



VIGILADA MINEDUCACIÓN

OPTIMAL MODEL FOR INTERNATIONAL MARKETERS

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2020

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Degree work submitted to apply for the title of:

International negotiator

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Line of research:

Degree work

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2020

Acknowledgments and dedication

The tutor John Jairo Otalvaro Taborda is thanked for having accompanied this process and for having contributed his knowledge as an advisor on continuous improvement processes and on how International Marketers can be included to contribute this knowledge and processes for small and medium-sized companies. That provide the products that they market.

Summary

This work aims to publicize an optimization model between international marketers and small and medium businesses (MOCI), so that they can increase their competitiveness in the international market and jointly participate in the economic benefits that they report through exports. An initial diagnosis is made in the production and organization areas of the companies through a series of visits and thus identify if there is a deficiency in machines to establish an economy of scale and / or if the deficiency lies in the organizational issue with the aim of achieve an improvement in processes through the application of a Kaizen model. In addition, in addition, apply the PHVA cycle of continuous improvement, standardization of processes and tools to enhance Social Responsibility within smes and international marketers

The unification of the aforementioned processes is carried out in phases, the combination of these phases guarantees the achievement of specific objectives. In the first phase, with the need to identify the preliminary problem, a diagnostic stage is carried out, with the findings of this initial diagnosis, a final diagnosis is constructed, which is socialized with the companies, giving way to the socialization and sustainability.

Keywords: International Business, Customs, International Relations, World Trade Organization, Marketing.

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Introduction

In the market there is a demand every day more regarding the products, many for price, quality or the added values that these have, since over time the portfolio of many brands and products has diversified more and therefore the products substitutes.

We are in a reality where Colombia, even having tools to take advantage of the opportunities of the foreign market, lacks knowledge and experience to handle this voracious process, which is more demanding today, since the consumer has greater access to information.

After creating the model of the International Marketers where they take advantage of the opportunity of that changing market and having the knowledge of how they can mobilize in a foreign market carrying Colombian products, they begin to ally themselves with the small and medium-sized companies of the country opening the doors to a new stage.

But the effort for these International Marketers should not be purely the buying and selling of national products and selling them to a buyer from abroad, it is necessary to go deeper and review what processes should be held responsible so that both parties can win.

The authors (Beltrán & García, 2012) in their thesis, they introduce us to information about international marketers, reviewing what their main functions are and how they should act in relation to small and medium-sized companies. It also shows how many of them have managed to improve internally with the support of international marketers, since their sales are now more significant and they are strengthened in knowledge and processes thanks to the model of international marketers.

This thesis shows how a model developed by the Colombian government has been effective for many parties, helping smes not to remain stagnant, fighting for the Colombian market that is increasingly competitive, especially with those products that come from abroad, with low tariffs or perhaps without tariffs and with superior commercial conditions, but aiming at a market that is more interested in the Colombian product and that wants to explore and review it when it is offering different products and services that are useful for a specific marketers.

(Cardona & Gómez, 2012) In their research work, they propose a proposal on a model for integrating production units and their external commercial support, in order to increase competitiveness and start updating their production processes, taking as an example business integration and clusters for strengthen the value chain, with a focus on logistics and commercial processes.

This shows us how before it has been thought to strengthen the commercial relations between the collaborators to obtain better results and that the business is prosperous and lasting over time. The focus of this work is to review how to strengthen the productive units so that the international marketers obtain a better result in the foreign market and that they also contribute to this internal improvement.

In this research work, we want to develop a model where the main points of the production chain that a small and medium-sized company manages are reviewed, and how the international marketers would intervene so that there is better efficiency. The possibility of managing economies of scale will be reviewed, where its development will be deepened and what the benefits are, such as making an improvement to the processes based on existing development models and giving continuous improvement; With the issue of the environment, which is something that cannot be ignored in these times in this way, analyze which are the ways so that the products and waste generated by industries can have a good final disposition, contributing to social responsibility policies.

You want to conduct an interview with a person who has knowledge of the subject and who expands with their knowledge the effective functioning of an international marketers and how these contribute to an improvement for both parties. In addition, it will be investigated how each of the aforementioned points works, take the best that each of them brings for the good development of the economies and how to unify it in a model so that international marketers can operate it.

Each chapter of the thesis will be developed in four moments, where the main three is to review how different authors have handled the issue of economy of scale, continuous improvement, final disposal of products and supplies and at the end there will be a dedicated

moment to unify these concepts and give as a result the expected model for the work of international marketers in conjunction with smes.

1. Project formulation

1.1 State of the art

The authors (Cardona & Gómez, 2012) in their research work they propose a proposal for an integration model between the links that participate in the production and commercial chain of the Risaraldense coffee sector, to increase their competitiveness in the international market in order to highlight the advantages over the traditional and implemented ones. models, used the deductive methodology, based on theories put forward by experts related to business integration and clusters so that they allow their application in a model that identifies the Colombian coffee value chain carried out today in favor of a viable improvement in logistics and commercial processes.

The authors (Beltrán & García, 2012) in their thesis they tell about the emergence of international marketers, the tax benefits they can access in Colombia, they identify support for small and medium-sized companies in global markets, this thesis was developed with interviews with people who work in these, they compiled The information through previous studies and statistics related to the subject, concluded that some companies have achieved this thanks to the creation of the International Marketers and thus contribute to national development.

The authors (Suárez & Carlomario, 2012) in his thesis he interprets the legal framework of international trading companies in Colombia, the project presents guidelines for their structuring; the work was based on a documentary and descriptive research and approaching people, finally in the project it was observed that it is possible to innovate in new ways of commercializing products in foreign markets.

(Gómez & Granados, 2016) The agri-food markets are analyzed, when in a state of shortage, it is the international market that moves the price and directly impacts the national markets, the operation of the four large trading companies where they generate contributions in the efficiency and generalization of technologies was analyzed to improve food production and trade.

(Castro H. , 2011) In his article, he offers a vision on the theorizing of trade policy, how by means of this, imports are regulated and exports are promoted, the analysis carried out begins in 1991 until the date of publication on the behavior of Colombian trade policy, finally It concludes with the importance of protecting the national industry to open a market to international competition.

1.2 Problem Statement

According to the findings made by Molina, Morelos and Marrugo; it can be deduced that it is necessary to adjust the international marketers operating models, to increase their efficiency and thereby achieve a higher level of competitiveness in international markets, which in turn would lead to greater commercial development of products of national origin within the international markets and, therefore, in a greater capture of foreign currency from foreign trade through national exports.

Because from a real operational perspective, Colombia, compared to its exports with other countries, even smaller geographically, is far from achieving what for others has not been such a long and complicated path, but with apparent better results. Although the trade of different types of merchandise has existed throughout Colombia's history, the country has been mainly dedicated to the export of products without transformation, which has led us to not be as competitive a country as could be expected, taking into account the natural wealth of the nation and there are many countries that import our products as raw materials to carry out transformation processes on them, either for consumption or as a basis for products with higher added value (Ramírez J., 2005).

