

THE INTERNATIONALIZATION PROCESS OF ECOMIMESIS IN COLOMBIA



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1. Introduction

This work aims to study the analysis of the internationalization plan of Ecomímesis in the Colombian market.

In which we develop the guidelines for the implementation of the internationalization process, and this become as productive as possible, reducing the uncertainty of this process.

The company studied is called ECOMÍMESIS, is a small company specialized in providing strategic advisory services in environmental matters. The analysis of this company is particularly attractive because it has the distinction of being a small and services company, which wants to settle its activity in new markets, starting for that purpose by Colombia, where it has already established contacts occasionally.



Despite its small size has three business units, clearly differentiated, which provide great added value. The management of its members, always oriented to the maximum customer satisfaction, and its basis on thorough knowledge and know-how of the environmental sector, makes them one of the most attractive companies in the environmental services industry.

This work aims to develop all the items to consider in the process of internationalization of a firm with Ecomímesis' characteristics in a market such as Colombia. This process aims to significantly reduce the uncertainty caused by this type of process. We emphasize that this project focuses on the internationalization of a service company, because there are few companies dedicated to services which decide to internationalize their activities.

To do this we will start with the deep analysis of the company in its home market. How it behaves, the actions that has taken place and the competitors which it faces and the relationship with them.

Afterwards, we will analyze the target market as well as all the factors to consider in order to successfully completing the process of internationalization. We will study the political, economic, social, environmental, facilities and difficulties that may face a services company as Ecomímesis, when it comes to carry out their activities in Colombia.

As I have mentioned above, Ecomímesis has three distinct business units, we must study the competition that might arise for each of them. Furthermore, it is convenient to study the companies already operating there to know what processes are implemented, relations with the administration, etc., trying to adopt their best practices, not falling into their mistakes and trying to learn of them to make the company becomes into the most attractive solution.

Finally, after the exhaustive study in which we will have obtained advantageous information, we will suggest

strategic proposals to the company, establishing a possible road map for strategies to be followed in the internationalization process, especially in its early stages.

This study arises from the mutual interest of company and author of the study about the possibilities of internationalization of the activity, focusing on the Colombian market such an approach to development of the its activity in order to palliate the situation currently is suffering.

In it, we will raise some objectives which aim to be achieved once this work is finished with a logical progression for the development of them.

- ① *Internal study of Ecomimesis in the home market.* Analyzing deeply the resources and capabilities which Ecomimesis has in the local market and have to be considered in the internationalization of their activities. We must to take into account the current market situation, and how the company operates in it as well as the competitors who has to deal with, what can help us to learn from them, in addition to using this information to be used in the target market.
- ② *Study of the target market.* Analyzing all the factors involved in the Colombian economy and which must be considered for the development of business activity.
- ③ *Analysis of the specific industry,* how different actors interact in it. We should know what kind of agents, institutions, companies and clients we will find this potential market, and how the performances of Ecomimesis should be in order to make successful with them.
- ④ *After studying this information, we will raise a number of scenarios that may face Ecomimesis* if finally decides to undertake the internationalization of the activity in this market. The aim of this is to mitigate the uncertainty caused by this process and anticipate these situations and for minimizing the reaction time to them.
- ⑤ Finally, we must give added value to this report, transforming the information we have obtained in the previous phases into strategic proposals for the internationalization of the company. What actions should be carried out in order to Ecomimesis will achieve all the objectives.



We have proposed this study, to be as practical as possible taking into account the knowledge obtained in the master. There are very few reports of this type, for companies which have Ecomimesis characteristics, so that not only has value for this particular business, but for those small businesses that are considering internationalization as a way to escape the current economic situation. Also set the stage for the necessary information to any market, and what information to analyze before the entry of the company in a foreign market.

2. COMPANY DESCRIPTION

2.1. SHORT DESCRIPTION OF BUSINESS ACTIVITY

ECOMÍMESIS is a young company which is made for providing strategic advisory services in environmental topics. Its purpose is to create synergies between socio-economic agents, whom interact to create social awareness regarding the environment and in short, a society more sustainable, just and respectful of the natural environment.

Ecomimesis is a company **founded in 2006**, by a group of Graduates in Environmental Sciences, who since their education, have had a concept of what kind of company wanted a after their studies, and the purpose of it. The idea of social awareness, was the cornerstone for the creation of it, and because of their willingness to make this project go ahead, now presented as a young company, but with a very thorough knowledge of the territory in where they work.

The purpose of this company is not tied to profit maximization, even though obviously it must be a profitable activity in order to continue to develop this aim; however this project focuses on maximizing the social impact of their activities.

Should be mentioned that this company has adapted to the vicissitudes which have been found throughout the development of its business career. It is anticipated to change, knowing the opportunities which the business has found in the environment considering its size, what has not stopped it participate in large projects by partnering with companies with greater capacity.



Currently, the company arising from the internationalization of their activities because the Andalusian market is stagnant due to the economic crisis which reduces the budget of companies engaged in these activities. Should be noted that Ecomimesis has had to deal with an active search for new type of customer as its activity was intended for public entities, which do not make payments under the terms that Ecomimesis needs to continue trading with.

Upon a previous study, managers see more suitable to look for new markets beyond the borders of our country where their activity could be developed and well received by the people and institutions: these are the foundations that motivate this study.

2.2. KEY OBJECTIVES

The essential goals which are pursued by **ECOMÍMESIS**, are:

- 🕒 Developing participative strategies, where environmental problems are dealt with a critical vision and solutions with a proactive attitude.
- 🕒 Increasing awareness, education and environmental communication in our society.
- 🕒 Participating and assisting in the preparation of studies, programs and regulations designed for the sustainability.
- 🕒 Establishing cooperation networks between the social and economic agents.

2.3. FACT SHEET ECOMÍMESIS.

- 🕒 Name: ECOMÍMESIS.
- 🕒 Headquarters : C / Sierra de las Nieves, s / n 04230 Huerca de Almeria
And a delegation in Seville: C / Administrator Anaya Gutierrez, 5 Dsp. 126 C. P. 41020 Sevilla
- 🕒 Type of company: Sociedad Cooperativa Andaluza
- 🕒 Date established 2006
- 🕒 Social capital: 28.000 €
- 🕒 Activity: environmental strategic agents.
- 🕒 Business units: focuses on three main areas:
 - ✓ Environmental Awareness.
 - ✓ Environmental Management
 - ✓ Corporate Social Responsibility.
- 🕒 Turnover: 300.000 €
- 🕒 Employees: 8 permanent employees and the same number temporary (monitors and contracting for specific activities or times with increased workload)
- 🕒 Partners 4
- 🕒 Current Market: Andalusian Market, although actions have been established in Bolivia, Colombia and they have a contact in Luxembourg for business advantage potential in the European Union.



2.4. HISTORY

The stages that ECOMIMESIS has past this company to its constitution are:

- 🕒 In 2004, the four partners were part of the [University Student Association "Posidonia"](#), which began to grow too much what there were certain companies and organizations asking them projects of greater magnitude which could not be reserved for any student association. These groups of graduates in Environmental Sciences studied create an "entity" in favour of a new environmental culture in Almeria, working implementing socio-environmental initiatives innovative and creative actions, they can contribute to social and environmental change with a view of sustainability.
- 🕒 In 2005, after maturing and defining this idea of the promoting team presented [the Business Plan of ECOMÍMESIS](#) to the 6th Edition of the University of Almeria Business Initiatives and achieves to be recognized with the award for Best Project, which represents the final push to create [ECOMÍMESIS Strategic Environmental Agents](#).
- 🕒 In 2006 [ECOMIMESIS cooperative society was established as Andalusia](#) being faithful to the original goal of working towards a new environmental culture in the province of Almeria, the team also works voluntarily ECOMIMESIS various media institutions and local and regional organizing environmental seminars, developing radio programs, writing opinion articles , participating in discussions, etc..
- 🕒 In 2007 the opportunity arose to expand the scope of work not only to the province of Almeria, but the rest of Andalusia. To do this, they thought about [opening a new headquarters in Seville](#); on the one hand, more agility with administrations and entities whose administrative centres are located in Seville, besides allowing extending the scope to the western provinces.
- 🕒 In 2008, ECOMIMESIS is presented in Almeria as a social economy business established and promising to [open its head office in Huerca de Almeria](#), dramatically improving the available infrastructures and can finally begin to create a wider team. By late 2008, the Ministry of Environment granted [ECOMIMESIS with the award in Strategic Environmental Agents the "XXIII Andalusia Environment Award in Environmental Communication mode"](#).
- 🕒 In 2009, the result of the continued growth, [ECOMIMESIS opens new offices in Seville](#), already having about 8 stable employees and so many other temporary. It is in 2009 when ECOMIMESIS consolidates its Andalusian character having successfully completed several projects of regional nature, in the two main lines management and advisory education and training and environmental communication, for public and private entities.



- In 2010, they tried to change the trend carried over from the beginning and look for more technical projects, environmental education away from. This decision was moderately successful, because Ecomimesis achieved a greater number of technical projects, such as the drafting of the Master Plan Inert Waste Management, Debris and Building Remains for Almeria in joint venture with a company from Barcelona, but overall the higher percentage of turnover was in environmental Education.
- 2011. The main objectives were to consolidate customers who already had and make new projects. For diversifying, although the analysis took little account of the changing reality. Major customers continued to have us (Holcim, EGMASA, Seville Town Hall, Council of Almeria, etc..). However, there were some very interesting projects including drafting the Action Plan of the Municipality of Almeria Agenda 21, the production of a video for Council of Almeria on Climate Change and the organization of the Mobility Week in Seville, the result was very fair for the amount of projects we develop.
- In 2012, the results of 2011 made Ecomimesis reconsider the future of the company otherwise, because the results were not initially expected. Started in late 2011 and during 2012 one CANVAS with help of a specialized consultant in social economy of the Junta de Andalucía, in order to open new fields. Not achieving the expected goals, because the new lines of work required an initial investment that they did not have. The results forced to dismiss all unassociated staff to reduce costs, since revenue was less than expected due to the economic situation. The dependence of Public Administration on one hand did decrease the number of projects, besides the payments were delayed for more than 8 months, choking the financing company. Finally hired a financial adviser to outsource the management and to resize and restructure the company.

We got some major contracts with the Provincial de Huelva, ECOEMBES and completed a two-year project with the Environment Agency and Water, but the level of debt and late payments made at the end of the year, a very complicated.

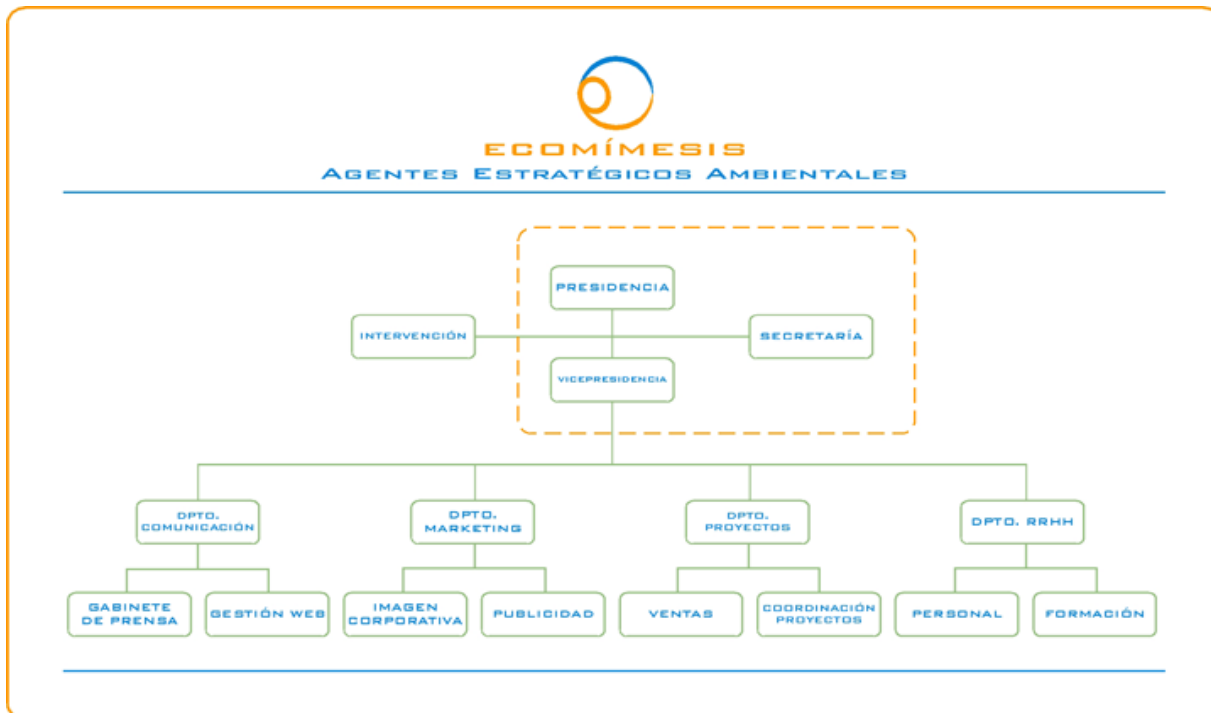
- 2013. The beginning of this year started with the financial situation quite better and the reducing staff by 4 partners. However this is still a hard year due to lack of projects and strong competition to win contracts with the administration; although we retain important customers Holcim, consortia of waste and some medium-sized municipalities are helping save the company finished but insufficient to achieve consistency in the salaries of the members.



