



VIGILADA MINEDUCACIÓN

**Success factors of Colombian food companies in the Internationalization
Process**

Daniela Ramírez Mesa
Gonzalo Andrés Tobón Vitola

Institución Universitaria Esumer

Faculty of International Studies

Medellín, Colombia

2019

**Success factors of Colombian food companies in the Internationalization
Process**

Daniela Ramírez Mesa
Gonzalo Andrés Tobón Vitola

Degree work presented to qualify for the title of:

Professional in International Business

Tutor:
Milton César Toro Cadavid
Economist and Project Management Specialist

Line of research:
International Trade and Business and International Relations

Institución Universitaria Esumer

Faculty of International Studies

Medellín, Colombia

2019

Acknowledgments and dedication

To my mother and sister, they are my motor and greatest love.

To my life partner, support and unconditional love, Gonzalo Tobón.

To my teachers, I learned from all of them to see my profession from different approaches.

To my tutor, for his time, accompaniment and continuous guidance, Milton Toro.

Daniela Ramírez

To my mother, the reason why I strive to get ahead every day.

To my friend, girlfriend and complement, her company has been my greatest joy and impulse to achieve everything we want, Daniela Ramírez.

To the teachers, who gave us great knowledge for life.

To my tutor, his help and guidance was essential for the development of the work, Milton Toro.

Gonzalo Tobón

Abstract

This research analyzes cases of internationalization of Colombian companies in the food sector in order to identify among these predominant success factors, through the study of models chosen by companies to internationalize according to the needs and requirements of each, techniques used and the challenges faced. Likewise, it identifies the fundamental of structuring the strategic approach in favor of the internationalization taking into account all the collaborators of the company, the need to take decisions and to maintain a commitment where the operative flexibility intervenes and acquisition of new knowledge. The cases analyzed demonstrate that innovation is a determining factor to generate differentiation and added value in the attraction to new consumers, and on the other hand the efficiency in the development of a market research that covers the crucial variables to choose a specific destination. Finally, the identified factors are used to create a methodological proposal by means of guidelines, with the objective of providing an orientation based on the studied cases.

Key Word: Internationalization Models, Success Factors, Strategic Planning, Business Innovation, International Market.

Table of Contents

Acknowledgments and dedication.....	3
Abstract.....	4
Introduction	7
1. Project Formulation	9
1.1 State of the art.....	9
1.2 Problem statement.....	12
1.3 Objectives	13
1.3.1 General Objectives	13
1.3.2 Specific objectives.....	13
1.4 Justification	14
1.4.1 Theoretical justification.....	14
1.4.2 Social and/or business justification	14
1.5 Framework	15
1.5.1 Conceptual framework	15
1.5.2 Theoretical framework	16
1.6 Methodological framework.....	17
1.6.1 Research Method.....	17
1.6.2 Investigation methodology	17
1.7 Scope.....	19
2. Success factors.....	20
2.1 Internationalization Models and Company Conditions	20
2.2 Decision and Commitment	29
2.3 Innovation	38
2.4 Market Knowledge.....	44
2.5 Methodological Proposal	53
3. Conclusions and Recommendations.....	61
3.1 Conclusions.....	61
3.2 Recommendations.....	62
4. Bibliography	63

List of Tables

Table 1 Internationalization Models	21
Table 2 Business conditions.....	27
Table 3 International mission vs national mission.....	32
Table 4 International vision vs national vision	33
Table 5 Market knowledge variables.....	48
Table 6 Check list Methodological Proposal.....	57

Introduction

The purpose of this research is to analyze cases of internationalization of Colombian food companies and to identify, according to these, the determining and predominant factors in success.

The first chapter begins by defining and recognizing the different internationalization models that can be used by companies through real examples, in the same way emphasizes the essential validations to identify the current conditions of the company and define if they require modifications or improvements.

Chapter two establishes the importance of making decisions in order to direct the company towards the internationalization plan and the commitment to adapt and acquire fundamental knowledge against international trade. At the same time, cases where business strategy is modified to include internationalization, business flexibility in the face of changes, adaptation to new processes, participation in international consultancies and fairs such as Procolombia are modified, in order to feed on information and practical techniques to carry out the process.

The third chapter covers innovation and the various ways of doing so, through cases where Colombian companies dare to innovate and make a difference at a local and international level, innovation in the product portfolio, in packing, packaging, innovating in the internal processes of production, customer service, and implementation of computer technologies for data integration. The chapter also addresses marketing innovation guidelines, taking into account advertising, promotions and use of the internet.

The fourth chapter projects market research as a fundamental factor in developing the internationalization plan, since it defines and conceptualizes the essential variables in the choice of the best target market to start the process, within the main ones it addresses the demand, the supply, the marketing, distribution, tariff and non-tariff barriers, geographical distance, among others.

The investigation ends in chapter five, where the methodological proposal resulting from the analysis of the cases of internationalization of Colombian food companies is delivered,

and compiles the determining factors in the success of their internationalization, providing a basic orientation in essential validations in the time to consider business internationalization.

1. Project Formulation

1.1 State of the art

The present investigation considers that the constant change in the markets and demands of the consumer are becoming more rigorous and demanding for the products and services offered by the companies, which generates that there is continuously a search for innovation both in what is offered, as in finding the efficient route to expand into new markets (internationalize). Therefore, research related to the challenges and strategies that companies in the food sector carried out in their internationalization process are related, cases of success and failure that serve as tools to grant guidelines that help in the construction of an internationalization model.

A first article of (Rivera & Ruiz, 2011) guides on innovation in the use of financial resources as a strategy in the value chain of companies to survive and grow. The methodology used is a financial evaluation of innovative companies, based on accounting information and added economic value, the main finding that evidences is that innovative companies create value until 2003, from 2004 they start to destroy it, destroy less value, but are less effective, which is due to the efficiency in the use of assets.

The work of (Pineda, Sanabria, & Santana, 2011) addresses some key factors of food companies in the process of internationalization. The methodology of the students was to investigate the processes carried out by the Hamburguesas el Corral and Pan PA'YA companies, in which the commitment to the decision to expand to the foreign market was highlighted, to create matrices to choose the market with the best potential for export, adapt corporate and productive strategies internationally and innovate with technologies.

In accordance with (Pedraza & Gómez, 2011) they define the determining factors in the success of Grupo Nutresa abroad. The methodology they use are analyzes focused on the internationalization implementations of the company compared to existing internationalization models, hence it is found that continuous innovation is the determining factor for success and a certain degree of flexibility compared to company strategies and countries to which is intended to arrive.

In accordance to the research of (Robledo Ardila & Ríos Molina, 2013) they sought to establish the corporate vision and missions of the 500 most important companies in Colombia through a methodology of content analysis of their vision and mission statements, the conclusion of the study was that internationalization has been included in the vision of 151 companies, in the mission of 70 companies and in vision and mission in 44 companies.

To (Ruiz & Angarita, 2013) it is necessary to identify and compare the theoretical models of a victorious company that manages to internationalize as a key business strategy. Through a study of the company Super de Alimentos SA compared to the different theories about internationalization processes in Colombia, they determined that companies have very similar needs in terms of internationalization and their commitment to customers, degree of innovation, quality and experiences on the palate was evidenced.

What (Zingone & Ruiz, 2014) are looking for in their book is to demonstrate the strategies and means that companies use to enter international markets. The methodology they used is the interpretation of academic and scientific contributions, where they finally conclude that globalization encourages entry to new markets and companies carry out different means to enter them.

Other information found is based on the investigation of (Pineda Bello & Moreno Coy, 2015) which is focused on the search for the dynamics of Colombian companies that export and produce abroad, intend to know the internationalization route for the Colombian company. The methodology they use is documentary and comparative research; two companies are covered to describe the importance of internationalization for organizational growth: Alpina and Danone. The main finding is that the beginning for internationalization is to risk generating and investing new projects, building new networks and innovating.

(Colombiatrade, 2019) Sustains:

Colombian SMEs generate about 70% of jobs nationwide. However, only 14% have exported their products and services, and 24% have expectations of doing so. In order for the country to expand its export base, it is essential that SMEs work with a view to reaching other markets.

While this is true, the big challenge for SMEs is to bet on foreign markets. This type of information shows that Colombia is not so developed in business internationalization processes and since they contain the bulk of national work, they should consider this process, scale up in the company's scope, and increase that 14% and 24% expanding the country's export base.

The results of the research proposed above allow it to be used as support in the development of research, since they have a direct relationship with business internationalization, point to the Colombian food sector, and contemplate different variables of an internationalization process taking cases as an example. They identify the added value that Colombian food companies choose when they decide to position themselves in the foreign market, as well as the characteristics of both visions and corporate missions of Colombian companies along with the routes they use to successfully internationalize. They also demonstrate the importance of analyzing the market, assessing strengths, opportunities, weaknesses and threats to determine improvements and adaptation of the strategic business plan.

1.2 Problem statement

Business internationalization occurs when a company decides to enter a specific market abroad, whether to settle completely to only operate there or continue operating in both countries. SMEs and large companies see improvements in productivity at the time they begin to export, including (Banco Mundial, s.f) quoted by (Colombiatrade, 2019) that states in its studies that "the productivity of exporting companies is between 6% and 13% higher compared to companies that only carry out operations nationwide." This type of information adds value to internationalization, full of beneficial reasons the decision to start venturing into the foreign market. Before beginning an internationalization process, the company must carry out a complete market study of the country to which it wants to enter and analyze the variables of market behavior, supply, distribution, protectionist laws, among others. A company must be formed locally to go out to the foreign market, it is very practical the well-known SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to know that potential and capacity of the company to face the changes that are coming.

The fact that a Colombian company in the food sector decides to expand to the foreign market implies adapting and following different laws, knowing cultural differences, health controls, different economies, identifying the companies with which it will compete, this is what generates that a company faces entry and permanence challenges in this country.

In that order of ideas, Colombian food companies, in addition to ascertaining these aspects, must validate their market proposal and consider the appropriate techniques, strategy and defined action plan to enhance that value they have over the other companies in the sector and provide attraction in international consumers.

Colombian food companies possibly achieve success by offering innovation, meeting market demands and adapting to changing the techniques they use locally towards new international guidelines and strategies.

According to Leonidou (2004) (Cited by Cambra, Jesús; Vásquez, Rosario, 2010) (Vásquez & Cambra, 2010) categorizes barriers to entry in international markets into internal and external. Being the external barriers, the possible lack of understanding of the international

sales process, lack of government support, and different habits or attitudes on the part of foreign consumers. While in the internal ones: identification, selection and contact with international markets, inefficiencies in obtaining and managing information related to foreign markets, lack of time and dedication of staff, inadequate training of personnel responsible for international activities, lack of productive capacity for broader markets, few financial resources, and specific aspects such as international marketing management, possible product adaptation, price adjustments, product promotion and access to distribution channels and product promotion.