There were very few businessmen who, when the moment of their globalization process arrived in the country, risked establishing the pertinent contacts with external clients and being able to establish the bases of prosperous, lasting and sustainable commercial relations (Bernal D. , 2014). Although this is not the only limitation, since Colombia has not internally prepared in an adequate way to be a highly competitive country in terms of logistics costs, in addition to exporting, it is required to have a Know-How sufficiently solid to endure over time and there were many entrepreneurs who preferred to avoid technology transfer processes, especially if it is taken into account that, most of the time, in order to carry out international business, it is necessary to master a second language, a question in which, there has been no good preparation throughout our history (Galvis & Acosta, 2017).

The National Government, aware of the needs of entrepreneurs who are interested in conquering new markets abroad, but who suffer from a marked lack of cognitive and logistical tools, generates various types of support in market orientation, monitoring of

productivity and to trade, and has even implemented a series of tools aimed at helping the development of small and medium entrepreneurs (Balbuena & Cifuentes, Hansen, 2017).

International marketers can become a support mechanism for those companies that have not had the possibility of reaching new consumers globally with their products; However, for many small companies an important limitation is their scarce production of national processed products, which allow them to seriously start thinking about export channels abroad, when their production volumes are not interesting given the high logistics costs necessary to carry out the export processes (Arroyave, 2008).

Therefore, a solution to modify the way in which the International Marketers enter to intervene with foreign trade that more than are the image of a "sale" make part of that growth that can be given internally to their suppliers and that strengthen those productive units, supporting internal improvements in their productivity and thus being more competitive internationally.

1.3 Objectives

1.3.1 General objective

Propose an optimization model between international marketers and smes (MOCI), so they can increase its competitiveness in the international market and jointly participate in the economic benefits that they report through exports.

1.3.2 Specific objectives

- Implement an economy of scale in smes with state-of-the-art machinery and modernization by come the international marketers
- Develop the Kaizen model to achieve an improvement in the Nutresa processes and case.
- Use the PHVA cycle of continuous improvement, standardization of processes and tools to enhance Social Responsibility within smes and international marketers.
- Unify the processes previously investigated and thus present the optimal Model for International Marketers (MOCI).

1.4 Justification

1.4.1 Theoretical justification

Currently in Colombia, models for developing opportunities that tend to improve the general economy of the population have been sought; In this context and in relation to foreign trade and the development of national exports, different alternatives have been achieved, one of the most important being the subject of the export of goods and services. In this degree project, the aim is to develop an optimal model for international marketers in conjunction with smes that contributes to this improvement in the economy of our country.

1.4.2 Social and / or business justification

The agricultural sector makes a great contribution to the Colombian economy due to its ability to generate employment, substantially in a population that has low levels of training and an industry that is growing slowly, but at a steady pace despite the economic, social and political drawbacks. and cultural present in the environment; The development of this optimization model will be a great contribution to empower international marketers and smes who represent a large-scale economic line for the national and departmental trade balance.

On the other hand, this model aims to obtain group benefits in favor of greater trade flows, to generate attractive profit margins that promote and motivate the sector towards a strategic approach of access and coverage of international markets for all its agents where the market can be estimated. and to know technical and technological elements that are required to supply international demand.

1.4.3 Personal justification

The subject of study for the development of this undergraduate work and its corresponding research, was chosen because, through the work experience acquired by the authors, some

theoretical bases on the subject have been developed, and therefore aims to analyze the variables related to a model approach that contributes to the parties involved.

1.5 Framework

One of the basic activities of the International Marketers is to carry out foreign trade operations, basically this activity is developed by large companies that have the economic and productive capacity to explore new markets, under this premise the limitations to develop this activity the smes have small and medium-sized companies, which, with the need to increase their demand and appropriate new market possibilities, remain in the attempt, either due to the different legal procedures or the lack of expert companies in international issues to help them. to potentiate their export thinking, thus generating the possibility of helping to build models for these smes to transform materials and supplies with high quality standards, at the best price, and with the shortest possible time, all this with the haste of exporting them with high added value, thus developing finished products that compete in a balanced way with the products produced in international markets.

1.5.1 Theoretical framework

(Daros, 2002). Smes in Colombia manage an important part of the market and the development of economic activity is carried out under obsolete and manual production conditions and in some cases with machinery built in the square and adapted to their production system, this translates into the need to mount in its productive system, economies of scale, whose activity wants substantially an increase in the production process, which allows keeping the prices of the factors of production in a constant line, which affects a proportional increase in total costs. The total cost-product elasticity should generally be less than unity, if it is greater than unity, it would cause diseconomies of scale and, giving an equality relation to unity, would cause constant returns to scale. In general, two measures are presented in which economies of scale are developed, the first based on an increase in production maintaining the proportion of its outputs and economies of scale on a vector ray (CSR) —6 (Benston, Hanweck and Humphrey , 1982), the second consideration, tells us about changes in the output elements, economies of scale on a path of expansion, that of a small bank, A, which chooses the product combination of a large bank, B (EPSEAB) —7

(Berger, Hanweck and Humphrey, 1987)”. The two cases have a particularity in the economies of scale which have an estimate at the firm level and at the plant level. At the plant level, the total cost-product elasticity is estimated considering that the number of offices does not change with the level of production, (Aguilar, 2014), Other authors, including CH Chilton [2] and the United Nations Industrial Development Organization (UNIDO) [3; 4], also raised this factor of decreasing the unit cost of capacity as the size of the industry increased.” (Castro & Portuondo, 2009)

"In general, economies of scale describe the behavior of costs according to a variation in products and other variables related to size (for example, number of subscribers, network length). From the variable cost functions defined in the previous section, it is possible to estimate different measures of economies of scale using the elasticity of the variable cost in relation to the product or products and the capital semi-fixed component. The measures used in this study are the production measures and the scale measures developed by Caves, Christensen and Swanson (1981), Caves, Christensen and Tretheway (1984) and Antonioli and Filippini (2001).” (Revollo & Londoño, 2010)

“The existence of economies of scale in an industry; whose costs are observed to increase to a lesser extent than the increase in production, must be separated from the cost reductions observed over time due to the technological changes introduced by the companies” (Laurits and Greene 1976).

Over time, the company may require a technology with the need to increase production, increasing costs to a lesser extent. This is due to the need to obtain new installed capacity. In other companies it may happen that this same effect is generated with more or less installed capacity (Ferguson 1969).

By reducing production costs, this benefits from lower increases in the use of inputs, which allows production to necessarily be subject to the need to build economies of scale.

