Gumbia Internationalization Project

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1. INTRODUCTION

Through this graduation project, and using the knowledge we have gained during our studies, we wanted to find a company that could fit our internationalization project. In this case, we chose **Gumbia**, a Colombian company that produces dehydrated fruits.

Throughout this project, you will find an analysis of which country we consider the most suitable for the company to begin its internationalization process, as well as all the steps involved in carrying it out. This includes documentation, shipping logistics, marketing strategies, and other important aspects related to expanding the company to international markets.

2. RESUME

In the following document will develop a business plan for the company Deshidratados D'lara S.A.S., with its trademark Gumbia, which produces healthy snacks. This product is in a booming market due to the demand for variety and quality in products, not only in Colombia but also in several markets worldwide. In recent years, people have become much more aware of what they eat, and that shift has opened an interesting opportunity: bringing together two ideas that traditionally seemed to contradict each other's health and enjoyment (BIC, 2025). In the current market, this connection can be achieved by offering snacks made from fruits or vegetables that go through dehydration methods. This allows the product to last longer while keeping most of its natural benefits and makes it possible to package them in practical portions that work perfectly as a healthier option to eat between meals.

The global market has made room for all kinds of healthy snacks. While they still share the basic purpose of traditional snacks helping to curb hunger this type of product goes a step further by also contributing to the consumer's well-being. It's a segment that continues to grow within a market that is already quite diverse.

This business plan also places special emphasis on shaping the export strategy, which is a key step in the company's international expansion. This includes reviewing the product's tariff classification, understanding the regulations in each target market, defining the logistics involved,

and identifying trade agreements that support the entry of Colombian dehydrated fruits abroad. The goal is to make sure Gumbia's proposal is not only appealing in commercial terms, but also solid, feasible, and sustainable from legal, technical, and operational perspectives, paving the way for a well-structured international growth path.

3. JUSTIFICATION

This export plan is based on the idea of using the opportunities that the international market offers for healthy and innovative products, such as the dehydrated fruit and vegetable snacks made by Gumbia. To date, more consumers want natural, practical, and sustainable food, so it is important to organize an export process that helps the company enter other countries where this type of product is growing in demand.

The plan is not only about choosing possible markets, but also about knowing the legal, tax, and transport requirements that make the project possible. This helps the company avoid problems, use its resources better, and make sure the product reaches customers with good quality and a fair price. In this way, the plan is a guide for decisions and reduces the risks of going international.

Economically and socially, the project helps Gumbia increase its income, reach new clients, and support the Colombian agri-food sector. Exporting creates jobs, benefits local farmers, and shows Colombia as a country that exports healthy and high-quality foods.

At the academic level, preparing this export plan is a practical way to apply knowledge of international trade, logistics, and strategy. It answers a real business need and also helps the professional growth of the people involved.

In conclusion, this plan is justified as a complete effort that combines market opportunities with technical and logistic organization, making Gumbia's internationalization a realistic and sustainable project with a positive impact.

4. NECESSITY IDENTIFICATION

The market for dried and dehydrated fruits is growing fast and in a stable way. Different reports say it is worth billions of dollars and increases about 5–6% every year. (Grand View Research, 2024a) Europe is one of the biggest markets for dried fruits and healthy snacks, followed by the United States, where natural and functional snacks are popular, especially in supermarkets and online shops.

In 2023, the global healthy snack market reached almost $95.6 billion, and it is expected to continue growing about 6% per year. (Fortune Business Insights, 2024) This shows a clear change in consumer habits: people now want healthier, natural, and easy products to eat between meals. Dehydrated fruits without additives are a good option, because they are practical, nutritious, and a natural alternative to traditional snacks.

For Colombia, this demand is a good opportunity. The country has trade agreements with the United States like the Trade Promotion Agreement (in force since 2012), the European Union, Chile, Canada, and others. These agreements reduce tariffs and make Colombian products more competitive, which helps them enter premium markets. (Grand View Research, 2024b).

