An agro-industrial company from the Amazons to the world: An arazá nectar

Internationalization Plan

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Introduction

Arazá is a plant native to South America, mainly in the upper Amazon region of countries like Brazil, Colombia, Peru, Uruguay, and Ecuador. It is also known as Brazilian or Amazonian guava and is characterized by a low-growing tree that typically reaches 1 meter in height but can grow up to 6 meters as an adult. It belongs to the Myrtaceae family (tropical trees), which includes guava and eucalyptus, among others.

Initially, it was regarded as a natural air freshener due to its exquisite aroma, which is why some locals or residents avoided consuming it and instead used it to scent their rooms. Later, starting in the 1980s, people began to cultivate this plant artisanally due to its medicinal uses and the benefits of its fruit, which, when ripe, has a sweet and sour taste between pineapple and mango One of the challenges facing the company FRUTAS ENDEMICAS DEL AMAZONAS SAS is prioritizing export diversification as a national strategic objective, overcoming logistical barriers, and creating a favorable regulatory environment to enhance competitiveness. Understanding the target export market thoroughly is crucial, as selecting the right markets involves studying economic, cultural, political, and logistical factors.

This plan aims to identify a new international market for the commercialization of arazá nectar produced in Colombia, to expand the product's international presence due to its competitive advantages as an exotic and traditional fruit. Additionally, we aim to determine the global conditions for exporting the product, taking into account the needs and habits of each market. This involves developing a market study with a commercial strategy to introduce and promote the product in the destination country, as well as preparing a financial analysis to estimate the costs and prices required for export.

This relevant research will be conducted to facilitate the international export of arazá nectar. It is considered that nectar contains many beneficial components for well-being and that the fruit is found in specific regions rather than worldwide, which adds value and supports expanding the product into different global markets.

General Objective

To identify a new international market for the commercialization of arazá nectar produced in Colombia, to expand the internationalization of the product due to its competitive advantages as an exotic and traditional fruit.

Specific Objectives

- To determine the international conditions for exporting the product, taking into account the needs and habits of each market.
- To create a market study with a commercial strategy to incorporate and promote the product in the destination country.
- To prepare a financial study to estimate the costs and prices required for exporting the product.

Company Presentation

According to (Arazasas, n.d), FRUTAS ENDEMICAS DEL AMAZONAS SAS is a company in the agro-industrial sector dedicated to developing, producing, and marketing high-quality arazá nectars. Founded in 2015, the company is based in Bogotá, D.C., Colombia, with its micro-location in the town of Álamos (Carrera 89A No. 64C-33), mainly focusing on arazá nectars. The offices and production plant are located in the Álamos Industrial Zone in Bogotá and are staffed by highly qualified personnel. ENDEMICAS DEL AMAZONAS SAS has departments such as production, marketing, administrative processes, and planting. Additionally, it has received a favorable assessment

from INVIMA, where our methods have been evaluated to ensure they meet consumer quality standards. *Contact details:* Address: Carrera 89A No. 64C-33. Website: www.arazasas.weebly.com

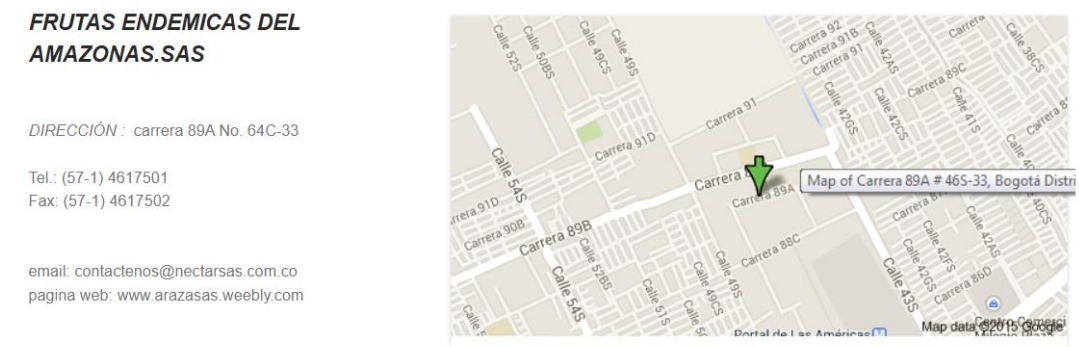

Figure 1. Company photo
Note. Taken from Endemics del Amazonas.

Product Identification

According to (Arazasas, n.d), the arazá is an unusual fruit with a very distinctive flavor and aroma, but it has a high vitamin content. One of the main problems with the arazá is that the market and consumers know very little about it, especially regarding its properties and benefits; this lack of knowledge can lead to some rejection. Below is an image of the product in different presentations.

Figure 2. Product: Arazá nectar

Note. Taken from Endémicas del Amazonas.

Its main component is water, making up between 90% and 94%, along with vitamins A and B1. It also has high vitamin C content, twice that of oranges. The primary mineral in arazá is potassium, followed by calcium, magnesium, iron, and phosphorus. Additionally, it contains a high amount of carbohydrates. Vitamin A is essential for bone development, tissue function, and preventing respiratory conditions, as it is made up of thiamine (B1), riboflavin (B2), and niacin (B3). This helps keep the skin healthy and the digestive system efficient. The fruit also supports good bone and tooth health, improves nerve transmission, and aids in the production of hemoglobin, which prevents anemia and fatigue, since it contains iron, phosphorus. This table lists the contents of Araza nectar.

Nectar pulp contains chemical preservatives (such as ascorbic acid and potassium sorbate at 0.1%) and has a Brix content of 18° and a citric acidity of 2.1%. Once the pulp is obtained, the next step is nectarization, which consists of mixing one part pulp and five parts syrup to obtain a nectar with a Brix content of 14° and 0.35% acidity. Meanwhile, a matrix solution is prepared with the total amount of sugar required in each volume of water, which can be 50% of the final volume.

Table 1. Content specification for Arazá Néctar

FORMULACIÓN NÉCTAR SAS				
% Mínimo Norma	**Ingredientes**	**Cantidad Fórmula Propia**	**Total**	**UMD**
12%	Pulpa	20%	200	—
15%	°Brix Néctar	18%	180	—
5,20%	°Brix Pulpa	5,20%	52	—
—	Azúcar Total	12,80%	128	—
—	CMC	0,001	1	GR
—	Agua	0,671	671	—
—	**Total, Lt Néctar**	100%	1000	CC

Source: (arazasas, n.d)

After complete dilution of the sugar, aided by heating, the solution must be filtered and placed in the tank containing the pulp. It must then be stirred constantly to complete the final volume. This is followed by pasteurization, which is carried out at a temperature of 90°C for two minutes. While the material is still warm, the containers are filled and then cooled in room-temperature water. Finally, the conditioned nectar is stored in a dry, room-temperature location.