These barriers can be mainly in the small and medium enterprises of the sector and even of any other, since being companies with more limited resources, personnel and infrastructure intervenes in the decision of internationalization. Faced with this, it is sought to identify the success and failure factors that Colombian food companies have had in the internationalization process.

1.3 Objectives

1.3.1 General Objectives

Analyze the success factors that Colombian food companies sustained to enter the foreign market, through descriptive research in order to develop the internationalization model for companies.

1.3.2 Specific objectives

Propose the current business conditions and those required to start the internationalization process according to the chosen model.

Understand the importance of commitment in actions executed and focused on including internationalization in strategic plans.

Identify the different forms of innovation that a company can carry out to potentiate its process.

Verify the essential variables in the development of market research, so that the choice is the most appropriate to the model and product of internationalization.

Model success factors that align an internationalization process based on real cases of Colombian food companies.

1.4 Justification

1.4.1 Theoretical justification

The importance of the work lies in being a guide for companies in the food sector to succeed in the foreign market, as well as demonstrating good practices, illustrates those that are not recommended to choose in the way of internationalization and that other companies have already fallen in error. "There is no single way for a company to start having international activity." (Araya, 2009) , However, this work presents a list of different practices that worked for companies in the sector, and most likely the new company that wants to enter could serve, although it is not a single path, the options presented here are a methodological proposal through of success factors based on business internationalization.

Throughout history there are a variety of theoretical approaches to internationalization and advantages from different points of view according to the author, those who see internationalization with an economic approach, with direct investment activities with authors such as Leonidou and Katsikeas, from a process criteria focused on business commitment, such as Vahnle, Johanson and Wiedersheim-Paul, and the perspective of internal and external structuring to meet international demands such as Mitchell, Rogers and Kincaid, quoted from (Trujillo, Rodriguez, Guzmán, & Becerra, 2006)

1.4.2 Social and/or business justification

The research proposed here will identify from the case study of Colombian food companies abroad, those factors and strategies that they implement to achieve success in this market, which will allow to be a reference and encourage interest to companies that aspire and want to open path to its internationalization, since the research will provide a strategic path based on real cases that lead to a positioning in the US market through business success factors.

The work is aimed at generating a guide for that Colombian company exactly from the food sector that has within its organizational plan to reach foreign markets. For example, the Coolfish Company, since 2014 began to export tilapia to the United States with ten tons of frozen product, and now sells in supermarkets and restaurants in this country. Sales of this

product now represent 6% of Colombia's tilapia exports according to (Procolombia, 2016), and in addition the company already has a distribution center in the American country, which provides greater distribution and acquisition of new buyer customers, recognition of these and better access to the product.

Natural Foods, is a company that also adapted its physical structures to meet the demand from abroad, it has not been installed abroad but from its own plant located in the Valle del Cauca more exactly in Roldanillo, it exports fruit pulp, sancocho and pre-cooked Creole potatoes ready to prepare for Florida, Texas, New York and California according to (Procolombia, 2016). This same Pro Colombia article shows in figures how the company grew “from 2012 to 2013 the increase in sales was 60%; from 2013 to 2014 an additional 13%; and in 2015 another 25%”. Examples of how a company that is clear about its approach, adapting its structure, its mission, and risking attracting customers from abroad can see beneficial results in the medium and even short term, increased demand for its product coupled with recognition in the foreign market.

1.5 Framework

1.5.1 Conceptual framework

Since this work will be carried out in the food business world and in the internationalization process, it is essential to indicate the definitions to the topics that are exposed.

Internationalization

It is the process where a company develops skills and abilities to create relationships with customers in other countries. “Internationalization means all those operations that facilitate the establishment of more or less stable links between the company and international markets, throughout a process of growing international involvement and projection” (Root, 1994) Cited by (Pineda Bello & Moreno Coy, 2015, pág. 1).

It is also essential to know that Colombia's food industry is a sector that moves large numbers annually, according to (CVN, 2018):

(...) The food and beverage sector reached sales of \$ 13.2 billion in 2017 and had more presentation in the milling, bakery and pastry industries, with 31%, followed by dairy, flour, confectionery, snacks, fruits, legumes, oils , sauces, meat, ice cream and desserts.

1.5.2 Theoretical framework

The different internationalization theories separated into two groups according to (Poblete & Amorós, 2013) The first, based on authors such as Johanson and Vahlne (1990) and Vahlne Nordström (1993), focuses on the process of internationalization in stages, those companies that do not have this vision since its birth but rather as their economic growth and regional or national level position, they are acquiring solid bases of production and physical structures, these lead the company to begin an alignment of expansion of the product or service to a foreign market, recognizing that they have the capacity to meet the demand and adaptations that it requires.

On the contrary, authors such as Madsen and Servais (1997) in the second group, refer to those companies that since their inception have within their strategic plan to internationalize, these companies have no greater interest in obtaining knowledge through time in the market national, but the efforts and means at their disposal are directed abroad. For research purposes it is determined that the companies analyzed include the internationalization process based on the theory dictated by the first group, those that were first positioned nationally to decide to expand to conquer new markets.

Uppsala model

These are the phases that a company must develop when entering a foreign market.

The stages of this development are:

- Development of sporadic or non-regular export activities
- Exports through independent representatives
- Establishment of a commercial branch in the foreign country

- “Establishment of productive units in the foreign country” (Pedraza & Gómez, 2011)

1.6 Methodological framework

1.6.1 Research Method

The object of study will be addressed deductively, the work is developed based on the exploration of cases of internationalization of Colombian companies, the internationalization process is described and the strengths and challenges that were faced by the companies in the sector are identified, to finally analyze the success factors that are the common denominator to achieve a successful internationalization.

Its approach will be qualitative; the work is subjective because it is the result of an analysis of skills and challenges faced by Colombian companies abroad, and based on this, a process of practices that favor business internationalization is determined.

The type of study of this research is descriptive, since internationalization processes of companies such as Nutresa, Super de Alimentos SA, Alpina, Colombina SA Quala SA Casaluker SA, Hamburguesas el Corral and Pan PA'YA, and the opportunities they have are studied SMEs grow and enter abroad with solid bases. The process of market choice is also studied and the similarity between the strategies used to identify the factors leading to success is verified.

1.6.2 Investigation methodology

The information will be collected through documentary analysis, which makes it a documentary investigation. Implementing what is mentioned by (Cauas, 2015) this research will be a reconstruction of other existing research, review of reports and publications regarding the object of study.

The universe of the object of study is the Colombian food companies that have internationalized and, challenges and successful practices analyzed in the companies shows. The documents to be reviewed will be research on the internationalization process of the aforementioned companies, which include analysis of the theoretical and practical models implemented in the business strategy and compliance with the success in each of them. It is essential to identify methods such as SWOT analysis.

SWOT according (Ponce, 2007) it refers to strengths, weaknesses, opportunities and threats, it consists in the evaluation that a company makes of the strong and weak factors that diagnose the internal state of the company and for the external state the threats and strengths are evaluated.

Taking into account the above, it is contemplated that the information to be studied will be secondary information, according to (Gallardo & Moreno, 2019, pág. 28) “The researcher collects from research already done by other researchers with different purposes.”

Bias according (Del Pino Casado, Frias, & Palomino, 2011) it is a systematic error and it is that error that occurs in relation to the study design, this can be of selection, confusion or information. To avoid any kind of bias, the study will be contrasted with several sources, since successful cases of Colombian food companies will be studied, and in turn, the characterization of the internationalization process. The research will not be based on a single source of information, as indicated in the background, more than one investigation will be taken into account that points directly to the object of study, most obtained through Google Scholar and Redalyc. In addition to the successful cases indicated as the research samples, sources such as: Analysis of the financial performance of innovative companies in the Food and Beverage Sector in Colombia will be studied (Rivera & Ruiz, 2011), also the article Internationalization as an explicit objective in the declared vision and mission of the 500 largest companies in Colombia. (Robledo Ardila & Ríos Molina, 2013) And research on the Strategies and Modalities of entry to compete in international markets (Zingone & Ruiz, 2014).

1.7 Scope

The work covers only investigations of Colombian companies in the food sector; however, it will also be useful for micro, medium and small enterprises that meet the minimum tangible and intangible necessary conditions of the internationalization process. Against the geographical condition, it will be Colombia as the origin and the destination market chosen by each company.

2. Success factors

Different cases are identified where companies go through variables in the internationalization process, in order to carry out the fulfillment of each of the objectives, it is essential to know the business conditions in their current state, the determination that is required to focus their activities on of the international objective, recognize through innovation the opportunities that you can take advantage of, the need to know the markets that you aspire to reach to think about different ways of taking the lead in your strategies, and thus finally fulfill the objective of generating a base model with success factors analyzed in the cases studied.

2.1 Internationalization Models and Company Conditions

Every company that is open to internationalization must know how to handle the different markets where it is present, a very important aspect to consider for those companies that are already in this process.

We must be aware of the pace in which the economy of each country progresses, it can fall into situations that may affect the development and balance of the company and that is where the importance of business conditions to control and understand the dynamics comes of the market and respond with precision and opportunism with different strategies. This can be illustrated with the case of the Colanta Company, which in 2012 in the middle of the FTA (Free Trade Agreement) with the United States, its sales decreased comparatively with the previous year. This little growth was due to the fall in exports due to the low competitiveness and high costs of Colombian products compared to the international market, among the exports with the most decrease were dairy products. In this situation Colanta was quite affected by its international sales, which had to be compensated with national sales of meat products. (Becoche Yule & González Blanco, 2018).

This is a good example to show that the line to internationalization is not only of success and benefits; there are challenges that can be faced and are seen as an opportunity for improvement and not as reasons to withdraw from the international expansion plan. It is the

same ability of the company to think strategically and meet unforeseen events without stagnating sales.

This chapter deals with the interaction of tangible and intangible conditions of the company in internationalization. "Internationalization requires the transfer of existing resources in the company to a new geographical area." (Cuervo, 2004, pág. 21) When you try to enter a market, not only enter the name of the company, enter the physical production capacity you have in your home country to transfer it abroad, or the ability to create a production plant in the destination country. Tangible conditions such as product, labor, physical and intangible advertising such as the same but virtual advertising, knowledge, added value are transferred. It is of great importance that each company has measurements of its productivity and efficiency indices in the objectives it has in order to answer these types of questions:

...are you ready to compete? Are you prepared to face the challenges of an increasingly globalized world? A world where alliances are on the agenda to attack emerging markets by large multinational companies? What resistance can we offer? What is our differentiating factor compared to large international companies, especially if we do not even know that factor in the national business environment? Where was the organizational management, the concern for the market, the needs of the client? (Castro, 2009)

Questions that should not provide gaps but solutions, and that every company should take into account from the moment it is considering internationalization and the way in which it will do so. If only one of its products or several will be exported, if they are going to install a headquarters, production center or branch in another place, if they already know how they will deliver their products to the final consumer or they will choose to partner with another company that has with a distribution channel, remembering that just as a company can have the capital available to produce and export in large masses, there are companies that do not have the same capital and it does not mean that they cannot internationalize, because everything depends on the way in which They want to get abroad, and that according to their conditions is the most appropriate way, so it is important to mention in this chapter the different ways to get abroad according to the provisions of the companies. According to (Mesa, Álvarez, & Gonzalez, 2012) The different models of business internationalization

are exposed, according to this research the export will be analyzed, followed by the manufacturing contract (maquila), licensing, franchising, management contract, Joint Venture, and finally direct foreign investment: Greenfield and mergers and acquisitions.