Also, exporting healthy snacks can create economic and social benefits. It can increase international sales, attract foreign exchange, and diversify customers and markets. At the same time, it supports the value chain: farmers can earn more, imperfect fruits can be used instead of wasted, and Colombian brands can position themselves as sustainable and competitive products in international markets, especially in premium areas like the European Union. (Grand View Research, 2024b)

5. DESCRIPTION OF THE COMPANY

The company **Deshidratados D'lara S.A.S.** was established in Colombia in 2013 with the purpose of transforming fruits and vegetables into dehydrated products that preserve their natural properties. Since its inception, the company has directed its efforts toward reducing food waste

and making use of local harvests, thereby strengthening rural producers and promoting sustainability within the agro-industrial sector.

In **2018**, the company launched the brand GUMBIA, conceived as an innovative proposal for the healthy food market. Through this brand, the company consolidated a product line of snacks and infusion mixes characterized by being 100% natural, free of preservatives and additives, and aligned with the trends of responsible consumption.

Currently, Deshidratados D'lara S.A.S. maintains a business approach based on innovation, sustainability, and consumer well-being, positioning itself as an example of the potential of Colombian agro-industries in developing healthy, value-added food alternatives.

5.1 PRODUCTS DESCRIPTION

The brand GUMBIA is distinguished by offering a product line made from dehydrated fruits, aimed at meeting the needs of healthy, responsible, and sustainable consumption. These are 100% natural products, free from additives, colorants, or preservatives, making them a nutritious alternative compared to industrially processed snacks.

Within its portfolio, GUMBIA has developed the following products throughout its trajectory:

- **Dehydrated fruit snacks:** This category includes fruits such as mango, pineapple, goldenberry, strawberry, among others, as well as their combinations. These snacks preserve the natural flavor, aroma, and nutrients through a dehydration process that extends their shelf life without the need for added sugar.
- **Natural aromatic infusions:** This line combines pieces of dehydrated fruits in carefully formulated blends for preparing hot or cold beverages. Notable options include blends of yellow and red fruits, which provide not only flavor, but also functional benefits related to antioxidants and vitamins. This product is designed for consumers seeking innovative sensory experiences that contribute to overall well-being.

- **Fruits for mixology and gastronomy:** GUMBIA also produces dehydrated fruit slices, such as orange, lemon, and pineapple, used in the preparation of beverages, cocktails, and haute cuisine as decorative and flavor-enhancing elements.
- **Specific innovations:** The brand has ventured into differentiated products, such as green mango (mango biche) dehydrated with sea salt, aimed at consumers who prefer sour flavors and traditional tastes rooted in Colombian culture. These developments highlight GUMBIA's ability to adapt innovation to local market preferences while maintaining its focus on health and sustainability.

Taken together, GUMBIA's products represent far more than a simple nutritional contribution; they also embody important cultural and environmental value. Nutritionally, they provide fiber, vitamins, and minerals, making them a healthy alternative to highly processed foods. Culturally, they preserve traditional flavors while adapting them to modern consumption trends. And from an environmental standpoint, they encourage a more responsible use of agricultural production, help reduce post-harvest losses, and support fair trade practices with small-scale farmers.

5.2 TARIFF CLASSIFICATION

For GUMBIA's products, the category within the tariff classification defined by the Colombian Customs Authority (DIAN) that best fits their characteristics is **0813.50.00.00 – Mixtures of dried fruits or of nuts of this Chapter**. This classification applies since GUMBIA offers fruit mixtures such as mango, pineapple, grape, banana, papaya, orange, lemon, guava, goldenberry, among others.

This classification is used because GUMBIA's products are not limited to one specific dehydrated fruit; instead, they come as blends that combine various flavors and types. When a product contains only one kind of dried fruit, there are individual codes assigned to it. However, since these products are mixtures, they fall under the broader category of "mixed dried fruits.".

6. COMPANY CONTEXT IN THE CURRENT MARKET

GUMBIA is a Colombian brand founded in 2018 whose name mixes “Colombia” and “cumbia,” highlighting the country’s lively identity. The company produces fully natural dehydrated fruits and vegetables, without additives or added sugars, and operates with a strong focus on sustainability and support for local farmers.

By following a circular economy model, it transforms fruits that would usually be discarded into healthy snacks, helping reduce food waste. In 2024, GUMBIA began exporting, taking Colombian flavors to new international markets.

They work with fruits such as mango, pineapple, papaya, banana, cape gooseberry, strawberry, blackberry, grape, orange, lemon, and tree tomato. The brand aims to stand out in the healthy snack sector while promoting environmental care and fair opportunities for producers.

