

I S S N : 2 0 2 7 - 7 9 1 1

— HOJAS DE ADMINISTRACIÓN

Contenido

Editorial

Equidad de género; esfuerzos desde el semillero Género y Negocios de la Facultad de Ciencias Económicas y Administrativas

Viviana Adames Navarrete¹

Reflexiones

Percepción general del emprendimiento femenino en Colombia de 2010- 2020

Laura Oliveros y Lucía Rincón

Reflexiones

International marketing plan Omega Motors Technology

Paula V. Marín, Ricardo D. Castillo, Johan F. González, Laura V. Oliveros, Mateo A. Gutiérrez, Juan C. Moreno, Juan E. Torres.

International Business program students. International Marketing Subject.

Professor Germán Mauricio Rojas Sánchez.

H O J A S D E A D M I N I S T R A C I Ó N

Vol. 28 - No. 01 Ene. Mar. 2022 | ISSN: 2027 - 7911

Universidad El Bosque

Rectora

María Clara Rangel Galvis

Vicerrectora Académica

Natalia Ruiz Rodgers

Vicerrector de Investigaciones

Gustavo Adolfo Silva Carrero

Vicerrector Administrativo

Ricardo Enrique Gutiérrez Marín

Facultad de Ciencias Económicas y Administrativas

Antonio Alonso González, Decano

Director

Antonio Alonso González

Editor

Mario Hernán González Briñez

Comité Editorial

Antonio Alonso González, Pedro Nel Valbuena Hernandez, Mario Hernán González Briñez

Concepto, diseño y diagramación

Allison Cortés

Facultad de Creación y Comunicación

Centro de Diseño y Comunicación

hojasdeadministracion@unbosque.edu.co

Editorial

Equidad de género; esfuerzos desde el semillero Género y Negocios de la Facultad de Ciencias Económicas y Administrativas



Viviana Adames Navarrete¹

Viviana Adames Navarrete¹

En un mundo de retos y contrastes, generar un espacio para visibilizar la igualdad de género y la inclusión se hace necesario. La diversidad de mujeres en la actualidad desafía a construir escenarios donde las instituciones políticas, sociales, académicas ofrezcan posibilidades oportunas, seguras y constructivas para el desarrollo de niñas y mujeres en el mundo.

La Universidad El Bosque ha demostrado un interés auténtico en pro de la igualdad de género, tal como lo menciona su política de género:

El objetivo es promover relaciones basadas en los derechos humanos, la dignidad humana y la eliminación de cualquier acción que lleve a desigualdades de género dentro de la comunidad educativa, contribuyendo a la consolidación de la calidad desde el enfoque biopsicosocial y cultural (Universidad El Bosque, 2019, p. 9)

Que importante es construir desde la academia un significado nuevo y trascendente de mujer en continuo proceso de aprendizaje, crecimiento y empoderamiento, que relevante resulta enseñar a estudiantes, profesores, y administrativos el valor de la igualdad, una mirada reflexiva sobre prejuicios propios, estereotipos, machismos, y sesgos visibles o inconscientes.

Es así, como el papel de las universidades tiene el reto de garantizar políticas de igualdad e inclusión, pero también lo deben gestionar desde los escenarios divulgativos y científicos que contribuyan en la difusión de temas de género, tal como sucede desde el Semillero de Género y Negocios de la Facultad de Ciencias Económicas y Administrativas. De esta manera, se trabajan temas de igualdad e inclusión que se exponen a través de textos con conocimiento científico, que a su vez crean un espacio y una invitación para la implementación de políticas de igualdad, cambios en estilo de vida y soluciones a problemas como la discriminación.

Otro espacio visible y aliado en temas de igualdad son Los Objetivos de Desarrollo Sostenible (ODS) enmarcados en la Agenda 2030 que busca garantizar un futuro esperanzador y que mejore la vida de las personas al combatir la pobreza, el hambre, la desigualdad, el calentamiento global entre otros. De acuerdo con la Organización de Naciones Unidas, ONU MUJERES (s.f.) en lo

¹ Profesora de la Facultad de Ciencias Económicas y Administrativas de la Universidad El Bosque, coordinadora del semillero Género y Negocios.

que refiere a la Igualdad de género (ODS 5), cuyo propósito es lograr la igualdad entre los géneros y empoderar a todas las mujeres y niñas, para que la igualdad sea efectiva entre mujeres y hombres, es necesario transformar la construcción social de los géneros y eliminar cuestiones de roles, estereotípos y micromachismos.

Tal vez uno de los retos más cruciales en nuestra actualidad, sea la de reducir la brecha existente entre el desempleo femenino y masculino; puesto que sin lugar a duda la pandemia ha hecho vulnerable más a las mujeres que a los hombres, exponiéndolas a circunstancias de violencia intrafamiliar, dependencia económica, constante estrés y enfermedades.

De acuerdo con el informe Mujeres y Hombres: Brechas de género en Colombia, presentado por DANE, CPEM y ONU Mujeres (2020), las mujeres se incorporan al mercado laboral en condiciones de desventaja: mayor desempleo, segregación e informalidad. Además, en Colombia, la probabilidad de que las mujeres no cuenten con un ingreso propio (27,5%) es casi tres veces mayor que la de los hombres (10,2%). En el entorno rural, el tema es más complejo porque la probabilidad de que una mujer no cuente con ingresos propios es cinco veces mayor a la de los hombres (35,9% y 7,8%) respectivamente.

Si existiera igualdad entre mujeres y hombres el resultado no solo sería altamente eficiente, sino que lograría incrementar positivamente los indicadores económicos. Tal como lo menciona la estimación de McKinsey Global Institute (2019) “Al cerrarse las brechas de género en participación económica, las horas trabajadas y en la productividad, se añadirían 28 billones de dólares al PIB mundial en 2025, lo que equivale a la suma de las economías de Estados Unidos y China”.

Si usted no tiene un
objetivo justo, con el
tiempo se verá afectado.
Al hacer lo correcto,
por la razón correcta, el
resultado correcto espera.

Chin Ning Chu.



Lo anterior demuestra los efectos positivos de la igualdad y nos habla sobre la posibilidad que tienen las mujeres en acceder al trabajo, con beneficios que no solo incrementa el PIB, sino que a su vez reduce la pobreza, la dependencia económica y por ende índices de violencia.

Una última reflexión, no podemos esperar en un entorno muchas veces indiferente, donde ser mujer se convierte en un riesgo, en un problema, en un dilema de supervivencia. Nuestra respuesta no puede seguir siendo que la injusticia sea tolerable por temas como la cultura donde diversas situaciones ponen en riesgo la salud y el bienestar de la mujer.

La voluntad para la realización de cambios sobre la igualdad de género no puede esperar, el momento histórico es ¡ahora! Cada día es una oportunidad para ser mujeres y hombres que construyen cambios y escenarios de progreso, un mundo de negociadoras, administradoras, financieras, internacionalistas, escritoras, deportistas, artistas, científicas, educadoras, ingenieras, un lugar posible en el que unas a otras nos recordemos lo importante de luchar por lo que creemos.

Referencias:

- DANE, CPEM y ONU Mujeres (2020). Mujeres y Hombres: Brechas de Género en Colombia https://oig.cepal.org/sites/default/files/mujeres_y_hombres_brechas_de_genero.pdf
- McKinsey Global Institute (2019). Navegando en un mundo de disruptión. <https://www.mckinsey.com/featured-insights/innovation-and-growth/navigating-a-world-of-disruption/es-CL>
- ONU MUJERES. (s.f.). ODS 5: Lograr la igualdad entre los géneros y empoderar a todas las mujeres y las niñas <https://www.unwomen.org/es/news/in-focus/women-and-the-sdgs/sdg-5-gender-equality>
- Universidad El Bosque. (2019). Política de Género. <https://www.unbosque.edu.co/sites/default/files/2019-04/politica-de-genero-ueb.pdf>

Reflexiones

Percepción general del emprendimiento femenino en Colombia de 2010- 2020

Laura Oliveros y Lucia Rincón¹

Resumen

Tradicionalmente las mujeres han sido vistas como protectoras del hogar y han sido encasilladas por la sociedad en ciertos roles como las labores domésticas o en ciertos trabajos como secretarias, enfermeras o profesoras; situaciones que se derivan de la creencia de que la mujer tiene una capacidad innata de cuidado, afecto, cariño o emocionalidad, relegando tanto a mujeres como a hombres en el trabajo; en el campo del emprendimiento no es una excepción ver estos estereotipos, partiendo de su misma descripción: “El concepto de emprendimiento proviene del francés entrepreneur, y desde los siglos XVII y XVIII, se adjudica a aquellos individuos encargados de generar cambios concretos en la sociedad” (Verín, 1892 citado por Rodriguez 2009, p. 96), al referirnos a “individuos encargados de generar cambios en la sociedad” se percibe un uso de adjetivos que han estado predominantes al describir a los hombres, además,

El concepto de Emprendimiento está ligado históricamente a prácticas consideradas socio-culturalmente masculinas. Igualmente, algunos de los atributos asignados a las personas emprendedoras como son la capacidad para correr riesgos, la autoconfianza, la conquista de objetivos o la creatividad, constituyen en el imaginario social, características atribuidas al género masculino. (Diaz Prez & Silva Niño, 2017, 44)

Cada día más mujeres se atreven a emprender, sin embargo, siguen existiendo grandes brechas de género que les impiden llegar a grandes resultados o conseguir sus objetivos propuestos, dándonos una visión de un progreso lento, pero a la misma vez significativo, abriendo posibilidades a más mujeres de diferentes culturas a tener la oportunidad de emprender desde sus ámbitos locales logrando cambios al interior de la sociedad.

Este artículo tiene como propósito conocer el impacto económico y social que tienen los emprendimientos femeninos en Colombia en el periodo de 2010 a 2020, identificando las limitaciones que tienen las mujeres debido a sesgos culturales, conociendo las políticas públicas enfocadas en el emprendimiento femenino y la perspectiva e influencia del mercado laboral en cuanto a estas.

Palabras clave: Emprendimiento femenino, estereotipos, limitaciones de género, mercado laboral, políticas públicas, cultura de género, patriarcado.

¹ Estudiantes del programa Negocios Internacionales, miembros del semillero de Negocios, Cultura y Relaciones Internacionales

La creatividad sin estrategia es llamada arte; la creatividad con estrategia se suele llamar publicidad.

Jef Richards.

Abstract

Traditionally women have been seen as protectors of the household and have been pigeonholed by society in certain roles such as housework or in certain jobs as secretaries, nurses or teachers; situations that derive from the belief that women have an innate capacity for care, affection, fondness or emotionality, relegating both women and men at work; in the field of entrepreneurship it is no exception to see these stereotypes, starting from its very description: "The concept of entrepreneurship comes from the French entrepreneur, and since the seventeenth and eighteenth centuries, is awarded to those individuals responsible for generating concrete changes in society" (Verín, 1892 cited by Rodriguez 2009, p. 96), when referring to "individuals in charge of generating changes in society" we perceive a use of adjectives that have been predominant when describing men, in addition,

The concept of entrepreneurship is historically linked to practices considered socio-culturally masculine. Likewise, some of the attributes assigned to entrepreneurs, such as the ability to take risks, self-confidence, the achievement of objectives or creativity, constitute, in the social imaginary, characteristics attributed to the male gender. (Díaz Prez & Silva Niño, 2017, 44)

Every day more and more women dare to undertake, however, there are still large gender gaps that prevent them from reaching great results or achieving their proposed goals, giving us a vision of slow progress, but at the same time significant, opening possibilities for more women from different cultures to have the opportunity to undertake from their local areas achieving changes within society.

The purpose of this article is to know the economic and social impact of female entrepreneurship in Colombia in the period from 2010 to 2020, identifying the limitations that women have due to cultural biases, knowing the public policies focused on female entrepreneurship and the perspective and influence of the labor market regarding these.

Key words: Female entrepreneurship, stereotypes, gender limitations, labor market, public policies, gender culture, patriarchy.

Introducción:

El objetivo general del presente manuscrito es conocer el impacto económico y social que tienen los emprendimientos femeninos en Colombia en el periodo de 2010 a 2020. Los objetivos específicos consisten en:

1. Identificar las limitaciones que tienen las mujeres colombianas al momento de emprender.
2. Conocer las políticas públicas y ayudas financieras que se tienen para las mujeres emprendedoras en Colombia.
3. Analizar la situación en el mercado laboral y como los emprendimientos femeninos influyen en él. Diariamente las mujeres se enfrentan a un mundo desigual que las aparta constantemente por su género, encontrándose con distintas limitantes en el hogar, el campo educativo, laboral, económico y social que conforman, estos escenarios de carácter multidimensional estimulan brechas en el emprendimiento entre hombres y mujeres.

En primera instancia se identificarán las limitaciones que tienen las mujeres colombianas al momento de emprender; Mejía y Vargas (2018) comentan que las emprendedoras colombianas son un referente ejemplar para las demás mujeres latinoamericanas y españolas, aun así, su mirada, desde una perspectiva patriarcal confirma que históricamente la mujer ha estado limitada por su capacidad reproductora y su confinamiento a las labores domésticas, lo que implica reconocer elementos socioculturales limitantes hacia el empoderamiento socioeconómico en el proceso de construcción del emprendimiento femenino; no obstante, puntúan que a las mujeres se les señalan “particularidades que promueven y aportan a la generación de emprendimientos, que se relacionan además con su desarrollo integral y empoderamiento, material fundamental para avanzar a propuestas de acción que permitan emprender en contextos de dificultades” (Mejía y Vargas, 2018, p. 1).

Destacan así mismo, Mejía y Vargas (2018), la capacidad de trabajo, el sacrificio y la entrega de tiempo completo, como cualidades que forman un conjunto de tópicos fundamentales para el éxito de los emprendimientos tanto a nivel nacional como internacional, además reconocen un cambio en la mentalidad femenina ya que se recibe un mayor apoyo al apostarle a sus emprendimientos.

Seguidamente, aluden a que el desarrollo de habilidades para afrontar cambios en el entorno es fundamental para la toma de decisiones estratégicas; también el acceso a obtener recursos financieros para las emprendedoras es más sencillo en la actualidad ya que hay entidades que se dedican a

Deje siempre una salida,
a menos que usted quiera
saber realmente lo duro
que un hombre es capaz
de luchar cuando no tiene
nada que perder.

Robert Jordan.

Si conoces al enemigo
y te conoces a ti mismo,
no necesitas temer el
resultado de cien batallas.

Si te conoces a ti mismo,
pero no a tu enemigo, por
cada victoria te espera una
derrota.

Sun Tzu.

esto. Posteriormente, comentan que el empoderamiento femenino “es el motor que impulsa el rompimiento de barreras de género” (Mejía y Vargas, 2018, p. 29) además la innovación, la creatividad y el liderazgo conllevan al éxito de los emprendimientos.

Por otra parte, en un estudio de caso Peña, Prieto y Ruiz (2020) encontraron que existen varias limitaciones para el emprendimiento en Villavicencio (ciudad de Colombia en el departamento del Meta), como la falta de apoyo, la presencia estatal y el desconocimiento de entidades que promuevan y fomenten la creación de empresas que apoyen estas iniciativas del emprendimiento femenino.

En esta misma línea, Díaz y Silva (2017), dan a conocer las distintas políticas públicas y ayudas financieras brindadas hacia las emprendedoras, que se enfocan en incrementar y potencializar la participación femenina en el campo empresarial. Encuentran que “tradicionalmente, a causa de unos valores culturales fuertemente arraigados al patriarcado, se excluye a la mujer de determinados ámbitos, el ámbito productivo y dentro de éste el empresarial (p. 51)

Se destaca que las políticas estatales respondiendo a las necesidades y reclamo mundial de incorporar medidas que fomenten la igualdad de oportunidades, derechos y deberes para hombres y mujeres, deben enfocarse y determinar su impacto social y estructural de forma transversal, en este caso en particular de aquellas enfocadas al fomento del emprendimiento, ya que puede ser una herramienta de transformación que permite ganar autonomía y liderazgo, generando un proceso de empoderamiento de las mujeres que las lleve a mejorar su calidad de vida y la de su entorno. (Díaz y Silva, 2017).

Finalmente, el presente artículo aborda el mercado laboral y como los emprendimientos femeninos influyen en él, demostrando como la participación femenina en las empresas puede ser de ayuda en la incorporación y generación de empleo en Colombia, además del fortalecimiento de este factor en cuanto a inclusión y aumento de la Población Económicamente Activa (PEA), estableciendo un motor económico más fuerte, abriendo la posibilidad de que las mujeres sean empleadoras y no sólo empleadas.