But by virtue of the duality that exists between production and costs, the structure of production can be empirically studied using both the production function and the cost function (Intriligator 1978).” (Veloz, 2001), In this way, companies are technifying with

state-of-the-art machinery through the application of economies of scale, which will lead to increases in installed capacity, and improve the quality of their products, obtaining tools that facilitate entry to the competitive international markets, now After this analysis, the synchronization of its human resources and the standardization of the processes become necessary, and it can be improved by applying strategies that provide continuous improvement with the use of a Kaizen methodology with the application of a PHVA cycle. He says that currently, business organizations have begun to use integrative and evaluative methodologies, where the included ones intervene in the processes in which they are immersed, with the aim of achieving the fulfillment of goals and common well-being.

Being consistent with the above, it is necessary to define the concept of the Kaizen model,

Although Kaizen is defined by Masaaki Imai in his two books (1989, 1997), this Japanese word still does not have a precise explanation that achieves clarity of its theoretical content. For this reason, other authors have tried to explain it from different points of view. Imai (1989, p. 23) specifies it as a “continuous improvement or improvement in social, family, personal and work life. In the workplace, Kaizen means continuous improvement that involves everyone, managers and workers alike.”

That is, Kaizen is a continuous improvement system that aims to make the organization work in a consistent, systematic way and with a humanistic perspective that is that people contribute to optimizing their workplace or place of action (Gemba) in which will focus on continuous improvement, in order to overcome competition in productivity, quality, costs and delivery times.(M., 1989) (M., 1997)

Likewise, Brunet and New (2003, p. 1428) define it within their theories as:

"A pervasive mechanism of ongoing activities, where the people involved play an explicit role, to identify and ensure impacts or improvements that contribute to organizational goals."

Through the research work of the IMVP (International Motor Vehicle Program, carried out at MIT in 1985) by researcher John Krafcik (Dahlgaard and Dahlgaard Park, 2006), research has been carried out regarding the application of Kaizen. Brunet and New (2003) studied it

in companies in Japan (including multinational companies), reaffirming that this model can be implemented while preserving the standards of each organization. Aoki (2008, p. 522) supports the previous theory, pointing out that in order to successfully manage the transfer of the parent company to its dependencies in other countries (in China, the authors analyze), it is necessary to eliminate activities that do not add value to the process, operational discipline, standardization of processes and formal and informal communication channels. (Imei, 2003) (K., 2008)

Taking into account that Kaizen is a continuous improvement system, it is important to make use of continuous improvement that will be developed through the PHVA methodology (plan, do, verify, act), which is defined by Perez Fernandez (2012) as:

“PHVA is a dynamic cycle that can be developed within each process of the organization and in the process system as a whole. It is closely associated with the planning, implementation, control and continuous improvement both in the realization of the product and in other processes of the quality management system”. (Perez, 2012)

The PHVA methodology contains several tools that, if applied correctly, will allow an improvement in the production process in smes through the reduction of excess activities that do not add value to the process and therefore will increase their productivity, competitiveness index and efficiency thanks to cost reduction. So:

To plan	Do	check	Act
Diagnosis of the entity's situation.	Data collection after upgrade	Data collection after upgrade	Feedback taking into account the objectives of the project

Indicator formulation	Reporting of indicator results after improvements	Reporting of indicator results after improvements	Plan corrective actions
Development of strategic planning			Execution of improvement activities
Preparation of action plans			
Preparation of improvement plan			
Human resource management plan - Training.			

All this aimed at improving their efficient production practices, at the same time that their waste is considered useful in the same process and that circular logistics returns in the form of basic raw material or that their waste at the time of final disposal is strongly friendly with the environment, consequently after the integration of these designed tools and the standardization of the processes it is necessary to constantly review the production cycle and for this it is necessary to use management indicators, socialization with the different areas, and the implementation of improvement plans.

1.5.2 Conceptual framework

The practical concept of this model is to apply the PHVA methodology and it is the fundamental basis of the MOCI model in its structures, among them we can mention: a diagnostic stage, a propositional stage, a sensitization stage and each one clinging to a process of socialization where the staff is informed about the procedures dictated and developed in order to improve the processes, for this reason it is necessary to have clarity about the PHVA cycle and the continuous improvement provided by the application of this methodology, according to (García, Quispe, & Ráez, 2003) After 1950, on several occasions and during the following two decades, Deming used the PHVA Cycle as an introductory part in all his trainings, which were directed to the top management of companies established in Japan, from there (It was developed by Shewhart), It has been transmitted worldwide as a fundamental part of the Continuous Improvement process

The assembly of this process is necessary to have the following parameters:

- Management leadership
- A continuous improvement committee
- Specific training and motivation
- A documented management system
- External advice

According to NTP-ISO 9000: 2001, Continuous improvement is a "recurring activity to increase the ability to meet the requirements" with the requirements being the "established need or expectation, generally implicit or obligatory".

- Analysis and evaluation of the existing situation.
- Objectives for improvement.
- Implementation of possible solution.
- Measurement, verification, analysis and evaluation of the results of the implementation.
- Formalization of the changes.”

“Continuous improvement, as a renewal trend in production processes and (or) service provision, constitutes a series of general programs of action and deployment of resources to achieve the planned objectives, which implies an improvement process. continuous. Various models and improvement procedures have been proposed since its inception, it is worth mentioning Reengineering, Benchmarking, Theory of Constraints, Total Quality, the Permanent Program for Productivity Improvement, Business Improvement, among others; Following these, two fundamental paths: incremental improvements and radical improvements.” (Fernández & Sánchez, 2007)

(Hernández & González, 2007) Within the principles of the Continuous Improvement model used as a management system model, it is endorsed by the following rules, which will allow its due execution:

- Explicit: Aimed at a goal, the development of its main objective must be clear and must be manifested as an essential part, since it "must be seen".
- Participatory: The people involved in the process must deliver the information to the highest level of the organization, going through the tactical strategy to the operational level.
- Improvable: It must be evaluated and must be flexible to modifications.
- Interrelated: It must be flexible when relating it to other processes and is complemented in order to comply with the quality policy.
- Effective: With the fulfillment of the tangible objectives (improves the results that are observed and gives effectiveness to the evidence) and the intangibles (improvement of the qualification, climate, image, etc.).”

The basic concept of continuous improvement is: "A philosophy of life that with the application of engineering techniques seeks the constant reduction of waste and the continuous participation in this process of all the employees of the plant". Also as: "The continuous and constant decrease of waste in companies." (Arrieta, 2007)

“Another element closely linked to quality that allows organizations to advance in terms of the development of goods and services according to the needs of the market is continuous improvement. This is expressed by Dertouzos, Lester and Solow (1989), also adding that this

should be a pro-active work of management, not a simple reaction to problems and that organizations will seek to meet or exceed the requirements of their clients or to improve internal measurements of performance to be recognized as world-class leaders.

