



Faculty of Legal Sciences

International Studies School

**Internationalization strategies: Case study for
ONEBIKE's expansion to the Colombian
market**

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Studies

Author:

Parra Lupercio Bryan Sebastián.

Director:

Ortega Vásquez Xavier Esteban.

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INTERNATIONALIZATION STRATEGIES: A CASE STUDY FOR ONEBIKE'S EXPANSION TO THE COLOMBIAN MARKET

ABSTRACT

The general objective of this paper is to identify appropriate internationalization strategies that will enable the Ecuadorian company ONEBIKE to successfully enter the Colombian market. The research is based on the recognition of internationalization as a comprehensive and strategic process, requiring not only the adaptation of business models but also an understanding of the political, economic, social, and technological factors of the target country. To this end, a qualitative methodology based on a comparative case study was adopted, which allowed for the analysis of both ONEBIKE's internal conditions and the Colombian external environment, using theoretical models, SWOT and PEST analyses, and the evaluation of previous experiences such as those of General Motors and Colmotores. The study shows that Colombia represents an attractive market due to its sales volume in the motorcycle sector, especially in the low-displacement children's segment, which constitutes an opportunity for ONEBIKE. Among the relevant findings are the need to establish local strategic alliances, strengthen the company's legal structure, adapt its branding to the new cultural context, and protect the intellectual property of its designs. The paper concludes that an entry strategy based on indirect exports and operational alliances with local assembly plants, complemented by a differentiated value proposition, can generate both sustainable and competitive entry into the Colombian market.

Keywords:

Strategic alliances, internationalization, Colombian market, children's motorcycles, ONEBIKE, business strategy, case study.

ESTRATEGIAS DE INTERNACIONALIZACIÓN: CASO DE ESTUDIO PARA LA EXPANSIÓN DE ONEBIKE AL MERCADO COLOMBIANO

RESUMEN

El presente trabajo tiene como objetivo general identificar estrategias adecuadas de internacionalización que permitan a la empresa ecuatoriana ONEBIKE incursionar con éxito en el mercado colombiano. La investigación parte del reconocimiento de la internacionalización como un proceso integral a más de estratégico, que requiere no solo la adaptación de los modelos de negocio, sino también la comprensión de factores políticos, económicos, sociales y tecnológicos del país destino. Para ello, se adoptó una metodología cualitativa basada en el estudio de caso comparativo, que permitió analizar tanto las condiciones internas de ONEBIKE como el entorno externo colombiano, recurriendo a modelos teóricos, análisis FODA y PEST, y la evaluación de experiencias previas como la de General Motors y Colmotores. El estudio muestra que Colombia representa un mercado atractivo por su volumen de ventas en el sector de motocicletas, especialmente en el segmento infantil de bajo cilindraje, lo que se configura como una oportunidad para ONEBIKE. Entre los hallazgos relevantes se destacan la necesidad de establecer alianzas estratégicas locales, fortalecer la estructura legal de la empresa, adaptar su branding al nuevo contexto cultural y proteger la propiedad intelectual de sus diseños. Como conclusión del trabajo, se plantea que una estrategia de entrada basada en exportaciones indirectas y alianzas operativas con ensambladoras locales, complementada con una propuesta de valor diferenciada, puede generar una inserción tanto sostenible como competitiva en el mercado colombiano.

Palabras clave:

Alianzas estratégicas, internacionalización, mercado colombiano, motocicletas infantiles, ONEBIKE, estrategia empresarial, estudio de caso.

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INTERNATIONALIZATION STRATEGIES: CASE STUDY FOR THE EXPANSION OF ONEBIKE INTO THE COLOMBIAN MARKET

Introduction

Internationalization is an important process for companies to expand and reach a broader market, thus obtaining more sales and achieving a greater presence in the global market. This concept, together with globalization, has driven companies to seek strategies to expand Arnoldo (2009). Therefore, internationalization is a fundamental process for the growth of a company and, above all, for the diversification of commercial operations. And the insertion of a company in foreign markets requires knowledge in several areas, such as the cultural, economic and regulatory characteristics of the target country Krugman & Martínez (2008).

A case study was developed to analyze ONEBIKE's internationalization strategy towards the Colombian market, exploring the company's context and its internal factors. In addition, aspects of vital importance were examined, such as the adaptations to the target market, in order to achieve success in the new market. In this way, it was possible to identify the obstacles and opportunities that arose at the time of the brand's insertion into the Colombian market.

The relevance of the study lies in the potential to provide theoretical knowledge to facilitate decision making in terms of strategies in the business environment. With the objectives of developing a context on internationalization to Colombia, the definition of the methodology to be followed and the subsequent development of the case study with the company ONEBIKE.

This paper was structured in chapters, which progressively addressed theoretical concepts on the business internationalization process, the description of the Colombian market context, the methodology used, the analysis of the information obtained, and finally the results and conclusions on the subject.

CHAPTER 1.

Context on internationalization to Colombia

1.1 Theoretical Framework

1.1.1 Internationalization as a concept

Fanjul (2021) defines internationalization as a process whose direct consequence is the development of a company's activities outside its country of origin. This process is not one that can be done in the short term, but has to be developed over time; it is a process that includes the adaptation of the company's functioning, structure and way of operating. Calle et al. (2024), mentions that the internationalization of a company is a fundamental step to expand its scope of action and progress in the global area, but it is not only about the enlargement of the company's territory, but also about the transformation of the requirements of international consumers and global markets. In addition, it is necessary to mention that, like any type of process in companies, internationalization requires a detailed strategic planning and an adaptation of the business model for an alignment to the new environment of the country of destination O. Villareal (2006); among these environments we can find the cultural, economic and regulatory ones. Therefore, in this way, companies must evaluate many internal and external aspects to be able to carry out the internationalization in an adequate, efficient and cohesive manner in order to be able to enter new markets.

Martínez & Molero (2018) talk about the objectives of internationalization that companies have, among which stand out the saturation of the local market, increasing international competition, cost reduction, market positioning, risk diversification and increased profitability. In addition to these, the search for resources, new markets and efficiency should also be included, which are also extremely important factors within the company, and contribute significantly to the company's presence outside the local and/or national market. The choice of the appropriate internationalization strategy depends almost entirely on the factors of the company and its objectives in order to adapt the business model to the new environments of the new market. Jaramillo & Salazar (2015) recommend that a comprehensive relationship between the public and private sector will allow SMEs to achieve a change in business mentality, where international trade is seen as a feasible mechanism form commercial expansion, taking into account all the risks involved in entering new foreign markets.

1.1.2 The importance of the regulatory environment

As mentioned before, the regulatory environment of a country is of vital importance at the time of internationalization, Alza (2019) defines these regulations as a certain degree of state intervention in the economic and social life of the subjects, which can affect either directly or indirectly in the operations of the companies. This is why it is of utmost importance that the ONEBIKE brand understands and understands Colombian regulations in order to insert itself in the national market. In addition to legal regulations, environmental regulations must also be considered, since sustainability and the reduction of polluting emissions must be promoted Zaride & Ávila (2014). These regulations, in addition to ensuring that they are legally complied with, protect consumers and promote fair competition.

Within the regulatory environment, it is important to mention the fiscal policy of countries, the International Monetary Fund (2009) defines this concept as the use of public spending and taxation to influence the economy, and is controlled by interest rates, bank swaps and the sale of government securities and foreign currency. In parallel, tax policy is also of utmost importance, as defined by Casares (2019) are public revenues consisting of benefits in the form of money that are mandatory required by a public administration; this tax policy aims to obtain the necessary revenue for public spending.

Similarly, within the public sector there are factors that are important for competitiveness in each of the countries, Brown et al. (2020) determine that trust in the government and protection of property rights, quality of transportation and telephone coverage, inflation and credit rating for the third party the most relevant for companies.

In relation to tax policy, all products, without exception, have a tariff heading with unique subheadings depending on their identifying characteristics. ALADI (2020) defines a tariff heading as a list or enumeration of goods, which are systematically ordered according to certain criteria, to which each code and description is associated with a tariff or subheading. Customs duty payable on goods at the time of foreign trade through the customs offices of the countries.

All these policies, both fiscal and tax, which include public spending and taxation, influence the country's economy, since companies must familiarize themselves with the taxes applicable to the import and sale of their products, such as Value Added Tax (VAT)

and specific tariffs. These regulations imply operating costs for companies, since these rates, tariffs and other related charges can have a significant implication on the viability and profitability of operations in a foreign market, not only in the Colombian market.

The tariff, or also called tariff levy, is defined by Carmona (2020) as duty that must be paid to the State or to the State Customs in order to legally import or export a product or merchandise. Similarly, PROCOLOMBIA (2018) defines tariff as the customs duty, which includes tariffs and taxes, that are applied to the import of goods; this with the purpose that products made in the importing country have an advantage regarding prices, compared to goods that are imported from other countries, in addition to being source of income for governments. In the case of Colombia, it is the National Tax and Customs Directorate (DIAN) that is responsible for this charge.

The Directorate of Foreign Trade Colombia (2020) mentions that the import license registration is a supporting document of the Import Declaration for imports that enter the free import regime; this registration and import license applications must comply with the due requirements, permits, certifications, authorizations or approvals prior to importation, which are required by the competent entities linked to the Foreign Trade Single Window (VUCE).

Within these competent entities, we have the National Environmental Licensing Authority (ANLA), which, according to Ministerio de Comercio Industria y Turismo de Colombia (2020), is responsible for ensuring that projects, works or activities subject to environmental licensing, permits or procedures comply with the associated regulations, in order to contribute to the sustainable development of the country.