Es importante resaltar que debido a la pandemia la participación de las mujeres en el mercado laboral ha disminuido y esto no solo afecta las brechas económicas de género “sino que además podría exacerbar otros desequilibrios dentro de los hogares al reducir el empoderamiento de la mujer, reduciendo el poder de negociación de las mujeres dentro del hogar y agravando la violencia intrafamiliar” (Cucagna y Romero, 2021, p. 4). Estos autores señalan que durante la pandemia lo que ha impulsado la pérdida de empleos en las mujeres es que “tienden a trabajar en sectores que dependen mucho de interacciones presenciales y, por ello, son más vulnerables a las medidas

de distanciamiento social.” (p. 4). Lo anterior nos da una breve perspectiva de cómo las mujeres se han visto afectadas con la pandemia y los puestos tradicionales que se les ha brindado a lo largo de los años, por lo tanto, los emprendimientos pudieran ser un salvavidas para las mujeres en el papel de empleadoras.

A su vez al apostar por la mano de obra femenina que “es más perdurable, busca el desarrollo de la comunidad, genera empleo, está comprometida con sus empleadores y es proactiva” (Muñoz y Medina, 2019, p. 30) se genera una participación más activa y diversa en el mercado laboral disminuyendo una de las brechas de género y a su vez creando un impacto social.

Limitaciones de las mujeres colombianas al momento de emprender

Los estigmas, estereotipos y limitaciones que vemos día a día vienen desplegándose desde hace mucho tiempo. En el caso de aquellos asociados al género, los constructos sociales que se encuentran en la actualidad están arraigados en ideologías y culturas que han venido forjándose en la sociedad y el sistema, hoy derivan e impactan en todos los escenarios en los que la mujer se desenvuelve.

En las distintas culturas, el predominio del hombre sobre la mujer se atribuye a una serie de aspectos económicos, sociales y simbólicos de diversa índole; sin embargo, tienen como eje una división sexual del trabajo basada en características «naturales» de los sexos; un análisis más detenido muestra tal división, no solo como sustrato «natural», sino también cultural. (Aillón, 1995, p. 68)

La responsabilidad en las tareas productivas discriminatorias, como el trabajo netamente en hogar, la idea de que solo las mujeres pueden ser secretarias o ejercer trabajos de limpieza y cuidado, también constituyen una limitante no solo en el desarrollo empresarial de las mujeres, sino también en el surgimiento de un espíritu emprendedor para que puedan establecerse en este marco.

Desde un contexto organizacional, las disparidades de género han hecho que las mujeres no se visualicen en un campo más allá de sus ocupaciones actuales, además, gran parte de ellas se encargan de las tareas del hogar; en esta línea es fundamental que se incorporen estrategias que propicien la efectiva inserción y manifestación femenina dentro de la liberación de proyectos y así poder generar cambios en los constructos sociales, en este caso la responsabilidad de tareas que limitan el desarrollo dentro de una empresa y un emprendimiento. Por lo tanto, no solo es necesario conseguir una mayor igualdad de género, también es importante mejorar los procesos

Cuando sabemos que
nuestro enemigo es
invencible, es mejor
correr y esconderse...o
intentar hacer negocios
con él.

Toba Beta.

que fomenten el desarrollo del espíritu empresarial (Perez y Tallon, 2017), Poniendo en práctica estrategias como el upskilling (centrado en ayudar a los empleados a desarrollar más habilidades para mejorar su desempeño en su puesto actual) o el reskilling (fundado en que los empleados se capaciten para poder desempeñarse en otros cargos), enfocados en las mujeres de las organizaciones se potencializarían y visibilizarían de lo que pueden ser capaces y destruirían el imaginario social que va en contra de su progreso.

Desde una perspectiva educativa no solo desde una institución sino también desde el hogar, se ha encontrado que:

Pese a las mejoras en las tasas de matrícula escolar, la calidad de la educación es un reto y aún se observan grandes brechas de género en los resultados de las pruebas de la Alianza del Pacífico. (...) en ellos las diferencias de género están más pronunciadas que en otras regiones, en particular en matemáticas: los niños superan a las niñas por un promedio de 25 puntos en Chile y Colombia, y por 19 puntos en Perú. (OCDE, 2016, p. 15)

Esto se refleja más adelante en el área de estudio que elegirán;

El porcentaje de mujeres graduadas en las áreas de ingeniería, producción y construcción es de 18% en Chile, 29% en México y 32% en Colombia, en comparación con el promedio de la OCDE de 24%. La actitud de los padres y maestros, y la confianza en sí mismos de los niños explica parte de estas diferencias de género en lo que respecta a elegir el área de estudio (OECD, 2016, p. 16).

Desde un marco financiero, los recursos son una parte fundamental en un emprendimiento y se ha evidenciado que el acceso a ellos es también una limitante para las mujeres, esto se da por diversos motivos y uno de ellos se fundamenta desde una perspectiva cultural, pues se señala que las mujeres tienen redes de contactos limitadas en comparación con los hombres, quienes tienen una ventaja competitiva en la estructura social.

Se considera que, por otro lado, las características determinantes para poder tener acceso a un crédito responden a acciones en las cuales las mujeres han sido históricamente apartadas y desagregadas, de esta manera no están dentro del radar o dentro del perfil que los bancos prefieren para poder financiar los emprendimientos.

El Parlamento de la Unión Europea recoge que las mujeres emprenden con menor capital inicial que los hombres, pero cuando lo hacen, acuden a fuentes informales como la familia en vez de acudir al mercado financiero (McCracken, Marquez y Kwong, 2015), de este modo al existir una menor inversión se limitará el desarrollo y la innovación del emprendimiento creando empresas débiles e incluso peligmando su existencia.

Todo lo que es inteligente puede haber sido ya pensado siete veces. Pero replantearse de nuevo en otro tiempo y en otra situación, no es la misma cosa.

Ernst Bloch

Dentro de la encuesta de la OCDE sobre el emprendimiento se analiza el porcentaje de mujeres y hombres que declara tener acceso a una financiación para poder iniciar o crear un negocio, en la mayoría de los países analizados por la OCDE, las mujeres declaran en menor medida que los hombres que puedan acceder a dicha financiación. (García, Villaseca y González, 2019)

A continuación, se recopila e informa sobre algunas de las políticas que ha tenido el país en relación con la generación y potencialización de los emprendimientos femeninos.

Políticas públicas y ayudas financieras para las mujeres emprendedoras en Colombia

La mujer en las últimas décadas ha sido importante para la consolidación de las economías emergentes, por lo que diversas instituciones nacionales e internacionales, como ONU Mujeres, promueven la igualdad de género y el empoderamiento femenino.

Cabe resaltar, que la Agenda 2030 como hoja de ruta que propone acabar con la pobreza, proteger el planeta y asegurar la prosperidad de todos y para todos, incluye 17 *Objetivos de Desarrollo Sostenible*, dentro de los cuales el ODS 5, se enfoca en la *igualdad de género* y el ODS 8 sobre *trabajo decente y crecimiento económico*. Estos dos objetivos pueden ser alcanzados mediante el apoyo hacia los emprendimientos femeninos.

En cuanto al ODS 5 Igualdad de Género, para Colombia, se evidencia grandes avances, se está haciendo un gran esfuerzo y se espera que antes de finalizar el cuatrienio del gobierno Duque la participación de las mujeres en los máximos niveles decisarios del Estado sea del 50%. (DNP, s.f), además que entre enero y mayo de 2019 se han beneficiado 832 mujeres de los procesos de adjudicación y formalización de tierras (DNP, s.f). Adicionalmente en el 2021 se sancionaron 6 iniciativas que buscan fortalecer y apoyar emprendimientos, a la par se ha llevado a cabo la feria EVA (única feria femenina de emprendimiento en Colombia).

Según la fundación Mi Propósito (2021) la mujer nunca había tenido tantas oportunidades y accesibilidad para la creación de emprendimientos y obtención de empleo, pues ahora, con estas iniciativas, las mujeres podrán lentamente ir estableciéndose en el mercado de manera autónoma.

Por otro lado, Pacto Global Colombia (2020) en su tercera edición del reconocimiento a las buenas prácticas de desarrollo sostenible 2020 dio a conocer las prácticas que mejor promueven el ODS 5 en Colombia en su categoría empresarial, donde algunas de sus ganadoras fueron: Sodexo S.A.S con el proyecto Diversidad e Inclusión que se enfoca en la promoción empresarial para el Empoderamiento y cierre de brechas; Unilever Andina Ltda. y su

La superioridad numérica no tiene ninguna importancia. En la batalla la victoria será para el mejor estratega.

Robert Lynn Asprin.

La superioridad numérica
no tiene ninguna impor-
tancia. En la batalla la
victoria será para el mejor
estratega.

Robert Lynn Asprin.

proyecto #Muéstranos, también enfocado a la promoción empresarial para el Empoderamiento y cierre de brechas; Gases de Occidente SA ESP con el proyecto Mujeres a la par: construyendo paz desde la participación política y se dirige a la promoción de entornos seguros para la mujer; Repsol Servicios S.A. Proyecto de fortalecimiento de la competitividad de las empresas asociativas rurales (Procompite) enfocado en acciones que promuevan el emprendimiento en el campo - Rural; por último Servicios Ambientales y Geográficos S.A y su proyecto Equidad de Género como pilar para propiciar un ambiente laboral diverso e inclusivo dirigido al liderazgo en la promoción de más mujeres STEM

Finalmente, para 2022, el plan nacional de desarrollo contempla en los artículos 177 y 179 la obligación de construir una política nacional de equidad de género para garantizar los derechos humanos integrales e interdependientes de las mujeres y la igualdad de género (Consejería Presidencial para la Equidad de la Mujer, 2022).

Así mismo el ODS 8 en Colombia, apunta a fomentar políticas que estimulen el espíritu empresarial y la creación de empleo es crucial para este fin (PNUD, s.f.), una de las metas es reducir el trabajo informal y para el 2030 se espera que la tasa de trabajo formal suba al 60%, además de esto la disminución de la tasa de trabajo infantil de 9,1% en 2015 a 5,5% en 2022, incluso inferior a la meta propuesta para 2030 (6,0%). (DNP, s.f.).

Aunque se establecen metas y se llega a varias de ellas, vemos que la desigualdad sigue presente, “la participación de las mujeres en la fuerza laboral fue del 48 por ciento en 2018, en comparación con el 75% de los hombres” (PNUD, s.f.), claramente las cifras aumentan, pero no de la misma manera para las mujeres, las brechas se siguen viendo, aunque un poco más tenues.

La fundación Mi propósito (2021) destaca que de los 16.796 investigadores que hay en el país, solo 6.411 son mujeres, representando tan solo 38% de esta comunidad. Esta cifra es un indicio negativo y positivo porque, por un lado, indica que hay una descompensación evidente en materia de género, pero también significa que hay una gran cantidad de mujeres establecidas en el campo de la investigación, esto hace 60 años era impensable.

El ODS 8 ha avanzado en gran parte en el país, sin embargo, siguen existiendo brechas debido a los constructos sociales que yacen en Colombia, se genera más empleo, pero las proporciones de este no son igualitarias y muestran la sostenida disparidad de género.

En el caso de Colombia, la mujer ha venido tomando más protagonismo en la sociedad creando políticas públicas, leyes, decretos y ayudas financieras encaminadas en acabar con la violencia de género, la desigualdad de género y la falta de empoderamiento para la creación de negocios que ayuden a mejorar tanto la situación económica de las mujeres y sus familias como la del

país; de hecho, el artículo 43 de la Constitución Política de 1991 menciona que hombres y mujeres son iguales, por lo tanto, cualquier tipo de discriminación dirigido hacia el género femenino debe ser erradicado.

De acuerdo con lo mencionado, en esta sección se quiere dar a conocer aquellas políticas públicas y ayudas financieras que existen y están enfocadas en el fortalecimiento e incentivo de los emprendimientos femeninos en Colombia; se darán a conocer diversas políticas públicas que se han implementado desde 2010-2020, además de los objetivos de las administraciones de Juan Manuel Santos (2010-2018) e Iván Duque (2018-2022), el actual presidente del país, enfocadas en la mujer colombiana.

El 25 de noviembre de 2011, el gobierno Santos promovió el decreto 4463 por medio del cual

Se elimina la discriminación salarial y laboral contra las mujeres, promueve una cultura de igualdad de condiciones para la mujer, y la participación de la mujer en comisiones tripartita de gobierno, empleadores y trabajadores, y establece el SELLO DE COMPROMISO SOCIAL CON LAS MUJERES, como un estímulo a los empleadores del cumplimiento de estas disposiciones. (Renovación Sindical, 2012, parr. 1)

Así mismo, la administración Santos propuso un Plan de Desarrollo Nacional en el cual se encuentran diversas políticas y acciones a realizar durante su gobierno en pro al desarrollo y progreso del país, por lo que podemos encontrar la Política Pública Nacional de Equidad de Género para las Mujeres que se enfoca en “*la superación de las diversas formas de discriminación que afectan a las mujeres y que impiden el goce de sus derechos en igualdad de oportunidades*” (Alta Consejería Presidencial para la Equidad de la Mujer, 2012. p. 52), también incorporar acciones de superación de brechas y transformación cultural.

La política está dirigida a todas las mujeres colombianas de la población urbana y rural, afrodescendiente, negra, indígena campesina, así como aquellas que se encuentran en situaciones vulnerables de violencia de género, desplazamiento o discapacidad, además, tiene un panorama de ejecución de 10 años.

Del mismo modo, Iván Duque también propuso el Plan Nacional de Desarrollo 2018-2022 el cual quiere “*construir una verdadera equidad [...] dirigida a cerrar brechas de manera transversal*” (Gobierno de Colombia, s.f. p. 6). Iván Duque propone la fórmula

La administración es eficiente en escalar la ladera del éxito; el liderazgo determina si la ladera está apoyada en la pared correcta.

Stephen Covey.

Al infierno con las
circunstancias. Yo creo
oportunidades.

Bruce Lee.

Legalidad + Emprendimiento = Equidad

El enfoque femenino de este plan se ve en el Pacto de Equidad para las Mujeres en el cual el empoderamiento económico, político y social será fundamental para promover sus derechos. Los objetivos de este pacto son la promoción y participación igualitaria en el mercado laboral, resultando en el mejoramiento de su nivel económico con ambientes libres de violencia de género, promoción del derecho de las mujeres de una vida libre de violencia, incrementar la participación en espacios de toma de decisión, entre otros.

A partir de ambos planes de desarrollo se han realizado, a lo largo de la última década, decretos, políticas públicas y financiamientos dirigidos a las mujeres emprendedoras del país; por ejemplo, en 2020 por la llegada de la pandemia el público femenino fue el más afectado por lo que el gobierno actual de Colombia presentó el decreto 810 que promueve mecanismos para financiar e invertir en empresas femeninas durante la pandemia, además se creará un patrimonio autónomo para aplacar el impacto del Covid-19 en la vida laboral y empresarial de las mujeres, y también contribuir para acabar con brechas de equidad de género (Presidencia de la República, 2020).

De igual modo, la vicepresidenta de la nación Marta Lucia Ramírez y el presidente de Innnpulsa, Ignacio Gaitán, lanzaron en 2021 el *Fondo Mujer Emprende* que tiene como objetivo impulsar el liderazgo de mujeres rurales y urbanas en la reactivación económica.

En cuanto a financiamiento, Bancolombia tiene diversos programas enfocados en los diferentes emprendimientos de las mujeres, entre ellos:

- **Línea de Microcrédito para Todas:** “promueve el crecimiento de las microempresas facilitando el acceso a crédito con una tasa de financiación más baja que las líneas tradicionales de microcrédito” (Bancolombia, 2021, parr. 23). Para aplicar los microemprendimientos debe tener activos inferiores a 500 SMMLV y un endeudamiento financiero inferior a 120 SMMLV.
- **Línea especial de crédito Agro para Todas:** Es un crédito que financia “necesidades de capital de trabajo e inversión en negocios de la cadena productiva del agro” (Bancolombia, 2021, parr. 24). Tiene beneficios como tasas de interés inferiores a los créditos tradicionales, acceso a cursos virtuales de capacitación, educación financiera, mercadeo, entre otros.
- **Línea Sostenible para Todas:** Es ideal para realizar inversiones en maquinarias y equipos de optimización de recursos de empresas femeninas “con el fin de consumir menos agua, energía o combustibles, y mejorar la eficiencia de los procesos” (Bancolombia, 2021, parr. 25).

Por último, a principios de 2020 el gobierno colombiano lanzó un nuevo proyecto económico dirigido a las mujeres:

Se trata de la línea de crédito 'Empresarias Empoderadas', con un cupo total de \$100.000 millones, en condiciones financieras favorables, en tasa y plazo, dirigida a dueñas de pequeños negocios que quieran impulsar sus proyectos, desarrollarse como empresarias, generar empleo y potenciar su competitividad. (Ministerio de Comercio, Industria y Turismo, 2020, parr. 1)

Finalmente se evaluará el mercado laboral colombiano con el fin de analizar su situación dentro de los años de estudio 2010 a 2020. De acuerdo con Daniela Londoño, jefe de análisis económico de la banca de las oportunidades "El crédito para las mujeres es una herramienta de desarrollo importante que les permite crear sus negocios, hacerlos crecer y materializar los proyectos productivos que tienen en mente". (Bancolombia, 2021, parr.21)

Perspectiva en el mercado laboral

A lo largo de los años se ha evidenciado como la participación de la mujer en el mercado laboral y en la sociedad en general ha incrementado, ahora encontramos mujeres a la cabeza de empresas, naciones y ciudades. Por ejemplo, vemos a Carolina Herrera dueña de una de las casas de modas más reconocidas en la actualidad, también nos encontramos con Angela Merkel, quien por 16 años fue la canciller de Alemania y Claudia López quien es la cabeza de la capital de Colombia desde el año 2020. Aun así, hay evidencias que demuestran que el porcentaje de participación laboral siempre es mayor por parte del género masculino. En los datos proporcionados por el DANE (2020) vemos que la tasa de ocupación femenina no ocupa ni el 50% desde 2010, mientras que la de los hombres oscila entre 60-70%.