Table 1

Internationalization Models

MODEL	DEFINITION	REASONS TO CHOOSE IT
EXPORT	Production of a product in one country and send it to another by land, sea or air.	*There is enough capital to pay distribution to the destination country. *The company has a fixed customer and he makes an order.
MANUFACTURE CONTRACT	The company obtains a production center in another country without obligation to be employed in sales operations. Manufacturing is delegated.	*More favorable manufacturing costs in the country abroad *It is more expensive to take the product from origin to destination than to produce it at the destination. *There is more interaction from the international customer and the company.
LICENSING	Similar to the manufacturing contract with the difference that the company is responsible for the marketing and service processes. The licensor gives value to the licensee to generate royalties for the license.	*The company needs to focus on the creation of new products, so it yields production and marketing processes to third parties. *The company is small and considers that it does not have sufficient financial and experience capacity to invest abroad. *The destination country has tariff barriers that obstruct foreign direct investment.

FRANCHISE	Business with brand positioning. A developed and viable project where a franchisor gives rights to a franchisee. The franchisor is in charge of product development and the franchisor of its sale.	*The company has local recognition and seeks to also be international but without taking care of the constant production and sale, it only focuses on product development and grants patents to another to potentiate the brand.
JOINT VENTURE	Joint investment between two or more companies which contribute capital or assets to create a new company. Commonly, a local company joins an international company.	*Reduces the capital of entry to the destination market compared to the cost of positioning a local company abroad.
GREENFIELD	The company establishes new operations in the destination country, assumes the entire production process.	*Use of economies of scale. *Diversification of risk. *Reduce logistics costs.
FUSIONS AND ACQUISITIONS	The company acquires shares or property of another, or merges two companies to create a larger one.	*Reduction of capital costs for both companies. *Increase power and income of companies for complementary benefits. *Risk behaviors are limited in the market.

Source: Own elaboration based on data (Mesa, Álvarez, & Gonzalez, 2012)

Table 1 is useful to identify and compare the different ways that a company can choose to internationalize according to their requirements and business capacity; although it allows us to understand that a company may not have the resources to produce or how to create the appropriate channel to distribute products to the outside. In addition, taxes resulting from the tariff barriers of each country can represent an obstacle to export, and thus the company

opts for another internationalization model. This chapter will show companies that used some model and the reasons for their choice.

Export is the most common model used by internationalized companies, so it is possible for a company to pretend to enter a foreign market to think about this option first. The export does not include expenses for the production or transfer of machinery to another country; however they take into account the operating expenses of international transfer and the corresponding customs according to each merchandise. The case of Alpina is characterized by starting with this model, by starting its first exports to territories near Colombia such as Venezuela and Ecuador, and it reaches "... a profitable growth from generating sales worth US \$ 200 MM to US \$ 550MM" (Pineda Bello & Moreno Coy, 2015). This type of economic growth makes me begin to analyze an approach to create our own plants abroad, which is where, according to the studies studied, it is found that the last investment that has been made is the construction of a plant in the United States, New York exactly. This company then begins to enter countries located geographically close, which in turn have a consumer with similar characteristics to the local (Colombia), and by empowering the market, ventures into the American market by creating its own plants for production there. That is, it started with the export model and took a step to the Greenfield direct investment model according to table 1.

Regarding the manufacturing contract, the company chooses this model taking into account the location of the production center and the contribution of advantages such as production, transportation and labor costs in the destination country. The company must then compare national and international costs, and when the seconds are lower, it is when the choice of maquila becomes feasible. In Colombia, maquilas of foreign companies such as Nike are evident. (Pineda, Sanabria, & Santana, 2011). This means that the main reason for this election was that Colombia the manufacture of garments is cheaper than in the United States (Nike locality). This practice requires that most of the raw materials are imported from the company's home country and then the products already made are re-shipped.

A company can also opt for a franchise, although they are generally those companies that already have a national recognition, with the empowerment to grant a third party a marketing patent on their product. Pan Pa 'Ya! It is a perfect example for this model; the

company conducts a study of the viability of the place where the franchisor intends to locate the franchise. According to the requirements of the company, this place must be in upper middle class locations and with good customer visibility towards the company. Within the conditions of Pan Pa 'Ya! They include not delivering any information about the production processes, so the franchisor is only responsible for selling the product to the customer and receives the profits obtained by the franchise. (Pineda, Sanabria, & Santana, 2011) It is an internationalization practice where the company has the power to say to whom it wishes to have a franchise, the conditions of location and commercialization of the product, the company decides if it teaches the production processes or refrains from sharing the information, and when opt for the latter should be responsible for supplying all the merchandise required to supply the franchise.

Looking for a way to exemplify the internationalization models for their greater understanding, it is identified that the National Chocolate Company begins its internationalization through distribution alliances with foreign companies; this was that Grupo Nutresa sold its products in Colombia and they sold the products Grupo Nutresa products in the countries where they were located. This Colombian company also made a Joint Venture with the Danone group. (Pedraza & Gómez, 2011) It is then that the company took advantage of the partnerships with other companies and took advantage of their facilities to show and deliver their products without the need to invest in plants or own distributions in other countries.

Licensing is considered in this project the least common of the analyzed researches, however it is competent to understand it in such a way that it can give account of the advantages and clear reasons that the model can grant. As it is initially explained, the company delivers the brand to a third party, the main underlying reason is to quickly approach the clients through whom it acquires the license in the foreign market, "...the investment is at the expense of who acquires the license, as well as the operation of the business, so the risk to the licensor is minimal in financial terms, but can be considerable in terms of the damage to its image, since it has very little control over the operations that carry its brand" (Rivera & Soto, 2010). On the other hand, the limited observation must estimate the possibility that the person or entity that acquires the license will carry out the

operation in a different or misguided way and generate a bad image. Likewise, sales may be high or low depending on the way the licensee is marketed, which is why the importance of choosing each model correctly and the way in which it is developed is emphasized.

Licensing by means of telecommunications companies will be exemplified, since they are characterized by their disinterest in commercializing their inventions and choose to license them so that a third party can be in charge of their development and commerce. According to (Zárate, s.f) the company Telefonica granted licenses to Ericsson and Indra to market to other operators the billing and pricing system developed by Telefonica, a system that is one of the largest in the sector.

There may be companies that do not see it as a good decision to create strategic alliances; they consider it a better alternative to get someone who has the necessary resources to supply the company, and to help meet the objectives they have defined. Thus, the decisions taken internally continue to be oriented towards their international vision, in exchange for the other party obtaining a percentage of participation within the latter for the contribution it has made. This is the case of Supermercados Carulla de Bogotá, where it opted to internationalize through an investor; the response obtained was from an investment fund called Newbrige Andrean Partners, which was responsible for contributing \$25 million to the company. This same entity contributed to the merger of Carulla with Vivero (a chain of hypermarkets in Colombia) acquiring 30% of this company. (Lozano, 2003) This shows that there is also the possibility of uniting with other companies that do not focus on the same commercial activity, and this is seen as an opportunity to gain size by creating a larger society, which will benefit from the experience, positioning and participation that each has in the market, and help to strengthen the same or new brand resulting from this merger.

The business conditions imply in the selection of the model, all the proposed models require economic investments, as well as investment in innovation and changes that are required to make within the company to launch the internationalization. It is then where the following company conditions to be verified are deducted:

Table 2

Business conditions

BUSINESS CONDITIONS	DESCRIPTION
Productive capacity	To know the current level of production and the maximum level it can reach. The fixed and external costs and those contracts that may require external.
Fulfillment of commitments	Average production and delivery time, ability to handle unforeseen events and level of customer satisfaction.
Product analysis	Compliance with quality standards, added value.
Solidity in the domestic market	The position in the national market and consumption by the local customer.
Human Resources	International trade expertise or sufficient knowledge of existing instruments.
Financial Resources	Travel costing, packaging adaptations, products, advertising diversification.
Management committed to internationalization	Competent thinking and commitment to lead the expansion process.

Source: Own elaboration with information based on (Ortega & Espinosa, 2015)

These conditions must be taken into account by the company before taking the decision to internationalize, when talking about the productive capacity, it translates into fully knowing the production conditions that the company has in the current situation with which they manage to supply the national clientele, and examine how much they can maximize it in the case of increased international demand, also consider whether it becomes necessary to hire more production personnel to meet orders. Speaking of the fulfillment of commitments is

the waiting period given to a customer for the delivery of his order and the efficiency of it, which in turn aims at good customer service.

The product must be analyzed through its quality and its suitability to enter to compete in a foreign market, taking into account how important it is that in addition to this quality, it is considerable that it has a differentiating factor (added value) that captures the attention of the public. When we speak of solidity in the domestic market, it is that percentage or quantity of consumption generated in the local market that is stable. A good recruiting plan for adequate personnel for the functions to be performed within the company must be exercised, demonstrating the potential, knowledge and tools that it manages in this field and that fulfills the expectations of the company, giving security of acquiring prepared human capital. Likewise, the company can provide training to employees so that they know the change in strategy, make them aware of it and the importance of their contribution, not only is it enough to hire but to know what employees in the company and what is being done to implement new ideas to enter the markets.

Knowing the budget required to develop the activities and the capital with which the company has is of vital importance, because with this we know if the company can improve or innovate in any process or product that gives added value to the competition, how it distributes it locally and how it will be internationally, identify how much is willing to invest in the international market to strengthen its brand.

2.2 Decision and Commitment

In fact, most of the companies analyzed are companies that first grew and obtained national recognition, those that initially in their missions and visions were to please the local consumer, know it, captivate it and generate attraction for the product or service offered. Companies such as Nutresa, Alpina and Pan Pa' Ya , entered the country with small production factories and a low labor force, where step by step with the quality and innovation of their products were growing and today acquire the size and national position they have. These companies when they obtained a high place of sales at country level, began to look for and to identify more opportunities in other markets in the exterior, even the companies recognize that Latin American countries have customs and similar food tastes to the national one, and likewise in markets like the United States and Europe, there were thousands of Colombians who would be happy and pleased with a product there that reminded them of their land.

