

Marketing plan design proposal of fruit pulp from Colombia to the us market for the
company Fast Fruit Ltda. Pulpa de fruta

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Modern Languages

Bogotá, D.C.

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Abstract

This paper explores the feasibility of internationalizing a product from a Colombian company to the U.S. market. The study is developed through the documentary research which provides a general understanding of the current situation on the food market at national and international level. In recent years, the number of exports has gradually increased due to commercial agreements between countries, supporting the internal economy to grow and changing the country's image in the world where Colombia is well-recognized because of its high quality agricultural products. At the same time, it is analyzed two internationalization methods whereby the enterprise could guide to start this process in a foreign market taking into account marketing strategies in order to implement and develop it successfully.

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Introduction

Fruit pulp is an essential commodity product derived by the extraction of the edible part of the fruit, that is, the pulp by peeling and shelling (Alimentos SAS¹, 2014). This food provides a significant amount of nutrients, vitamins, minerals, among others since it has not been processed, being a natural product, preservative and sugar-free, ready-to-prepare different dishes such as juice or to make the production of jams, jellies, sweets, and fillings of baked goods.

Colombia is well-recognized because of its variety of fruits. Procolombia² (2015) affirms “The world seeks what Colombia produces”, especially referring to the exotic ones. As an agricultural country, it generates confidence in the final customer since it would lack of genetically modified food, that is, this nation contributes with a health crop that through the present proposal seeks to expand the local market overseas, specifically in United States.

One of the biggest favored positions, when it comes to produce any kind of tropical or exotic fruit, is the country geographical location. Colombia is the South American door since it is surrounded by two oceans, a great difference in comparison to other countries which do not rely on this characteristic and automatically this nation is able to take over and internationalize any product in this case, agriculture aliments.

The most important deal between United States and Colombia is the Free Trade Agreement (FTA) since it brings some benefits addressed to those companies, which are already positioned in the domestic market and are looking forward to globalize their products. The agreement is also aiming to open up new market opportunities and to have more Colombian enterprises participation internationally in order to spread the markets abroad and to contribute to the local economy in the country.

The documentary research has been the method used in the present paper. Ahmed (2010, as cited in Bailey, 1994) refers to this as “the analysis of documents that contain information about the phenomenon we wish to study” in this context, it is expected to investigate the current situation of internationalizing the product of a Colombian company and how feasible it is.

¹ Paraphrased definition taken from a Spanish publication by one of the main Colombian exporting enterprises.

² The government agency in charge of promoting Colombian exportations, international tourism and foreign investment in Colombia. This was founded in 1992. Retrieved from: <http://www.procolombia.co/procolombia/nuestra-historia>

Objectives

General Objective

To design a marketing proposal for the company Fast Fruit Ltda. Pulpa de Fruta to commercialize fruit pulp from Colombia to United States, in order to analyze its viability.

Specific Objectives:

- To evaluate the current situation of the company and its development in the last year
- To describe the current local and target market conditions
- To analyze the exportable supply of fruit pulp and the customer's profile
- To determine the economic viability to export the product

General statement

According to Asohofrucol³ (2015) the government has identified the international potential markets whose demand in fruit products has increased. The main destination is United States and some European countries. In addition, due to the North American Free Trade Agreement, exporting these kinds of products are tariff-free which represents an advantage in comparison with other goods.

On the other hand, transforming the fruit into pulp makes the company processes easier, it involves, the transportation, packaging and also it extends the product lifetime, besides, it is functional, since the customer avoids peeling off, cutting off and cleaning up, then the person is going to spend less time preparing it, additionally it saves storage space and it is a healthy food.

Furthermore, exporting a Colombian product helps to develop the internal economy and implements an identity abroad, which represents every person involved inside the business.

³ Asohofrucol refers to Asociación Hortifruticola de Colombia, the guild and agribusiness organization founded in 1955. Retrieved from: <http://www.asohofrucol.com.co/interna.php?cat=1&scat=7&act=1>

Question

How to design an export and marketing proposal for the company Fast Fruit Ltda. Pulpa de fruta to internationalize the fruit pulp from Colombia to United States?

Background

The agro-industrial area in Colombia has been developing market strategies due to the North American Free Trade Agreement, which implements deals between both countries to enhance the international trade of different products and goods. Fruit sector has been more welcomed by the U.S. in the last five years, since Colombia relies on its geographic location and its different thermic levels, which produce a variety of tropical fruits.

Fresh fruit exportation from Colombia to United States has increased its Free on Board value 18,9% according to statistics from the Statistic National Administrative Department⁴ between January 2015 and January 2016, DANE (2016) that is to say this product is well accepted, in the same way there are different destination countries such as, United States, Panama, Venezuela, China, Netherlands and Spain, the country with more participation and the main export destination has been United States with 31,6% Free on Board total (DANE, 2016), which is a remarkable opportunity to these kind of products for the Agro-industrial companies every year.

Countries such as Belgium, Germany, United Kingdom and Italy are high level fruit importing countries every year with a participation percentage from 9,6% to 25,0% according to Bancoldex (2012), due to the European Union Free Trade Agreement that Colombia has established with them, it represents some benefits among them it reduces the tariff payment and open new markets there, in contrast with the North American Free Trade Agreement, fruits commercializing is tariff free which is a remarkable advantage for the companies.