1.1.3 Branding

For a product or brand to be positioned in a market, a process must be followed, as defined by Solorzano & Parrales (2021), such as the creation of value, the brand concept, brand identity, popularity, positioning and the loyalty that the brand in question receives from the target public. Within the so-called branding, relevant elements can be found such as the logo, the colors used, the typography and, more importantly, what it represents for the target public as such; the latter depends almost entirely on the company's line of business and its characteristics

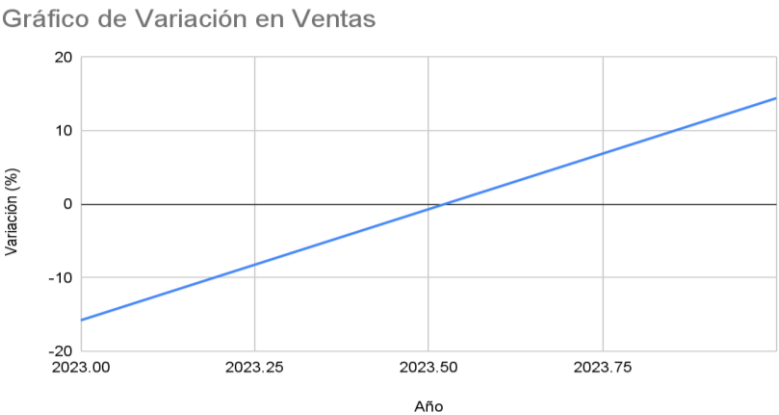
Muñoz et al. (2023), mention that brand positioning is a process that seeks to establish a distinctive and relevant image in the minds of consumers, but for this it is necessary to understand the needs of consumers, in addition to communicating the attributes and values of the brand in an effective and eye-catching manner. It is also important to reflect the corporate identity, reflecting values that are important to potential consumers in the Colombian market, such as sustainability and innovation. A good brand positioning or branding can be an important differentiator, which can help drive customer loyalty and achieve positioning in the target market.

1.2. State of the Art

1.2.1 Colombian motorcycle market

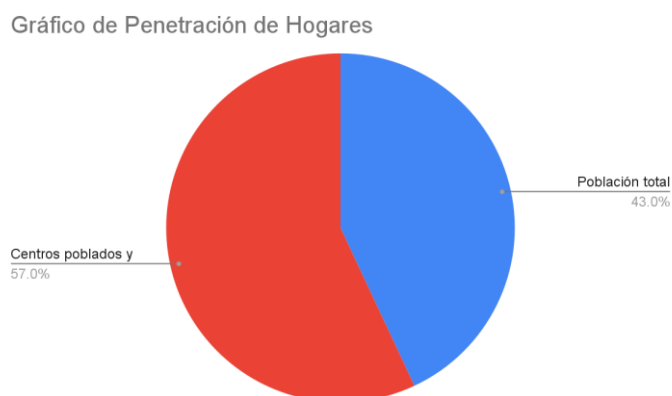
In the context of the Colombian market, Colombia is one of the largest motorcycle markets in Latin America, with sustained growth in recent decades. According to De la Hoz (2024) after the fall of 2023 in which sales decreased by 15.8% compared to 2022, and 2024 was a year of reactivation with a 14.43% rise in the first eight months. According to Cámara de la Industria de Motocicletas (2024), 25.3% of the Colombian population owns motorcycles, which represents around 3,534,000 households own at least one motorcycle; and within populated and dispersed rural centers, 33.5% of households in these areas own a motorcycle. However, it is important to consider environmental regulations, which are becoming increasingly stringent, in addition to road safety concerns.

Figure 1
Variation of motorcycle sales in Colombia



Note. After the fall of 2023 in which motorcycle sales in Colombia decreased by 15.8% compared to 2022, 2024 was a year of reactivation with an increase of 14.43% in the first eight months. Taken from De la Hoz, 2024.

Figure 2
Breakthrough of motorcycles in Colombian households



Note. 25.3% of the Colombian population owns motorcycles, which represents about 3,534,000 households have at least one motorcycle; and within the populated centers and dispersed rural areas, 33.5% of the households in these areas have this good. Taken from the Motorcycle Industry Chamber, 2024.

Within the environmental regulations, Cámara de la industria de motocicletas (2023) mentions that companies in the industry have not only adopted environmental standards, the company has also prioritized social inclusion and has been recognized for its contributions to peace initiatives, obtaining certifications and seals that consolidate it as a leader in sustainable practices, which represent a challenge for the insertion of ONEBIKE in the Colombian market.

The Colombian market has established itself as one of the most dynamic and competitive in the region, due to the solution it represents for the mobility of people during traffic congestion at critical hours, making it attractive due to the volume of sales. Cámara de la Industria Automotriz de la Asociación Nacional de Empresarios de Colombia (2017) mentions that the evolution of the motorcycle sector in the country within the national economy has generated a positive impact both at an economic level such as production, imports, domestic consumption, investment and exports, employment and contributions to the State's income, among others; and at a social level either as a means of transportation or as a source of income.

Within the motorcycle market, 50cc motorcycles are rapidly gaining popularity in various markets, especially in the children's segment, where they are used primarily as a recreational and developmental tool. These motorcycles are designed specifically for children, providing a safe and controlled option for children to enjoy motorcycling responsibly.

Gallo (2020) mentions that the use of low displacement vehicles in appropriate environments allows children to improve their motor skills, balance and coordination, which is beneficial for physical development. In addition, that this displacement in motorcycles promotes exercise and outdoor enjoyment, offering a recreational alternative that encourages physical activity and in turn reduces time in front of electronic devices. With safety features designed for use in closed areas and under adult supervision, 50cc motorcycles stand out as a safe and accessible option that complements children's psychomotor development.

1.2.2 Internationalization to Colombia

N. Villareal (2024) mentions that business internationalization in Colombian territory has been a slow process due to the strong dependence of the economy on the export of raw materials; however, given the advantage of Colombia's port location, it facilitates the processes of logistical interconnection with international markets for products and goods.

Consequently, if we talk about business internationalization, it is essential to talk about the factors of internationalization, which is why the authors Santana y Urrea (2014), mention that these factors are the resources, elements and necessary conditions that contribute to the arrival of companies to international markets. They also mention that Colombia has historically been a strategic point for internationalization due to its geographical position and access to two oceans, which facilitates the connection with key markets, such as the Asian market, specifically the Chinese market.

International trade is a growth opportunity for SMEs, especially for Colombia as mentioned by the authors Zamudio et al. (2020) since it offers growth possibilities and the opportunity to enter the world economy, but the challenge lies in the competition of international markets.

Among these challenges we can find those mentioned by the authors Arevalo et al. (2023), such as access to financial resources, the definition of policies that encourage and promote internationalization and technological development; and overcoming these obstacles would result in better efficiency and above all greater competitiveness in international markets. In addition to these, other factors such as capital, innovation capacity and resource management are of utmost importance.

1.2.3 Internationalization Strategies

Among the internationalization strategies, Sarmiento (2014) highlights direct exports and indirect exports, contractual agreements and joint ventures. From here it is necessary to highlight indirect exports in which independent intermediaries take charge of the logistic management of the goods, this form of export is less costly Martínez et al. (2016). The Uppsala model described by Arvidsson & Arvidsson (2019), can be highlighted as the internationalization by stages to gain experience and eventually the installation of production subsidiaries in the country of destination.

However, it is also necessary to mention that business internationalization is not only the transfer of operations to another country different from the country of origin, but an integral transformation that includes new knowledge, new regulatory norms to which it is necessary to adapt and competitive strategies that must be implemented to enter new markets, using factors such as those already mentioned.

Similarly, the authors Pérez & Romero (2019) state that the main strategy of a company should be to build or acquire core competencies, which they call key competencies, which are the specific advantages of the company. These types of competencies are relevant for the case of ONEBIKE since they are the ones that could make the difference in the Colombian market, as can the difficulty of the competition to imitate the brand, the access to markets and the differentiation of the brand's products that make consumers trust the brand and be loyal.

These competencies are important as they are the pillar both for the aforementioned factor of innovation capacity and for establishing a solid and trustworthy relationship with both customers and suppliers, in order to maintain a competitive advantage in international markets.

However, there also external factors to consider; among these, Pérez et al. (2021) highlight the economic sector, new competition and export intensity, which are important to be considered for young companies, as they have a great impact on the process. These factors have a significant impact on a company's strategy in the internationalization process, so it is vital to keep a constant watch on these factors and be prepared to adjust strategies accordingly.

For their part, De la Hoz et al. (2014) mention that, in addition to external factors, risk management is a fundamental part that can support any company and potential vulnerabilities in the logistics chain, including the reduction of measurable risks that arise during import operations, ensuring greater security and agility, achieving efficiency.

External factors, such as the economic sector, new competition and export intensity, must be considered in the internationalization process of young companies, as they have a great impact on this process Pérez et al. (2021). These factors have a significant impact on a company's strategy to internationalize, so it is vital to keep a constant watch on these factors and be prepared to adjust its strategies accordingly.