Company context and product in global markets

This wonderful company uses arazá as its main resource, an exotic fruit recognized by the Amazonian Institute of Scientific Research. Other endemic names, including Araza, Brazilian guava, Araça-boi, and Peruvian guava also know it. Because of its high provitamin A content, it plays an important role in cell development and helps prevent infectious diseases. It has a sour flavor and is mainly used as fruit juice. Products like jams, candies, and sauces made from its pulp showcase many of its uses. FRUTAS ENDEMICAS DEL AMAZONAS S.A.S. makes extensive use of it, focusing on quality and complying with health standards set by INVIMA. The company has successfully established itself in the local market as a benchmark for differentiated and healthy products.

In global markets, FRUTAS ENDEMICAS DEL AMAZONAS. SAS sees a great opportunity for international expansion due to increasing worldwide interest in organic foods and natural products from Latin America. The variety of uses for arazá, combined with its high vitamin A, C, and potassium content, positions the company's products as innovative and appealing alternatives for consumers seeking unique and healthy experiences. Therefore, the company is preparing to enter international markets, emphasizing the added value of Amazonian biodiversity and its dedication to sustainability.

The company is exploring opportunities to expand into international markets, focusing on niches in countries where demand for natural and healthy products is steadily growing. To achieve this, market studies are being conducted, and adjustments are being made to the packaging and labeling of arazá nectar to ensure compliance with regulations and meet the preferences of foreign consumers, especially in Europe and North America. This international effort aims to position arazá as a fruit representing the Colombian Amazon, emphasizing its origin, sustainability, and contribution to regional biodiversity.

Justification

The limited awareness of arazá, both in Colombia and abroad, restricts its acceptance and makes it difficult to compete with more familiar fruits. Although FRUTAS ENDÉMICAS DEL AMAZONAS S.A.S. has worked to promote it, consumption remains low due to scarce information and the perception of arazá as an exotic product. This challenge, however, presents a strategic opening for international expansion, fueled by the growing global interest in natural and Amazon-sourced foods. By highlighting its nutritional value, meeting international standards, and strengthening sustainable partnerships with local growers, the company aims to position arazá nectar in new markets. In addition, it has expanded its outreach through trade fairs, tastings, educational materials, and collaborations

with chefs and specialized distributors, seeking to raise awareness of the fruit and build an authentic connection with consumers worldwide.

Country preselection

For the pre-selection of the country to which exports are desired, a selection matrix was created taking into account commercial and economic information from three countries: the United States, Germany, and China. A weighting system based on four criteria was established. According to the results obtained with the market preselection matrix, it is clear that the most viable country for export is the EE. UU because it obtained the highest total score of 3.80, taking into account that the product will have more opportunities to be marketed because it best meets the four criteria described. See Annex 1.

Justification for country selection

In the process of selecting the target market for the export of arazá nectar identified under tariff heading 2009.89.90.00, a comparative analysis was carried out of the commercial and economic information of three countries: the United States, China, and Germany. A pre-selection matrix was developed, taking into account different indicators such as current trade agreements, tariff conditions, consumption of healthy products, health requirements, and acceptance of exotic products. The United States obtained the highest score of 3.80 out of 4, and the following information was taken into account based on the result obtained: According to TradeMap (n.d.), 'In the List of Importing Companies in the United States of America for Processed Fruit Products,' it was evident that one of the main companies marketing these products was A Grain Of Sand, located in Mooresville (North Carolina). Therefore, as this city has industrial infrastructure linked to agri-food and a community open to imported products, the aim is to internalise this market.

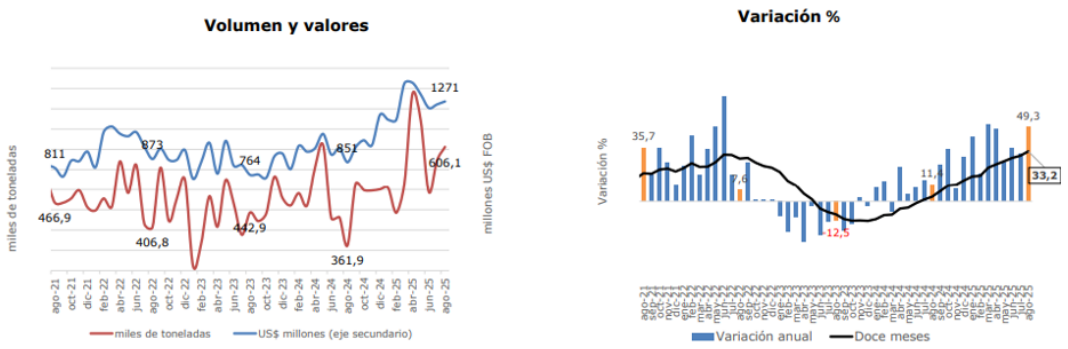

Figure 3. Agricultural exports, food and beverages

Note. Taken from DANE. MinCIT – 2025

However, research was conducted which, as reflected in the graphs above, shows that exports of agricultural products, food and beverages reached US$1.271 billion, with a growth of 49.3% compared to August 2024, representing 33.1% of Colombia's total exports, and the total export volume grew by 67.5% in 2025. Additionally, according to IndexBox (2024), imports of mixed juices in the United States 'reached approximately 57,000 tonnes in 2024, with an estimated value of USD 137 million, representing a 12% increase compared to 2023'. From this, it can be deduced that consumer interest in functional, natural, and plant-based beverages has increased in this country, as it is a large market with stable demand for healthy products and room for tropical innovation. In addition, the city of Mooresville has an international presence, indicating that there are curious consumers who are receptive to exotic flavours, which encourages them to try new products such as arazá nectar. Therefore, it is not a saturated market and is well connected to the Charlotte metropolitan area, which facilitates land transport to larger markets at lower costs.

