evidenced. As an initial step to identify the message that Juan Valdez wishes to convey to its consumers, reference was made to the book "Juan Valdez, the strategy behind the brand," which helped clearly identify what it aimed to convey and the communication strategy used to develop the brand.

It was found that the fundamental message the company wanted to convey is that Juan Valdez is a coffee connoisseur and becomes an authoritative figure to impart knowledge about coffee to its consumers, thus offering premium Colombian coffee. This message was clearly displayed on the chosen channels for analyzing their communication. Starting with Instagram, where the posts taken during the specified time frame showed how the page sought to demonstrate their expertise in coffee, and also aimed for interaction with the consumer. This interaction was fostered through questions that encouraged participation and engagement with the brand.

Another channel through which they conveyed their message was their official website, which from the first window that opened, displayed the message about premium coffee and emphasized its Colombian origin. This website provided not only information about their products but also about their history, what they stood for, and above all, aimed to instill consumer confidence in the quality of their coffee.

On the other hand, there is the aspect of communication strategy from the destination location, Ecuador, where there was indeed a difference in the message conveyed across different channels. Both Facebook, Instagram, and the website did not emphasize the quality of their coffee, their knowledge about coffee, or its Colombian origin. Instead, these three platforms highlighted the creation of moments and the entire experience associated with Juan Valdez. Additionally, there was a clear differentiation as the Instagram account in Ecuador did not promote consumer interaction as was the case in Colombia.

Continuing with these differences, in Ecuador, the official website did not promote knowledge or in-depth understanding of the brand as in Colombia, but instead directly accessed the product catalog available at Juan Valdez. In conclusion, it is pertinent to highlight that there is a difference in communication strategy between the place of origin and the destination regarding the Juan Valdez brand.

The analysis conducted reveals a clear disparity in communication strategies between the place of origin, Colombia, and the destination, Ecuador, regarding the Juan Valdez brand. While in Colombia, the emphasis is on Juan Valdez as an expert coffee connoisseur, promoting the quality and Colombian origin of the product, in Ecuador, the focus is on creating moments and experiences associated with the brand, with less emphasis on the quality of coffee or its origin.

In Colombia, the strategy is based on consumer interaction, seeking to convey knowledge about coffee and build trust in the brand through channels such as Instagram and the official website. On the other hand, in Ecuador, there is a more pronounced orientation towards promoting experiences and moments associated with Juan Valdez, without focusing as much on delving into brand knowledge or coffee quality.

These differences are evident both in the choice of messages and in the interaction with consumers through different digital platforms. While in Colombia, participation is encouraged, and an emotional connection with the consumer is sought, in Ecuador, there is

more emphasis on the direct presentation of products without delving into the history or values of the brand.

In conclusion, the analysis reveals a clear discrepancy in communication strategies between the place of origin and the destination regarding the Juan Valdez brand. This disparity could be due to cultural differences, consumer preferences, or even adaptation to the particularities of the local market.

Chapter 3: Perform an analysis of the Cuenca market and the perception customers have of the brand, linking communication with the company Juan Valdez Café.

In this chapter, we considered a fundamental aspect for the success of any company seeking to venture into new markets, which is understanding the local market and how consumers perceive their brand in terms of communication. Therefore, for this work, in the case of Juan Valdez, it was decided to conduct research in the city of Cuenca. To achieve a deeper understanding, various aspects were explored. Firstly, an analysis was conducted in the Cuenca market regarding the perception of the brand in the city, examining its dynamics and communication channels regarding Juan Valdez.

Furthermore, topics were addressed regarding the frequency with which customers consume the brand. What characteristics are associated with Juan Valdez Café? What aspects of their consumption experience influence the perception of the brand? through surveys and interviews that were conducted. Lastly, the connection of communication with the company Juan Valdez Café was analyzed. How does the brand communicate with its audience in Cuenca, Ecuador? What strategies does it use to connect with customers and convey brand characteristics? Together, this analysis will provide insight into the positioning of Juan Valdez Café in the Cuenca market, the perception customers have of the brand, and the connection of communication with the company Juan Valdez Café.

3.1 Calculation of the sample:

In the survey for this chapter, the type of sampling used was convenience sampling. For the calculation of implementation, the sample calculation of an infinite population was employed. The first step for this research was to determine the sample size to know the number of people to be surveyed for the project.