In addition, logistic distribution channels between United States and the European Union differentiated because of delivery time, since the first one has more arrival places on its two coasts and the second one has less seaports and it makes difficult the product shipment.

⁴ English translation of the original Departamento Administrativo Nacional de Estadística, known in Spanish as DANE, the entity responsible for planning, compiling, processing, analyzing, and disseminating official statistics of Colombia. Retrieved from: <https://www.dane.gov.co/index.php/acerca-del-dane/informacion-institucional/entidades-adscritas>

Referential Framework

Colombia is recognized because of its fruits diversity that grow in different regions of the country, the products are commercialized by classifying the places they are consumed, that is to say, cities, regions, and locations, in order to handle the consumers, demand by supplying the products from the local offer. Minsalud (2013) points out through importing the products from different regions of the nation depending on the place the products are needed (pg. 27), thus there is a commercialization circuit that helps supplying every location throughout the country.

The fruit commercialization moves into different consumers, they are classified among homes and institutional consumers (hospitals, restaurants, community eateries) the first ones buy the products in small amounts to retailers and the second ones acquire them in big amounts to wholesalers (Minsalud, 2013). In this way, there are different processes handled by the companies and the distribution areas in order to make the circulation of the product in different quantities depending on the customer, involving all kind of people on this commercialization chain.

The main exporting company of these types of products is Ocati S.A, followed by Novacampo S.A., C.I. Caribbean Exotics S.A., & C.I. and Andes Export Company S.A., amongst others (Legiscomex, 2013). Several companies can be taken as a model of success in doing business overseas. It shows that these have been approximately between 20 and 30 years on the market and Fast Fruit is found in the range, operating for 24 years in the city of Bogotá.

One of the most important factors used by them to export fruits is the creation of strategic partnerships at national and international level and the implementation of new technologies to preserve the products in order to manage the quality-price ratio inside their corporate processes.

United States Market Analysis

According to Bancoldex (2012), there are approximately 1.554 companies in the US that import processed fruits, legumes and vegetables, that is to say Fast Fruit is able to do business with an US fruit importing company or whether it evidences financial stability, can go further and establish its own headquarter.

U.S imports gains have exceeded and tripled through in contrast to those for the exports in the last decade; they are received large amounts of fresh fruits, that is to say, there are South American countries which are strongly participating in this internationalization process since there are varieties of tropical fruits that are high quality recognized and generally are difficult to find in the U.S, basically this kind of market benefits countries involved and strengthen the trade deals.

Competitiveness is a remarkable factor that plays a very important role, since the Free Trade Agreement with different countries in South America benefits such as lower or non-tariff barriers. U.S overseas investment, opportunities counter seasonal supplies depending on the demand for fruits, these benefits automatically set up new conditions between the countries in order to manage the market based on the customer's and business behavior. Therefore, it becomes a need to know how to control the possible changes and how to react in order to stay at the top of the market regarding the deals already established.

Over the past 5 years, the consumption of fresh fruit has increased in the U.S. since people between 18 and 44 years are changing their lifestyle by eating more fruits at breakfast. However, the evidence is still clear that American customers are keen on meat consumption. It is expected that the propensity to consume more fruits grow 4% over the next 5 years. Likewise, the preference for ready-made meals remains strong not only for the ease to prepare but also for the lower cost. It represents big market opportunities, due to the fruit consumption expectation they want to develop through the years in order to reach this goal in the near future.

Australia Market Analysis

The deals between Colombia and Australia have performed well despite the fact that there are not strong trade agreements. This country has imported products such as coffee extracts and essences, cut flowers and buds and fruit preserves, reported by the financial magazine Portafolio (2016). Moreover, Australia has more than 50 ports including Brisbane, Sydney, Melbourne, and Fremantle, which have a maritime connection with Buenaventura and Atlantic Coast. However, the distance becomes a pitfall; the products could negatively affect their freshness in the delivery time, which may be up to 40 days by sea.

Regarding the food consumption, the Australian Bureau of Statistics (2016) describes that Australians take into account to follow a higher protein diet mostly based on grains and lean meats. The fruit issue is evidence that children consume it more than adults do since the

last ones prefer to mix dishes where the cereal is the major component and young people do not even meet the recommended minimum of fruit serves.

Canada Market Analysis

Canada has different countries sources in order to import fresh fruit, there is a top 10 fresh fruit imports which is led by United States which exported to them 2,296,518 million Canadian Dollars in fresh fruit in 2013, as reported by Market Analysis and Information Section Horticulture and Cross Sectoral Division Agriculture and Agri-Food (2014), there also other countries participating in these commercialization processes such as, Mexico, Chile, Costa Rica, Turkey and others, amongst them is Colombia who is placed 10th and exported to that country 67,503 Canadian Dollars in fresh fruit in the same year, in other words, it becomes difficult to achieve the first place in this ranking since the competitiveness with the other countries is stronger and it is necessary for Colombia's fruit exporters to set up new strategies in order to the reach the top and manage it by having more exporting participation to Canada.