Since a large number of companies recognized the broad spectrum of quality, the concept of total quality emerged. Procter & Gamble in 1992 defined it as the continuous improvement effort carried out by each one of the members of an organization to understand, carry out and exceed the expectations of the clients.” (Trujillo, 2004)

1.5.3 Legal framework

Decree 3075 of 1997

(Ministry SP, 1997) By which good manufacturing practices (BPM) are regulated. In this decree are the basic hygiene conditions in food manufacturing, the parameters that a food handler must meet, the hygienic manufacturing requirements, quality assurance and control, sanitation parameters and how it should be carried out. carry out the storage, distribution, transport and marketing of food.

This standard is mandatory, in all plants where food is manufactured, processed, packaged, stored and sold. The objective of GMP is to ensure that products are manufactured under adequate sanitary conditions and that the risks inherent in production are reduced.

Resolution 1649 of 2016

(IC Ministry, 2016) This resolution establishes the provisions related to the Special Import-Export Systems. The National Government can authorize the exemption or refund of import duties on raw materials, supplies, services, machinery, equipment, spare parts and technology for the production of goods, technology and services that are exported, and in any case to stimulate a national added value to goods imported to increase exports.

The special import-export system programs allow importers to make temporary imports with total or partial exemption or suspension of related taxes or deferred payment of VAT. These

programs have changed the development of business in our country since many companies, being able to obtain these benefits, move their operations to the free zones to obtain the benefits that these can provide them and also work with the Vallejo Plan to import their inputs and export finished product.

Resolution 1148 of 2002

(Minister, 2002) This resolution contemplates the list of capital goods and spare parts in development of the operations of articles 173 literal c) and 174 of decree 444 of 1967. This decree establishes the authorization of the importation of capital goods, which are destined to the installation, expansion or replacement of the respective production units, which are to be used in the production process of export goods or which are intended for the provision of services directly linked to the production or export of these goods, covered by the following tariff subheadings.

The list can find machines that are used for different activities at an industrial level, there are also parts of the previously mentioned machines. This list is important for the development of this thesis since the productive units need machines that are not produced in our country and therefore must be imported.

Decree 2394 of 2002

(CE Ministry, 2002) This decree establishes a list of capital goods and the tariff levy for some goods not produced in the Andean Region is deferred to zero. The list of capital goods is made up of 496 tariff subheadings, of which 298 are part of the Andean Community of Nations Non-Produced Goods List.

In the list we find the tariff classification from chapter 84 of decree 2153 of 2016 where machinery and furniture are discussed, which reaches chapter 94 of the same decree. This list allows companies to import machinery or goods necessary to improve their production.

Final disposal of solid waste

(Congress, 2015) In the government of Juan Manuel Santos from 2014 to 2018, in his National Development Plan, article 88 reflected the efficiency program in the comprehensive

management of solid waste, which encouraged the maximum use of solid waste for those entities. of national order in whose solid waste management plan (PGIRS) the total use of the waste has been clearly contemplated and defined, the rate charged to the companies for the delivery of this waste to the final disposal system will be calculated as an additional value within its services. These resources should be used in the pre-feasibility and feasibility studies in such a way that they can be used as composting, energy use and comprehensive solid waste treatment plants.

This plan led to the development of a National Policy for the Integrated Management of Solid Waste, known as CONPES 3874 of 2016. CONPES is (National Council for Economic and Social Policy), it is the highest national planning authority.

(Council, 2016) The CONPES establishes the principles of circular economy, the idea of this plan is that the residues that make an environmental impact are useful as long as possible. The characteristics of this model are:

- **Ecoconception.** In this the environmental impacts in the product life cycle are developed and reintegrated from its conception.
- **Industrial and territorial ecology.** Establishment of an industrial organization in the same territory, characterized by optimizing the stocks and flows of materials, energy and services.
- **Economy of functionality.** Make a distinction between owning and selling a service versus selling a good.
- **Second use.** Reintroduce in the economic circuit those products that no longer correspond to the initial needs of consumers.
- **Reuse.** Reuse certain waste or certain parts of it that may still work for the development of new products.
- **Repair.** Find a second life to spoiled products.
- **Exploitation.** Take advantage of the materials found in the waste.
- **Recovery (Treatment).** Energetically take advantage of waste that cannot be recycled.

Additionally, this national policy consists of four strategic axes:

- Prevention in the generation of waste.
- Minimization of those that are brought to final disposal.
- Promotion of the reuse, use and treatment of waste.
- Avoid the generation of greenhouse gases.

1.6 Methodological framework

Taking the concept issued by Sabino (1994) as a reference, it can be said that the present investigation is qualitative and descriptive in nature, since it focuses on describing certain fundamental characteristics of homogeneous sets of phenomena, using systematic criteria to highlight the essential elements of its nature. These elements are characterized throughout the production chain managed by a small and medium-sized company and how the international marketer would intervene with the possibility of improving competitiveness in international markets.

Likewise, and assuming that business organizations have begun to use integrative and evaluative methodologies in order to increase competitiveness, a topic on which the knowledge acquired in the national context is not clearly defined, the research will refer to exploratory characteristics, since according to Dankhe, cited by Baptista, Fernandez & Hernández (2002), what is expected to achieve with this type of research is,

[...] Increase the degree of familiarity with relatively unknown phenomena, obtain information on the possibility of carrying out a more complete investigation on a particular context of real life [...], identify promising concepts or variables, establish priorities for subsequent investigations, or suggest verifiable claims. (Baptista, 2002)

1.6.1 Research method

- **Research focus**

The focus of this research is purely qualitative, since it is going to delve into concepts that are necessary for the development of the Optimal Model for International Marketers, these will be developed under the meanings, opinions and experiences of the authors. In this model, numerical measurements will not be carried out, analysis will be made of the material found in previous scientific studies.

- **Type of study**

The type of study that will be developed in this thesis is applied research since it focuses on improving the processes that International Marketers carry out with their suppliers and that the products that International Marketers deliver to their international clients are more competitive and with better guarantees for them.

The level of depth is descriptive, this work will not only be devoted to the collection of information but to relate the variables that are going to be mentioned and how as a whole they end up being a model.

1.6.2 Investigation methodology

- **Information gathering techniques and instruments**

The technique and instrument of information collection in the present investigation is through an initial diagnosis, which allows to see in real time the reality of companies in terms of machinery and technology.

- **Selection and analysis of information**

This selection and analysis is done through a socialization to the company, showing what was found in the diagnosis through a Power Point presentation.

- **Bias control**

In this degree project, surveys will not be developed because the initial analysis is done in the field through a previous diagnosis to the companies and not through surveys, therefore, as this mechanism is an initial diagnosis, it would not have bias.

1.7 Scopes

In this work it is desired to achieve the development of an Optimal Model for International Marketers so that together with their suppliers or commercial relationships they can implement it addressing different topics such as economies of scale, the Kaizen model, the PHVA cycle, the standardization of processes and the final disposal of waste.