The formula used was as follows:

$$n = \frac{Z^{2/\alpha} \times p \times q}{e^2}$$

Taking into account the following definitions:

- n = sample size

- (N) = population size or universe
- (e) = maximum accepted estimation error
- (p) = probability of the event being studied occurring
- $(q) = (1 - p)$ = probability of the event being studied not occurring

The data to be replaced as follows:

- $(Z) = 0.674$
- $(P) = 50.00\%$
- $(Q) = 50.00\%$
- $(e) = 3.00\%$

Once the values were determined, they were replaced in the given formula. Therefore, the result of the sample size for the infinite population was 126 people surveyed to obtain data on the perception that customers have of the brand, and the connection of communication with the Juan Valdez Café company.

3.2 Survey:

3.3 Survey results

Below, the survey will be presented, including the questions and the different sections that will help conduct the research. The survey begins with general questions to get to know a little about the respondent's profile, such as age and gender.

The first question: How often do you visit Juan Valdez in Ecuador? aimed to understand the frequency with which respondents visit Juan Valdez stores in Ecuador. The options ranged from daily visits to never, which allowed us to better understand consumption habits and brand loyalty.

The second question: Which of these words best relates to what the Juan Valdez brand conveys to you? intended to know what the Juan Valdez brand represents to consumers. This question sought to identify the strongest associations that customers have with the brand, helping to understand how the brand's identity is perceived.

The third question Have you ever searched for Juan Valdez on the Internet or on social media? Helped us measure the brand's online presence and consumer interaction with it on digital platforms. It is important to understand visibility and interest in the brand outside of physical stores.

The fourth question: What type of content are you most interested in on Juan Valdez's social media? Sought to know what type of content Juan Valdez followers prefer on their social media. This allowed us to better focus the digital content strategy to meet the interests and needs of consumers.

The fifth question: On which social media platforms have you seen advertising or the official profile of Juan Valdez? aimed to identify the platforms on which consumers have encountered advertising or the official profile of Juan Valdez. It is crucial to understand which channels are most effective for brand communication.

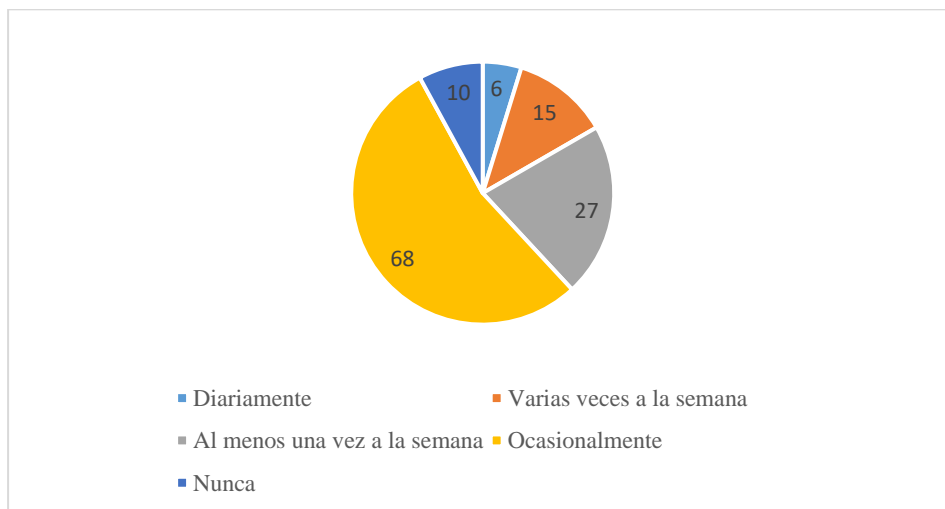
The sixth question: What type of content have you seen most frequently on Juan Valdez platforms? sought to know which type of content is most commonly seen by consumers on Juan Valdez platforms. This helped evaluate which content formats are being used and which may need more attention or change.

The seventh question: What is your opinion on the content you have seen about Juan Valdez? aimed to assess consumers' perception of the content they have seen about Juan Valdez. The responses helped measure satisfaction and the effectiveness of the content published in terms of quality and relevance.

The eighth question: What suggestions do you have to improve Juan Valdez's communication on social media? Finally, this open-ended question sought to obtain direct feedback from consumers on how Juan Valdez could improve its communication on social media. The suggestions provided would be valuable for adjusting and improving digital marketing strategies.

Figure 14

How often do you visit Juan Valdez in Ecuador?



Note: The figure shows the number of respondents who will answer the survey and the frequency with which they consume Juan Valdez in Cuenca, Ecuador.

Figure 15

Which of these words best relates to what the Juan Valdez brand conveys to you?