The country relies on four seaports which has a direct relation with Colombia, such as, Halifax (Nova Scotia), Montreal (Quebec), Toronto (Ontario); and the western port, Vancouver (British Columbia) (Proexport Colombia, 2011), therefore, the shipment could be delivered in different locations throughout the country, however the estimated time could take 16 days or longer, regarding the distance and the seaports the shipment is send to from Colombia to Canada. On the other hand, there is the option by shipping the products through an aerial way, which is faster to deliver but the cost could vary as well.

United Kingdom Market Analysis

Fruit Consumption has been different in the last two years in children and adults, because the first group high consumed fresh fruit while the second one prefers it processed into juice. Likewise, women consumed on average 3.7 portions per day compared with 3.5 for men, in agreement with Roberts (2013, pg. 3 - 9). Principally, it represents big opportunities to the local retailers and wholesalers since there are high intake fruit levels, but not a great deal for exporters.

The country relies on different vital seaports, such as, Tilbury, Belfast, Felixstowe, Liverpool and London conforming to Proexport Colombia (2012), therefore, the products could be distributed in various locations throughout the nation, however the estimated time could take 15 days or longer, regarding the distance and the seaports the shipment is send to

from Colombia to United Kingdom. On the other hand, there is the option by shipping the products through an aerial way, which is faster to deliver but the cost, could vary as well.

As a conclusion based on the previous analyzed market information, United States stands as a good market opportunity, since the main relationship with Colombia is the Free Trade Agreement, which has been developed throughout the years in order to strengthen the market connections. Besides the U.S is the most participative nation when importing products from Colombia in contrast with the other countries already mentioned. Thus, companies that are looking to export for the first time, they can address their products to this market, as a matter of fact, fruit pulp is well accepted since they do not rely on the variety of tropical fruits that Colombia does, basically this represents growing opportunities to spread the business abroad for the company. Likewise, the different options and the distance to ship the products to the seaports or airports is faster, secure and can be spread out to various states in the country, preserving the product quality.

Theoretical Framework

Internationalization

Johanson & Wiedersheim-Paul (1975) assert that there are different internationalization models in order to place a company in the international market, in the first place, there is the University of Uppsala internationalization process model which is based on four important stages the company has to be through in order to put the product in foreign markets, they are:

- no regular export activities
- export via independent representatives (agent)
- sales subsidiary and
- production/manufacturing

These stages are steps the company should accomplish little by little in order to place itself inside the international market, they are important because they handle certain degree of involvement in the market. The four stages mean successively larger resource commitments and they lead to quite different market experiences and information for the firm according to the same authors.

The first stage means that the company has made no commitment of resources to the market and that it lacks any regular information channel to and from the market. Johanson & Wiedersheim-Paul (1975) estimate that the first stage wants the company to start its internationalization process and for that it is necessary to know the established target market the enterprise wants to get in. The second means that the firm has a channel to the market through which it gets regular information about sales influencing factors. It also means a certain commitment to the market. Over here, the firm is getting involved inside the market to know how it works and how to handle this new process of internationalization.

The third means a controlled information channel to the market, giving the firm ability to direct the type and amount of information flowing from the market to the firm. During this stage, the firm also gets direct experience of resource influencing factors, Johanson & Wiedersheim-Paul (1975) reported that the enterprise has a larger commitment which stands for more market participation, more experience, established strategies that are going to get the firm positioned, as well as making connections with the other country in order to manage the development of its plans in that market. The fourth stage means a still

larger resource commitment, indicate the authors; it means the company has gained lots of experience and has internationally grown which means it can open up new markets opportunities in other countries to be placed at the top of the business.

Automatically the company must have a very important concept clear which is *Enterprise internationalization* according to Araya (2009) it is the mean whereby a company projects its activities in whole or in part in an international context generating additional trade, financial and knowledge flows, between different countries (pg. 18). This process requires that the company has a local stable economy and an extensive experience in the sector and monetary capacity to move its activities overseas.

Kotler & Keller (2012) observes the firm is able to establish an export department to manage its agent relationships (pg. 597). Likewise, the possibility of forming strategic alliances with foreign companies is another option to develop the business course and therefore, to achieve the product or service exportation.

In essence, this is the theoretical part the enterprise has to put in practice in order to achieve the main objective which is to have an internationalization process running by knowing the market and strategies planning.

The stages show a progressive growing of the company in foreign markets, the knowledge of the market represent opportunities to enter to it, so, the more knowledge, the more possibilities to access to the market and more commitment with it in order to stay and set up new connection strategies with the other country.

On the other hand, this model states that a company, which makes the decision to export, in the first place it starts with a nearby market, that is to say, a foreign market with similar aspects such as, culture, language, geographical location. Trujillo, Rodríguez, Guzmán, & Becerra (2006) make clear the enterprise can get experience and get involved in the internationalization process, thereafter they have acquired enough knowledge and resources, they get to spread out to bigger markets (pg. 15). In this moment, it appears a concept that is the distance market; it refers to the cultural distance, that is to say, the differences in language, politics, geographical location and the difficulty to get information from that market.