This research is carried out in the city of Medellin, Colombia, national sources as well as international sources are taken since in our country the handling of issues about continuous improvement is not very common yet and therefore it is necessary to look at foreign sources and it is also an additional contribution to the work to review how in other countries they implement issues that for us can also give good results.

2. Investigation Development

2.1 Implement an economy of scale in smes with state-of-the-art machinery and modernization by international marketers

According to a study carried out by the Center for Thought on Competitive Strategies (Cepec) of the Universidad del Rosario, called "Structure and dynamics of non-mining-energy exports of Colombia and its departments 2005-2014", one of the great difficulties to which companies face when exporting their products is the barrier to higher productivity, which generally originates from the companies themselves and are linked to the formation of human capital, infrastructure and transaction costs due to high tax rates.

In addition to the aforementioned problems, during this research it has been possible to identify through different readings that for many small companies, an important limitation is their low production of national processed products, as this does not allow them to seriously think about export channels, when their production volumes are not interesting given the high logistical costs necessary to carry out said export processes.

"One of the most important objectives in the financial policy of a company is to achieve the coverage of needs by optimizing the use of resources." (Delgado Ugarte, 2007)

It is then where the importance of creating the optimization model for International Marketers lies, where they take advantage of the opportunity of that changing market and having the knowledge of how they can move in a foreign market carrying Colombian products, they begin to strengthen the productive units of the country's small and medium-sized companies, opening the doors to a new stage, not only aimed at buying national products and selling them to a buyer abroad, since an economy would be implemented scale with state-of-the-art machinery and technification in the pre-existing processes of smes.

Economy of scale

Smes are great generators of employment, which is they have the possibility of operating with increasing returns in their production processes, but they are usually fragile because they lack economies of scale that allow them to develop operational advantages. This research proposes the implementation of an economy of scale with state-of-the-art machinery that allows you to achieve an increase in your production and allow you to shift your average cost curves to more competitive positions.

(Vélez, Guerra, & González, 2013) There is talk of economies of scale when associating production conditions that by producing more units decrease total costs, to achieve the objective of economies of scale specific production conditions are required, so that fixed costs can be reduced by a greater number of units.

Currently, it has been seen the need to integrate different models that help a company to continually improve its processes by correctly managing the variables involved in that process and the necessary resources, seeking to improve its productivity and competitiveness.

Improving the competitiveness of these companies is, therefore, a priority task, for which numerous initiatives have been developed, in this objective the following models are proposed:

Decree 1280 of 2017 reduces the tariff to zero percent, two subsequent years in the importation of used machinery, which will be used in the agricultural sector in a minimum period of one year and a maximum of seven years, these actions represent an achievement accomplished for companies to access technologies at a lower price. Thus, the international marketer would obtain the latest machinery that it would make available to small and medium-sized companies with the aim of improving their production units, reducing their costs, improving the quality and price of their product.

"The companies need for equipment must be reconciled with the increasing need for working capital, trying to avoid large indebtedness that can have a crippling consequence." (Farina, 2005)

Then, the international marketers would become an active partner to obtain from smes a better price for their products at the time of the sale that allows them to compete in the international market and generate an active participation to it, that is, a win = win.

The other model is through renting, which is a way of renting modern machinery, currently used in the United States, European and Latin American countries such as Peru, the Dominican Republic and Costa Rica.

The spanish trader Medina de Lemus, argues that renting "is a consensual, bilateral, onerous and commutative contract, by which one of the parties, a renting businessman, grantor or lessor, is obliged to transfer to another, user or lessee, the use of a property for a specified time, in exchange for the payment of a periodic fee, the landlord being responsible for maintaining the transferred property in perfect conditions of use". (Medina, 1999)

This contract has several operational advantages, since it avoids making large expenses and investments that originate from the purchase of material or the carrying out of productive activities using obsolete equipment. In addition, it allows you to get more modern equipment, be able to renew it before the end of its useful life and stay competitive.

2.2 Integration through the Kaizen Model to achieve an improvement in the processes and the Nutresa case.

Kaizen model

The Kaizen model is a Japanese model that is better known as continuous improvement involving all sectors of the company, both managers and workers, this model has been working in companies since it is currently a very demand for market behavior and even more if it is going to enter an international market which every day is more competitive and changing, additionally it is added that nowadays the information is open for anyone this leads to consumers being more demanding.

When implementing the Kaizen model, organizations must define what the objectives they wish to achieve will be and thus identify the activities that will be carried out to achieve them. This model can be adapted depending on the needs of the company. (Suárez & Miguel, 2011)

The Kaizen classification will be named to have an overview of how it can be applied.

- **Business and life philosophy.** It is developed in the discipline of work, high management commitment, improvement of standards, high participation of employees on a voluntary basis, improvement of processes on a permanent basis and intensive education and training.
- **Theoretical principle of rapid improvement methodologies and techniques.** Kaizen Blitz (Improvement Bombardment), Kaizen Teian (Improvement Proposal System), use of expert staff to lead rapid improvements, work on unfinished tasks.
- **Total quality management element.** Improvement with customer focus, teamwork, problem solving and training.

This shows how Kaizen adapts to organizational processes and how it relates to important factors for achieving objectives. This process reflects the importance that all the members of an organization make known the difficulties that arise for the development of their activities and thus seek the best way so that the processes can be developed more easily.

Before giving indications of work, it should be noted that companies that wish to adapt the Kaizen model to their organizational model must initially identify which areas need to improve processes in order to apply the model to them, this does not mean that the others areas cannot apply it, but it is recommended to work with the weakest and then strengthen the existing ones.

(Barcelli, Henrich, & León, 2007) The Kaizen model in its application seeks to obtain the five zeros (zero defects, zero inventories, zero stoppages, zero set-up-time, zero bureaucracies), this leads to the elimination of waste, thus leading to the application of the five S to achieve discipline:

- **Seiri.** Set-up-time, diversification, quality, defects.
- **Seiton.** Costs and waste.
- **Seiso.** Delivery and delays.
- **Seiketsu.** Safety, accidents, operation and breakdowns.
- **Shitsuke.** The union of all the previous ones.

This process is developed in order to influence the safety, quality, efficiency and elimination of disorders in the company. The Kaizen strategy also develops total quality management (TQM), just-in-time (JIT), total productive maintenance (TPM), the suggestion system and small group activities, all this is implemented to improve competitiveness of companies.

In addition, in the application of this model, various activities can also be carried out to achieve the objectives.

- **Standardization.** This is a topic that will be discussed later, but here it can be said that it is developed through an operating standard sheet and data collection checklist.
- **PDCA cycle.** A fundamental requirement of Kaizen is the establishment of standards, through worksheets where they can be expressed: Quality plans, level of processes by purpose, objectives and indicators and at the individual level to express ideas for improvement in processes.