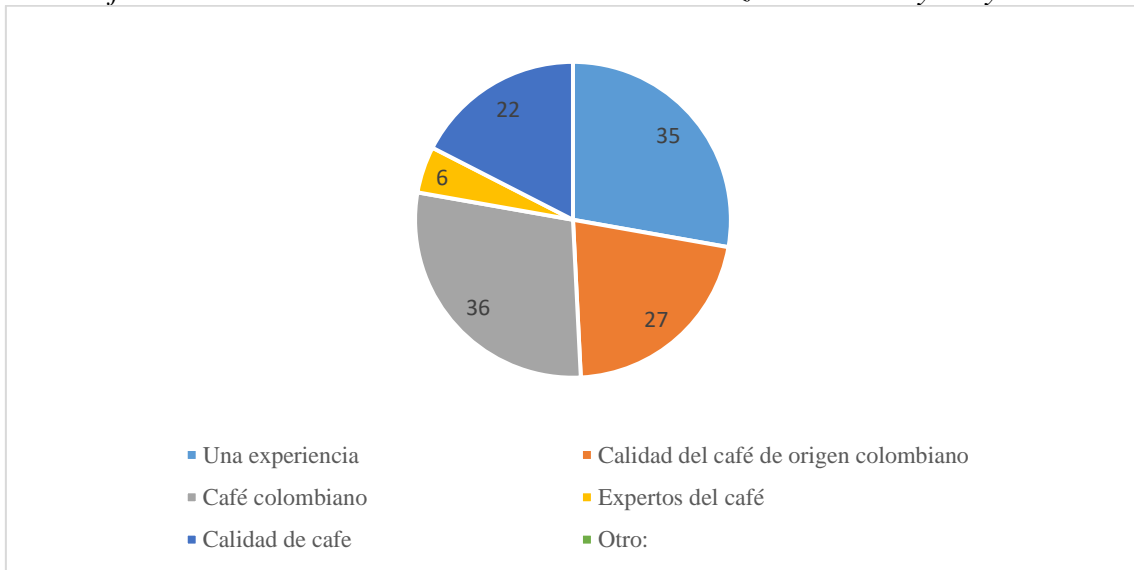


Figure 16

Have you ever searched for Juan Valdez on the internet or on social media?

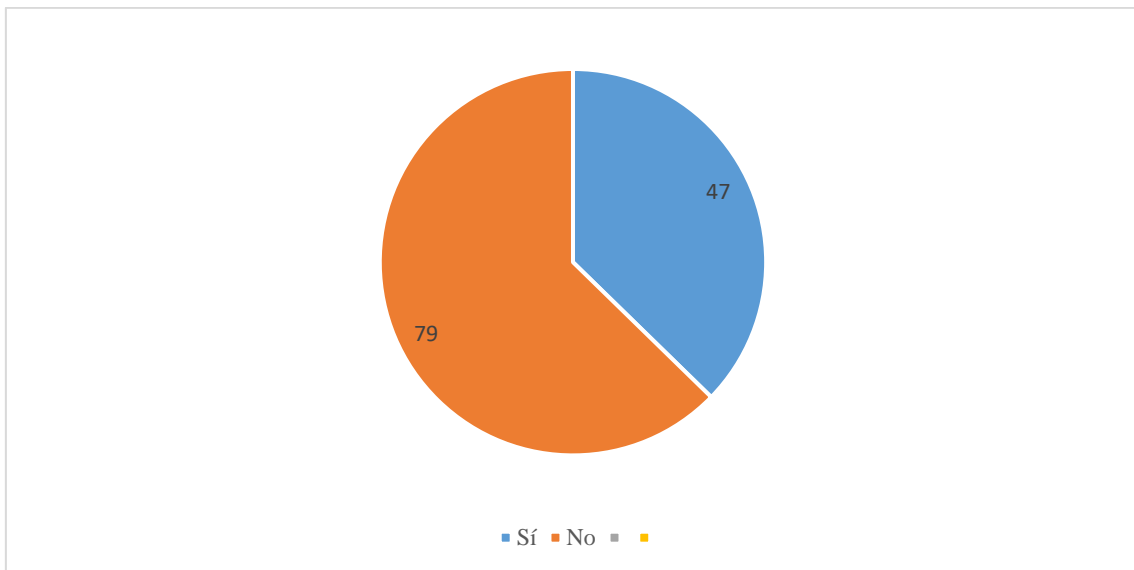
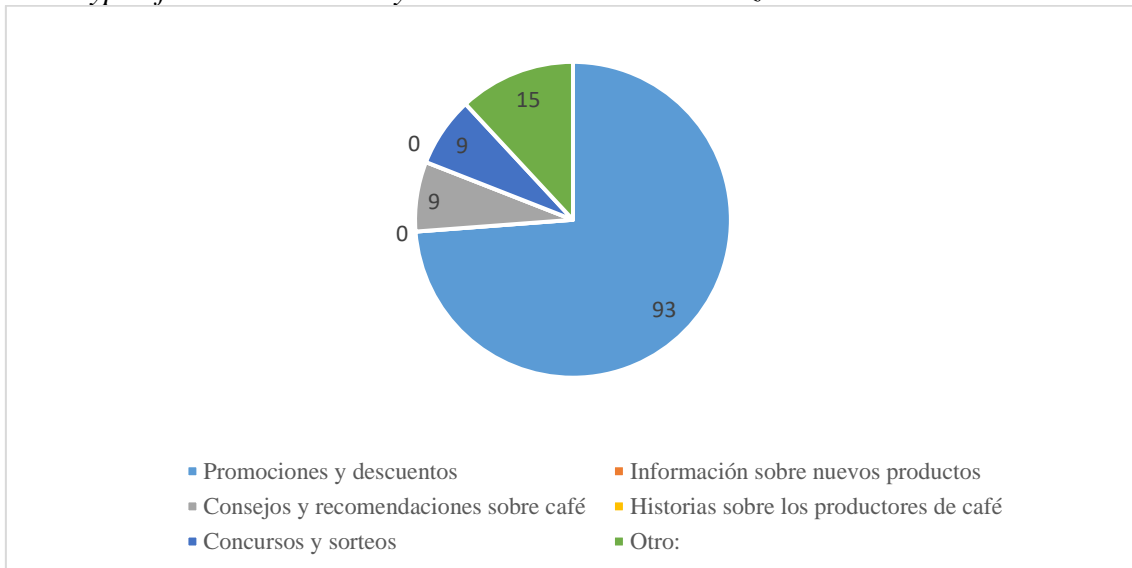