Fundamentally, this model is about gradual international growing that could be applied in a firm that wants to expand their products abroad in order to set up market

connections with other countries in certain time after creating an international plan and its implementation process which is going to position the company as a leader of the market.

There is also the Way Station model. Vidal (2015) explains that it has as starting point the Uppsala model, complementing it with a lot of information obtained during interviews with senior executives resulting in more applied model especially in firms that are on recent processes of internationalization (pg. 21), thus, the enterprise which wants to start an internationalization process, they gather the market data and analyze it to be prepared for the challenges, so they can set up strategies that are going to be useful when exporting the first time says the author, this process is the foresight since the information recollected is the tool and the guide to start implementing the internationalization plan.

Trujillo, Rodríguez, Guzmán, & Becerra (2006), claim that this model relies on different stages (Ways Stations) which represent the knowledge and the commitment the companies should follow to achieve the internationalization. Those are:

Motivation and Strategic planning: It is a vital step since the information recollection places a guide to start the process, and the company establishes planning strategies to implement into the process path regarding the information obtained.

Market research: there is an intensive research to choose the best destination; it appears the relation between the market advantages and the enterprise capacity that should be considered an important aspect.

On this stage, there is a vital action the company should link when market researching it also is going to give important target market information this is the *Market analysis* is considered as “the purpose to determine whether there is effective competition on a relevant market or not” according to Beran (2004). In addition, it allows evaluating the current market or a new one in order to avoid risks of operating in a specific location. Likewise, the most suitable market is analyzed and chosen. For example, doing business with a country where there is a free trade agreement instead of this one recognized as a hermetic one.

The market analysis should be developed by “leveraging primary and secondary research to quantify value addition” as reported by Biotech Connection (2014), since this kind of source is more reliable than any text from internet without proper quotation.

Market selection: according to the obtained information, the enterprise chooses a specific market, which should be linked with the company final strategy. The knowledge is

based on the country characteristics, the enterprise competences, possible disadvantages, and demand features.

Marketing proposal

After getting all the relevant information is the opportunity to make the *Marketing proposal*, which is a paper, where a natural or legal person presents to other of the same conditions the main issues to implement in a company or an emerging business in order to present improvements inside the business process. Bonta & Farber (2002) assert that the Marketing Proposal is the document that formalize a launch proposal for an existing company.

Kotler & Keller (2012) mentions that a commercial proposal is related to “marketing documents that describe value and benefits in customer terms” (pg. 198). That is, a marketing proposal can be differentiated by its focus on the company image as a whole, but the commercial one just bends over the buyers’ needs.

The marketing company, Adlucent, (2005) propose that campaigns by Google, Yahoo and MSN are a key to expand the company through internet (pg. 2); that can be used as a source to stand out from the competition. In addition, the marketing proposal does not make a distinction about the company size due to current negotiations are carried out at regional level and in start-up enterprises. The emphasis is on presenting the market proposal to an established enterprise.

Entry mode selection: despite there is no a particular entry mode, there are some aspects that should be analyzed such as the risk management, resources, capacities and control degree, they can influence in form and content including, exportations, franchises, sales subsidiary, alliances, laws, among others.

Business Plan

It is very important to start the *Business plan*, which is defined as a business document where it identifies the specific market and the more suitable prospects to become them into customers, through research and an in-depth evaluation to execute a business idea. Pinson (2008) specifies that the paper is essential for lenders and investors to be presented.

By contrast, Crego, Schiffrin, & James (1995) state that the business plan is not a document, but “a set of management decisions about what a company will be doing to ensure success in the future”. Basically, it is the process whereby the entrepreneur sets out to answer

What product or service will be delivered, *where* it will compete, *why* should a customer do business with the company, *how* will be its organization structure.

Kotler & Keller (2012) claims that the process “consists of analyzing opportunities, selecting targets, designing strategies, developing programs, and managing the effort” (pg. 15). A market plan makes it possible to collect prior information in order to determine the feasibility a business project before becoming involved to other markets, especially the international ones. In addition, it is essential to focus on innovation, customer’s needs, strategies and the incorporation of Internet. Those are concepts that play an important role inside the plan.

Crego, Schiffrin, & James (1995) agree to this last point because they suggest that the market strategy has to be included in the business developing plan as the first step to begin with the project. Additionally, the other strategies are based on the product or service, Research and Development, Organization and Management and financial factors.

Problem and contingency planning: internationalization drawbacks could be decreased through a deep research regarding the market characteristics.

Post entry strategy and resources linkages: it involves destination, mobilization and resources execution taking into account designed strategies for each market.

Acquired competitive advantage and total corporate outcome: these are success strategies once the internationalization process is running.

According to this model once the first five stages are completed the process is going to succeed if they are correctly applied, basically this model states that the planning procedure is the vital step to be placed in a global market, since the information research and the strategies are linked before implementing it. As a result, there is already a knowledge and the steps that are going to be applied and automatically the risk is going to be lower since the company already knows what the plan is.

As a conclusion, these two models complement each other, they rely on vital stages that place the company through the internalization process, moreover, it helps the enterprise out to establish strategies and planning which is going to give the path to grow globally and keep on analyzing the market to be ranked as one of the most important companies in certain time.