6.1 COMPETITORS IN THE WORLD

To analyze gumbia’s position in the market, the following table provides an overview of selected products marketed by companies that also specialize in offering healthy snacks derived from dehydrated fruits on a global scale.

Table 1. Companies and Products that offer dehydrated fruits

COMPANY	COUNTRY	PRODUCTS	OBSERVATIONS
GUMBIA	Colombia	● Pineapple ● Mango ● Green mango with sea salt ● Guava Mix (Infusion) ● Goldenberry Mix (infusion) ● Strawberry ● Kiwi ● Papaya ● Grape	GUMBIA offers a wide variety of dried exotic fruits. They are dehydrated more intensely to provide a satisfying crunch, and the company makes use of imperfect harvests, helping to reduce food waste.
Atriplex GmbH	Germany	● Kumquat Orange ● Chinese lemongrass ● Nachi Pear	
Worlée-Chemie GmbH	Germany	● Coco chips ● Bananas ● Lime fruit	This company offers a wide variety of dried fruits, but only a small portion is produced without added sugars.

		• Pears •	
Graceland fruit, Inc	United States	• Infused dry aplees • Dried Sweet Potato • Blueberries	They are classified as dried fruits; however, they retain some moisture and are processed as an industrial product, which makes them less healthy than what is expected in the market.
Bella Viva Orchards	United States	• Peaches • Nectarines • Oranges Chips • Trail Mix	They offer common fruits in the market, and most of them are of Mexican origin.
Agroindustrias Cepia S.A.	Chile	• Apples • Cherry • Blueberry	Fruits with persistent moisture and limited variety.
Secao	Chile	• Apple • Pumpkin • Pineapple • Lemon • Orange • Citrus Mix	They provide a broader range of products, including specialized lines like cocktail mixes.

Source: Own elaboration.

When looking at the comparative table, the difference between the companies becomes clear. In places like Germany and Chile, most firms such as Atriplex, Worlee-Chemie, Agroindustrias Cepia, and Secao mainly work with traditional fruits like apples, pears, citrus, peaches, or dried nuts. These products are widely accepted but face strong competition, so their differentiation depends mostly on quality standards, certifications, or packaging.

Gumbia (Colombia), on the other hand, takes a different path by focusing on exotic fruits like mango, guava, goldenberry, kiwi, and papaya. This gives the company an advantage, as global consumers are increasingly looking for unique, natural, and innovative flavors. While other firms operate in more conventional categories, Gumbia positions itself in a more exclusive niche with strong potential in premium markets.

In the United States, companies like Graceland Fruit and Bella Viva also focus on well-known options such as blueberries, peaches, or trail mix blends. These products sell steadily, but they don’t offer the same distinctive appeal as Colombia’s exotic fruits.

Overall, while competitors in Germany, Chile, and the U.S. continue relying on traditional fruits, Gumbia sets itself apart by working with exotic varieties. This helps the company stand out in a

crowded market and tap into the growing global interest in healthier, more innovative snacks with a clear and authentic origin.

7. PRE-SELECTED COUNTRIES

The pre-selection of markets was based on factors like import volumes, consumer trends, and overall demand. From this analysis, three countries were chosen: the United States, Germany, and Chile.

The United States stands out as the biggest buyer in this category, driven by strong and steadily rising demand for healthy snacks. In 2024, its dried fruit imports surpassed 9 million USD, and the market has shown consistent growth over the past few years. The short shipping distance from Colombia, along with the U.S. interest in exotic fruit varieties, makes it an especially appealing destination even when occasional political or tariff issues arise.

Germany, despite a recent drop in dried fruit imports, remains a key market due to its economic strength and its role as a major European trade hub. Hamburg serves as the main entry point, allowing easy distribution across the country. Although Germany exports more dried fruit than it imports, there is room for differentiated products especially those tied to health, organic trends, or added value.

Chile shows solid export performance in dried fruits and has a market that continues to grow. Even though it has a strong local supply, its offer is concentrated in traditional fruits. This opens a door for Colombia to introduce exotic varieties and diversify Chile's product mix, especially given Colombia's geographic closeness and richer biodiversity.

En conjunto, these three markets present strong opportunities, each with its own advantages: high demand (U.S.), strategic and stable trade networks (Germany), and room for diversification (Chile).