Figure 17

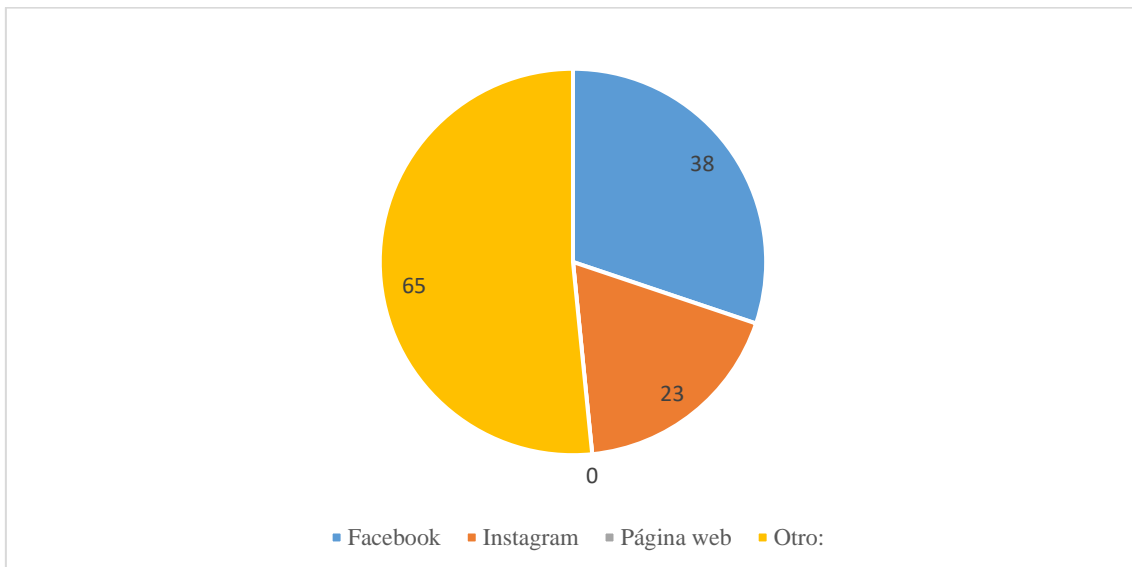
What type of content interests you the most on Juan Valdez's social media?



Note: These were the results of the survey conducted. For the 15 people who responded about the type of content they prefer, the most relevant answers were: Information about the physical store and home delivery service.

Figure 18

Which social media platforms have you seen advertisements or the official profile of Juan Valdez on?