1.2.4 Analysis of similar cases

Within the same area of interest, i.e., the automotive sector, several case studies have been written on internationalization to Colombia, among which the following stand out:

Table 1
Automotive sector cases studies to Colombia

| Company | Sector | Factors |
|--|-----------------------------|--|
| General Motors y Colmotores | Automotive | <ul style="list-style-type: none"> • Leadership and cost efficiency • Standardization for quality • Continuous improvement in processes and materials • Competitive advantages |
| Guayacol Ltda. | Automotive | <ul style="list-style-type: none"> • Organizational structure • Human capital (knowledge and experience) • Market selection and intelligence |
| Chinese auto companies (Changan, JAC, Great Wall, Foton y BYD) | Automotive | <ul style="list-style-type: none"> • Joint Ventures (Strategic alliances) • Manufacturing licenses • Low price and high technology • Performance and design |
| n/a | Auto part sector | <ul style="list-style-type: none"> • Production scales and high standards • Resources and capabilities • "Imported products are held in higher esteem than domestic products." |
| n/a | Auro part sector (With FTA) | <ul style="list-style-type: none"> • Distrust of national products • Quality certifications • Building trust with imported products |

Note. Taken from Castañeda & Roa, 2018; Cortés & Gantiva, 2019; Paez, 2013; Regalado & Zapata, 2019; Tabares & Cabra, 2020.

CHAPTER 2

METHODOLOGY

2.1 Methodological Approach

This study is based on a qualitative approach oriented toward case analysis, with the aim of employing it under a comparative examination framework (Caïs, 1997). This methodology allows for an in-depth exploration of the complexity of ONEBIKE's internationalization process in Colombia, while preserving the richness of perspectives that are often lost in the abstractions of purely qualitative analysis. By comparing diverse experiences and examining the interaction of political, economic, social, and technological factors, it becomes possible to identify real-world patterns and gain a more holistic understanding of successful economic expansion practices that may be applicable to ONEBIKE.

For these reasons, the comparative case analysis is particularly relevant to the objective of determining internationalization strategies for ONEBIKE in the Colombian market, as it enables the extraction of practical guidelines and their comparison with proven models used by established companies such as General Motors.

Furthermore, the methodology to be employed focuses on the collection, systematization, and analysis of information derived from a documented case study, in addition to academic research on internationalization strategies implemented by well-established firms. The goal is to identify the effective processes and mechanisms that have enabled companies to expand into international markets, and from there, to extract actionable insights applicable to the case of ONEBIKE.

For the reasons outlined above, this qualitative approach provides a deep understanding of the phenomena associated with internationalization, by analyzing both the experiences of consolidated companies and the contextual factors—political, economic, social, and technological—that may influence such market expansion processes.

2.2 Instruments

For the development of this study, we will utilize documents and academic works that analyze the internationalization processes of companies around the world. In addition, we

will examine scholarly literature related to market expansion processes within the Colombian context. For this reason, we will proceed with the selection of a case study, academic articles, and other relevant information that will enable us to address the various strategies implemented by companies that have successfully established themselves in international markets.

Among these cases, we intend to highlight the experience of General Motors (GM) and Colmotores S.A., not only because they share the same business focus as ONEBIKE, but also because the company originated in Bogotá, where it has developed various internationalization processes in diverse markets such as China, India, and Brazil.

2.3 Procedure

The methodological procedure followed in this study will be structured in several phases to ensure a comprehensive analysis of ONEBIKE's internationalization process within the Colombian context.

1. DiagnosticPhase:

First, a case study of ONEBIKE will be conducted, based on a business diagnosis that includes a quantitative SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). This will allow for the identification of the initial parameters required for the company's entry into the Colombian market.

2. Documentary and Business Case Analysis Phase:

Next, we will collect and analyze detailed information from the documented business case of General Motors (GM), along with qualitative data that reveals internationalization strategies applicable to ONEBIKE. Accordingly, this phase will include the application of a PEST analysis (Political, Economic, Social, and Technological) focused on Colombia, in order to construct a conceptual framework that supports the identification of successful practices and strategies for internationalization within the Colombian environment.

3. Comparative Phase:

At this stage, a comparative analysis will be conducted between the theoretical model derived from the GM business case study and the company's internationalization experience. This examination will specifically identify the most effective strategies in the Colombian context and assess how these methods can be adapted to the case of ONEBIKE.

4. Strategic Proposal Phase:

Finally, based on the information gathered and the comparative analysis conducted, a strategy proposal will be developed. This phase will extract the specific strategies that ONEBIKE should adopt in order to achieve effective internationalization in the Colombian market, thereby fulfilling the overall objective of this study.

CHAPTER 3

CASE STUDY

3.1 ONEBIKE Business Diagnostics

3.1.1 ONEBIKE History

ONEBIKE was established in early 2024 with the vision of creating accessible and comfortable motorcycles for children between the ages of 3 and 12 in the Ecuadorian market. From the outset, the company has focused on developing an innovative design that combines quality and safety, all at an affordable price. In doing so, ONEBIKE seeks to enable more children to enjoy the sport of motocross while developing essential skills such as coordination, discipline, and self-confidence.

The design and structuring process of ONEBIKE took approximately one year, during which every detail of the motorcycles was carefully developed to meet high standards of quality and safety. At the same time, the company worked to obtain the necessary permits for the importation and commercialization of the aforementioned motorcycles, with the aim of establishing a solid foundation for its future growth.

ONEBIKE's objective extends beyond providing motorcycles for children; the company has a long-term vision to evolve into a major player in the importation and commercialization of motorcycles for both motocross sports and everyday mobility. This would allow the brand to expand its presence not only within the Ecuadorian market but eventually on an international scale.

The name "ONEBIKE" reflects the company's ambition to become the number one motorcycle brand at the national level. It also embodies its aspiration to become a market benchmark by offering high-quality, attractive designs at competitive prices—demonstrating that motorcycles of Chinese origin can meet the standards of the most renowned national and international brands.

3.1.2 Mission and Vision

ONEBIKE's mission is to offer high-end motorcycles at affordable prices, allowing people to access high-quality products that guarantee both performance and safety. The

company also emphasizes innovation and the continuous improvement of its models and technology to provide the best possible experience for its customers.

ONEBIKE's vision is to become the number one motorcycle brand at the national level and to expand into the international market, standing out for the quality, innovative design, and accessibility of its products.

Both the mission and vision clearly define what the company aims to offer its customers, as well as its ultimate goal: to achieve international positioning and become the most renowned motorcycle brand in Ecuador. To reach this objective, ONEBIKE is committed to delivering products of high quality, trustworthiness, safety, and performance.

3.1.3 SWOT

In order to understand ONEBIKE's competitive position within the internationalization process toward the Colombian market, the following SWOT analysis has been developed. This analysis quantifies the company's Strengths, Weaknesses, Opportunities, and Threats based on the following subjective evaluation criteria:

1. Weight (from 0 to 1): Indicates the relative importance of each factor within its respective category. The total weight in each table must equal 1.
2. Rating (from 1 to 5): Measures the current level of influence (for Strengths and Weaknesses) or the potential impact (for Opportunities and Threats) of each factor, where 1 corresponds to very low, 2 to low, 3 to medium, 4 to high, and 5 to very high.
3. Weighted Score: This is the product of the weight and the rating, allowing for the comparison of the real impact of each factor.

3.1.3.1 Strengths

The following table presented in this subsection aims to summarize each of the key strengths identified in the internationalization process, along with their assigned weight, rating, and weighted score. This approach reflects the relative impact of each strength on the company's competitive capacity regarding the market positioning of ONEBIKE:

Table 2
Strengths

| Strength | Weight | Rating | Weighted Score |
|---|---------------|---------------|-----------------------|
| Proprietary and innovative design of children's motocross-style motorcycles | 0.25 | 5 | 1.25 |
| Distinctive brand identity (high-end products at affordable prices) | 0.20 | 4 | 0.80 |
| Know-how in children's marketing and niche segmentation | 0.20 | 4 | 0.80 |
| Replicable business model (potential for franchising or licensing) | 0.15 | 3 | 0.45 |
| Flexibility to adapt to the Colombian market | 0.20 | 3 | 0.60 |
| TOTAL | 1.00 | | 3.90 |

Note. Own elaboration

Analysis and Justification of Assigned Weights to the Strengths:

Proprietary and innovative design (weight 0.25, rating 5): The contribution of a product with innovative features is considered highly relevant for differentiation in a competitive market.

Brand identity (weight 0.20, rating 4): This is crucial for generating trust and attracting customers by offering high quality at affordable prices.

Know-how in children's marketing (weight 0.20, rating 4): Our experience in specialized campaigns is essential to successfully penetrate the niche market.

Replicable business model (weight 0.15, rating 3): This is important for rapid scaling; however, the average rating reflects the need to validate the model within the Colombian market.

Adaptability (weight 0.20, rating 3): This is rated moderately, as although the company has the capacity for adaptation, it still requires localized learning processes.

3.1.3.2 Opportunities

The following table aims to present each of the opportunities identified within this complex internationalization process. Additionally, it outlines the assigned weight, corresponding rating, and the resulting weighted score. This analysis serves to reflect the potential of each opportunity to drive the growth and diversification of ONEBIKE throughout its internationalization efforts:

Table 3
Opportunities

| Opportunity | Weight | Rating | Weighted Score |
|--|-------------|--------|----------------|
| High potential of the children's segment in motor sports | 0.30 | 5 | 1.50 |
| Low direct competition in attractive children's motorcycle design | 0.25 | 4 | 1.00 |
| Possibility of forming alliances with local assemblers or distributors | 0.25 | 4 | 1.00 |
| Interest in the Colombian market for differentiated products | 0.10 | 4 | 0.40 |
| Use of digital tools for international promotion | 0.10 | 4 | 0.40 |
| TOTAL | 1.00 | | 4.30 |

Note. Own elaboration

Análisis y Justificación de los Pesos Asignados a las Oportunidades

Children's segment (weight 0.30, rating 5): Top priority due to the steady growth of this niche in the Colombian market.