Alpina, for example, began exporting oats to Ecuador, Venezuela and the United States in 1990. Acceptance was rapid and the company diversified its catalogue with a baby line, its first yogurt and drinks with aseptic packaging. The company achieved an increase in sales from 200 billion dollars to 550 billion dollars. Nutresa, on the other hand, opted for several models of internationalization (Nutresa: Lessons of Expansion from a National Company, 2017), began in 2000 by creating two sales subsidiaries in Venezuela and Ecuador and today has a presence in 16 countries with different subsidiaries in each of production and distribution. It also has a Joint Venture in Malaysia with Mitsubishi in a coffee business and exports to 75 countries. This internationalization measured in a period from 2000 to 2015 increased sales from 44 million dollars to 1098 million dollars, and these international sales represent 38% of its total income.

Pan Pa' Ya is a company that started out as a bakery with only four employees. Then, the owner sells it to eight people who wanted to create the largest bakery in Colombia. After the local recognition, it was seen the need to create more branches at a national level. Currently the "small" bakery is responsible for producing and marketing pastries, pizzeria, pasta and bakery, also has subsidiaries in the United States, Canada and Spain. The main model of internationalization of Pan Pa' Ya! are the franchises, called financial franchise,

who acquires it has no administrative responsibility, because Pan Pa' Ya! assumes the entire process from production to sale. (Pineda, Sanabria, & Santana, 2011)

The first step that companies must go through is the commitment to the willingness to face a foreign market and implement activities in favor of internationalization. Commitment that must be communicated and disposed by the whole company, in such a way that it does not interrupt with the restructured vision towards internationalization. The strategy is the means in which the company details the direction and desired results according to the processes it carries out, in a medium or long term. This strategy is deployed according to (García, 1993) quoted from (Robledo Ardila & Ríos Molina, 2013) four keys that make up the strategy: vision, mission, strategy and action. This is the moment when the company initiates actions according to the proposed strategy according to the vision of internationalization. Actions such as implementation of areas responsible for market research, technological innovation to improve the production process, adequacy (if necessary) of physical infrastructure, employee training, consulting and participation in business rounds or expo-exhibitions, nourishing knowledge to select the most target market.

With information taken from (Robledo Ardila & Ríos Molina, 2013) A total of 398 companies were researched on their official websites where both the vision and mission were consulted in order to identify how many contemplated internationalization as an objective was obtained:

"(...) only 151 (37.9%) companies have explicitly included this topic within their vision, 70 (17.6%) have included it in their mission, while only 44 companies (11.1%) have clearly defined internationalization as a fundamental part of their vision and mission.

Bearing in mind that only 44 companies have completely included internationalization in their strategic planning, it can be concluded that the 151 that include it in the vision and the 70 in the mission are companies for which internationalization is not a priority or have not made the decision and opted for the corporate commitment to restructure vision and mission as a whole according to internationalization.

It was necessary to know the mission and vision of a company before and after heading towards internationalization, for which we try to make contact with Alpina, Nutresa,

Hamburguesas el Corral and Compañía de Galletas Noel S.A.S to obtain such information but the response was negative for reasons of confidentiality, which is why we choose to inquire about Colombian companies that have not been internationalized and thus makes a comparison between visions and national and international missions..

Table 3

International mission vs. national mission

COMPANY	INTERNATIONAL MISSION
Colombina	“Global company focused on captivating the consumer with practical and rewarding food, supported by a strong umbrella brand, recognized brands and the development of innovative products of high perceived value, aimed at the consumer base through effective marketing. Committed to a sustainability scheme that involves all its stakeholders”
COMPANY	NATIONAL MISSION
Tortas y Tortas	"We are an innovative, efficient and responsible company that seeks growth in a sustainable and rational way that produces and sells healthy food of high nutritional value, generating benefits for its employees and consumers through the efficiency of its processes with a team capable and committed to market development and care of the environment."

Source: Own elaboration based on (*Colombina S.A., 2012*) quoted by (Robledo Ardila & Ríos Molina, 2013) y (Tortas y Tortas, 2019)

The mission of food companies is often similar because their focus is to narrate their economic activity, however in this indicates which market it seeks to serve. Within the differences between the mission of Colombina and Tortas y Tortas, is that one of them is already identified as a "global" company and thus determines its activity, while the other focuses on qualifying its processes and products.

Table 4

International vision vs national vision

COMPANY	INTERNATIONAL VISION
Riopaila Industrial	“By 2020, be a diversified, international agro-industrial corporation that produces food and energy in sustainable ways”
COMPANY	NATIONAL VISION
Helados La Fresita	"Helados La Fresita, by 2020 will be recognized as a manufacturer and marketer of ice cream, with technologies in its different production and administrative processes, which facilitate its innovation and development, with a portfolio of varied products of natural fruit and other ranges, to serve the market Antioquia and its nearby cities, ensuring customer satisfaction."

Source: Own elaboration based on (Riopaila Castilla, 2012) quoted by (Robledo Ardila & Ríos Molina, 2013) y (Helados La Fresita, 2018)

The vision details how companies project themselves for 2020 and what markets they seek to serve. Riopaila seeks to be in the future an international company that continues to manufacture agro-industrial products and energy in a sustainable manner, while Strawberry Ice Cream for the same period of time seeks to be recognized and serve the entire department of Antioquia and nearby cities, while continuing to produce and market ice cream and expand its product portfolio in terms of natural fruits.

Among the companies analyzed, Súper de Alimentos S.A. was positioned in the national market, and in the 80s it exported for the first time to Peru and Venezuela. It is also important to recognize that the company from this date had a vision of expansionist character and that today continues with this characteristic. These decisions taken by the company were consolidated by the support and collaboration of the workers who from the

beginning of the company focused on generating in this proximity and belonging. Among the factors that contributed to the success of the companies analyzed was flexibility and easy adaptation to change. It is affirmed according to (Ruiz & Angarita, 2013, pág. 75) that:

Acquire a high commitment to the development of international activities, where they are aligned with the company's key strategies, in order to have synergy in all processes and a clear orientation of objectives.

This translates into the corporate synchrony of business resources addressing intangibles and tangibles. By tangible we mean physical resources (raw materials, finished products) and financial resources (capital, reserves, rights). The intangibles then are the non-human (technological, organizational) and the skills, knowledge, experiences of the human. (Navas and Guerra, 2000) cited by (Blázquez & Mondino, 2012). The staff and leaders must have the same approach and agreement to the established strategy, being this a fundamental step to give extension to the internationalization successfully. The commitment lies in the willingness to give this culture and organizational structure changes or new implementations in favor of the internationalization process, such as new employees, new positions, new areas or departments, new production machinery, new technologies, among others.

SMEs are largely driven by Procolombia, an entity that is responsible for advising and accompanying Small and Medium Enterprises in Colombia in the initiative of the internationalization process, addressing the benefits and ways to achieve it maximizing its potential. Thus, in the report of this entity (Procolombia, 2016) teaches cases like that of Coolfish, where through a seminar the company learns about the free trade agreement that our country has with the United States, the tariff benefits covered by this agreement in relation to its product (tilapia) going from paying a 3% tax to 0%. Novacampo also learned in the consultancies that the adjustments and certifications are opportune requirements to open the first door especially in the European market.

However, approaching another point of view of decision and business commitment as a success factor, taken from (Castro, 2009), a distinction must be made between the reasons for this initiative on the part of a company. There are companies that, as stated at the

beginning of the chapter, focus on growing nationally and then consciously modify their strategies to an expansion goal, but there are also those companies (most commonly SMEs) that initiate internationalization unexpectedly, either by an unforeseen order or unplanned by a foreign customer who runs into your product, orders some specific amount and that this business turns out to be an experience and a gateway to the foreign market. There are also companies that take the initiative to look for and participate in international fairs, a conference or macro-wheel (very frequently carried out by ProColombia) where topics of the advantages of exporting are touched, and in which opportune spaces are foreseen to make connections for the foreign market and the local one, which to the businessman by means of advisories takes to that initiates a process of internationalization. Procolombia, in its last management report in 2018 reported the attendance of 47,287 people to 981 seminars of the Export Training Program for goods and services, and 2,597 companies closed businesses with 6,207 buyers from 117 countries.. (Procolombia, 2019)

It is then these analyses that lead to deduce the commitments and decisions that a company must execute in the process of internationalization, initially it is evident the restructuring of the business strategy:

- Modification of the mission and vision with an international focus.

The company that transforms its strategy with the one that has triumphed locally and has managed to remain in the market, if it intends to enter the exterior must then be completely determined to act and carry out organizational changes and allocation of financial resources within the company through processes that go in function of the established plan:

- Creation of a foreign trade department, which will also be in charge of continuous market research, exchange regime for the shipment and refund of foreign exchange.
- Updating commercial activity in the Single Tax Registry (RUT), being aware of the legal requirements that are demanded from the chosen internationalization model, such as national and international approvals. (Procolombia, s.f)
- If the chosen internationalization model is export, it must be validated that the production plant has the demand capacity it requires or expand it if necessary.

- Investment in technology, including production machinery, office equipment, platforms, software, among others, necessary for the development of the changes made.
- Establish a budget to acquire the tools and knowledge needed to be at the forefront of international trade.

The unequivocal flexibility to change is also analyzed, understanding business flexibility according to authors such as (Hatsum, 2004) "... the capacity for rapid, efficient and varied response to adapt and/or anticipate the different types of change that are continually affecting organizations" quoted by (Madero & Barbosa, 2015). Although a company has to be flexible according to the local market that is changing, it does not have to be different with the international one, the flexibility demands that according to the internationalization model decisions must be taken such as:

- Outsourcing of production and distribution processes. This should be considered in licensing or maquila models.
- Consideration of alliances or commercial agreements with companies that, depending on the market research carried out, are the most profitable abroad. This applies to Joint Venture or Mergers and Acquisitions.
- The change in the physical appearance of a product is very likely, whether by cultural meaning of colors, images or shapes in the destination country, which generates that this product must be transformed or packaged for acceptance. This is possible in export.

However, "(...) it is human resources that possess the experience, training, information, know-how, learning, knowledge and the necessary skills that determine the ability to maintain a competitive advantage, impregnated in an ideology of continuous improvement and innovation (...)" (Lombardo, Vallejo, M, & Martinez, 2007). Based on this ideology, the commitments and decisions that a company must take into account are the following:

- Recruitment of people prepared in international trade with the skills that the process requires.

- Invest in training and advice on entering new markets, costs of international physical distribution, international regulations, tariff items, taxes, terms of negotiation (incoterms), among others. This applies to managers who are unaware of the process and administrative areas.
- Attendance at international fairs, this by the marketing staff, foreign trade or the head of the area that focuses within the organization in the process of research and selection of the international market.

2.3 Innovation

To begin this chapter, it is important to understand the concept of entrepreneurial innovation as the action of creating, modifying, or including a new idea, product, or process to be executed in the organization for a productive purpose. (Adair, 1992) cited by (Garzón & Ibarra, 2013) It is then understood that any new or improved activity that a company implements in a process or product, which has the objective of aiming at the efficiency of the company is an innovation, and can also occur in various ways.