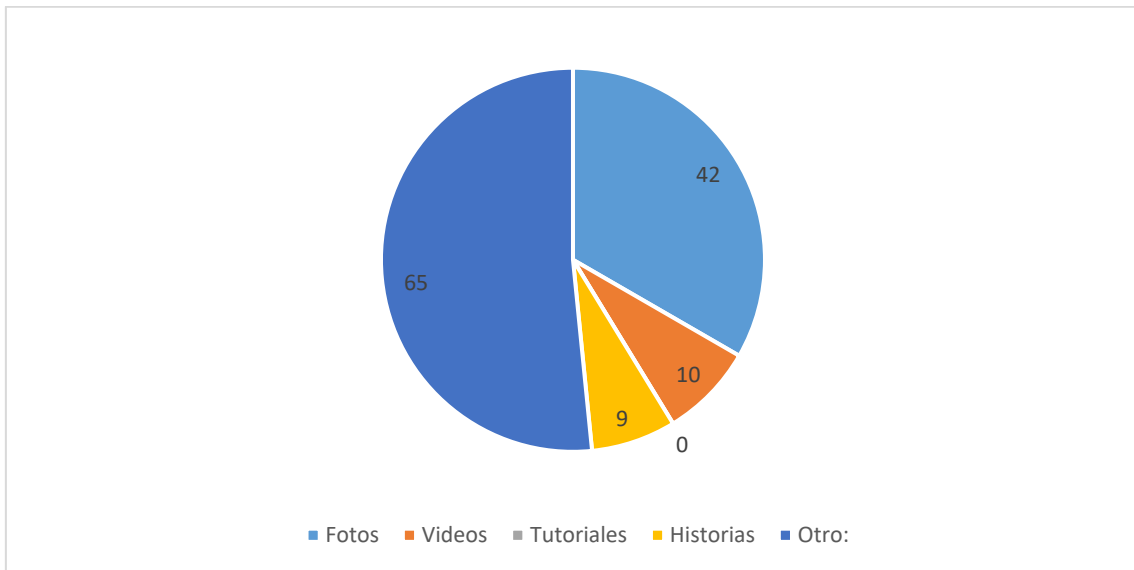


Note: In this question, the 65 people who answered "other" in the survey indicated that they have not seen Juan Valdez advertising on any social media platform.

Finally, the last question added to the survey as an optional one to answer was the following: "What suggestions do you have to improve Juan Valdez's communication on social media?" 14 people responded to this question, all of whom agreed on "more dynamic video content" and "tips for better coffee preparation."

Figure 19

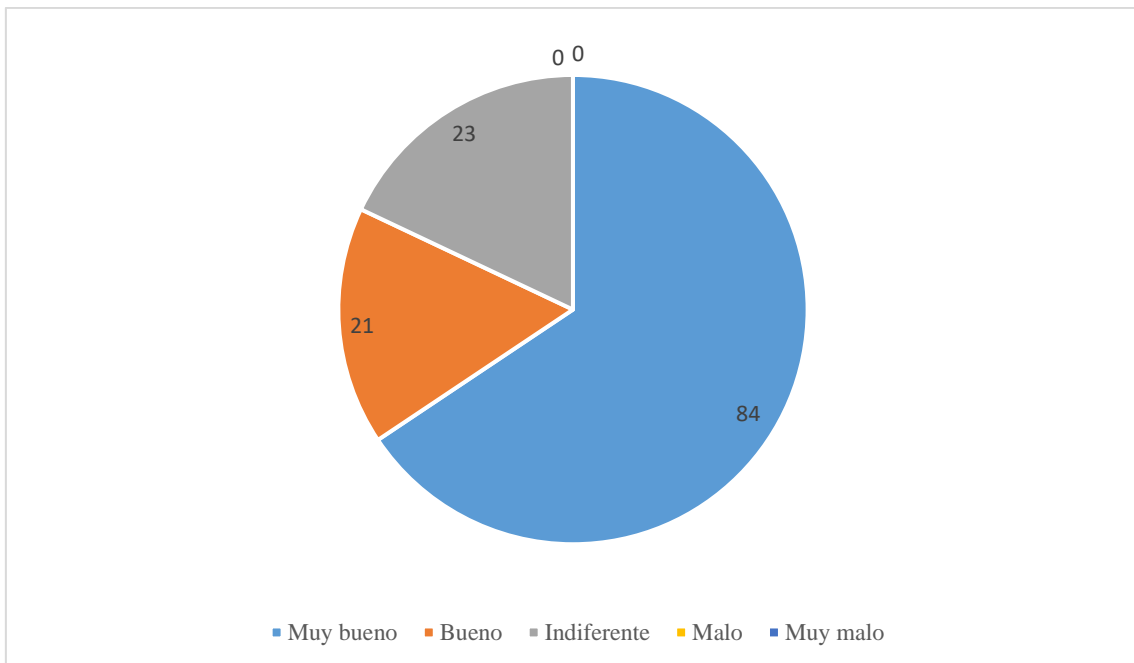
What type of content have you seen most frequently on Juan Valdez's platforms?



Note: In this question, the 65 individuals who responded "other" to the survey indicated that they have not seen Juan Valdez advertisements on any social media platform.

Figure 20

What is your opinion about the content you have seen about Juan Valdez?