It has set a goal to leave the company in the best possible situation and once achieved those points, restructuring and refocusing the company by the managers who want to go on with the activity without the influence of those who the dissolution of

the company as the very best solution.

2.5. ORGANIZATION CHART AND HUMAN RESSOURCES.



For being a small company, they have very well defined organizational chart determining the functions performed by managers and employees.

As we can see, this company has an organizational structure hierarchical type in which the CEO (president, vice president, and secretary) is responsible for the evaluation and monitoring of all departments.

The operational work is divided into departments which are defined tasks that they hold.

- 🕒 **Department of Communication.** In it, the main communication actions are carried out, media publicity for Ecomímesis actions having the widest possible distribution as well as the company may know its target audience and the general public in an easy way.
- 🕒 **Marketing Department.** Developing corporate image as well as activities relating to advertising of the company, understanding the need for a financial outlay for the appearance of it.
- 🕒 **Department projects.** Sales Coordination, development and monitoring of the projects carried out.
- 🕒 **Human Resources Department** focuses on the recruitment, selection, remuneration policies and staff training necessary for the development of entrepreneurship.

In order to an effective analysis of the human resources of the company, we must identify what kind of professionals we have and who is the most qualified to lead the internationalization of the company.

Ecomímesis has a team of professionals on staff reduced, since it is a small company, but are a team with Environmental Training and most of them with knowledge and skills close complementarities between them.

- 🕒 *Maria del Carmen Romera Puga. Environmentalist and head of human resources, she is responsible for coordination functions of the entity.*
- 🕒 *Elena Acebes de Pablos. Environmentalist, with a Master of International Cooperation Department is responsible for developing sales projects and creative functions, commercial and project coordination. Prior to incorporation into Ecomimesis developed his professional experience in the field of sustainable mobility and environmental education also has a wide experience in the voluntary sector.*
- 🕒 *Daniel J. Garcia Hernandez. Environmentalist, Head of Public Relations & Marketing, is the entity community manager and coordinator of the Delegation of Western Andalusia.*
- 🕒 *Jonathan Sanchez Guirado. Environmentalist, amateur graphic design is creative image within the company has specialized in Sustainable Rural Development and Management Program and Environmental Education*

All the professionals who perform services on Ecomimesis have demonstrated extensive experience in environmental projects, training, RSC, having a diverse background in the same field we can frame in Environmental Science and Sustainable Development.

After the analyzing and some meetings with the staff, the person who should be responsible, although this does not involve the separation of the rest, it should be Elena because she has related training to this "Master in International Cooperation", as well as previous experience in sustainable mobility and environmental education, business units which can be internationalized in the Colombian market.

2.6. BUSINESS UNITS

The business units which currently Ecomimesis markets are four:

Environmental Education and Communication

- 🕒 **Environmental education programs.** Design, content development and software development of environmental education and training aimed at different sectors of the population.
- 🕒 **Awareness campaigns.** Design, production, development and implementation of strategies, plans and awareness programs on different environmental issues requiring our society.
- 🕒 **Organization of conferences and congresses.**
- 🕒 **Environmental Communication actions.**
- 🕒 **Preparation of publications.**
- 🕒 **Design materials.**
- 🕒 **Design and production of interpretative routes**



Environmental Training

ECOMIMESIS, Environmental Training offers training plans for companies in Environment and Social Responsibility. In this business unit Ecomimesis carries out courses adapted to the needs and knowledge of the target audience who will receive maximum application of the course.

- 🕒 The courses offered are organized in our 3 main areas:

Environmental Education and Communication

- Expert on social and environmental revitalization.
- Technical development of environmental education projects.
 - Integration of environmental education in schools
 - Interpretation of the natural environment, natural areas of Andalusia
 - Participatory processes in environmental policy.
 - Sustainable tourism and local development
 - Ecofeminism.

Environmental Management

- Power management: efficiency and renewables
- Sanctioning in Environment.
 - Hazardous waste management.
- Mobility, city and climate change.
- Management of water.
 - Sustainable urban management.
- Environmental Management Systems.
 - Local Agenda 21.

Corporate Social Responsibility

- Corporate Social Responsibility
- Integrated Management of quality and environment.
 - Technical Course commuting plans
- ethical and sustainable public purchasing

Environmental Management

- ✓ *Development of Agenda 21.*
- ✓ *Sustainable Development Plans. Design, development and implementation of sustainable development regional plans (pds) , county and protected natural areas that respond effectively to the current and future needs.*
- ✓ *Environmental Management offices and spaces.*
- ✓ *Energy optimization plans.*
- ✓ *Sustainable mobility plans.*
- ✓ *Social perception reports.*
- ✓ *Mediation processes and citizen participation.*
- ✓ *Diagnostics and studies of the territory.*



Corporate Social Responsibility

- ✓ Social action programs.

The RSC system is developed to answer the needs expressed by the stakeholders through dialogue elements.

- ✓ Sustainability reports.
- ✓ Technical Secretariats of events
- ✓ Development Cooperation.
- ✓ Corporate volunteering.
- ✓ Environmental Codes of Conduct.
- ✓ Relations \ stakeholders
- ✓ Social perception studies

2.7. LOCAL MARKET AND SITUATION

Ecomimesis operates in the field of **Environmental Strategic Assessment**, similar to Ecomimesis companies



engaged in environmental consultancy offering services of various kinds, consultancy, auditing, implementation of environmental management systems, pollution studies land or sea, etc, being the main aim to help businesses to understand and implement increasingly complicated regulations affecting environmental protection.

To bring in the best way the internationalization strategy of the company Ecomimesis should know what situation is in the market of origin, which is facing threats to maximize the experience in this market and extrapolate the Colombian market.

To do this, we will raise initially PEST analysis and a brief description of the sector, later focusing on the specific environment of our direct competitors, how they behave, the variability of its product portfolio, etc...

Political-Legal issues:

For this type of business there are two key issues that influence the development of the activity.

- 🌐 *Legislative changes in environmental regulations.* There are constant changes in environmental regulations and the required certificates to companies due to the increased interest in these businesses by the public and citizens. So, must be guaranteed the protection of the

environment and sustainable development policies, for what European and cohesion funds are created for this purpose.

- Due to the economic crisis period in which we find ourselves, *the public administration has significantly reduced the funds for projects dedicated to sustainable development and environmental*, as well as companies that previously demanded Ecomimesis services.
- Tax Policy, in the Andalusia market we must take into account the tax deductions and subsidies that exist for environmental education projects to companies, sustainable development, etc... Once we study the Colombian market must take into account not only the activity subsidies but tax measures that have to bear to set your business there.

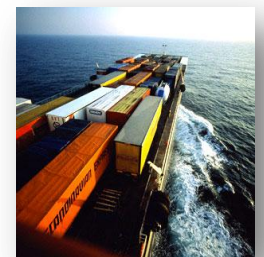


Economics issues.

- Economic cycle.* Currently the European economy and harder the Spanish faces a severe economic crisis process, so it is necessary to seek other markets in emerging countries where the crisis is becoming less latent, at least on environmental issues.

The main client Ecomimesis until 2011 were the Andalusia Public Agencies, local governments, which have seen its budget reduced, even eliminated for sustainable development issues (which can lead to analysis and criticism). So, the company was forced to find another market and diversify its portfolio of services to address other sectors and in the future, other markets.

- The situation of companies.* The bad or very bad situation of Spanish companies has caused them serious difficulties in spending item devote to sustainable growth projects, environmental education campaigns, etc.. However, focusing on these campaigns as a way out of the bad situation they are happening many companies see positive performing certain courses, conferences, etc... For its future development in the company saving costs and trying to grow not falling into the above errors.



- Difficulty of access to credit.* Currently financial institutions have frozen loans to companies. This is a point to take into account for internationalizing the Ecomimesis activity, because they will need financial resources however the current situation block the obtaining of this credits for launching this business.
- The tendency of interest rates, inflation and exchange rates* for the Andalusian market is not very relevant due to ECOMIMESIS operates within the European Union in which fluctuations and inflation rates are moderate. However, in the second section of this report we will study what considerations must take into account for operating in Colombia.

Socioeconomic issues.

- *Change in lifestyle.* The current population is more concerned about sustainability policies and energy savings than in the past due to education. We can see how people demand more and more companies with sustainability certificates and gradually being sued more those products, even when their price is a bit higher. The population prefer those products which are sustainable with the environment and whose sale generates sustainable wealth for those areas in which they are produced.

However, the economic situation means that companies do not spend many resources to their employees on reducing resources policies, as well as for the study and development of sustainable wealth activities. In this way Ecomimesis should make these companies see this eventually, not only these courses will generate profit for derived by the resources-saving society but such practices are positively valued by the society who becomes them into more friendly companies.

The society, in which we live deeply, is completely rooted the consumerism, so the company can work here to show that another model of production and wealth is possible. Taking as an example those business failures simply focused on buy-throw-buy. So the education of society on this point, being included real examples in this process plays a crucial role for this type of company.

- *Spending level of Companies and families.* As I mentioned before, due to the precarious economic situation we are suffering, companies spend fewer resources to the study of sustainable practices. So Ecomimesis have to contact them for showing that this formation and implementation of these practices is more profitable than the cost of them

On the other hand, families have seen their purchasing power limited so we must show them that the cheapest is not always the best and try to influence the formation of the company on good practices that can be carried out, which in the eventually be a considerable saving of resources and may even generate wealth.

Technology-environment:

A final point to consider is the environmental technology aspect, because in this area there are progresses constantly with large diffusion between specialized staff, due to its active search for continuous improvement of society. So the rate of technological obsolescence is high, ECOMIMESIS should be very attentive to the constant changes taking place in the industry, and if it is possible, participating in them implementing their own "best practices" which generates a sector continued enrichment.

Government policies which encourage these types of activities have decreased to almost zero, for what the private companies have to make an extra effort to continue their activity because, although the benefit of the implementation of these practices is



for society, it must be promoted by private companies not expecting much support in recent years under cover of crisis.

Companies like ECOMIMESIS need to show that the production model and practices previously carried out have proved disastrous results, being the current situation much worse than before. For this reason, ECOMIMESIS must promote its product as "other business and society is possible" so that those entrepreneurs are motivated suspicious to purchase any of the products in its portfolio.

2.8. COMPETITORS IN HOME MARKET

In order to make a proper internationalization campaign we must know in advance, what kind of ECOMIMESIS competition faces in its home market for extrapolating these threats to the target market. We should identify those practices that are carried out by rival firms and the possible association with them for mutual growing. We also analyze this point, for those practices that exist in this environment and which can be implemented in both local and international activity, as long as this represents an opportunity for the company.

It is worth noting, the cooperative intention of Ecomimesis , understanding this as the union of efforts to achieve objectives. The company studied is offered as a partner to large companies which are eligible for larger projects because of their great knowledge of the area studied, as well as the "known how" positively valued by its customers.

Besides being useful for positioning the company competitively, it is useful to perform a benchmarking process that allows us to identify successful practices to be implemented by our company.

APREAM

APREAM is a company dedicated to the environment, incorporating multidisciplinary studies knowledge that contributes to sustainable development between planned activities and natural resources potentially affected.

Activities:

- Studies, projects and documentation required by the Administration.
- Advisory Service.
- Feasibility projects.
- Natural resource management
- Ecological Restoration.
- Studies of the physical and biotic environment.



The headquarters of this company is in Atarfe, Granada, being its market Western Andalusia. Ecomimesis's direct competitor in the Business Unit Management and Environmental Consulting.

For a comprehensive analysis of the company we can see its CV to study those projects that could have been by Ecomimesis and which added value could have resulted in the company.

AT CLAVE CONSULTORES.

Consulting firm specialized in design and logical resources material tools unconventional public or private, which is located in Sevilla, so it has privileged access to the seat of the Andalusia Government Agencies, as well as all those companies' investees by it.

Activities:

- Strategic Consulting: Socio-Economic Development, Tourism and Club Quality Products, and Organization.
- Environmental Monitoring: Environmental monitoring works.
- Communication and Information Systems: Communication Strategies, Design and Content.
- Conservation: Environmental Planning, Environmental Studies, Conservation Biology.
- Territorial Planning: Planning the territory, Urbanism, and Structures and Sustainability.

This company operates in the Spanish territory, as well as internationally for what the company **can be studied in depth to know how they made the process of internationalization**, and the obstacles they had to overcome to establish itself in the process.

FUNÁMBULA:

FUNAMBULA is a company which provides comprehensive services related to knowledge management. Its activity integrates Training Services, Socio-Economic Studies, Revitalization Projects, Educational Projects and Computer Programming.

This company was analyzed in a previous study, we noted how **quickly the company has changed, adapting to what society more demand**. Communication activities were hard to find, however it has been made at this time an intense communication investment in the website.