Low direct competition (weight 0.25, rating 4): A favorable environment to establish the brand, although competition may intensify over time.

Local partnerships (weight 0.25, rating 4): Key to accelerating market entry and reducing regulatory barriers.

Interest in differentiated products (weight 0.10, rating 4): Enhances our visibility; a solid demand for innovative proposals is expected.

Digital tools (weight 0.10, rating 4): Their widespread adoption reinforces our e-commerce strategy.

3.1.3.3 Weaknesses

The following table presented below aims to clearly detail each of the weaknesses identified within this analysis, along with the corresponding assigned weight, rating, and weighted score. This allows for an accurate reflection of the degree of risk or negative impact that each weakness may have on the operation and competitiveness of ONEBIKE once it begins to carry out its business activities within the Colombian economic environment.

Table 4
Weaknesses

| Weakness | Weight | Rating | Weighted Score |
|--|--------|--------|----------------|
| Lack of brand recognition in Colombia | 0.30 | 5 | 1.50 |
| Inexperience in internationalization processes | 0.20 | 3 | 0.60 |
| Lack of legal structure for licensing or franchising | 0.20 | 3 | 0.60 |

| | | | |
|---|-------------|---|-------------|
| Lack of strategic contacts or assemblers in Colombia | 0.15 | 3 | 0.45 |
| Need to adapt branding and operations to the Colombian market | 0.15 | 4 | 0.60 |
| TOTAL | 1.00 | | 3.75 |

Note. Own elaboration - Analysis and Justification of Assigned Weights to Weaknesses

At this stage, it is important to consider that the lack of brand recognition represents a critical factor. Without a consolidated brand, it becomes difficult to generate initial trust among potential customers within the Colombian economic landscape.

Regarding the inexperience in internationalization processes, although this certainly poses a challenge, it can be mitigated through specialized consulting services and guidance from experts in the field of international business.

Furthermore, the lack of a solid legal structure, along with the absence of strategic contacts, highlights several areas that must be urgently strengthened to ensure a successful market entry into Colombia.

Finally, the need to adapt branding and operations represents an area for improvement which, although manageable, will require significant investments related to market research and appropriate adjustments in communication strategies.

3.1.3.4 Threats

The following table aims to present each of the threats identified, along with their assigned weight, corresponding rating, and weighted score. This analysis will ultimately allow for the quantification of the risk that each external threat poses to the continuity and growth of ONEBIKE within its internationalization expectations in the Colombian market

Table 5
Threats

| Threat | Weight | Rating | Weighted Scored |
|---|---------------|---------------|------------------------|
| Changes in regulations or brand homologation restrictions | 0.30 | 4 | 1.20 |
| Strong competition from established brands (economical and Chinese) | 0.25 | 5 | 1.25 |
| Potential imitation of the design due to lack of intellectual property protection | 0.25 | 4 | 1.00 |
| Negative perception of Chinese origin if the concept is not communicated properly | 0.20 | 4 | 0.80 |
| TOTAL | 1.00 | | 4.25 |

Note. Own elaboration.

Analysis and Justification of the Weights Assigned to the Threats

Regulatory changes represent a considerable risk, as they directly impact the viability of our import operations.

The strong competition from established brands is a relevant threat due to their ability to adjust prices and launch aggressive marketing campaigns.

The potential imitation of the design and the negative perception of Chinese origin are risks that must be mitigated through strong intellectual property protection and clear communication strategies that convey our brand values and product quality.

3.1.3.5 SWOT Conclusions

As conclusions drawn from the analysis carried out, it can be concluded that the methodology used to quantify the SWOT analysis of ONEBIKE was based on everything related to the assignment of weights to each factor, qualification and determination of weighted value, through which we derived as transcendental data the strategic importance, in addition to the potential impact that should exist at the time of implementing the operation that aims at the internationalization of ONEBIKE in the Colombian market. For the above considerations, it is enunciated that the analysis conducted shows us that it is necessary to focus efforts on:

- Implement branding and digital marketing strategies aimed at the Colombian public.
- Strengthen our legal structure and establish strategic alliances with local distributors or assemblers.
- Protect our innovation and design through intellectual property actions that prevent imitations.

In this sense, it can be concluded that the allocation of weights, together with the ratings in the SWOT carried out, allows us to clearly identify each of the most significant assets and challenges that we will face at the time of market expansion, serving as a precise guide to guide our internationalization strategies of ONEBIKE in Colombia.

3.2. Case Study General Motors and its Internationalization Process.

3.2.1. Background

Under the leadership of William C. Durant, GM was formed in 1908 to unify several vehicle manufacturers, including Buick, Oldsmobile, Cadillac, Oakland (later renamed Pontiac), Ewing, Marquette and others, as well as the Reliance and Rapid truck brands. In 1912, its Cadillac division launched the electric starter system, prompting the rapid disappearance of the traditional hand crank. Remaining in Detroit, the company went through a reorganization process and in 1916 adopted the name GM Corporation. In 1918 it incorporated Chevrolet and Delco Products, and the following year it added Fisher Body Company and Frigidaire (the latter was divested in 1979). During World War I, its plants were almost entirely dedicated to war manufacturing: between 1917 and 1919, 90% of its truck production was destined for the conflict (Estepa, 2021).

In 1920 Durant was relieved of his duties and Alfred P. Sloan Jr. took the reins; he served as president from 1923 to 1937 and then chaired the board until 1956. Sloan concentrated and coordinated the company's dispersed activities into five key divisions, including Cadillac, Buick, Pontiac, Oldsmobile, and Chevrolet, all overseen from a central office with large teams of advisors and financiers (Estepa, 2021).

By 1929, GM had surpassed Ford Motor Company as the largest producer of passenger cars in the United States. Its global expansion began with the acquisition of British Vauxhall Motors in 1925 and continued in 1931 with the purchase of German Opel. Despite the ravages of the Great Depression, it emerged with a more aggressive and unified management: in 1931 it became the world's largest manufacturer of motor vehicles. By 1941 it produced 44% of the automobiles sold in the United States and was among the largest industrial conglomerates on the planet (Estepa, 2021).

Prior to U.S. entry into World War II, GM converted its assembly lines; following the attack on Pearl Harbor in December 1941, it applied its production capacity to the war effort with great efficiency. Between 1940 and 1945 it supplied \$12.3 billion worth of defense material, including bearings, tanks, warships, fighters, bombers, artillery and ammunition. Finally, it assembled 1,300 aircraft and produced a quarter of all U.S. aircraft engines (Estepa, 2021).

In 2012, GM climbed to second place worldwide in vehicle production with 9.29 million units, an increase of 2.9% over the previous year. After recovering from the crisis, in 2013 the US government liquidated its last shareholding in the firm. Despite the faulty ignition switch scandal, which prompted the recall of 27 million cars on U.S. territory and 30 million globally, the company posted robust profits and historic sales between 2014 and 2016. However, its European arm (Opel and Vauxhall) continued to post losses, leading to its sale in 2017 to PSA Group for more than \$2 billion and marking the end of GM's direct operations in Europe (Steppe, 2021).

Today, GM markets in more than 120 countries and employs more than 212,000 people. Its short-term goal is to overtake Toyota and Volkswagen in production and sales in all its segments. In the medium term, its strategy focuses on innovation: it aims to be the first automaker to mass-produce an affordable electric car and to develop an electric starter motor; maintain profit margins above 10% in the US; expand its presence in China with five new plants (light vehicles, trucks and utility vehicles); improve its position in South America through product launches and logistics optimization; and sustain India and South Africa as manufacturing hubs, with a commitment to introduce at least 20 new electric models by 2023 (Estepa, 2021).

In the long term, GM prioritizes environmental responsibility and efficient mobility, betting on the development of electric and autonomous vehicles under energy efficiency criteria and leadership in production and marketing costs. Now, with respect to the idea of assembling cars in Colombia we mention that such an assumption arose in 1951 with the company "Dugand Hermanos & Cía. Ltda.", founded by the Dugand brothers, but it closed due to lack of foreign currency and state support. According to Restrepo (2017), the constant fiscal and import variations encouraged a group of businessmen led by Germán Montoya Vélez to create a firm that would obtain tax exemptions when assembling vehicles locally. Thus, in 1956 the Fábrica Colombiana de Automotores S.A. (Colmotores) was born with an initial capital of five million pesos. Unlike the Dugand's initiative, Colmotores obtained the official license to assemble automobiles in the country, taking advantage of tax breaks on machinery, tools, real estate and the manufacture of domestic spare parts (Restrepo, 2017).

By 1962, Colmotores inaugurated its assembly plant and launched the first entirely Colombian vehicle. Bonilla (2016) notes that in its first four years it produced almost 4 000

units including cars, minibuses and vans, with about 200 workers; today it exceeds 1 300 direct employees and more than 7,000 allies.

In 1979, in the face of Chrysler's crisis, GM acquired Colmotores, which was renamed GM Colmotores S.A. The merger consolidated a continuous advance in innovation and design, making it possible to offer increasingly comfortable and sophisticated vehicles, and placing itself at the forefront of the local market. Already in the new millennium, the recession of 2000 forced prudence in sales. With the subsequent acquisition of Daewoo Motor Company by GM, Colmotores took over the assembly of models that previously competed in its plant (El País, 2002).

Restrepo (2017) relates that in July 2013 Colmotores premiered in Bogotá its Zoficol plant for stamping parts, giving rise to the first "made in Colombia" cars, the Chevrolet Sail and Cobalt, assembled with local components. This center remains the only one of its kind in the country. In 2015 production reached 49,425 units, and in 2016 Colmotores celebrated six decades of activity in the national automotive sector.