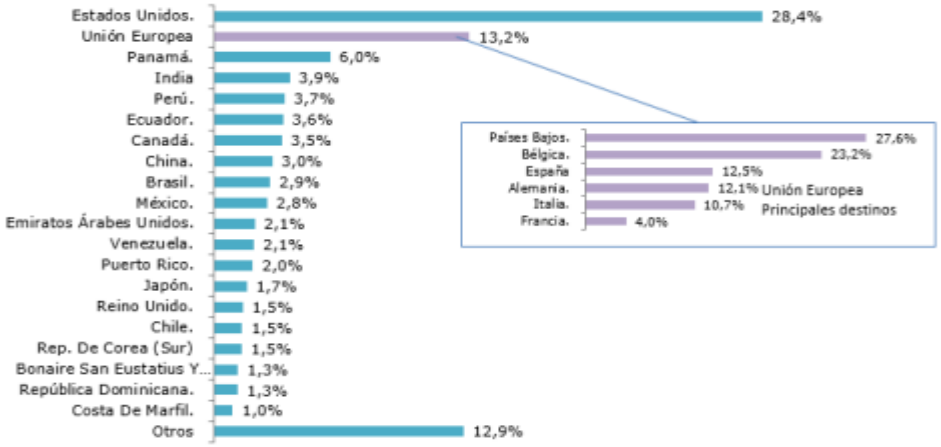

Figure 4. Graph of Export destination, August 2025

Share of total. Note. Taken from DANE. MinCIT – 2025

Finally, the previous graph represents the percentage distribution of export destinations for products in Colombia that are potentially fruits or derivatives, such as arazá nectar, in August 2025. It can be noted that the most relevant countries are, first, the United States as the main export destination with 28.4% of the total, doubling the second, which is the European Union with 13.2%. It can therefore be concluded that the United States has a large population with high purchasing power, which favours the consumption of exotic, natural and healthy products, as Colombian products are exported more to this country, allowing for better prices and increased export revenues, thereby incentivising domestic arazá production. The exotic juice market in the United States has also grown in recent years, attracting various brands that offer juices made from fruits such as açaí, soursop, pitaya, and passion fruit. However, some notable brands of these products are:

- **Sambazon**: Founded in 2000, it is recognised for popularising acaí in the United States and is positioned as a premium brand in the superfruit segment.

- **Suja Juice**: Established in 2012, its focus on health and wellness has made it one of the leading brands in the juice market.
- **Clean Juice**: Launched in 2016, it is the first USDA-certified organic juice franchise.
- **Juice It Up!**: Founded in 1995, this juice and smoothie chain offers a variety of products, including cold-pressed juices and acai bowls.

Considering the different competitors mentioned above, it can be deduced that arazá nectar can differentiate itself in this market because no other company produces this type of product and we have the added value that arazá is only found in the Colombian Amazon, offering consumers new taste experiences. To evaluate the financial potential in this country, the following different scenarios are considered:

- **Conservative Scenario**: Slower growth is assumed due to factors such as high competition, barriers to entry, and more cautious adoption by consumers.
- **Moderate Scenario**: Stable growth is considered, driven by an effective marketing strategy, strategic alliances, and gradual acceptance of the product in the market.
- **Optimistic Scenario**: Rapid acceptance of the product is estimated due to health and wellness trends and efficient distribution.

Methodology

The methodology implemented in this project was primarily qualitative, descriptive, and analytical, aimed at identifying external factors that could influence the internationalization of Frutas Endémicas del Amazonas S.A.S. through a PESTLE analysis. The main objective was to gather reliable, up-to-date information to provide an in-depth understanding of the U.S. market, especially regarding its political, economic, social, technological, legal, and environmental dynamics. The methodological process was structured in several stages:

identifying research needs, collecting and organizing data, analytically interpreting results, and validating conclusions to support the company's internationalization strategy.

A qualitative and exploratory approach was adopted, focusing on interpreting patterns, conditions, and contextual variables rather than measuring them statistically. This approach was crucial for understanding the complex interplay between market forces and institutional frameworks that impact the entry of a natural product, such as Arazá nectar, into a foreign market. The descriptive component enabled mapping of the current situation in the target country, while the analytical component linked the information obtained to the company's internationalization potential.

To achieve this, secondary data were gathered from reputable sources such as the World Bank, ProColombia, TradeMap, IndexBox, AmCham Colombia, and reports from the Ministry of Commerce, Industry and Tourism (MinCIT). These sources provided both quantitative and qualitative data on the U.S. economy, import patterns, trade agreements, and consumer trends related to natural and functional beverages. Additional information from OEC and Invima was analyzed to understand tariff preferences, customs procedures, and export regulations for processed fruit products under tariff code 2009.89.90.00. The selection of these sources was based on their reliability, accessibility, and relevance to international trade and the food sector.

In the initial stage, the research team identified the information needs and defined the study's scope, specifying the main questions to be addressed through the PESTLE analysis and determining the type of information required for each dimension. This step guided the search strategy and ensured alignment between the project's objectives and the data collection process. Search criteria and keywords were established to optimize retrieval of relevant documents from online databases and official portals.

The second stage centered on accessing and collecting data. The team located, reviewed, and compiled information from institutional and academic sources, ensuring the material was recent, valid, and aligned with the research focus. Data collection was guided by criteria such as reliability, timeliness, and consistency with the international trade sector. All sources were cross-checked to ensure accuracy and mitigate bias. The gathered information was then filtered to remove duplicates, incomplete entries, or outdated materials, guaranteeing the validity and precision of the data used in subsequent stages.

After compilation, the third stage involved organizing and analyzing data within the PESTLE framework. The political and legal dimensions included examining bilateral trade policies, particularly the Colombia–United States Trade Promotion Agreement, to identify advantages, tariff benefits, and regulatory barriers for food exports. The economic analysis looked at key indicators such as GDP growth, inflation, and purchasing power to assess market profitability and stability. The social dimension explored U.S. consumer preferences for healthy, exotic, and sustainable products, reflecting the rising demand for functional beverages. The technological and environmental dimensions considered innovations in food production, digital marketing, and sustainable packaging practices that could affect the company's competitiveness abroad.

The methodological process was complemented by a comparative analysis of three potential markets—the United States, Germany, and China—which served as a preselection tool before the final PESTLE evaluation. This matrix identified the country with the most favorable commercial and regulatory environment for the entry of Arazá nectar. After selecting the United States, the PESTLE analysis focused on the specific context, opportunities, and challenges the company might face when exporting its product to this market.

The final stage was the interpretation and integration of results to guide decision-making and strategic planning. Findings were discussed in terms of their implications for the company's marketing, production, and distribution strategies, connecting analytical results to actionable business recommendations. A validation process was also conducted by comparing results across multiple data sources, ensuring internal consistency and credibility of the conclusions. This methodological approach ensured that the findings of this study were grounded in verifiable data and actual market conditions, providing a solid foundation for Frutas Endémicas del Amazonas S.A.S. to design an effective and sustainable internationalization plan.