Its main activities are:

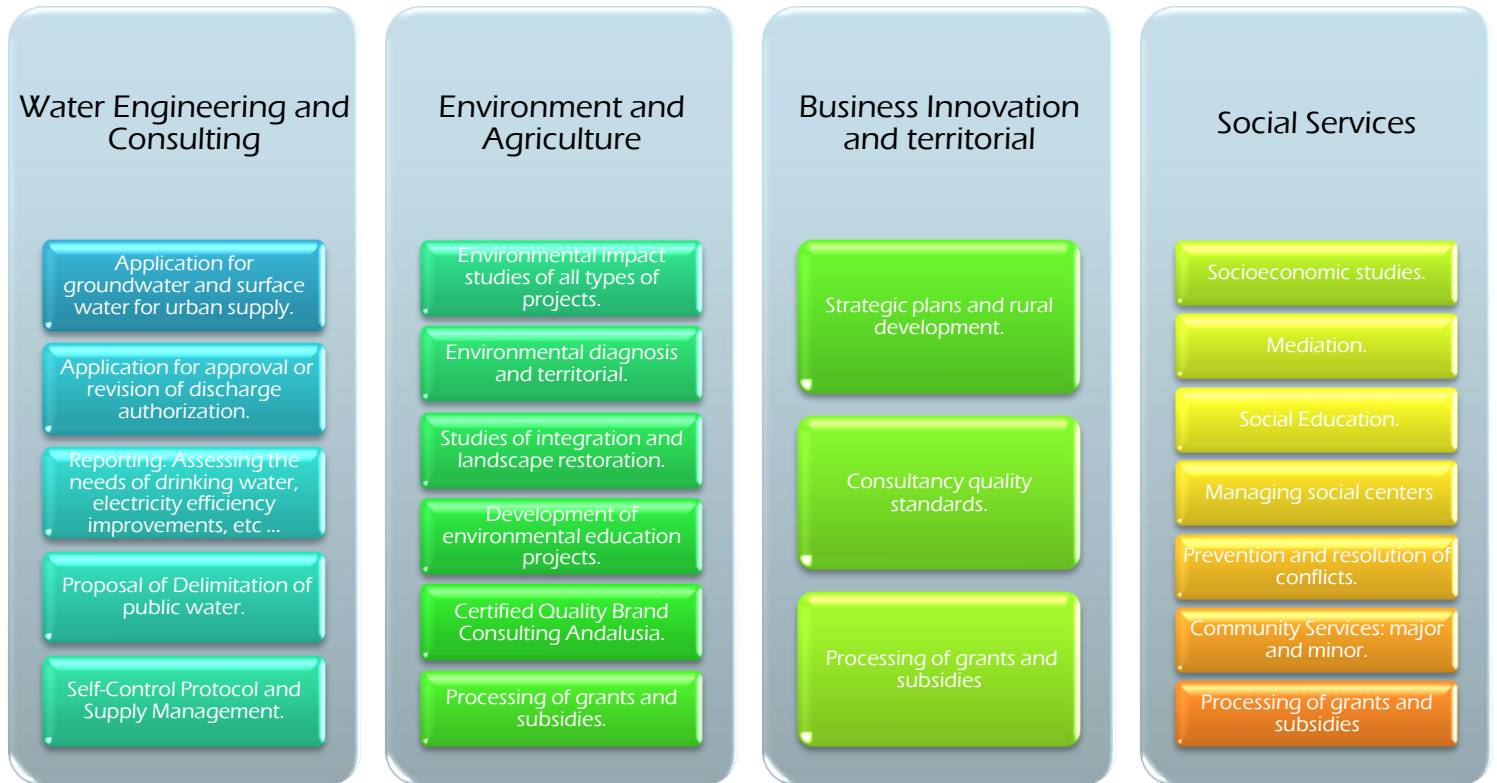
- Integral management training programs
- Analysis and studies Are characterized by dealing the subject of study in the area, designing a data collection
- System for making efficient and exhaustive field work.
- Revitalization programs
- Web applications, which are complementary to the work of training.



PITA VERDE:

It is a young company based in Almeria; La Pita Verde is a company which integrates social and environmental services offering two different lines of work:

- Technical solutions for specific problems.
- Management of complex projects.



Gea 2005:

GEA 2005 SL is a technical consultancy specialized in environmental studies, services and systems quality management. It was created with the expectations of effective solutions suited to the needs of the company and management.

Its main activities:

- Territorial planning and environmental studies
- Environmental Studies
- Consultancy and Management
- Technical Assistance in Occupational Health and Safety

From this company we have no evidence of the internationalization of their activities; however the companies which operate with it like Acciona or Cosentino, carry out their activity outside so it can be another way for the Ecomimesis internationalization.

ECOSOLUCIONES.

It is a company composed by graduates multidisciplinary vocation and experience in the field of engineering and environmental consulting.

Main services offered:

- Energy audits and procurement management
- Renewable energy
- Engineering Projects
- Preparation of documents and environmental impact assessment
- Implementation of management systems
- Authorizations and environmental licenses
- Training
- Management of grants, incentives and assistance

Except a specific action of this company in Geneva, Switzerland, it has not engaged in an activity that internationalization of it. It is focused exclusively on the **audit and environmental consultancy**.

ARGOS PROYECTOS EDUCATIVOS.

The aim of "Argos Educational Projects" is the design, design and development of educational programs, mainly related to environmental education, scientific and cultural and social participation. Also they develop educational advice to schools, initial and ongoing training, editing and production of educational materials in all formats, and the organization of exhibitions and educational events.



Designs, develops, evaluates, and facilitates the operation of various educational projects can be classified into the following areas:

1. Development of educational programs.
2. Carrying out studies.
3. Participation in the organization of events and exhibitions.

BUCHANAN:

Buchanan Consulting is formed by a team of professionals with extensive multidisciplinary experience which include Engineers, Civil Engineers, Economists and Environmental Sciences graduates, which allows them to approach any problem from a dynamic perspective and finding the solution most appropriate to the needs of our customers.

Buchanan is focused on mobility plans for companies and public administrations and provides international consulting services transportation planning through projects funded by the World Bank, the Asian Development Bank or the Inter-American Development Bank, in addition to concession companies in Latin American and Asian countries. In this sense, all team members have acquired Buchanan Consultants experience in international projects from Spain and from other countries including the UK, Canada, USA, Malaysia, Colombia, Mexico, Brazil, Uruguay, Argentina, Chile, Indonesia and other

This company has international experience, so we should study the actions carried out in these countries, focusing on those undertaken in South America -our target market- and trying to save those obstacles that they have had to face them. We should note that this company has a long history behind it, and its capacity is not the same as can be to ECOMIMESIS.

3. HOST MARKET ANALYSIS

After a meeting with the company referred, I have proposed the need which involves the internationalization of their activities due to the economic situation which Spain is suffering and the problematic situation that Ecomimesis is facing nowadays. Because of this, it is practically the only way for sustained growth expanding the horizon of their activities, because in the home country the customers have been drastically reduced their capacity to acquire the services that ECOMIMESIS provides, as well as the uncertainty of payment of the contracted services by certain public authorities which were its main customers.

It is for this reason ECOMIMESIS is seen as a survival measure the active search of foreign markets where they can develop their activity, following to its values and motivations.



The country suggested by the company to make the process of internationalization of its activities has been Colombia. This country has been selected by Ecomimesis because it has held meetings with companies and associations which have participated actively in the provision of services and in the decision-making processes. It is for this reason that after engaging those relations the company has seen business opportunity in this country, so our job is to deeply analyze whether these opportunities are real and if this process the company has sufficient capacity to diversify their markets.

To do this, we will raise an external analysis, studying the Political, Legal and Economic Demographic with the country, to analyze the specific environment where they will face Ecomimesis if they finally decide to settle in Colombia.

Once the external analysis is done of those issues to consider before and during the implementation of the internationalization of the company, we will study whether the company really has enough requirements to deal with the process.

We will study in depth all functional areas of the company, in order to know which could be the strengths and weaknesses to be taken into account in the process of internationalization. After that, trying to clarify those competitive advantages that may be susceptible to internationalize and whereby the market customers target feel a loyalty towards the brand Ecomimesis to make sustainable development activities to internationalize. We should not finish this internal analysis without studying what kind of resources - both tangible and intangible business account for the implementation of this process. Finally, we examine the strategies to be applied and how they can adapt or be adapted depending on the tastes and needs of the country.

3.1. PEST ANALYSIS

1.1 TERRITORIAL ANALYSIS

Colombia is the fourth largest country in South America, which shares a border with Panama, Venezuela, Brazil, Peru and Ecuador, so it is in a strategic location for the establishment of trade relations with South America. It can be very interesting start activities here, because it can be a key to other near markets which share similar characteristics, which is why we make the study as comprehensive as possible in the future to explore expanding to other markets, if these were to become attractive.



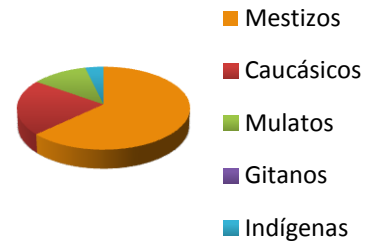
Its 2900 km of coastline are distributed in two areas, the Ocean and the Caribbean. In terms of its geography, the Andes mountain range crosses the country from north to south, with the area of the third of the total area of the country; its disposal causes the division of the territory into four natural regions Colombian Andean, Caribbean, Pacific and Orinoco-Amazon.

1.2 DEMOGRAPHY AND SOCIETY



Colombia is a largely urban country, with a population of about 47 million and a half people (by the DANE estimated in late 2010), given that there are 6 million Colombians living abroad today. The country's ethnic distribution is as follows:

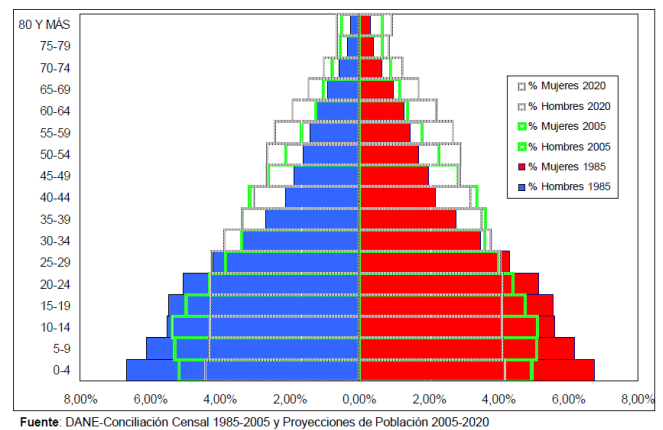
58% mestizos, 20% Caucasian, 10.6% mulattoes, 3.4% Indians and 0.01% gypsy. The population density is 39 inhabitants per km².



The urban population is estimated at 75%, with the main urban centres:

- ✓ Bogota: 6,779 million.
- ✓ Medellin: 2,224 million.
- ✓ Cali: 2,075 million.
- ✓ Barranquilla: 1,113 million.

Considering the age and sex distribution of the Colombian population we can see that of the total population 51.03% are women, and that the population located between 15 and 64 years is 5.4% of the total population.



1.3 POLITICAL – LEGAL ANALYSIS

a) Political- Administrative organization.

The Parliament is bicameral and consists of Upper House or Senate and the Lower House or House of Representatives. The main political parties established in Colombia are the Liberals and the Conservatives; however there are not significant differences between their ideals.

The current President Juan Manuel Santos Calderon been elected by popular vote, he became invested in 2010 being elected the candidate with the highest number of votes of history his career up to that date was linked to the government of Uribe, with his minister of Defence. His opponent in that election was former Bogota mayor Antanas Mockus.



b) **Administrative and Territorial organization.**

Colombia has a democratic system defined by the 1991 Constitution.

It represents a decentralized state model composed of 32 provinces, municipalities 1024, a capital district, and indigenous territories.

Public power is divided into three branches:

1. **The Executive Branch:** Headed by the President that combines the functions of Head of State and Government as well as the Management Authority. He is elected by popular vote every four years non-renewable.

Governors and Mayors are responsible for the executive branch departments and municipalities respectively.

2. **Legislative Power:** Development of law, political control and administration.

Its unique authority is Congress composed of the Senate and the House of Representatives. The congressmen are elected by popular vote, its representation in the Assembly lies decentralized Departmental and Municipal Councils.

3. **Judicial Power:** composed by the Supreme Court, Constitutional Court and the Council of State. This power has a hierarchical organization under the jurisdiction and competence of each judge



c) **Autonomous and independent organisms.**

a. Prosecutors. Whose functions are integrated in safeguarding human rights, protecting the Public Interest, and monitoring of population.

b. The Comptroller General's Office. It was created in order to the surveillance of fiscal management and management control.

d) **International Relationships / Regional Relationships**

After Colombian troops entered Ecuadorian territory on March 1, 2008, in which the action was shot on number two of the FARC, relations between Colombia, Ecuador and Venezuela reached a state of maximum stress with subsequent breakup. These relationships remained broken until the coming to power of the current president were re-established diplomatic and trade first with Venezuela and later on with Ecuador.

