UNIVERSIDAD EL BOSQUE

Facultad de Ciencias Económicas y Administrativas

ISSN: 2027-7911

_ HOJAS DE ADMINISTRACIÓN

Contenido

HOJAS DE ADMINISTRACIÓN

Vol. 28 - No. 04 Oct. Dic. 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 Bríñez

Concepto, diseño y diagramación
Allison Cortés

Facultad de Creación y Comunicación
Centro de Diseño y Comunicación

hojasdeadministracion@unbosque.edu.co

Editorial

Competencias lecto escriturales en la educación superior. ¿Cuál es su estado en Colombia?

Mario Hernán González Bríñez[1]

Las condiciones actuales para insertarse en el mercado de trabajo por parte de los egresados en el nivel superior de la educación, demandan no solamente un conjunto de conocimientos necesarios sino también la apropiación de un conjunto de competencias tanto básicas como propias de cada saber disciplinar. Es contundente la conclusión que señala que tiene más posibilidades de éxito una organización con capital intelectual competitivo que una que solamente posea capital financiero, pues en la era del conocimiento, éste se convierte en el motor y generador de utilidades por encima de cualquier otro bien económico, sea éste tierra, mercado o dinero.

Saulés (2012), señala apropiadamente que dos de las principales competencias de alcance universal son el razonamiento matemático y las habilidades de lecto escritura. Sin embargo, es incorrecto suponer que la educación media está entregando a la educación superior, estudiantes que evidencian un desempeño adecuado para responder a las exigencias del mundo del trabajo o del mundo científico-académico. En este orden de ideas

- Respecto a la competencia de expresión escrita, los trabajos realizados por el INNE (Backhoff, Peón, Andrade y Rivera, 2006) muestran que 56% de los estudiantes que termina la secundaria, en el mejor de los casos puede: escribir textos con unidad de contenido para transmitir un mensaje; utiliza nexos y marcadores simples, pero no respeta el registro lingüístico del tipo de texto que escribe (descriptivo, narrativo o argumentativo); y, comete muchas faltas de ortografía, de segmentación y puntuación. Por su parte, otros estudios más recientes del INNE (2009) muestran que sólo un 15% de los jóvenes que terminan la secundaria logra escribir un texto breve con una ortografía correcta. (Backhoff, Velasco y Peón. 2013, p. 12)

Esto para el caso mexicano, la OIT en relación con Colombia indica que "en el 2015 el 47% de los empleadores manifiesta dificultades para cubrir sus vacantes" (2017, p. 114). En las pruebas Saber Pro aplicadas en el año 2020, en lo que respecta a la competencia de lectura crítica, no se observan mejoras o variaciones sustanciales comparativamente con los resultados obtenidos entre el 2016 al 2019. También es importante anotar que para el 2020, si se consideran los programas académicos agrupados en 8 categorías (STEM, otros, Educación, Economía-Administración-Contaduría, Ciencias Básicas y Humanas, Ciencias de la Salud, Artes y finalmente, Agronomía-Veterinaria y Afines), el promedio más bajo fue el obtenido por la categoría de Otros (136), Educación (140) y Economía-Administración-Contaduría (144). (ICFES, s.f. p. 75)

En cuanto a la competencia de comunicación escrita "el promedio del puntaje alcanzado por los estudiantes se mantuvo, entre 2016 y 2020, entre los 137 y los 151 puntos, aunque se presentó una disminución de 151 a 137 puntos entre 2017 y 2020". (ICFES, s.f. p. 91), esto indica que los resultados son más desalentadores que para el caso de la competencia de lectura crítica. A manera de conclusiones esta fuente estatal señala que:

1 Editor

> Finalmente, con respecto al módulo de Comunicación Escrita, el promedio del puntaje disminuyó en el 2020 con respecto a los años anteriores, y se destaca que en 2017 y 2020 no hay diferencias entre las IES públicas y privadas. En cuanto a los resultados de la población con discapacidad, la población étnica y migrante, se encuentra que el promedio del puntaje del último año fue más bajo con respecto a los años anteriores. (ICFES, s.f. p. 105)

En el contexto internacional, la Organización para la Cooperación Internacional y el Desarrollo, OCDE, se encarga de la aplicación de la prueba Programme for International Student Assessment, PISA. Gracias a ella se evalúan habilidades y conocimientos en estudiantes de 15 años en lectura, matemáticas y ciencias. Para la aplicación realizada en 2018, los resultados obtenidos por los estudiantes colombianos muestran en las habilidades de lectura un promedio de 412 puntos, muy por debajo de la media OCDE; 487 puntos, esto corresponde al 85% del promedio. Así mismo y a pesar de los pobres resultado para este período, es importante anotar que los resultados alcanzados en 2006, 2009, 2012 y 205 han venido mejorando, excepción hecha entre los años 2009-2012, como se aprecia en la tabla 1.

Tabla 1. Resultados Colombia en prueba PISA (lectura)

Competencia	2006	2009	2012	2015
Lectura	385	413	403	425

Fuente: elaboración propia con base en datos de Ministerio de Educación Nacional, 2021.

La aproximación al conocimiento, la fijación de una postura crítica frente a la realidad, la inclusión en redes organizacionales, académicas y de índole social incluso, no se logran mientras los ciudadanos globales no cuenten con las competencias lecto escriturales apropiadas para insertarse en el campo laboral, mucho menos si se espera investigar, ejercer la docencia o acompañar procesos de consejería gubernamental. Estas competencias son apenas una parte esencial pero no única para lograr pensamiento formal y dialéctico. El panorama se puede concluir como no halagüeño, y mientras las acciones que el sistema educativo emprende no se dirijan a su corrección, la brecha entre países del primer mundo y "los demás", se seguirá ampliando.

Referencias

Backhoff Escudero, Eduardo, Velasco Ariza, Virginia, & Peón Zapata, Margarita. (2013). Evaluación de la competencia de expresión escrita argumentativa de estudiantes universitarios. *Revista de la educación superior, 42(167), 9-39.* *http://www.scielo.org.mx/scielo.php?script=sci_arttext&pid=S0185-27602013000300001&lng=es&tlng=es.*

ICFES *(s.f.)*. Informe nacional de resultados del examen Saber Pro 2020 Volumen I. *https://www.icfes.gov.co/documents/39286/1689945/23_12_21_INFORME_PRO+%281%29.pdf*

Ministerio de Educación Nacional (2021). *Infografías. https://www.mineducacion.gov.co/portal/micrositios-preescolar-basica-y-media/PISA/Generalidades/363433:Infografias*

OIT. (2017). *El futuro de la formación profesional en América Latina y el Caribe. Diagnóstico y lineamientos para su fortalecimiento. https://www.ilo.org/wcmsp5/groups/public/---americas/---ro-lima/documents/publication/wcms_568878.pdf*

Saulés, S. (2012). *La competencia lectora en Pisa. Influencias, innovaciones y desarrollo. Cuaderno 37.* México, D.F.: inee.

Investigación aplicada de nuestros estudiantes.

Green Light Solar Panels

Paneles Solares Green Light

Angie Bustos Palacio, Daniela Parra Alvis, Erika Mérida, Laura García Botía, Sara Moreno Mora, Sharon Figueroa Bermúdez y Yanko Anzola. International Business program students.

Professor Germán Mauricio Rojas Sánchez

Resumen

A continuación se presenta un Plan de Marketing Internacional donde el objetivo principal es la exportación de paneles solares a diferentes destinos, los cuales son elegidos por la ponderación de variables claves objetivamente identificadas para que el producto sea dirigido a los países donde pueda tener un mayor porcentaje de éxito. Posteriormente se realiza un estudio de cada país elegido con entrevistas a consumidores locales y se considera una investigación adicional de cada destino, para esto se utilizan preguntas clave para obtener información contundente y objetiva que sirve para identificar una estrategia de marketing y definir el método de entrada para cada destino, considerando las variables del marketing mix y si el producto tendria estandarización o no, finalmente se realiza una propuesta que muestra los resultados de la investigación en el plan de marketing.

Palabras clave: Paneles Solares, plan de marketing, mercado.

Abstract

Below is an International Marketing Plan where the main objective is the export of solar panels to different destinations, which are chosen by the weighting of objectively identified key variables so that the product is directed to countries where it can have a higher percentage. of success. Subsequently, a study of each chosen country is carried out with interviews with local consumers and an additional investigation of each destination is considered, for this, key questions are used to obtain forceful and objective information that serves to identify a marketing strategy and define the entry method. For each destination, considering the marketing mix variables and whether the product would have standardization or not, finally a proposal is made that shows the results of the research in the marketing plan.

Key Words: Solar Panels, marketing plan, market.

1 Estudiantes del programa de Negocios Internacionales. Documento elaborado para la asignatura International Marketing

Introduction

This research aims to address the issue of solar panels, which are defined as intermediary modules that use solar energy to convert it into usable and usable energy in any establishment and activity that is required, the panels have had a great boom in recent years, pollution and climate change have caused an awareness by the population. Currently, countries point to the use of renewable energy; These are clean energy sources, and their most important characteristic is that they are inexhaustible, among these the most common are wind and solar, which can mitigate the effects of pollution, in addition to their use saving money and being independent in terms of energy. to obtain common and highly polluting energies.

Product Definition

Green Light Solar Panels mainly focuses on the production of cadmium-free solar panels avoiding the use of toxic components that cause cancer and facilitate the recycling process and safeguard our consumers and producers' health by making them out of nanocrystals that contain silver and bismuth atoms in order to reduce the dependency on toxic chemicals and metals. Likewise, another benefit from the production, based on research stated by the European Union (n,d) will be that bismuth based-nanocrystals are cheaper to produce in comparison to standard solar panels, that the solar cell material that is going to be used is reportedly 10 to 50 times thinner than current thin-film photovoltaics, and also, it is 1000 times thinner than silicon photovoltaics that are bulky, costly and require a lot of energy to manufacture.

Green Light Solar Panels handles a wide range of solar panels, among which are: photovoltaic, thermal, and hybrid types. In addition, they are available in different sizes and single or double-sided, adapting to the needs of the consumer.

Market Selection

For the Market Selection, first, three variables had to be evaluated in order to select the countries that will be penetrated in this academic exercise. As shown in Table 1 the selected variables are *Countries that use the most renewable energy, countries with the highest GDP l, and Countries with the highest energy consumption.* After the selection of the variables, they were weighted in order to assign the relevance that was meant to be used in the weighting for the country selection as shown in Table 2 and Figure 3.

Table 1 Result of variable selection process

#	Main characteristics of our customers	Variable
1	Houses that use the most renewable energy	Countries that use the most renewable energy
2	Users with the capital of acquiring solar panels due to the high costs.	Countries with the highest GDP
3	Countries that are oriented to use more renewable energy.	Countries with the highest energy consumption

Note. Summarizes the result of the variable selection process.

Table 2. Weighting of the variables

#	Variable	Relative importance or relevance	W
1	Countries that use the most renewable energy	This is the most important variable because it's fundamental to locate which are the countries that use solar energy, and that would be willing to acquire the corresponding equipment.	5
2	Countries with the highest GDP	Countries with the highest GDP have a higher acquisitive power to buy solar panels.	4
3	Countries with the highest energy consumption	These countries are relevant because we know what kind of market to target.	3

Note. This table shows the determined weight for each variable.

Figure 3. Weighting in Excel

Weight		5	4	3	2019	2021	2018
CNTRY	Ranking Results	Most renewable energy	Highest GDP	Orientes renewable energy	ExJules	GDP	PERCENT TOTAL USE
China	26,58	2,58	1,69	2,30	6,53	17.458,04	48,59%
USA	14,04	1,44	2,47	-1,02	4,37	22.997,50	17,21%
Germany	-0,12	0,19	-0,19	-0,10	2,00	4.225,92	25,94%
India	0,15	-0,24	-0,34	-0,10	1,20	3.177,92	28,82%
Japan	-1,23	-0,30	-0,09	0,21	1,08	4.937,42	28,82%
Brazil	-1,72	-0,32	-0,56	0,70	1,05	1.608,08	33,48%
United Kingdom	-6,32	-0,34	-0,34	-1,10	1,01	3.187,63	16,50%
Spain	-6,12	-0.51	-0,59	-0,41	0,69	1.426,22	22,95%
Italy	-6,84	-0,55	-0,49	-0,70	0,60	2.101,28	20,23%
France	-7,29	-0,61	-0,37	-0,91	0,49	2.935,49	18,24%
Canada	-6,74	-0,64	-0,51	-0,50	0,44	1.990,76	22,08%
Sweeden	-4,09	-0,71	-0,68	0,73			
Max CTRY	26,58	2,58	2,47	2,30	6,53	22.997,50	0,49
Desvest	10,21	1,00	1,00	1,00	1,89	7.044,87	0,09
Average	0,00	0,00	0,00	0,00	1,65	5.571,57	0,27

Note. The graph shows the results of each country according to the importance of the variables. Source. Own elaboration.