Operational Market Entry Plan for the U.S. Market

The operational market entry plan for Frutas Endémicas del Amazonas S.A.S. has been designed as a strategic and logistical framework to facilitate the introduction of Arazá Nectar into the United States beverage market. This plan aims to define in detail the operational structure required to ensure efficient logistics, optimized distribution, and sustainable market penetration. It builds upon the conclusions of the PESTLE analysis and the pre-selection matrix, which identified the United States as the optimal destination for internationalization due to its stable economy, efficient infrastructure, high purchasing power, and cultural openness toward natural and exotic beverages.

The company’s strategy focuses on entering the U.S. market with a product that represents biodiversity, sustainability, and innovation while guaranteeing economic viability and logistical coherence. Therefore, the plan integrates the complete supply chain design, cost estimation, and the definition of the commercial channels that will allow Arazá Nectar to reach different segments of consumers through structured and traceable processes.

Logistics Route and Supply Chain Design

The logistics system is a critical element for the success of Arazá Nectar's export plan. The route must ensure that the product maintains its quality, flavor, and freshness throughout the entire journey from Leticia, Amazonas (the production origin) to the final consumer in the United States. The proposed logistics model combines efficiency, sustainability, and reliability through multimodal transportation and coordinated handling in each stage.

Origin and Internal Transport in Colombia

The first stage of the logistics process begins with the transport of processed nectar from Leticia to Bogotá via controlled-temperature trucking. The cargo is consolidated in Bogotá, where it undergoes labeling and customs pre-inspection to reduce delays at the port. From there, the product is transported to Cartagena de Indias, Colombia's main export hub for agricultural and processed food products. This segment represents approximately 1,200 km of overland transport, generally completed within 48 to 72 hours, depending on road and weather conditions.

Table 2. Route and time

Segment	Route	Mode	Distance (km)	Duration (days)	Notes
1	Leticia → Bogotá	Refrigerated truck	1,05	2	Pre-shipment inspection
2	Bogotá → Cartagena	Land (containers)	1,2	1–2	Customs pre-approval
3	Port of Cartagena → Port of Miami	Maritime freight	1,100 nautical miles	4–6	Cold chain maintained
4	Miami → Regional Centers (FL, TX, NY)	Domestic trucking	—	1–3	Handled by logistics operator

Source: Own elaboration.

International Shipping and Customs Clearance

Once the cargo reaches Cartagena, it is loaded into 20-foot refrigerated containers, each capable of carrying about 12,000 bottles of 500 ml. The shipping line selected will depend on seasonal pricing and schedule reliability; however, preferred partners include Maersk Line and Hapag-Lloyd, which offer regular routes to Miami and Port Everglades. The maritime segment is the most efficient route, both economically and environmentally, allowing the company to maintain temperature control at 4–8°C throughout the journey. Upon arrival in the Port of Miami, the cargo will go through customs clearance, managed by a U.S. customs broker. The process usually takes 1 to 5 business days, depending on inspection levels and document accuracy. The U.S. import system for Colombian beverages benefits from the Colombia–United States Trade Promotion Agreement (TPA), which provides 0% import tariffs for processed fruit products, significantly improving competitiveness.

Domestic Distribution within the United States

After customs clearance, the product is moved to bonded warehouses near Miami. These facilities act as both storage and distribution centers, providing cold chain maintenance, repackaging, and labeling according to FDA requirements. From Miami, the products are dispatched to regional distribution hubs in Houston (Texas) and New York City (New York) to ensure market coverage in the South, East, and Midwest regions.

Table 3. Distribution hubs.

Distribution Hub	Coverage Region	Transport Mode	Storage Type	Average Time from Miami
Miami (Florida)	Southeast & Caribbean influence markets	Truck	Cold warehouse (4°C)	0–1 day

Houston (Texas)	South Central and Hispanic markets	Truck	Dry warehouse	2–3 days
New York (NY)	East Coast & specialty stores	Truck / Rail	Refrigerated storage	3–4 days

Source: Own elaboration.

This multi-hub system allows the company to minimize delivery times and transportation costs. Miami serves as the primary gateway, taking advantage of its strong Latin American business network and infrastructure. The ports and logistic performance indexes (LPI 3.8 and port quality 3.9) indicate high efficiency and reliability, reducing the probability of bottlenecks.

Sustainability and Cold Chain Integrity

The company will employ eco-friendly logistics by using trucks with low-emission technology and consolidating shipments to reduce carbon footprint. The packaging materials (PET bottles with 30% recycled content) will comply with FDA and ISO 10377:2013 standards. Furthermore, the supply chain incorporates a traceability system that allows real-time monitoring of temperature and location, guaranteeing transparency for both distributors and consumers.

Estimated Distribution and Export Costs

Accurate cost estimation is fundamental to ensuring profitability and competitiveness in the international market. The total export cost includes inland logistics, maritime freight, customs procedures, insurance, and domestic distribution within the United States. The following table presents the detailed cost structure per 20-foot refrigerated container, based on current freight rates and industry data from ProColombia, TradeMap, and the World Bank Logistics Performance Index.

Table 4. Cost component.

Cost Component	Description	Estimated Value (USD)	% of Total Cost	Notes
Inland Logistics (Leticia–Cartagena)	Collection, storage, and land transport under cold chain	950	15%	Includes domestic taxes and handling
Maritime Freight (Cartagena–Miami)	Refrigerated container, port fees, and fuel surcharges	1,3	20%	Average based on Maersk route
Customs and Documentation	Import declaration, inspection, labeling verification	750	12%	Managed by U.S. customs broker
Insurance and Port Handling	Freight insurance, port loading/unloading, storage	300	5%	Basic coverage at 110% of cargo value
Domestic Distribution (Miami–Retailers)	Trucking, regional warehousing, last-mile delivery	2,2	33%	Variable depending on destination
Marketing and Trade Logistics	Sample shipping, promotional logistics, packaging	500	8%	Includes promotional kits
Contingency and Exchange Risk	Exchange rate variations and unforeseen delays	250	4%	Based on 2% USD fluctuation
Total Estimated Cost per 20-ft Container		6,250 USD	100%	—

Source: Own elaboration.