3.2.2. Internationalization strategies

By virtue of this study and after gathering all the available information on the company, we proceed to analyze GM's global operational strategy, based on a set of objectives that guide its institutional mission. To this end, we mention that the company has based its process on three fundamental objectives, which are described below:

a. First objective: cost leadership.

It relies on the attraction of reduced prices resulting from economies of scale and efficient processes. For example, GM vehicles are often marketed at lower prices than premium brands such as Mercedes-Benz. These affordable values capture the attention of consumers in the segments served by GM North America (GMNA), GM International Operations (GMIO) and GM South America (GMSA). In this sense, innovation plays a crucial role, driving production efficiency through best practices, such as automation of stations on the assembly line, and the acquisition of quality raw materials and components at low cost, all favored by the high volume of manufacturing (Kissinger, 2024).

b. Second objective: focused differentiation.

It consists of providing vehicles with distinctive attributes, brand image, technical features and high-quality standards that make them stand out in the market. To achieve this, GM invests in research and development in order to continuously launch new models, paying special attention to exterior and interior design, propulsion systems, occupant safety, fuel efficiency, and comfort and functionality that increase the value perceived by the customer (Kissinger, 2024).

c. Third objective: market expansion.

This tactic is aimed at boosting growth by increasing sales in the areas where it already operates and penetrating new regions. In consolidated territories, GM strengthens its network of distributors and service centers, thus amplifying its delivery and after-sales service capacity. To enter or strengthen its presence in other countries, the company strategically locates production and assembly plants, which facilitates the opening of local dealerships and optimizes logistics and after-sales operations (Kissinger, 2024).

d. Fourth objective: diversification.

It is structured as a support for corporate development, establishing synergies with complementary business lines outside the exclusively automotive sphere, such as GM Financial and OnStar, which enrich the sales and after-sales service offer (Kissinger, 2024). In Colombia, GM operates under the Chevrolet brand. With six decades of trajectory, Colmotores was the first official assembler and manufacturer of Chevrolet vehicles in the country, having the most complete catalog in the market and leading it uninterruptedly for more than 28 consecutive years (Cortés and Gantiva, 2019).

e. Application of internationalization theories.

Now, it is worthwhile for us to mention that, after completing the study of the theories, the sector and the company itself, we need to examine how this knowledge is interrelated to identify which internationalization models and approaches have been historically applied, or are still being applied today, by both GM and GM Colmotores S.A (Cortés and Gantiva, 2019). GM is considered to put the theory of internalization into practice by moving key stages of its value chain to foreign markets; a clear example is Colmotores, a subsidiary included in its GMSA segment, strategically located to assemble and manufacture vehicles with lower operating costs and thus supply both the Colombian market and those of

neighboring countries. We must say that Colmotores, however, does not adopt this approach, given that it concentrates all its activities in the company's country of origin (Cortés & Gantiva, 2019). Regarding the paradigm of monopolistic advantage and the exclusive competitive advantage it postulates, GM enjoyed in its early years a financial power and technological development superior to that of its rivals in the United States, which allowed it to absorb smaller companies, consolidate its domestic position until it became one of the largest automakers and project itself into new markets through the acquisition of already established companies (Cortés and Gantiva, 2019).

Regarding Dunning's eclectic paradigm, in the automotive industry, and particularly in GM, it can be said that its postulates are clearly applied. First, because its internal resources (economic strength and technological advances) facilitated an expansion that local firms in emerging markets would not have been able to replicate. Second, because the corporation has considered it more profitable to extend its production network by taking advantage of its own advantages than to cede them to third parties, setting up foreign plants to reduce costs. And finally, because its long-term strategy is based on producing outside its home country to efficiently supply its regional divisions (GMNA, GMIO and GMSA) (Cortés and Gantiva, 2019).

In relation to the macroeconomic approach to location selection of foreign direct investment (FDI), it is argued that GM has valued the economic conditions offered by the host countries. Thus, manufacturing in lower cost nations facilitated scale production in India and South Africa to serve those regions and increase export volumes. This model continues in Latin America, such as Mexico, Brazil, Argentina and Colombia, generating added value, profitability for the company and promoting the growth and development of the host countries (Cortés and Gantiva, 2019).

Continuing with the localization of FDI, it can be said that GM has implemented the Competitive Advantage Model of nations through rigorous studies of the long-term viability of investment destinations. Since its early stages of internationalization, and even during the crises that threatened its solvency, the firm has systematically analyzed factors such as the skills of the labor force, the level of competitiveness, the volume and potential of domestic demand, the available infrastructure, and the legal and governmental environment that favors industry and foreign trade.

Regarding the models from the process perspective, we will show that the Uppsala Model has been applied by GM in an outstanding way in Asia, especially in China. In this highly complex market, expansion has been carried out gradually: it started with reduced volumes of trade, continued by establishing strategic alliances with local companies to create sales networks, and culminated with the installation of production plants that supply the domestic market or act as low-cost centers for vehicle exports (Cortés and Gantiva, 2019).

It is interpreted that both GM and Colmotores have incorporated the Business Innovation Model, this is based on the fact that, in deciding to base this model on their own strengths and on the opportunities and restrictions of the external markets to which they have internationalized. In both cases, the innovation stages have been deployed in a methodical and planned manner: in GM, under the management of Alfred P. Sloan Jr. when its divisions were reorganized and its global roadmap was drawn; in Colmotores, after the economic opening of 1991 and again when it launched its industrial reconversion program (Cortés and Gantiva, 2019).

Similarly, GM and Colmotores have successfully implemented the Global Value Chain Model, whose key principle is to split and distribute the stages of value creation. GM was a pioneer in unbundling the manufacturing process: design is carried out at its U.S. headquarters, assembly is distributed among several plants according to their capacity and components are sourced from different origins; finally, delivery to the customer is managed through regional or continental logistics networks adapted to each demand. Colmotores exemplifies this logic: a vehicle assembled in Colombia can combine a US project, Japanese engine, Brazilian or Mexican parts and accessories and, after body, chassis and local assembly work, go to the domestic market or to exports such as Ecuador (Cortés and Gantiva, 2019).

Regarding Vernon's Product Life Cycle Model, GM has applied it by observing the evolution of its domestic market. For these reasons it is stated that, within the introduction phase, the company in question focused its manufacturing in the USA until it reached maximum production and sales volumes. During growth, it extended its reach to industrialized countries (United Kingdom, France, Germany, Italy, etc.). At the same time, competition from imports slowed down its domestic expansion, leading to the relocation of its plants to lower-cost locations. The stage of decline is currently evident with the definitive closure of U.S. facilities and their relocation abroad (Cortés and Gantiva, 2019).

With respect to the Network Theory as a postulate to be followed for internationalization, its application can be seen in GM's collaboration agreements with firms such as Isuzu, Suzuki and Fuji Heavy Industries. This network of alliances also facilitated its entry and consolidation in China with partners such as SAIC and, in times of financial crisis, opened the door to government support in the USA and Canada (Cortés and Gantiva, 2019).

Finally, we conclude by stating that the Choice of Entry Mode Model underlies every decision of GM and Colmotores to enter new markets. It is expressed in this case that, depending on the selected destination, they have opted for direct or indirect export (e.g., China and Europe), franchise and licensing contracts, strategic alliances that add value, joint ventures for Asia (China and India) and Europe, and acquisitions such as that of Colmotores (Cortés and Gantiva, 2019).

3.3. Motorcycle Sector Analysis in Colombia

The motorcycle sector market in Colombia is booming; by December 2024, 85,840 motorcycles were registered in Colombia, representing an increase of 20.17% over last year; the most sold brands being Yamaha, Suzuki and AKT; among which motorcycles with a displacement of less than 100cc represent 4.87% of the total market (Cámara de la Industria de Motocicletas, 2025).

3.3.1 Market

The motorcycle sector in Colombia has been growing year after year due to the mobility issues in the country, which led to an escalation of sales at the national level (López, 2017).

3.3.2 Market characteristics

The motorcycle sector is composed of a wide production process to reach the final good, highlighting suppliers, manufacturers, distributors, among others. Martínez (2009) mentions that the motorcycle market is a monopolistic competition, where sellers and consumers of differentiated products coexist, i.e. the products have similar characteristics, especially with regard to the functional aspect, with the difference that each manufacturer

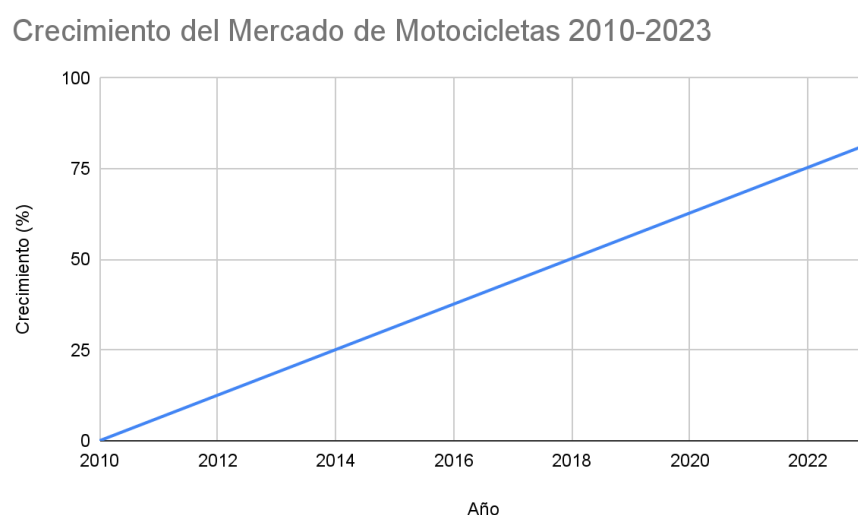
adds value to its products, among which may be quality, service during the sale or after-sales, location, advertising, warranty, among other things.