8. PESTEL MATRIX JUSTIFICATION

Based on the PESTEL analysis, it was determined that the United States is the most favorable market for launching the internationalization of Deshidratados D'Lara S.A.S. products, compared to the other markets evaluated. This country stands out for its political, technological, economic, and legal conditions, which allow it to be categorized as the most strategic market for introducing innovative and healthy products.

In legal and political terms, the United States is seen as a country with a predictable judicial branch that maintains clear parameters, creating security guarantees for foreign companies wishing to enter the US market. Although the United States has several specific health regulations around six main adjustments involving safety certifications, nutrition disclosures, labeling rules, language requirements, and traceability these are standardized and fully manageable. They're part of the basic compliance framework that any company must meet to enter the market legally and sustainably, and to be recognized as following proper manufacturing practices.

From an economic perspective, the U.S. stands out as the country with the highest per capita income among those analyzed. This translates into a much greater capacity for monthly spending compared to Chile and Germany, reaching an average of about $6,440. In practical terms, it means consumers have the purchasing power to buy non-essential items like healthy snacks. This category continues to grow steadily, driven by long-term trends toward better nutrition and wellness, which opens the door to a diverse range of dehydrated fruits.

In terms of technology, the U.S. also leads clearly. It has one of the highest internet-usage rates in the world roughly 9 out of 10 Americans are online and connected to social media, representing around 322 million active users. This level of connectivity strengthens the reach and visibility of new products, especially those introduced through digital channels.

This level of connectivity allows for the development of assertive strategies for the target market for this type of product, as it is possible to manage marketing via e-commerce, brand positioning, and communication with the target audience. These factors allow foreign brands to have a more visible entry into the market without having to rely exclusively on commercial intermediaries.

In the social and cultural environment, it was identified that the US population seeks products that are synonymous with practicality without neglecting wellness trends. Even though the healthy snack category is already filled with plenty of brands and companies, the variety within this niche actually opens the door for new products that bring something different to the table. The growing interest in natural, clean-label options keeps demand strong, creating a space where new alternatives can still enter the market and find their place.

On the logistics side, the selected country has a solid and well-developed port system, and its import procedures show the level of efficiency needed for a steady and reliable operation. Beyond the infrastructure itself, the country also has trade agreements in place that can offer certain advantages to exporters benefits that not all international competitors have access to.

After reviewing every factor included in the PESTLE analysis, it became clear that the United States offers the most favorable conditions for beginning the company's international expansion. The data supports this from every angle: the characteristics of the target market, as well as the country's legal, technological, and logistical environment, all point to a strong and promising destination.

8.1 PESTEL MATRIX METHODOLOGY

The research was conducted using a quantitative and descriptive approach, focused on analyzing secondary information and statistical data related to macroeconomic, commercial, cultural, legal, and technological variables from several countries. The main objective was to identify which of these represents the most attractive market for exporting exotic dehydrated fruits (Gumbia). This approach allowed for an objective comparison of each country's indicators, based on real and measurable data.

This study corresponds to applied research, as it aims to reach a concrete decision: to determine the most suitable international market for the company *Deshidratados D'lara S.A.S.* The analysis was non-experimental and cross-sectional, since the data were collected at a single point in time without manipulating variables, focusing solely on analyzing the available information about the selected countries.

The study population consisted of potential international markets for exporting exotic dehydrated fruits. From this group, three countries with high commercial potential and import capacity were selected: the United States, Germany, and Chile.

The information was gathered from reliable international secondary sources, such as Trade Map, the World Bank, Doing Business Report, WIPO, Freedom House, Mac Map, among other databases and websites.

The data were organized and analyzed using a PESTEL matrix, which made it possible to compare the countries based on scores assigned to each variable.

The methodological process was developed in several stages:

1. Collection of secondary information: The indicators included in the PESTEL matrix were identified, and the most recent data from official sources were extracted for each country.
2. Normalization and weighting of variables: Each variable was assigned a percentage weight (P) according to its relevance in the export decision. Then, each country received a score (C) from 1 to 5 based on its performance in each indicator. Finally, the weighted result was calculated ($R = P \times C$).
3. Calculation of the total score per country: The weighted results of all variables were summed to obtain an overall score.
4. Selection of the target market: The country with the highest total score was identified as the most favorable market for exports.