From these calculations, the cost per bottle (500 ml) is approximately USD 0.52, a competitive figure when compared with other imported natural juices in the U.S. retail market, which typically range between USD 0.70–1.10 per unit. Cost Optimization Measures: Consolidate shipments to reduce freight per unit; Negotiate annual contracts with shipping lines to stabilize rates; Use bonded warehouses to avoid double taxation on re-exports; Monitor exchange rate fluctuations and establish partial hedging policies.

Table 5. Cost component.

Variable	Value	Observation
Average FOB Export Price	USD 1.40 per bottle	Based on current domestic sale price
Average U.S. Retail Price	USD 3.50 per bottle	Premium segment
Net Margin after Logistics	USD 1.80 per unit	51% gross margin (approx.)
ROI per Shipment (12,000 units)	USD 21,600	After taxes and distribution costs

Source: Own elaboration.

The strong profitability margins reflect the advantage of low tariffs, efficient logistics, and the rising demand for exotic beverages in the premium market segment.

Commercial Channels and Market Penetration Strategy

The commercial structure of the operational plan is based on a multi-channel strategy that aims to achieve diversification and mitigate risk. The selection of channels is supported by the sociocultural and technological indicators identified in the PESTLE analysis, particularly the high digital penetration (41.1 million U.S. internet users) and the presence of 170 million active social media users.

Channel 1: Wholesale Importers and Distributors

The initial market entry will be made through specialized wholesalers that import Latin American and tropical products. These distributors already manage logistics, customs, and relationships with large retail chains, which simplifies entry for a new brand. Target partners include:

- Goya Foods Inc., the largest distributor of Hispanic food and beverages in the U.S.
- GraceKennedy USA and Inca's Food Imports, with a strong presence in the East Coast and Florida.

These distributors will be approached through trade missions organized by ProColombia and through participation in international fairs such as the Summer Fancy Food Show (New York) and ExpoComer Miami. The commercial agreements will initially follow a consignment model, allowing inventory rotation while minimizing financial risk.

Channel 2: Retail Chains and Natural Product Stores

The second phase involves negotiating shelf space in premium retail stores and organic product chains such as Whole Foods Market, Sprouts Farmers Market, Trader Joe's, and The Fresh Market. These chains prioritize sustainability, fair-trade certifications, and authentic products from biodiversity-rich regions. Arazá Nectar will be positioned under the category of "functional exotic beverages," highlighting its Amazonian origin and natural vitamin content.

Table 6. Retail channels

Retail Channel	Entry Strategy	Advantages	Estimated Launch Cost (USD)
Whole Foods Market	Pilot distribution through regional buyers	Premium positioning, visibility	12
Sprouts Farmers Market	Direct negotiation with importer partner	Health-conscious segment	10,5
Trader Joe's	Private label co-branding opportunity	Volume sales potential	9
The Fresh Market	Boutique promotion campaigns	Regional penetration	8,5

Source: Own elaboration.

Channel 3: E-Commerce and Digital Platforms

Given the growing preference for online shopping and the importance of brand storytelling, the digital channel will play a central role. The company will establish an

online store integrated with Amazon, Mercado Libre USA, and a proprietary e-commerce site managed from Colombia. The digital platform will allow direct sales, subscription models, and targeted marketing campaigns through Google Ads and Meta Business tools.

Channel 4: Foodservice and HORECA Sector

The HORECA (Hotels, Restaurants, and Cafés) segment offers an opportunity for continuous supply contracts and brand exposure in urban centers with high tourist activity. The company will focus initially on Miami, Orlando, and Los Angeles, cities with significant Latin populations and gastronomic diversity. The product will be marketed in 1-liter and 250-ml presentations for restaurants, cafeterias, and hotels, distributed through local beverage suppliers.

Branding and Consumer Positioning

The product will be marketed under the name NECTARZAS – Amazonian Arazá Nectar, highlighting its Colombian origin and natural essence. The communication strategy will use slogans emphasizing authenticity and sustainability, such as “From the Amazon to Your Table” or “Natural Energy from Colombian Biodiversity.” The brand will maintain consistent visual identity across labels, websites, and social media, using earthy and green tones that connect to the Amazonian ecosystem.

Commercial and Marketing Structure

The commercial structure supporting Arazá Nectar's market entry is designed to integrate logistics, sales management, and marketing operations under a single coordinated framework. The primary goal is to ensure that each phase of commercialization—distribution, promotion, and after-sales service—contributes effectively to brand positioning and long-term competitiveness. This structure emphasizes the creation of a sustainable growth model that can maintain profitability while adapting to the market's evolving dynamics.

The company will operate through a hybrid management model, maintaining direct coordination from Colombia while establishing a local representative office in Miami, Florida, which will act as the regional center for operations, client service, and marketing coordination. This office will manage relationships with distributors, coordinate promotional events, and ensure compliance with local regulations, while maintaining permanent communication with the corporate headquarters in Leticia and Bogotá.
The marketing strategy will combine traditional and digital tactics, aiming to generate awareness, build credibility, and foster emotional connections with consumers. The communication focus will revolve around three main pillars:

1. Authenticity and Origin: Emphasizing the Amazonian roots and cultural identity behind the Arazá fruit.
2. Health and Sustainability: Promoting the natural composition, vitamin richness, and eco-friendly production.
3. Innovation and Experience: Presenting the product as a refreshing, exotic beverage that offers a new sensory experience to the American consumer.

The following table summarizes the operational structure and cost estimation for key marketing and commercial activities:

Table 7. Marketing cost estimation.

Activity	Objective	Description	Estimated Monthly Cost (USD)	Implementation Timeline
Market Research and Business Intelligence	Identify opportunities and monitor consumer trends	Partnership with local consulting firms to analyze category growth and consumer behavior	1,5	First 6 months
Digital Marketing and Social Media	Develop brand awareness and community engagement	Use of Meta Business Suite, Google Ads, and influencer campaigns to promote sustainability and taste	2,8	Continuous
Trade Fairs and Business Missions	Promote the brand and establish B2B contacts	Participation in Fancy Food Show, Anuga Miami, and ExpoComer USA	3,2	Twice per year
Sales Representative (U.S. Office)	Manage negotiations with distributors and retailers	Full-time agent coordinating logistics and marketing execution	3	Permanent
Public Relations and Cultural Events	Build reputation and social recognition	Sponsorship of Amazonian cultural fairs, gastronomy events, and eco-awareness campaigns	1,2	Continuous
Storage and Cold Chain Maintenance	Guarantee quality during warehousing and distribution	Agreements with logistics partners for temperature-controlled storage	1,7	Continuous

Source: Own elaboration.