Thus, the market is made up of a large number of motorcycle vendors (companies) that compete for the same market segment, with a slight differentiation in their products in terms of the added value of each of the products, and the final consumers can perceive the differences between the products of one company and another and are willing to pay different prices for them depending on what each product offers.

3.3.3. Growth over time

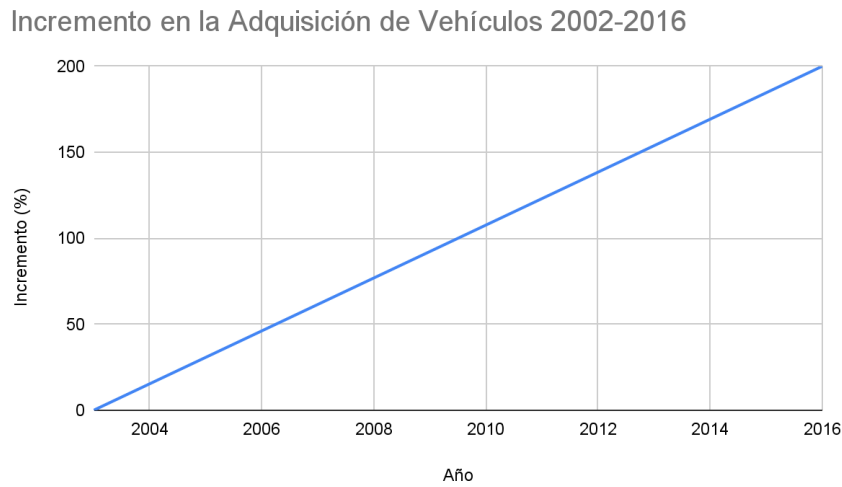
The motorcycle market in Colombia is a fairly solid market and already established over time; the Motorcycle Industry Chamber (2024) mentions that the motorcycle market in Colombia grew by 81.64% between 2010 and 2023. In addition, Bohórquez (2020) states that between 2003 and 2016 there was an increase of over 200% in the number of vehicles purchased in the country, with motorcycles being a very attractive segment due to factors such as the increase in income derived from the reduction of transportation costs, the ease of acquisition, financing options and time savings in everything that involves making use of a motorcycle.

Figure 3
Motorcycle Market Growth



Note. The motorcycle market in Colombia grew 81.64% between 2010 and 2023. Taken from Cámara de la Industria de Motocicletas, 2024.

Figure 4
Increase in vehicle acquisition 2002-2016.



Note. Between 2003 and 2016 there was an increase of more than 200% in the number of vehicles purchased in Colombia. Taken from Bohórquez, 2020

In this way it can be seen how the motorcycle sector in Colombia is a striking sector for internationalization with respect to the market growth it has had over time.

3.3.4. PEST analysis

3.3.4.1. Political

In this review, it was found that the development plan "Colombia, world power of life" promoted by the government of Gustavo Petro is articulated around five core axes: territorial planning with emphasis on water resources and environmental equity; human security and social equity; guaranteeing the right to food; internationalization, productive reconfiguration with a vision of life and climate response; as well as regional articulation (Transparencia por Colombia, 2023).

The NDP under the administration of Gustavo Petro profoundly redefines the nature of the National Development Plan. These documents allow us to analyze that, by their own institutional nature, they usually express the postulates of the hegemonic capitalist bloc that dominates the global scenario (Peña-Galindo and Toca-Camargo, 2021). However, during the present administration, the NDP undergoes notable transformations that, on numerous occasions, contrast with the plan promulgated under Iván Duque. In the analysis of the text, 947 coded records were made in various categories, detecting that the section referring to models of human and sustainable development constitutes 62% of the total content,

equivalent to 548 codes, which reveals a significant structural shift in government proposals (González, 2024).

It is understood that the orientations, initiatives and arguments of the document are widely nourished by Amartya Sen's theory of human development, the principles of sustainable development and a strong gender approach. Likewise, we refer that the lines of thought reflect the influence of the post-development current, advocating the crystallization of the vision of Good Living, Tasty Living, Human Security, Social Justice and the strengthening of the Popular Economy, among other concepts (González, 2024).

In recent days, information has been found regarding the current situation in Colombia, in which it has been determined that public expressions have been charged with resentment and division within the State. This is due to the fact that Petro has raised his tone against opposition sectors and businessmen who, according to him, are holding back his reforms, and in return he has received an avalanche of disqualifications and denunciations. For these reasons, it is said that the political climate has become more tense since the announcement of a referendum with which the president intends to reform the health system and strengthen labor rights. He calls his detractors corrupt, traitors and criminals; they, in response, accuse him of wanting to devastate the nation and perpetuate himself in power (Quesada, 2025).

In his private conversations, Petro insists on the urgency of promoting the popular consultation in the coming months, not only to make his reforms viable, but also to sound out whether the left will be able to present a new candidate in the 2026 elections. The president defends that submitting these changes to the judgment of the "people", instead of leaving it in the hands of the Congress, where he has suffered several setbacks, was the only possible way. He denounces conspiracies against him and claims that the establishment prevents him from governing. He has branded businessmen as "vampires" and "orangutans of greed"; the media as "liars and manipulators"; and the mayors who ignored the day off he decreed at the beginning of his term, even more ruthlessly (Quesada, 2025).

This situation, which has been described above, has not contributed to appease the tension that the president occasionally accuses his opponents of being "Nazis". Between March 19 and 20, he applied it ten times in his social networks against different critics. For all the reasons indicated, we count that the Council of State required him to retract on at least one occasion, when he used that term against an activist who questioned his healthcare

reform. This issue is undoubtedly the one that is currently generating the most disputes. Petro seeks to eliminate the intermediaries, the private EPS, with the objective of establishing a completely public system, being this a situation that has led the opposition of the State to defend these companies, arguing that they guarantee a health coverage superior to that of other countries in the region, despite their flaws (Quesada, 2025).

3.3.4.2. Economic

The motorcycle subsector is part of Colombia's automotive sector (light vehicles) and includes the production, assembly, and marketing of motorcycles and their parts. According to the Registro Único Nacional de Tránsito (RUNT), at the end of 2024 Colombia had 19.8 million total motor vehicles (0.4 vehicles per inhabitant): of these, 12.3 million were motorcycles (BBVA, 2025). This implies that motorcycles represent almost two thirds (~62%) of the national vehicle fleet. In such a context, the automotive industry as a whole contributed 1.7% of the national GDP in 2021 (Renting Colombia, 2022). According to the National Association of Sustainable Mobility (ANDEMOS), it is estimated that motorcycle sales contribute around 8 % of the automotive sector's GDP (Renting Colombia, 2022). In other words, the motorcycle subsector would generate approximately 0.14 % of national GDP (8 % of 1.7 %), reflecting its economic importance relative to the manufacturing economy as a whole.

Annual motorcycle sales have grown steadily in recent years. An all-time record of 833,000 units sold was recorded in 2024 (BBVA, 2025). The upward trend continued in 2025: by February of that year, 157,227 motorcycles had already been registered, a growth of ~28% compared to the same period in 2024 (123,043 units) (Rodriguez, 2025). These data indicate a very dynamic market, with motorcycles far outpacing light vehicles in units sold; for example, in 2024 motorcycle sales were approximately 4.1 times those of new cars. In terms of economic value, this annual volume is equivalent to a multibillion-peso movement: assuming an average price of about 7.5 million pesos per motorcycle, the total market exceeds 5 trillion pesos annually (about US\$1.3-1.6 billion) (BBVA, 2025).

This sub-sector is sensitive to specific macro-financial indicators. Interest rates for consumer credit (which finances the purchase of motorcycles) have remained at high levels (in the order of 20-25% per year according to data from the Superfinanciera), which makes financing more expensive for buyers. Likewise, the exchange rate impacts the costs of

importing inputs and spare parts: with an official exchange rate close to COP \$3,700-3,800 per USD in 2024, any devaluation of the peso increases the cost of local production. These currency factors should be analyzed hand in hand with demand: for example, high rates may

moderate sales growth, while an appreciation of the peso (stronger COP) would lower the costs of imported inputs, benefiting domestic assemblers.

Motorcycle prices have also followed relevant trends. According to BBVA Research with official data, motorcycles maintain much lower relative prices than cars: in 2019 the cheapest motorcycle cost only 14% of what the cheapest car was worth, and in 2024 that ratio dropped to ~11% (BBVA, 2025). This means that motorcycles are becoming comparatively more affordable. The consumer price index reveals that vehicle prices (new, used and motorcycles) remained very high until the end of 2023, then starting to ease (BBVA, 2025). In particular, the used motorcycle market showed recent corrections: in the first half of 2023 the average price of a used motorcycle fell 6.2 % (Lopez, 2023). Therefore, from all of the above we mention that prices of new and used motorcycles are currently tending to stabilize or even moderate their growth, after the strong post-pandemic increases.

Finally, with respect to this economic analysis, we refer that the motorcycle subsector in Colombia is a dynamic and important segment within the automotive sector. With a share of close to 60% of the vehicle fleet and an estimated contribution to automotive GDP of ~8%, its performance has an impact on the national economy. Current sales figures (hundreds of thousands of units and billions of pesos per year) justify attention in economic analysis.