- **Process redesign.** This process allows to improve processes at the general level of the company, by making flow diagrams with the participants, system diagrams, this helps to better identify the processes that need a change.
- **Education and training.** Kaizen seeks to also satisfy that internal client so that the external one is also implicitly related, organizations must have constant training for their employees in the topics that each area requires, offering career plans so that employees can gradually stagger within the organization and that they have the opportunity to excel.
- **Problem resolution.** It is important that each employee have the necessary tools to act when their work warrants it, with this, it is sought that there be a collection on the frequency of daily problems, what are the effects of these problems and make Pareto diagrams, in order to attack that needs to reinvent itself within the company.

The Kaizen model has helped many companies that have applied it to notice major changes, helping to solve problems, where the staff goes from being just a person who performs certain functions to being a person who contributes to improve their own processes and in this way, the company obtains better results and having continuous improvement, the problem will be attacked at the root and everyone can dedicate themselves to doing their job well.

With this model, we want to emphasize how International Marketers, when working with production units, whether they are called small or medium-sized companies, help to identify those shortcomings they have and contribute this knowledge so that when they are internally strengthened, they can reflect it in the products that they deliver to the international marketers for marketing.

An example of the subject is a Colombian company as it has included continuous improvement in its processes, in this case we will talk a little about Nutresa. (Nutresa, 2017) They promote the integral development of human capital to achieve the availability, commitment and productivity of people, ensuring the capacities and talents in the short, medium and long term for the achievement of the organization.

Nutresa implemented training through the Nutresa School of Services in innovation, sustainability, leadership, business ethics and bilingualism for 2,466 employees, ensuring the availability of talented people to contribute to the long-term objectives of the organization.

But more than training internally, they also do it with their external collaborators such as their suppliers and contractors on business continuity and management of safety and health at work and thus strengthen their supply chain.

Year after year Nutresa publishes its report called “Development of our people”, where its results are reflected by constantly working on continuous improvement and which continue to apply its training programs. (Nutresa, 2018) In them you can find:

- **Early retirement programs.** Training to prepare for the changes of the retirement stage.
- **Collaborators school.** It seeks to improve the working environment, autonomous management in the workplace, the quality of processes and products and safe behavior on and off company premises.
- **Logistics school.** They strengthen the knowledge of their collaborators in receipt and dispatch, basic mathematics, basic Excel and BMP (Microsoft Windows digital format) with the support of SENA.
- **Virtual Diploma in Business Management and Administration for Indirect Selling Coordinators.** This diploma helps to know and interpret the key areas of the management of a company, to achieve a better understanding of the direct client.
- **Change management.** It is developed through the use of the individual impact matrix, lessons learned, organizational impact magnitude matrix and risk analysis, all of this for the processes of change and adaptation.
- **Transformative leadership.** This program seeks to enhance the capacities of leaders for managing teams with a respectful, inclusive and diverse environment.

Nutresa with these training plans makes its employees increasingly competitive and that what they learn in their training can be applied in the organization and thus obtain greater results. “You learn from the greats” and with this it is desired that the international marketers can

obtain an example so that they adhere to their processes and strengthen their external collaborators to obtain better results in their operations.

2.3 PHVA cycle of continuous improvement, standardization of processes and tools to enhance Social Responsibility within smes and International Marketers.

PHVA cycle

(Zuluaga & Otalvaro, 2018) The PHVA (Plan, Do, Check and Act) cycle is another way to put continuous improvement into practice, it can be applied to any process or product. In order to be applied at the organizational level, there must be a committee in charge of evaluating continuous improvement, there must also be a documentation system, specific training for human resources and external advice in the organization.

In this cycle, the organizations define objectives that they wish to meet and, in the end, review the results. In the process, the organizations carry out their processes in accordance with the requirements of the clients and the established technical standards, and review the quality of the processes.

After analyzing the results and the changes they suggest, the PHVA cycle begins again so that it is already part of the objectives of the quality area and that it is adapted to the company's policies, and thus also that the company is updated with market changes.

Now the definition what the initials of PHVA mean and thus have a better understanding of the cycle:

- **To plan.** Establish objectives and processes to obtain results under customer requirements and taking into account company policies.
- **Do.** Implement processes to fulfill the previously established objectives.
- **Check.** Monitor the development of the objectives and when obtaining the results, verify if the established parameters were followed.
- **Act.** In obtaining the expected results, continuous improvement of the processes should be promoted.

Standardization of processes

The standardization of processes when applied at the organizational level offers companies to be more competitive in the markets, organizations seek savings processes in terms of time and money. With this theme, what is sought is to define work plans for the solution of problems, review how companies can offer systematic performance and improve their processes through systematic means; the standardization of processes would be like saying time savings = money savings, and this becomes more attractive for the organizational application.

This method is used by companies with a focus on the international market, since being a much broader market, companies face bigger challenges and one of them is to be competitive in terms of price and quality. Many companies have chosen to use the standardization of their processes in order to reduce their costs and be able to offer their product at a more competitive price in international markets.

(Vallejo, 2009) When the standardization of processes is applied in companies, it can be found that the deficiency of their processes is centered on a poor management of labor which, when analyzed, would be generating higher costs for the final product, the same clarification as with the process does not seek that the jobs already established in the organizations have an end, but that the company can reinvent itself in the most correct way so that no one is affected, but rather the results and better quality are noticed towards its employees.

One way to apply the previous process is to identify in the existing workforce who can be leaders of the new processes that the company will carry out and who accept new challenges. The tools that can be used to make a good identification of these talents would be: The seniority of the people with the company since this allows a greater experience of the existing processes, absenteeism since having greater challenges must have greater commitment and the attitude to perform new functions.

It can be seen that many of the improvements in standardization are due to the machines that are used in manufacturing processes where a machine substitutes the work of one or more employees depending on the functions. Although this seen in that way would not give a good

appearance, but what you want to show with the application of these processes is that the jobs that are replaced do not mean a termination of contracts, but that they can obtain skills either through training or studies to carry out other areas that suddenly at the time a company had not considered developing but when opting for this process it is necessary and what more than to do it with the employees that it already has.

When international contracts are made, many of them are for purchases during a year, which must guarantee the same price throughout the year and specific quantities for a certain time, this is a great challenge for companies that do not have a defined level of material costs premium or labor by process because when determining a sale price they can generate losses by not having them standardized, when a company wants to close international contracts before they must put themselves to the task of improving these types of processes.

By making a good analysis of downtime, it can be concluded that there are processes that can really be completed in less time and those remaining times can be used to carry out other activities and generate more production-level performance.

Another aspect that should be highlighted is to standardize the quality of products and how customers perceive it, it is found that all raw materials have variations depending on their function in color, smell, taste and texture, this leads to a department in charge of quality which must always standardize the same color, the same smell, the same flavor and the same texture, since the customer get used to his product and see that at some point there is a change that can reverse the processes of good customer loyalty brands.