Marketing Plan

NECTARZAS is at a pivotal stage of internationalization, driven by a solid track record in the local market and a unique value proposition centered on its Amazonian origin and the exceptional nutritional benefits of arazá nectar. The company has modern infrastructure, international health certifications, and strategic alliances with producer communities, ensuring product quality and reinforcing its narrative of sustainability and social responsibility.

Current Situation Diagnosis

However, the lack of recognition of the fruit in foreign markets represents a significant challenge, especially in the area of communication. To overcome this challenge, a consistent and attractive visual approach will be implemented: the slogan “The flavor of the Amazon in every drop” will appear on the bottle and label design, using graphic elements that evoke the rainforest, highlighting the Amazonian origin, and aiming to generate product visibility while reinforcing its roots. This visual and narrative connection will capture the attention of consumers interested in healthy and sustainable foods, creating an emotional connection and reinforcing the product's exclusivity.

Competitive Analysis

The U.S. functional beverage market is led by brands such as Sambazon, Suja Juice, and Clean Juice, whose focus revolves around health, sustainability, and exotic appeal. However, none of these brands markets arazá nectar, offering NECTARZAS an unparalleled opportunity to position itself as an exclusive novelty.

The competitive strategy will focus on highlighting the Amazonian origin, nutritional benefits, organic certifications, and, in particular, the visual integration of storytelling into the packaging. The distinctive design of the bottle and label will transport the consumer to the Amazon, generating value, trust, and a sense of belonging in a discerning and knowledgeable

segment, while raising awareness of the arazá's process and origin. Continuous benchmarking studies will be conducted to identify emerging trends and anticipate competitors' moves, enabling agile and relevant adaptation in a saturated market. There is a need to determine the

SMART Objectives:

Specific: Introduce NECTARZAS in at least three well-known U.S. retail chains (Whole Foods, Sprouts, Trader Joe's), using visual storytelling at all points of contact.

Measurable: Achieve sales of 12,000 units in the first year of operation.

Achievable: Establish partnerships with strategic Latino distributors and execute personalized digital campaigns.

Relevant: Meet the growing demand for healthy and authentic products, highlighting Amazonian exclusivity through design and narrative.

Time-bound: Achieve these objectives within a maximum of 12 months from commercial launch.

Comprehensive Action Plan

Product: Maintain high quality and traceability standards from Leticia to Miami. The bottle and label design will incorporate the storytelling "From the Amazon to your table," illustrations of the rainforest, and visible certifications, reinforcing authenticity and exclusivity.

Price: Premium positioning with a suggested price of $3.50 per bottle, supported by its exclusive origin and distinctive design.

Place (Distribution): Multichannel strategy: wholesalers, specialty stores, e-commerce, and the HORECA sector, with a focus on high-value channels and conscious consumer niches.

Promotion: Creative digital campaigns and collaborations with influencers, chefs, and sustainability opinion leaders. Visual storytelling will be present in all promotional materials and at specialized trade shows.

Loyalty and Community Strategy

Building a loyal community will be crucial for the project's sustainability. A sense of belonging and Amazonian pride will be fostered through educational content on social media, online subscription programs, and personalized shopping experiences using advanced technologies. Visual storytelling on packaging will serve as a constant reminder of NECTARZAS's origins and values.

Spaces for interaction and feedback will be encouraged, allowing consumers to actively participate in the brand's evolution and the promotion of environmentally responsible practices.

Key Performance Indicators (KPIs)

- Monthly sales volume and percentage growth.
- Reach, engagement, and conversion on social media, evaluating the effectiveness of visual storytelling.
- Number of active distributors and geographic expansion.
- Participation in trade shows and networking activities, with differentiated visual materials.
- ROI of promotional and commercial campaigns.

Continuous Monitoring and Review

Commercial and digital performance will be evaluated quarterly, allowing for adjustments to pricing, messaging, channels, and visual elements based on market response.

Transparent and constant communication will be maintained with distributors, assessing the viability of new formats or arazá derivatives according to demand and packaging design perception. This flexible and adaptive approach will ensure NECTARZAS's relevance and competitiveness, facilitating international consolidation and the generation of sustainable value over time.

International Distribution Plan (DFI)

Design and validate an international logistics strategy for the export of arazá nectar from Colombia to the United States, ensuring product integrity, regulatory compliance, and financial optimization. The plan must ensure that the FOB export price covers all logistics and production costs up to delivery at the import point (Miami) and establish an efficient distribution network, with Miami as the main hub and Mooresville/Charlotte as the primary sales and ground distribution point in the Southeastern U.S. The supply Chain Design includes the logistics chain is structured into the following stages and main actors:

- **Domestic Transport in Colombia**

  Origin: Leticia, Amazonas
  Intermediate Destination: Bogotá, D.C.
  Mode: Refrigerated truck (4–8°C)
  Activity: Consolidation, labeling, pre-customs inspection

- **Transport to Export Port**

  - **Route**: Bogotá → Cartagena de Indias
  - **Mode**: Ground transport in refrigerated containers
  - **Estimated Duration**: 1–2 days
  - **Activity**: Document preparation and container loading

- **International Shipping**

  - **Route**: Cartagena → Port of Miami
  - **Mode**: Maritime transport (refrigerated container)
  - **Estimated Duration**: 4–6 days
  - **Activity**: Cold chain maintenance, U.S. customs management

- **Domestic Distribution in the U.S.**
    - **Main Location**: Miami
    - **Logistics and Distribution Centers**: Miami, Mooresville/Charlotte, Houston, New York
    - **Mode**: Ground and rail transport
    - **Storage**: Refrigerated and dry warehouses depending on region
    - **Activity**: FDA re-labeling, repackaging, delivery to retailers and distributors

Cost Analysis and FOB Price Validation

Below is the estimated total cost per 20-foot container (standard unit) and the unit cost per bottle of arazá nectar, validating that the FOB price covers all costs up to the Port of Miami. The logistics cost analysis reveals a highly efficient and competitive structure. The estimate of USD 6,250 per 20' container, with a standard capacity of 12,000 bottles of 500 ml, results in a unit cost of USD 0.52 per bottle. This value is significantly below the market reference range (USD 0.70–1.10/unit), giving the company a clear advantage in price competitiveness.

Table 8. Cost Analysis.

