



Faculty of Legal Sciences

School of International Studies

Comparative Analysis of Barriers, Opportunities and
Strategies of Internationalization for Born Global
Companies in the Andean Community

**Project Prior to Obtaining a Bachelor's Degree in
International Studies**

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This research work is dedicated to my family, as it is the fundamental pillar in my personal and professional training.

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Comparative Analysis of Barriers, Opportunities and Internationalization Strategies for Born Global Companies in the Andean Community

ABSTRACT

The objective of this research is to analyze the internationalization processes of Born Global companies in the Andean Community, in order to identify and compare the main barriers, opportunities and strategies that influence their international development. To this end, their characteristics are classified and the cases of Paccari (Ecuador), Agroexport (Bolivia), Danper (Peru) and Tecbaco (Colombia) are examined, in order to determine similarities and particularities within the regional context. The study is based on the literature on early internationalization and Born Global companies written in the state of the art and theoretical framework. In the methodology, a mixed approach was used, combining a comparative qualitative analysis with a quantitative analysis based on export performance indicators, evaluated using Spearman's correlation coefficient. The results show that the main barriers are related to institutional, regulatory and market access factors, while the opportunities are associated with the diversification of destinations and positioning in international niches. It is identified that the internationalization strategy and international legitimacy are the factors with the greatest impact on export performance, while innovation and experience have a more limited impact; which concludes that early internationalization in the Andean Community responds to the interaction between structural barriers, market opportunities and strategic business decisions.

Keywords: andean community, born global firms, exports, internationalization, trade barriers.

Análisis Comparativo de Barreras, Oportunidades y Estrategias de Internacionalización para las Empresas Born Global de la Comunidad Andina

RESUMEN

La presente investigación tiene como objetivo analizar los procesos de internacionalización de las empresas Born Global de la Comunidad Andina, con el fin de identificar y comparar las principales barreras, oportunidades y estrategias que influyen en su desarrollo internacional. Para ello, se clasifican sus características y se examinan los casos de Paccari (Ecuador), Agroexport (Bolivia), Danper (Perú) y Tecbaco (Colombia), con el propósito de determinar similitudes y particularidades dentro del contexto regional. El estudio se fundamenta en la literatura sobre internacionalización temprana y empresas Born Global redactados en el estado del arte y marco teórico. En la metodología, se empleó un enfoque mixto, combinando un análisis cualitativo comparativo con un análisis cuantitativo basado en indicadores de desempeño exportador, evaluados mediante el coeficiente de correlación de Spearman. Los resultados exponen que las principales barreras se relacionan con factores institucionales, regulatorios y de acceso a mercados, mientras que las oportunidades se asocian a la diversificación de destinos y el posicionamiento en nichos internacionales. Se identifica que la estrategia de internacionalización y la legitimidad internacional son los factores con mayor incidencia en el desempeño exportador, mientras que la innovación y la experiencia presentan un impacto más limitado; lo que concluye en que la internacionalización temprana en la Comunidad Andina responde a la interacción entre barreras estructurales, oportunidades de mercado y decisiones estratégicas empresariales.

Palabras clave: comunidad andina, empresas born global, internacionalización, barreras comerciales.