When analyzing the cases of the companies Pan Pa' Ya, Hamburguesas El Corral and Casa Luker it is highlighted that in the maturity stage of these companies they begin to innovate in order not to fall into the decline and acquire greater participation in the market. For these it is fundamental the satisfaction of the client and the main action that they carry out to fulfill this is the variety and amplitude in their portfolios of products. "In the case of Pan Pa' Ya! tries to make new product lines in order to innovate and offer customers different products like El Corral, thus adapting to different markets and gaining more shares in them. (Pineda, Sanabria, & Santana, 2011)

At this point we can take again the case of Alpina that the first product it exported was Avena, followed by the launch of the Baby line and Soft Drinks, counting today with a diversified portfolio of lines of cheeses, desserts and sweets, spreadable and ingredients, finesse line, fruit drinks, baby alpina, non-dairy, among others. (Alpina, 2019), This is a sign that being at the forefront of the national and international market demands constant innovation and diversification of products, which favors the company by increasing its consumers.

At Nutresa, one of the main success factors is innovation in advertising, marketing and products. It is a company that has planned different marketing and commercialization strategies for each country to which it enters, this demonstrates that for obvious reasons of culture, lexicons, ethnic groups, tastes, economic income capacity, among others, a national commercialization strategy is not going to be equally fruitful in a foreign country. The cases of internationalization show that innovation must be constant and not sporadic, and it is important that together with innovation, flexibility is linked to that constant change, this

is a challenge to face and more in these times where globalization and change in markets demands it and demands it for new and old companies.

Innovation also includes technological improvements in production processes, an investment that enhances efficiency, effectiveness in time and quality in the final product or service. The company Súper de Alimentos S.A, had a focus on technological innovation, the same ones that contribute to the product and mainly to the company quality certifications with very high qualifications. "It was proven that Súper de Alimentos S.A. carries out 25 product developments per year on average, 6 launches per year on average and develops successful concepts in 4 of the senses: visual, texture, taste and aroma". (Ruiz & Angarita, 2013). These practices demonstrate why it is important for a company to invest in research and development. That the reason for being a company is not to create a single product, to launch it to the market with an advertising and marketing strategy, which may serve the first few months but then will be forced to understand how changing the tastes of the contemporary consumer are, to capture attention perhaps with the same essence of the product but with an innovative complement, a different packaging, a new marketing strategy. The increase in export potential goes hand in hand with the capacity for continuous innovation and even more so when it comes to competing with foreign products that are well qualified and adapted to the culture they are trying to enter.

A determining factor of success is undoubtedly the innovation, every company should have a department in charge of research and development that is up to date with the technological practices of the moment and investigating and implementing the company's own innovation, so that it contributes to this status in quality and keep ahead of foreign markets.

"Innovation has become a central element in the strategy of export development and competitiveness of countries that have made leaps in their positioning in the international market. (Castro, 2009) It is then that innovation is understood as a predominant requirement in the development of successful internationalization, being an essential characterization for that company that seeks a stable and recognized positioning in the target market through that added value obtained by innovating.

Coolfish, for example, is an SME that through practices with an organic approach in order to diminish the environmental damage generated by the tilapia lift and to achieve that the product is finally produced in an environmentally friendly way, allied with a Mexican company that leads the issue of sustainability of the production processes of plants and fish, and with a research center in science and resources, where they focused on the creation of a system of production of tilapia and plants that is sustainable and water circulation without waste. "Plant cultivation has a dual purpose: to filter fish water and obtain a by-product without fertilizers and pesticides that increases the company's profitability. (Procolombia, 2016) In this way, innovation is an important factor in the development of internationalization and also has economic advantages, such as the case of Coolfish that reduces the use of resources and improves the profitability of the company, and finally there will always be this double benefit, innovation as an added value and as a key to reduce expenditure or waste by increasing profit.

In addition to experience, Alpina has the characterization of taking responsibility and taking on the challenge of investing in new projects such as the creation of plants with greater production capacity in another country in order to meet the demand required by the target market, generate new alliances with companies in the same sector in the foreign market to measure their performance and develop skills that can offer solutions or proposals for improvement and adaptation to such a market. "Alpina, like few companies in Colombia, has an Innovation Vice-Presidency." (Pineda Bello & Moreno Coy, 2015) These are decisions that give added value to the company and to the management of its international trade. The fact of having a department that has the specific task of focusing on finding the way to continuously maximize its national and international efficiency, characterizes this practice as a success factor, taking into account that it takes time and resources to investigate how to impact and generate value in the face of possible competition that must be faced.

The business trend (or the new competition from large companies) is called Global Born, those companies that are fast becoming international. (Escandon, Murillo, & Gonzáles, 2013), Large companies are characterized by their initial approach of national positioning, which took several years to later decide to expand abroad. These Global Born on the

contrary, in less than four years of creation they begin to incursion in the international market and to compete with big companies, what generates to them conscience of the importance of being to the international vanguard, to create value and differentiation.

There are many authors who define the forms of business innovation, according to (Oslo Manual, 2006) cited by (Garzón & Ibarra, 2013) highlights four types: product innovation, process innovation, organizational innovation and marketing innovation. "Schumpeter (1939) distinguishes five forms of innovation: product, process, new raw materials, new markets and industrial reorganization. Cited by (Guerrero, 2011) And in general, the definitions are similar to each other, according to this research and the analysis of it, there are variety of innovations that were successful in the process of internationalization, according to these is obtained that:

Product innovation focuses on making significant changes or improvements that do not alter the characteristics of the product itself, but that add value to it. It is identified according to the analysis that product innovation can be:

- Packaging design, game and contrast in the brand's flagship colors.
- Use ecological materials such as returnable or biodegradable.
- Physical characteristics of the product such as size, improve quality, increase life cycle.

Tosh for example is sensible in the play of colors of its packaging, "(...) so it always uses its logo, the colors green and yellow, elements of greater association with the brand on the part of consumers, always alludes to the healthy lifestyle". (Franco & Londoño, 2009) It is a brand that has cookies, cereal bars, cereals, snacks, nuts, ice cream, among others, and all packaging of products have the same colors of the brand, which generates that they are identified wherever they are.

Noel is a leader in the use of the seasons as is often seen in the Christmas season, witnessing strong competition in the same sector with packaging of cookies in cardboard and bags such as Colombina and Nestlé, the company sought ways to innovate with products in boxes which are highly valued by the consumer and that after consuming the product, as usual in homes find another useful use for the jars. (Franco & Londoño, 2009).

At Christmas time it can be deduced that it is the season of the year where the company manages to potentiate the sales, profit of which the jars have the image of Santa Claus, and that by habit, in the homes these jars have several reuses, commonly used to keep threads, needles, candies or even more biscuits, choosing to give it another cycle of life.

Companies also innovate in processes, using new or improved production or distribution techniques:

- Reverse logistics, known as the processes of return of products returned by customers, to evaluate them and give them a new use and in turn, reduce the ecological impact that has its waste, this according to (Cardona, Balza, & Henríquez, 2017).
- Customer service through strategies that allow rapid response to requests or shorten delivery times. There is a technology called EDI (Electronic Data Interchange), which seeks to streamline information between companies through electronic transmission of commercial and administrative documents through computer applications that reduce human participation. (Martínez & Pérez, 2004)
- You can increase the level of customer service by staying in touch with customers by offering after-sales care in which employees attend to complaints, claims, warranties or help with some kind of information.
- Technological methods by means of so-called soft technologies or innovations of an intangible nature. (Guzmán, J. & Martínez-Román, J. A. 2008) cited by (Palacio, Arévalo, & Guadalupe, 2017) these can be understood as data integration software such as development of production machines and know-how of these.

Marketing innovation includes new marketing practices to promote the product, such as:

- The use of technology to reach market segments, take into account television resources, Internet advertising, social networks, billboards in the streets, among others.
- Captivate the consumer through sensitive advertising. To penetrate a customer through emotions, through slogans that generate recognition by listening to them. "That's why we know that life is good with LG, that there are things that money

can't buy according to MasterCard, that if I ask myself hotel? the answer is Trivago". (Ávila, 2018), then it is understood that the slogan is the instrument that most efficiently captures the attention of a person.

- Attract attention through promotions, depending on the feasibility of price or quality of the product. Use participation in fairs; take advantage of each season of the year to bring creativity to your promotions and advertising.

According to (Mejía, Gallego, Robledo, & Vélez, 2016) cultural factors such as eating habits, the economy and ways of communicating influence the constant changes that a brand must make in order to achieve permanence and visibility in the eyes of consumers. According to this, being at the forefront of the market is fundamental to make innovations that captivate and surprise, to know the consumption trends, the most common foods or those of greater acceptance, their preparations, presentations and the different forms of communication of the companies with the clients, where they inform these of the changes and continuous advances.

2.4 Market Knowledge

This chapter delves into the importance of conducting market research to select the destination country that provides the greatest benefits, which can be maximized by taking advantage of trade and economic agreements in which Colombia participates. Such is the case of Coolfish, who through Procolombia's seminars and advisories learned about the Free Trade Agreement with the United States and enjoyed entering this market without tariff cost, whereas before the agreement it was 3%. (Procolombia, 2016). It is opportune that the company within its analysis takes into account to consult the treaties or agreements in which Colombia is a participant, to verify if it has commercial benefits for the expansion of its local products to a determined country.

For the present investigation it is necessary to investigate the determining factors in the market investigation from several points of view. First, it is obtained on the basis of (Manuais Practicos Da Peme, s.f) that demand, supply and marketing must be analyzed. Each of these variables brings together factors to fully understand and examine a market.

In order to analyze demand, it is considered convenient to study the behavior of demand in a given market, first taking into account consumers, households and companies, the most demanded products, consulting with experts in the food sector and the average consumption of this. Then, identify the market segment, which the customers will be, for example if you intend to sectorize by age, sex, geographical location, occupation ... among others. And finally, in order to analyze demand, it must know the size of the market, that is, in total sales, how much the market spends in terms of acquiring the company's product.

Therefore, it is appropriate to begin market research by studying demand, a food company that wants to enter a particular country must know without doubt the demand that this segment has on its segment, the coherent thing is to investigate the size of consumption of this segment in the market, if it is necessary to sectorize the type of customer who consumes it most either children, young people, older adults or by socio-economic level, in what areas of the territory is where it is consumed most and the frequency in which they buy it.

After knowing the size of the market, the offer is analyzed, for this it is necessary to know which are the competitors, how many companies have the same economic activity in the market and to which type of clients they are directed. The behavior of supply is the first factor in this variable, the author recommends analyzing the evolution of companies in the sector from the last five years to the present. For this and most of the factors, it is recommended to consult with an expert in the field, it is essential to be accompanied by a professional staff with full knowledge of the market, so that it can provide truthful information that serves to compare the product with that of competitors.

Following the analysis of supply, it is necessary to realize the number of competing companies and their location throughout the market, the participation of these and the concentration of the sector, is to know whether the sector is composed of several companies with balanced participation or few companies with large participation.