Component	Description	Estimated Value (USD)	% of Total
Domestic logistics (Leticia–Cartagena)	Cold transport and handling	950	15%
Maritime freight (Cartagena–Miami)	Refrigerated container, port fees	1,3	20%
Customs and documentation costs	Declaration, inspection, label verification	750	12%
Insurance and port handling	Basic coverage and loading/unloading	300	5%
Production (raw materials, processing, packaging)	Estimated manufacturing cost	2	30%
Marketing and promotion	POP materials, tastings, activations	450	7%
U.S. distribution (excluded from FOB)	Transport, storage, final delivery	2,2	—

Source: Own elaboration.

It is key to highlight that the proposed FOB price, equal to or greater than USD 0.52/bottle, ensures full coverage of all costs prior to national distribution in the U.S. (including origin expenses, domestic logistics, and margins), validating the financial sustainability and profitability of the export project. This structure not only guarantees economic viability but also offers flexibility for future commercial strategies or market adjustments.

Table 9. Cost and Time Matrix in the Exporting Country (FOB)

Table No. 1: Matrix of Costs and Lead Times in the Exporting Country

Cost components	**Maritime**		**Air**		**Land**	
1. Costs and lead times in the exporting country	Valor	Tiempo	Valor	Tiempo	Valor	Tiempo
Ex-works shipping costs (EXW)	7200	-	7200	-	7200	-
1.1. Direct Costs	0	0	0	0	0	0
A. Packaging	350	1	450	1	320	1
B. Labeling and marking	150	1	180	1	140	1
C. Unitization or consolidation	200	1	250	1	180	1
D. Documentation	100	1	100	1	100	1
E. Local handling for export	250	1	280	1	230	1
F. Inland freight	950	3	1500	2	800	2
G. Domestic insurance	80	0	100	0	60	0
H. Storage	120	1	150	1	110	1
I. Customs	180	2	200	1	150	2
J. Banking	90	1	90	1	80	1
K. Agents	250	1	350	1	220	1
Total direct costs	2720	13	3650	10	2390	12
1.2. Indirect Costs	0	0	0	0	0	0

L. Administrative	300	-	400	-	250	-
M. Idle capital	150	-	200	-	120	-
Total indirect costs	450	-	600	-	370	-
0						
1.3. Total cost in exporter country (FOB)	10370	≈13	11450	≈10	9960	≈12

Source: Own elaboration.

Table 10. Cost and Time Matrix in the Importing Country

Cost components	Maritime		Air		Land	
Costs and times in the importing country	(Value in USD)	(Time in days)	(Value in USD)	(Time in days)	(Value in USD)	(Time in days)
Direct costs (CIF)						
S. Storage	350 – 450	4 – 6	250 – 350	2 – 4	150 – 250	1 – 3
T. Domestic freight in destination country	900 – 1,100	3 – 5	700 – 900	2 – 4	250 – 350	1 – 3
U. Domestic insurance in destination country	120 – 180	0	100 – 150	0	70 – 90	0
V. Documentation	250 – 350	1 – 2	250 – 350	1 – 2	120 – 180	1 – 2
W. Customs duties	0,000	1	0,000	1	0,000	1
X. Banking charges	180 – 220	0	180 – 220	0	180 – 220	0
Y. Agents	500 – 700	1 – 2	400 – 600	1 – 2	250 – 350	1 – 2
Total direct costs (CIF)	**2,300 – 2,900**	**10 – 13**	**1,880 – 2,570**	**8 – 11**	**1,020 – 1,350**	**5 – 8**
Z. Administrative costs	900 – 1,100	0	900 – 1,100	0	900 – 1,100	0
Total indirect costs	900 – 1,100	0	900 – 1,100	0	900 – 1,100	0
Total in importing country (DDP)	**3,200 – 4,000**	**10 – 13**	**2,780 – 3,670**	**8 – 11**	**1,920 – 2,450**	**5 – 8**

Source: Own elaboration.
Note. Data compiled from: U.S. Commercial Service (2023), World Bank (2024), ProColombia & Inter-American Development Bank (2025), and ProColombia (2023).

Routes and Distribution Centers: Miami–Mooresville/Charlotte Connection

The U.S. logistics network has been designed to maximize efficiency and reach key markets. The Port of Miami serves as the main hub due to its capacity to receive refrigerated cargo, specialized customs infrastructure, and ground connectivity to the Southeast and East Coast.

- **Miami**: Entry and deconsolidation point. FDA-compliant re-labeling, quality control, and initial storage are performed here. From Miami, goods are dispatched to major consumption centers via ground transport.
- **Mooresville/Charlotte (North Carolina)**: Included in the network as a strategic logistics node for Southeastern U.S. distribution, with direct access to interstate corridors and proximity to emerging markets for healthy and Latin products. Mooresville will be the first major sales point after arrival in the country, receiving cargo initially by road from Miami (approx. 1,100 km, 2-day transit).
- **Expansion from Mooresville**: From this center, retailers, distributors, and HORECA chains in the Southeast and Central East are supplied, reducing delivery times and last-mile costs.
- **Other centers (Houston, New York)**: Considered for future expansion phases as demand and the distribution network grow.

This structure ensures full traceability from Leticia to the point of sale, optimizes logistics times, and allows the operation to scale according to demand.

Advantages and Recommendations

- Full product traceability and cold chain visibility
- Financial optimization: validated FOB price covers all costs up to Miami, ensuring profitability for the exporting company
- Adaptability and scalability: inclusion of Mooresville/Charlotte enables market penetration in the Southeast and diversification of sales channels
- Competitive differentiation: Amazonian origin, sustainability (30% recycled PET packaging), certifications (INVIMA, FDA, ISO 10377:2013), and reduced carbon footprint

- **Recommendations**: Strengthen internal quality controls, maintain international certifications, and enhance marketing around arazá's unique attributes. Consider active participation in industry trade shows and diversification of formats and derivatives to expand presence in the U.S.

Risk analysis (matrix) and mitigation

The export process of Frutas Endémicas del Amazonas S.A.S. involves a complex logistics chain that connects multiple actors, including suppliers, transporters, customs agents, port operators, and import distributors. Each of these stages presents potential risks that can affect cost, time, product quality, and compliance. Following the guidelines established by the Customs-Trade Partnership Against Terrorism (CTPAT) model and the Authorized Economic Operator (AEO) framework promoted by DIAN, the company must identify, assess, and mitigate these risks to ensure the security and efficiency of its international supply chain.

The risk analysis applied to Arazá Nectar focuses on the maritime route between Colombia and the United States, which is the most viable and cost-effective option, as per the operational plan. The evaluation considers three dimensions: operational, documentary, and external risks. Each risk has been analyzed in terms of probability (P), impact or consequence (C), and a risk level (R) that results from combining both variables.