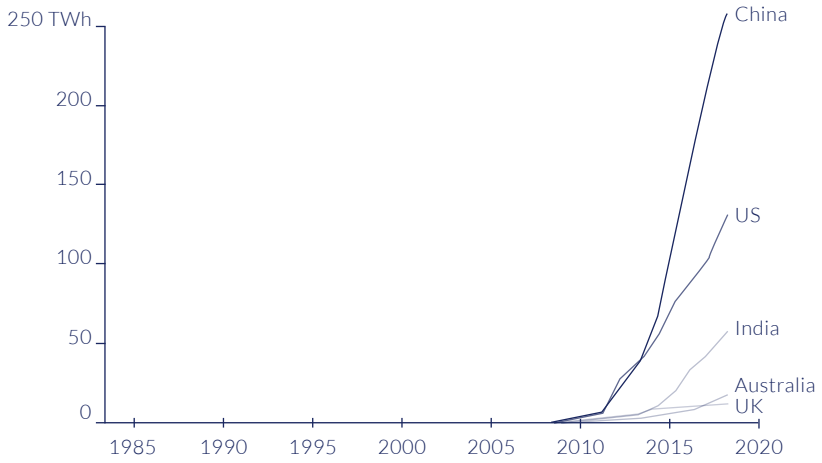
Market Research Per Country

China

China is currently the most populous country in the world, currently has approximately 1,410.54 million inhabitants (Fernández, 2022), and largely due to this, China is one of the richest countries in the world, with a GDP of 17,734 .062.65 million USD, positioning itself as the second country with the highest GDP after US.

Due to its large size, according with figure 2 it is one of the countries that uses the most renewable energy, which is why China currently contributes almost half of the renewable energy capacity in the world, since it houses the largest solar plant in the world and there are more planned constructions, meaning its solar capacity could double by 2023. In addition, China is pumping large amounts of funds into its renewable energy sector as it tries to become competitive in its green energy operations. (WORLD ENERGY TRADE, 2022)

Figure 2. Fields of solar panels. Electricity generation from solar panels, measured in terawatt-hours.



Note. Adapted from China supera al resto del mundo en energía eólica y solar [Graphic], by QUARTZ with data from Word Energy Trade, 2022, (https://www.worldenergytrade.com/energias-alternativas/electricidad/china-supera-al-resto-del-mundo-en-energia-eolica-y-solar). Free License.

Who are the Customers?

According to an interview with a Chinese exporter, normally the people who buy solar panels are the ones with higher income than the rest and can afford it, they are also more knowledgeable about the environment, and we all know that this country is one of the most polluted in the world.

In ancient times, people were not aware of the importance of the environment. In the 1980s, China began to grow exponentially thanks to severe industrial exploitation, which resulted in a high environmental cost, so much so that the air quality in China a few years ago was terrible, people usually suffer from diseases caused by this. (Graziati, 2022)

Currently the new generations are more concerned about the environment, China has managed to reduce more than half of its air pollution in less than 7 years, the number of companies that work together to mitigate this affectation is incredible, and how the population of this country is more aware that the environment must be cared for, and how everything possible is being done to reduce pollution and create a better country.

What are Their Purchase Habits in Regard to the Product Type?

Regarding decision-making and according to the interview, it can be said that solar panels can offer stable energy, since it is much more reliable than electricity, taking into account that blackouts or failures can sometimes occur in this service, affecting the entire population, on the other hand with a solar panel it is quite difficult to run out of energy in China with its current conditions.

Another very important thing that the interviewee mentions are that solar panels have a cheap energy cost and by calculating these costs you can recover approximately 5-6 years after installing them and start generating profit. In China, electrical energy is expensive, mainly because there are seasons, for this reason different electronic devices are used, one of these is the air conditioning, which in summer must be left on at all times, because the temperature is quite high and people they are forced to keep the largest number of air conditioners inside the home on, due to this they suffer blackouts in several cities in China, the heat wave is inevitable and with it the high costs of electricity.

Another very important factor that affects the costs of electricity is the industries, China has the largest industrial sector in the world, and all these companies make excessive use of electronic devices and other products, since this country is one of the that greater labor exploitation exists, these are always kept in operation consuming electrical energy and with this the costs are exaggerated.

These are some of the reasons why the Chinese prefer to invest in solar panels, often buying them from Chinese vendors and manufacturers in their own country.

On the other hand, average Chinese consumers do not buy premium solar panels, they prefer to invest in something “good and cheap” so they buy low-priced panels that can give them higher profitability. (Ruiz, 2021)

Panels are normally sold by Watts, and depending on how much the home or business uses, enough panels are purchased to supply properly, an average price widely used in China for normal panels ranges from US$0.21-0.88 per watt.

How are Products or Services Being Used?

According to the Chinese exporter, solar panels are used to produce solar energy, this energy can be supplied mainly to families, because they significantly reduce costs, and to factories, which benefit and recover their investment in a very short time.

If the Market is Changing, how?

The market is constantly changing, and in this case, the solar panel market is currently constantly growing. According to the interviewee, this is because people have a greater knowledge about solar energy and its advantages. The Chinese population is increasingly aware and informed about the benefits of using solar panels both to reduce costs and to prevent power outages from affecting them. They are also aware that using renewable energies such as solar helps to take care of the environment and considerably reduces some polluting factors caused by electricity and its factories, although it is true that electricity does not directly pollute, its production process does. Therefore, the use of solar energy as a decontaminating alternative is essential.

What is the Distribution System or the Entry Structure of Other Foreign Competitors?

China is a leader in the production of solar panels and the use of solar energy. According to the interviewee, China's solar panel export volume continues to increase, so it currently has no competitor. It should be noted that most products are imported from China and solar panels aren't exception.

Who are Your Competitors and How Do They Communicate with Customers?

The interviewed exporter claims to have friends from Europe who import solar panels from some Chinese companies. One company he mentioned was Anhui Shangxia Solar Energy, which provides photovoltaic products, applications and services to promote global sustainable development. (Peschak, 2022) Solar has reached strategic cooperation with more than 80% of the world's first-line PV brands, such as Hanwha Q CELLS, LonGi, JA Solar and Trina Solar, becoming the largest branded PV module distributor in China. As solar specializes in customers with various wholesale and retail photovoltaic products, such as solar cells, photovoltaic modules, inverters, network distribution boxes, cables, etc. This company sells to more than 100 countries around the world, such as the United States, Mexico, Brazil, Argentina, France, Germany, Italy, Ukraine, Poland, Spain, Thailand, Vietnam, Oman, Kuwait, Syria, South Africa and other countries. (GongWong.com, n.d.)

On the other hand, there are the Chinese manufacturers of solar panels, among which are the best known: JA Solar, LONGi, GCL Systems, Canadian Solar, Trina Solar, Jinko Solar, ZNShine Solar, Talesun, Risen Energy and Seraphim.

There is something that all these factories have in common, and that is that none of them handle premium solar panels, that is, they do not handle excellent quality, rather they focus on a low price, which is what an average consumer would look for., without taking into account that in the future this is going to present flaws and it will not be as profitable.

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

This country, being the leading exporter, has all kinds of panels, such as photovoltaic, thermal and hybrid (photovoltaic + thermal), the main type of solar panel that is usually bought in China is photovoltaic, this is also the main type of export to other countries.

What are the political restrictions/regulations?

The General Office of the State Council recently sent to the National Development and Reform Commission and the National Energy Administration the "Implementation Plan to Promote the High-Quality Development of New Energy in the New Era" which consists of implementing renewable energy in the country.

In May 2021, China ordered power transmission companies to connect at least 90 gigawatts of solar and wind power to their grids in that year, meaning these technologies will be responsible for about 11% of the country's energy consumption. Asians, compared to the 9.7% they represented in 2020. (WORLD ENERGY TRADE, 2021)

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

The main market risk and the largest found in this country is domestic production, given that China is the main manufacturer of these products and 85% of solar panels worldwide have a Chinese seal according to various articles investigated. Another important risk is the price, since China offers different prices depending on the quality of the product, so it is very important to take this factor into account when exporting our product to the country.

Brazil

Brazil or officially Federative Republic of Brazil, is the largest country in South America since it occupies half the continent's landmass and it is the fifth largest country in the world, exceeded in size only by Russia, Canada, China and the United States. The Gross Domestic Product (GDP) in Brazil was worth 1608.98 billion US dollars in 2021, according to official data from the World Bank. (THE WORLD BANK, n.d.)

Brazil is also the fifth most populous country in the world and accounts for one third of Latin America's population. Brazil has some of the world's most abundant renewable and nonrenewable resources and with its extensive river systems and plentiful rainfall, has one of the largest hydroelectric potentials in the world.

The Brazilian population includes a combination of Europeans, Native Brazilians, several African ethnic groups, and Arabs. Regardless, Brazil was capable of forming a harmonic community despite its heterogeneous background. Brazilians have always been open to trying new things, while some of the more buttoned-down Brazilians are not particularly trusting people, especially toward foreigners. Therefore, establishing trust before entering into negotiations is essential when getting to know Brazilians. Another thing to know before conducting business with Brazilians is that they are not very attached to the concept of time. As a result, negotiations may take longer, and schedules are flexible. Thus, patience is essential when conducting business with Brazil. Europeans tend to feel they know all they need to know and find out they do not, the hard way.

Empresa de Pesquisas Energeticas (EPE) estimates that investments in the energy sector in Brazil will total over R$ 2.000 billion (360 billion dollars) over the next decade (including oil, gas, and electricity). Brazil has tremendous energy potential, both in terms of renewable energy (such as hydro, wind, and solar) and fossil fuels, due to its continental area and natural resources Brazil, as a whole, is a country with great potential for foreign investments in the renewable energy market, but choosing the right region, sub region, or municipality is essential when entering this particular market. A common misstep is failing to conduct appropriate investigations into a country. A startup can be hindered by a lack of market knowledge or insufficient planning when venturing into a new market. Knowing the suitable regions to tackle based on taxes, solar radiation, climate, population, and type of industry is necessary when formulating a market entry strategy.

Brazilian businesses are increasingly concerned about both the environment and broader reputational issues to the extent that environmental, social and governance (ESG) has become an important point to discuss for the company's directors. Also, the pressure from both indigenous and international businesses is, slowly but surely, forcing Brazil's government to act on climate. This shift in approach will help to remove a key barrier to international investment in Brazil's green infrastructure.

Who are the Customers?

According to the interview with Mr. Krijger, a Brazilian negotiator, most of the customers for our products are business owners looking to save money with their energy bill or owners of large areas of land since *"this way they can also save up to 90% of energy"*, however, Mr. Krijger mentioned about a considerable percentage of the residential population are starting to purchase solar panels for their houses. Basically, anyone who uses energy, could use solar energy and take advantage of it, however, we could name some main customer types, calculated investors, climate change advocates, energy independence seekers and tech enthusiasts. So, we can say our main customers for our strategic market are entrepreneurs or people with ecological awareness and habits, medium-high income who are interested in reducing their energy bills.

What are Their Purchase Habits regarding the Product Type?

The interviewee made his point about a *"ecology awareness"*, more people these days are more aware about the importance of renewable energy and climate change, so they are creating new *"eco-friendly habits"* such as recycling, saving water, saving energy and of course changing into renewable energy like solar energy, also they show interest in saving money in utilities bills and they could have a saving mentality.

How are Products or Services Being Used?

Mr. Krijger in the interview mentioned what solar panels are used for, *"Solar panels are used for power generations and the use of energy in our homes and household appliances"*, He also mentioned about electric cars as there are many of them on the streets now and about *"the green energy being distributed by the electrical network of Brazil"* what is really interesting for this research. Solar technologies convert sunlight into electrical energy either through photovoltaic (PV) panels or through mirrors that concentrate solar radiation. This energy can be used to generate electricity or stored in batteries or thermal storage.

If the Market is Changing, how?

The solar panels market is increasing indeed, and the primary reason is because the Brazilian government is encouraging the use of renewable energy to the small and big companies and the residents as well, also they will see the savings in their energy bills. Mr. Krijger also mentioned the importance of the Amazon Jungle for Brazilians and the importance of a sustainable lifestyle. About the region with the best incentives when it comes to solar energy, most regions and states in Brazil have strong incentives for solar energy. The Southeast, South, and Northeast usually have stronger incentives.

What is the Distribution System or the Entry Structure of Other Foreign Competitors?

The Southeast region of Brazil is the most developed and where most solar energy projects are concentrated. However, the Northeast region is the one with more radiation. The region of Minas Gerais has the largest concentration of solar plant connections in Brazil, which makes it a big contender for what our product wants to carry out because there was a political mobilization to change the state legislation on tax exemption for distributed micro and mini generation. In addition, Minas Gerais has a tariff considered expensive, delivering greater profitability to investors as well.

Who are Your Competitors and How Do They Communicate with Customers?

Regarding competitors for solar panels producers in Brazil, Mr. Krijger mentioned four very well-known brands, such as Jinko Solar, Huawei, Canadian Solar and Trina Solar. The first one Jinko Solar is a solar panel manufacturer headquartered in Shanghai, China and runs over 50% of renewable energy around the world. Also, Atria Energy is a company that operates in the field of solar energy in the region of Campinas and SunPower in Sao Paulo are very well known for their efficiency, national coverage, and great warranty coverage.

Are There Any Different Concepts or Product/Service Categories in the Target Country? If so, What?

As the interviewee mentioned, they don't consider Brazil as well known to produce solar panels but hydro energy. Since Brazil has a great water wealth, the country has been focused on producing hydro energy. During 2020 the capacity factor for wind was over 40% compared to a global average of 35%. And with 7,400 km of Atlantic shoreline, we see a significant opportunity for Brazil's offshore wind sector. Indeed, over the past decade, Brazil's wind power output has grown by 20x to now supply almost 10% of the country's electricity with 19 GW of installed capacity.