This method is recommended that the international marketers, when working with small companies that do not have these processes as well defined, they can contribute by helping to improve these processes so that there is a win and win, since the small company improves internally and provides to the international marketers with a best quality and most competitive product for the international market.

Final disposal of waste

Solid waste is waste generated by human beings. Having an incorrect final disposal has caused great problems for the environment, such as water, air and soil. The problem lies in the lack of education and knowledge of what is the appropriate process for these, since there is a good separation of waste, many of them can be reused and generate new raw materials.

(Leiton & Revelo, 2017) They propose a Comprehensive Solid Waste Management Plan. PGIRS, the plan is a set of objectives, programs, projects and activities, established by the territorial entity for the provision of the cleaning service, which requires its development in a certain period, it consists of an initial diagnosis, projection and a Plan Viable Financial to guarantee the continuous improvement of the cleaning service, reviewing the results.

The Plan consists of:

- **Separation at the source.** To meet this goal, waste generators need to learn how to do it and why they should do it, and thus create a new habit for them. It must be separated in such a way that the waste that cannot be reused does not contaminate other the waste.
- **Temporary storage.** It is the time where the waste still has its generator before delivery so that they have the proper management, whether it is use, recovery, treatment or final disposal.
- **Use and / or valorization.** It is the process of recovering the remaining value or calorific value of the materials that make up the used lubricating oils, through recovery, recycling or regeneration.
- **Final disposition.** It is the process of isolating and confining used lubricating oils, especially unusable ones, in specially selected places, designed and duly authorized, to avoid contamination and damage or risks to human health and the environment.

This plan can be used within organizations; it begins with an initial diagnosis to determine what the objectives will be when applying the PGIRS.

Diagnostic stage.

- Identify the areas of the company that generate waste and identify what types of waste are generated.
- Prepare employee surveys to identify more precisely what waste is generated and what is the final disposal of these. The results must be analyzed.
- Deliver to the manager of the company that is being analyzed the results that were obtained with the interviews.
- Visual review in the company of the waste cycle.
- Identify the amounts of waste.
- Carry out an analysis of who will be involved in the development of the PGIRS.
- Do a DOFA on the waste.
- Create a problem tree to identify the main current problems, causes and effects.

Development of the Environmental Management Plan for the Integrated Management of solid waste

- Establish the measures to be implemented for the management of solid waste.
- Carry out education and training on the importance of good waste management.
- Establish the measures to be implemented regarding the Occupational Health and Safety Management System (SG-SST).
- Define a Contingency Plan in case of emergency situations.

Monitoring and measurement

- Define measurement and analysis systems.
- Establish evaluation and improvement procedures.

Management indicators

- Design of a system of Integrated Management Indicators for Solid Waste Management.

It is necessary for companies to self-evaluate to identify their errors regarding the subject and the consequences thereof, as is seen today by the great problem that is due to waste that, since it is not decomposed in a fast time and together with others They end up in sanitary landfills and in seas where they could have been used to mitigate environmental problems and the risk to the health of many animals and even humans.

Business social responsibility

Today it is a topic that is already reflected in many organizations for different reasons, many for their good image and others because they really care about the environment. With business social responsibility, a different style of business management is created, to pursue the growth and competitiveness to achieve sustainable development.

(Institute, 2012) In this topic will talk about we work friendly with the environment or better known as green jobs, this model includes works related to the protection of ecosystems and biodiversity, the reduction of the consumption of energy, materials and water through strategies effective and decreased use of coal.

Furthermore, they must eliminate all forms of child labor, ensure health and social protection and also freedom of association. This is an OIT initiative to guarantee the impact of climate change and ensure decent work for all.

This initiative seeks to diagnose practical approaches for the sustainable development of companies, promotion for waste management and recycling, use of renewable energy and for companies to adapt to climate change. This model is already being used by India, Somalia, Thailand and Argentina.

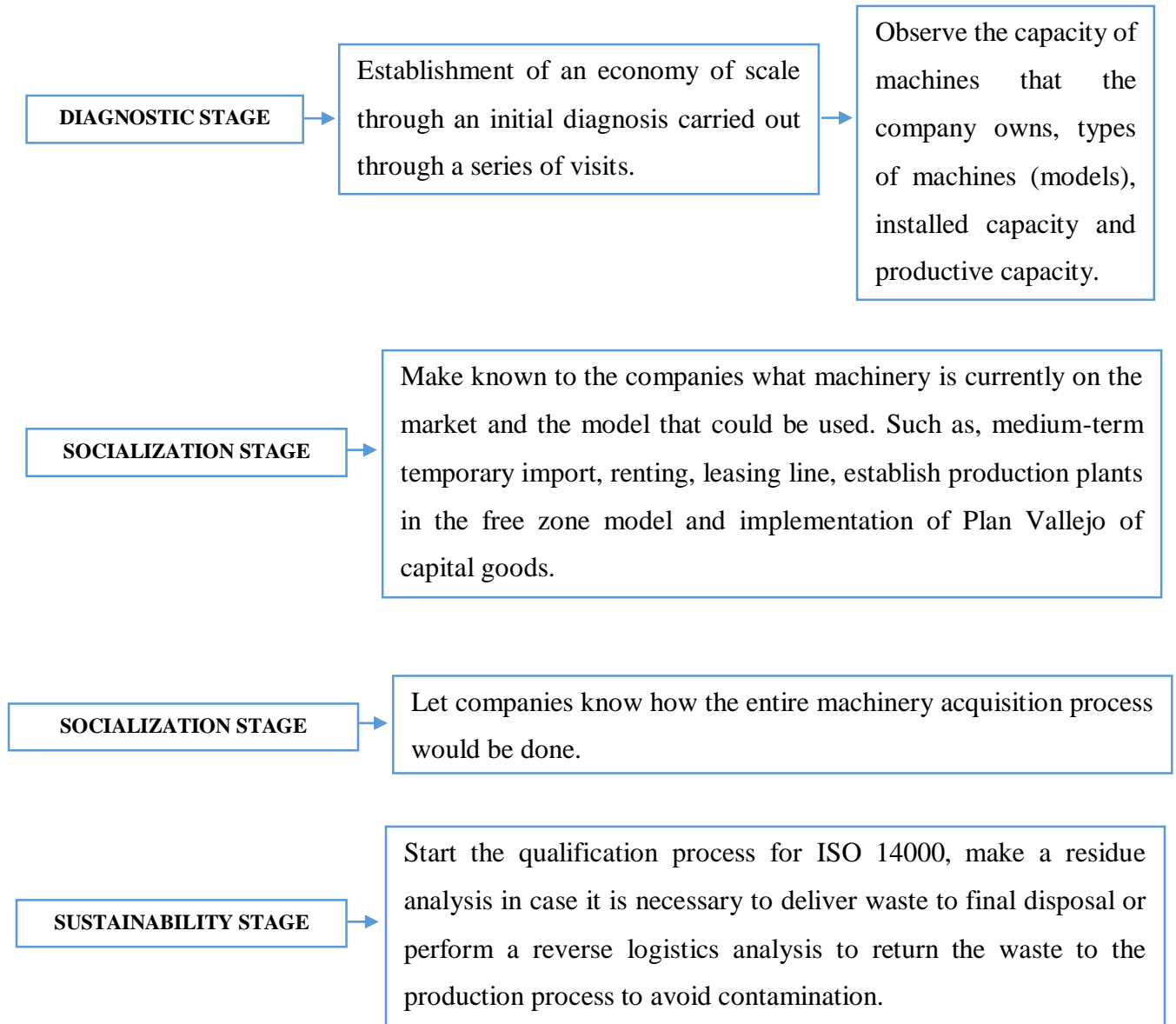
Green jobs contribute to sustainable businesses, poverty reduction and economic recovery based on work. For example, in Argentina they are training vulnerable people in creating ecobags and paper pots, reducing and transforming plastics and vermiculture. With this, an economic system that is sustainable over time and socially inclusive is sought. Costa Rica is also practicing this model with ecotourism and sustainable agriculture, Brazil is producing biofuels.