Operational risks are directly related to logistics performance, such as delays, cargo damage, or theft. Documentary risks refer to compliance issues involving customs, labeling, and sanitary documentation. External risks include environmental factors, geopolitical conditions, and cyber threats that could indirectly affect trade operations.

To effectively control these scenarios, Frutas Endémicas del Amazonas S.A.S. will adopt a preventive management system focused on training, documentation, and traceability. This will include continuous monitoring of the logistics process, secure information handling, and supplier verification to guarantee compliance with both DIAN and U.S. Customs requirements.

Analysis and Preventive Strategy

The results of the matrix indicate that the highest risk levels (10–12) correspond to three main scenarios: Cargo damage during internal transport, Delays or weather impacts during maritime shipment, and Product deterioration in final distribution due to temperature deviation. These are considered moderate to high operational risks, meaning they can be mitigated through preventive logistics, insurance coverage, and supplier certification. CTPAT and AEO will guide the company's preventive strategy.

Client company

The Free Trade Agreement (FTA) between Colombia and the United States not only opened the doors to a market of 309 million inhabitants, with a GDP per capita of US$49,800 and a GDP exceeding US$15 trillion in 2012, but also included trade opportunities with the U.S. government, specifically regarding purchases made to cover the administrative and operational needs of its affiliated entities. According to the Organization for Economic Co-operation and Development (OECD), government procurement accounts for 11% of countries' GDP. For this reason, many experts project that government procurement will be the main driver of U.S. economic recovery in the coming years and emphasize its importance in global economic development.

Chapter Nine of the FTA stipulates the bilateral opening of the public procurement market for government entities in the states of Arkansas, Colorado, Florida, Illinois, Mississippi, Utah, New York, Puerto Rico, and Texas. It establishes as basic principles national treatment and non-discrimination, whereby the parties are obligated to grant goods, services, and suppliers the same treatment as nationals. It also states that the rules of origin will be the same as those that apply to regular trade in goods and that if the bids were submitted on time and in writing, complying with the conditions for participation, the contract

will be awarded. Therefore, eliminating any discrimination, ensuring transparency in the contracting process, having clear rules in the internal selection procedures of public entities to guarantee publicity and equal conditions among bidders, and guaranteeing the rights of suppliers are the foundations of an excellent opportunity for Colombian businesses to increase their business options with the United States.

Recommendations for the company

Access to the target market: Frutas Endémicas del Amazonas S.A.S. must proactively initiate the USDA Organic certification process to validate its sustainability proposal and gain access to chains like Whole Foods. Entering the U.S. market requires additional certifications such as FDA (Food and Drug Administration) and USDA Organic, and the current national certification from INVIMA is insufficient. These certifications guarantee compliance with regulatory requirements, increase consumer confidence, and facilitate access to high-level distribution chains.

Internal strengthening of product production: It is necessary to strengthen the quality control system in the production process, from fruit harvesting to nectar packaging, taking into account standardised procedures under standards such as ISO 22000 or HACCP (Hazard Analysis and Critical Control Points), which guarantee the organoleptic stability of the product during international transport.

Strategies for internationalisation and marketing: It is recommended to create an international digital marketing strategy that utilises various platforms, such as Instagram, TikTok, Facebook, and YouTube, to demonstrate that the brand is solid and that its product is unique due to its Amazonian origin and the nutritional benefits of arazá. Additionally, it is recommended to participate in food fairs that allow for exhibition in order to establish contacts with distributors and buyers.

Innovation and long-term growth: You should develop other ideas for new products derived from arazá, such as jams, snacks, or natural energy drinks, which will allow you to expand your portfolio and maximise the fruit's potential, rather than relying on a single product in the foreign market.

Recommendations for the sector (agribusiness) for doing business

Take advantage of trade agreements: The agro-industrial sector should leverage Colombia's free trade agreements, as they provide tariff advantages for products in this sector and enable the identification of consumer trends, distribution channels, and competitors, thereby facilitating further international expansion.

Sectoral marketing strategies: It is recommended to hold international fairs and events aimed at promoting national companies for their marketing of natural and organic products with the aim of reinforcing the country's image as a supplier of authentic, healthy and ethically produced food, which facilitates the recognition of the industry in demanding markets such as the United States, which values provenance.

Technological development and digitisation of the sector: Companies in the agro-industrial sector should make greater technological advances in product promotion, inventory management, logistics, and the transformation of their production and commercial processes, as this will enable them to respond more quickly to global market demands and reduce operating costs by facilitating direct access to international buyers and improving transparency in the value chain.

To operate in strategic zones of the U.S. Southeast, particularly Florida, which is one of the primary gateways for Latin American agri-food products through the Port of Miami. These companies typically handle both retail-ready beverages and bulk concentrates for further processing, making them relevant depending on the presentation chosen by the firm.

In addition to these actors, the analysis also identified NTC Marketing Inc. This company handles a wide variety of imported juices and fruit preparations, often in mid-scale volumes, which makes it suitable for initial market entry. The list also includes distributors specialized in ethnic, organic, or exotic products, such as A Grain of Sand LLC, which appears in several commercial directories dealing with processed fruit products. Other regional distributors—such as Inca's Food Imports or GraceKennedy USA—play an important role in supplying supermarkets, independent retailers, and Hispanic chains, which can serve as effective testing grounds for innovative beverages like arazá nectar.

Finally, the analysis considers companies linked to e-commerce and digital marketplaces. Although these firms do not always appear in Trade Map as direct importers, many are involved in purchasing and reselling imported natural beverages through Amazon, e-commerce grocery sites, and online specialty retailers. These actors have become increasingly relevant due to the growing consumption of functional and exotic beverages on online channels.

This identification process used Trade Map's methodological framework—based on HS code search and company filtering—combined with data from platforms such as Volza, Import Genius, Unimportant, and TradeImex. These sources consolidate customs and shipment information from U.S. ports and often mirror the same importers that appear in TradeMap's restricted-access listings. By cross-referencing these platforms, it was possible to develop a consistent and practical list of potential buyers that could realistically purchase or distribute arazá nectar in the United States. This information not only supports the commercial strategy of the project but also helps define potential entry routes, distribution agreements, product volumes, and regional priorities for market penetration.

LINK WITH VIDEO PRESENTATION: https://youtu.be/RiwiDn141H4

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Annex

Annex 1. Market preselection matrix

Annex 2. Sustentation Video

https://youtu.be/RiwiDn141H4