Por otro lado, debido a la pandemia causada por el Covid-19, como se aprecia en la figura 1, las mujeres se vieron más afectadas laboralmente debido a que estas trabajan en sectores que necesitan de la presencialidad la cual se vio afectada por las medidas de aislamiento y distanciamiento físicos impuestos por los gobiernos mundiales (Banco Mundial, 2021).



Promedio Anual Tasa de Desempleo 2010-2020



Figura 1: Promedio Anual Tasa de Desempleo 2010-2020

Fuente: DANE (2021).

Promedio Anual Tasa de Ocupación 2010-2020

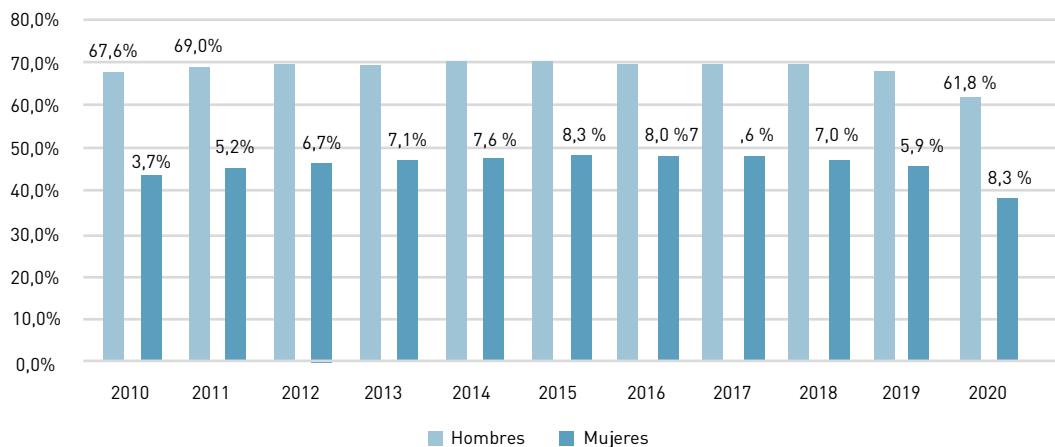


Figura 2: Promedio Anual Tasa de Ocupación 2010-2020

A Partir de las figuras 1 y 2 se evidencia la clara desventaja que tienen las mujeres frente a los hombres en el mercado laboral; en la figura 1 se observa que las mujeres tienen las cifras más altas y los hombres más bajas, del mismo modo, en la figura 2, la tasa de ocupación las mujeres tienen cifras más bajas en comparación a los hombres. Dentro de los aspectos a resaltar es evidente que en 2020 se dio la tasa más alta de desempleo en las mujeres con un 20,4% que venía en alza desde el 2019 que tiene una cifra de 13,6% surgiendo por la pandemia ya que:

Las mujeres tienen mayor probabilidad que los hombres de perder sus empleos debido a mayores necesidades de cuidado de niños y niñas en el hogar, dado que las normas sociales alientan a las mujeres a ser las cuidadoras principales de la familia. (Cucagna y Romero, 2021, p. 4)

Por otro lado, reflejando también este constructo social, en el año 2020 las cifras reflejan una ocupación del 38,3%, la más baja en el periodo de estudio; aunque la de los hombres es la más baja también, es clara la gran y sostenida diferencia que sigue existiendo al pasar los años.

Conclusiones/Discusión

En conclusión, encontramos diversos factores que influyen tanto positiva como negativamente en los emprendimientos femeninos colombianos; en cuanto a limitaciones encontramos que estas van más ligadas a estereotipos patriarcales y situaciones de género, “*tradicionalmente, a causa de unos valores culturales fuertemente arraigados al patriarcado, se excluye a la mujer de determinados ámbitos, el ámbito productivo y dentro de éste el empresarial ha sido uno de ellos.*” (Díaz y Silva, 2017, 51), como consecuencia encontramos una gran brecha en el mercado laboral y la motivación que tienen las mujeres al momento de emprender. Además, encontramos que la educación es un factor crucial para que surjan las ideas de emprendimientos en las mujeres, actualmente la discriminación hacia las oportunidades de estudios y elección de carreras hacen que los hombres tomen ventajas en áreas como la economía, las finanzas y las ingenierías.

Tener en cuenta esto es muy importante dado que las mujeres son los agentes económicos clave que producen prosperidad, empleo, innovación y mayor desarrollo económico (ONU Mujeres, 2016) y cambiar estos tipos de estereotipos de la mano de la educación y el empoderamiento generará una nueva dimensión en la creación de empleos y productividad, además de su contribución a la reducción de las brechas de género desde la familia, desde la parte interna de la sociedad, desde la raíz de los constructos sociales que tanto han perjudicado el papel de las mujeres a lo largo del tiempo.

Por otra parte, en las políticas públicas se resalta que estas deben entender el rol de las mujeres más allá de lo económico y tener en cuenta las barreras que enfrentan para que estas puedan fomentar el emprendimiento y den resultados, no solo en materia de empleabilidad y economía, sino también en igualdad de oportunidades entre hombres y mujeres cerrando esta brecha tan grande en el país, igualmente estas necesitan entender a la mujer como figura fundamental para la reactivación económica que estamos viviendo hoy en día debido a que la pérdida de empleo causado por el Covid 19 profundizó las brechas de géneros que existen en Latinoamérica, por lo que diseñar respuestas y acciones políticas inclusivas son clave para la recuperación laboral de las mujeres (Cucagna y Romero, 2021).

Según el DANE para 2021, el total poblacional colombiano fue de 51.049.498, su mayor proporción de habitantes fue femenina, por lo cual, se puede mencionar que ellas serían la solución para mejorar la economía del país, por medio de incentivos educativos y financieros enfocados en el emprendimiento femenino.

Un hombre puede plantar
un árbol por un sinnúmero
de razones. Tal vez a él
le gusten los árboles; tal
vez quiere un refugio; o tal
vez él sabe que algún día
necesitará leña.

Joanne Harris.

Si usted no tiene un objetivo justo, con el tiempo se verá afectado. Al hacer lo correcto, por la razón correcta, el resultado correcto espera.

Chin Ning Chu.

En cuanto al mercado laboral vemos que hay un gran y sostenido fenómeno de desigualdad de género que además de afectar a las mujeres genera una desaceleración económica en los países, pues su empleabilidad y surgimiento de emprendimientos contribuirían en gran medida a la economía, teniendo en cuenta que su mano de obra “*es más perdurable, busca el desarrollo de la comunidad, genera empleo, está comprometida con sus empleadores y es proactiva*” (Muñoz y Medina, 2019, p. 31), derivando así una mejora en el mercado laboral reflejada igualmente en materia social y contagiando a más mujeres involucradas en el medio a poder emprender o exigir e incorporarse a trabajos donde existan mujeres líderes.

Frases Célebres

“Usted no puede esperar construir un mundo mejor sin mejorar a las personas. Cada uno de nosotros debe trabajar para su propia mejora”.

Marie Curie

«Yo no deseo que las mujeres tengan poder sobre los hombres, sino sobre ellas mismas».

Mary Wollstonecraft

“Las mujeres son responsables de $\frac{1}{3}$ de los trabajos realizados en todo el mundo y, sin embargo, ganan solo el 10% de los ingresos totales y solo el 1% de las propiedades... ¿hay igualdad? Hasta que la respuesta no sea si, no podemos dejar de preguntárselo”

Daniel Craig

“Siempre sé leal a ti misma y nunca permitas que lo que alguien más diga te distraiga de tus objetivos”

Michelle Obama

“La igualdad de género ha de ser una realidad vivida”

Michelle Bachelet, presidenta de Chile

“Este cerebro mío es más que meramente mortal, cómo el tiempo lo demostrará”

Ada Lovelace

“Mientras viva, tendré el control sobre mi propio ser”

Artemisa Gentileschi

“Más fuerte que el miedo es el deseo de luchar por la libertad”

Claudia Ruggerini

“Defiende tu derecho a pensar, porque incluso pensar de manera errónea es mejor que no pensar”

Hipatia

“Cuando el mundo entero está en silencio, hasta una sola voz se vuelve poderosa”

Malala Yousafzai

Referencias

Aillón, T. (1995). Perspectivas de género y limitaciones estructurales. *Nueva Sociedad*, N° 135, 66-67. https://static.nuso.org/media/articles/downloads/2391_1.pdf

Alta Consejería Presidencial para la Equidad de la Mujer. (2012). *Lineamientos de la política pública nacional de equidad de género para las mujeres*. <http://www.equidadmujer.gov.co/Documents/Lineamientos-politica-publica-equidad-de-genero.pdf>

Bancolombia. (2021). *La financiación apalanca el crecimiento empresarial de las mujeres*. <https://www.bancolombia.com/negocios/actualizate/empredimiento/creditos-y-opciones-financiacion-mujeres-empresarias>

Consejería Presidencial para la Equidad de la Mujer. (2022). Política pública nacional de equidad de género para las mujeres y el plan integral para garantizar a las mujeres una vida libre de violencia. <http://www.equidadmujer.gov.co/ejes/Paginas/politica-publica-de-equidad-de-genero.aspx>

Cucagna, E., y Romero, J. (2021). COVID-19 y el mercado laboral de América Latina y el Caribe: impactos diferenciados por género. <https://documents1.worldbank.org/curated/en/228601614807224809/pdf/The-Gendered-Impacts-of-COVID-19-on-Labor-Markets-in-Latin-America-and-the-Caribbean.pdf>

DANE. (2020). Gran Encuesta Integrada de Hogares (GEIH), mercado laboral. https://www.dane.gov.co/files/investigaciones/boletines/ech/ech/anexo_empleo_dic_20.xlsx

DANE. (2021). Gran Encuesta Integrada de Hogares (GEIH), mercado laboral-sexo. https://www.dane.gov.co/files/investigaciones/boletines/ech/ech_genero/anexo_GEIH_sexo_dic21_feb22.xlsx

Díaz Pérez, A., y Silva Niño, A. C. (2017). Retos de las políticas públicas para

el fomento del emprendimiento femenino en Colombia. *Reflexión Política*, 19(38), 42-57. <https://www.redalyc.org/pdf/110/11054032004.pdf>

DNP. (s.f.). *Decent work and economic growth - The 2030 Agenda in Colombia - Sustainable Development Goals*. ODS en Colombia. <https://www.ods.gov.co/en/goals/decent-work-and-economic-growth>

DNP. (s.f) *Gender equality - The 2030 Agenda in Colombia - Sustainable Development Goals*. ODS en Colombia. <https://www.ods.gov.co/en/goals/gender-equality>

Gobierno de Colombia. (s.f.). *Plan Nacional de Desarrollo 2018-2022*. <https://colaboracion.dnp.gov.co/CDT/Prensa/Resumen-PND2018-2022-final.pdf>

McCracken, K., Marquez, S., Kwong, C., Stephan, U., & Castagnoli, A. (2015). *Women's Entrepreneurship: closing the gender gap in access to financial and other services and in social entrepreneurship*. European Parliament. [https://www.europarl.europa.eu/RegData/etudes/STUD/2015/519230/IPOL_STU\(2015\)519230_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2015/519230/IPOL_STU(2015)519230_EN.pdf)

Mejía Carvajal, G. P., y Vargas Macías, N. Y. (2018). *Emprendimiento en perspectiva femenina: limitaciones y claves de éxito de las mujeres en los procesos de construcción de empresa en Colombia*. https://ciencia.lasalle.edu.co/administracion_de_empresas/1535/

Ministerio de Comercio, Industria y Turismo. (2020). *Gobierno lanza primer crédito exclusivo para mujeres microempresarias, a través de Bancóldex*. <https://www.mincit.gov.co/prensa/noticias/industria/primer-a-linea-de-cre-dito-empresarias-empoderadas>

Mi propósito. (2021). *ODS 5 – Avances en Colombia que aportan a la igualdad de género*. Mi propósito. <https://www.miproposito.org/2021/09/02/ods-5-avances-en-colombia-que-aportan-a-la-igualdad-de-genero/>

Muñoz L.M., y Medina, H. L. (2019). *Innovación social en Colombia caso de emprendimiento Fundación Acción Interna*. https://ciencia.lasalle.edu.co/administracion_de_empresas/2175/

OCDE. (2016). *Igualdad de Género en la Alianza del Pacífico Promover el Empoderamiento Económico de la Mujer*. OECD Publishing. <https://www.proquest.com/legacydocview/EBC/6412682/bookReader?accountid=41311&ppg=1>

ONU Mujeres. (2016). *Principios para el empoderamiento de las mujeres en las empresas. Un global compact*. <https://mexico.unwomen.org/sites/default/files/Field%20Office%20Mexico/Documentos/Publicaciones/2016/PUBLICACIONWEPS.pdf>

Pacto Global. (2020). *Estas son las prácticas que mejor promueven el ods 5 en Colombia* | news. Pacto Global Red Colombia. <https://www.pactoglobal-colombia.org/news/estas-son-las-practicas-que-mejor-promueven-el-ods-5-en-colombia.html>

Peña Guerrero, J. V., Prieto Cubillos, B. L., y Ruiz Sánchez, M. d. C. (2020). Caracterización y motivaciones para el emprendimiento femenino en MI-PYMES de Villavicencio-Colombia. *Tendencias*, XXI(2), 146-166. <https://doi.org/10.22267/rtend.202102.145>

Pérez, A., & Tallón, M. (2017). Estudio de la mujer emprendedora: El medio rural como oportunidad. Dialnet. <https://dialnet.unirioja.es/servlet/articulo?codigo=6341525&orden=0&info=link>

PNUD. (s.f.). *Estas son las prácticas que mejor promueven el ods 5 en Colombia* | news. Pacto Global Red Colombia. <https://www.pactoglobal-colombia.org/news/estas-son-las-practicas-que-mejor-promueven-el-ods-5-en-colombia.html>

PNUD. (s.f.). *Objetivo 8: Trabajo decente y crecimiento económico | El PNUD en Colombia*. PNUD. <https://www.co.undp.org/content/colombia/es/home/sustainable-development-goals/goal-8-decent-work-and-economic-growth.html>

Presidencia de la República. (2020). *Gobierno promueve mecanismo para invertir y financiar empresas de mujeres en medio de pandemia*. <https://id.presidencia.gov.co/Paginas/prensa/2020/Gobierno-promueve-mecanismo-para-invertir-y-financiar-empresas-de-mujeres-en-medio-de-pandemia-200611.aspx>

Renovación Sindical. (2012). *El decreto 4463 de 2011, reglamentario de la ley 1257 elimina la discriminación salarial contra la mujer*. Renovación Sindical. <http://www.renovacionsindical.org/antioquia/el-decreto-4463-de-2011-reglamentario-de-la-ley-1257-elimina-la-discriminacion-salarial-contra-la>

Rodríguez Ramírez, A. (2009). Nuevas perspectivas para entender el emprendimiento empresarial. *Pensamiento y gestión*, (26), 94-119. <https://www.redalyc.org/pdf/646/64612291005.pdf>

Reflections

International marketing plan Omega Motors Technology

*Paula V. Marín, Ricardo D. Castillo, Johan F. González, Laura V. Oliveros,
Mateo A. Gutiérrez, Juan C. Moreno, Juan E Torres.*

*International Business program students. International Marketing Subject.
Professor Germán Mauricio Rojas Sánchez.*

Product Definition

Product definition and international relevant competitive advantages:

Our products involve electric transportation, such as cars and motorcycles. (See figure 1). One of our main features is that the customer can customize the transport chosen with affordable prices. We are aware of the urgent necessity of becoming sustainable and our products help to achieve this, we provide better efficiency, large potential for greenhouse gas emissions reductions with a low-carbon electricity sector, helping nations to attain sustainable development goals like goal 7 affordable and clean energy, goal 9 industry, innovation and infrastructure, goal 11 sustainable cities and communities, goal 12 responsible production and consumption and goal 13 climate action. Some of the international competitive advantages are the consumer expectations of further technology improvements and new models; the production of electric transportation results four times more efficiently, therefore the operational cost is lower, being a really good alternative for the customers, compared to other transport companies; electric transport is free of taxes rates and circulation restriction within countries since they do not emit polluting gasses into the environment becoming a highly competitive and clean alternative; these products require minimum maintenance compared to a traditional car or transport.



Figure 1.