Certainly international competition is unavoidable and it is important that the company does not enter a market without knowing that there is so much supply of its product. Following the example of the dairy company, in market research you must know how many companies in this sector there are in the country, what type of customers they reach and which are the best-selling products, identify whether there are many companies with participation distributed among themselves or few companies that have the power of the sector. Within these companies to know the experience they have and how has been the commercial dynamics of the sector in recent years, this serves to perceive advantages or disadvantages that your company has over others and can plan your internationalization strategy.

As a third variable obtained from (Manuais Practicos Da Peme, s.f) there is the analysis of marketing, which is focused on the product in the first instance. The conditions of the product should be analyzed in terms of physical and technical properties, functions, quality, price, design and size of packaging. As well as identifying the use of the product and consider its life cycle so as to know if it can be replaced by another in the market.

A determining factor in the analysis of marketing is the price of the product, including examining the price of competition, minimum and maximum prices that exist by law in the

market and what the customer is willing to pay for the product. The common actions for this are through questionnaires to entrepreneurs in the sector. It is then understood that to market the product must first be examined for its characteristics, a single-use package or reusable, in the case of food can be easily substituted, for example the absence of milk can be replaced by a soft drink. Although a company may have different product lines in terms of price-quality, in order to cover different consumer segments, it is convenient for the company to know the general prices of the product, the maximum price that the consumer agrees to pay and thus verify whether it is viable to compete for price.

The distribution considers knowing those logistic intermediaries from the production to the delivery to the final client. The distribution channel can be direct if it lacks intermediaries (retailers or wholesalers) and an indirect channel manages one or more traders. (Giraldo & Juliao, 2016). It is therefore necessary to highlight how indispensable it is to know the distributors that exist in the market, the most used by companies in the sector to reach the consumer, and thus consider which of these are more suited to the type of internationalization that the company needs. For example, an export requires one or more intermediaries to distribute the product from the factory to the consumer, while a franchise generally runs from the production factory to the establishment.

In order to be able to choose the channel, it is necessary to know the buying habits of the market, the most commonly used means of sales, for example purchases on the Internet, in establishments, at home or by catalogue. Although the type of product directly influences the right choice of selling medium, it is not the same to buy ice cream over the Internet as it is to buy cell phone packages. It is necessary to emphasize that for the food sector is important to validate viable ways for the consumer to see the product and can request it, i.e., identify preferred means of purchasing to purchase products, if the tendency of companies is to sell directly in their facilities. It is also important to identify the way in which the client knows the product, for example, through the Internet or through knowledge of the establishment, since this affects sales means such as the home. The choice of channel is linked to knowing the consumer and the inclination for the tastes at the

time of buying, if it is habitual the use of the Internet to buy products or if these prefer to travel to the establishments..

According to (Kotler, 2007, pág. 49) "(...) the company needs to see beyond its own value chain, and observe the value chains of its suppliers", the success is in treating suppliers as allies of the company, identify their importance in the value chain for being where the supply of raw material begins, although the company at the local level has to have one or several defined, abroad will require a supplier for which must be included in market research.

Finding the best supplier to start internationalization is not an easy task, for which it is essential to get advice from people who have full knowledge of the market, from entities such as international marketers, make a pre-selection to interview them and measure them in terms of the requirements that the company demands. In short, it is to take into account the conditions that the company requires for the production of its product and that the supplier attends to these, compare prices, payment periods, delivery times, if it handles flexible offers to modifications according to the product, according to the food and the sanitary or quality requirements that are demanded in the market and that the supplier can meet these requirements.

On the other hand, based on the anecdotal references of the cases studied, there is a relationship with the author. (Galvan, 2003) where it states that "potential demand" must be identified, which encompasses the positive particularities of a country, and in turn the "barriers to trade" in order to determine the challenges or difficulties that it may generate. Within these classifications are the following characteristics.

Table 5

Market knowledge variables

POSITIVES	NEGATIVES	DESCRIPTIONS	DESCRIPTION
Estimated consumption	It is the actual size of the market for a given segment in the destination country. The production, imports and exports of this segment are taken into account..	Tariff barriers	The measures that the country has for the entry of products or services from abroad. These barriers translate into tariffs or customs duties that must be paid at the borders..
Import Penetration	The acceptance rate of the destination country for imports of the given segment.	Non-tariff barriers	The legal restrictions that the country imposes on certain segments, such as quality certifications, health or so called "go-ahead".
Advantages of origin	Based on the experiences of other Colombian companies that have exported in the destination country, information can be obtained on the concept that the consumer has with respect to Colombian products..	Geographic distance	The distance expressed in miles between the country of origin and the country of destination. It takes into account freight costs..

Market similarity	The similarity between markets reduces the uncertainty of acceptance in the destination country. Within the similarities the author Sethi (1979) proposes to take into account the similarities in: health and education, personal consumption, production, transport and trade.io.	Exchange rate	Exchange rate Exchange rate between the currencies of the country of origin and the country of destination, taking into account the risk of variation with a direct effect on prices.
--------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Own production with information obtained from (Galvan, 2003).

After interpreting the variables presented in Table 5 and verifying them against the cases studied, it is possible to exemplify each one of them for greater understanding. To begin with, when the authors speak of "estimated consumption" they focus on this as a factor that allows the company to identify a market in advance and to know the size of the consumption of its product. The company Proceal exports silver bream to Florida, through studies of Procolombia which were transferred to the company, learned that in the United States the consumption of this product is 1.34 pounds per person, occupying in the list of most consumed sea products the 4th place. (Procolombia, 2016). This type of information is favorable because in this way the company has an estimated consumption by its segment, knowing how desired or accepted the tilapia is and with positive results such as those in the example, begins to obtain valid reasons for choosing the destination country.

The import penetration translates into the commercial opening of the country to import a certain product, as is the case of the demand for naturally cultivated and environmentally friendly food that is growing globally. The culture is changing according to healthy consumption, products without too many productive and chemical processes. The company Humus San Pio, aware of the current situation, was in charge of advising itself on processes

to optimize and rehabilitate lands destroyed by the cultivation of agricultural products and the excess expenditure of resources. Through this, it obtained a bidder in the Chilean market interested in the fertilizer that the company produces, characterized by the quality and ability to recover land affected by chemical abuse. (Procolombia, 2016). Knowing the demand for specific products such as sustainable and environmentally responsible production opens a door for companies to think about offering products that meet these characteristics and reach other markets. Therefore, it is considered that another factor to give validity to the choice of the market is to know the imports of the market with respect to the product.

The best way to illustrate an advantage of origin is in the Natural Foods Company, which begins its internationalization by exporting only fruit pulps to the United States and Spain. The advantage of the company being originally from Colombia, led it to the same foreign customers proposed to export Creole potatoes, “ajiaco” and frozen “sancocho” and ready to prepare. (Procolombia, 2016) This example teaches that a company that takes advantage of its origin arriving with what characterizes it, it’s analyzed that abroad it can enter with a different bet for this market, products that sell them locally will not have the same boom as selling them abroad.

For the purposes of this research, it is understood by market similarity foreign territories where there are Colombians living and that they would be happy with products that remind them of their country and in the same way, how consumer cultural similarities are reflected between countries. According to the companies studied, it is identified that within their internationalization plans is the distinction that in Latin America there are food cultures that are very similar to each other. The preference of Colombian companies to expand mainly to Latin American countries is identified due to geographical proximity and food similarities. According to (Ngo de la Cruz, 2012) Latin America has a diet based on corn, rice, potatoes, bananas, pumpkins and meat. In turn the trend of the three foods of the day and snacks between meals. Therefore, it does not mean greater risk, since it is not entering a completely opposite market, where food is different and there is uncertainty of acceptance, this then represents a positive effect for market choice.

Although the authors refer to tariff barriers as negative results on the internationalization process, throughout the investigation it is discovered that trade alliances and agreements between countries are increasing, and tariff preferences that can provide a positive outlook in the process of expanding to certain markets. For example speaking of the agribusiness of Colombia and the agreement of the Pacific Alliance, reported effects of relief of 8% to products of the food industry. Among these products are:

“Oils and fats, animal feed, fresh, frozen or refrigerated tunas; sugars and honey, alcoholic and non-alcoholic beverages, cocoa, coffee, beef, crustaceans and mollusks, cocoa derivatives, coffee derivatives, fresh flowers, processed fruits and vegetables, granadilla, gulupa, dairy, fresh vegetables and lime, Tahiti lime , ornamental fish, pineapple, various food preparations, confectionery products, bakery and mill products, quinoa, oilseeds and seeds, tilapia and trout.” (Procolombia, 2016)

It is considered another factor of the market choice to inquire about the product and the tariffs it has to enter different countries, identify if Colombia participates in trade agreements and enjoys tariff preferences on it. The company can discard destinations where income is affected by protectionist measures and increases the final price. This type of agreements such as the one mentioned by the Pacific Alliance shows that for Colombia there are destinations where the food sector has great opportunities, you can also consult other agreements where the country participates and provides better opportunities according to the product of the company you intend internationalize

Just as tariff barriers are seen for this investigation with a positive outlook, non-tariff barriers can also be seen the same. The Novacampo Company, through the support of Procolombia, understood the demands of markets such as Europe and Germany regarding quality certifications. The company is certified by Global GAP (good agricultural practices), and HACCP, which ensures that the entire process from production to delivery is harmless. (Procolombia, 2016) This shows that knowing the requirements of a given country in terms of certifications is a determining factor to choose the market, since there are countries that have stringent quality conditions to allow the import of foreign products, so knowing and complying with them is essential to carry out the expansion process.

The geographical distance between countries translates into transport cost, that is why the company Brinsa S.A chose to internationalize exporting to countries where it believes it is economic, since salt as a product is low price and cannot be affected by expensive transport. Within this market that enters are the Caribbean, South America and Central. (Franco & Londoño, 2009). It makes sense; if a product is characterized by being "cheap" it is not effective that its price increases by the cost of freight from its origin to its destination. For this reason it can be seen as a negative scenario according to the market that is in mind, but as it has focused on this research, the strategy is to make it a positive scenario when corroborating where it can be less expensive, without affecting competitiveness for a higher price.

Finally, the exchange rate will always generate a constant possibility of monetary gain or loss. "To give an example, coffee achieved US \$ 629.9 million in sales in March, so, compared to current prices, coffee growers would be entering \$ 101,463 million more than the average dollar value in the third month." (Venegas, 2019). This shows one side of the coin, since for imports, any purchase or investment that is required to be made abroad will need to exchange more Colombian pesos for dollars as the case may be. However, in relation to the export or generation of income abroad to return them to the country, shows advantages and economic gains, so there are two possible scenarios for the Colombian company: it can keep its prices abroad the same and increase profits in Colombian peso, since for the foreign customer the price remains the same and for the company means more Colombian pesos for the same dollars it sells. The second scenario is to lower prices abroad, given that it will continue to receive the same profit and will choose to compete for price by obtaining more market share.