Chapter 4: Identifying the results obtained to determine the internationalization strategies of the company.

The previous chapter analyzed the perception of the brand by customers and the connection of communication with the company Juan Valdez Café. The most notable findings revealed that:

The analysis of how often consumers visit Juan Valdez stores in Ecuador reveals several significant patterns in customer behavior. Ten percent of respondents visit the stores daily, indicating a high level of loyalty and commitment to the brand. These consumers usually have a store near their workplace or residence and value the consistent quality of the product. To maintain and enhance this relationship, loyalty strategies could be implemented, such as rewards programs and exclusive offers.

On the other hand, 15% of consumers visit Juan Valdez stores several times a week. Like daily visitors, these consumers also show high loyalty to the brand. Weekly promotions and special events could be effective strategies to increase the frequency of their visits and strengthen their connection with the brand. The largest group, representing 68% of respondents, visits the stores occasionally. This segment includes consumers who choose Juan Valdez at specific times, such as social gatherings, work meetings, or as an occasional treat. The high proportion of this group indicates considerable growth potential.

Additionally, 27% of respondents visit the stores at least once a week. Although less frequent than the first two groups, these consumers also represent a loyal customer base. Regular interaction with these customers can be optimized by implementing monthly promotions and creating a community around the brand, using digital media and local events to increase emotional connection and customer loyalty.

Finally, 6% of respondents have never visited a Juan Valdez store. This segment represents a significant opportunity for market expansion. The reasons behind their non-attendance may vary from lack of brand awareness, preferences for other brands, or simply lack of access to stores. Advertising campaigns aimed at brand awareness, along with market studies identifying specific barriers to visits could be crucial in converting this segment into future customers.

Regarding the words that best relate to what the Juan Valdez brand conveys, it was evident that the largest group, composed of 35% of respondents, associates Juan Valdez with "an experience." This response indicates that the brand has managed to position itself not

only as a coffee provider but also as a creator of meaningful experiences for its customers. This may involve aspects related to the atmosphere of the stores, customer service, and the overall quality of the environment. To maintain and strengthen this perception, Juan Valdez could focus on continuously improving the customer experience through staff training, store decoration renewal, and the incorporation of elements that enrich the visit, such as live music or special events.

Twenty-seven per cent of respondents associate the brand with "quality Colombian coffee." This association reflects the brand's success in communicating and establishing its Colombian heritage and authenticity. This perception is crucial as it highlights Juan Valdez's differential value compared to other coffee brands. To deepen this perception, the company can implement communication strategies that further highlight the coffee's origin, stories of Colombian producers, and sustainable and high-quality production processes.

Twenty-two percent of respondents chose the option "coffee quality," suggesting that a significant proportion of consumers directly associate Juan Valdez with a high-quality product. This perception is essential to maintain customer loyalty and attract new consumers seeking premium products. The company must continue to focus on maintaining high quality standards in all its products and communicating these standards through certifications, awards, and satisfied customer testimonials.

The response "Colombian coffee" was selected by 6% of respondents, indicating a more specific perception of the coffee's origin. Although it is a smaller percentage, it is still important as it underscores the importance of the brand's Colombian identity. To increase this perception, Juan Valdez could conduct educational campaigns about Colombia's coffee regions, the particularities of coffee beans, and cultivation and production traditions.

Finally, 36% of respondents chose the "other" option, suggesting a variety of additional perceptions not captured by the provided options. This group could include responses related to aspects such as sustainability, product innovation, store accessibility, or the company's social commitment. This data is relevant to the brand as it may indicate additional areas of strength or improvement. The company could benefit from additional qualitative studies to explore these perceptions more thoroughly and adjust its communication and marketing strategies accordingly.

The question asked in the study about whether respondents have ever searched for Juan Valdez on the Internet or social networks showed that 47% of respondents have

searched for the brand online, while 79% have not. The fact that 47% of respondents have searched for information about Juan Valdez online or on social networks indicates a significant digital presence of the brand. This group of consumers possibly seeks details about products, store locations, promotions, and brand-related content on digital platforms. This behavior suggests that a considerable portion of customers is interested in interacting with the brand digitally.

On the other hand, the 79% of respondents who have not searched for information about Juan Valdez online or on social networks represent a growth opportunity in the company's digital marketing strategy. The reasons behind this lack of search may vary: some consumers may not be familiar with digital platforms, others may not see the need to search for information online, or they may not be sufficiently incentivized to do so. To address this segment, the company could consider educational campaigns promoting the benefits of following the brand on social media and the Internet, such as obtaining information about new products, events, and special promotions.