What are the Political Restrictions/Regulations?

When entering Brazil, it is essential to know which region has the best rules and regulations in the energy sector. Minas Gerais (MG) and Rio de Janeiro (RJ) have some of the best rules and regulations regarding solar energy. However, the distributors operating in these states have added up most of the complaints registered with ANEEL (the federal economic regulator of the electricity sector in Brazil) about the connection of solar plants and other issues involving solar energy. Also, the British government support with the regulations is very positive as well since according to the Energy Research Company of Brazil (EPE,2016), there are five incentive mechanisms being used to boost Brazilian renewable energy, like quotas, subsidies, auctions, and net metering.

What are the Market Risks Associated with Sales of Your Product/Service?

- Political instability.
- High import duties. At this very moment, the Brazilian government is reducing the import duties on solar energy products, but it is not clear if these reductions will still be in place a year from now.
- Currency is not stable (Brazilian real)

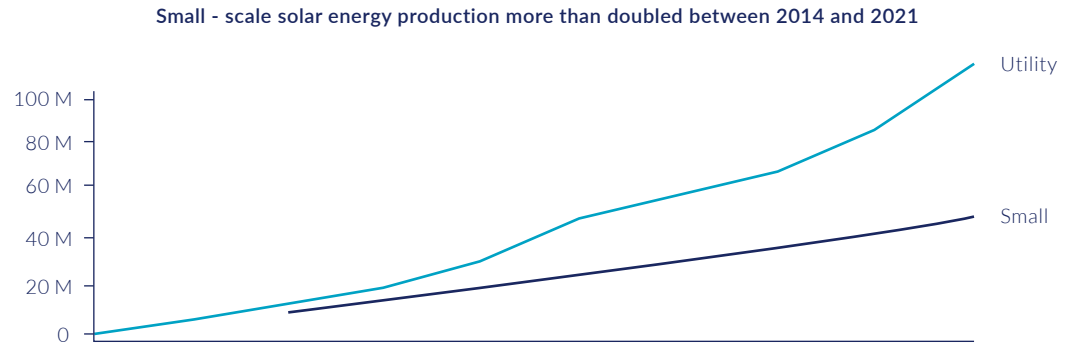
United States of America

The United States is considered the world's leading power, with a population of 331,893,745 inhabitants and a GDP of 23 trillion USD according to the latest census of 2021 (World Bank, 2021), which makes it an important country for doing business, in addition to its high standard of living and international importance. This makes it an important country to do business in addition to its high standard of living and its international importance, however, it is the most indebted country in the world with respect to its GDP, which means a high level of consumption, it has 50 states and the District of Columbia bordering the Atlantic Ocean and the Pacific Ocean and it is the fourth largest country in the world (Oficina Diplomática, 2022).

According to a study by the U.S. Department of Energy, by 2035 the country will replace 40% of its electricity supply with renewable energy and by 2050 45% (ShareAmerica, 2021). This represents a great environmental change due to the reduction of carbon emissions, which today are a cause of international alarm and have led many countries to seek more sustainable alternatives such as photovoltaic solar energy, which is cleaner, more economical over time and has a higher growth rate, considering the scarcity of fossil fuels.

On the other hand, the latest edition of EIA's Electric Power Monthly report for the year 2021 reveals that solar energy increased by 25.23%, which represents a significant and rapid growth in a single year compared to previous years (El Periódico de la Energía, 2021).

Figure 3. Small-scale solar energy production more than doubled between 2014 and 2021



Note. Energy produced by small-scale facilities vs utility scale facilities by megawatt hours. Adapted from Small-scale solar energy production more than doubled between 2014 and 2021 [Graph], by US Energy information administration, 2022, USA FACTS (https://usafacts.org/articles/how-much-solar-energy-do-homes-produce/). Free License.

In Figure 3 we can see the energy produced by small-scale facilities versus utility-scale facilities per megawatt-hour where it is evident that the production of small-scale solar energy doubled significantly between 2014 and 2021 from 11,233,000 in 2014 to 49,025,000 in 2021 (EIA, 2022). This represents a potential growth in the consumption and purchase of solar panels in the country.

Who are the Customers?

Based on the research conducted, it can be identified that consumers who purchase solar panels are those who care about the environment and the damage that traditional energy generates to it, those who look to the future and know the importance of investing in sustainable alternatives due to the scarcity of oil and those who have the economic resources to acquire these devices due to their high cost in the market. On the other hand, in 2005 the U.S. Congress approved a tax credit for the generation of solar energy in U.S. homes, which led to an increase in the number of solar panels in homes by an average of 32% per year, resulting in 2.7 million residential solar panels in the U.S. by 2020 (USAFacts, 2022). It should be noted that not only households are acquiring these systems but also many companies, activists, and governments in order to increase savings in energy consumption, create a positive impact on the environment and encourage the population to adopt these alternative energy sources that significantly benefit the planet and their country in terms of the economic-environmental.

What are Their Purchase Habits in Regard to the Product Type?

People who purchase solar panels are generally those who have a strong interest in caring for the environment, saving money in the future and reducing dependence on fossil fuels, which is why, when buying solar panels, American consumers look for solar panel kits found on websites or online marketplaces, large multi-state solar companies and local solar installers which are less expensive than residential ones. Based on the above, it is concluded that customers are looking for affordability, quality, and ease of purchasing a solar panel according to their needs.

How are Products or Services Being Used?

Solar panels are used to generate electricity for both homes and businesses looking to reduce traditional energy consumption in order to reduce costs and contribute to the sustainability of the planet. It is a great alternative to provide energy to the most remote places where direct sunlight can be obtained. Thanks to the discovery of the photovoltaic effect by Edmon Becquerel, solar panels fulfill the function of absorbing the sun's energy and converting it into electricity that replaces traditional polluting energy.

If the Market is Changing, how?

The market for solar panels has been growing over the years thanks to countless awareness campaigns, international environmental debates, government support for sustainable solutions and strategic alliances to combat the impact of our carbon footprint on the planet. Solar energy is one of the fastest growing clean energy sources in the US, according to the Department of Energy there are more than 3 million solar energy installations in the US and with an exponential growth in a few years. In relation to market prices, solar panels in the U.S. cost approximately $20,020 dollars on average

or $2,86/W, while 10 years ago they cost around $50,000 dollars. This suggests that the solar panel market has increased in quantity and decreased in distribution prices. The cost of solar panels depends on variables such as: size, location, quality, type of panel, characteristics of the installation site, labor, and regulations that each state has.

What is the Distribution System or the Entry Structure of Other Foreign Competitors?

The main competitor of the United States in the manufacture of solar panels is China, due to its massive production, cheap labor, large geographic extension and low prices, and China has a direct export distribution system and has made bilateral agreements with many distant countries to expand its economy and have more international power.

Who are Your Competitors and How Do They Communicate with Customers?

The market in relation to competitors is strong in the United States, the main companies in solar panel manufacturing and installation are LG Solar, Hanwha Q Cells, SunPower, Panasonic and Jinko Solar. These companies compete with innovation, affordable prices and efficient distribution channels to cover both the domestic and foreign markets. In the case of Solar Power, it carries out entertaining and dynamic promotional campaigns through social networks, inviting people to participate in learning games and contests to raise awareness of the importance of reducing the impact of the carbon footprint on the planet.

Are there different concepts or categories of products/services in the country of destination? If so, which ones?

Yes, there are several types of solar panels currently in the U.S. market including: monocrystalline, polycrystalline, PERC, and thin film panels, each type has its variation in terms of technology, efficiency, manufacturing, and features that allow for less or more durability or purity.

What are the restrictions/policy regulations?

Based on Section 203 of the Energy Policy Act of 2005, each fiscal year the U.S. federal government must consume at least 7.5% of its total electricity from renewable sources as a renewable electricity requirement. The top five states for on-site solar power generation at the federal level were California (161,734 MWh), Hawaii (78,752 MWh), Arizona (62,662 MWh), Maryland (55,013 MWh), and Georgia (48,310 MWh) (Federal Agency Use of Renewable Electric Energy, 2020). On the other hand, a series of regulations and tariffs are imposed on Chinese imports in an anti-dumping investigation that could mean an increase in the production of raw materials for the realization of U.S. solar panels.

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

Mainly the political-economic aspect is a market risk factor due to the changing regulations imposed by each state with the granting of tax credits and subsidies to reduce the installation costs of solar panels as well as direct competition from renewable energy. Secondly, by increasing the demand for solar panel installation in the country, traditional electricity could stagnate and there would be a decrease in prices, this causes people to opt again to consume traditional energy more polluting for their economy. Finally, a bad installation of the solar panel implies significant losses for the company in addition to the dangers that can occur during installation if it is poorly designed, which is why you must monitor each part of the manufacturing process, distribution, and installation as the materials for its realization and thus be able to avoid risks to a minimum.

United Kingdom

The UK has 65.6 million inhabitants; it is one of the 10 most important economies in the world with a GDP of 3,10 billion dollars. (World Bank, 2022) As for the interest in caring for the environment, the UK is very interested in reducing pollution, so they are already raising awareness about the use of solar energy, this in addition to taking care of the environment, also reduces costs. More and more projects are created trying to reduce environmental pollution, for example, according to the Xakata source, the United Kingdom has a project that consists of implementing semi-transparent solar panels in areas of cultivation, which allows, mainly, collecting solar energy, and growing below it, this project will reduce carbon emissions, which is one of the main goals that the UK has.

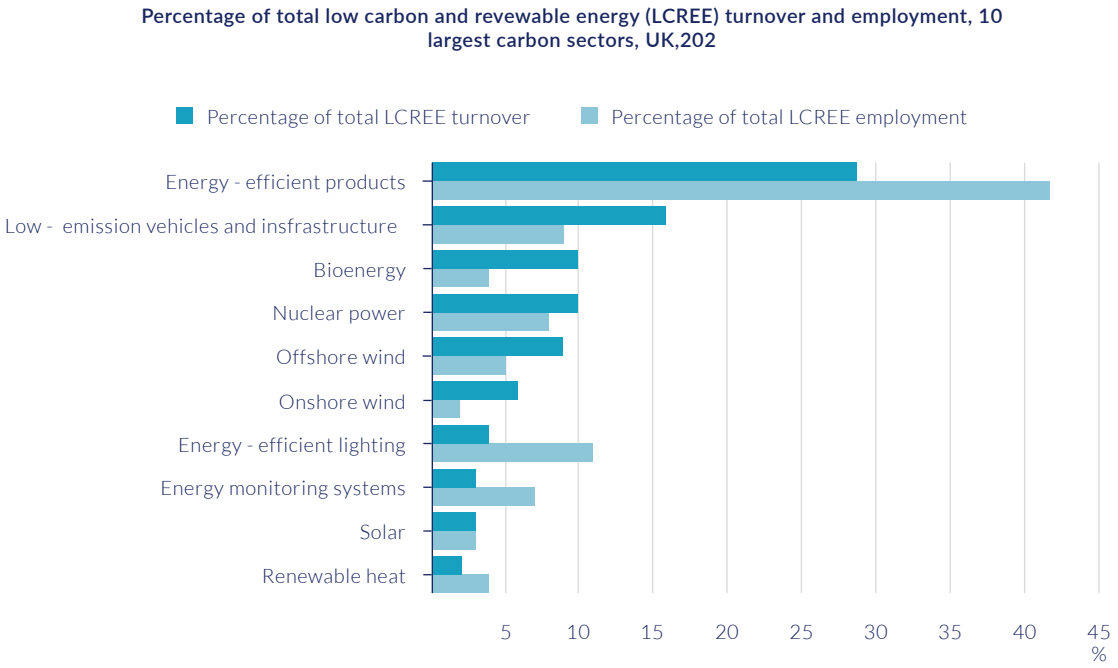
In addition to this, it plans to double its renewable energy capacity by 2026, bringing total solar and wind power capacity to 6 GW this year from about 33 gigawatts today. They have implemented policy measures such as tax breaks for renewable electricity projects that have been driving the growth of UK renewable energy. The country has offered several incentive schemes that have played a crucial role in supporting the deployment of commercial and small-scale renewable capacity including renewable energy obligation (RO) systems and feed-in tariffs (FIT).

In early 2020 they replaced the TIF system of regulated tariffs by the Intelligent Export Guarantee System (SEG), which offers tariffs for renewable energies supplied to the National Grid to increase UK photovoltaic capacity. (ICEX, 2020)

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.

Figure 4. The energy-efficient products sector was the largest sector for turnover and employment in 2020



Note. Percentage of total carbon and renewable energy (LCREE) turnover and employment, 1o largest low carbon sectors, UK, 2020. Adapted from Low carbon and renewable energy economy, UK: 2020 [Graph], Low carbon and Renewable Energy Economy Survey, 2020, Office for National Statistics (https://www.ons.gov.uk/economy/environmentalaccounts/bulletins/finalestimates/2020). Free License.

Who are the Customers?

According to the interviewee Mateo, people who normally buy solar panels are those who choose to use renewable energies, which are cleaner and are also interested in contributing to the care of the environment. This means that almost anywhere in the UK we can see that they use solar panels for power supply.