Plan Proposal

International SWOT Analysis

The main product imported by U.S.: Electrical machinery, equipment in contrast to the importing food market.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Colombia and U.S. are relatively close in comparison with other nations. ● There is a tariff-free for exporting specific products due to the FTA with Colombia to the U.S. ● U.S. is the second biggest importing nation in the world and the first host exporting country for Colombia. 	<ul style="list-style-type: none"> ● U.S. imports more than it exports causing a mismatch in the internal economy. ● Food is the smallest category in the U.S. importations ● Preference for American brands.
Opportunities	Threats
<ul style="list-style-type: none"> ● To harness from the mismatch of the large importing market that U.S. has. ● Exporting larger quantities of food to the U.S. ● Some Colombian products are well-accepted by the U.S. Government. 	<ul style="list-style-type: none"> ● Dollar is the common currency in this process and its devaluation affects the economic process. ● There are also free trade agreements with other South American countries in this category.

Since agricultural commodities are not the main importing category, it is essential for American families and well accepted by the U.S. government since they are promoting healthy food consumption, specifically fruit. It is a product that has the power to contribute to achieve this goal and its acceptances proves it.

Similar products: Fruit in syrup, dehydrated fruit, candied fruit, fruit nectar, jam in contrast to the fruit pulp.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Fruit pulp is only natural and chemical-free and has a large lifecycle. ● The product is available in Colombia all year long and has variety of fruits different from U.S. due to the seasons. ● Fruit pulp products rely on high quality certifications. 	<ul style="list-style-type: none"> ● Americans do not use to follow a diet rich in vitamins, just rather eating processed fruits as snacks. ● Processed fruits such as dried, dehydrated, and crystallized fruits contain chemical substances. ● Well-known brands control the internal market
Opportunities	Threats
<ul style="list-style-type: none"> ● To promote a healthy lifestyle by the commercialization of fruit pulp. ● Entering new markets as restaurants and hotels. ● To promote the consumption of international agricultural products, from Colombia through advertising and campaigns. 	<ul style="list-style-type: none"> ● Customer acceptance for a product different from the one intended for marketing. ● State policies influence business decisions. ● Winter can affect selling prices of frozen products

Fruits are vital for any healthy lifestyle. When it is processed, sugar and chemical preservatives can be added damaging health and causing cardiovascular problems, or specific diseases such as diabetes or obesity. Likewise, the consumption of frozen fruit can be commercialized not only individually, but also aiming towards companies related to restaurants or hotel services.

Distribution channels⁵: Air and Maritime transport.

Strengths	Weaknesses

⁵ Figures consulted on slides belonging to Procolombia. Retrieved from:
<http://colombiatrader.com.co/sites/default/files/Perfil%20Colombia%20para%20portal%20Colombiatrader.pdf>
<http://www.colombiatrader.com.co/sites/default/files/Perfil%20Estados%20Unidos.pdf> (Accessed on 10 July 2017)

<ul style="list-style-type: none"> ● Colombia relies on 10 seaports of which 4 has a direct connection to U.S. ● There is direct connection between El Dorado International Airport and the main airports from U.S. ● Infrastructure is reliable and safety for the exporting and importing process in the two countries. 	<ul style="list-style-type: none"> ● From 183 port facilities, 105 belong to the private sector and just 78 are public. ● The time delivery can vary of 10 to 19 days by sea. ● The difficulty of accessing into some regions
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> ● To set up agreements with port facilities managers to make the products entrance faster. ● To prevent any risky situation and make sure about the delivery conditions when leaving a seaport and arriving to the destination. ● Establish strategic alliances between the company and the distributors of the difficult access areas. 	<ul style="list-style-type: none"> ● Wreck of the export goods due to boat failure or climate instability. ● Air crash can destroy the goods and losses will remain high ● Weather conditions may delay or even postpone the product delivery.

Exporting goods by sea is an excellent choice when the host country is located close to the exporting nation, since the delivery process is secure and fast due to the geographical location of both countries.

The second option is by air, but the cost is going to be high in comparison with the maritime shipments, because of the very fast delivery where the product does not run the risk of becoming a spoiled fruit pulp.

Since the fruit pulp is considered as a perishable product, the delivery process should be carried out as fast as possible. So, the best form of export transport is by a cargo plane.

Economic Analysis

GDP

First, Gross Domestic Product is defined as an economic indicator “which measures the value of the goods and services produced by the U.S. economy in a given time period” according to the Bureau of Economic Analysis (2015).

Last financial reports, by the central database Trading Economics (2016), indicates, “The GDP in the United States was worth 18569.10 billion US dollars in 2016. The GDP value of the United States represents 29.95 percent of the world economy”. That is to say, U.S. has the highest GDP globally ranking in the first place.

Growth rate

Equally, Bureau of Economic Analysis (BEA) (2017) estimates that “the growth rate was 0.2 percentage point higher than the second estimate released last month. In the fourth quarter of 2016, real GDP increased 2.1 percent”. For U.S., it represents increased employment, a possible rise out of poverty, reduction in the budget deficit and aggregate savings rate for investment in health, environment, and education, among others.