Charging electric vehicle

Market Selection Section

A. Variable selection process

Table 1. Result of variable selection process

#	Main characteristics of our customers	Variable
1	The target is population in legal driving age (SIZE)	# Of people able to drive in its country
2	The energy that customers consume per year (WEALTH)	Energy consumption per capita (kWh)
3	Capacity of each country to generate energy per year (LIKELIHOOD TO CONSUME)	Electricity generation per country

Table 2. Weighting of the variables

#	Variable	Relative importance or relevance	W
1	# Of people able to drive in its country.	This is the potential amount of customers our product can gain in each country of our electric transport, however not everybody wants to buy electric transportation.	3
2	Energy consumption per capita (kWh)	With this variable we can see the trend of energy consumption per capita, so we will understand which countries will be more akin to use electrical products and to adapt to electric transportation.	4
3	Electricity generation per country	This is the key variable we can know if the country has an optimum production of energy, and we will be able to see if the country has a sufficient capacity of energy to maintain our product.	5

La cultura corporativa importa. Cómo elige la administración tratar a su gente impacta en todo - para bien o para peor.

Simon Sinek.

B. Data Problems

Some values for each variable are in the range between 2019 - 2020, therefore, we had to search for each variable of each country on the same statistical page in order to counteract the effect of the years 2019 - 2020.

First, the variables are not measurable or easy to find. Likewise, variables to be analyzed had to be categorized by electrical energy for each country, since there is no precise data on the per capita expenditure of each country on electrical transport.

When we had to consolidate the data, we had to focus on the consumption part, so we set the two variables according to the 2020 data for each of the countries.

After long research we were able to find statistics that encompassed the countries we chose to investigate. We mainly searched for information in massive databases such as Datos Macro, Statista, and others.

C. Results of the analysis

Top 25 Countries chosen

Table 3. Results of the analysis

1. China	2. Iceland	3. United States	4. Japan	5. Brazil
6. Russia	7. Italy	8. Canada	9. Germany	10. France
11. United	12. Norway	13. Australia	14. Sweden	15. Turkey
11. United Kingdom	12. Norway	13. Australia	14. Sweden	15. Turkey
16. Argentina	17. Finland	18. Netherlands	19. Colombia	20. Switzerland
21. Greece	22. Portugal	23. Ireland	24. Dominican Republic	25. Uruguay

Table 4.Excel Appendix

A	B	C	D	E	F	G	H	I
# CTRYs		2020						
Weight	25	12	3	4	5	People able to drive in its country.	Energy consumption per capita.	Electricity generation per country GWh
COUNTRY	Ranking Result	#Std Dev of Population	#Std Dev of Energy consumption per capita	#Std Dev of electricity generation per country	Population	Energy consumption per capita (kWh)	Electricity generation per country	
China	33,54	4,63	-0,24	4,12	1.111.564.300	4.876	7.224.896	
Iceland	15,83	-0,36	4,78	-0,44	257.710	485.696,00	18.431	
United States	12,27	0,79	-0,17	2,11	257.044.494	11.656,10	4.050.825	
Japan	0,26	0,08	-0,21	0,17	99.380.585	7.450,30	984.243	
Brazil	-0,21	0,37	-0,26	-0,06	164.381.029	2.545,20	622.006	
Russia	-0,83	-0,35	-0,22	0,22	3.284.398	6.427	1.060.583	
Italy	-1,06	-0,17	0,21	-0,28	42.132.827	48.327,00	271.877	

A	B	C	D	E	F	G	H	I
# CTRYs		2020						
Weight	25	12	3	4	5	People able to drive in its country.	Energy consumption per capita.	Electricity generation per country GWh
COUNTRY	Ranking Result	#Std Dev of Population	#Std Dev of Energy consumption per capita	#Std Dev of electricity generation per country	Population	Energy consumption per capita (kWh)	Electricity generation per country	
China	33,54	4,63	-0,24	4,12	1.111.564.300	4.875,70	7.224.896	
Iceland	15,83	-0,36	4,78	-0,44	257.710	485.696,00	18.431	
United States	12,27	0,79	-0,17	2,11	257.044.494	11.656,10	4.050.825	
Japan	0,26	0,08	-0,21	0,17	99.380.585	7.450,30	984.243	
Brazil	-0,21	0,37	-0,26	-0,06	164.381.029	2.545,20	622.006	
Russia	-0,83	-0,35	-0,22	0,22	3.284.398	6.427	1.060.583	
Italy	-1,06	-0,17	0,21	-0,28	42.132.827	48.327,00	271.877	
Canada	-1,51	-0,23	-0,14	-0,05	29.856.225	14.191,80	630.152	

Steps for the plan

To carry out the international marketing plan we used a series of steps from the beginning of the project to the end:

1. We determined what would be the product or service to be exported, taking into account current trends, within the proposals were found: biodegradable pencils with native seeds, collection center for used objects, gps for pets and electric transport, having as a common object the sustainable development and protection of the environment. as a result, and for democracy, electric transport was chosen. (Figure 2).

**Figure 2.**

Choice of object of study

La estrategia de mi entrenador y mía, consistió en tomar la mejor parte de todos los saltadores del mundo y crear un atleta que nunca hubiera existido. A continuación, empezar a trabajar en ser esa persona.

Sergei Bubka.

2. We carried out an exhaustive search to determine the variables, however, the initial variables were incorrect because they did not have the necessary information to develop the activity. For this reason, we reorganized the variables that are currently in the job.
3. Countries: In the first instance, we verify relevant information on the countries to be selected, followed by selecting them according to their relevance in the sector where our research is carried out.
4. Population pyramid, in this case we met in a synchronous session to be able to define the period of time since there were various sources with different data that we could not compare with the other variables, after this we had to add the people aged 16 or over.
5. A mentoring was requested to teacher to resolve doubts about the first part of the work. It was not clear if the matrix was correct, teacher gave us a check and answered other questions about points 2 and 3 that were not clear to the group.
6. To carry out a search for people from different countries to interview. First of all to get a person from China and who resides there, was complex for two reasons, first the limitation of the use of the internet, is not allowed access to foreign sites and the time difference is 13 hours, so match a reasonable time was difficult, finally the interview was given through the HelloTalk application that is to learn languages where the person contacted was Han Zhou 20 years old, a student of English education in the city Zhengzhou.

To find the person to interview it was necessary to make a voice to voice inquiry, since it is very common to find people from the United States living in Colombia, for the case of this research and for labor issues many of the people that we tried to get did not have enough time for this academic exercise, so it was necessary to contact relatives who could meet the characteristics of this way we found a relative of a member of the group who has lived more than 20 years in California and has U.S. nationality. For the interview it was necessary to use digital media, since this person is outside the national territory, for personal reasons this person could not show his face, but the interview is audio recorded and with a detailed description of his life living in the United States.

On the other hand, finding a person of Japanese nationality was a bit difficult because of their culture, as these people are very introverted. The search began through apps such as Tandem or Hello Talk, it was possible to strike up a conversation with the Japanese, however, when we mentioned the interview, they did not like it, their main reason was that they felt embarrassed and did not like video calls or even audios. In view of this, the search for the Japanese was done by another means, we went to the Andino Mall and surroundings because

there are many foreigners there and after 3 unsuccessful attempts for the same reasons mentioned above. I was able to find a Japanese woman who agreed to the interview, her name is Makim, and she is 28 years old.

As for the person from Russia it was not very difficult to contact her, we found her through the jewelry sector to which one of the members of the group has access, we contacted her and the interview was made in her workshop located in the Candelaria historical center, her name is Olga, she is 40 years old, she owns a jewelry shop and is a plastic artist. Unfortunately, she didn't allow to be video recorded.

As for the person from Brazil, it was made a little easier since a member of the group knows and shared his stay in this country, the interviewee's name is Kevin Torres, with Colombian nationality but resides in Brazil, he is currently a semi-professional soccer player specifically in Gremio, he lives in Mauá but also travels to Porto Alegre, he has been living in this country for more than a year and a half. To achieve this interview was a matter of coinciding with the time since the time difference is two hours and the person was busy for issues of his work, at the time of making the meeting we encountered difficulties because the usual platforms such as Meet or Teams did not allow recording, which we chose to do them via WhatsApp and in Spanish so that the language barrier was not so complicated.

In view of the fact that we did not find a person in Iceland, we decided to change this country to the next country on the list which is Canada. We tried to get someone through the apps: Tandem and HelloTalk, but it was not possible, since, despite writing to several people in Iceland, we did not get a response from any of them. Subsequently, we contacted the Colombian Embassy in Stockholm, who also provide consular services to the Republic of Iceland, they provided us with the contact of a person, to whom we wrote, and we did not get a response either.

After changing the country to Canada, fortunately we had a friend who has been living there for several years and therefore, she had no problem helping us. She is Isabella, from Venezuela who moved to Canada in 2010, she is now 20 years old.

7. A series of interviews were conducted with individuals from each country selected and with the best score in the matrix regarding which countries would be most likely to have electric vehicles. In this way, to obtain a general context of the product in the country in question and thus be able to generate an opinion on whether or not it would be feasible to introduce the product in that country.

Arrinconarse en una esquina es una pésima estrategia porque no deja lugar para correr. Pero es genial porque nos obliga a luchar.

Jarod Kintz.

8. After obtaining the interviews we began to do the research, in this way we already had data from both the people interviewed and an autonomous investigation. A search was made in both academic sources and informative sources to answer the established questions of the work, obtaining a better knowledge about the countries and their consumers to carry out the international Marketing plan.

9. After the results were obtained, we started a discussion about the expansion strategy to use and decided the ways to enter the market of each country.

10. Finally, we make the memo and detail the work.

Interview Questions

- **Who are the customers?**

What people usually buy electric vehicles in your country? / What age range are these people in?

- **What are their purchase habits in regard to your product type (decision-making, location of purchase, etc.)?**

Besides the fact that electric cars do not emit gasses, why would you buy or use one of these?

- **What is the approximate budget you would spend on an electric vehicle?**

In which region or area of your country is there more electric transport activity?

- **How are products or services being used?**

What kind of electric vehicles do you know? / In your country what kind of electric vehicles are there?

- **If the market is changing, how?**

Are there electric vehicles in your country? How long ago?

- **What is the distribution system (if relevant) or the entry structure of other foreign competitors (if relevant)?**

Are electric vehicles common in your country or region? If not, why do you think these have not been massively implemented?

Do you think electric mobility could be massively implemented in your country?

Who are your competitors and how are they communicating with customers?

Do you know any brand of electric vehicles in your country? If the answer is yes, how long has that brand been in your country?

- **Are there any different concepts or product/service categories in the target country? If so, what?**

"Pienso que está bien el querer que se me pague al igual que mis compañeros hombres"

Emma Watson

What kind of electric vehicles do you know? Apart from motorcycles and cars, could you tell us about any others?

- **What are the political restrictions/regulations?**

Are you aware of any government regulations on the sale of electric vehicles?

Do you know if your government agrees with the implementation of electric vehicles?

"In life and in business there are two capital sins: the first is to act hastily without thinking, and the second is not to act at all"

Carl Icahn

Investigation by country

China

China is the most populated country in the world for 2020 had 18% of the world population with 1,402 billion people approximately where 1,100 are qualified to drive according to the law, besides this country is very strict with the laws in general and as its traffic administrative department of the public security organ determines depending on the type of vehicle, for most commercial cars the minimum age is 18 years. According to the law the driver is obligated to have his vehicle inspected every time he is going to use it to avoid accidents (AsianLII, 2004). Our electric vehicles have a problem detection system that will alert you on its screen if there is any anomaly.

The energy consumption per capita was 4,875 kWh, taking into account that China is still a country that depends on other fossil fuels, mainly coal, oil, and natural gas. That is the reason for its low consumption, but in terms of production it is one of the countries that produces the most energy with 7.224.896 GWh in 2020 (Datos Macro, n.d). So, it will not be a problem the use electricity, so this mode of fuel for our product benefits the government in its quest for the use of new energies. The Chinese government announces transition policies to achieve carbon neutrality by 2060 and reach its peak emissions by 2030, seeking a shift in the productive sector to renewable and less polluting energies (Energiepartnerschaft, 2020).

Who are the customers?

About customers, this product is bit new in China so people that we are targeting are young and middle-aged people who understand the advantage of this alternative transport, another point in favor and related to consumption is the large number of recharging points in the country, in big cities like Shanghai, Beijing, Shenzhen, Guangzhou and Pekin in the same way are the cities with more vehicle influx (Yanfang, 2018). Around 10 years ago, electric vehicles entered the Chinese market, so there is no need for people to adapt because there are already precedents for the product, and they are gradually becoming more popular among young people and families.

Arrinconarse en una esquina es una pésima estrategia porque no deja lugar para correr. Pero es genial porque nos obliga a luchar.

Jarod Kintz.

What are their purchase habits?

For several reasons people in China do not usually spend so much time on the internet looking at possible purchases or products, they go directly to the stores to find what they need, although technology makes it much easier to advertise electric vehicles, using traditional media such as television is useful for the user we are targeting, taking into account that 95% of the Chinese population watches television. As for the automotive and technology sector, the population of this country generally likes the new, to publicize our product we need physical points in places of busy trade of the big cities mentioned and offer these alternatives that traditional vehicles do not bring as the use of gadgets all within the legal framework of traffic regulations.

How are products or services being used? (Who are your competitors and how are they communicating with customers?)

In China, due to the great productive power of the country, it is common that people do not consume products from abroad and also because of the various government regulations, so the main brands of electric transport are from the same country, such as BYD and Li Xiang, but this does not prevent brands such as BMW, Honda and Volkswagen to be the best-selling hybrid vehicles in the territory (Statista, 2022).

If the market is changing, how?

After a global economic slowdown and a crisis in the transportation of goods due to the container crisis that affected to some extent this Asian country, more and more brands and innovative products are coming to the market in this country, attracted by the large number of potential consumers, in the automotive sector China is very strong, with 53% of electric vehicles worldwide in 2021 and according to reports from China Passenger Car Association doubled sales in 2020 with 6.23 million units sold being the company BYD the most popular in the country. (Hill, 2022) So it is the best time to enter the market, the popularity of the product and the recognition of quality within the population will make it relevant for purchase. Additionally the Chinese government provided subsidies for both individuals and electric vehicle manufacturers, in order to improve the country's air conditions, since 2020 these subsidies and subsidies have been reduced from 10% to 30% for a final elimination by the end of 2022 this cut in subsidy may be beneficial for local manufacturers because we can have competitive prices without having losses in profits, the Chinese government started this project in 2009 and cost them about 300 million Yuan or 47 billion USD (Jacobs, 2022).

What is the distribution system (if relevant) or the entry structure of other foreign competitors (if relevant)?

The two most recognized companies selling electric vehicles are BYD Company Limited which has its production center in Shenzhen, Beijing, Xi'an, Shanghai, and Changsha (Maseiro, G et al, 2016). Being a local company, it had no problems with the investment policies of the Chinese country that obliged foreign companies to comply with certain requirements, supported by government subsidies and with a long process of adaptation and expansion since 2008 when they launched their first plug-in electric vehicle, expanding their branch of vehicles from cars to buses.

On the other hand, Tesla did not have problems entering this market because China was supporting it at all times to improve its image in terms of the entry of foreign companies, so Tesla became the first car factory to keep the whole company and operate independently. also has a factory in the country, in the city of Shanghai facilitating the production of the most popular and sold models in the country, the Model Y and Model 3 (DaxueConsulting, 2021). This help and change in the laws is due to the great interest of the Chinese government for a change in the mobility of people, facilitating the production and purchase of sustainable vehicles.

Are there any different concepts or product/service categories in the target country? If so, what?

There are several types of electric transport in China, from plug-in cars, hybrid cars, pure electrics, to scooters and buses. They change in the design of the bodywork, and the new technologies that each company is adding, have in common a futuristic design.

What are the political restrictions/regulations?

Because of the economic model known in China as "one country two systems", it has several regulations and policies that limit foreign companies to settle in the territory, in the case of the automotive sector must follow some guidelines to apply and be accepted by the Ministry of Transport in the production and sale of vehicles, in the case of electric vehicles these policies are more flexible due to the objective of making the transition from fuel vehicles to those powered by electric batteries, that is why the subsidy for the sale and purchase of electric vehicles was maintained for so long for a better air quality and less polluting gas emissions (Song, 2018). Something to review before entering the Chinese market is to comply with all protocols to the letter, as they are becoming more demanding when accepting companies that directly affect their local production, in addition to properly evolve if an alliance is necessary, since in some sectors it is mandatory to transfer part of the intellectual property of the company to a local one to safeguard the national productive power, in our case for being a sustainable product, following the steps of Tesla could maintain partial or full sovereignty in commercial decisions within the country.

Los buques de gran tamaño
pueden aventurarse lejos
de la costa, pero los buques
pequeños han de permane-
cer cerca de la playa.

Benjamín Franklin.

Cuando sabemos que
nuestro enemigo es
invencible, es mejor
correr y esconderse...o
intentar hacer negocios
con él.

Toba Beta.

What are the market risks associated with sales of your product/service?