The UK government is looking to make the cost of energy more accessible to households and wants to reduce dependence on external suppliers such as Russia. The government aims to increase the capacity of solar panels, and thus contribute to the energy used by people in the United Kingdom coming from clean sources.

Based on the above, the industries also acquire solar panels contributing to the care of the environment, since they are the ones that need more energy for their different processes.

What are Their Purchase Habits in Regard to the Product Type?

According to interviewees, in the UK, people usually buy solar panels to have a clean energy source for their office or home. What can be deduced from this, and from what investigated earlier, the acquisition of solar panels is very common, since more and more people are becoming aware of the use of various renewable energies.

Normally people or companies purchase solar panels through a certified solar energy company, or they also purchase them directly from a distributor. Usually, wherever they purchase solar panels, companies include installing this.

The price of these is very variable, as this depends on the type of panel that is required, on average ranges from 0.21 to 200 USD.

How are Products or Services Being Used?

According to the interviewee, in the UK people acquire solar panels as they are a renewable energy source that does not release CO2 helping to prevent global warming.

The panels serve as energy storage and provide much of the energy that fuels homes in the UK. In addition, as mentioned above, they can be used in growing areas, providing energy and allowing low-carbon farming, and this contributes to the agriculture sector reducing its carbon emissions.

If the Market is Changing, how?

Matthew indicates that the market for solar panels has increased because global warming is a problem, and by using solar panels, they reduce carbon emissions.

More and more countries are joining the change, and the United Kingdom is very interested in contributing to the change, so it is choosing to encourage the use of renewable energy, which, in addition to solar, is also wind and nuclear. In addition, people are using solar panels in their homes to supply the energy of their homes, and with this also reducing costs, they are realizing the benefits of using this type of energy, both for the environment and for their economy.

The market for solar panels is changing, taking a stir as it is clear that change is necessary in all countries in terms of reducing CO2 emissions.

The increase in solar energy remains a challenge to the electricity supply model that is normally used, and this causes the demand for conventional sources to be reduced.

Fuente: Freepik

What is the Distribution System or the Entry Structure of Other Foreign Competitors?

The interviewee states that he does not consider the UK to be a leader in the production of solar panels, but that they are frequently used. Based on this it can be evidenced that much of the solar panels are imported, and that it is a market of high consumption. A large exporter of solar panels is China; The UK imports its solar panels because in addition to being cheaper, its tariff rates are very low, and this makes importing them from this country more beneficial. China works through a website and has physical points in London.

Who are Your Competitors and How Do They Communicate with Customers?

According to the interviewee one of the companies selling solar panels is EON Energy.

This company has a model that facilitates the contracting of energy under better conditions, both final consumers and market participants. The EON Energy Platform connects end consumers with many producers in the country, while a smart supply ensures better prices.

Another company that sells solar panels in the UK is SunPal (n.d), a Chinese company that manufactures world-class solar products, sells its products online, and includes installation.

Another company that supplies solar panels is Nissan energy, this company combines residential solar panels with a world-class energy storage system to make the most of them in homes in the UK. (Beamonte, 2018).

Are There Any Different Concepts or Product/Service Categories in the Target Country? If so, What?

There are four types of solar panels, first there are monocrystalline or single crystal panels, these are made of a single silicon crystal, because of this they are the most efficient in space and the most durable.

Another class of panels are polycrystalline ones, these come from several silicon crystals instead of one, and are less efficient in terms of energy conversion, since their silicon purity and construction are inferior to monocrystalline.

There are also the rear cell and passive emitter (PERC) panels, these are an improvement of the traditional monocrystalline cell. These panels allow better solar energy collection in a smaller physical space making them ideal for limited spaces.

And finally, we find thin film solar panels; these are characterized by having very thin layers that are thin enough to be flexible and can come in different sizes to suit specific needs.

What are the Political Restrictions/Regulations?

The UK government intends to ban the use of solar panels on most farmland in England, according to the Secretary of the Environment, the use of solar panels impedes its growth program and boosts food production. On the other hand, the "Premier" Lizz Truss plans to ban the installation of new solar plants in 58% of agricultural soil, and 41% of the national territory, arguing that there is a great need to maximize food production. (Fresneda, 2022)

What are the Market Risks Associated with Sales of Your Product/Service?

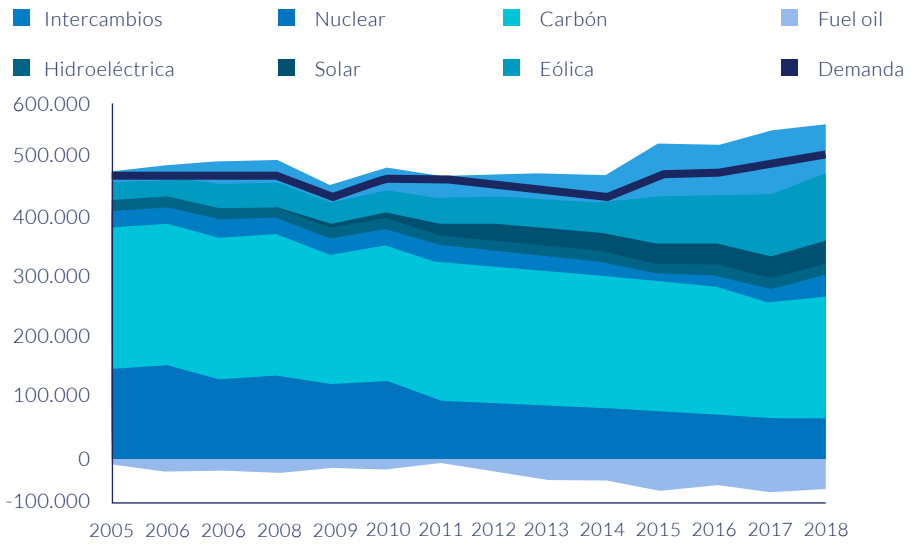
There are big competitors, such as China, which, as our interviewee mentioned, is a country recognized for its use and production of solar panels, and they have a giant solar panel farm. Based on this, we can show that the biggest competitor is China, also their prices are quite affordable.

Germany

Germany is the most populous country in the European Union, with just over 79.8 million inhabitants. Germany is considered the fourth world power and the first in Europe. It has a GDP of 42,223 billion dollars. (Uriarte, 2021)

Germany plans to be climate neutral by 2045. By that year, at least 80% of Germany's electricity supply and 60% of its energy supply is expected to come from renewable sources. In 2022, all nuclear power plants will be shut down one after the other. In 2019, only six nuclear power plants are in operation. *(La Transición Energética | La Actualidad De Alemania, n.d.)*

Figure 5. Electricity production in Germany



Note. Adapted from Producción de Electricidad [Graphic], by AleaSoft with data from ENTSO E. PV Magazine, 2019, (https://www.pv-magazine.es/2019/02/27/alemania-lider-en-la-implantacion-de-energias-renovables/). Free License.

Who are the Customers?

According to the interview with Mrs. Smit Ilona, a native of Germany, most people in this country hire companies that sell solar energy, because the German government decided to encourage the use of renewable energy in the country by the year 2022, giving monetary benefits to the population that begins to install solar panels in their homes.

Not all customers seek to be completely self-sufficient, yet people seek to protect their households from price volatility, preserve the environment and eliminate uncertainty about the reliability of oil and gas. In fact, the German consumer is very concerned about natural gas independence. *(Los Alemanes Disparan La Demanda De Proveedores De Sistemas Solares Y Bombas De Calor, 2022).*

This is why the majority of the German population is looking for renewable energy alternatives that allow them to save their pockets and also help with the commitment that the country has with the care of nature. However, one of the most important reasons why customers increased the demand for solar panels is because they have been affected by the war between Russia and Ukraine because they depend mostly on the energy that Russia supplies them and that by different conflicts between them, Russia decided to reduce the export of energy to Germany. This allowed Germany to start implementing a greater use of renewable energy throughout the population and also easy access for all types of households.

What are Their Purchase Habits regarding the Product Type?

Rising energy prices in Germany have boosted demand for independent energy infrastructure in Germany due to potential shortages of Russian raw materials and high oil and gas prices. *(Los Alemanes Disparan La Demanda De Proveedores De Sistemas Solares Y Bombas De Calor, 2022)*. As mentioned above in Germany, people purchase solar panels or renewable energy because the country is committed to caring for the environment. Also, another reason why people buy solar panels in Germany is because of the great dependence they have on energy from other countries in the world, finally they take into account the amount of money they save by using renewable energy in homes, taking into account the ease and benefits that the government gives them to implement this type of energy in homes or industries. (Solar Reviews, 2022)

When people purchase solar panels, they first have in mind the purpose for which the solar panel will be used, depending on that, the level of volts required to provide sufficient energy to the selected building is reviewed.

How are Products or Services Being Used?

According to the interview with Mrs. Smit Ilona, solar panels are mostly used by households, which are installed on the outside of the house, whether balconies, roofs or facades, in order to generate electricity for the entire household, this allows them to take care of the environment and also reduce costs in their finances.

If the Market is Changing, how?

According to the interview, the solar energy market in Germany has intensified in recent years. Germany maintains its undisputed leadership as Europe's leading solar power center, with this technology generating around 50 terawatts of electricity per hour by 2021. On the other hand, Germany's dependence on the use of Russian gas seems to have convinced the government that it is easy to switch quickly to 100% renewable energy. In addition, the German administration has been keen to maintain this approach and identify energy sources of public interest until climate neutrality is achieved, which involves facilitating procurement procedures for solar panels. (Barrero, 2022)

What is the Distribution System or the Entry Structure of Other Foreign Competitors?

Cheap solar modules manufactured in China, the world's leading exporter of solar panels, caused German exports of solar modules to fall by more than 70 % between 2010 and 2019. In the field of solar inverters, the market shares of German inverter manufacturers reached around 10% in 2019, while China already has three times as much as German exports. (ICEX, 2022)

For Germany, one of its main competitors in the renewable energy market is China, although it is not easy for Chinese companies working in the renewable energy field to work in other countries. Now, private companies and state-owned enterprises are investing in solar energy in China, but the cost of paying companies to invest in solar in other countries is high and many countries do not provide regulatory guarantees, creating risks for investors. These companies will need different and flexible financing options if they want to invest in the solar energy market abroad.

Who are Your Competitors and How Do They Communicate with Customers?

After a rapid rise to become a world leader in less than a decade, the German solar industry faced a steeper decline after 2012. Because foreign competitors, especially from China, offered solar panels at much cheaper prices than German manufacturers. As a result, many investors traded local products with foreign suppliers to increase their profits, which made the newly expanded German industry indifferent to customers.

The impact on the German solar industry is severe. Many large investors such as Q-Cells, Solon and Conergy usually invest heavily to increase production however they were forced to close down. On the other hand, Solar World, one of the three largest solar companies in the world and the last major German panel manufacturer, finally gave up on the Chinese competition and declared bankruptcy a year later. *(Energía Solar En Alemania Producción, Negocios Y Perspectivas - Conocimiento - DS Nueva Energía, 2020)*

Are There Any Different Concepts or Product/Service Categories in the Target Country? If so, What?

In Germany, the market for solar panels is not very diverse, since photovoltaic solar panels are mostly manufactured and used.

What are the Political Restrictions/Regulations?

Germany's parliament, or Bundestag, passed a series of new energy regulations, including a new version of the Renewable Energy Act, called EEG 2023. One of the regulations is that owners of rooftop solar systems can now decide whether to accept a lower solar tariff if they use part of that electricity generated by the roof itself or receive compensation in addition to the standard tariff if they supply 100% of the electricity generated by the roof. They also introduced the ability for individuals and businesses to implement two different PV systems on the same property. (Willuhn, 2022)

What are the Market Risks Associated with Sales of Your Product/Service?

Although Germany is a country where the government supports the use of solar panels through incentives, it is important to recognize that risks in this market would arise from not obeying the Annual Tax Law of 2022, which states that the use of solar panels must always be used for the common good. This is why Germany is classified as a good investment country because, with government support, it does not run many risks in the production of renewable energy; however, it faces one of the biggest risks in the market, its competition with the large production of solar panels by Chinese companies.

India

India is currently one of the most populous countries in the world, this country has approximately 1,393 billion inhabitants (World bank, 2021), and due to this large number of people, India is one of the richest countries in the world it is a developing country and belongs to the BRICS, with a GDP of $3.173 billion USD, positioning the country as the sixth economy with the highest GDP.

India is interested in these energy alternatives, that is why the country has a government institution dedicated to the new and renewable energy, also in the recent years its use has increased and benefited millions of Indians, most of them from little villages that has now the opportunity to enjoy the benefits from the panels service (MNRE, 2022)

Bloomberg New Energy Finance (BNEF) estimates in its NEO 2018 report, that India will generate 75% of its electricity from renewable energy sources by 2050. This data provided by the BNEF creates a positive panorama in terms of possible customers because it tells us about a trend to increase consumption of solar panels in India (ENPHASE, 2022).

According to a study carried out by the Economic and Commercial Office of the Embassy of Spain in New Delhi, in recent years' new horizons have opened up with the irruption of renewable energies, which have transformed India's energy mix, making it one of the most diversified in the world. With almost 151.4 GW of installed renewable energy capacity as of 31.12.2021, India ranks fourth in terms of installed wind power capacity, fourth in renewable energy and fifth in solar energy (Embajada de España en Nueva Delhi, 2022)

Who are the Customers?