3.3.4.4. Technological

We refer that, in the course of the last decade, the Colombian technological ecosystem has registered a substantial change. According to Datacrédito Experian, the value of our digital infrastructure has multiplied by 7.3 in just five years, providing more than 150,000 new jobs and raising its contribution to the national GDP to 2.94%, a figure that contrasts with the mere 0.40% recorded in 2010 (Ramírez, 2023).

It is stated that the indicated impulse has been sustained by several pillars: the massive incorporation of technological solutions; the stimulus to innovation and the digitalization process in key sectors; the credit lines and tax advantages promoted by Minciencias together

with local banks; and a growing disbursement in research and development, aimed at consolidating scientific and productive capacities (Ramírez, 2023).

However, a report by the Laboratory of Economics of Education (LEE) of the Javeriana University, quoted by Caracol Radio, reveals how limited this effort in R&D has been: in the last twenty years, Colombia allocated only 0.3% of its GDP to research projects, a moderate proportion compared to the regional average of 0.5%, although higher than the 0.2% of Peru and Paraguay. The World Bank also shows that countries such as Brazil allocate 1.2% of their GDP to this area, and the United States far exceeds 3%, indicators that illustrate the slow pace of our research and the urgency of reinforcing it, as Gloria Bernal, co-director of the LEE (Ramírez, 2023) emphasizes.

In turn, we conclude by stating that the creation of 113 patents in 2021 highlights the patenting lag of our entities compared to the main global applicants of the WIPO. This scenario paints a picture of opportunity: it invites us to rethink public-private co-financing schemes, to promote more robust innovation ecosystems and to define strategies to close the gap with international benchmarks, thus cementing a future with greater technological protagonism for Colombia (Ramírez, 2023).

3.4. Internationalization Strategies

The internationalization of SMEs must consider aspects or factors before entering into contact with globalization, among which are divided into internal and external factors, since these 'will determine the course of the company's operations and growth. Guzmán et al. (2023) mention that internationalization is a commitment, since the greater the experience acquired in the international market, the greater the commitment acquired in the same way, due to the fact that the necessary resources must be considered for the due process of internationalization; for which the following internationalization strategies are proposed

3.4.1 Indirect exports

For the authors Galindo et al., (2015) exports are the sale, exchange or donation of goods or services from residents of a country to non-residents, i.e., it is an exchange of a product or service in exchange for a monetary value. This form of international trade is divided into direct and indirect exports, the latter being the most relevant for this paper, which Moreno (2015) defines as the process where the company exports through

independent intermediaries, which are responsible for the logistical handling of the goods until they reach the customer.

This type of exports is attractive in order to reach new markets such as Colombia in the case of ONEBIKE and to establish itself in the Colombian market with its products (mainly 50cc motorcycles for children), complying with the necessary regulations and all the corresponding procedures.

But this form of exports also has its advantages and disadvantages, among which Cogua (2020) highlights as a positive point the concentration of resources in production, without the need to take charge of the export process, and as negative points a lesser control of distribution, compared to direct exports; and the inability to learn how to operate abroad.

3.4.2 Joint Ventures (Strategic Alliances)

Joint Ventures, have their origin in maritime companies for exchange purposes and, in turn, are the oldest ways of doing business and means joint venture Conde (2014), where operations are carried out between some companies that cooperate with each other. Similarly, Sammut (2015) defines it as a form of strategic cooperation where companies form a strategic alliance with the aim of combining resources and capabilities in order to be better positioned and be more competitive; he also mentions that it is one of the most common ways for global companies to internationalize to new markets, following a process of alliance with local companies or acquisitions. It also highlights as an advantage that, for small companies with insufficient capital or management skills, it can be an effective method to obtain the necessary resources to enter a new market.

Maguiña Raúl (2004) highlights as characteristics of the Joint Ventures the autonomy, the plurality of benefits, the consensually, the informality, the continuous or periodic execution, the atypicality, the associative nature, the relationship of loyalty, the absence of legal personality, the flexibility, the onerousness, the contribution of the ventures and the common economic benefit.

In this way, the Joint Ventures strategy is interesting and appealing for ONEBIKE, since, being a small company recently established in Cuenca, Ecuador, it already has a national reach and if a Joint Ventures strategy is designed and applied to penetrate the Colombian market, it can have good results and continue advancing to achieve its vision.

3.4.3 Born Global

The internationalization of companies is part of their competitiveness, through the acquisition of financial resources, new technologies, low-cost operations, market expansion, product quality and risk diversification (Jiménez, 2020). In this way, there has been the emergence of young SMEs or Born Global companies, since, with the support of new technologies and market segmentation, they have managed to enter the global market (Pérez, et al., 2021).

Born global has several advantages as a mode of entry abroad, among which Parra et al. (2021) highlights that it is mostly useful in higher risk industries by analyzing the internal and organizational, micro and macro environments; this, together with an analysis of their markets and a formulation of competitive strategies based on the capabilities of the companies, will help improve the probability of survival of the company that opts for this method of entry. In addition to this, Brenes and León (2008) mention the characteristics of born global companies, which are generally young and entrepreneurial small and medium-sized enterprises that make use of technology and intensive application of knowledge and imitation of technologies; they also have particularities in their strategic approach, since they are born with an international focus from the beginning.

3.4.4 General definition of strategies (direct exports, indirect exports, Born Global, alliances).

Taking advantage of the low direct competition in attractively designed children's motorcycles in Colombia (SWOT: Opportunities) and the dynamic growth of the motorcycle sector, we propose that ONEBIKE should opt for a "Born Global" model that combines intensified indirect export with digital support for the B2C channel. Sector research reveals that sales of motorcycles with displacement less than 100 cc represent an emerging niche (Motorcycle Sector), and that digital tools are increasingly decisive in the purchasing decision of new generations of parents (SWOT: Opportunities). In this sense, we analyze that ONEBIKE should hire services of an international logistics operator and cross-border e-commerce platforms, allowing to offer its 50 cc motorcycles for children through online sales and delivery to local dealers. This indirect export strategy facilitates the concentration of resources on production and design, while the intermediary takes care of import, customs and distribution procedures (Indirect Export Strategy).

3.4.5. Comparative analysis with model companies (e.g., General Motors).

In combination with the branding strategy, the formation of joint venture-type strategic alliances with local assemblers or distributors is considered essential, as demonstrated by GM with Colmotores in Colombia. GM's experience shows that partnering with a local player with infrastructure, regulatory knowledge and dealer network accelerates implementation and reduces regulatory risks. For ONEBIKE, this would involve identifying Colombian companies in the motorcycle sector or related to children's adventure sports, proposing a cooperation agreement in which ONEBIKE provides the innovative design and technology for its children's motorcycles, while the local partner facilitates assembly, approval by the Ministry of Transportation and distribution logistics. In this way, we propose that ONEBIKE ends up mitigating its inexperience in internationalization processes and increases its capacity to respond to possible regulatory changes or homologation restrictions (SWOT: Weaknesses/Threats).

3.4.6. SWOT diagnosis of ONEBIKE

The starting point for designing ONEBIKE's internationalization strategies that we are going to present in this subtopic, must necessarily start from the SWOT diagnosis, which examines how the company should enter the Colombian market based on internal and external factors. From this analysis emerges the need to strengthen the brand and manage local alliances to compensate for the lack of initial recognition, in addition to examining the lack of strategic contacts in Colombia at the time of this process.

3.4.7. Specific strategies for ONEBIKE in Colombia

Thus, from the analysis carried out in the preceding sub-themes, it can be understood that one of the central axes of internationalization should be the construction of a solid image within the Colombian economic arena, an image that should be configured through various digital branding actions aimed specifically at children and their parents, taking advantage of ONEBIKE's know-how in niche marketing (SWOT: Strengths/Opportunities). For the above considerations, we state that this effort should include campaigns on social networks, collaborations with influencers, in addition to the realization of different product demonstration events on children's motocross tracks, in order to gradually generate the respective trust, more visibility within a market where the brand is not yet known.

The PEST analysis of the Colombian environment provides key information for adjusting entry strategies. From a political point of view, the current National Development Plan "Colombia, world power of life" promotes the productive reconfiguration and

internationalization of companies, which translates into tax incentives for value-added projects and public-private alliances (PEST: Political). For these reasons, it is understood that ONEBIKE must necessarily incorporate this factor within the business plan of the company, so that little by little each of the respective benefits in free trade zones or special import regimes can be managed, in order to reduce initial costs and demonstrate alignment with the state policy of sustainable development that promotes the brand that has been analyzed.

On the economic level it is analyzed that, it has been understood that the recent protectionist measures that have been imposed by the government agents on duty, in addition to the volatility that exists within the foreign direct investment (PEST: Economic) require that the ONEBIKE company has the obligation to design conservative cash flow scenarios that allow it to diversify each of the sources of financing that sustain it. Therefore, following the example of GM, which maintained profit margins above 10% through economies of scale and efficient processes (GM Case - Cost Leadership Objective), those who manage the ONEBIKE brand must necessarily negotiate with the different Chinese suppliers the necessary purchase agreements for increasing volumes, in order to obtain discounts that allow them to offer competitive prices in Colombia without sacrificing quality or safety of the product to be offered. In addition, the company should consider credit lines international or financing from multilateral organizations that promote sustainable mobility. In the social sphere, the analysis that has been carried out reveals a Colombian society with a strong demand for mobility solutions and outdoor sports, but with distrust towards imported products coming from China (PEST: Social). To counteract this perception, we propose as an indispensable strategy that the communication that is intended to generate to the social fabric, should be able to emphasize the quality with each of the different internationally certified safety standards, as well as highlight the importance that can be given to ONEBIKE by the Ecuadorian character of the brand, in order to link it with the different values of closeness and experience that occur within Latin American markets. Likewise, we end up recommending the realization of test-drives and training workshops for parents and instructors of children's motocross, generating community and loyalty from the first contact.