Consumption rates

According to Agriculture Fact Book, in the last two decades, Americans have been more successful in reducing the fat density in home foods than in away from-home foods, according to food intake surveys. In 1977–78, both home and away-from-home foods provided slightly more than 41 percent of their calories from fat. By 1987-88, the fat density of home foods had declined to 36.4 percent of total calories from fat, compared with 38.7 for away-from-home foods, as reported by USDA (2002, pg.18), thus, the Americans have been improving their food intake and certainly they will keep on doing it, since it reduces any disease developing and they are more committed to make home food to not disturb the usual calories consumption.

Per capita income

Income is divided into two different factors the domestic one and the personal one, in the first factor, GDP measured using the income approach. As it is noted above, this approach measures output as the sum of the incomes accruing to the owners of the factors of production (capital and labor) and to governments according to the BEA. On the other side, personal income is the one received by people from participation in production (including

compensation, proprietors' income, and interest and dividend income) and from transfers from government and businesses as this institution states. These measure procedures determine every year how the country has grown economically globally and personally, consequently it is necessary for the government to set up strategies according to the results and the information obtained.

Natural resources

It is well known that Natural Resources are materials supplied by Earth such as water, air, land and forest, which are used by man as source of food, raw material or environmental services and thus becoming them into limited material possession.

Researches made by Friends of the Earth Europe (2009) has shown that “people in rich countries consume up to 10 times more natural resources than those in the poorest countries”. This suggests that U.S. is one of those nations, which waste more than they need specifically talking about oil. Vargas & Valdés (2006) hold that since it became the world's biggest consumer of this fossil resource, importing the half they require from Canada and Mexico (pg. 89).

On the other hand, U.S. relies on 95,471 miles of shoreline, including the Great Lakes, which border 26 of the 50 states as reported by the National Oceanic and Atmospheric Administration (2016). Likewise, the coast contributed \$222.7 billion to GDP, creating 2.6 million jobs in 2009.

The US has the world's largest coal reserves with 491 billion short tons accounting for 27% of the world's total. Central Intelligence Agency (2016) acknowledges that the main American natural resources are: coal, copper, lead, molybdenum, phosphates, rare earth elements, uranium, bauxite, gold, iron, mercury, nickel, potash, silver, tungsten, zinc, petroleum, natural gas, timber, arable land.

Workforce

The labor force is currently 158.6 million Central Intelligence Agency (2016). Classifying the workforce by profession, it shows that:

Farming, forestry, and fishing: 0.7%
 Manufacturing, extraction, transportation, and crafts: 20.3%
 Managerial, professional, and technical: 37.3%
 Sales and office: 24.2%
 Other services: 17.6%

While unemployment rose from 5.3% in 2015 to the 4.7% in 2016.

Inflation

For Oner (2010) Inflation is “the rate of increase in prices over a given period of time” (pg. 44). The last report indicates that it was 1.3% (Central Intelligence Agency, 2016). That is, with this type of low inflation promotes the efficient use of productive resources.

Product demand

In the last decade, the customer preferences have changed, they are more interested in eating healthier, thus, McCluskey (2015):

Many consumers are willing to spend more than in the past on specialty or high-quality products, there is a significant budget-conscious consumer segment that searches for value, these budget-conscious consumers often take pride in being excellent cooks and stretching their limited budgets, without sacrificing taste or nutrition (pg. 6).

The customers are looking for high qualities products by addressing a certain budget amount; therefore, it is important to rely on quality certifications in order to build trust in the consumer and a better acceptance.

The last author also indicates that if a consumer identifies “as someone who cares about the land and environment, social causes, that consumer will likely buy organic food, the growth in the organic segment has been impressive across all categories, but it has been especially large for fruits and vegetables” (pg. 8). The customers are aware of qualified products, in this order, the consumer will be more attracted by its high properties.

Prices (similar products)

As it has been mentioned previously, dried fruit is more consumed than fresh fruit or processed into pulp, since the first one can be eaten as a snack, American global brands such as Ocean Spray, seen as the world's leading producer of cranberry juice, drinks and snacks whose prices can vary between \$2.98 to \$5.99. As well, this price range remains in Dole Food Company and Sun-Maid, U.S. enterprises.

For Start-up business, the cost arrives to \$500 in the commercialization of jam and \$3,000 for fruit juices. In contrast, fruit pulp can be found at competitive prices depending on its weight, its quantity. For example, 250g. of pitaya pulp costs \$2.40. Or 1 kg. of mango pulp

can arrive to \$2. Therefore, it evidences that exotic fruits are more expensive and attractive for consumers⁶.

Alliances (economic-trade)

The U.S.-Colombia Trade Promotion Agreement entered into force on May 15, 2012. It is a comprehensive free trade agreement between the United States and Colombia, which will eventually eliminate tariffs and other barriers in bilateral trade in goods and services. Villarreal (2014) likewise, the agreement was reached after numerous rounds of negotiations over a period of nearly two years. Some issues that took longer to resolve were related to agriculture (pg. 2) thus, this agreement grants benefits to each country when exporting and importing products.