The research has evidenced that the renewable sector in India is focused on having a better energy source for people or companies, also the state companies seek the solar energy to reach the villages and distanced zones. (MNRE, 2022). According to the interviewee Jamal, normally they are companies with environmental improvement objectives, mostly Chinese companies who buy or produce more of these panels.

What are Their Purchase Habits regarding the Product Type?

Jamal told us in the interview that in recent years shopping online has become much more common and a better option in this country. For example, he used to buy a lot on the internet and websites. Taking into account that the product is a solar panel, for example if he wanted to buy it for his house, the first thing he does is to check the prices on websites and also what advantages each brand offers. Then he may choose to go himself to a specific store to buy it. But he always thinks that it depends on the product because there are products that are better to buy in chain stores.

After our own research, the data found is very similar to Jamal's Purchase habits. The usual channels used in India are physical stores and virtual stores, one of the online stores such as Loom Solar, Amazon, Flipkart, etc. India also has physical stores such as Lobel solar, Indian Solar Solution, SOLAR-MAIT, where people can buy on the spot. (Loom solar, 2020)

How are Products or Services Being Used?

In the research it was found that the product is used in different forms and presentations, to be more specific there are 3 forms:

The first is Solar PV Technology - Solar photovoltaic (PV) cells convert sunlight directly into electricity. They are installed directly on the ground or on top of houses where there is direct exposure to the sun and are used to power lighting and other electrical appliances that we use on a daily basis. (ENPHASE, 2022)

The second is solar thermal technology: in this case, solar energy is used as a heat source for direct-use heating and to generate steam to generate electricity through turbines. It is then supplied to residential buildings for direct use (ENPHASE, 2022).

The third is floating solar technology: this type of solar power generation is similar to solar PV, but instead of on land, the panels are installed on floats resting on a body of water. This is very useful when the population density is high and the available land area is limited (ENPHASE, 2022).

If the Market is Changing, how?

The Indian market is presenting a change in the use of energies the change is from non-renewable energy to renewable energy, this is because the government has realized that they must curb the impact on the environment with economic activities and the daily life of the people, the country is also aligning itself with global trends to reduce the levels of carbon emitted into the atmosphere to the lowest possible levels. (MNRE, 2022).

According to a Market study done by the Embassy of Spain in New Delhi energy demand in India is expected to increase radically in the coming years, driven in part by a booming economy and a growing middle class, as electricity consumption has increased by 3.14% from 1,209,972 GWh in 2018- 2019 to 1,248,086 GWh in 2019-20203 with the industrial sector being the largest consumer (Embajada de España en Nueva Delhi, 2022).

However, it is the domestic sector that has experienced the greatest growth, affected by the electrification of rural areas. Although government initiatives have accelerated the electrification of the country, reaching universal access is complicated by the lack of infrastructure (Embajada de España en Nueva Delhi, 2022).

On the other hand, the interviewees appreciated their opinion arguing that a change is taking place because companies need to be more environmentally friendly and that is why they are trying to buy more of these products.

What is the Distribution System or the Entry Structure of Other Foreign Competitors?

China is the biggest foreign competitor, it has 90% of the total Solar Panels Market in India, they distribute to the country by Indirect and direct importation (Economictimes, 2022). Regarding solar power projects, the vast majority of public tenders are published through SECI (Solar Energy Corporation). SECI (Solar Energy Corporation of India Limited). The applied tariff-based competitive bidding process facilitates the participation of international companies.

It should be emphasized that the central government is present in different areas of the energy sector, such as financing, generation and transmission, but not in distribution. This makes electricity distribution the weakest element of the electricity supply value chain. For this reason, the Open Access project is often presented to address this infrastructure deficit and is a system through which the consumer has a range of marketers and can buy energy at the best price (Embajada de España en Nueva Delhi, 2022).

Who are Your Competitors and How Do They Communicate with Customers?

As a part of our research, we located the competition in solar panels on the map of India, in this way we looked at which competitors worked with stores or physical manufacturing points in the country, in this way we were able to determine 20 competitors throughout the country. Some of the most relevant physical point competitors in the country are: Waaree Energies Ltd, Tata Power Solar Systems, Vikram Solar, Adani Solar and Microtek Solar Solutions. And in virtual purchasing people have access to different platforms/websites like Amazon, Flipkart and Tatacliq which are the most famous pages in the Indian Market.

Are There Any Different Concepts or Product/Service Categories in the Target Country? If so, What?

The concept of Solar energy is the same in India and in Colombia, also when we talk about solar panels the meaning is still the same in both countries, the product offered is the solar panel finished and in good condition to install.

What are the Political Restrictions/Regulations?

Union power and new and renewable energy minister Raj Kumar Singh (2022) said his ministry has alerted the finance ministry to gather data on which companies have so far imported solar modules and cells through the project import scheme route after the imposition of the customs duty. (Live mint, 2022)

India imposed basic customs duty (BCD) of 40% on solar modules and 25% on cells with effect from 1 April in a bid to cut imports from China and boost domestic manufacturing. But several solar developers are tapping something called “project import scheme,” to avoid paying high duties on cells and modules. (Live mint, 2022)

What are the Market Risks Associated with Sales of Your Product/Service?

- Undoubtedly, one of the biggest obstacles for this market is the tariff applied to the equipment of photovoltaic equipment for photovoltaic installations. High import duties. At this very moment, the Indian government is reducing the import duties on solar energy products, because of the current international focus on the environment preservation. At the moment the duties are high but the 40% duty on solar power projects came into effect in April.
- Currency is not the most stable, nor does it enter into the top 10 most stable currencies in the world.
- Added to this are difficulties such as lack of skilled labor, demanding maintenance requirements of the parks for their proper operation, lack of land, etc.

Japan

Japan currently is one of the largest energy consumers worldwide standing in fourth place. This is because Japan's lack of natural resources has caused a dependency on other countries and an elevated external debt due to this.

For 2021 according to the World Bank (2022) there is a GDP of 4,937,421.88 million USD, and the solar energy market in Japan has a projection of 9.2% CAGR for 2022-2027. This projection will hopefully increase due to the international compromise of reducing carbon emissions for 2030 and 2050, and because of the government's support of the growth of the market.

Who are the Customers?

According to Kudo, the Japanese interviewee chosen for the interview, solar panels are only purchased by big enterprises, and people with a high purchasing power or that have the economical means would be the customers of the product. But also taking into account that nowadays people are more conscious about the environment, our customers would also be climate activists and environmentalists.

What are Their Purchase Habits regarding the Product Type?

It is important to acknowledge that Japan is located right in the center of a topographic failure, which means that its population is very well prepared in case of a natural disaster. After the Fukushima nuclear disaster in 2011, Japan decided to transfer from nuclear energy to fossil fuels coal and LNG as their main energy sources sin solar energy tends to be very delicate and non-resistant, but nowadays due to climate change and the Japan's disposition to participate in the transformation of the environment, they have started to use renewable energy in order to achieve the zero-carbon emission goal for 2050. (ENERGY.GOV, 2020).

Because of this, the country has established that their best possible solution is solar energy because it can be installed in already occupied space which is one of Japan's main difficulties when it comes to finding useful energy alternatives and places to install it.

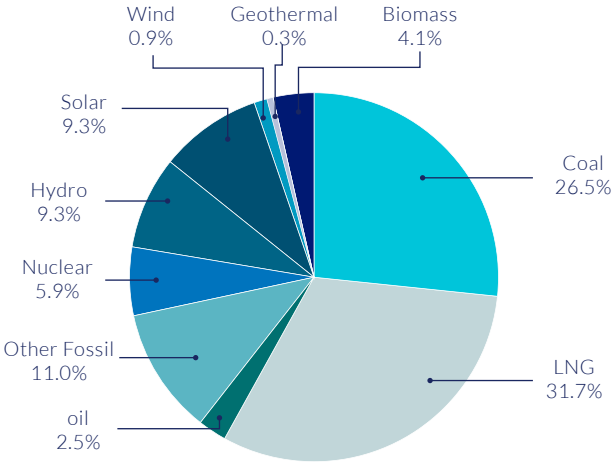
In correlation to what was already mentioned, comes in importance the government's intervention in the purchasing habits of the population because it has established economic incentives in order to make the market more attractive and to accomplish the goal of making 70% of new buildings run on solar energy. So nowadays, the PV market in Japan will not just be a luxury but also a requirement.

How are Products or Services Being Used?

Solar energy in Japan is being used, according to our interviewee, for house installation and for large scale industrial purposes. Even though the answer was accurate, Japan uses solar panels for two other main purposes which are conversion of electric energy collection and heating collection. This is because Japan is very prone to environmental disasters and needs methods to store energy in case of an emergency, which can be very expensive.

If the Market is Changing, how?

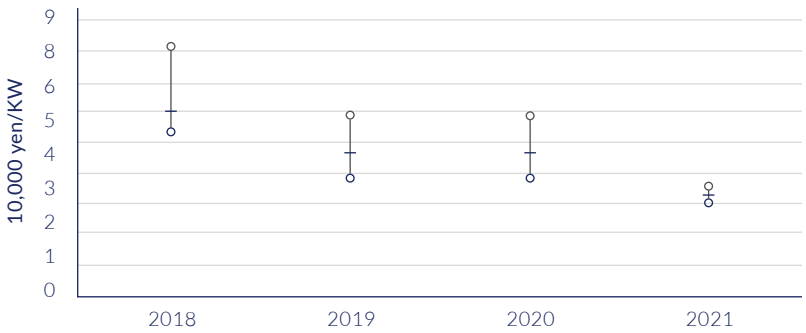
Figure 6. Graph of Source of power generation in Japan as preliminary data for 2021



Note. Compiled by ISEP based on electricity survey statistics, etc. Adapted from Source of power generation in Japan as preliminary data for 2021 [Graph], by ISEP, 2022, ISEP (https://www.isep.or.jp/en/1243/). Free License.

Solar energy in Japan has been rising in recent years, as seen in Figure 6; solar energy represents the largest percentage of renewable energy usage in Japan, which makes it a potential growing market to invest in. The PV market has presented certain changes that could help the company in order of competitiveness. Some of these is that the "(...) module unit prices have been declining markedly. In 2018, as shown in Figure 7 the median price was around 60,000 yen /kW, but in 2021, it was approximately 30,000 yen/kW, so the cost has fallen by roughly half." (Kimura, 2021) and that impact had many Japanese companies have the willingness to collaborate in a wide variety of projects.

Figure 7. Unit prices for solar modules



Note. The bar graph shows quartiles from 25% to 75%. The gradient lines in the graph denote median values. Adapted from Analysis of Solar Power Generation Costs in Japan 2021 (Pg. 4) by K Kimura, 2021, (https://www.renewable-ei.org/pdfdownload/activities/Report_EN_SolarPVCostJapan2021.pdf). Free License

What is the Distribution System or the Entry Structure of Other Foreign Competitors?

In terms of foreign competition there is China and the Philippines (SPower Corporation). They have entered the Japanese market through direct exportation and affiliation with a main focus of price in terms of strategy, this is because in these countries it is significantly cheaper to produce these products than in Japan, also with a direct distribution system in which they are in charge of selling their products, but because of the strength of the Chinese market there are Japanese companies that buy their solar panels from China with mean an indirect distribution.

Who are Your Competitors and How Do They Communicate with Customers?

When it comes to the competition, it's aggressive. It is because the Japanese solar market started in the 20th century in the 50's. Our main Japanese competition would be Mitsubishi Solar, Kaneka, Kyocera Solar and Sharp Solar, having Sharp Solar as our most experienced competitor since 1959.

In terms of customer communication, they all choose to have private communication channels, this is because solar panels have a wide variety of types and two main focuses of usage, so they prefer to have direct and private communication to fulfill the customers' needs with excellence.

Are There Any Different Concepts or Product/Service Categories in the Target Country? If so, What?

In Japan the market has the three different types of existing solar panels. According to Deegesolar (2022) the three types are monocrystalline (made out of single crystal silicon solar cells), thin-film (thin, flexible and use crystalline 350 times thinner than the other two) and polycrystalline (made out of multiple crystals).

What are the Political Restrictions/Regulations?

Since 2012 Japan, through the implementation of the use of the Feed/in Tariff (FIT) system, has encouraged participation in the renewable energy sector bringing new investors to the market through financial incentive to "sell the electricity generated form certified renewable power projects at a fixed price for a fixed period" (Nobuaki & Sadayuki, 2022) in order to accomplish the country's target goal of reducing carbon emissions by 46% by 2030, and achieving carbon neutrality by 2050. Also, it had been established by the Japanese government that "(...) [Home] builders and developers [have] to install solar panels on new buildings and houses starting from the spring of 2025." (Akimoto & Ramachandran, 2022)

According to Mori and Matsudaira (2022) The Electricity Business Act provides a regulatory framework for the generation, transmission, and distribution of electricity, including renewable energy electricity in order to develop a more competitive market.

What are the Market Risks Associated with Sales of Your Product/ Service?

When it comes to risk or challenges, there are two main ones that differentiate from our foreign and domestic competitors. The main difficulty that is presented when being put up against our foreign competitors is the price range, and this is because "MS Research has noted that the rise of low-cost Chinese solar panels has taken away from Japan's market share in the PV industry" (Solar Power Beginner, 2022). And with the domestic market the biggest issue is quality since Japanese industries are known for high quality work and results.