In the last years investing, exporting and establishing in China has stopped being so difficult, the government has implemented a better opportunity for foreigners, on the other hand there are still risks in the Asian country as all regulations and the two economic models that manage a capitalism related to a massive internal consumption, socialism is in parallel to the policies in various fields, bureaucratic issues come to hinder the processes, the Joint ventures are difficult to establish, you must need a local partner in the commercial activities (Freedman, 2018).

Canada

Canada currently has a population of 38,037,204, according to the most recent World Bank data. And the approximate population that has the possibility to drive vehicles is 29,856,225, taking into account that in the country you can obtain a driver's license from the age of 16, that means that about 76% of the population is able or allowed to drive legally, which shows a sufficiently high population. By 2020, according to Macro Data, electricity generation in Canada will reach 630,032 GWh. Currently around 60% of its energy is produced by renewable energies, and it is also the second country that produces the most hydroelectric energy, which makes it account for 10% of the production of this energy in the world. On the other hand, it is estimated that in terms of consumption they have figures of 539,695 GWh in the year and for per capita consumption figures, that is to say, consumption per inhabitant, it is found that they have consumption of 14,188.6. The economic possibilities of some sectors, the implementation of new green projects over the years by the government, and also the introduction of electric vehicles about 8 years ago, make Canada a remarkable target for the entry of electric cars at this time.

Who are the customers?

As for Canada, we have a clear idea of who our product will be aimed at in the first instance. In this case the potential population are those adults who are around their 30's, who normally according to our research, already have an established family and are those who are interested in electric vehicles, in addition, are those who have greater economic possibilities to opt for these. And in terms of economics, it is also important to highlight that citizens residing in cities such as Toronto, Ontario, Vancouver and British Columbia, are those who would have a greater chance of buying these vehicles, as they are areas where there is a population with higher income, and also, these cities are metropolises, so their infrastructure and services, is more prepared.

What are their purchase habits?

Canadians have an average minimum wage of between \$20,000 and \$25,000 per year, depending on the area where they live, and are usually able to obtain vehicles due to the different payment methods that exist. Mainly their position on electric vehicles is that they are an efficient product to avoid damage to the environment and that in the long term they are more economical due to the cost of gasoline in conventional vehicles, so this becomes an interesting incentive to acquire one of these vehicles.

How are products or services being used? (Who are your competitors and how are they communicating with customers?)

In addition to vehicles, in Canada there are some others such as electric bicycles and electric scooters that have become very popular in the country. Canada has wanted to massively implement the use of electric vehicles in the country and they want those that use gasoline engines to be eliminated from the country. Step by step this modality is being implemented in the main cities.

If the market is changing, how?

The sales of electric cars in Canada began around 2012, after a couple of years before agreements were signed by automobile companies for the production and distribution of this type of vehicles. For that year, total estimated sales of 521 vehicles of different brands were recorded, which began to open this market and change a little the way in which people decided when buying a car, and for that period it was established that this sector of the cars occupied 0.03% of the market share of new electric vehicles.



"Llamar a las mujeres el sexo débil es una calamidad; es la injusticia del hombre hacia la mujer"

Mahatma Gandhi

Subsequently, after a few years, with the entry of new brands and models to the Canadian market, in addition to the incentives provided by the government for those who opt for electric vehicles, for the year 2014 total sales of 5062 units of these vehicles were recorded, in all recorded years the Chevrolet Volt remained as the best seller, followed by the Nissan Leaf and the Tesla Model S. Currently there is a significant use of electric vehicles and it is estimated that this will continue to grow, until by government measures, 10% of vehicles in Canada are electric.

What is the distribution system (if relevant) or the entry structure of other foreign competitors (if relevant)?

At this time, Canada has been implementing, along with the growth of electric vehicle sales, the infrastructure and systems necessary to adapt the cities with the largest number of these vehicles to become more and more, since, they have openly and insistently expressed their intention to introduce these vehicles to the market, being even the only type to be in the country, in the coming years, as has been repeatedly expressed by representatives of the Canadian government.

Different charging points have been installed along the main cities where those vehicles can travel long kilometers and recharge it, as well as special parking points, exclusively for this type. Most of the companies that started to enter the Canadian market did it through distribution agreements with other companies that were in charge of it in the country, that is to say, in this way they created alliances in which responsibilities were shared. Cases such as BC-Hydro and Mitsubishi, who did a pilot test with three vehicles in British Columbia, or Transport Canada with Mitsubishi in 2010, who joined forces to launch the Mitsubishi i-MiEV and sales officially began in 2011.

Who are your competitors and how are they communicating with customers?

Currently the most relevant competitors and who are currently dominating the electric vehicle market in Canada, have been in the country for about 10 years, positioning themselves in a high spectrum of sales in terms of these vehicles, because people usually rely on brands that are known.

Those brands that dominate this market are some such as Chevrolet, Nissan, Tesla and Mitsubishi, being at least the latter the first to enter the country and bet on this modality, as mentioned before, allying with government companies that gave the go-ahead to the initiative at first and were interested in establishing and introducing these vehicles to the market and potential consumers in the main cities of British Columbia, Ontario, among others, these brands mentioned above, have represented more than 50% of the total sales of electric vehicles in the country, in addition, there are other brands that have also been forming part of the market although not as large scale as

the above, some are: Ford, Toyota, BMW, among others, who establishing an average between their main vehicles "Chevrolet Volt", "Tesla Model S", "BMW i3", and many others of different brands, would give us an estimate of \$38,000 per vehicle.

According to Statistics Canada (2021), they say that about 65,253 new electric/hybrid cars were registered in the first months of 2021, as opposed to 2020 where the registration was 54,353 and in 2019 56,165 vehicles. In other words, in terms of new car registrations, electric cars would represent a percentage figure of 5% or so. The program director of Clean Energy Canada has expressed her happiness at the growth of the electric vehicle market in recent years but considers that these figures are not sufficient and even low compared to other nations, and that is why today, they continue to propose new strategies for this market to continue to rise.

Are there any different concepts or product/service categories in the target country? If so, what?

In Canada, the term electric vehicles is already quite familiar, not only in automobiles, but also in skates, bicycles and other means of transportation that have become popular in the country and that work without harming the environment, so they do not use gasoline to propel themselves and these can be either cargo vehicles or hybrids that use another type of fuel in addition to gasoline. Clearly there are other types of vehicles in the country, which are those that use gasoline as fuel to operate and damage the environment with the emissions they generate when driving, and currently would be the ones with the highest percentage of units, that is, there are more vehicles that use gasoline than those that are electric, but that the Canadian government wants to eliminate and thus leave only electric vehicles in the country to fight against the environmental impact.

What are the political restrictions/regulations?

The Government of Canada has also implemented an incentive plan for those who choose to buy an electric vehicle, in order to introduce them more and more into the market and massively reduce the use, purchase, manufacture and distribution of vehicles that use gasoline as their fuel. For those vehicles with a value of less than \$55,000, a discount of \$2,500 to \$5,000 will be given. This generated an increase in the purchase of electric vehicles in the cities where this measure was adopted.

According to the Canadian government, it is proposed that by the year 2035 all vehicles will be electric, and therefore companies will be restricted from selling cars that are not environmentally friendly, i.e. 100% of the vehicles sold must be eco-friendly.

Escuchar a los clientes
de los demás es la mejor
manera de aumentar su
cuota de mercado. Pero
escuchar a los visionarios
es la mejor manera de crear
nuevos mercados.

Esther Dyson

Un hombre puede plantar
un árbol por un sinnúmero
de razones. Tal vez a él
le gusten los árboles; tal
vez quiere un refugio; o tal
vez él sabe que algún día
necesitará leña.

Joanne Harris.

What are the market risks associated with sales of your product/service?

One would think that the shift from conventionally fueled vehicles to electric vehicles could pose a potential risk to the massive growth of the electric market, but after studying the market and looking into Canadian views, one could say that it does not pose a risk, that it would perhaps mean that the process would be a slower process. It is feasible, because people are used to this type of vehicle, and establishing the market as the main one may not be so simple, but with the intentions of the Canadian government to make 100% of the cars in the country electric or hybrid, it is an important indication of where the market is going. In addition, according to a survey conducted by Clean Energy Canada, 80% of citizens would buy electric cars.

Although it should be noted that when talking about equipment that works at such a high level through technology and practically all its processes are managed through software and circuits, it is clear that these may fail and may generate errors in the autonomy and full operation of the vehicles, but these are variables that must be improved and better developed.

United States

The United States, with a population of 329.5 million people (2020), is one of the most populous countries in the world with 34 inhabitants per Km². The active population that complies with all the regulations of the country to drive are a total of 194.3 million people, on the other hand the minimum age to drive in the country is 16 years for most states.

On energy issues more specifically in generation, the United States in 2020 generated 4,048,658 GWh and its energy consumption per capita was 11,767.8 kW, ranking tenth in 2020, it should be noted that they generate more than they consume, a positive point for our product. (Datos Mundial,2019)

This country has a domestic consumption of 3,902.00 MM kWh, which represents 11,842.76 kWh per person. Its total production is 4,095.00 MM kWh, which represents 12,428.52 kWh per person. Imports are a key point, as they depend on the need and vary according to specific periods of time. In this case, the USA imports 72.72 MM kWh per year, which is equivalent to 220.71 kWh per inhabitant. Energy exports are the section with the lowest volume, being 9.70 MM kWh per year, or 29.42 kWh per person. (Datos Mundial,2019)

The United States, for the year 2020, had a moderate energy consumption, according to World Bank estimates, its consumption is 3,902.00 billion kWh of electrical energy per year. Per capita consumption is about 11,843 kWh. The United States could be completely self-sufficient in its own energy production. The total production of all electricity production facilities is 4,095

billion kWh. This represents 105% of the country's own use. Despite this, the US is trading energy with foreign countries. Along with pure consumption, production, imports and exports play an important role. Other energy sources such as natural gas and crude oil are also used. (Datos Mundial,2019)

Who are the customers?

Electric car buyers tend to follow the general trend of new car buyers. The dominant age group for electric car buyers overall is 25 to 54 years old, according to the 2019 Hedges Company survey. Purchasing is closely tied to family earnings and salaries, with the range among buyers being "over \$100,000". For conventional vehicles, buyers are almost evenly split between annual household incomes of "less than \$50,000" and "more than \$50,000".

The average annual household income of most electric vehicle owners is between \$125,000 and \$150,000, according to the same survey. (EV Consumer Behavior, 2021)

Electric car buyers, like conventional fuel truck buyers, are mostly male. SUVs and sedans have a more even distribution between male and female buyers. Nationwide buyers in the U.S. are mostly white (87%) according to a study by Morgan State University. The distribution of the white population is slightly elevated compared to the U.S. population distribution, with 75% white, 13% black or African American, 6% Asian, and 6% other. 75% white, 13% black or African American, 6% Asian and 6% other. (EV Consumer Behavior, 2021)



El hallazgo afortunado
de un buen libro puede
cambiar el destino de un
alma. El único verdadero
viaje de descubrimiento
consiste no en buscar
nuevos paisajes, sino en
mirar con nuevos ojos.

Marcel Proust

However, Black/African American ethnicity appears to be under-represented among EV buyers. However, in California, according to a survey conducted by the University of California, Davis, and the National Center for Sustainable Transportation, while the distribution of buyers is also majority white, Asian-American PEV buyers, This can also be attributed to the fact that California is one of the most densely populated Asian-American states. (EV Consumer Behavior, 2021)

What are their purchase habits?

In the United States, people who buy vehicles do so because of the need in the country, as distances in all states are quite long. Consumers of electric vehicles are generally young people who see the ease of use of this type of transport and generally use these vehicles in urban areas. In addition, with the rise of the American company Tesla, this market has become a luxury that has generated a hype, which makes people see much more stylish to use an electric vehicle. (EV Consumer Behavior, 2021)

How are products or services being used? (Who are your competitors and how are they communicating with customers?)

Total electric car sales in one of the world's largest car markets, the United States of America, are still weak. Zero-emission vehicles account for just over 2.5% of all cars sold in the US. The latest data show an upward trend for electric cars, which have doubled their sales in the first half of 2021. (Eléctricos, 2018)

The use of hybrid cars has been a solution that helps the two competing markets, on the one hand the strong industry based on combustion engines is very large compared to electric vehicles. On the one hand, consumers prefer to use normal vehicles because it is easier for them, as gas stations are all over the country and many of them do not yet have electric chargers that are autonomous for the vehicles, additionally charging takes a lot of time that people are not willing to wait, as in the United States people do not have a lot of time.

The competitiveness of electric vehicles inherently depends on innovation and economy of scale on the one hand and the cost of insurance, the price of fossil fuels and the governmental context on the other. Technical progress and mass production of electric cars should progressively lead to much lower purchase prices. However, taking into account only the factors included in the study, the technology is currently not yet cost-competitive in the United States. (Eléctricos, 2018).

If the market is changing, how?

The US figures show an over-reliance on Tesla, something that seems to associate its image with the electric car concept, as if outside that logo there were no other viable options. The reality is that the US market is, in general and with exceptions such as California, more reluctant to make the transition to zero-emission mobility. Unlike in China or Europe, many states and cities in the United States have not yet seen the arrival of mobility restrictions and social sensitivity to transport emissions. Low fuel costs and a car culture where vans are used as if they were utilitarian in many areas are holding back the cultural change needed to foster the transition to decarbonized transport.

When it comes to electric car sales, Tesla dominates by far with an increase in registrations. The Palo Alto-based company has sold 214,111 vehicles in its home market, 115,560 more than in the same period last year, according to data from Experian. Tesla's dominance in the United States accounts for almost 66% of total electric car sales in the US, leaving a smaller slice of the new mobility pie to the other brands. This, on the other hand, represents a great opportunity for growth in a market that could become saturated with Tesla vehicles. Behind Tesla is General Motors, which has 9.6% of the market with the Chevy Bolt EV, while Ford is in third place after the successful launch of the Mustang Mach-E. The electric car market in the US currently represents 2.5% of the total, so the growth and expandability of zero-emission car sales is too tempting to pass up. (Forococheselectricos, 2021)

What is the distribution system (if relevant) or the entry structure of other foreign competitors (if relevant)?

The electric transport industry is one of the things that has developed the most in recent years in the United States. The local market led by Tesla is bigger than anywhere else in the world and competing companies have not been able to grow as successfully as the American giant. Brands such as BYD and BAIC, have reached the American market, but their impact has not been as expected, this is due to consumer preferences, as Chinese products currently have a bad image due to the economic dispute with the Asian giant.

Also brands such as Nissan, BMW, and Volkswagen, came to the U.S. market with cars that meet the requirements of the government and the Department of Mobility, with the hybrid model, the vehicles that came to market are highly competitive, presenting itself as a more accessible alternative for young people.

Al infierno con las
circunstancias. Yo creo
oportunidades.

Bruce Lee.

Cuando sabemos que
nuestro enemigo es in-
vincible, es mejor correr
y esconderte...o intentar
hacer negocios con él.

Toba Beta.

Are there any different concepts or product/service categories in the target country? If so, what?

Electric transportation is becoming more and more common in some states across the country, such as California, where a wide variety of energy-powered transportation modes can be found, from scooters and bicycles to a large number of car chargers distributed throughout the state.

What are the political restrictions/regulations?

The fees, new or increased, go into effect Wednesday for electric cars in at least eight states. For the first time, most states will charge special fees on electric cars, vans or trucks, a historic step as the transition to green technology combines with the need to fund repairs to the nation's roads and infrastructure. While sales of electric or hybrid vehicles made up less than 2% of all sales in 2018, the market share is forecast to increase sharply in the coming decade. Officials expect the new charges to compensate for the loss of revenue for funds needed to build projects such as roads and bridges. So far, both the federal and regional governments have offered incentives for the purchase of electric cars. But tax breaks offered on Tesla and General Motors models are being eliminated, and some states are changing their strategy. (Sink, 2021)

Illinois, for example, has reduced the fee to obtain electric vehicle number plates from \$98 to \$35. Under a law that increased both the registration fee and fuel taxes, electric vehicle owners will have to pay a new annual base fee of \$148, plus \$100 to make up for the lack of gas taxes. (Sink, 2021)

What are the market risks associated with the sales of your product/service?

The automotive sector in the United States is highly competitive in order to compete, it is necessary to have a positioning, since consumers are very selective when choosing a vehicle, so having a consolidated image allows you to develop better in the market. This eventually generates some risks, since the technological development is relatively new and therefore does not have an endorsement backed by time, as has been evidenced, electric cars have some limitations in their driving modes and autonomy. Additionally, its rapid implementation in this country has generated that many brands bring to market vehicles with poor optical characteristics that harm the emerging market itself.

According to US car market prices, the Tesla Model 3, which is in the mid-range of electric vehicles, is priced at \$44,990 for the 2021 model year, making it a high-cost car compared to its direct competitors such as the Chevrolet Bolt EV and Nissan Leaf, which are in the \$25,000 to \$35,000 range. So analyzing the above, the entry price for our products is between 35,000 and 40,000, as this product is intended to be sold in the mid-range but with a higher price to give a little exclusivity to the product.