We emphasize the very good relations with Peru carried out due to political affinities in their trading system.



However, relations with Bolivia, Venezuela, Ecuador and Argentina are a bit more complex because there are conflicting interests and to improve diplomatic relations due to different views as external policies.

Relationship with the United States is in a moment of stagnation due to the decrease of Plan Colombia by the establishment of economic and military assistance against armed groups operating in the area. Currently this agreement is waiting for ratification by the Congress of the United States free trade agreement between the two states, which would mean a significant change in relations between the two countries as well as an opportunity for U.S. investment in the Colombia as well as exports from that country to America.

The relations with the European Union are based on cooperation and the establishment of companies in the South American country, mainly Spanish.

1.4 ECONOMIC ANALYSIS

Colombia had an acceleration and relative economic growth until 2008, caused mainly by the favourable external environment, internal security improvements, facilities to foreign investment so reached at a figure of annual GDP growth of 5%.

After the global economic crisis has not been as affected as other South American countries, reaching its growth in positive figures.

1.4.1 Main economic sectors



The main sources of income of the Colombian economy have focused on the extraction and manufacture of raw materials. However, this kind of economy is undergoing a restructuring of its industrial structure in order to the development of services, mainly led by Commerce and Tourism and Financial services and companies. We shall briefly analyze the main sectors of the Colombian economy.

A. Mining and quarrying.

During 2010 grew nearly 10% in this sector, mainly due to increased production of oil, natural gas and mining and the increase in their price.

B. Transport, storage and communications.

The Growth in this services is created because of the incentives from the public for the growth of exports and the establishment of companies coming from outside into the Andean country.

C. Trade.

For the reasons mentioned in the previous sections, trade in the South American country is growing significantly as calling for transparency, security and equal treatment of companies, giving it as an optimal environment for future investments.

D. Construction.

This sector has decreased by 10.5% due to a decrease in the activity of the civil works and building construction.

E. Agriculture, hunting, forestry and fishing.

From the point of demand side, the data is more representative and we are interested mainly imports which has increased by 14.4%.

Although initially there is no direct relationship, we must study the latter in depth because there may be possible ecological crop management as a potential niche market for our company. In addition, Assessment of techniques should be made in the primary sector but the government is increasingly more lenient with the restrictive policies in the sector.

1.4.2 External sector: International Relationships.

The trade balance obtains surplus, growing in exports compared the previous year, although we should point out that this increase in export value is closely related to the evolution of the price of oil and its derivatives, however, the amount of crude oil exports has declined , with its main markets China, Italy and USA.

Analyzing business trend, we can see an increase in imports of intermediate and consumer goods, mainly vehicles, machinery and household appliances, we can obtain the synthesis of that the Colombian economy is heading slowly towards the norms set by an economy Western capitalism and its inhabitants are increasingly demanding the goods of this kind of economy.

Colombia's main suppliers were USA, Mexico, Brazil, China and South Korea.

1.4.3 Infrastructures and transport.

The topography of Colombia requires the development of multimodal systems. In recent years has significantly increased the investment in infrastructure for transporting passengers and goods because they are very necessary for the economic and commercial activity in the country. Recently the President Juan Manuel Santos has announced a significant increase in investment in civil works such for years, being for 2013 increased 14 times what has been invested in recent years. (Source RecorriendoAmericaNews.com).

We are studying the situation of the different modes of transport to see the situation, gaps and the potential business opportunities, as these works require environmental impact consultants specialized in what could be an interesting business opportunity for ECOMIMESIS.

a) Road network.



The basic road network consists of seven roads which link the country from north to south and eight that cross from east to west, which are not paved in its entirety.

A project to stand out and evoke interest in any company that wants to undertake in the Colombian market, is the construction of the tunnel connecting Bogota with the main port through which sent 89% of Colombian exports, with completion expected for 2013.

Other projects of note are:

- 🌿 Route of the Sun: this route links Bogota with the Atlantic coast.
- 🌿 Mountain Highway: For the area of Medellin, which are boosting business centre.
- 🌿 Highway of the Americas: Links Panama and Venezuela.

b) Railways.

It is the second most used medium, but mainly focuses on the transport of coal and commodities.

Currently it is making a major effort to renew and to improve this type of transport, in order to unite the mines with major cities and ports.

In addition, studies are underway to integrate this medium as urban and suburban transport.

c) Urban Transport.

The country has evolved to be a model of the new system mass transport to other countries and cities.



Buses of the main streets of neighbourhoods distant receive passengers, so that helps a comprehensive transportation system, efficient and fast.

d) Waterways.

Due to the abundance of water resources Colombia has a competitive advantage in river transport, being promoted by the government as passenger and cargo preference by. The main rivers are Magdalena, Cauca, Meta, Orinoco, Amazon and Atrato, which are held on main movement of people and freight.

e) Water transport.

96% of the country's international freight is sent through this resource. Colombian ports are an American administration model, and port charges have been reduced by 65%, the average time from 10 days to 12 hours.



Currently there are two major port projects, the Tribugá the absence of the granting of the environmental license, however this project seems to be a bit stuck as the recent allegation contained in the opposition newspaper "Latarde"., And Ciénaga primarily aimed to coal transportation.

f) Aviation.



It is highly developed and undergoes continuous technological improvement. Colombia has 73 airports, 11 of them are international.

Bogota Airport currently experiences a renovation and expansion because the airport concerned has become too small for the actual demand, in fact, supports 35% of domestic passengers and 70% of international, so it works for expansion are required, this work is estimated to be completed by 2014. We emphasize that it is the busiest airport freight volume throughout Latin America, and the third in terms of number of passengers.

Studies have been performed of technological development and innovation by growing concerns about the development of the competitiveness of Colombian firms and define the processes of innovation and technological development to streamline and increase its competitive impact on the economy.

1.5 Technological and environmental analysis.

In general, technological change occurred in the country has been exogenous informal and articulated, its main motivation processes the adaptation of imported technologies.

Although there are not too many studies on trends in industrial specialization we know that they are similar to those produced in other countries in Latin America.

In Colombia technology and innovation play a strategic role not but also functional.

In Free Trade agreements with countries more developed like USA, Colombia finds insufficient capabilities to defend its production against foreign products. After studying how they can compete against foreign countries, it is concluded that this strategy should not be based in labour - because its cost is lower in Asia and Africa, or Economies of Scale, so that the model technological development should be based on:

- ✓ Differentiation
- ✓ Identification and niche positioning
- ✓ Strategic Behaviour
- ✓ Deeper knowledge of foreign markets
- ✓ More added value provided to consumers
- ✓ Development of business networks that can provide integral solutions with high responsiveness.



The concentration on **niche markets based on differentiation**, seems the most competitive strategy for **Colombian companies**, however for product differentiation firms must incur a significant effort in the R + D + i. We emphasize the fact that only 5.8% of companies in the region have this type of department within the corporate structure, attached to only 0.9% of the workforce is engaged in these tasks. Therefore, it is generally understood that the innovations arising from adaptation, imitation creative design, leaving most of them aiming at reducing costs and increasing productivity, is designed for efficiency.

In the three major sub-sectors of the Colombian economy argue that the market is the main reason why the companies does not innovate, because it does not require or does not value it. Also note that there are institutional barriers and constraints to the development of business activity.



We must find those markets where sustainable innovations are valued; whose clients require or solicit the products beneficial to the environment and society, work can be to change the perception of Colombian companies on such doctrines as are currently as barriers and constraints

to the development of their business.

FINALLY AFTER THOROUGH ANALYSIS THESE ARE THE MOST IMPORTANT FACTORS AN OVERVIEW WHY WE CHOOSE THIS COUNTRY.

A) **Macroeconomic stability.**

In recent years Colombia has made as one of the best options to invest due to economic growth it has experienced over its region.

The rapid economic progress brought inflation and trade balance deficit so since 2007; the aim of the Colombian economy was to reduce the rate remaining stable since then.

With the existence of the financial and economic crisis, during the first quarter of 2009 Colombia experienced negative growth rates; however the economy has suffered less impact of the economic situation those most Latin American economies.

The measures taken by the Central Bank were aimed at controlling the loss of competitiveness of the external sector.

The measures adopted by the Central Bank were aimed at controlling the loss of competitiveness of the external sector.

B) **Improved safety.**

Latin America and especially those countries with armed conflicts with guerrillas who face the fears of investors about the instability and insecurity caused these guerrillas. Colombia have suffered this violence since the formation of the FARC in 1964, had recently established Peace agreements, which have been interrupted and declared open war with a spiral of police and military abductions (by news 01/02/2013, elpais.com), although we emphasize that this conflict is increasingly doomed to end since there is no reason beyond the control of drug production forest for bringing these armed groups are funded.



C) **Country Risk Decreasing**

According to the rating agency Standard & Poor's rates Colombia as a country to BBB +, which means that is under the investment grade or pay likely but uncertain.

This is due to their fiscal rigidities as government fixed costs threaten to worsen the balance in the medium term by increasing debt. Noted for having a resilient economy to foreign crises, so that is a good place to invest and develop activities.

D) Increasing International Economic Integration

Since 2002 it has signed numerous free trade agreements and preferential market going from 233 million to 1,437 in 2010.

The Free Trade Agreement with the USA, Can, MERCOSUR and the EU, reinforce the expectations Andean country's foreign trade. It has been rated by the World Bank as one of the ten most friendly for foreign investment and the first in Latin America.

E) Qualified and competitive human resources

Higher growth of labour force, accompanied by a flexible labour market, so Colombia is seeing as a country which constitutes very competitive in terms of costs.



F) Increasing International Economic Integration

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in Latin America.

G) Legislation Favorable to Foreign Investment.

The investment is regulated to provide greater clarity and security on their capital, and trying the same results as those foreign investments by domestic residents.

H) Location

Colombia has a strategic location

- ✓ It is situated between North and South America, in a strategic point of the American continent.
- ✓ Has coastline on both the Pacific side and in the Atlantic.
- ✓ It is easy access to North America, Europe, Asia and Latin America.



In the following table we can see all the dimensions to be considered by the company to settle in the country, and how these can be seen for its activity.

	DIMENSION	Very negative	Negative	Acceptable	Positive	Very Positive
Politico-Legal	Change in environmental legislation					X
	Current political situation.				X	
	Normative labor				X	
	Regulations for the establishment of companies in Colombia				X	
Economic	Current economic situation				X	
	Trend of interest rates			X		
	International relationships with EU				X	
	Situation the companies already established			X		
	Availability and cost of renewable energy.			X		
	unemployment			X		
	Number of companies that perform a similar activity (popup)		X			
	Difficult access to credit.		X			
	Inflation.	X				
	Income distribution			X		
Socio-cultural	Changes in lifestyle.				X	
	Environmental awareness					X
	Consumism		X			
	Differences between social classes		X			
	Educational level of Colombian society				X	
	Anticipating environmental disaster in decades. (climate change)				X	
	Qualification of the workforce		X			
Tecnológico - Environmental	Government expenditure on research and new renewables.					X
	Government interest and industry in technological effort.					X
	Policy actions for the improvement environmental					X
	Access to the technology needed to carry out these services			X		

WHY BOGOTA?

Bogota is an expanding city, with the political and administrative hub of the country. It is the largest market in Colombia with 7 million inhabitants and is the headquarters of the country's largest companies, as well as internationally.

In it resides on 17% of the population, about 7 million people, providing 20% of the growth. Also equal to 25% of GDP, as companies established there are 40% of the total industrial and 30% of the country's exports.

The 70% of foreign firms choose this city as a place to settle in Colombia, also has a wide agenda Trade Fairs international recognition of different topics, so that all investors find the time to participate in them, or close by the interest aroused in them the potential relationships that can establish.

3.2. BUSINESS UNITS TO INTERNATIONALIZE.



As we mentioned in the previous chapter, the company has three distinct business units:

From the above business units more conducive to believe as those relating to internationalization

- **Management And Environmental Assessment**, this can make agreements with companies established there that offer these services as complementary to their work. We see that ECOMIMESIS can conduct a detailed study of the territory in which it will conduct its business and become a pioneering company in the "know how" as it currently companies perceive this type of study as administrative work that must be met for the performing certain jobs. If we get behind a marketing campaign to show that this type of work are complementary to other business advisory services, companies will claim as packages or individually influencing the cost savings and sustainable growth that can result from the implementation of thereof.
- The internationalization of **Environmental Education and Communication** should be based on the study of deficit areas with environmental training, studying companies that are interested in these practices and the organization of events related to them, offering such services to public companies, schools, etc... They are those who may be more interested in the dissemination of these practices.
- The branch of **Environmental Training** it could be a simple export, seeing academies or examining those areas where such practices are becoming more widespread (there are currently several masters in this type of matter), and propose teaching units , subjects, complete courses for them to be broadcast in their facilities. For this, the company must create a copyright;



recording these materials are taught properly and not "flawed" in ways that harm the image of the company.