Marketing Strategy

The strategy that could be used is the Waterfall strategy, which according to Kotler & Keller (2012) and Czinkota & Ronkainen (1993) refers to gradually entering countries in sequence. This approach was chosen due to its low costs and the possibility of minimizing the risks that may arise in the countries that are going to be entered and evaluating how the different markets respond, as well as this strategy for and reduce the costs, since entering simultaneously means a great investment on the part of the exporting company. (Global Solar Council, 2022) With this strategy we can learn from the experiences with the first countries to enter and improve as we enter more markets, with this we can plan better and correct mistakes.

How to enter each country?

Brazil

For the internationalization of Green Light Solar Panels in the Brazilian market our strategic market will be entrepreneurs or people with ecological awareness and habits, medium-high income and whoever is interested in reducing their energy bills. The support and incentives from the Brazilian government play a very important role since, according to the Energy Research Company of Brazil (EPE,2016), there are five incentive mechanisms being used to boost Brazilian renewable energy, like quotas, subsidies, auctions and net metering. Since these incentives are very positive, the best way to enter the Brazilian market is to open a Subsidiary (Direct Investment), since Brazil will be the first foreign market we enter to, we want more clients and customer and get to know our brand, quality and appreciation of our products and value added (solar panels are cadmium-free and they avoid the use of toxic components that cause

cancer) since thus create a brand value that will be of great importance to us to enter more international markets. Regarding prices, the actual price varies based on a few factors, such as the type of solar panels you choose, size, installation and location, however, prices will be between $2.7 per watt for a standard solar panel and $3.2 per watt for a cadmium-free solar panel. We will promote our brand and products through magazines and newspapers that promote environmental and ecological issues, also we will hire advertising guidelines and SEO search ads.

The regions with the best rules and regulations in the energy sector are Minas Gerais and Rio de Janeiro, however Minas Gerais is the most attractive for arranging and administering solar energy systems, knowing that the radiation is optimal and the regulations are solid. Considering these facts, we regard Minas Gerais as the location with the most favorable rules and regulations in the energy sector. Minas Gerais is the most desirable location for us to open our subsidiary.

United States of America

As for the product, in order to enter the U.S. market and compete in the country, Green Light Solar Panels will partner with the U.S. company SolarPower through a Joint Venture offering the manufacture and mass production of cadmium-free photovoltaic solar panels with zero contaminants, at lower prices and with high quality standards.

As for the price, Green Light Solar Panels will handle prices depending on variables such as panel size, type, location and installation, therefore, its average price will be $2.01 to $2.85 USD per watt costing an average of $9,000 USD and its installation will range from $10,000 to $12,000 USD depending on the regulations and subsidies of each U.S. state.

As for the promotion of the company, digital marketing strategies will be implemented to attract customers using organic social networks with campaigns, advertising guidelines, SEO search ads, content marketing and the alliance with the company SolarPower that will allow easier entry into the US market with our product with non-polluting added value. Therefore, the most important strategy is to raise customer awareness of the benefits that solar panels provide to homes and businesses by reducing Co2 , the exponential savings involved in time and sustainable alternatives to scarce fossil fuels.

Finally, the ideal cities to enter the U.S. market are California, Texas, Florida, North Carolina and Arizona because they have the greatest capacity for the installation of solar panels in addition to its climate is perfect for constant use.it should be noted that these states have been strongly influenced by the government through loans and subsidies for the transition to renewable energy, a fact that favors us as a company.

United Kingdom

According to the previous research, the decision was made to enter the United Kingdom with a joint venture, since the United Kingdom is not a leader in the manufacture of solar panels, there are already established companies; for this reason, we could create an alliance with EON Energy, which is one of the most important companies there. This

will help us to enter in an effective way, and besides this we would have a differential factor, because the production of our solar panels will be zero pollutants, and they will be of good quality, which will give us a competitive advantage.

As for the price that we will handle, for the case of monocrystalline panels, it will range between $1.18 USD to $1.78 USD per watt; and for the case of the polycrystalline panel the price will range between $1.70 USD to $1.18 USD per watt. The distribution point of our product will begin in different cities, the main one will be London where our allied company Eon Energy operates. We will promote our product through television, as it is the main media in the UK. In the UK the internet has had a huge increase, for this reason, we will also promote our product through social networks, and a website.

Germany

To enter the solar panel market in Germany, the Joint Venture will be used as a market strategy, because it allows Green Light Solar Panels to create strategic alliances with companies such as Sonnex Energie GmbH that base their products on the innovation of new technologies with greater efficiency. This is why the solar panels will reach Germany through the standardization of the product, where the added value is the production of solar panels that avoid the use of carcinogenic chemicals, in addition to a high technology for the collection of renewable energy.

On the other hand, digital strategies such as social networks, websites and education and training fairs such as Green world tour Hamburg, a fair for sustainable products, technologies and concepts, will be used to promote the solar panels, as well as a physical distribution center in Freiburg, Germany, considered the green city, since it is in favor of renewable energy and also one of the sunniest locations in the country.

Pricing is a very important factor for this strategy, as in Germany the government incentivizes the use of solar panels, which allows customers and consumers to have easy access to them at prices of US$3 per watt.

India

According to previous research, it was decided to enter the country of India with a joint venture, there are already established companies; for this reason, we could create an alliance with the state company Bharat Heavy Electricals Limited (BHEL) of India, which is one of the most important companies there and has in operation the largest floating solar plant in India. This aspect is favorable because it helps to have a better image at a competitive level and also to be able to enter this country is important to have the help of the Colombian-Indian chamber of commerce as it offers several aids as well as the Embassy.

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.

The photovoltaic energy market in India presents great opportunities for companies. For this reason, it is important to be able to access from the commercial office as it is key for the entry of the company to the country, and also to have a company or a local agent that can provide contacts at both business and institutional level. In this case, we can opt for the "Make in India" program (project with the embassy) by creating production facilities in the country and developing different elements required in the projects and then exporting them to other countries.

As for the price we will handle, for the monocrystalline panels, it will range between 0.22 USD and 0.28 USD per watt; and for the polycrystalline panel the price will range between 0.70 USD and 1.20 USD per watt. The distribution point of our product will start in different cities, the main ones will be in Maharastra, Daman and Diu as they are one of the six union territories characterized by high industrialization. We will promote our product through television and "All India Radio" as it is one of the largest radio networks in the world. In India the internet has had a great increase, for this reason, we will also advertise the product through social networks, and a website.

Japan

Since Japan has had a history of collaborating in the solar panel market Green Light Solar Panels will enter the market by Joint Venture through a collaboration with Mitsubishi Solar in order to be able to enter the market as smoothly as possible. Also, standardization of the product will be made in order to better our products in terms of longer reliability. Regarding the price, since the average price of solar panels per watt in Japan is approximately 30 yen, the company decided that it will establish a price of 35-40 yen/watt (0.25-0.29 USD/watt) solar modules due to the added value of the product and its benefits.

In terms of place, since Mitsubishi already has distribution centers, we will work with those, and for sales, everything will be carried out through e-commerce platforms such as websites and email, and since Japan has a 2 million kW capacity goal and plans to install solar panels on the roof of store and industrial factories our main location would be the Kwanto plain that is made up by Tokyo, Kawasaki and Yokohama, which is the major industrial area of Japan. As for promotion Green Light will collaboratively create a publicity strategy with Mitsubishi Solar for only digital promotions through email, websites and social media.

China

Since China is the last country to enter due to its great competition and since political regulations currently encourage the use of this type of renewable energy, we are going to enter through a Joint Venture, making a strategic alliance with the company Anhui Shangxia Solar Energy. Along with this, a standardization of the product will be carried out, which will have as its main characteristic the production of cadmium-free solar panels, with a medium-high quality standard, considering that the consumer in this

country does not look at premium quality, but rather takes into account a better cost. For this reason, solar panels are sold by the watt, priced at US$0.35-0.99, which is a comfortable price given the features on offer. As for the location, since a Joint Venture will be made, the Chinese company has its distribution points and it will be much easier to sell to several cities at the same time, and they will be promoted in television advertising (Taking into account that part of the segmentation is aimed at households, and Chinese adults consume more television than young people), China's own social networks and e-commerce (Considering that the Chinese spend more than seven hours a day on the platforms and that 50% of purchase interest comes from social applications and according to recent studies, 80% of impulse purchases in China are due to social recommendations) (Tena, 2022).

References

1. Akimoto, D., & Ramachandran, S. (2022, September 19). *How Will Tokyo's Solar Panel Mandate Handle Allegations of Forced Labor in China?* The Diplomat. Retrieved November 20, 2022, from *https://thediplomat.com/2022/09/how-will-tokyos-solar-panel-mandate-handle-allegations-of-forced-labor-in-china/*

2. Barrero, A. (2022, August 24). *Fotovoltaica - Alemania produjo el año pasado más electricidad solar que Italia, Portugal y España juntas* - Energías Renovables, el periodismo de las energías limpias. Energias Renovables. Retrieved November 13, 2022, from *https://www.energias-renovables.com/fotovoltaica/alemania-produjo-el-ano-pasado-mas-electricidad-20220526*

3. Beamonte, P. (2018, May 17). *Nissan estrena sus tejas solares en el Reino Unido.* Hipertextual. Retrieved November 16, 2022, from *https://hipertextual.com/2018/05/nissan-tejas-solares*

4. Czinkota, M., & Ronkainen, I. (1993, January 01). *International Marketing.* International Marketing, 8th Edition. Retrieved November 26, 2022, from *https://aulavirtual.unbosque.edu.co/pluginfile.php/168212/mod_resource/content/1/International_Marketing_8th_Edition.pdf*

5. Deegesolar. (2022, March 1). *Types of Solar Panels | Monocrystalline, Polycrystalline & Thin-Film.* Deege Solar. Retrieved November 18, 2022, from *https://www.deegesolar.co.uk/types_of_solar_panels/*

6. Embajada de España en Nueva Delhi. (2022, July 11). *El mercado de la energía solar en India.* ICEX. Retrieved November 18, 2022, from *https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwjmvbTdI7j7AhUVtTEKHdUiD14QFnoECAwQAw&url=https%3A%2F%2Fwww.icex.es%2Ficex%2FGetDocumento%3FdDocName%3DDOC2022913511%26rendition%3DAlternateWeb%26urlNoAcceso%3D%2Ficex%2Fes%2Fregistro*

7. *Energía solar en Alemania Producción, Negocios y Perspectivas - Conocimiento - DS Nueva Energía.* (2020, May 4). Sistema de energía solar de China, proveedores y fabricantes de paneles solares. Retrieved November 13, 2022, from *https://www.dsisolar.com/info/solar-power-in-germany-output-business-pers-45192944.html*

8. ENERGY.GOV. (2020). *Federal Agency Use of Renewable Electric Energy*. Department of Energy. Retrieved November 19, 2022, from *https://www.energy.gov/eere/femp/federal-agency-use-renewable-electric-energy*

9. U.S. Energy Information Administration. (2022, October 25). *Electric Power Monthly - U.S. Energy Information Administration.* EIA. Retrieved November 19, 2022, from *https://www.eia.gov/electricity/monthly/*

10. Fernández, R. (2022, August 10). *Población mundial: países con más habitantes en 2022*. Statista. Retrieved November 4, 2022, from *https://es.statista.com/estadisticas/635123/paises-mas-poblados-del-mundo/*

11. Fresneda, C. (2022, October 13). *Liz Truss planea el "apagón solar" en el 41% del suelo de Reino Unido alegando la necesidad de maximizar la producción de alimentos.* El Mundo. Retrieved November 16, 2022, from *https://www.elmundo.es/ciencia-y-salud/medio-ambiente/2022/10/13/6347c19321efa0e7138b4598.html*

12. Global Solar Council. (2022, January 25). *New solar energy law will reduce electricity bills for thousands of Brazilians, says ABSOLAR*. Global Solar Council. Retrieved November 20, 2022, from *https://www.globalsolarcouncil.org/new-solar-energy-law-will-reduce-electricity-bills-for-thousands-of-brazilians-says-absolar/*

13. GongWong.com. (n.d.). *About.* Anhui Shangxia Solar Energy Co., Ltd. Retrieved November 6, 2022, from *https://greensun-solar.gongwong.com/introduce/*

14. Graziati, G. (2022, October 5). *Contaminación en China: problemas, causas y consecuencias - Resumen.* Ecología Verde. Retrieved November 6, 2022, from *https://www.ecologiaverde.com/contaminacion-en-china-problemas-causas-y-consecuencias-4086.html*

15. ICEX. (2020, October). *Reino Unido prevé duplicar su capacidad de energías renovables en 2026.* ICEX. Retrieved November 16, 2022, from *https://www.icex.es/icex/es/navegacion-principal/todos-nuestros-servicios/informacion-de-mercados/paises/navegacion-principal/noticias/reinounido-duplicar-capacidad-renovables-new2020863963.html?idPais=GB*

16. ICEX. (2022). *Energia solar en Alemania.* Retrieved Noviembre, 2022, from *file:///C:/Users/Daniel%20Bustos/Downloads/DOC2022913801.pdf*

17. *India introduce restricciones comerciales ante la crisis del COVID-19.* (n.d.). ICEX. Retrieved November 21, 2022, from *https://www.icex.es/icex/es/navegacion-principal/todos-nuestros-servicios/informacion-de-mercados/paises/navegacion-principal/noticias/india-restricciones-comerciales-covid-new2020850520.html?idPais=IN*

18. ISEP. (2022, April 5). *Variable renewables VRE in Japan exceeds 10%, and the reduction of dependence on fossil fuels is being hastened.* 2021 Share of Electricity from Renewable Energy Sources in Japan (Preliminary) | Institute for Sustainable Energy Policies. Retrieved November 19, 2022, from *https://www.isep.or.jp/en/1243/*

19. Kimura, K. (2021, October). *Analysis of Solar Power Generation Costs in Japan 2021.* Analysis of Solar Power Generation Costs in Japan 2021. Retrieved November 19, 2022, from *https://www.renewable-ei.org/pdfdownload/activities/Report_EN_SolarPVCostJapan2021.pdf*

20. Kotler, P., & Keller, K. L. (2012). How Many Markets to Enter. In *Marketing Management* (14th ed., p. 598). Pearson. *https://aulavirtual.unbosque.edu.co/pluginfile.php/168213/mod_resource/content/1/kotler_keller_-_marketing_management_14th_edition.pdf*

Programa de Marketing y Transformación Digital

Ser un profesional en Marketing y Transformación Digital de la Universidad El Bosque te permitirá adquirir unos conocimientos de base en el área de las Ciencias Económicas y Administrativas, así como un desarrollo, expertise académico y competencia profesional sobresaliente en el campo del marketing, la investigación de mercados, análisis del comportamiento del consumidor, herramientas de neuromarketing, la transformación digital, y conocimiento de las últimas tendencias digitales del sector, estando todo ello enfocado según nuestro Enfoque Biopsicosocial y Cultural, para convertirte así en un agente del cambio y creador de futuro en nuestra sociedad actual y a nivel global.