This issue influences new needs for job skills, generating a green restructuring transforming existing jobs. With this, it is sought that companies can include it to achieve sustainable production and use environmentally friendly technologies.

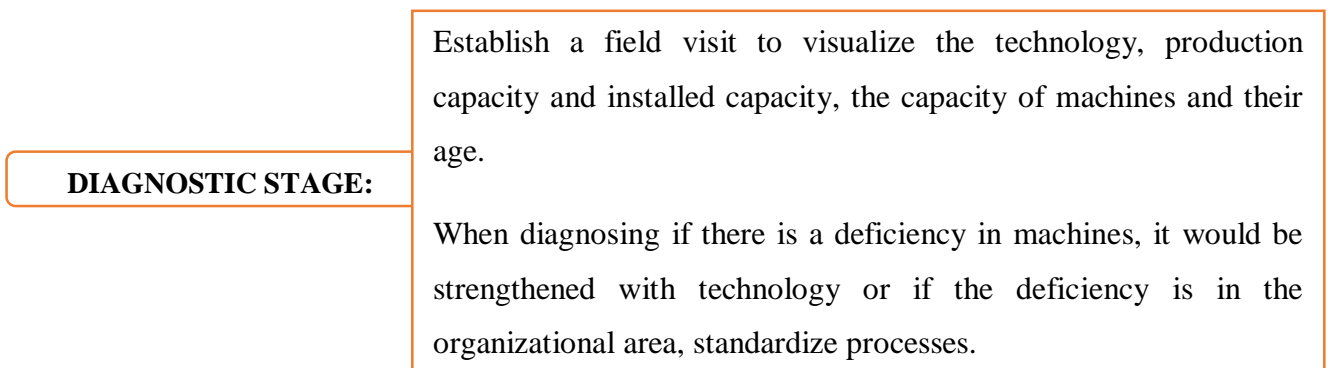
International marketers are invited so that with their suppliers they can work together to be more socially responsible with the environment and with employees and as we have previously talked about continuous improvement, this topic is also included as continuous improvement since Consumers themselves are preferring companies that care about the environment and products and packaging that are biodegradable. This invites a restructuring in many processes and more when the target market is international as it is more demanding.

2.4. Unify the processes previously investigated and thus present the Optimal Model for International Marketers (MOCI)

Procedures map:



MOCI model



PROPOSAL STAGE:

Acquisition of machinery under the following methodologies:

- Temporary import in the medium term.
- Import of used machinery.
- Renting or leasing.
- Vallejo Capital Goods Plan.
- Location in an industrial free zone in order not to have a tariff or IVA payment and to be able to import machinery from anywhere in the world.

3. Conclusions and Recommendations

3.1. Conclusions

It is evident that Colombia is still “in diapers” to be internationally competitive with its products. In the development of this work, different concepts are presented such as economies of scale, which is an issue where it can be seen that those that currently use it are big companies in the country and with the development of this, they have managed to be more competitive in price and quantities.

Economies of scale help the entrepreneur to reduce his production costs thanks to the latest technology and generating online processes without there being “dead times” in production, although for many this ends the existing jobs, but it is because many companies do not reinvent themselves with new processes, and that's when we talk about continuous improvement and all its ways of doing it.

There is talk of a Kaizen model that shows the steps to be followed so that companies can obtain internal and external processes of continuous improvement and, as an evident case in Colombia, how Grupo Nutresa understood the importance of continuous improvement and how it develops it in your organization and not for a year but every year they have a new program or continue with the existing ones so that employees can train and be updated on various topics and that they are paid to obtain better results as a company. This shows how to include technology is not to end jobs but, on the contrary, to open new internal opportunities for the improvement of all.

The PHVA cycle talks again about continuous improvement and how companies can put together work plans and when they get results, roll the wheel again the cycle and continue improving on those results, and so on, and that is not just creating projects but it takes people committed and trained for good compliance with these.

Then is touch on the issue of standardization of processes and it is clearly linked to the quality areas of companies, where many do not have this area and the importance and development of this topic within companies is shown so that there can be a correct standardization that also avoids losses to small companies and that when entering an

international market, they do not lose their clients for not complying with what they really offer.

Additionally, it is important in this model to talk about waste management since the consequences of the planet for not having started with this before and not allowing many of the waste to reach the seas and therefore the stomach of many animals and generating great contamination. The important thing is that companies do not turn the page on this issue since there are regulations to monitor them and so that they also attribute a part to their ecosystem.

The importance of how the existing jobs and the various professionals must be reinvented so that the activities they carry out are friendly to the environment and generate less waste, and how companies must also adapt to this change and can generate sustainable products, are discussed biodegradable packaging and that use renewable energy and others.

Finally, all these concepts are unified in order to put together a Model that is useful for International Marketers to be the guarantors of these processes with their suppliers that do not yet have them and that more than the international marketers are seen as only the marketer a brand is a job a team to deliver better products and services abroad and that small and medium-sized companies in this country are more competitive.

3.2. Recommendations

- It is recommended to observe the capacity of machines that the company owns, types of machines (models), installed capacity and productive capacity, since this change will generate a decrease in costs, upgrade to its production units, the quality and price of its product.
- It is recommended to make better use of technological resources in order to link the different areas, including suppliers and customers.
- Starting processes that support and ensure the quality management system, since today this represents an entry requirement to many markets.
- Organize and adjust procedures as the model develops.
- Perform a waste analysis or reverse logistics to return the waste to the production process to avoid contamination.

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