3.3. SPECIFIC ENVIRONMENT ANALYSIS

At this point, we will analyze the specific environment, locate the set of external influences that affect ECOMIMESIS activity, we stop at the boundaries of the specific environment, analysis of the structure of industry and Porter's five forces, so we analyze the degree of industry competition



🌀 Defining the specific environment.

By industry we mean, *"the set of companies that develop the same economic activity and sell a well defined product or related product line."*

We understand as competitive environment: *"set of actors and factors that directly influence the results of the company and those of its competitors."* This competitive environment matches the market concept when we include the suppliers.

🌀 Analyzing the structure of the industry:

After investigating and document ourselves, we conclude that this industry grows in developing countries; its markets in developing and emerging countries are growing rapidly as environmental protection is gaining priority.

- ▶ We stop at this point and it deserves its analysis, because the case of Colombia is a case study. On one hand, there is growing concern for the environment, sustainable exploitation of natural resources of the country, the development of transport plans and demand on the training necessary for the development of recycling activities, waste management and ecology.

However, companies engaged in exploiting the natural resources as well as those engaged in large civil works, perceive this type of regulations and activities such as a barrier to the development of its activity, probably also due to ignorance of the benefits that they can bring to them and their employees. This is why increasingly the Colombian government has reduced environmental sustainability requirements to encourage the establishment of companies in the South American country, but we believe that there must be intensive education campaigns to raise awareness that the establishment of such policies is beneficial to all actors involved:

- **The Country**, because sees the sustainable exploitation of their natural resources
- **The population**, which lives in a healthier environment
- **Companies**, who see their activities on sustainability

- The Community perceives a more positive image due to worry about those places where economic activity takes place.

After this brief review, we will elaborate on the state of the industry:

- **Industry concentration degree.**

We should study the situation of each business unit independently for making a useful analysis.

- **Training and Environmental Education.** In this aspect, there are very few specialized companies, making it a part of the activity, but not many of them have professionals trained specifically for this. There is a very widespread supply, with little specialization where part of its business portfolio as a complement.
- **Management and Environmental Consulting.** In this respect it is very different from the previous one, companies are large international consultancies have great market power and raise this business unit to complement their analyses.

Size and importance of the industry

In terms of size and representativeness in the Colombian economy, we must say that this is not a significant sector, even as auxiliary aids or services subsector derivatives of the main sources of wealth of the Colombian activity. However, there is growing interest by government and business in environmental conservation, because after an analysis published in 2012, Colombia has lost forest area greater than two times the territory of Cundinamarca. We can also see in recent news are preparing for 2014 a satellite launch exclusively for environmental protection in the country.



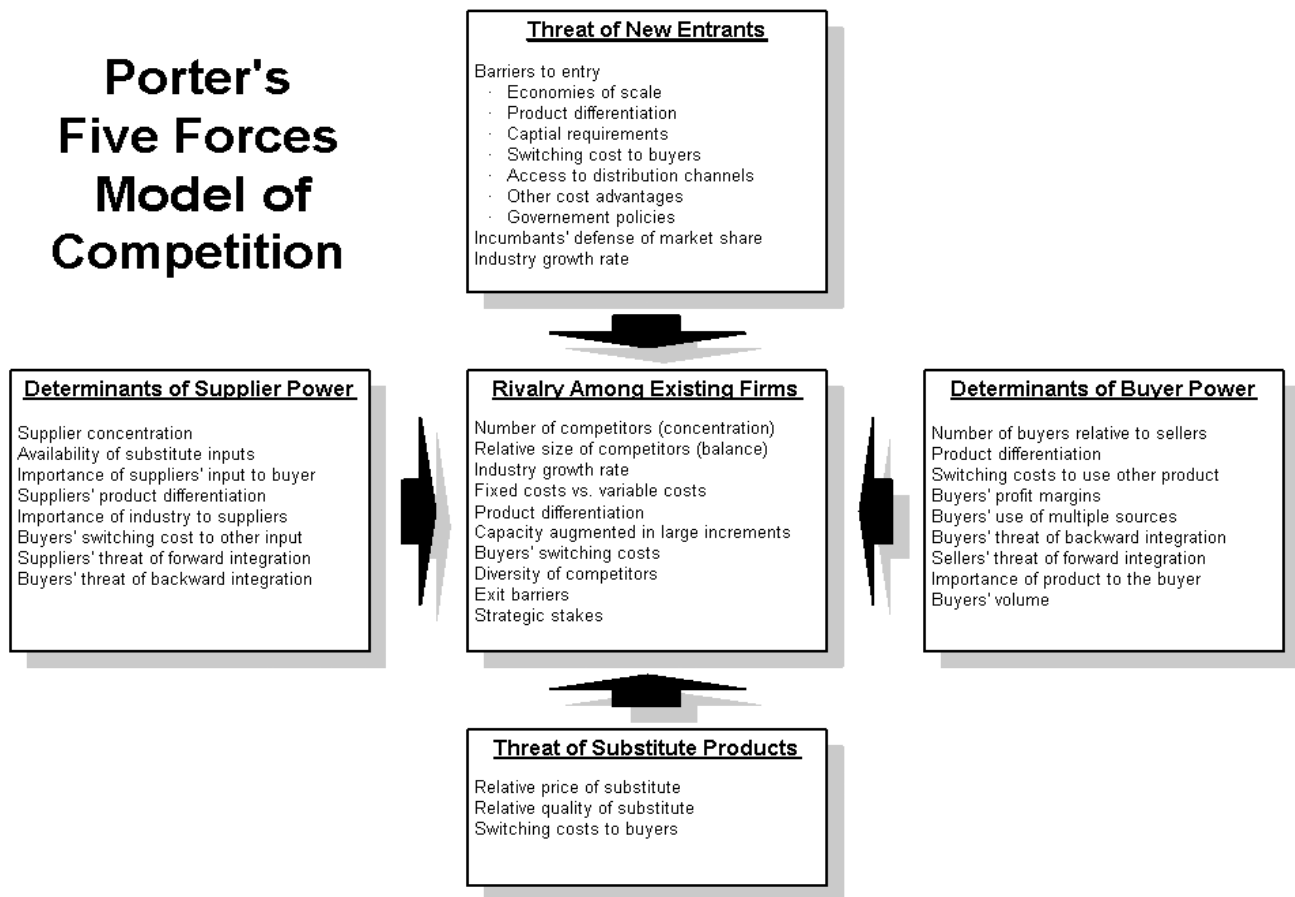
This is why we believe that this industry will be increasingly important in the country and that such services will be demanded by all kinds of companies, public and private.

- **Degree of maturity**

We find an emerging industry, which in recent times is thriving due to the great interest and boom is experiencing environmental care and interest in building awareness.

PORTER'S FIVE FORCES MODEL OF COMPETITION

In order to analyse the specific environment in which the company must to develop its activity, we should to take into account the following issues.



1. Threat of new entrants:

The entry of new competitors or industry attractiveness depends on the ease of breaking down the barriers to entry in the sector.

Regarding to the [access to economies of scale](#) in service initially issue is quite complex, the first services are used longer time, investigating the territory, customer needs and comply fully with the regulations. Thereafter time are reduced in the process due to the knowledge of them, so that can be generated within each of the vicissitudes of the business units, different "packages" which over time to adapt to the individual needs of customers would be minimal.

Considering the possible [differentiation of products](#), being an intangible product, easily replaceable is

quite complex. However, we focus the maximum integration of customer needs in the final product, generating high satisfaction of them and gradually our record and become quality standards required by our customers.

Regarding **capital investment** does not require large investments of enterprises to enter operations in the sector, nor of great technologies and great processes of production / management. Therefore capital investment is not considered a strong barrier to entry.

The loyalty of customers and suppliers can be a potential entry barrier, however, the industry is in its early emerging in the country, so that there are no customers seated who can lead a long history with their clients to do to see how impossible the idea of capturing those customers who already have. In fact, more and



more enterprises which are being installed and are using other agencies for this work - consulting engineers, etc. -. We need to create our own portfolio of clients, focusing on new business to be installed in Colombia, as well as those established businesses which do not have integrated CSR plan, or unaware of the benefits of an environmental training program for its employees and the integration of sustainability policies in the company.

Another point to consider is how to introduce us to institutional clients; mainly we should collaborate with them in all projects being undertaken, to find them attractive and to keep us in mind for potential actions.

Not important entry barriers regarding **distribution channels** because Ecomimesis has deal directly with their target audience, so they do not need any intermediary to be effective to develop campaigns.

The reprisals by organizations already installed can be a great barrier to entry, since being a foreign company which wants to make development of the country shares a sustainable manner, can be established enterprises threats. However, we can make us look like a **link between what is being done in Europe, political landmark in CSR, and what can be done in South America**, with the competition at first to see us as partners and not as rivals. This type of strategic alliances do know the corporate culture further, creating ties of unity to take action to the company alone could not perform.

The law is considered the key to the study of barriers to entry may be found Ecomimesis. To verify the existence of such barriers must study existing legislation in two areas:

1. **Legislation for the internationalization of companies which find Colombia as a place to carry out their activity.** Colombia currently legislation facilitates the establishment of companies coming from abroad, long as they meet conditions. Because the activity carried out by Ecomimesis, it would have no problem to settle; in fact if its employees have people in the area the company has tax advantages to promote local employment.
2. **Environmental legislation.** Regarding environmental legislation must take into account that Colombia has increased considerably environmental conditions for the establishment of their companies. *This, far from being a barrier to Ecomimesis is an advantage*, because there are more

companies that need environmental certificates to carry out their activity in Colombia, as well as a guide to achieve such environmental certification. In addition, CSR policies are promoted by the government and mandatory for large companies, so we have another business unit to develop in this country.

So far from being barriers we should be up to date with environmental legislation, as it is our main source of information to create competitive advantages over the competition.

2. Bargaining power of suppliers or distributors.

Services performed by Ecomimesis have not strong suppliers, and the only problem you may find is the difficulty to have a provider that respects environmental standards offering recycled material to fulfill with integrity with the philosophy of the company.



Regarding the dealers, as Ecomimesis carries out its activities directly with the target audience do not need to turn to intermediaries for distribution of their services. We study how dealer who has some power, information newspapers and magazines which to showcase our actions to generate publicity, however it does not constitute our core business must adapt to the conditions we impose if you finally want to publish our actions as we wish.

If we consider public institutions and distributors, then they have a power crucial for us. We will work with them as direct customers - actions that we apply directly-and intermediaries for our target audience - such as the provision of environmental training programs-schools, that makes them who have bargaining power. As an institutional customer, are they who require their conditions and is the company who must adapt the most to them

3. Bargaining power of buyers or consumers.

The bargaining power of buyers lies in their ability to impose its conditions on the company, such power may be due to the degree of concentration of them, because if they are few generally have much power and may require the services company that suit them, may be given abusive situations for the company.

However, private clients are highly diversified because the number of companies that need environmental certifications is growing, so do not exert significant power in terms of the conditions of contract. *We except those companies that, due to their size, have a considerable turnover as well as public institutions, so Ecomimesis should be tailored to their needs and requirements for their maximum satisfaction, since usually this kind of comprehensive services companies choose and give us access to new networks.*

4. Threat of substitute products revenue.

We believe that a market is not attractive for the entry of the company in it, whenever there is a high rate of substitutes in it. Furthermore, linked with low entry barriers for any company, if successful this emerging market, to consider conducting such activities.

However, this product substitutability is quite low, since there is no other product that can meet the needs of an environmental assessment unless you make as such. While a training plan should be made depending assessed local needs, so it is not worth any training plan intended for purposes other than the above mentioned.

5. Competitive Rivalry.

We define competitive rivals, organizations with similar products or services they want to serve the same group of consumers: direct competitors.



It is obvious that the success of a company will be more difficult in those markets where there is a high level of competitive rivalry and where their competition and is set to strong, with a defined market position.

In the case of Colombia, the market faced by Ecomímesis has a **high level of competitive rivalry**, as there are many companies that offer these services and more and more due to past government policies, they are attracted because they see a great business opportunity the new trend in terms of environmental sustainability promoted by the government.

Ecomimesis is facing a very diversified competition, attracted by an emerging market with high labor intrusion by consulting firms that perform this type of work its team without having staff trained specifically for this type of tasks.

Within a sector competitive rivalry we see competition as strategic partners with which to create partnerships through you can choose to public procurement competitions individually and being a foreign company may not be request.