También te ofrecemos

1. Posibilidad de escoger y personalizar tu ruta formativa a partir de tu perfil, intereses y motivaciones
2. Oportunidad de cursar Doble Programa con una mínima inversión adicional de tiempo y dinero
3. Podrás profundizar en el campo de la investigación empresarial aplicada
4. 11 opciones de grado distintas
5. Aprendizaje basado en la aplicación de las últimas tendencias educativas y nuevas tecnologías
6. Participación directa con el HUB iEX de la Universidad El Bosque, nuestro Centro de Innovación, Educación y Extensión
7. Posibilidad de incrementar la preparación profesional con Sistemas de Estudios Complementarios
8. Posibilidad de hacer Prácticas Empresariales remuneradas en empresas de renombre, en una empresa familiar, en tu propio emprendimiento, o en la misma Universidad El Bosque
9. Flexibilización del proceso de Práctica Empresarial para aumentar la posibilidad de éxito profesional de nuestros estudiantes y egresados
10. Posibilidad de estudiar un Tercer Idioma
11. Métodos de financiación, estímulos y apoyos económicos pensados para apoyar tu capacidad financiera y que puedas iniciar, continuar y analizar tus estudios sin problemas

Durante tu carrera en Marketing y Transformación Digital, podrás disfrutar de materias como:

- Neuromarketing
- Mercadeo Sostenible
- Psicología del Consumidor
- Creatividad e Innovación
- Business Intelligence
- Juego Gerencial (simulación)
- Digital Transformation
- Digital Marketing
- Big Data / Data Mining
- E Commerce.

Nombre del programa: Marketing y Transformación Digital

SNIES: 109975.

Registro Calificado: No. 005617 del 30 de marzo de 2021 Vigencia de 7 años

Título: Profesional en Marketing y Transformación Digital

Créditos: 144

Duración: 8 semestres

Nivel de Formación: Pregrado

Modalidad

Reflexiones

Limitaciones existentes hacia la legalización del cannabis recreativo causadas por la culturización tradicional hacia la planta

Santiago Barrera Forero[3]

La investigación política sobre el cannabis es ambigua y escasa, esto debido quizá a los estigmas existentes relacionados con la criminalización de los productores, distribuidores, usuarios y demás involucrados en este "mundo". Este problema llega a dañar de manera desmedida a las poblaciones más desfavorecidas (Kavousi et al., 2022). A la hora de realizar el presente artículo, en la revisión bibliográfica se pudo observar las limitaciones que genera la culturización de la "planta" al momento de hacer estudios serios, si esto sucede al escribir un artículo también puede ocurrir cuando sea el tiempo de tomar decisiones políticas (los llamados "sesgos"). El presente artículo tiene como objetivo analizar la culturización del cannabis y la influencia de la cultura a la hora de tomar una decisión sobre su legalidad en Colombia.

La limitada información existente sobre este mercado en Colombia se debe a que precisamente este se ha desarrollado fuera de un marco legal. Sin embargo, la información científica sobre los efectos de la planta, sus beneficios médicos, los efectos sociales que causa la política prohibicionista, y demás temas relacionados, hoy en día están al alcance de cualquier persona que esté interesado en el tema y tenga un dispositivo tecnológico con acceso a Internet (claramente no todas las fuentes de información que se presentan son verídicas u objetivas). Principalmente la pandemia influyó para que creciera el interés en el cannabis de manera indirecta, durante este periodo el Ministerio de las TIC aceleró el proceso de digitalización nacional y el resultado de esta situación se puede ver reflejado en el dato que aporta Ramírez (2023), cuando afirma que el 75.7% de la población ya tiene conexión a Internet en Colombia; a su vez durante este periodo en Google las búsquedas sobre "cannabis" "marihuana" y demás términos relacionados (analizados con la herramienta digital Google Analytcs) se popularizaron, lo cual podría deberse a un aumento de ansiedad en la población, por lo que podríamos concluir que la pandemia contribuyó en el proceso de generar un aumento en el aprendizaje sobre el cannabis.

3 Estudiante de Negocios Internacionales, integrante del Semillero Negocios, Cultura y Relaciones Internacionales.

Sin embargo, los efectos de la pandemia en Colombia no contrarrestan años de una cultura basada en el odio y miedo a la planta en la cual abrirse a aprender sobre este tema es realmente raro. Para entender por qué sucede esto en la cultura colombiana debemos analizar décadas de políticas prohibicionistas contra el cannabis. Si bien estas políticas fueron influenciadas por la llamada "guerra contra las drogas", desarrollada por el gobierno de los Estados Unidos, es interesante analizar que los estados de la región tuvieran un enfoque similar frente al consumo de drogas, lo percibían como una amenaza a la sociedad. la creación del Acuerdo Sudamericano sobre Estupefacientes y Psicotrópicos (ASEP) de 1973, "constituyo un esfuerzo propio de la región para definir el problema, tipificar crímenes relacionados con las drogas y atacarlos de manera decisiva" (Beckmann, 2021, p. 29).

La historia nos demostró que esta "guerra contra las drogas" fue un modelo político fracasado que dejo una gran cantidad de víctimas en su camino, como bien dijo Beckmann, aun así, al día de hoy, todavía podemos observar que se llevan a cabo medidas agresivas como la militarización, la persecución al consumidor, la llamada "limpieza social" o la fumigación con glifosato para afrontar esta situación. Podríamos argumentar que en Colombia estas medidas se dan por el odio a la "plata", que se manifiesta en estos actos agresivos como lo puede ser la "limpieza social", que busca deshacerse del "vicioso" con el "propósito de limpiar el barrio y a la ciudad de la «suciedad», y promover así su particular visión de la pulcritud moral" (Restrepo Parra, 2018, p.23). También podríamos decir que estas medidas son contraproducentes, como lo expresa el ex ministro de medio ambiente Eduardo Verano de La Rosa: "La guerra química está perdida, porque a más fumigación, hay más siembra y destrucción de los bosques de la Amazonia" (Redacción El Tiempo, 1998, parr. 6).

Se pudo observar una dualidad existente en el pensamiento de los colombianos sobre las drogas, para poder recalcar esta dualidad es pertinente contextualizar al lector con un término en particular: "narcocultura". Se le conoce como narcocultura a "la cultura que emerge a partir de lo que la dinámica social del narcotráfico nos permitió instalar" (Correa Ortiz, 2022, p. 207) Esta narcocultura se puede analizar desde dos enfoques según el investigador Correa Ortiz, como modo de vida y como una concepción estética. Como modo vida se menciona que tanto los actores relacionados con el tráfico de drogas como los que no, tienen comportamientos asociados al uso del dinero y manifiestan prácticas que socialmente son identificables como: "consumo ostentoso". La narcocultura como concepto estético se manifiesta través de símbolos, enunciados, objetos, literatura, el cine, la televisión, las artes plásticas y demás artes.

En nuestra sociedad por razones notorias hemos estado muy ligados al narcotráfico y es inevitable observar la influencia que este dejo en nuestra cultura, no es raro identificar esto en las series más populares del país en las cuales en su mayoría tratan el tema del narcotráfico y las drogas, pero no reflexionando profundamente sobre este tema sino más bien dándonos una imagen del narcotraficante con la que algunas personas quizás pueden conectar; "Los corridos prohibidos" son canciones populares que hacen alusión al narcotráfico, estos se popularizaron no solo en México sino también en nuestra nación, también tenemos puntos turísticos ligados al narcotráfico (p. ej.

El Parque Temático Hacienda Nápoles), la figura de Pablo Escobar es casi un legado cultural en muchas regiones del país, la narcocultura también dejó un granito de arena en la dinámica social del machismo donde normalmente "el rol de la mujer se identifica a través de la figura de acompañante, objeto sexual, sujeto de belleza, y por lo tanto como instrumento de consumo o recompensa por el éxito económico" (Correa Ortiz, 2022, p. 189). Y quizás existan muchos más ejemplos y situaciones para exponer la narcocultura colombiana, sin embargo, es pertinente continuar con la reflexión de este escrito.

Una vez entendemos a que se refiere la narcocultura, se hace más evidente la dualidad existente en el pensamiento colombiano, ya que nos podemos preguntar ¿Por qué una sociedad tan ligada a la narcocultura no está tan abierta a considerar o debatir sobre la legalización del uso del cannabis recreativo y por qué algunos prefieren medidas agresivas para afrontar este problema?

Realmente responder esta pregunta puede ser objeto de estudio de alguna investigación, pero por el momento podríamos quedarnos con que existe un dualismo en el pensamiento de la sociedad colombiana hacia las drogas y que nuestra historia es la razón principal de esto.

Países como Uruguay, donde por primera vez en 2013 se adopta una posición distinta a la línea prohibicionista, recordemos que en diciembre de 2013 Uruguay se convierte en el primer estado en incluir todas las fases del mercado del cannabis en su marco legal, trazan un camino y abren un panorama amplio de distintas posibilidades para afrontar este problema. Este cambio de dirección que le dio el estado uruguayo a las políticas sobre las drogas, se fue dando a lo largo de su historia gracias a una compresión radicalmente nueva de la idea del consumo de drogas, cambiando prejuicios y percepciones sobre el cannabis y las personas que lo consumen, viendo a estos últimos como "ciudadanos que gozan de su derecho a la autodeterminación y no como delincuentes, así mismo, los casos de adicción pasaron de verse como delitos previstos en el código penal a problemas sociales y sanitarios" (Kestler, 2021, p. 276).

Este proceso de cambio se dio bajo el contexto de la "guerra contra las drogas", por lo que Uruguay, como la mayoría de los países de la región se orientó por los lineamientos internacionales, como p. ej la Convención Única de las Naciones Unidas sobre Estupefacientes, la cual algunos expertos identifican como la base para el control de las drogas a nivel internacional. Las medidas utilizadas bajo estos lineamientos fueron cuestionadas por la opinión publica y se crearon grupos de interés que

> No exigían en ningún caso un cambio total en la política de drogas, sino sólo una nueva forma de entender el consumo de cannabis, que, desde su perspectiva, no podría estar al mismo nivel que drogas más fuertes y perjudiciales para la salud, como la pasta de cocaína. (Kestler, 2021, p. 282)

Los grupos de interés hicieron que el tema de la legalidad fuera esencial en las campañas electorales presidenciales y parlamentarias del país. El aumento de la violencia en los 2000 (aumento que se atribuía al narcotráfico) fueron la verdadera razón de que este tema se tratara con una estrategia sólida y que funcionara a largo plazo, es así como en 2012 el gobierno uruguayo presento un

> Paquete de medidas para mejorar la situación de la seguridad pública... En ella era posible identificar la lógica de la política de drogas liberal y orientada al mercado, que consistía en separar el mercado del cannabis de la comercialización ilegal de drogas más pesadas y así secar la fuente de recursos del comercio de estas últimas" (Kestler, 2021, p. 284).

Como en Uruguay, Colombia también tiene varias problemáticas sociales graves relacionadas con el narcotráfico, pero ¿Por qué Uruguay si pudo analizar la problemática desde otra perspectiva? Quizás el factor clave fueron los grupos de interés que lograron hacer entender desde otros puntos de vista el uso y la distribución de la marihuana, llevando a los altos dirigentes a una reflexión más profunda y sin quedarse solo con un "lado de la moneda". En este orden de ideas, podríamos decir que la eliminación de estigmas y prejuicios podrían acercar a Colombia a los procesos de legalización del consumo y producción del cannabis, sea medicinal o no, pero ¿cómo eliminar estigmas que vienen de creencias tradicionales y culturales? parece difícil cambiar esta cultura en la actualidad, sin embargo, si se promueve el uso de herramientas informativas y se implanta un pensamiento crítico en la cultura colombiana, puede que se den debates sobre el tema de manera más objetiva y con menos sesgos.