Trade policies

One of the most important advantage for the agro-industrial companies of this trade agreement is the tariff free aspect, since it gives new opportunities to this kind of enterprises to spread out the products internationally. Villarreal (2014) propose:

The agreement provides for the elimination of tariffs on bilateral trade in eligible goods. Upon entry into force, the agreement eliminated 80% of duties on U.S. exports of consumer and industrial products to Colombia. An additional 7% of U.S. exports will receive duty-free treatment within five years of entry into force and most remaining tariffs will be eliminated within 10 years after entry into force (pg. 3).

Colombian investments in U.S.A.

After the Tax Reform carried out at the end of the last year, Colombian people started doing business abroad, especially in U.S. due to the benefits generated by the investment in cities like Miami, since its strategic location, infrastructure, and the high number of tourists. Additionally, the tax payment is lower in U.S because it depends on the gain⁷.

Another reason is the Colombian peso devaluation and the intensive appreciation of the dollar. Consequently, state investment is in the top, nevertheless when they are overseas.

⁶ Approximate prices based on the online trading platform *Amazon.com*. Retrieved from: https://www.amazon.com/s/ref=a9_asi_1?srs=12034488011&rh=i%3Alaunchpad%2Ck%3Adried+fruit&keywords=dried+fruit&ie=UTF8&qid=1500133259

⁷ Arguments taken from a Spanish article. Retrieved from: <http://www.portafolio.co/negocios/colombianos-invertirian-mas-en-ee-uu-luego-de-la-reforma-tributaria-503232>

Marketing

The latest definition of Marketing published by the American Marketing Association (2008) holds that “it is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (pg.1). Nowadays it is an essential area inside the enterprise.

Marketing strategies

The first step to carry out a Marketing Strategy according to Kotler & Keller (2012) is by “creating customer awareness concerning the offered products and services and then develop the customer base” (pg.63). That is to say, a marketing strategy expects to find customers’ needs in order to establish the best way to get the message across, making people keep the brand in mind.

About the product composition

Most U.S. companies are changing its mode of operation according to new needs and trends. As Stoeckert & Linda (2015) mention “Health factors are a key point in a marketing strategy” (pg.99), therefore, food companies are focusing in advertising the product composition highlighting that it is natural, low-fat, low-calorie, among others which are not harmful for human health; on the contrary, that contributes with vitamins, proteins and minerals.

The advertising

Here it can be observed that social media is indispensable for any business nowadays. Kotler & Keller (2012) propose that “online customer ratings and reviews are playing an important role for Internet Retailers such as Amazon.com and Shop.com” (pg. 138). For example, Ocean Spray’s dried fruit can be found in this online platform.

Customer satisfaction

By linking the above-mentioned parameter, Kotler & Keller (2012) emphasize the importance of a satisfied customer since he/she “talks favorably to others about the company and its products, pays less attention to competing brands and is less sensitive to price” (pg. 128). One of the recognized strategies carried out by American enterprises.

So, U.S. food companies commercialize its products in the biggest supermarkets such as Carrefour, Family Dollar Stores, Lowe's, Safeway, Sears, Walmart, among others since those become part of the what Kotler & Keller (2012) call "a form buying alliances" (pg. 197), that is, a number of major retailers and manufacturers. Here customers feel confident since those are well-recognized trades where they are well treat.

Creation of value

This item is developed by the ability of touching the audience. Kotler & Keller (2012) refer that "based on high standards of quality and recognition that set a company apart from its competitors" (pg. 179).

Funds and investments

Investment in sales, marketing, and research is essential to success in businesses because entrepreneurs must not focus only in one area of the enterprise, but analyze it in a comprehensive manner.

Relationship Marketing

To build relationships with all people with participation in the company, it refers to customers, employees, providers, etc. in order to avoid seeing them just as business prospects.

To promote and to implement the strategies to attract the customer to consumer this product, it is important to specify the marketing tactics. The first strategy consists on highlighting the benefits of the product, in that way the client is going to be informed about them and automatically the customer will stay conscious of the advantages of it in comparison to similar products. This stage is the one previously mentioned *About the product composition*, the second tactic would be to put the product and it features online through different online media, immediately it is going to become recognized and it will attract more clients, regarding *the advertising* strategy. The third one is based on the *Customer satisfaction* since a good reception of the product makes the person talk to persuade the others to buy it, creating loyalty between the customer and the product.

It is also very important to stand out the strategies thereafter the product has been implemented in the market. The first one comes to promote the high quality of the product relying on the certifications if needed regarding the government's laws, secondly, to establish alliances with companies, providers and so on in order to get benefits within the business and

for the customers, spreading the product through the country. Each strategy is important and this the way it is going to be implemented according to the customer acceptance and demand/supply itself.

Advantages and Disadvantages

Making the comparison between the product in question with others, it can be established the positive and negative aspects of the present marketing plan proposal, specifically, the exportation of fruit pulp.

The product itself

Advantages

First, as it has been well mentioned, fruits can be consumed by any person, since it is not chemically processed. The exportation of this frozen product is tariff-free and has a special welcome⁸ when it is from Colombia. Likewise, the fruit pulp is a food, which comes ready-to-prepare, that is, one of the main American consumers' characteristics where they are able to decide the final processes, either a natural juice or any other preparation.