2.5 Methodological Proposal

This chapter covers the methodological proposal for the development of internationalization, which was identified in the development of the research. The following success factors are proposed for the internationalization process. It is necessary to emphasize that the purpose of the methodological proposal is to provide guidance based on studied cases of internationalized companies, it is recommended beyond the guidance to receive personalized advice with expert agents of the sector at the international level, according to the destination country in which the market research is carried out.

- The first thing to know is the existing internationalization models, based on the idea that export is not the only way to expand and this is because there are companies that prefer to avoid international physical distribution processes, tariff costs or simply They want to focus on production and grant marketing activities to third parties. In these cases, they can choose to internationalize through maquilas, franchises, licenses, Joint Venture and mergers or acquisitions.
- According to the needs and conditions of the company in the current state, choose a model and start with the internationalization plan. Within the conditions it is necessary to validate the production capacity (plant), the efficiency to fulfill the orders or commitments, the personnel prepared and willing to carry out the activities that are implemented in the internationalization plan, the current financial resources of the company and of these how much it anticipates and disposes to invest in this.
- After choosing the model and knowing the current state of the company, you must make changes in the business strategy with which it has remained at the local level, it is recommended to begin with the restructuring of the mission and the vision of the company in the medium term including in these the internationalization as an objective.
- The willingness and commitment of the company will be reflected when it begins to carry out actions that are in favor of the business vision, among them the creation of new departments of foreign trade, research and development, market research, among others . Likewise, the company must update its information before the Chamber of Commerce, such as economic activity. If, under the current conditions,

the company identifies that the production plant requires expansion, it is at this point that the actions to improve it must begin, also the purchase of machinery that aims to improve quality and efficiency if required.

- The importance of business flexibility to changes and improvements in their processes is identified, whether production or distribution according to the chosen internationalization model, and even adaptation to the possible need to outsource some of their processes.
- Within the flexibility, consideration is given to creating business alliances with other companies such as Joint Venture or Mergers and Acquisitions.
- Flexibility also applies in the rapid response in cases of adaptations required in the designs and appearances of the product for purposes of entry and acceptance in a market.
- A team prepared and willing to contribute their knowledge on foreign trade is essential and is part of the company's commitment to train the rest of the staff and participate in international consultancies and fairs where they can acquire tools and technical learning in international regulations, market research , distribution, tariffs, incoterms, among others.
- Innovation is a fundamental pillar in successful internationalization, which is where it can be produced from the product itself, packaging or packaging, in terms of ecological, biodegradable or reusable materials, which is practical to extend the life cycle, the quality of the product can also be increased, acquiring more efficient raw materials in production or renewing presentation and size.
- Innovation can occur in multiple areas, for example in the logistics processes of delivery and return of the product, customer service through computer tools that promote the improvement in communication and response to requests, including complaints or claims. However, innovation aims to improve attention and service and failures to decrease.
- In the marketing area it can also be innovated in different ways, the benefits of taking advantage of the potential of the internet and technology to attract new market segments, using television resources, social networks, advertisements in busier areas are visualized in order to that is visible to the client constantly. Within

marketing, it is proposed to innovate with a striking slogan and that in other words “touch the emotion of the client”, easy to remember, adaptability of these with everyday actions.

- To choose a target market, it is essential to develop market research; the inevitable variables in it are identified: demand analysis, supply analysis and marketing analysis.
- Demand analysis requires knowing its behavior in the market, knowing the products most demanded by consumers, the size of the market in relation to the consumption of the food sector, identifying types of customers and if necessary sectorizing them according to criteria such as age, sex, occupation, among others.
- Analyzing the offer also requires understanding their behavior and this should focus on knowing the competition in the market, the existing companies that are dedicated to the same sector, the experience they have, what products they offer, knowing the strongest companies and with greater participation of the market.
- Marketing requires great analysis and this takes into account the product, distribution and suppliers.
- The physical conditions of the product should be examined as designs, shapes and colors in relation to possible modifications for acceptance in a market, in the same way as in the packaging. The price of the product must be compared with that of the competition in the target market, validate whether there are economic lines and regulations regarding marketing prices.
- To analyze the most efficient distribution channel, it must be according to the type of product and internationalization model, although there may be a channel with more than one intermediary as wholesalers or retailers or, on the other hand, a direct channel that only requires distribution from the Factory to customer directly.
- You must also choose the appropriate means of sale and know the most common in the destination market, the most common are proposed as internet, in establishment, address or catalog. This choice is linked to consumer knowledge (demand analysis) and preferences when buying.
- Although you can already have a supplier locally, it is feasible that, according to the internationalization process, you will need new suppliers abroad. In the

investigation, it is recommended to know the suppliers in the destination market and in case of requiring it to examine carefully relevant criteria such as the performance of this in front of the company's requests, the economy, which goes directly to the price, payment terms, and delivery times.

- It is also necessary to validate in the market research variables that according to the research are fragmented into potential demand and barriers to trade.
- To identify the potential demand it is recommended to start with the estimated consumption of the product and the amount of imports subject to the company's sector, which translates into a reason for choosing the market if after the analysis of the demand it is obtained that the product It is desired and accepted by the consumer abroad.
- Understanding the international client's image of the Colombian product is necessary to enhance the company's advantages according to the sector and location in the territory. Consumer experiences in relation to Colombian products can generate an advantage of differentiation when entering abroad with food that is rarely found in another market. On the other hand, a predominant factor when choosing a market is the similarity of food culture compared to the local, since it does not provide a high risk in terms of acceptance as products that are consumed daily.
- Generally, when listening to “trade barriers”, negative scenarios are mentally reflected in the choice of the market; however the research focuses on giving a positive approach when analyzing them correctly in the face of a market. First of all, the tariff barriers that a country commonly uses to protect its national trade can result in high tariffs and stop the choice of the market, however it is considered appropriate to validate the trade agreements where Colombia participates to identify with which countries you can enjoy these tariff benefits.
- Non-tariff barriers involve identifying requirements against good views, quality certifications, and health, among others, which requires a market to enter.
- Without a doubt, this will give the assurance that the product that is being sent abroad is a quality product, and in turn, has the ability to meet additional requirements that may be required by a particular country.

- The farther the destination is, the value of transport may be more expensive, so the company must be clear that if it intends to compete for price, it must opt for a market that, when distributed, freight rates do not alter the final price.
- The exchange rate is a constant risk, however when the value increases, the company may choose to continue selling with the same price to increase profits, or to decrease the price maintaining the same profit and acquiring greater participation.

Table 6

Check list Methodological Proposal

CHECK LIST	YES	NO	N/A
1. INTERNATIONALIZATION MODELS AND COMPANY CONDITIONS			
Were the needs of the company identified?			
Are existing internationalization models known?			
Was the model to be applied determined?			
Was the company's conditions evaluated?			
Does the current plant have the capacity to meet the demand from abroad?			
Is the company efficient and timely with the delivery time?			
Does the product have added value?			
Does it meet the quality standards?			
Was the budget determined to allocate to internationalization?			

2. DECISION AND COMMITMENT

Was the business strategy restructured?

Was mission and vision modified?

Is it necessary to create new departments (international trade, research and development, among others)?

Is it necessary to buy new machinery?

Was information updated before the Chamber of Commerce?

Is it necessary to outsource any process?

Is the company flexible to changes?

Is it necessary to create alliances with other companies?

Do you have a committed work team?

Are there personnel with knowledge in international trade?

Is international trade advice required (regulations, incoterms, distribution, tariffs, among others)?

Has it known or participate in international fairs or macro rounds?

3. INNOVATION

Does the product have a differentiating factor?

Is the packaging innovative (reusable, recyclable, biodegradable, among others)?

Are there innovative customer service practices (close, empathetic, among others)?

Are there innovative practices of product return (reverse logistics)?

Does the company have a website?

Is the product marketed through social networks?

Is the product marketed on television?

Is the product marketed by billboards?

Is there an easy-to-remember slogan for the consumer?

Are there several product lines?

4. MARKET KNOWLEDGE

Are the most demanded products known in the target market?

Is the size of the market known?

Is it required to segment customers according to age, sex, among others?

Are competing companies in the same sector known?

Are the products offered by these companies known?

Are the sale prices of the market known?

Are the companies with the largest market share identified?

Should the design (shapes, colors or size) of the product be modified for acceptance?

Are the distribution channels known in the market?

Is it identified which channel you need to distribute the product?

Are the common means of sale known in the market?

Is a provider required abroad?

Are suppliers known in the market?

Are the criteria that the supplier must meet for your choice identified?

Does the supplier have the capacity to respond to the company's requirements?

Is the knowledge of the estimated consumption of the product in the market known?

Does the company have advantages of origin in the market?

Is it known to what extent this product matters?

Is the market (food culture) similar to the local one?

Are the tariffs that the market imposes on the product known?

Are the good views or certifications required by the market known?

Is the target market geographically close?

Does the cost of freight greatly affect the final price of the product?

Does the current exchange rate decrease the gain or increase it?

Source: Own elaboration

In short, the proposed proposal constitutes the own contribution resulting from the research, in order to provide a general guide for the company that has within its plans to enter the international market. The necessary guidelines are given to the businessman to verify and fulfill at least 80% of them, to determine the disposition and preparation of the company in the development of the internationalization. It is important to remember that there is no single path for internationalization, but the benefits and opportunities of successful practices analyzed in real cases of Colombian companies are emphasized. This is why it is recommended that the company verify the proposed check list and try to obtain "YES" in all or most of the items to develop its plan successfully and succeed abroad..

3. Conclusions and Recommendations

3.1 Conclusions

The main objective of the research was to analyze those determining factors in the internationalization processes of the companies studied in order to provide a practical model that may be useful for entrepreneurs who are considering initiating this process. In the development of the work, it was identified for the first chapter the existence of different internationalization models (export, manufacturing contract, licensing, franchise, joint venture, mergers and acquisitions) and how a company can choose one or several according to its needs and conditions. Thus, so that the entrepreneur can determine the current conditions, it is reiterated to know the productive capacity, the fulfillment of commitments, product analysis, solidity in the local market, the labor force, financial resources and the direction committed to the international expansion plan.

These decisions are reflected in the modification of the mission and vision, creation of new departments within the company, updating the business information registered with the Chamber of Commerce, considering whether to purchase new production machines or expand the plant, office equipment, software, among others. It also identifies flexibility and adaptation to changes, if it is necessary to outsource any process, create business alliances with another company or the product itself requires physical changes for acceptance in a given market.

For the third chapter it is concluded that innovation can be carried out in different areas of the company, besides the product, in packaging, waste return techniques, customer service, implementation of new technologies, marketing techniques, remembering slogan and sensitive advertising. The following factor addresses general variables that must be taken into account for market research to be effective, such as analyzing demand in the target market, supply, prices, distribution channels, suppliers, as well as estimating consumption in the market, import penetration, existence of advantages of origin for Colombian products, similarities between food cultures, tariff and non-tariff barriers, geographical distance and exchange rate.

The research culminates with the fifth section, in which the methodological proposal is delivered, elaborated as a check list from the results obtained in order to provide guidance based on the analysis of real cases in successful internationalization processes..