Japan

Japan, in 2020 had a population of 125.8 million, of which 99,380,585 are people who can drive. It is important to mention the requirements to drive in this country: The minimum age for driving is 18 years old, complete a course of more than 50 hours between theoretical and practical classes, take a practical test that consists of completing a circuit within the driving school and also outside it, and finally answer a test of 105 questions taking into account that the course must be taken as many times as necessary to pass. Finally, all drivers must follow the traffic rules issued by the Japan Automobile Federation (Pérez, 2014).

According to World Data, the total electricity consumption per year in Japan is 943.70 billion kWh, considering at the same time that the domestic energy consumption per inhabitant is 7,499 kWh. Based on these figures, it is possible to state that Japan can be completely self-sufficient in energy with its own production. The total production of all electric power production facilities is 989 MM kWh, which represents 105% of the country's own use. The rest of the self-produced energy is exported to other countries or is not used.

Finally, and according to World Data, the energy sources in Japan are made up of four types: 1) Fossil energy sources for a total of 1,840.38 MM kWh equivalent to a share of 71.0% and per inhabitant an equivalent of 14,625.22 kWh 2) Nuclear energy for a total of 25.92 MM kWh equivalent to a share of 1.0% and per inhabitant an equivalent of 205. 99 kWh 3) Hydroelectric energy for a total of 207.37 MM kWh equivalent to a quota of 8.0% and per inhabitant an equivalent of 1,647.91 kWh 4) Renewable energies for a total of 518.42 MM kWh equivalent to a quota of 20.0% and per inhabitant an equivalent of 4,119.78 kWh. According to these figures, the total production capacity in Japan corresponds to 2,592.08 MM kWh, which is equivalent to a total share of 100%.



En la preparación para la
batalla he encontrado que
los planes son inútiles,
pero la planificación
es indispensable.

Dwight D. Eisenhower

Who are the customers?

Potential customers for our product are elderly Japanese people, due to the ease of driving that electric transportation brings since they do not have a gearbox and their power is instantaneous. In this regard, the place with the highest population ratio of elderly people is the island of Hokkaidō, which is distributed in two main cities, Yūbari and Utashinai, where more than 50% of the inhabitants are over 65 years old. Finally, it is worth mentioning that other potential customers are people with high income since electric vehicles are more expensive than traditional vehicles in Japan, one of the main cities that has economically rich population is Tokyo, led by 6 luxurious neighborhoods among which we can highlight: Denenchofu, Omotesando and Azabu.

What are their purchase habits?

The Japanese are environmentally conscious in their purchasing decisions, so electric vehicles are a great potential for this country since this type of transportation does not emit polluting gases and requires less amount of harmful liquids so they emit zero greenhouse emissions making them eco-friendly. Another of its advantages is its long term investment since it is more economical to have an electric vehicle over time than a traditional one since the first one does not use gasoline, taking into account that this fuel is quite expensive.

In terms of investment, a new electric car can cost as low as 9,200.00 USD while a used electric car can cost 6,000.00 USD. It is important to mention the budget of the Japanese person interviewed, who stated that his budget would be 15,000 USD. In this sense, it is possible to affirm that in the matter of electric transport the budget is wide.

How are products or services being used?

In Japan, the most common types of electric means of transportation are Bicycles, motorcycles, cars or vehicles, scooters, buses and even trains. Therefore, this means of transportation is very popular in the country, always keeping in mind the care of the environment with the slogan of zero emissions because, it is worth noting that it is a country with high population density and therefore, it is necessary to be eco-friendly.

If the market is changing, how?

In Japan, the presence of electric vehicles dates back 10 years ago, innovating the transportation market, since from that moment on, traditional transportation has been in the background to the point of the gradual elimination of internal combustion engines throughout the country causing

a 180°-degree turn in the means of transportation. Its impact has been so great that it is estimated that by the year 2050, traditional vehicle manufacturers will stop production and will have to adapt to the new demands of the Japanese market. Affirming that, the electric vehicles if it is cataloged as an alternative or replacement to the traditional vehicles.

What is the distribution system (if relevant) or the entry structure of other foreign competitors (if relevant)?

The distribution system for electric vehicles in Japan consists of a strategic investment in a public charging network, i.e., charging points for electric vehicles that cover the entire territory from end to end: Such distribution system started in 2012 with an initial investment of 900 million euros, estimating 150,000 charging stations by 2030, however, the sale of electric vehicles by 2020 decreased so the distribution system had to rethink its ideas and install the charging network in more strategic locations. In accordance with the interview conducted, it is important to mention that the place where the interviewee comes from is not very common to see electric vehicles, however, this person states that in big cities it is quite common so the charging points are better located than in the outskirts of the city, likewise, his point of view shows that the distribution system could be implemented massively in the future.

Who are your competitors and how are they communicating with customers?

Among the leading manufacturers and marketers of electric vehicles in Japan are: 1) Nissan with its flagship model Nissan Leaf cataloged as an electric vehicle granted 48,641 sales in 4 years 2) Mitsubishi Motors with its flagship model Mitsubishi i-MiEV cataloged as electric vehicle granted 10,423 sales in 5 years 3) Mitsubishi Motors with its flagship model Mitsubishi Minicab MiEV cataloged as electric van granted 5,560 sales in 3 years 4) Toyota with 30 models 100% electric and with an investment of 35. 5) Volkswagen Group will have an opening in the Japanese market in 2024 with premium and more accessible models with an estimated sales of 10,000 units 6) Tesla with a significant increase in sales starting in 2020 with sales from 1,900 units to 5,200 units by 2021.

Are there any different concepts or product/service categories in the target country? If so, what?

Actually, in Japan, there is no different denomination for electric transportation since it is a term that is already familiar to all its inhabitants and likewise, at the international level, the terminology to be used is: electric vehicle, electric motorcycle, electric bicycle or scooter, electric bus, and its derivatives, without any different concept or definition around the country.

La administración es
la eficiencia en escalar
la ladera del éxito; el
liderazgo determina si la
ladera está apoyada en la
pared correcta.

Stephen Covey.

La creatividad sin estrategia es llamada arte; la creatividad con estrategia se suele llamar publicidad.

Jef Richards.

What are the political restrictions/regulations?

The Japanese government grants incentives, deductions and tax exemptions for electric vehicles that are classified as environmentally friendly or green vehicles through a series of requirements stipulated on environmental performance for both foreign and domestic vehicles. In case of compliance with the requirements, the government grants purchase incentives to consumers in case of purchasing a new vehicle or in case of exchanging a used vehicle that is 13 years old for a new vehicle. The monetary assistance is divided into two categories: 1) For the purchase of standard or small vehicles the subsidy corresponds to 100,000-yen equivalent to 1,100 USD. For the purchase of a mini vehicle, the subsidy corresponds to 50,000-yen, equivalent to 550 USD. For the purchase of trucks, the subsidy corresponds to 200,000 yen equivalent to 2,100 USD and finally, for the purchase of trucks and buses the subsidy corresponds to 200,000 yen equivalent to 2,100 USD and 900,000 yen equivalent to 9,600 USD 2) For the purchase of vehicles through the exchange method of used vehicle for new vehicle: For the purchase of standard or small vehicles the subsidy corresponds to 250,000 yen equivalent to 2,700 USD. For the purchase of a mini vehicle, the subsidy is 125,000 yen, equivalent to 1,300 USD. For the purchase of trucks and buses the subsidy corresponds to 400,000-yen equivalent to 4,300 USD and 1,800,000-yen equivalent to 19,000 USD.

What are the market risks associated with sales of your product/service?

The dynamic electric transportation market brings with it potential risks for manufacturers, suppliers and insurers linked to emerging risks during the transition from traditional to emerging vehicles. According to Allianz Global Corporate & Specialty the rapid expansion of this mode of transportation may bring technical and operational risks such as safety and reliability, insurance and supply complexity, dependence on software and technology producers, threat of fire, potential defects or performance, dependence on software and technology producers and even the sustainable disposal of essential components and raw materials for batteries. Leaving as a result a significant impact on automotive liability insurance.

Brazil

Brazil in 2020 had a population of 212,559,409 people, of which the population authorized to drive represents 77.33% of the population with 164,381,029 people who can drive according to the laws of the country. In addition, the minimum age to drive in Brazil is 18 years, so in this population allowed to drive there are only people of legal age.

On the other hand, energy consumption per capita in 2020 was 2,545.2 kWh, being the second year with the highest energy consumption in the country, this being a consequence of the greater use of electrical appliances in Brazilian homes, due to the measures and restrictions taken by the government in the period of the Covid-19 pandemic. However, electricity generation in the country was sufficient to supply consumption, generating 622,006 GWh throughout the year. Likewise, another reason why the energy was sufficient to supply the consumption of the population is because energy consumption in industrial and commercial activities was reduced.

Who are the customers?

The potential consumers of electric vehicles are mainly the 164,384,029 people allowed by Brazilian law to drive. The product can be focused mainly on young adults with a stable and well-paid job, considering that the mentality of the new generations is more aware of the need to help with climate change and that they bring much more modern technology and less harmful to the environment. Furthermore, recently in Brazil there has been a significant increase in the purchase of motorcycles for financial, traffic and fuel saving reasons, resulting in 45% of Brazilian cities having more motorcycles than cars. Therefore, an important market is that of motorcyclists, having the opportunity to capture the interest of this type of consumer with the proposal of caring for the environment and saving money on fuel.

What are their purchase habits regarding your product type (decision-making, location of purchase, etc.)?

Despite what happened in the 2020 pandemic, people who had already planned to buy a vehicle did not change their plans, most of these people being men. In this way, there are many people who, regardless of the situation that surrounds them, continue to consume this type of good. On the other hand, 68% of people who think about buying a vehicle choose a used car, while 16% decide on a new one and the remaining 16% remain in doubt between buying a new one or a used one, which is not very favorable for the entry of the product to the market.

Another key factor that encourages people to buy a vehicle is the inconvenience caused by public transport. In 2020, when the quarantine ended, many people decided to avoid public transport, so as not to get infected. This is also reflected in people who think that it is much safer to go by personal transport than in public. Likewise, in economic terms, interest and taxes are considered, with 42% of those interested in buying a vehicle less taxes and 39% less interest.

Un cliente satisfecho es la
mejor estrategia de negocios.

Michael LeBoeuf.

How are products or services being used?

As mentioned above, most of the population that wants to buy a vehicle chooses to buy a used one, only 16% decides on a new vehicle and another 16% remains in doubt between a new one and a used one. On the other hand, there is a growing tendency to use motorcycles mainly to spend less time in traffic, reduce fuel costs and facilitate credit from banks.

If the market is changing, how?

With the recent pandemic in 2020, there was a clear shift in the market. Mainly, that year the production of vehicles was considerably reduced, due to the lower use of resources in the industries to allocate these to the needs of the crisis. This paralysis of the economy caused the worst data in the sector in many years to be recorded at the end of 2020. But this economic downturn hasn't stopped many consumers from getting their personal vehicle. Likewise, in 2020, the largest number of hybrid and electric vehicles in history were sold in Brazil with 19,745 units, which, unlike previous years, shows the potential growth of this transportation option. However, this sales value does not even represent 1% of the total number of vehicles sold in Brazil in 2020, which shows that at this time the product needs more strength to penetrate the market.

What is the distribution system (if relevant) or the entry structure of other foreign competitors (if relevant)?

A strategy that has been useful to Renault is based on selling less, but for a much higher value, focusing mainly on that wealthy market niche that wants to satisfy its luxuries and in turn has an interest in this type of fully electric vehicle. But unfortunately for Renault, this strategy served them well after having presented two previous ones with losses for having sold a greater number of vehicles at a lower price.



Who are your competitors and how are they communicating with customers?

There is a lot of competition in the market, if you refer only to personal vehicles, you have competition from well-known brands such as Chevrolet, Hyundai, Ford, Fiat, Jeep and Volkswagen, the main preferences of consumers. But if only the electric vehicle market is considered, there are Toyota, BYD Caoa Chery, Volkswagen, and Grupo Stellantis, since among these brands some already produce their electric vehicles in Brazil and others already have plans to sell hybrids.

Are there any different concepts or product/service categories in the target country? If so, what?

The different concepts or categories existing in Brazil are combustion vehicles, which are common vehicles that run on gasoline, and hybrid vehicles that have the possibility of being recharged with electricity or using gasoline like conventional vehicles. Combustion vehicles dominate most of the market, but even so, more and more electric and hybrid vehicles are being sold over the years and it is projected that in 2035 they will represent more than 21% of the vehicle market.

What are the political restrictions/regulations?

Brazil has a regulation for the use of electric vehicles in the country where the requirements and how to use electric vehicle charging stations are explained. Likewise, the tariff between the distributor and the consumer is established. In general, Brazil does not present restrictions for this type of vehicle, on the contrary, taxes have been reduced and even eliminated to try to promote this product in the Brazilian market, but despite removing barriers, its implementation continues to have high costs in the country's market for both the government and consumers.

What are the market risks associated with sales of your product/service?

As mentioned above, electric vehicles do not represent even 1% of the vehicles sold in Brazil in 2020, this may indicate that the country may not be very prepared in terms of resources as well as culturally for the arrival of many electric vehicles to the territory. In addition, due to the preference of consumers to buy used vehicles, mainly considering the price, this factor does not give good indications for the introduction of our product to the market. On the other hand, it would be competing against brands like Chevrolet, Ford or Hyundai that dominate a large part of the preferences of Brazilians. In addition, the scenario of electric vehicles without incentives from the government is not very favorable to enter the market, so much would depend on the government to promote the market.

"Un buen líder lleva a las personas a donde quieren ir. Un gran líder las lleva a donde no necesariamente quieren ir, pero deben de estar".

Rosalynn Carter, ex Primera Dama de Estados Unidos.

Tómese el tiempo para de-
liberar, pero cuando llegue
el momento de la acción,
deje de pensar y actúe.

Napoleón Bonaparte.

Russia

In 2020 Russia's population was 144.1 million, and the people able to drive are 3.284.398

given the minimum age to drive is 18 years old; some facts are that in the country you drive on the right and you can't hire a car unless you are 18 or in other companies 21, while you are in the wheel is against the law to use your phone except is hand-free system (this fact is an advantage, because most of the electric cars have a hand-free system integrated).

The energy consumption per capita was around 6,427 kWh and in renewable energy the country has made a Programme on Energy Efficiency and Energy Development which aims to increase this type of energy giving our product a god view in the territory, also there are some goals projected for 2035 focused on enhance the use of renewable energy.

In 2020, Russia generated nearly 1.060.583 GWh of electricity, compared to 2019, which was the largest amount of electrical energy annually produced in the country. Russia is a major player in the energy market, mainly in crude oil and natural gas, it's one of the top three producers and has a world wide-reaching gas export pipeline network.

As an overview, these facts can be disappointing for the product, but the emerging market is growing rapidly and for 2021 sales have increased from 40% to 45%

Who are the customers?

In this case the potential customers will be the people able to drive, Moscow leads the sales in the country with 240 new electric cars purchased in 2020, followed by St. Petersburg with 69, in the Black Sea's Krasnodar Region 36, Eastern Primorsky region 31, Siberian regions of Sverdlovsk 21 and Novosibirsk 20. The customers in this country will be targeted in these cities and according to the population able to drive (18 - 79 years old) will be men and women living, mainly, in Moscow, St. Petersburg, the Black Sea's Krasnodar Region, Eastern Primorsky region, Siberian regions of Sverdlovsk, and Novosibirsk.

In the interview we were told that the main customers are young people in big cities like Moscow, a fact that matches with the investigation above. In addition, Moscow and St. Petersburg are the most populated cities in the country, so this gives us a better concentration of customers.

What are their purchase habits in regard to your product type (decision-making, location of purchase, etc.)?

As said above, the location of purchase is mainly in Moscow, St. Petersburg, the Black Sea's Krasnodar Region, Eastern Primorsky region, Siberian regions of Sverdlovsk, and Novosibirsk; there is a rage from 600 to 1000 of car stations; a phenomenon is not only the increase in the sales of electric cars, but also the increase in the sales of used electric cars, 5,237 were sold, representing a 60% increase over the previous year; a fact is that the price is sometimes irrelevant, due to the variety of brands that offer cars for different budgets; this trend of electric transportation comes from The Far East in first place her, Siberia in second, and then come Russia's central regions. Regarding the interview there is a perception in older people that the batteries used in the cars are dangerous and, even though it does not emit gasses, this is a very risky thing.

How are products or services being used?

Usually they buy new cars, but the trend of buying used cars is increasing; some of the models with more sales are Porsche Taycan in first place with 581 units sold. Tesla Model 3 is second with 432 units, followed by Audi E-Tron with 387 units, Tesla Model Y 218 units and Nissan Leaf 131 units. In the interview it is also mentioned that scooters are a very common type of electric vehicle.

If the market is changing, how?