Disadvantages

Fast food has increased acceptance in the U.S. The consumption of fruit is not usually or if so, it has to be mixed with other food category. PBH⁹ (2015) names but a few "beef and poultry protein entrées, salads, and Italian dishes". In addition, Americans do not use to take time to cook or to prepare food, for that reason, they buy ready-meals for consuming, in this case, the drawback is the preference for dried fruits. Moreover, most of the customers seem inclined to choose national companies, which also are global brands, that means, the owners of the market.

Alliances

Advantages

⁸ Variety of frozen fruits, including Rates of Duty, have an especial reception, that is, free for (CO). Retrieved from: <https://hts.usitc.gov/?query=pulp%20fruit>

⁹ Produce for Better Health Foundation (PBH) is a nonprofit organization whose mission is to achieve increased daily consumption of fruits and vegetables for better health by leveraging private industry and public-sector resources. Retrieved from: <http://www.pbhfoundation.org/about>

Free Trade Agreement between United States and Colombia has made many companies open up new markets in that country in order to globalize their products, this is possible due to the benefits that this alliance brings in, and the main one in this agricultural category is tariff-free products, which embraces new market opportunities to enterprises looking forward to it.

Disadvantages

United States has set up agreements with different countries worldwide, it is necessary to mention that in South America there are some nations that also are participating in internationalization processes with similar products. Therefore, this could reduce the demand for certain Colombian products even though the deals with them could be different, one way to counteract this behavior is by demonstrating high quality products in order to differentiate amongst others and make the customer prefer Colombian products.

Commercialization

Advantages

As it is already mentioned, the U.S relies on various seaports and airports in both sides of the country whereby the product is going to arrive to different states spreading out through them since the customer the geographical destination conditions grant it.

Disadvantages

One of the most important aspects is the weather, since it could postpone or even delay the product shipment, also the delivery price and time could vary differing from the kind of transportation to be performed.

Projections

As it is already mentioned the product (fruit pulp) has many benefits for the health and it is well accepted, over here it comes two different behaviors in the customer and in the company in order to make this demand/supply cycle work. First, demand consists of a variety of factors, the most important is the product price according to Eastin, Richard, & Arbogast (2011) they state, economists believe that as the price of a good rises, buyers will choose to buy less of it, and as its price falls, they buy more (pg. 5).

This is such a ubiquitous observation that it has come to be called the law of demand. Although we shall see that needs do not hold in all circumstances, while the price is important for determining consumers 'willingness to purchase it, there also are other aspects such as consumers' incomes, their tastes and preferences, the prices of other goods that serve as substitutes or complements, and so on. These characteristics stay whenever the customer is going to acquire the product, on the first stages while implementing the product to the market it is necessary to manage all these features so the customer can obtain the product easily since these factors may not intercede in his/her decision.

On the other hand, supply consists of the company's capacity to produce enough products to cover the demand, up here there are some characteristics regarding Eastin, Richard, & Arbogast (2011) statement, they refer to this concept by mentioning first the producers which are willing to sell their product for a price as long as that price is at least as high as the cost to produce an additional unit of the product (pg. 9). Fundamentally, it is related to prices, but it exists another connection, which consists of the willingness to supply, called by the authors as the supply function that depends on the price at which the good can be sold as well as the cost of production for an additional unit of the good. The greater the difference between those two values, the greater is the willingness of producers to supply the good (pg. 9).

Mostly, this part of the demand/supply cycle is more company internal and the enterprise must know how to manage it, since it is very important to rely on the customer's demand in order to analyze the amount needed, producing costs, and time and distribution performance successfully accomplish the supply process.

Conclusions

To enter in the international market is not an easy task when there are established consumer and business trends, but also it is not impossible to succeed when the most suitable strategies are being employed. A basic mean that springs to mind is the idea of exportation, which in this context was taken as the first option to internationalize the enterprise Fast Fruit (from Bogotá) in the United States.

The exportation of fruit pulp is increasing in a large-scale due to Colombian agricultural products are internationally recognized. The idea is based on its eccentricity, the main aspect customers look for. As well, size is important, for this reason, the package of the pulp is adapted to customer's needs; Fast Fruit Ltda. provides 500g-bags that take up little space in the fridge, keeping it fresh and able to be consumed in a longer period, without repercussions in its appearance.

The marketing strategies should be implemented by stages, in that way, the company is going to be committed to this new commercialization process by getting all the necessary information of how to apply them in an established period. Thus, the enterprise will be moving forward to advanced strategies by making decisions through the experience already obtained and assertively the company will be ranked at the top of the business.

Exporting a product to foreign markets belongs to one of the multiple internationalization methods. New concepts may come to this point, the first one is Franchising. It basically consists of selling the company's name to third party individuals in order to commercialize the products into various markets creating a global image. The second one it is called Strategic Alliances, which is essentially to make business connections with distributors and retailers in the other country for them to spread out the product through the markets there. Likewise, the acquisition of an U.S. brand is another possibility, though it is considered one step further from U.S. current business situation.

In this paper, it is analyzed the possibility to internationalize the product by using the exporting model, it does not mean the other methods cannot be developed, however, it stays open in order to start analyzing in depth the other ones since the business may have different aims.

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