When exploring consumers' preferences regarding content on Juan Valdez's social networks, it was evident that promotions and discounts were preferred by an overwhelming majority of 93% of respondents, indicating that consumers are highly motivated by economic incentives. To capitalize on this preference, Juan Valdez should maintain consistent strategies of special offers and loyalty programs.

Information about new products was the second most preferred category, with 15% of respondents interested. This suggests a significant interest in news and releases. The brand can implement early launch campaigns and detailed publications about new products.

On the other hand, 9% of respondents showed interest in coffee tips and recommendations, highlighting a demand for educational content. Juan Valdez could create educational content, such as tutorial videos and infographics, to meet this interest.

Stories about coffee producers and contests did not receive votes, indicating a lower priority but still potentially valuable for emotionally connecting with consumers and increasing interaction on social media. Ultimately, promotions and discounts are the most attractive content for Juan Valdez followers on social media, followed by information about new products and coffee tips. A balanced content strategy that combines economic offers with educational information and product updates can maximize engagement and customer loyalty on digital platforms.

Regarding the question, "On which social networks have you seen advertising or the official Juan Valdez profile?" The responses revealed that 38% of respondents have seen advertising or the official Juan Valdez profile on Facebook, suggesting that this is an important platform for the brand's digital presence. To maximize its presence, Juan Valdez should continue and increase its efforts on Facebook, using attractive and relevant content, and leveraging tools such as Facebook Ads to expand its reach and visibility.

Additionally, 23% of respondents have seen advertising or the official Juan Valdez profile on Instagram. Since Instagram is a visually oriented platform, Juan Valdez can leverage features like stories, reels, and carousel posts to create visually appealing content. Collaborations with influencers and the use of popular hashtags can increase visibility and engagement. An important aspect is that 65% of respondents selected "others," indicating that they have not seen Juan Valdez advertising on any social network. This highlights a significant opportunity to improve and expand the brand's digital presence. Juan Valdez should conduct a more detailed analysis to identify the reasons behind this lack of visibility and develop specific strategies to increase the reach of its advertising campaigns.

An additional question sought suggestions to improve Juan Valdez's communication on social media. Of the 14 respondents who answered, most suggested focusing on creating "more dynamic video content" and "tips for better coffee preparation." These videos can capture followers' attention and provide added value, increasing customer loyalty and engagement.

On the other hand, the types of content that consumers have most frequently seen on Juan Valdez's digital platforms highlighted that 42% of respondents have seen photos more frequently. This suggests that static images are a significant component of Juan Valdez's content strategy. 10% of respondents identified videos as the most frequently seen content type. Videos represent an important opportunity to increase engagement and interaction, allowing for more complex and detailed storytelling. Juan Valdez should consider producing more dynamic and attractive videos.

Tutorials, selected by 9% of respondents, are effective for educational content. These can include instructions on how to prepare coffee, conservation tips, and product recommendations, positioning Juan Valdez as an expert in its field. It is notable that 65% of respondents selected "others," indicating that they have not seen Juan Valdez advertising on

any social network. This suggests a significant gap in the exposure and reach of current campaigns, requiring a review and adjustment of the content and distribution strategy.

The above implies that, while photos currently dominate, there is a significant opportunity to increase the use of videos and tutorials to offer more dynamic and educational content. Additionally, the high proportion of consumers who have not seen the brand's advertising suggests the need to improve the reach and effectiveness of digital marketing campaigns. Diversifying and optimizing content can improve engagement and strengthen Juan Valdez's presence in the digital market.

The results of this research also examined consumers' opinions on the brand's content, finding that 84% of respondents consider the content "very good," indicating that the current content strategy is highly effective and well-received. Twenty-one percent rate the content as "good," suggesting that there is room for improvement. To raise these perceptions, the brand could experiment with new formats and content strategies, such as interactive campaigns and collaborations with influencers. Similarly, 23% of respondents are "indifferent" towards the content, suggesting a lack of connection or relevance. To address this, Juan Valdez should further segment its audience and personalize content for different demographic groups using data-driven and artificial intelligence-based marketing. It is notable that none of the responses classified the content as "bad" or "very bad," reinforcing the overall positive perception of Juan Valdez's content.

Company internationalization strategies.

The internationalization of Juan Valdez Company in the City of Cuenca offers a comprehensive view of consumers' perception and behavior regarding the Juan Valdez brand. Based on these findings, several key strategies for the company's internationalization can be outlined:

Strengthening the Loyalty of Frequent Customers:

Implement loyalty programs, such as rewards and exclusive offers to maintain and enhance relationships with customers who visit daily (10%) and several times a week (15%). Use weekly promotions and special events to increase visit frequency and strengthen emotional connection with the brand.