To give more consistency to the analysis performed the PROFILE ANALYSIS COMPETITIVE SECTOR (PORTER'S) See next



INDUSTRY COMPETITIVE PROFILE

	ATTRACTIVE OF THE INDUSTRY				
	Very Low	Low	Medium	High	Very High
RIVALRY BETWEEN COMPANIES					
Market growth (demand)					X
Production capacity (supply)				X	
Number of competitors			X		
Expensive and specialized Fixed Assets		X			
Profitability industry average				X	
Product differentiation			X		
Switching costs		X			
Exit barriers	X				
FEEDBACK ENTRY BARRIERS AND COMPETITION					
Economies of scale			X		
Capital Needs		X			
Access to distribution channels				X	
Access to suppliers				X	
Access to technology				X	
Patent products and / or technologies			X		
legislation or regulations limiting					X
shared costs		X			
Expected reaction of the current competition			X		
POWER OF SUPPLIERS					
number of suppliers					X
Costs of switching	X				
Grade Supplier defensibility		X			
Possibility of forward integration			X		
Importance of the sector for suppliers			X		
POWER OF CUSTOMERS					
number of clients					X
defensibility degree sector products				X	
Possibility of integration upwards				X	
Customer Profitability				X	
Cost of switching to the customer		X			
Importance of the sector on customer sales			X		
SUBSTITUTES					
Current availability of substitutes		X			
Potentiality of substitutes		X			
Return replacement product supplier		X			
Points = 96	2*1=2	9*2=18	8*3=24	8*4=32	4*5=20

After this analysis we can see more graphically what we have discussed previously, so just highlight the most significant data to be considered in the process of internationalization.



The market we are facing is a market with **high growth in demand**, and in the wake of government policies in recent times, at the same time, the production capacity of the companies is high, so it can cope to demand. Although, there are significant barriers to entry neither are the output, because being a services company to cease its activities in the country would be practically no cost beyond those inherent in the transfer or sale.

In terms of barriers to entry, the only to take into account is the law, so it is very positive for us as we want to set as experts in local environmental laws, **making it possible barrier our competitive advantage**. The other point to consider is the ease of access to suppliers, distribution channels and technologies available to the market, so it does not involve any obstacles to settle in that country.

The number of customers is high so that there is little power to them as long as we take into account only the number and volume. To generate business Ecomímesis interested in those large companies requiring comprehensive services, so if you can have such power by the volume of services required.

And referring to the substitute products we remember that the main problem is not the replacement, but the intrusion of other companies in this type of service.

3.4. NEAREST COMPETITORS ANALYSIS

To perform a useful and comprehensive analysis of competitors Ecomímesis would be found in in this market, we must study attending the business unit in which competitors would be, seeing their customers as well as the strategies applied to study how we can differentiate ourselves from them and what added value we can bring to the potential customers who can see to Ecomímesis as a more attractive alternative to the options currently on the market.

We will evaluate the competitors in each business unit regarding on:

- Activities carried out
- Team formation
- Mission and Vision of the company
- Clients and actions undertaken
- Geographical area where they operate, well as their ability.



In this business unit there are many competitors, because Colombia is a country where many companies set, due to its strategic location and facilities to foreign investment which we discussed previously. Moreover, its main appeal is based on the exploitation of natural resources it already has, which together with the growing interest of the government for them to be exploited in a sustainable manner for each project makes an environmental assessment be necessary, besides more and more

businesses demand efficiency and sustainability plans which within a short period of time will be compulsory for all companies by governmental request. This is why it is a very attractive business unit and with a high potential we must see what competitors offer to try to improve customer satisfaction in this regard as far as possible.

BETTER COLOMBIA,

It is a company located in Chile but with an office in Colombia and a strong presence in this market.

It is a small company focused on satisfying the needs of companies and private and public institutions, demanding products and services in business management, environment, quality, health and safety and social responsibility, through management tools that create value and sustainability to our customers and Better Consultants.

Most of its members are trained as environmental engineers, and whose work is mainly focused on bidding for projects and study them as much as possible to reduce their emissions and costs.

The business units which have this company are three:

- **Environment:** Focusing mainly on minimizing, evaluation and control of emissions of waste from its customers. As well as monitoring the impact of their actions controlling pollution thereof in all its forms, pollution, noise and light.
- **Investment projects sustainable:** Environmental assessment, obtaining industrial qualifications, projects and external audits and environmental impact studies focused on mining projects, industrial and public works.
- **Quality:** Systems Design and implementation of Quality Management according to ISO 9001:2008

Their customers are from diverse sectors, among them are international companies operating in this country for the reasons we have described in previous sections.



- ▶ Ministerio de Medio ambiente
- ▶ Biosigman SA
- ▶ Constructora Aconcagua
- ▶ Cosméticos AVON
- ▶ General Electric
- ▶ Supermercados Lider.
- ▶ L'OREAL Chile S.A
- ▶ Centro Nacional de Producción Más Limpia y Tecnologías Ambientales
- ▶ Plásticos Montesa Ltda.
- ▶ Correos de Chile
- ▶ Enap
- ▶ Secretaria Distrital de Ambiente- Alcaldía Mayor de Bogotá D.C.
- ▶ Área Metropolitana del Valle de Aburrá

<http://www.better-colombia.co/>

AMBIENTAL MENTE

It is a young company settled in Medellin, composed by a young, multidisciplinary team (engineers, lawyers, professional social and natural areas) that make it the most preferred choice of the region. Its philosophy is very similar to Ecomimesis so , we can study the behavior of that company to potential benchmarking of most desirable practices.

Its main business unit is the consultation and environmental studies and programs developed for compliance and focused on increasing productivity sustainably.

Its history began in the Metropolitan Area of the Aburrá Valley and Valle de San Nicolas, from the year 2012 to operate throughout the Colombian territory, its strategic plan proposes the implementation of actions in Central America to 2014, and studies the performance of their shares South America 2016. Its early focus on sustainable development, and generate customer awareness of sustainable development, understood as the balance and permanence in the time between the conservation of natural resources, economic development and social welfare, beyond the simple regulatory compliance.



Its business units are focused on:

- Management: Of natural resources by outsourcing Environmental, Carbon, territory management and tax incentives management.
- Projects: Waste recovery, technology transfer, environmental investment advice, as well as R + D + i. In short, Owner, design, evaluation and development of projects of economic growth and social welfare, which involve direct or indirect benefits to environment.

- Education: environmental impact, diagnosis, life cycle assessment and environmental audits and interventionist. The fulfillment by companies with environmental legislation involves the development of environmental studies that verified. Through its association with the different unions have constantly updated the demands and trends of these, as well as national and international opportunities. Managing the granting of permits for industrial discharges, emissions and environmental permits or for the holding of dangerous waste.
- Strategies: Making sustainability business strategies and advice for cleaner production, and integrated management systems. This is the focus of the company as a way of reducing costs and better performance with the environment, later to be communicated to stakeholders to influence the perception they have of the company.

Highlight its affinity and recognition with leading environmental authorities so that dialogue with them is quite fluid at the time of reaching agreements.

Their main customers are:

- | | | |
|---------------------------|-------------------------------|-----------|
| ▶ La alcaldía de Medellín | ▶ Jardín Botánico de Medellín | ▶ Corona |
| ▶ Banco CajaSocial | ▶ Isagen- Energía productiva | ▶ Indural |
| ▶ Concafé SA | | ▶ Sumicol |

And as far as the experience, It has extensive experience in all areas and for companies in different sectors, of what denotes that is a very active, with continuous research for new opportunities and new customers.

The range of activity, as I said above is the entire Colombian territory, setting the actions to have a presence by the end of next year in Central America.

<http://www.ambientalmente.com/>

AMTECANDINA

Amtec Andina is a Colombian company specialized in providing environmental consulting services to industrial, commercial and institutional sector, this includes:

- Design and / or construction of infrastructure for pollution control
- Control discharges and emissions
- Preparation and monitoring of environmental impact studies, environmental management plans, waste management plans, safety plans and occupational health
- Assessment and environmental consultancy



Its goal is to become the leader in implementing innovative integrated environmental solutions for industry.

The business units that perform this company are:

- Environmental management, impact assessments, waste management plans.
- Occupational Health, focused on ensuring the greeting and hygiene at work.
- Design and construction
- Inputs and equipment environmental Monitoring
- Other services such as the case of certifications, training, and environmental audits.

Regarding its experience, they have taken action to companies in the textile and food, including network design, separation of domestic and non-domestic networks, conducting hydra balances, counseling and registration process and discharges permits, advice for regulatory compliance according to customer requirements or environmental authority, and dealt water systems.

Among its most prominent clients are:

- ▶ Ocesa
- ▶ Siemens
- ▶ Medias Ritchi
- ▶ Tintorería Tintes
- ▶ Praxis, inversiones y construcciones.
<http://amtecandina.com/>
- ▶ Hamburguesas El Corral
- ▶ Industrias La Coruña

JAIROINFANTE ENVIRONMENTAL



It is a Canadian Colombo company dedicated to specialized environmental consultancy established in 1989. They have developed environmental studies and activities in over 250 projects of various scale national and international environmental presenting innovative and practical solutions which have met the needs of the project and beyond, ensuring their success in meeting legal commitments, social and corporate inherent therein.

They have a clear vision of customer-focused beyond individual projects to achieve business expectations fully.

It is a company whose customers are very heterogeneous belonging to various sectors such as transportation, energy and power, mining, infrastructure and facilities, oil and gas, environmental and agribusiness.

They define themselves as "perfect link to Canadian and international companies intending to work in Colombia and South America because we know the regulatory processes, local social and technological but also know the legal and technological frameworks of those countries and properly handle international

requirements, which results in greater environmental efficiency, reduced conflict, better corporate image and business benefits. "

Among its clients are:

- ▶ MINERCOL
- ▶ AERONAUTICA CIVIL
- ▶ CARBOCOL
- ▶ ECOCARBON
- ▶ CAMINOS VECINALES
- ▶ INSTITUTO DE DESARROLLO URBANO (IDU)
- ▶ GRAHAM (Canadá)
- ▶ PETROSANTANDER
- ▶ SOLETANCHE BACHY
- ▶ EnviroConsult Inc. (Canadá)
- ▶ Golder Associates (Canadá)
- ▶ CERREJON
- ▶ Consorcio Minero Unido (CMU)
- ▶ Carbones del Caribe
- ▶ HIDROESTUDIOS
- ▶ Cementos Diamante B/manga

<http://www.jairoinfante-environmental.com/>

AMBIENTAL CONSULTORES

It is in Colombia, Peru and Ecuador

It is a firm created in 1994 by professionals with experience in environmental and social management and public entities and infrastructure development projects. It is in 2005 when geographically expand its business by opening an office in Lima, Peru.



This company offers comprehensive management consulting social, environmental and industrial safety for the public and private sector.

Among its clients are a long and interesting list of government institutions in various sectors such as: transportation, international organizations, mining and quarrying, fuel trading, power generation, etc..

Their services:

- Environmental Planning
- Management Systems
- Control of environmental pollution
- Implementing Environmental Management Plan
- Waste Management
- Social Management.



Regarding the projects carried out their actions are focused on environmental consulting and impact assessment.

It is a company interesting to study to be present in three countries so we see how they could internationalize these services.

<http://www.ambientalconsultores.com.co/v5/>

This company does not have too much information, because in their website only shows those services to which they are carrying out. However, we have seen fit to mention it because for the portfolio of services offered it can be a role model to be emulated by Ecomímesis.

This company is located in Bogota, the country's strategic location as we have previously studied, so we also have a network of contacts and clients as well as a way of acting with them it would be suitable to be studied to our business development in the American country.

Their services are:

- Consultancy and environmental licenses: Environmental Impact Studies,
 - ✓ Forest management plans,
 - ✓ Environmental Management Plans, Contingency Plans,
 - ✓ Plans Monitoring, control and monitoring, licensing, permits, concessions or authorizations
 - ✓ Environmental Assessment of Alternatives.
- Corporate environmental management:
 - ✓ Outsourcing Organizational Environmental Management
 - ✓ Management Plans for Air Emissions
 - ✓ Studies Environmental Acoustics and Vibration
 - ✓ Ecoefficiency
 - ✓ Savings and efficient use of water and energy
 - ✓ Assessment and Outsourcing for implementation of Environmental Management Department at Industrial companies Decreto 1299 2008
 - ✓ Proper Management and Disposal Solid wastes
 - ✓ Formulating the Plan Integral Management of Solid Waste Management.
- Urban Forestry and & Landscaping
- ecological restoration
- Sustainable Rural Tourism and Public Use Programs
- Environmental Health and Food handling courses.



<http://www.arbolesygestionambiental.com/>

For this business unit we can deduce that there are many cases of companies that have already made the internationalization process in Colombia in this sector, and are currently a leader in the environmental consulting industry. Also, there are Colombian companies which have seen a business opportunities including the development of environmental impacts within its business portfolio, as more and more the Colombian government advocates environmental viability and sustainability of the projects undertaken within its territory national.

We see that all international companies have settled a seat in that country to have a more direct with the customer, and that they (even small ones) are able to carry out projects for large multinationals, as it is an indispensable requirement for performing certain activities in this country.

So it is a very attractive business unit, which is reporting many benefits to those who are carrying out. One way of inclusion in the country which does not entail much risk as the establishment of an office, would be the possibility of a strategic alliance with a consultant who does not do this type of activities, or

start collaborating with other already established its network to study contact and how to develop working relationships with them, as the business culture in this country is very different to the Spanish and what Ecomimesis is used.

What is Ecomimesis can bring experience which has into this type of work as well as serving as a link for those who want to make Spanish companies operating in Colombia.

What is important in this business is knowing how to develop its network of contacts, performing the necessary actions in the most effective way, as well as a comprehensive understanding of the objects of study and regulations. We emphasize that the introduction as environmental consulting, also can develop a broad business portfolio and high demand in this country such as waste management, energy performance certificates to companies etc.