As stated above, the market is trending to the purchase of used cars, increasing in a 60% Its evident the paths that Russia has established to start the use of this type of transportation, but they are not focused on a real transformation since the country is one of the biggest producers of crude, the goals are set but with low units of products or low rates compared to what the country can consume or produce, there are also economic stimulus for the consumers to buy, but this are more an image than the real wanting of change; however, there are governmental plans in long term to increase the electric mobility.

What is the distribution system (if relevant) or the entry structure of other foreign competitors (if relevant)?

In the country the government is incentivizing the fabrication of electric cars with subventions. Tesla doesn't sell officially in Russia, but the people find a way to get these cars, even paying twice its price and there is one Tesla's supercharger in the country. Porsche is represented in 20 cities with a total of 26 Porsche Centers; they have their own subsidiaries. Audi has a plant in Kaluga, and they have around 30 official dealers. Nissan has a factory in St. Petersburg and a range of subsidiaries in Moscow.

"In life and in business there are two capital sins: the first is to act hastily without thinking, and the second is not to act at all"

Carl Icahn

Jornadas pasadas bus-
cando tesoros me han
enseñado que una estrate-
gia de zig zag es la mejor
manera de salir adelante.

Tahit Shah.

Who are your competitors and how are they communicating with customers?

The best-selling electric car brand in 2021 in Russia is Tesla, with 736 units sold. Porsche has occupied the second place in the ranking with 581 units, followed by Audi with 387 units and Nissan 131 units. They have a good communication through a perception based on the brand, its global reputation, and the sales they are producing in the country, except Tesla who is not officially in the market yet; the social media and the influence of the people play an important role in the spread of the brand, as well as the daily life in cheaper cars.

Are there any different concepts or product/service categories in the target country? If so, what?

There is a range of electric transportation in Russia, such as scooters or buses, including the different brands which sell electric cars at a very good price. But in this case there are not different concepts of an electric car, more than the different features each brand has.

What are the political restrictions/regulations?

In political matters there are different plans to increase the volume of sales in the country. Russia plans to subsidize the purchase of domestically manufactured electric vehicles (EVs) to stimulate demand and production in order to boost the sector, the subsidy is aimed at making Russian-made electric vehicles more affordable, the government plans to cover around 25% of purchase price of any Russian-made electric car, this will also bring Russia in line with other European countries, the plan not only develops homemade electric cars, but to stimulate demand of its own vehicles. The government has, also, put a series of measures meant to probe the popularity of electric cars, including a temporary elimination of import taxes on electric vehicles, the measures are not nearly as generous as the subsidies seen in Scandinavia and other European countries.

What are the market risks associated with sales of your product/service?

Currently the conflict between Russia and Ukraine involves the cease of the plants and factories of all the brands mentioned, also the brands which just have subsidiaries are not selling in the country anymore; this situation is a risk in the market, it is blocking not only sales, but value chains too. Another risk for a new brand is that competitors are big and well-developed companies in Russia and worldwide, and they have built reputation and loyalty, a fact that a new brand lacks.

Italy

With a population of 59.55 million people, it is in position 25 in the population table, made up of 196 countries and has a population density of 196 inhabitants per km².

10.52% of the population of Italy are immigrants, according to the latest immigration data published by the UN. Italy is the 62nd country in the world by percentage of immigration.

The minimum legal age to drive a car (category B) for a motorcycle over 125 cc (category A2) is 18 years old, the legal minimum age to drive a motorcycle from 50 cc to 125 cc (category A1) is 16 years, the legal minimum age to drive a moped up to 50 cc is 14 years (AM category).

Per capita energy consumption was 4,832.7 kWh, it is known that Italy also implements other types of sources such as hydroelectric energy with a total consumption of 140.05 kWh and renewable energy with a total of 320.13 kWh. In terms of production, Italy ranks eighth in 2020 with 271,877 kWh. The new Italian government has announced an ambitious plan to sell one million electric cars by 2022, since in 2018 Italy was one of the European countries with the lowest sales of electric vehicles. According to the European Association of Automobile Manufacturers, 2,600 units with 100% electric propulsion were registered, 4,800 units including plug-in hybrids. This amount represents a share of the total market of only 0.24%



Si el oponente me ofrece
un juego aficionado, no me
opongo a ello, solo que
en este caso me brinda
menos satisfacción, incluso
si gano, que de un juego
realizado de acuerdo a las
reglas de la estrategia con
su lógica implacable.

Antatoly Karpov.

Who are the customers?

As for customers, this product is a trend in Mediterranean countries since the government is giving strong economic and environmental support. The people we are targeting are young, middle-aged people and companies that understand the advantages of this product. alternative transportation and that the same government gives bonuses for the electrical transformation, so great is the objective of the transformation that the incentives for the car in 2021 will be applied directly in the form of a discount on the price and the buyer will not have to do any particular paperwork, the dealer will take care of the paperwork and the bonus will be automatically deducted from the list price of the vehicle.

What are your buying habits?

Italian consumers look for quality products, especially valuing after-sales service. Undoubtedly, these two aspects are fundamental in the purchase decision. In addition, the Italian consumer appreciates being given clear information about the product. On the other hand, Italians hold national products in high esteem and are concerned about the environmental impact that the manufacture of the product may have had. eCommerce in Italy is the second most important in southern Europe and today it is one of the online markets with the greatest future prospects within the EU. We must not lose sight of the fact that it is supported by the third largest economy in Europe. To publicize our product, we need physical points in high level places, as it is known Italians are very classy and always seek luxury and comfort as high-level brands such as Ferrari, FIAT and Alfa Romeo have.

How are the products or services used? (Who are your competitors and how do they communicate with customers?)

The Italian economy is largely driven by the manufacture of high-quality consumer goods produced by small and medium-sized businesses, many of them family-owned. As for electric transport, Italian vehicle companies will have to make the transformation.

If the market is changing, how?

The Italian car market registered 119,497 registrations in March 2022, 29.66% less than in the same month of 2021, in which there were 169,886. On the contrary, transfers of ownership of used cars increased and reached 450,846, almost 36% more than the 331,779 in the same period of the previous year. Regarding the global volume of monthly sales, in March 2022, 570,343 vehicles were sold in Italy, of which 20.95% were new and 79.05 used.

What is the distribution system (if any) or the entry structure of other foreign competitors (if any)?

The best-selling car in Italy, pure zero emissions, has been the Dacia Spring, it comes from China but is accompanied by the great French brand, at first, they did not intend to export them due to their low cost. Behind them is the FIAT 500e, which barely exceeds the thousand units (1,060), the Italian company wants to implement mostly 0-emission vehicle fleets, in Italy there are a variety of brands that they have in their catalog, whether national or international.

Are there any different concepts or product/service categories in the target country? If so, what?

In Italy there are plug-in cars, hydrogen transport, hybrid cars, pure electric cars, even scooters and buses. the designs try to maintain the essence of the Italian brands in the design of the bodywork, on the other hand the imported brands tend to have a more futuristic design.

What are the political restrictions/regulations?

The Italian Government approved a plan with which it allocates 1,950 million euros, divided into 650 million euros per year between 2022 and 2024, to the purchase of electric, hybrid, plug-in, and endothermic vehicles, as well as to support the transformation of the sector, hit hard by the pandemic, the semiconductor crisis and current inflation. There is not much information if the government prevents the implementation and circulation of electric transport, since it is seen that Italy is 100% committed to the total change from gasoline combustion engines to only electric ones, the intention is so great that it is giving away incentives and vouchers for people who want to get an electric transport.

What are the market risks associated with sales of your product/service?

In Italy the transition to electric vehicles will put around 73,000 jobs at risk, the automotive sector in Italy could be more affected than in other places due to the small average size of companies in the country and the scale of investment needed to meet the climate plan. As such Italy is committed to the transition towards electric transformation, but if there are risks of dependency on software producers and innovation.

La base de nuestra estrategia de asociación y nuestro enfoque: construimos la tecnología social. Ellos ponen la música.

Mark Zuckerberg.

Marketing Strategy

Waterfall strategy

We choose this strategy because to enter the markets of each country, a high investment is necessary given the quality and massiveness of the production, allowing us to learn from previous experiences and not make the same mistakes, taking into account the possible similarities between the countries. In this sense, waterfall strategy offers the option of gradually managing a complex manufacturing production under careful planning throughout the project, taking the necessary time to fill out and know both the regulations and the relevant documentation for a good process in the territory to enter in order to conclude in a successful execution.

How to enter each country

United States: In order to enter the United States market, it is important to bear in mind that this product is focused on consumers with a medium-high purchasing power, so the entry prices will be focused on this type of people. The support of the US government is important for the acceptance of our product, as the current administration rewards the use of electric vehicles with tax reductions and discounts in certain places. Additionally, in some states such as California, the market for electric vehicles has a better acceptance, while in places such as Texas, the market is much smaller.

Analyzing the different contexts that this country may have, it is appropriate to carry out a Joint Venture strategy, as this is an emerging market in which the main leading brands and some of the Chinese market are already established, so generating strategic alliances with some of the national brands could enhance the establishment of our product.

The way to advertise for this country should be to make people understand that the product is a luxury that can become not so expensive, so advertising should be in places like shopping malls, billboards on major highways and participation in automotive and innovation fairs.

Cada paso en la vida no es
más que parte de un juego.
Cada pieza es necesaria,
pero si usted no sabe
controlar el juego, entonces
usted se convierte en una
de las piezas que han de
ser sacrificadas.

Lionel Suggs.

Canada: To enter the Canadian market we will use the strategy of direct investment, since the goal is to position ourselves among the 10 companies that sell the most electric cars with a long-term vision, more specifically towards 2035, where it is proposed that all cars will be electric, and in this way establish ourselves as an interesting option when purchases for these vehicles skyrocket, having some time in the market and offering a quality product that provides benefits like those that are much more expensive, that would make us position ourselves in an interesting place when Canadians choose which car or which brand of car to use. We establish that buyers would have medium to long incomes, priced at \$30,000 CAD, about \$23,000 USD, keeping us out of

those that are either very expensive or affordable. Advertising should be present in Ontario, British Columbia, and Vancouver, and appear in places such as bus stations, online and shopping malls.

Italy: As for Italy, to enter the market we will base ourselves on the Joint Venture strategies, since this facilitates alliances as well as technology and manufacturing, as is well known in Italy there are numerous high-level automobile brands, which provide both safety, comfort, luxury but above all the differentiator of quality. How are we going to reach the Italian consumer? The digital age and marketing will help us in a more effective way since technology and the Internet in Italy are available to everyone, also in car exhibition fairs such as Automotive Dealer Day, more specifically in Verona, is an exhibition for car enthusiasts and manufacturers, where the exchange of information is also facilitated. Prices are always important, but the Italian consumer knows that quality and reliability have a fair price, in addition, the Italian government gives many incentives and bonuses for those who want an electric vehicle, we believe that a medium - medium range can be important so that the Italian consumer can make the change to an electric vehicle.

Japan: To enter the Japanese market it is necessary to carry out the Joint Venture strategy, since the automotive and technology sectors carry out strategic alliances for the manufacture, development and sale of electric vehicles through the exchange of technology, the Japanese market has a high presence of automotive brands, so it is a good option to enter this sector with a Joint Venture since the profits and/or losses go together and the previous experience of an already established brand can help minimize or prevent the possible risks involved in entering a new market. On the other hand, to reach the Japanese consumer, it is necessary to carry out transit advertising by means of hanging brochures, framed posters, videos on flat screens located in buses, cars and stations, taking into account that most Japanese people use public transportation on a daily basis, therefore, this is an effective method to market products or services and at the same time, reach the majority of the inhabitants around the country. As for prices, the purchasing power of customers should be in the medium to high range, as electric transportation is more expensive than traditional transportation, however, the government provides subsidies to potential buyers of electric vehicles. The estimated price is 15,000 USD to 30,000 USD which would be equivalent to 195.195 yen to 390.390 yen.

Ellos no están funcionando
de forma sincronizada. Tra-
bajar sobre la misma cosa
al mismo tiempo no es tan
eficaz como hacerlo juntos,
al tiempo y con la misma
estrategia.

Reggie Joinner.

Si usted no tiene un
objetivo justo, con el
tiempo se verá afectado.
Al hacer lo correcto,
por la razón correcta, el
resultado correcto espera.

Chin Ning Chu.

China: The safest way to enter China is through a Joint Venture, nowadays the restrictions to foreign companies have been reduced and for electric vehicles even more because of their environmental friendliness, an aspect that the Chinese government wants to improve. However, having the knowledge and experience of a local company is of great help for the distribution and production of our product in the main cities. To communicate with customers is key to use media such as television and billboards, the use of the internet is saturated, so traditional media can be a very good option, considering that much of the population still watches television. By having a wide range of variety in our products they are aimed at different types of people, for an economical price for a standard quality at high prices with products full of innovation and new technologies according to the Chinese market and the competitor prices, the price range depending on the quality and innovation of the product will be from USD 20,000 to USD 40,000 which is equivalent to ¥132,000 and ¥264,000 In other hand, the place where we are going to be established will be in the outskirts of the big cities so that the spaces are more comfortable and bigger.

Russia: In Russia the best way to enter the market is a Subsidiary (direct investment) according to the experience of other foreign companies and the competitors, this suits the Russian regulations and gives the company an advantage in taxes and regulations; however, it's necessary to keep in mind the transition that Russia has made from a communist to a capitalist economy and the changes that the government can make; the Russian consumer gives us the opportunity of showing the quality of our cars, so this can lead our path there, as well as a range of products based on the different budgets of the families or people have, also we have to target not only new but used cars because is an emerging market. In this order of ideas, the network we have to build is one were we can offer new and used cars, satisfying the new trends of the sector in the country, according to this the promotion can be done digitally or in traditional channels such as television, print media, outdoor billboards, magazines or point-of-sale promotions; about the price, this is covered with the different prices according to the budgets, so this can be modified according to the consumer needs, preferences and buying capacity, this doesn't mean that the price will be low, we will set a price a little bit higher than the common because the consumer values the quality and they know they have to pay a price for it, so the price according to the budget can be in a range of 15.000 to 35.000 USD (1.030.647 - 2.401.297 RUB) for new cars and 6.500 to 19.000 USD (445.909 - 1.303.426 RUB) for used cars; additionally, the place, as it will be located in big cities, such as Moscow and St. Petersburg, it can be an specialized place, very clean and professional, this will attached the consumer and will give credibility, also a big place won't be a bad idea to consider.

Brazil: Given that Brazil is the last country to which the company will expand, it is expected to enter the market through direct investment, taking into account that the company will have already expanded in other countries and will have the necessary resources to implement this strategy to enter the market. On the other hand, this is also very useful for testing the Brazilian market. Communication with customers about the product will only be translated into Portuguese because it is the native language of Brazil. Apart from this, no type of change will be made in the message that is to be known about electric vehicles, in this way, the only adaptation of the language would be the translation of the company's message.

A high price strategy will be used to enter the Brazilian market, mainly due to the history of competition when implementing price strategies, which resulted in large losses by entering the Brazilian market with low prices. In this way, a more defined market niche would be targeted in which there are young people with high purchasing power who wish to satisfy their luxuries, as in this case it would be a vehicle that works with electricity.



Memo

Bogotá, D.C. 10 May 2022

Memo No. 0103

To: Chief Marketing Executive.

Subject: International Marketing Plan Project.

Through this, the marketing plan that will be carried out in the Omega Motors Technology project will be informed. Taking into account the previous investigation, the Waterfall strategy was selected and the potential countries to start the commercial activity were defined, these, in order of entry, are:

To enter the U.S. market should be done through Joint Venture, since the requirements of such a competitive market in which there are so many recognized brands, it is much easier to create a distribution channel based on a customer base that already has another brand, that greatly help our brand can learn and develop new products; Canada by Direct Investment; In Italy it must be done through a Joint Venture, it is the most strategic way to enter a market with so much experience and strength, it is much easier to create a distribution channel based on a client structure that another brand already has. Japan with Joint Venture because the Japanese market requires strategic alliances for the creation of a highly competitive company that can face its competitors and thus position itself in the competitive market; China, with Joint Venture because it is the fastest way to enter such a large market, with the support of a local company in terms of distribution and production, while the company is established; Russia by a subsidiary (direct investment) because it fits better for the country taking into account the laws and taxes for foreign enterprises; Brazil through direct investment since being the last country to enter, the company will have the necessary resources and will be useful to test the waters in that country.

Thank you very much for your attention.

Sincerely,

Marketing Team

Omega Motors Technology.