From a technological point of view, Colombia has experienced a remarkable growth of its digital infrastructure and a lag in R&D (PEST: Technological). ONEBIKE can become a catalyst for innovation in the sector by incorporating telemetry systems and apps to monitor

children's performance on the track, taking advantage of the technological gaps detected. This added value, aligned with GM's focused differentiation model (GM Case - Differentiation Objective), will allow ONEBIKE to position its motorcycles as children's "smart bikes", increasing their perceived value and reducing the threat of imitations by strengthening user loyalty through digitized after-sales services.

Comparing GM's experience in its expansion in South America and Asia with ONEBIKE's situation, it is clear to us that a gradual strategy, inspired by the Uppsala Model, would be appropriate: start low volume indirect exports to validate demand, then establish joint venture alliances for local assembly and, finally, consider setting up a production or assembly center in Colombia once sales volumes are consolidated (Uppsala Model). This progression may allow ONEBIKE to acquire market knowledge and mitigate risks in order to strengthen its own competitive advantages before making larger investments.

In parallel, we propose that the application of Dunning's eclectic paradigm suggests that ONEBIKE should exploit its internal resources, specifically those related to innovative design, know-how in infant marketing and replicable business model, in order to apply them in combination with the use of local advantages offered by its Colombian partners, which consists of access to distribution networks, regulatory knowledge and service capacity, to maximize efficiency and profitability of foreign direct investment (Eclectic Paradigm). This approach will allow justifying the internalization of key stages of its value chain, such as assembly and after-sales, in Colombian territory.

According to the Product Life Cycle Model, we believe that ONEBIKE is in an introductory phase in Colombia; therefore, it is imperative to focus efforts on boosting market penetration through launch prices, joint promotions with distributors and institutional support (sponsorship of children's motocross events). As the company moves towards the growth phase, the network of distributors and service centers should be consolidated, replicating GM's market expansion strategy (GM Case - Market Expansion Objective).

As a complement, we assert that adopting a monopolistic advantage approach limited to the children's motorcycle niche will allow ONEBIKE to position itself exclusively in this segment (Monopolistic Advantage Paradigm). To this end, we comment that the company should strengthen the protection of its intellectual property in Colombia, registering design patents and trademarks, and promoting a safety certification program to support its

innovations, thus reducing the risk of imitation in conjunction with the dissociation of quality perception.

Now, we conclude by affirming that of all the internationalization strategies proposed here for ONEBIKE, we must understand that they are coherently articulated around an integral, progressive and adaptive approach that starts from the SWOT diagnosis and is based on theoretical models such as Uppsala, the Eclectic Paradigm and the Product Life Cycle that have been taken from the case study of the GM company.

Finally, it is worth mentioning that these strategies converge in the need to correctly build a brand that ends up being recognized, with high standards of trust in Colombian society, through the application of digital branding, the establishment of joint venture type strategic alliances with local actors, and the corresponding adoption of a Born Global model leveraged on indirect exports where technological tools are used.

At the same time, we must not forget that it has also proposed an intelligent reading of the political, economic, social and technological environment of Colombia (PEST), which is duly oriented to end up taking advantage of each of the government incentives, minimize risks and respond to social demands through differentiation and innovation. For all of the above, it is inferred that ONEBIKE must deploy a carefully staggered internationalization, based on the synergy between internal capabilities, local alliances and contextual adaptation, which will allow it to consolidate a leadership position in the incipient but promising niche of children's motorcycles in the Colombian market.

Table 6
ONEBIKE Internationalization Strategies

| No. | Strategies | Description | Comparative Case | ONEBIKE Objectives |
|-----|--|--|----------------------|--|
| 1 | Digital branding | Social media campaigns + collaborations with influencers + demonstration events on children's motocross tracks, leveraging ONEBIKE's know-how in niche marketing (SWOT: Strengths/Opportunities). | GM (niche marketing) | Generate trust and progressive visibility in a market where the brand is not yet known. |
| 2 | Strategic alliances (joint ventures) | Cooperation agreements with local assemblers or distributors: ONEBIKE provides design and technology; the partner facilitates assembly, homologation and logistics (SWOT: Weaknesses/Threats). | GM-Colmotores | Mitigating internationalization inexperience and reducing regulatory risks |
| 3 | Intensified indirect exports ("Born Global") | Hiring of international logistics operator and cross-border e-commerce platforms for online sales of 50 cc motorcycles and delivery to local dealers (SWOT: Opportunities). | Born Global Model | Concentrate resources on production and design, entrusting the intermediary with import and distribution procedures. |
| 4 | Socio-cultural communication and test-drives | Emphasis on international safety standards + reinforcement of the brand's Ecuadorian character + test-drives and training workshops for parents and children's motocross instructors (PEST: Social). | PEST: Social | Counteracting distrust of imported products and building community and loyalty from the first contact |

Note: Own elaboration

CONCLUSIONS

We conclude that the study has comprehensively fulfilled the purpose of contextualizing internationalization to the Colombian motorcycle market by combining a robust conceptual framework with a detailed case study of the GM company. We integrated qualitative analysis and strategic tools to provide a holistic view that transcends mere sales figures, allowing us to understand both the structural dynamics of the sector and the deep motivations of consumers. In this sense, we believe that the methodological approach applied, which consisted of an SME case study complemented with PEST and SWOT, was particularly appropriate to identify critical variables and design practical recommendations. The motorcycle market in Colombia exhibits sustained and large-scale growth, consolidating the motorcycle as the vehicle with the highest penetration in the vehicle fleet. Beyond the mere percentage increase in registrations, this boom responds to a real and diversified demand: motorcycles are no longer just an emergency mobility alternative, but the preferred choice of users in congested urban areas and rural communities with limited access to public transportation. This expansion is not limited to specific segments, but encompasses both work (delivery, courier services) and recreational and family uses, which reaffirms the relevance of orienting commercial strategies towards this segment.

The SWOT analysis identified key elements that should guide any business decision. As strengths, we highlight the SME's capacity for innovation in design and operational adaptability, which allow it to quickly adjust its product portfolio to local preferences. Among the weaknesses, we detected the need to strengthen brand recognition and legal and financial management capabilities. As for opportunities, we note a growing niche in electric motorcycles and specialized models for shared mobility. Finally, as threats, we pointed out the high competition from consolidated brands and the volatility of the regulatory framework for emissions and road safety. This diagnosis points to actions aimed at improving the communication of value and ensuring regulatory compliance.

In addition, it was observed that, from the sociocultural and technological perspectives, there is a growing appreciation of the independence and efficiency that motorcycles provide. For many low- and middle-sector households, owning a motorcycle represents economic autonomy and immediate access to employment and educational opportunities. At the same time, progress in digital infrastructure and connectivity solutions opens up possibilities for integrating "smart" features, such as geolocation systems, remote telemetry and mobile

predictive maintenance applications, which could undoubtedly differentiate the offer and enrich the user experience. These cultural and technological elements reinforce the need to present the motorcycle not only as a vehicle, but as an integral mobility service.

Based on these findings, we propose a dual strategic scheme: on the one hand, indirect exports to leverage the knowledge of local partners for homologation and distribution; on the other, joint venture-type alliances to facilitate the exchange of technical and commercial capabilities. This "Born Global" approach seems to us to be the most efficient way to concentrate resources on product research and development, while taking advantage of the network of partners to optimize logistics and customer service processes. We believe that this balanced model maximizes speed to market without sacrificing control over quality standards and brand identity.

RECOMMENDATIONS

As a first recommendation, we consider it essential to strengthen ONEBIKE's digital branding strategy through the generation of audiovisual content that illustrates real use cases and user testimonials in various regions of the country. This approach should be combined with the establishment of strategic alliances with technology companies to incorporate smart solutions in vehicles, such as mobile predictive maintenance applications, geolocation systems and value-added services. In this way, we will manage not only to increase brand visibility, but also to segment the target audience and generate consumer confidence by showing examples of the user experience. Likewise, this synergy between digital marketing and technology will allow us to differentiate ONEBIKE's value proposition from direct national and international competitors.

Second, we propose to invest as a priority in research and development for the design and production of low-cost electric versions with adequate autonomy, responding to both growing environmental concerns and Colombian emissions regulations. This effort should include collaboration with research centers and suppliers of high-efficiency battery components, as well as pilot tests to validate the performance of the prototypes in real conditions of use. In this way, we will be able to offer the Colombian market sustainable mobility alternatives with reliable performance, while anticipating future regulatory requirements. In addition, the adoption of clean technologies will strengthen ONEBIKE's corporate social responsibility image and open new opportunities to access incentives and government support programs.

Finally, we consider it essential to develop a training and certification program aimed at local workshops responsible for the maintenance and after-sales of ONEBIKE motorcycles, in order to ensure uniform service standards and strengthen the loyalty of the dealer network. This program should include theoretical and practical modules on technical aspects of the product, customer service and quality assurance procedures, taught by specialized instructors. At the same time, we propose to establish a system for continuous monitoring of the evolution of demand and regulatory trends in Colombia, which will facilitate the agile adjustment of the product portfolio and commercial tactics. With this double action, we will achieve not only a more efficient and coherent operation, but also a greater capacity to adapt to changes in the environment and a sustained improvement in customer satisfaction.

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