Referencias

1. Beckmann, N. A. (2021). Shedding light on prohibition: The south american origins of the "war on drugs." *Revista de Estudios Sociales*, *2021*(77), 21–39. https://doi.org/10.7440/res77.2021.02
2. Correa Ortiz, D. (2022). La narco cultura como objeto de estudio. *Escritos*, *30*(65), 183–212.
3. Kavousi, P., Giamo, T., Arnold, G., Alliende, M., Huynh, E., Lea, J., Lucine, R., Tillett Miller, A., Webre, A., Yee, A., Champagne-Zamora, A., & Taylor, K. (2022). What do we know about opportunities and challenges for localities from Cannabis legalization? In *Review of Policy Research* (Vol. 39, Issue 2, pp. 143–169). John Wiley and Sons Inc. https://doi.org/10.1111/ropr.12460
4. Kestler, T. (2021, January). La legalización del cannabis en Uruguay, ¿un cambio paradigmático en la política de drogas. *Revista Debates*, 275–298.
5. Ramírez, M. (2023). Marketing 4 e Commerce. https://marketing4ecommerce.co/estado-conexion-a-internet-en-colombia/#:~:text=Buscar-,Estado%20de%20la%20conexi%C3%B3n%20a%20internet%20en%20Colombia%3A%2075.7%25%20de,poblaci%C3%B3n%20ya%20accede%20a%20internet&text=La%20conexi%C3%B3n%20a%20internet%20ha%20crecido%20durante%20la%20pandemia%20de%20coronavirus.
6. Redacción El Tiempo. (1998, agosto 4). *El Tiempo*. https://www.eltiempo.com/archivo/documento/MAM-813942
7. Restrepo Parra, A. (2018). Acción política cannábica en la ciber-realidad. *Revista CS*, 19–40. https://doi.org/10.18046/recs.i24.2474

Reflexiones

Protocolos de negociación entre Colombia y Japón

Daniel Santiago Merchán Olmos[3]

Colombia y Japón son países que se encuentran ubicados en zonas geográficas completamente diferentes, que presentan distintos procesos y eventos históricos, los cuales han determinado y transformado costumbres e identidad en estas culturas a lo largo del tiempo; estas costumbres propias de cada cultura no solo se ven evidenciadas en aspectos cotidianos, sino que también son identificadas en diferentes ámbitos de la vida profesional, donde se encuentran inmersos los protocolos a la hora de realizar una negociación. Por ende, se pretende contrastar aquellas diferencias y similitudes entre Colombia y Japón a la hora de realizar una negociación, para entender y comprender el contexto cultural de ambos países y cómo influye en los negocios.

Japón es un país caracterizado por sus rigurosas costumbres, las cuales se han mantenido a través de los años y vienen de mucho tiempo atrás, siendo la monarquía japonesa una de las más antiguas del mundo, lo que los ha llevado a convertirse en una de las culturas que posee más protocolos en el ámbito de los negocios globales (Llamazares, s.f.). Se han mantenido las costumbres de la antigua monarquía de Japón como la reverencia al saludar, que indica respeto y se realiza con cierto grado de inclinación dependiendo del cargo, la edad y rango social de la persona a la que se saluda, es decir, la cultura corporativa en Japón posee un esquema jerárquico, sin embargo, aquellos miembros de menor rango son compensados con la protección, retroalimentación y guía de aquellos que ocupan una mayor posición. (Mandujano, 2020). Los japoneses son bastante respetuosos, y emplean ciertos formalismos para referirse a la persona con la que se están comunicando.

Estas costumbres y protocolos, no se evidencian únicamente al momento de realizar una negociación, sino también en los procesos internos de las empresas japonesas; un claro ejemplo de esto es la ética empresarial del japonés, que se basa principalmente en la lealtad que mantiene el empresario con su empresa (Kim, Gardere, Grace, Steinbaum, y Steinberg,2017), por lo que se evidencia un alto compromiso del trabajador japonés con su empleo y la empresa, llegando incluso a extremos de trabajos, que afectan gravemente a la salud de la población, aspecto contrario a lo que sucede en países occidentales, donde se acostumbra a cumplir con un horario laboral y tomar los descansos junto con la familia (Kim, Gardere, Grace, Steinbaum, y Steinberg,2017). Este sistema se basa en la prevalencia del empleo a largo plazo, lo que permite la cohesión y confianza entre los grupos de trabajo, con el fin de alcanzar mejoras constantes (Mandujano, 2020), es por esto por lo que, para los japoneses, cada miembro es de suma importancia y valor para el grupo.

3 Estudiante de Negocios Internacionales, integrante del Semillero Negocios, Cultura y Relaciones Internacionales.

Este compromiso que el japonés posee con su trabajo ha permitido a la industria japonesa obtener un mayor crecimiento (a pesar de que esto sea contraproducente para la salud de la población en algunos casos). Esto ha dado paso a una gran influencia de Japón en la economía mundial y el comercio internacional, caracterizándose por la exportación de vehículos automóviles, partes de vehículos, o circuitos integrados, principalmente a países como Estados Unidos, China y Corea del Sur (OEC, 2019), que poseen industrias sumamente desarrolladas y que también cuentan con la capacidad de producir este tipo de productos. A pesar de que Japón es un país con mucha menor extensión geográfica y densidad poblacional que los ya mencionados anteriormente, es evidente que estas costumbres propias de los japoneses son factores que han influido en el desarrollo de la economía de este y le ha permitido ser más competitivos en el mercado internacional.

Dentro de las empresas japonesas se acostumbra a que los trabajadores vistan siempre de manera formal, donde los hombres usan trajes oscuros y las mujeres vestidos o blusas, mientras que, en Colombia si bien es importante mantener una buena presentación personal, no se exige un tipo de vestimenta específico, esto queda a discreción de cada empleado siempre y cuando mantenga una buena presentación o que se exija portar un uniforme por la naturaleza del trabajo.

Como se mencionó anteriormente, dentro de la cultura japonesa es fundamental la jerarquía, por lo que a la hora de realizar una reunión se debe esperar a que le asignen un puesto a cada empleado y este se debe sentar con los pies en el piso y de forma erguida, y se recomienda que para llegar a las empresas japonesas se usen los servicios de un intermediario o de un organismo oficial, como los servicios comerciales de la embajada o la Cámara de Comercio y que prevalezcan durante todo el proceso, porque a las corporaciones japonesas no les gusta que se cambien (Jaspe, Vargas y Olmos, 2009).

Las tarjetas de presentación en Japón son de suma importancia a la hora de realizar estas reuniones, se deben recibir con respeto, hacer una reverencia mientras se realiza el intercambio con ambas manos y posteriormente se deben leer con interés. En Colombia las tarjetas de presentación se usan más con fines informativos, y no tienen el mismo peso que en Japón.

Fuente: Freepik

También es importante asentir para los japoneses porque refleja atención, pero es descortés permanecer en silencio y mirar directamente a la otra persona, mientras que, en Colombia, se suele mirar fijamente a la otra persona y prestar silencio para escucharla en señal de atención y respeto. El factor respeto es fundamental para los japoneses, es un punto clave para generar armonía entre los miembros del grupo de negociación y potenciar la cooperación de este, porque consideran que cada individuo existe como un miembro del grupo, y el comportamiento de cada miembro es fundamental para el trabajo en equipo; el valor de la comunidad tiene gran relevancia (García, 2015).

Por otro lado, las negociaciones en Colombia se caracterizan por su simpleza, basando estas en el diálogo y el conocimiento sobre el mercado en el que se quiere incursionar, por lo que no se cuenta con protocolos tan rigurosos y estrictos, como si sucede en Japón, sin embargo, es importante tener en cuenta que, al momento de realizar una negociación con algún colombiano, las relaciones interpersonales y la confianza son muy importantes (Legiscomex, 2011).

Como se mencionó anteriormente, en Colombia no se poseen protocolos tan rigurosos como en Japón, sin embargo, esto no quiere decir que no existan, por ejemplo, a la hora de iniciar una conversación con un empresario colombiano, es pertinente forjar este lazo de confianza y fortalecer la relación con la otra persona, acto que se realiza a través de una conversación que permita conocer más a fondo a la otra persona, de no hacerlo y entrar directamente en temas de negociación, se puede considerar a la otra persona como descortés o irrespetuosa (Legiscomex, 2011).

A partir de esto, es importante comprender las diferencias culturales existentes entre Colombia y Japón, que van a estar presentes no solo a la hora de realizar procesos de negociación sino también en encuentros sociales, y, por ende, es pertinente ser muy respetuoso y abierto frente a estas, en especial porque para los japoneses es fundamental mantener el respeto dentro de todos sus encuentros. También son conscientes de las diferencias culturales que mantienen con personas de otros lugares; comprenden que no todos poseen las mismas tradiciones, no obstante, no quiere decir que, a la hora de mantener contacto con algún japonés, siendo occidental, se llegue a realizar algún acto irrespetuoso, este proceso de conocimiento del otro es algo mutuo y que deriva en una interacción basada en el respeto.

Teniendo en cuenta los puntos mencionados anteriormente, podemos concluir que para mantener buenas relaciones y negociaciones con los japoneses es necesario tener una buena predisposición para comprender estos aspectos que nos diferencian tanto, sin embargo, un factor que otorga una gran ventaja es contar con una buena inteligencia cultural, ya que, según Earley y Mosakowski, 2004:

Una persona con alta inteligencia cultural puede, de algún modo, desentrañar del comportamiento de una persona o grupo aquellas características que son válidas para todas las personas o grupos, aquellas peculiares a esa persona o grupo y aquellas que no son ni universales ni idiosincrásicas. (p. 3)

Por lo que, contar con una buena inteligencia cultural nos va a permitir comprender rápidamente los comportamientos de los japoneses y lograr adaptarnos a ellos, facilitando el proceso de comunicación y haciéndolo más ameno.

Referencias

1. Bellah, R. (1965). Japan's cultural identity: some reflections on the work of Watsuji Tetsuro. *http://ezproxy.unbosque.edu.co:2048/login?url=https://www.proquest.com/scholarly-journals/japans-cultural-identity/docview/218112588/se-2?accountid=41311*
2. Centro de Estudios Internacionales Gilberto Bosque. *(s.f.)*. Ceremonial y Protocolo en el Mundo Japón. *https://centrogilbertobosques.senado.gob.mx/docs/JAPON.pdf*
3. Earley, C. y Mosakowski, E. (2004). La inteligencia *Cultural. Harvard Business Review.*
4. García, G. (2015). Valores Culturales Japoneses en las Relaciones Empresariales. *https://media.realinstitutoelcano.org/wp-content/uploads/2021/11/ari37-2015-garcia-valores-culturales-japoneses-en-las-relaciones-empresariales.pdf*
5. Hoon, K. y Herold, D. (2016). Cultural relevance in corporate sustainability management: a comparison between Korea and Japan. *https://ajssr.springeropen.com/articles/10.1186/s41180-016-0003-2*
6. Jaspe, L. Vargas, J. Olmos, A. (2009). Análisis de la cultura organizacional en las estrategias de negociaciones empresariales entre Japón y la República de Colombia. *Universidad Tecnológica de Bolívar. https://biblioteca.utb.edu.co/notas/tesis/0055093.pdf*
7. Kim, A. Gardere, B. Grace, M. Steinbaum, A. y Steinberg H. (2017). Supply chain management and cultural differences in North América & Japan. *https://www.proquest.com/docview/1928612082?accountid=41311*
8. Kimura, T. y Nishikawa, M. (2018). Ethical Leadership and Its Cultural and Institutional Context: An Empirical Study in Japan. *https://link-springer-com.ezproxy.unbosque.edu.co/article/10.1007%2Fs10551-016-3268-6*
9. Llamazares, O. (s.f.). Protocolo de negocios en Japón. *https://www.globalnegotiator.com/files/Protocolo-de-negocios-en-Japon.pdf*
10. Legiscomex. (2011). Inteligencia de Mercados - Cultura de Negocios de Colombia. *https://www.legiscomex.com/BancoMedios/Documentos%20PDF/cultura-de-negocios-colombia-completo.pdf*
11. Legiscomex. (s.f.). Inteligencia de Mercados - Cultura de Negocios de Japón. *https://www.legiscomex.com/BancoMedios/Documentos%20PDF/cultura-negocios-japon-saludos.pdf*
12. Mandujano, Y. (2020). Revisitando el modelo de la cultura corporativa japonesa y la importancia de su comprensión en América Latina. *file:///C:/Users/andre/Downloads/Dialnet-RevisitandoElModeloDeLaCulturaCorporativaJaponesaY-8043205.pdf*
13. Nazzar, J. y Rivero, L. (2020). Análisis de los determinantes de las negociaciones entre Colombia y Japón. *Universidad Pontificia Bolivariana. https://repository.upb.edu.co/bitstream/handle/20.500.11912/8098/An%C3%A1lisis%20de%20los%20determinantes%20de%20las%20negociaciones.pdf?sequence=1*
14. OEC. (2019). Japan. *https://oec.world/en/profile/country/jpn*

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.