References

- Agência Brasil. (2020). *Consumidores mantêm intenção de comprar veículos mesmo com a crise*. <https://agenciabrasil.ebc.com.br/economia/noticia/2020-06/consumidores-mantem-intencao-de-comprar-veiculos-mesmo-com-crise>
- Agência Brasil. (2018). *Hay más motos que autos en el 45% de las ciudades brasileñas*. <https://agenciabrasil.ebc.com.br/es/geral/noticia/2018-07/hay-mas-motos-que-autos-en-el-45-de-las-ciudades-brasileñas>
- AsianLII. (2004). *LAW OF THE PEOPLE'S REPUBLIC OF CHINA ON ROAD TRAFFIC SAFETY*. <http://www.asianlii.org/cn/legis/cen/laws/lotprocorts477/>
- Audi Media Center. (n.d.). *Russia (Kaluga)*. Audi MediaCenter. <https://www.audi-mediacenter.com/en/russia-kaluga-209>
- Audi Russia. (n.d.). Официальные дилеры Audi в России / Официальный сайт Ауди в России > Новые автомобили Audi 2021-2022 / Официальный сайт Ауди в России. Audi. <https://www.audi.ru/ru/web/ru/dealer-search.html>
- Autostat. (2022). *Russian electric car market has tripled in 2021*. RusAuto-News. <http://rusautonews.com/2022/01/27/russian-electric-car-market-has-trippled-in-2021>
- Beijing Expat Service Center. (n.d.). *What's the Age Requirements for China Driving License?* <https://www.beijingesc.com/faq-on-applying-drivers-license-in-beijing/219-age-china-driver-license.html>
- Bouckley, E. (2022). *FEATURE: Russia EV sales to grow 40%-45% in 2022, but mass adoption remains distant*. S&P Global. <https://www.spglobal.com/commodityinsights/en/market-insights/latest-news/energy-transition/020722-feature-russia-ev-sales-to-grow-40-45-in-2022-but-mass-adoption-remains-distant>
- Rabson, M. (2022). *Canada's new electric-vehicle registrations soar in 2021 but still lag behind Europe*. CityNews Kitchener. <https://kitchener.citynews.ca/local-news/canadas-new-electric-vehicle-registrations-soar-in-2021-but-still-lag-behind-europe-5161130>.
- Carwow. (n.d.). *Marcas de coches brasileñas*. <https://www.carwow.es/marcas-de-coches-brasileñas#gref>
- Datosmacro. (n.d.). *Brasil - Consumo de electricidad 2020*. <https://datosmacro.expansion.com/energia-y-medio-ambiente/electricidad-consumo/brasil>
- Datosmacro. (2019). *Brasil: Economía y demografía 2019*. Datosmacro.com. <https://datosmacro.expansion.com/paises/brasil>

- Datosmacro. (n.d.). *Brasil - Matriculaciones de vehículos nuevos 2020.* <https://datosmacro.expansion.com/negocios/matriculaciones-vehiculos/brasil?anio=2020>
- Datosmacro (2020). *Canadá - Consumo de electricidad 2020.* <https://datosmacro.expansion.com/energia-y-medio-ambiente/electricidad-consumo/canada?anio=2020>.
- Datosmacro. (n.d.). *Consumo de electricidad.* datosmacro.expansion. <https://datosmacro.expansion.com/energia-y-medio-ambiente/electricidad-consumo>
- Datosmacro. (n.d.). *Producción de vehículos 2020.* <https://datosmacro.expansion.com/negocios/produccion-vehiculos>
- Daxue Consulting. (2021). *Tesla in China: Dominating the EV market with 0 marketing budget.* <https://daxueconsulting.com/tesla-in-china/>
- De la Hoz, A. (2014). *Rusia: un mercado de 150 millones de consumidores potenciales.* Mecalux. <https://www.mecalux.es/articulos-de-logistica/rusia-mercado-150-millones-consumidores>
- Hybrid and Electric. (2018). *Los eléctricos podrían revolucionar la industria automovilística de Japón* <https://www.hibridosyelectricos.com/articulo/actualidad/electricos-podrian-revolucionar-industria-automovilistica-japon/20180820190028021171.html>
- Elenbyte. (2022). *La popularidad de Tesla en Japón y su futuro mercado de vehículos eléctricos.* <https://elenbyte.com/noticias/la-popularidad-de-tesla-en-japon-y-su-futuro-mercado-de-vehiculos-electricos/>
- Eléctricos, H. (2018). *The competitiveness of electric vehicles in the United States depends on subsidies and oil depends on subsidies and oil. Hybrids and electrics.* <https://www.hibridosyelectricos.com/articulo/actualidad/competitividad-vehiculos-electricos-depende-subsidios-petroleo/20180711103248020416.html>
- Eléctricos, H. (2022). *Canadá también dice adiós a los coches de combustión: a partir de 2035, solo coches eléctricos. Híbridos y Eléctricos.* <https://www.hibridosyelectricos.com/articulo/actualidad/canada-dice-adios-coches-combustion-2035-solo-coches-electricos/20210630140301046524.html>.
- Enerdata. (n.d.). *Russia Energy Information.* Enerdata. <https://www.enerdata.net/estore/energy-market/russia/>

Energiepartnerschaft. (2020). *China Energy Transition Policies 2020. Summary of China's Energy management in Japan.* (n.d.). WorldData.com.

<https://www.datosmundial.com/asia/japon/balance-energetico.php>

EV. (2021). *EV Consumer Behavior.* <https://www.fuelsinstitute.org/Research/Reports/EV-Consumer-Behavior/EV-Consumer-Behavior-Report.pdf>

Fernández, R. (2022). *Las 10 ciudades más pobladas de Rusia.* Statista. <https://es.statista.com/estadisticas/867212/las-10-ciudades-mas-pobladas-de-rusia/>

Forococheselectricos. (2021). *Tesla lidera las ventas de coches eléctricos* <https://forococheselectricos.com/2021/08/tesla-lidera-las-ventas-de-coche-electrico-en-los-estados-unidos-en-un-mercado-que-representa-el-2-5-del-total.html>

Freedman, S. (2018). *The risks & rewards of entering the Chinese market.* Challenge Advisory <https://www.challenge.org/insights/the-risks-rewards-of-entering-the-chinese-market/>

Forococheselectricos. (2021). *Las ventas de automóviles en Italia se desploman, pero los coches eléctricos siguen creciendo.* forococheselectricos.com. <https://forococheselectricos.com/2021/11/tesla-desaparece-de-la-lista-de-coches-electricos-mas-vendidos-en-octubre-en-italia.html>

Garcia, G. (2022). *Japan: the new battlefield for electric cars from foreign manufacturers.* Hybrid and Electric. <https://www.hibridoselectricos.com/articulo/actualidad/japon-nuevo-campo-batalla-coches-electricos-fabricantes-extranjeros/20220221111229054753.html>

Garcia, G. (2018). *Italia quiere vender un millón de coches eléctricos hasta 2022.* hibridoselectricos. Geraadpleegd. Van <https://www.hibridoselectricos.com/articulo/actualidad/italia-quiere-vender-millon-coches-electricos-2022/20180626130026020087.html>

Gestión. (2016). *Rusia 2018: ¿Cómo se comportan los consumidores del país anfitrión?* Gestión. <https://gestion.pe/mundo/internacional/rusia-2018-comportan-consumidores-pais-anfitrion-235976-noticia/>

Gibbs, N. (2022). *Nissan halts production at Russian factory, citing parts shortages.* Automotive News Europe. <https://europe.autonews.com/automakers/nissan-halts-production-russian-factory-citing-parts-shortages>

Haining, C. (2018). *Driving in Russia.* Carburer. <https://www.carbuyer.co.uk/tips-and-advice/163848/driving-in-russia>

- Hedley, M. (2021). *China Market Entry Strategy: A Guide To Entering Chinese Business-to-Business Markets*. B2B International. <https://www.b2binternational.com/publications/china-market-entry/>
- Hill, J. (2022). *China regains dominance of global EV market, with 53% of global sales in 2021*. The driven. <https://thedriver.io/2022/02/08/china-regains-dominance-of-global-ev-market-with-53-of-global-sales-in-2021/>
- IEA. (2022). *Russia - Countries & Regions*. IEA. <https://www.iea.org/countries/russia> Important Energy and Climate Policies and Developments. <https://www.energypartnership.cn/home/events/china-energy-transition-policies-2020/>
- Imprensa Nacional. (2018). *RESOLUÇÃO NORMATIVA No 819, DE 19 DE JUNHO DE 2018* https://www.in.gov.br/materia/-/asset_publisher/Kujrw0TZC2Mb/content/id/28737289/do1-2018-07-05-resolucao-normativa-n-819-de-19-de-junho-de-2018-28737273
- International Energy Agency. (n.d.). IEA. <https://www.iea.org/>
- Jacobs, F. (2022). *China to eliminate EV subsidies in 2022*. GlobalFleet <https://www.globalfleet.com/en/taxation-and-legislation/asia-pacific/article/china-eliminate-ev-subsidies-2022>
- Japan Automobile Manufacturers Association, Inc. (2010). *The Motor Industry of Japan*. <https://www.jama.or.jp/english/publications/MIJ2010.pdf>
- Kireeva, A., & Digges, C. (2021). *Russian government flirts with supporting electric cars in new ‘concept’*. Bellona.org. <https://bellona.org/news/transport/2021-10-russian-government-flirts-with-supporting-electric-cars-in-new-concept>
- Martín, E. (2021). *Rusia, paraíso del gas natural, se rinde a los coches eléctricos y empezará a subvencionarlos*. Motorpasión. <https://www.motorpassion.com/futuro-movimiento/rusia-paraiso-gas-natural-se-rinde-a-coches-electricos-empezara-a-subvencionarlos>
- Macro data. (n.d.). Electricity consumption 2020. Datamacro.com. <https://datamacro.expansion.com/energia-y-medio-ambiente/electricidad-consumo?anio=2020>
- Masiero, G et al. (2016). *Electric vehicles in China: BYD strategies and government subsidies*. Elsevier. <https://www.elsevier.es/es-revista-revista-administracao-e-inovacao-239-articulo-electric-vehicles-in-china-byd-S1809203916300018>

Más, J. A. (2019). *¿Dónde viven los ricos en Tokio? 6 barrios de lujo en Tokio. Japón y más.* <https://japonandmore.com/2019/05/19/donde-viven-los-ricos-en-tokio/>

METRON. (2021). *Panorama del mercado energético en Brasil.* <https://metron.energy/es/blog/panorama-del-mercado-energetico-de-la-energia-en-el-brasil/>

Motor.es. (2021). *Ventas coches - Brasil - Diciembre 2020: El Chevrolet Onix líder indiscutible.* <https://www.motor.es/noticias/ventas-coches-2020-brasil-diciembre-202174408.html#:~:text=Las%20matriculaciones%20de%20coches%20nuevos>

Noya, C. (2021). Japón demuestra que aunque tengas una buena red de recarga, las ventas de coches eléctricos no vendrán solas. Foro de coches eléctricos. <https://forococheselectricos.com/2021/08/japon-buena-red-de-recarga-malas-ventas-de-coches-electricos.html>

OFICINA DE INFORMACIÓN DIPLOMÁTICA. (2021). Federación de Rusia. Ministerio de Asuntos Exteriores Unión Europea y Cooperación. https://www.exteriores.gob.es/Documents/FichasPais/RUSIA_FICHA%20PAIS.pdf

Oficina Económica y Comercial de la Embajada de España en Moscú. (2012). *Establecimiento de empresas extranjeras en Rusia.* Issuu. https://issuu.com/rusiasolutions/docs/establecimiento_de_las_empresas_extranjeras_en_rus

Oftex International Sales. (2019). *¿Cómo puedes vender más en Italia?* oftex.es. <https://www.oftex.es/como-vender-mas-italia/>

Perez L. (2014). Permisos de conducir en Japón y México. Enlaces. <https://labrujula.nexos.com.mx/las-licencias-de-manejo-en-japon-y-mexico/>

Pilotzi, J. (2022). *transición de los coches eléctricos pone en riesgo a más de 70,000 puestos de trabajo en italia.* pilotzinoticias. <https://pilotzinoticias.com/2022/02/transicion-de-los-coches-electricos-pone-en-riesgo-a-mas-de-70000-puestos-de-trabajo-en-italia/>

PortalAutomotriz (2021). *La producción de vehículos en Brasil cae un 31.6% en 2020 por la pandemia.* <https://www.portalautomotriz.com/noticias/automotriz/la-produccion-de-vehiculos-en-brasil-cae-un-316-en-2020-por-la-pandemia>

Portal Movilidad. (2022). *El aumento de ventas de vehículos eléctricos en Brasil ¿es una ilusión óptica?* <https://portalmovilidad.com/el-aumento-de-ventas-de-vehiculos-electricos-en-brasil-es-una-ilusion-optica/>

- PROCOLOMBIA. (2012). *El consumidor ruso en busca del lujo*. PROCOLOMBIA. <https://procolombia.co/actualidad-internacional/prendas-de-vestir/el-consumidor-ruso-en-busca-del-lujo>
- Reuters. (2021). *Russia plans to subsidize electric cars to spur demand*. Reuters. <https://www.reuters.com/business/autos-transportation/russia-plans-subsidise-electric-cars-spur-demand-2021-08-04/>
- Sink, J. (2021). Ley de infraestructura de EE.UU. impulsará autos eléctricos: Biden. Bloomberg Línea; Bloomberg Línea. <https://www.bloomberglinea.com/2021/11/18/ley-de-infraestructura-de-eeuu-impulsara-autos-electricos-biden/>
- Song, S. (2018). *Here's how China is going green*. World Economic Forum. <https://www.weforum.org/agenda/2018/04/china-is-going-green-here-s-how/>
- Sotiroff, D. (2021). *China's Market Risks Are Nothing New*. Morningstar. <https://www.morningstar.com/articles/1066704/chinas-market-risks-are-nothing-new>
- Statista Research Department. (2022). *Top fifteen passenger plug-in hybrid electric vehicle (PHEV) models in China in 2020, based on sales volume*. Statista. <https://www.statista.com/statistics/1279341/best-selling-electric-vehicle-models-in-china/>
- Statista. n.d.). *Venta de vehículos eléctricos en Brasil 2020*. <https://es.statista.com/estadisticas/1134573/volumen-ventas-vehiculos-electricos-brasil/>
- Swissinfo. (2022). *El mercado del automóvil en Italia se contrajo un 29 % en marzo*. swissinfo.ch.com https://www.swissinfo.ch/spa/italia-matriculaciones_el-mercado-del-autom%C3%B3vil-en-italia-se-contrajo-un-29---en-marzo/47484548
- Nippon.com. (2020). *The North-South demographic divide in Japan: older in Hokkaidō, younger in Okinawa*. <https://www.nippon.com/es/japan-data/h00795/>
- The growth of the electric vehicle market presents new risk scenarios-Electricity.* (2020). *The energy magazine of Chile*. <https://www.revistaei.cl/2020/06/12/el-crecimiento-del-mercado-de-vehiculos-electricos-presenta-nuevos-escenarios-de-riesgo/>
- Yanfang, W. (2018). *Top 10 cities with most cars in China*. China.org. http://www.china.org.cn/top10/2018-10/03/content_64416203_9.htm
- World Data (2019) Energy management in the United States. <https://www.datosmundial.com/america/usa/balance-energetico.php>



**UNIVERSIDAD
EL BOSQUE**
Facultad de Ciencias
Económicas y Administrativas

Programa de Administración de Empresas*

Información:

Carrera 7 B Bis No. 132 – 38 Casa A3 - W3
Edificio Bosque del Condado
Teléfonos: (57+1) 274 84 34 – (57+1) 648 90 21
Fax: (57+1) 648 90 07
Correo: secretaria.administracion@unbosque.edu.co
Bogotá, D.C. Colombia

Misión

El Programa de Administración de Empresas de El Bosque construye conocimiento administrativo conjunto entre profesores y estudiantes, dándole prioridad a la vida, al individuo y a la cultura del grupo social en que trabaja.

Visión

Ser en el mediano plazo uno de los Programas más destacados, llevando a sus egresados a ocupar espacios importantes en el país, por medio del aporte desde sus propias empresas o desde la organización a la que se encuentren vinculados ya sea de carácter público o privada.

Objetivo General

Construir conocimiento con los estudiantes de la facultad, utilizando para ello los referentes históricos, filosóficos y epistemológicos de la administración, con el fin de alcanzar estándares de desempeño profesional acorde con las necesidades que el entorno de los negocios exige a los Administradores de Empresas, dándole prioridad a la vida y a la cultura del grupo social en que trabaja.

Objetivos específicos

El Programa de Administración de Empresas de la Universidad El Bosque persigue los siguientes objetivos:

- Incorporar en el proceso formativo de los estudiantes, los valores y principios de la Universidad, en su enfoque bio-psico-social y cultural, y que estos se vean reflejados en el desarrollo de la profesión del egresado.
- Desarrollar en los estudiantes la capacidad analítica y crítica del entorno y la realidad del país y el mundo, de tal forma que puedan actuar y tomar decisiones en la búsqueda del beneficio común, alcanzando estándares de desempeño profesional acorde con las necesidades que el entorno de los negocios exige a los Administradores de Empresas.
- Preparar a los estudiantes para que se desempeñen en los sectores público y privado, desde la perspectiva de la alta gerencia, creando empresas y desarrollando actividades de consultoría e investigación.
- Fortalecer los vínculos actuales con universidades del exterior y establecer otros, para el aprovechamiento mutuo de estudiantes, profesores y egresados de la Facultad.
- Trabajar ligados a la realidad empresarial, investigando continuamente las necesidades del mercado y de esta forma garantizar el fácil acceso de nuestros egresados al medio laboral.