If we want more information on other environmental consultancies

<http://colombia.koalatrends.com/ver/consultoria+ambiental/0.html>

ENVIRONMENTAL EDUCATION AND TRAINING



For this business unit we can do strategic alliances with companies established there dedicated to training as we have pointed out previously.

We will see whether there is specific offer these products and what could be our potential competitors, however we approach this point not only as competitors, but we will meet as companies with whom we could make strategic alliances as part of its product portfolio.

RED COLOMBIANA DE FORMACIÓN AMBIENTAL.

This project consists of several companies and institutions which aim the dissemination of environmental education in Colombian culture. In this project, there are involved both public and private companies. Colombian Academy of Exact, Physical and Natural Sciences: The purpose is the dissemination of science; collaborate with public and private entities, national and international, in the construction and ownership of scientific knowledge, as well as conservation and scientific heritage protection and natural resources of the country. (Bogota)

Among its works are: "State of Knowledge of Biodiversity in Colombia and Threats - Interaction Considerations for Strengthening Science - Policy"; energy rating MSW "

They develop a magazine, so it may be interesting working with them in the dissemination of knowledge and support to advertise ECOMIMESIS in the country.

http://www.accefyn.org.co/sp/about_us.htm

ACODAL.

Colombian Association of Sanitary and Environmental Engineering. Non-profit association that representing the majority of the members of the water sector, sanitation and environment. Difusión perform knowledge work as well as is required as external advisory body for certain audits in this area.

OFC


This company is a direct competitor and must being take into account in the process of internationalization, as it has managed to internationalize in the Colombian market with its headquarters in Asturias.


OFC The teaching team is composed of professionals from different companies and management with extensive experience teaching vocation and specialized in different areas of the environment.

Today OFC Center has the support of companies and organizations related to the environment, where students perform practical after completion of the courses.

It has a wide variety of courses and online peresenciales in environmental matters

Environmental Education Centres

 OpEPA: OpEPA's whose mission is connecting children and youth with the earth to act in an environmentally responsible.

 E magister: Offers online courses and Antioch Environmental Management (Environmental Engineering).

As such there are not too many environmental education centers, they are most focused on what are schools environmental workshop.



We also note that the way of dissemination of environmental education is mainly through business associations for forums and conferences. However, *we point out from the government intents to establish environmental education as part of everyday citizenship education*, in order to create a more sustainable and more awareness with the surrounding environment.

A good market opportunity for this business unit may be the creation of an environmental education center for professionals and undertake sustainability courses to businesses and schools. Because as I said previously, environmental education and the dissemination of it is oriented to professionals on the subject

3.5. STAKEHOLDERS

- 🌱 Stakeholder Analysis
- 🌱 Scheme for Interest and Analysis
- 🌱 Interest power Matrix



Stakeholders can be defined as an individual or group of individuals who can affect or be affected by the achievement of business objectives (Freeman, 1984).

We will define this model to see how important these stakeholders can take into Ecomimesis economic activity and the actions to carry out to achieve maximum satisfaction thereof.



We should start from the basis of the conception of the company as an independent entity whose repercussions of their actions and are only for it, but it must be understood within a set of actors involved in the development of their business, as it participates in the development of their activities

- 🕒 **EMPLOYEES.** Employees are the main strength of the company, and more in a host-country, so we must make understand as much as possible the philosophy of the company, what it is intended to do. We must also take into account the workers are those people closest to our customers, and they have to be motivated to sell "our product" to greatest number of people and thus spread the message Ecomímesis.

We can also nourish of them if they have previously worked for other companies, and professional we look for in contact with organizations and institutions with which we will act, so it can serve as our guide.

We must encourage our employees, making them see how important part of our business they are and they are necessary for the process of internationalization.

Furthermore we offer an attractive company where they work, with international exploration, interested by its employees and the society in which it operates. This is why the company should provide an attractive environment; otherwise Ecomímesis must have on your team with young staff, which permits the organizational culture and knowhow of the company, with an open mind for new ideas.

- 🕒 **CUSTOMERS.** Ecomímesis must study thoroughly the Colombian customer needs, tastes, and preferences acting how they prefer, since it is the company that must adapt to the customs and business habits in this country. We must also inform them of our corporate philosophy, and all that it can offer as comprehensive environmental management. And depending on the type of customer, whether public or private, adapt to their needs and learn from them in order to implement the knowledge gained steadily increasing value for Ecomímesis contributing to projects managers.



- 🕒 **SHAREHOLDERS.** Shareholders have a power crucial for the development of business activity they should be constantly informed of the actions taken by the company, profitability and environmental objectives that can be achieved with them. They must be convinced in the project in which they invest and not only economic returns but this will report the conviction of a more environmentally sustainable. This is why we must seek private shareholders, workers willing to invest capital in the business as well as public entities who want to participate in the equity of the company, as part of our decision making process, which would bring us even more information about how are the procedures and protocols with Colombia's public administration.
- 🕒 **SUPPLIERS.** Regarding the group of suppliers Ecomímesis insists that they move in an ecological environment, or at least can get to ensure ownership of the materials even though the cost of

these to rise significantly. Ecomimesis daily struggle to maintain his philosophy and way of thinking current.

- 🕒 **FINANCIAL GROUPS.** Financial groups are a factor to take into account for the development of the activity, due to the need for financial resources, and more at first, meaning that the company needs to constantly inform this group. These actors are interested in having the money to be borrowed, its repayment considers possible, and that the project will bring them an invested the same good image in society. In this case, Ecomimesis can engage the bank as "investor" pointing out to society that is committed to responsible and sustainable projects.

Also we must consider we can see the linkages with Spanish banks are established in Colombia like Banco Popular, BBVA BANCO SANTANDER Y. So you can have facilities for Spanish companies which initiate the process of internationalization in Colombia, and may have an interest in its image in both the South American country as advertising in Spain (giving facilities to Spanish companies to grow, etc...).

- 🕒 **SOCIETY.** Colombian society is an actor to consider in our company, and also a main one, since we need to know what your tastes and preferences in order to install our company concept in a way that best suits them. We must know the extent of evolution is about environmental policies, and the degree of social consciousness of sustainability. We also highlight the new trends of the "New Economy" that claim to promote from the government to create a more sensitized to the environment around them and create that awareness in those companies that find Colombia as their country to settle.

The society consists of different social classes, very different between them in every way, which is why we turn to consider in advance how each one of them, and what their level of acceptance and needs of this type of action.

- 🕒 **GOVERNMENT.** The government, political groups and business associations must also be satisfied with the performance of the organization, this being respectful to the environment and improving the quality of life of the external environment through activities of employment, training and provision of public goods

The government forms a key role in terms of interest group refers to any undertaking seeking to internationalize besides we should to see it like a cornerstone to lean on if it has a policy of accepting the companies that set up in their country. However, for this type of action the role is even more crucial if that is possible, since environmental policies, rules to follow and environmental education are promoted by the government. This is why it is the first thing to sell our message, making him share,



seeing the need to contribute to a country with sustainable development both for its inhabitants and for foreign companies.

The Colombian government is very significant measures in place for these types of policies and the establishment of companies to evaluate activities in Colombia. Therefore, we could become a basic center regarding standardization of protocols, or a leader in environmental education.

Multidirectional dialogue and relations of mutual respect and trust with stakeholders (partners, customers, employees / as, society, NGOs, suppliers,) are a key element to any company that wants to be sustainable in the medium and long term. ECOMÍMESIS is oriented to companies in stages, actions and tools needed to build and formalize their identification processes, dialogue and relationship with its stakeholders.

The RSC system is developed to meet the needs expressed by the stakeholders through dialogue elements. ECOMÍMESIS provides the design, preparation and developments of Social Action Programs tailored to the specific needs both for businesses and work their own CSR as those who wish to do so.

As we can see in the matrix INTEREST-POWER which we have done with the stakeholders, the relationships that the company makes with the different actors can be clearly seen. So we need to know this in advance to the internationalization and establishment of the company in Colombian country.

In the first quadrant are located CUSTOMERS AND EMPLOYEES, because they have a great power over the actions of enterprise. Customers with their decisions hire or not the services of the company, so make our economy depends on them, which is why we must achieve maximum satisfaction thereof. Employees, being a service company trying to settle in a new country, we need to create a group of trained professionals and involved with our work; this will make a better selling to customers of our services. If professionals are not motivated, or not believing in what they do, they will not be motivated to show the need of hiring our services.

In the second quadrant we find SHAREHOLDERS AND FINANCIAL INSTITUTIONS, it is clear that these are high power in the company and that theirs is the capital contributed to the realization of economic activity.

However, do not arouse in us interest beyond that keep them informed to make them feel that the investments made were correct and therefore continue them in the future.

In the third quadrant we can find those stakeholders who do not have significant power in the company's business, but nevertheless have great interest are the same as the SOCIETY AND THE GOVERNMENT. Which cannot be directly influence, however if it is true that we must seduce them to see attractive and our activities as necessary, to be hired. As more people get our message, the need is greater for this type of activity because people and governments promote such actions that are beneficial to all actors in society.



Finally, in the last quadrant we find the SUPPLIERS, because who does not awaken an

excessive interest in our company and have no significant power. If we are not satisfied with a supplier, we can find another, it is also true that it must meet the ethical criteria ECOMÍMESIS brand, but do not report a power beyond the negative effects of the change process.

3.6. STRATEGIC GROUPS

Firstly we define *Strategic Group as organizations within an industry with similar strategic characteristics, which apply similar strategies or competing using the same variables.* These companies should take them into account as they can influence their activity in the development and implementation of strategies, and the implications they may have the same.

After having clear what will be our object of study for this section, we must note that we will stick to only companies of integral environmental and CSR management, but from those who have similar strategies and that due to their substitutability with Ecomimesis must be very attentive to the actions that they carry out always with a proactive vision to them, anticipating actions that may be potentially dangerous.

In order to an effective analysis we will use a matrix of Strategy Groups, because after processing is more easy to understand because of its graphic nature and the interesting the conclusions that can be inferred from it. Such as the positioning of our company regarding to competitors, market valuation regarding the strategy implemented, those strategic alternatives that we shuffle due to the emerging field of our study.

For identifying strategic groups:

A) Scope of activities for this study aspects such as:

- The level of diversity of the service,
- Geographical level: with the same business units operating in Colombia.
- Market segments that serve

A) **Commitment of resources.**

Marketing Effort: Must make an intense effort in the dissemination of its activities and the benefits of them, because they are a new company in the country and should be made known in potential customers. Giving an intense effort to its website and social media, will provide a low cost advertising, you can reach the target audience you need. Highlighting also the appearance in the media – Publicity. It represents the best advertising to establish itself as a leader in this type of activity.

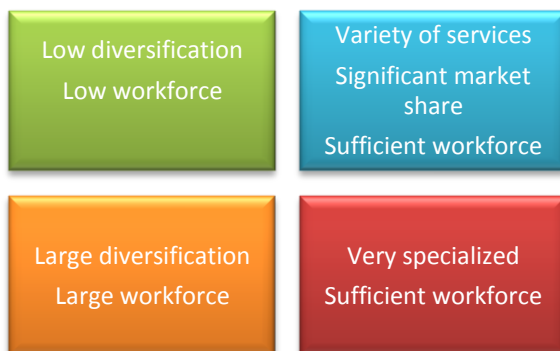


- Quality of service: Ecomimesis try to perform their services in the most professional way which in their power, to do so tries to team with professionals specialized for specific actions, and people with extensive training related to CC Environmental and CSR management.
- Technology leadership: introducing new developments taking place in the market, it has a staff and equipment that adapts to the needs arising from the changes that are produced in the environment.
- Size of organization: We have to take into account the size of our organization, because we cannot compare to large multinational consultancies whose team is made up about 200 employees around the world as we have seen in the section on strategic competitors.

What we consider here is the ease of changing strategic group. The main barriers to entry can be the fulfillment of the rules to be eligible for certain larger projects as it is a long process of adaptation, limited by the capacity of the company. Ecomimesis

This is why should fill this gap by establishing strategic alliances with local companies to pursue joint projects taking place in synergies from heterogeneous collaboration.

From this analysis, using variables diversification of services and the size of the company according to the workers, we have obtained the following results. So that we can identify four strategic groups



- Group A. In this group are companies with low service diversification, probably because the number of workers is quite low, so they prefer to focus on specific services to give the best result thereof. This can be difficult to change strategy because to do so should invest in human resources in order to increase services, considering they would have to rethink the strategy and the approach of the services offered.

Group B. The characteristic of this group is they offer a variety of services or with enough intensity to achieve a significant market share. You can see that is the set that covers market share, in addition to a sufficient workforce to perform, spite of difficulties, an extension of its services. It is the most homogeneous group and therefore they will experience increased competition between companies that comprise it. This group would include Ecomimesis.