3.2 Recommendations

For research purposes the following recommendations are deduced to avoid in the process and thus prevent errors.

Believe that the success of the product at national level will be the same in other or all markets, given that there are cultural differences and meanings of colors or objects, which can generate that the successful product in the national market represents an offense in another market.

Think that in all markets consumers purchase products in the same way, although locally it is common to buy or acquire products in stores, supermarkets or mini markets, in other countries the buying habits are through the Internet and home.

Enter a market with a single star product and not diversify the portfolio. Although the product has a differentiating factor and is accepted, it is considered to be innovating in this or pluralize its production to increase positioning.

Adventuring in the international market without managing organizational order at the local level. A company must minimally have commercial stability at a national level and a solid business formation in order to dare to enter another country.

Focus and comply only with the approvals and certifications required by a given market. In other words, a product by nature from its manufacture must be safe and meet quality standards, so it is considered that other certifications add value to the product.

Giving full responsibility to a single supplier; it is considered that it is appropriate to have second alternatives that ensure the permanent entry of materials that conserve the same quality without affecting the final product.

4. Bibliography

Albala, C., Kain, J., Burrows, R., & Díaz, E. (2000). *Obesidad: un desafío pendiente*. Santiago de Chile: Editorial Universitaria.

Alpina. (2019). *Alpina*. Obtained from Alpina: <https://www.alpina.com/productos>

Araya, A. (2009). *El Proceso de Internacionalización de Empresas*. Valencia: TEC Empresarial.

Ávila, R. (2018). Así se mueve la publicidad en Colombia. *Dinero*.

Banco Mundial. (s.f). *Colombiatrade*. Obtained from Colombiatrade: <https://www.colombiatrade.com.co/noticias/datos-claves-sobre-las-exportaciones-de-pymes-en-colombia>

Becoche Yule, L. M., & González Blanco, J. L. (2018). Influencia del TLC entre Colombia y Estados Unidos de América en el desempeño financiero. *Science of Human Action*, 261-285.

Beltran, C. H., Candela, M. J., & Gutierrez, A. A. (2010). *Internacionalización de las empresas colombianas casos exitosos: Colombina S.A Quala S.A Casaluker S.A*. Bogotá: Universidad del Rosario.

Blázquez, M., & Mondino, A. (2012). Recursos Organizacionales: Concepto, Clasificación e Indicadores. *Facultad de Ciencias Económicas*.

Boronatt, G., & Leotescu, R. (2017). *Guía Práctica para la internacionalización de las empresas*. Wolters Kluwer España S.A.

Cardona, D., Balza, V., & Henríquez, G. (2017). *Innovación en los procesos logísticos: Retos locales frente al desarrollo*. Cartagena: Universidad Libre.

Castro, A. (2009). *Aproximación al proceso de internacionalización*. Bogotá: Universidad del Rosario.

Cauas, D. (2015). *Definición de las variables, enfoque y tipo de investigación* (Vol. 2). Bogotá: Biblioteca electrónica de la universidad Nacional de Colombia.

Colombiatrade. (22 de Enero de 2019). *Colombiatrade*. Obtained from Colombiatrade: <https://www.colombiatrade.com.co/noticias/datos-claves-sobre-las-exportaciones-de-pymes-en-colombia>

Cuervo, A. (2004). *Dificultades en la internacionalización de la empresa*. Madrid: Universia Business Review.

CVN. (25 de 07 de 2018). Obtained from CVN: <https://www.cvn.com.co/industria-alimentaria/>

Daros, W. (2002). ¿Qué es un marco teórico? *Revista Enfoques*, 73-112.

Del Pino Casado, R., Frias, O. A., & Palomino, M. P. (2011). El control de sesgos en la investigación cuantitativa enfermera. *Revista Iberoamericana de Enfermería Comunitaria*, 4, 24-34.

Duarte, L., & González, C. (2017). *Metodología y Trabajo de Grado: Guía práctica para las ciencias empresariales*. Medellín: Centro Editorial Esumer.

Escandon, D., Murillo, G., & Gonzáles, C. (2013). *Determinantes de los resultados internacionales de las Pymes de reciente creación en Colombia, 2011*. Bogotá: INNOVAR.

Franco, M., & Londoño, A. (2009). *Branding: experiencias en algunas empresas del sector alimenticio*. Envigado: Escuela de Ingeniería de Antioquia.

Gallardo, D. P., & Moreno, G. A. (2019). *Aprender a Investigar* (Vol. 3). Bogotá: Arfo Editores Ltda.

Galvan, I. (2003). *LA FORMACIÓN DE LA ESTRATEGIA DE SELECCIÓN DE MERCADOS EXTERIORES EN EL PROCESO DE INTERNACIONALIZACIÓN DE LAS*. Las Palmas de Gran Canaria: Universidad de las Palmas de Gran Canaria.

Garzón, M., & Ibarra, A. (2013). Innovación empresarial, difusión, definiciones y tipología. Una revisión de literatura. *Revista Dimensión Empresarial*, 45-60.

- Giraldo, M., & Juliao, D. (2016). *Gerencia de marketing*. Barranquilla: Ecoe ediciones.
- Guerrero, A. (2011). Innovación: clave para el éxito de la gestión empresarial en la micro, pequeña y mediana empresa. *Revista Nacional de Administración*, 61-80.
- Helados La Fresita. (2018). *Helados La Fresita*. Obtained from Helados La Fresita: <https://www.heladoslafresita.com.co/nosotros/>
- Kotler, P. (2007). *Marketing Versión para Latinoamérica*. México: Pearson Educacion.
- Lombardo, G., Vallejo, M., M, C., & Martinez, R. (2007). Factores a tener en cuenta en la expansión internacional de la empresa familiar. *Investigaciones Europeas de Dirección y Economía de la Empresa* , 75-96.
- Lozano, M. (2003). Expansión de empresas familiares mediante alianzas internacionales. *Revista de empresa*.
- Madero, S., & Barbosa, G. (2015). *Interrelación de la cultura, flexibilidad laboral, alineación estratégica, innovación y rendimiento empresarial*. Monterrey: Contaduría y Administración.
- Manuais Practicos Da Peme. (s.f). *Como realizar un estudio de mercado*.
- Martínez, A., & Pérez, M. (2004). Servicio al cliente en la cadena de suministro: efecto de la adopción del EDI. *Revista de Economía y Empresa*, 75-94.
- Mejía, J., Gallego, A., Robledo, M., & Vélez, C. (2016). Análisis de las estrategias para posicionar una marca gastronómica: restaurantes del Barrio Provenza de Medellín. *Escenarios*, 72-90.
- Mesa, J., Álvarez, F., & Gonzalez, M. (2012). Modelos de internacionalización para las pymes colombianas. *AD minister*, 63-90.
- Ngo de la Cruz, J. (2012). Alimentación en otras culturas y dietas no convencionales. *Curso de actualización pediatría 2012*, 355-367.
- Nutresa: Lecciones de expansión de una empresa nacional. (2017). *Dinero*.

Ortega, A., & Espinosa, J. (2015). *Plan de Internacionalización Empresarial, manual práctico*. Madrid: ESIC.

Palacio, A., Arévalo, P., & Guadalupe, J. (2017). Tipología de la Innovación Empresarial según Manual de Oslo. *CienciAmérica*, 85-90.

Pedraza, M. M., & Gómez, G. A. (2011). *Internacionalización de empresas colombianas caso exitoso: Grupo Nutresa*. Bogotá: Universidad del Rosario.

Pineda Bello, S. A., & Moreno Coy, A. C. (2015). *Internacionalización de empresas colombianas. Caso exitoso: Alpina (Tesis)*. Bogotá: Universidad del Rosario.

Pineda, Á., Sanabria, V., & Santana, A. (2011). *Internacionalización de las empresas colombianas. Casos de estudio: Hamburguesas el Corral y Pan Pa' Ya*. Bogotá: Universidad del Rosario.

Poblete, C., & Amorós, J. (2013). *SCIELO*. Obtained from SCIELO: https://scielo.conicyt.cl/scielo.php?pid=S0718-27242013000100010&script=sci_arttext&tlng=e

Ponce, H. (Enero-Junio de 2007). La Matriz Foda: Alternativa de diagnóstico y determinación de estrategias de intervención en diversas organizaciones. *Enseñanza e investigación en psicología*, 12(1), 113-130.

Portafolio. (2019). Las 10 mejores tecnologías empresariales de los últimos años. *Portafolio*.

Procolombia. (Marzo de 2016). *Procolombia*. Obtained from Procolombia: <http://www.procolombia.co/publicaciones/casos-de-exito-la-colombia-del-si-se-puede>

Procolombia. (25 de Abril de 2016). *Procolombia*. Obtained from Procolombia: <http://www.procolombia.co/actualidad-internacional/acuicola-y-pesquero/nuevos-plazos-y-aranceles-para-fomentar-la-competitividad-en-los-mercados-internaci>

Procolombia. (2019). *Informe de Gestión 2018*. Bogotá.

Procolombia. (s.f). *PROCOLOMBIA*. Obtained from PROCOLOMBIA:
<http://www.procolombia.co/guia-para-exportar-bienes-desde-colombia>

Rivera, J., & Ruiz, D. (2011). Análisis del desempeño financiero de empresas innovadora del sector Alimentos y Bebidas en Colombia. *Pensamiento y gestión*(31), 109-136.

Rivera, R., & Soto, R. (2010). *Empresas Multilatinas: Caracterización y examen de casos de interés*. Santiago: Universidad de Chile.

Robledo Ardila, C., & Ríos Molina, C. (2013). La internacionalización como objetivo explícito en la visión y misión declaradas de las 500 empresas más grandes de Colombia. *AD minister*(2), 33-50.

Ruiz, C. P., & Angarita, P. E. (2013). *Internacionalización de empresas colombianas caso exitoso: Super de Alimentos S.A*. Bogotá: Universidad del Rosario.

Tortas y Tortas. (2019). *Tortas y Tortas*. Obtained from Tortas y Tortas:
<https://www.tortasytortas.com.co/nuestra-historia>

Trujillo, M., Rodriguez, D., Guzmán, A., & Becerra, G. (2006). *Perspectivas teóricas sobre la internacionalización de empresas*. Bogotá: Facultad de Administración.

Vásquez, R., & Cambra, J. (2010). *Inés Rosales: El reto de internacionalizar la actividad de una pyme es posible*. Sevilla: Universia Business Review.

Venegas, A. (9 de Mayo de 2019). Lo bueno, lo malo y lo feo de que el dólar se cotice en \$3.300. *La República*.

Zárate, K. (s.f). *Estudio comparativo sobre el uso de patentes en los sectores de telecomunicaciones, automoción y farmacia*.

Zingone, L., & Ruiz, M. F. (2014). *Estrategias y modalidades de ingreso para competir en mercados internacionales*. San Vicente: Universidad de Alicante.