Turning Occasional Visitors into Regular Customers:

Develop marketing strategies that encourage habituation among occasional customers (68%), such as discounts on frequent purchases and awareness campaigns about the benefits of premium coffee. Implement tasting activities and in-store experiences to turn occasional visits into a regular habit.

Increasing Brand Awareness Among Non-Visitors:

Launch advertising campaigns aimed at creating brand awareness for the 6% of respondents who have never visited a Juan Valdez store. Conduct market research to identify specific barriers and develop strategies to overcome them, such as improving store access and highlighting the quality and authenticity of products.

Enhancing Customer Experience:

Continuously improve the customer experience in stores through staff training, redecoration, and the incorporation of elements that enhance the visit, such as live music or special events. Highlight the atmosphere and customer service to maintain the positive perception of the brand as "an experience" (35%).

Communicating the Heritage and Quality of Colombian Coffee:

Highlight the origin and authenticity of Colombian coffee through communication strategies that include stories of producers and sustainable production processes (27%). Continue focusing on coffee quality (22%) and communicate these standards through certifications, awards, and testimonials from satisfied customers.

Optimizing Digital Presence and Social Media:

Increase digital interaction with consumers who already seek information online (47%) and attract those who do not yet do so (79%) through educational campaigns promoting the benefits of following the brand on social media. Maintain consistent strategies of special offers and loyalty programs, as promotions and discounts are highly valued (93%).

Diversifying Digital Content:

Produce more dynamic videos and educational tutorials (9%) to capture attention and provide added value to consumers. Use visually appealing content on Instagram (23%) and leverage the platform's features to increase visibility and engagement.

Improving Content Segmentation and Personalization:

Further segment the audience and personalize content for different demographic groups using data-driven marketing and artificial intelligence, especially for those who are indifferent (23%). Implement direct feedback mechanisms to better understand consumer expectations and preferences.

Capitalizing on the Positive Perception of Content:

Continue producing high-quality content that resonates with the audience, as 84% of respondents consider the content "very good." Experiment with new formats and content strategies, such as interactive campaigns and collaborations with influencers, to maintain interest and relevance.

Ultimately, Juan Valdez can strengthen its presence in the international market by focusing on improving customer loyalty, increasing brand awareness, enhancing the customer experience, communicating the quality and heritage of Colombian coffee, optimizing digital presence, diversifying content, improving content segmentation and personalization, and capitalizing on existing positive perception. By implementing these strategies, Juan Valdez will be better positioned to successfully expand into new regions and consolidate its presence in the global market.

Conclusions

Based on the research objectives, it is concluded that, regarding the analysis of communication for the internationalization of the Juan Valdez company, it is evident that Juan Valdez, like many other businesses, has chosen to expand through the franchise modality. This approach provides a proven structure for replicating the business in new territories, but it also requires careful planning and a communication strategy adapted to the characteristics of the target market. The study highlighted the importance of understanding the cultural, economic, and social differences between the home market and the target market.

On the other hand, it is clear that effective communication not only involves conveying messages but also understanding and responding to the needs and expectations of the target audience. The combination of standardization and adaptation strategies, along with solid franchisor support, emerges as a promising formula for addressing the challenges of internationalization. Therefore, the analysis of communication in the context of internationalization of companies like Juan Valdez not only provides valuable information about the strategies used but also offers a broader insight into expansion processes and business dynamics in a globalized world.

Regarding the communication strategies of the Juan Valdez company in its home and destination location in Cuenca, Ecuador, it was demonstrated that in Colombia, the brand focused on conveying the quality of Colombian premium coffee and the associated national pride. On social media platforms such as Instagram and Facebook, as well as on its website, brand experience and product authenticity were emphasized. In contrast, in Cuenca, Ecuador, subtle but important differences were observed. Although the focus on Colombian premium coffee was maintained, there was an emphasis on creating memorable moments and sensory experiences to connect with the local audience.

Furthermore, there was noted a lower consumer interaction in posts made in Ecuador, suggesting a different communication strategy, perhaps more focused on brand building and consumer education. This highlights the importance of adapting the message and communication tactics to the particularities of each market. Juan Valdez's ability to maintain consistency in its brand identity while adjusting to local needs was key to its success in internationalization.

In the analysis of communication strategies for the internationalization of the Juan Valdez Company in Cuenca, consumer behavior patterns such as loyalty and store visit frequency are highlighted. Additionally, key brand perceptions are identified, emphasizing its association with an experience and the quality of Colombian coffee. These findings suggest the need to implement loyalty, promotion, and digital presence improvement strategies to enhance emotional connection and customer loyalty. Content diversification and data-driven personalization are key elements to strengthen Juan Valdez's communication in its internationalization process in Cuenca, thus ensuring successful and sustainable expansion in the global market.

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