Group C. The characteristic of this group is that they have a high workforce, which gives them greater ability to respond to changes that may occur. This along with having a wide range and diversity of services leads them to be more competitive as a whole. What form large companies, large multinationals which have a large enough team in addition to heterogeneous resources to consider changes in strategies and changes in its public goals. Their main advantage is eligible for public tenders for its ability, in addition to their popularity makes them desirable for their customers, as their studies give publicity to themselves...

🕒 **Group D.** In this group are framed the companies that have an average staff but at the same time offer a range of comprehensive services or specialized enough. It can be a threat to the group B derived from its position means being adapted or able to adapt. The advantage they have over others is that with few human resources have achieved adequate expertise which can give them a positive image to their customers.

With this analysis we can study the kinds of businesses that we face in this market, and what capabilities can have these as part of our competition. We have to take into account the capabilities and limitations previously, and providing services that are valued positively by our customers, taking into account what kind of businesses we operate and our ability to respond. It should be mind that we are always studying business units, and that the actions and resources that we use on certain customers, can have an impact on competition of other business, as our competitors are more specialized in independent units, whereas we diversify our resources capacity offering comprehensive services.

3.7. MARKET SEGMENTATION

- ✓ Analysis of types of customers, needs, etc.

The concept of market segmentation will help us to understand consumer needs and how to satisfy them. To do this is going to try to locate groups of clients with similar needs that are different from the needs of consumers in another area, while taking into account that they are companies with resources and capabilities, with a predisposition to the social impact but have "ideas" necessary to carry it out.



The consumer needs can change for many reasons, which seems interesting to determine which factors are most important to segment a market such as the provision of environmental services through consulting.

The services provided are not chargeable directly to individual consumers, but they are oriented towards companies and institutions. As such, and according to the mission and vision of Ecomimesis is to fulfill the need arising from **environmental concern and awareness for the improvement of society**. This would be the first element discerning, though it should be obvious, as concern for the environment is something that is not yet developed as to make it universal. From this fact comes the need to satisfy also through training and education for environmental awareness, being a tool to use corporate social responsibility.

Another element which may be helpful when it comes to segmenting the market needs is to seek complementary needs between companies as well, if you discover a company needs and one that could satisfy, Ecomimesis act as a link, so that would seek to improve current conditions.

Then it seems that will only be fulfilled by law, so that we will have as primarily aim at public company, being this is an important group within the segment. The public is our main goal, because we should offer it as an option especially strong for INTEGRAL ENVIRONMENTAL TRAINING PLAN that want to install on the population of this government. In all public schools should teach environmental education, whether schools or not, to make society more aware of the need for sustainable development.

Another important group would be all those private companies which legal needs because they need environmental certification and an environmental assessment plan their activities prior to the establishment in Colombia, or for personal reasons - private concern or benefit from subsidies for environmental training to its employees, as well as the interest of cost savings from energy minimization processes used for peak reduction of waste.

We must also take into account the different social classes and their needs, if we could make CSR specific actions for disadvantaged communities, to training for the development of their activities as well as motivation for undertaking business activities. So due to the vast number of communities with these characteristics of neglect by the administration, especially in rural and disadvantaged groups such as the women, we can focus on their needs and complementary workshops environmental training plans

3.8. CONSTRUCTION OF SCENARIOS

1. Optimistic scenario:

- ✓ There is a stable political situation which the Colombian government promotes the establishment of Spanish businesses in his country; attached this to the Colombian situation improved and the ease of credit to companies that follow the stream that has taken place in recent years.
- ✓ It keeps growing interest in government environmental policies, both legislatively being enforced companies to settle in their country some environmental requirements increasingly restrictive that they need independent certification, and educationally, promoting environmental education at all levels social as well as in all types of environments, such as the comprehensive environmental training plan.
- ✓ Rural communities seeking sustainable development and it will guide them to companies which have assumed to do so European trends, which are pioneers, as long as adapting to the characteristics of each locality.
- ✓ Making strategic alliances with companies based in Colombia, which have a high awareness of business dynamics and the needs, tastes and preferences of our target customer.



2. Neutral Scenario:

- The legislation regarding environmental requirements becomes stagnant at the point at which it is located, so that there is an increasing need for this type of action leading to a mature market instead of an emerging market.
- Companies do not have a need beyond meeting legislation for hiring Ecomimesis services.
- The Colombian economy suffers stagnation, produced by the reduction of investment, so that stops being so emerging market to be in a stable market, in the context in which we move from one South American country.
- The internationalization process is given without any facility for the company, by any administration.
- The search for strategic relationships developed in a timely manner, so Ecomimesis must make a greater effort to find out all about the market and the society in which they will operate.
- The communities and groups at risk of exclusion do not receive any help to recruit this number of services, making it challenging to reach them, investing time and resources, so that the actions carried out in this type of service is develops timely, occurring as a complementary service and not part of the core (situation arising from the beginning).

3. Pessimistic Scenario:

- ✗ The government of Colombia, changes the rules regarding environmental legislation, reducing the requirements for the establishment of companies there.
- ✗ Negative situation of the Colombian economy, generating more insecurity for investments the companies can even be given a repulsive about the foreign companies that have been established there, refusing to hire their services in the interest of national se companies, since in many contexts they can understand that they have invested in the country to get the most benefit, and once you do not, you move to another country less well developed for touch morality in terms of labor and environmental conditions.
- ✗ Due to the recession in the Colombian economy, the government stop the environmental comprehensive education plan and investments to control emissions and waste produced by businesses, so our main customer and would aim to have these needs and radically change our strategy should not be driven to this kind of education from the government.
- ✗ There is no partner for a strategic alliance; in fact, established competitors create a campaign of aggression against the actions of Ecomimesis, by questioning their methods and campaigns to isolate it generating public competitions and awards.



4. CONCLUSSIONS AND PROPOSALS.

Previously, we performed a comprehensive study of the company Ecomimesis, in which we have studied the characteristics of the company, how it behaves in its home market as well as competition in it.



Following this study, one of the highlights is the need of changing Ecomimesis strategy, motivated by the desire for survival of the company. There are a number of reasons, which make to see that Ecomimesis, the need of a drastic change in their activity whether they want to continue performing it and achieving the objective for which it was

created: the creation of a fairer society formed with the environment, sustainability awareness of the importance of their activities on the surrounding environment.

The main reasons why we see Ecomimesis, should internationalize its activities include:

- ④ **Economic situation in the local market.** The economic crisis has drastically reduced domestic demand for this type of activity, so we need to fill this gap with finding a market where the economy has been so resentful of the economic and financial situation, and make a demand for this product type increasingly, ensuring the continuity of them.
- ④ **Public Administration Debt.** The main customers of Ecomimesis, are public authorities, those larger works have been hired by local, provincial or autonomous which have not made their payments by the agreed deadlines, even some of them have not made their payments. This is why this has aggravated the financial situation Ecomimesis. Since their main customers have entered a default unsustainable for a small business such as this.
- ④ **Restructuring budgets.** The current situation facing the economy, coupled with the new policies of cuts, which often hide behind the crisis to reduce the budget of certain items not considered necessary not only in public but also in private companies do earmarks that environmental policy, sustainability and training plans have fallen dramatically, and in many cases being completely eliminated. Companies currently, allocate these funds to other items they deem most necessary, so many customers who previously were regular customers have decreased their demand and have even disappeared

And finally the main reason: **Current situation of Ecomimesis.** Currently the company faces its worst moment since its creation. Its main customers are no longer suing them services, there are no items in budgets for the promotion of these activities, governments have resulted in a lack of liquidity in the company that has made the debt of it, together with a power not too successful decisions motivated by the consultancy business, the company has found a point where you have raised close or drastically change its core business.

Therefore, we see that the best way out of this abyss in which the company is located; of leverage can be a solution to it the internationalization of its business in an emerging market. To do this, **should be a market that promotes and requires these activities to the companies operating in it**, in which there are professionals trained on it to develop, but whose market is saturated or not ripe for to perform their activities in it, getting the same the greatest possible profit initially, that allows the continuation of its activities and the achievement of its mission.

Taking into account the above, and as we have developed in the second point, Colombia meets all requirements:

- ✓ Emerging Country.
- ✓ High demand for this kind of service
- ✓ Government promotion of this kind of activities. Laws for compulsory the impact assessments and the Comprehensive Law for environmental education.
- ✓ There are very few companies that are dedicated exclusively to this field, so we can promote ourselves as a specialized company.
- ✓ A stable economy in South American countries.



For these reasons and a few more that flow from our previous analysis we choose Colombia as a destination for our possible internationalization process. To do this in the most fruitful way as be possible. Define a series of major strategic lines mark the suggested line of action in the face of the internationalization process in Colombia.

Line 1. Insights into the Colombian market.

- 🕒 Establish contacts with major advertising agencies for the internationalization of Spanish companies such as EXTENDA and ICEX, which are invaluable for the completion of this process, especially due to the characteristics of a company as Ecomimesis. They can be a crucial help they can get to relationships established with customers, suppliers and established companies in the Colombian market because significantly reduce the uncertainty of the process.
- 🕒 Initiate networking with Spanish companies that are in the Colombian market to see how they have fared. We investigate the Spanish companies in the target market, the challenges they have encountered in the development of its activities in Colombia. In order to nurture what they can know about potential clients, institutions, companies, etc...

Line 2. Make an investment plan in Colombia

- As a strategic decision of this work, we determined the need for the company to establish an office in the destination country. This is because being a young company, foreign and small, still cannot establish a position without being present in the country. In principle must be set promotion centers to companies that have in Colombia EXTENDA or ICEX. If this is not possible, there are promotional centers enterprising young companies in cities such as Colombia and Medellin, with significant rent and tax benefits, provided that the companies meet a series of criteria which are compatible with those of Ecomimesis,, by what should be studied the administrative procedures necessary for obtaining the license, and the facility would be a less expensive process than if you had this kind of help.
- Establishing what resources we are willing to use for the process of internationalization. It should establish a financial business plan to know what resources the company is willing to invest in this process of internationalization. The resources we know, their financial capacity see how far may be indebted in order to make the establishment in Colombia, taking into account the existing aid in the country and the tax benefits set out to promote these businesses.



Line 3. Positioning as a strategic partner in the environmental sector

- The strategic alliances with local partners in the initial period to adapt better to the target market, since they know best but we have the technical knowledge and know-how, gained from many years of experience in the Spanish market. This also allows us the achievement of larger projects and our competitors see us as allies, not as a foreign company that their only goal is profit no matter how achieve its objectives.
- Comprehensive communication plan. As we all know, one of the most important factors is the image that the company has for its customers in the target market. This is why we need to study and develop a plan to develop exactly the image we want to show. We will use actively Ecomimesis website, social networking, organizing awareness days initially, seminars, retreats in rural populations, in order to see ourselves as an option for their activities, they know how we operate, the professionalism of our team, but always with a friendly and concerned about customer needs and environment.

The development of these strategic areas will be reflected in the development of different activities in each of the business units that would establish in Colombia, and services that integrate them.

- Executive Education
 - Teaching guides for teaching in public environmental education, since by law is mandatory in all schools.
 - Special courses for professionals in this field, to master, advanced courses for consultants etc.
 - Courses Online,

- ✓ Partnership with schools and agencies to offer training in addition to other courses.
 - ✓ Camps for children to be taught the values of sustainability, recycling and concern for the environment around us.
 - ✓ Organization of seminars and conferences for specialized professions.
 - ✓ Awareness campaigns for groups. Public administration, education sectors, etc...
 - ✓ Courses sustainable development and sustainable entrepreneurship for rural associations and groups with potential marginalization.
- 🕒 Strategic consultancy environment.
- ✓ Certifications of activity.
 - ✓ Sustainable development plans.
 - ✓ Environmental management offices and spaces
 - ✓ Energy Optimization Plans
 - ✓ Diagnostics and studies of land
 - ✓ Advice to undertakings for sustainable development of its business.
 - ✓ Agendas 21
 - ✓ Management strategies for local groups and collectives.



In later phases of the internationalization process, the development of Ecomimesis must go to strengthen its presence in the Colombian market and using it as a basis for expansion to other countries with similar characteristics, building located in a strategic point of South America. Once established, we have learned from our experience in the South American country, the threats that we have faced and the opportunities we have been able to find. We will also have established links and partnerships with certain institutions and entities that may be present in those countries that want to expand our business as may be URUGUAY, CHILE, PERU, ARGENTINA, BRAZIL, ETC.

There are certain aspects that have not been addressed in this study, such as the economic and financial evaluation of the company, which must be carried out if the company chooses finally the implementation of the approach proposed in this project.

We have achieved this work the objectives in the first phase.

- ✓ We know in depth the competitive characteristics of ECOMIMESIS. We have worked with analysis tools that allow us to assess the competitive position of a particular company.
- ✓ We know the general characteristics of the potential market in Colombia. We have applied several techniques to analyze the characteristics of the general environment of Colombia and the specific environment of environmental services in the country....
- ✓ We proposed a series of general operating channels to guide the company in the process of internationalization.

With this the benefit has been mutual for both the company and the author of the work.

- 🕒 For the company has a useful and valuable tool to evaluate the possibility of opening new markets more attractive
- 🕒 For the author, has deepened in the understanding of the process of strategic analysis applied to the international arena in a real case.