The information analysis was carried out comparatively, supported by tables, weightings, and final scores. This process made it possible to systematically evaluate each country's environment, identify opportunities and risks, and justify the selection of the target market based on concrete and verifiable data.

8.2 RESULTS

A comparative analysis was conducted to identify the most suitable market for exporting exotic dried fruits (Gumbia) by Deshidratados D'lara S.A.S. The countries analyzed were the United States, Germany, and Chile, using the PESTEL framework, which takes into account macroeconomic, commercial, cultural, legal, technological, and political factors.

Findings:

The United States turned out to be the most promising market for exporting dried fruits because of several important reasons:

1. **Large Market and High Import Capacity**: The U.S. has the biggest capacity to import goods in the world, thanks to its huge market and strong buying power. Even though the import growth rate in the U.S. is slower than in Chile, the size and variety of the U.S. market make it very appealing. Additionally, U.S. consumers spend more on high-quality products like dried fruits, showing a strong demand for these kinds of goods.
2. **Favorable Trade Conditions**: The Free Trade Agreement (FTA) between Colombia and the U.S. helps lower tariffs and import costs, giving Deshidratados D'lara S.A.S. a competitive advantage. While there are some non-tariff barriers (like FDA regulations), these are not difficult to manage and are predictable, making the export process smoother.
3. **Demand for Healthy and Exotic Products:** In the United States, there is a strong interest in healthier lifestyles and in trying new and different types of foods. This curiosity, combined with growing wellness trends, has pushed up the demand for exotic and nutritious options like dried fruits. Overall, this shift in consumer habits aligns very well with what U.S. buyers are currently looking for.
4. **Advanced Infrastructure and Logistics:** The U.S. has one of the most efficient transportation and port systems in the world, which helps ensure that products arrive quickly and reliably. This makes the country an ideal destination for exports, as its logistics network supports timely deliveries and smooth distribution.
5. **Stable Legal and Business Environment:** The U.S. legal framework is strong and offers solid protection for intellectual property, giving exporters confidence that their products

and brands are safeguarded. While there are certain regulations that must be followed, the overall business environment is quite supportive of international trade.

6. **Cultural Compatibility and Business Dynamics:** Business culture in the U.S. tends to be direct, fast-paced, and highly focused on innovation. This makes communication with buyers easier and helps create a more dynamic environment where decisions are made quickly and long-term business relationships can develop more naturally.

Considering all these factors, the United States stands out as the most suitable market for Deshidratados D'lara S.A.S. to pursue its expansion. The size of the market, the purchasing power of U.S. consumers, the favorable conditions for trade, and the increasing interest in healthy and exotic products all represent a strong opportunity for growth. The country's advanced infrastructure and solid legal protections make it even more attractive. Once Deshidratados D'lara S.A.S. establishes itself in the U.S., it can consider expanding into other markets like Germany and Chile.

This analysis shows that the U.S. is the top market to target, offering the best conditions for the company's long-term success and growth.

9. INTERNATIONAL MARKETIN PLAN

9.1 International marketing objective

The marketing plan for the GUMBIA product by the company Deshidratados D'Lara S.A.S. aims to introduce this product into the United States market, achieving product positioning based on its innovation and reliability within the healthy food industry. Additionally, the goal is to attain a progressive increase in sales and product visibility during the first year through digital promotion and partnerships with local distributors.

The specific objective is to achieve a gradual market share within the U.S. healthy snacks sector, reaching an initial placement of approximately 4 tons of product per month during the first quarter, with a projected quarterly growth of 20% throughout the first year of operations. The first quarter is projected as follows according to the product portfolio:

Table 2. Products and units to be exported.

PRODUCT	DESCRIPTION	QUANTITY
Guava Mix	Pieces of blackberry, strawberry, red apple, hibiscus flower, and guava (infusion) (50 gr – 1,7oz)	4.500 units
Goldenberry Mix	Pieces of pineapple, mago, strawberry and goldenberry (infusion) - (50 gr – 1,7oz)	4.500 units
Green Fruits Mix	Pieces of kiwi, guava, goldenberry, pineapple and lemongrass (infusion) - (50 gr – 1,7oz)	4.500 units
Dehydrated Fruits Mix	Family Pack of Mango Biche with Sea Salt (175 gr – 6,1oz)	2.400 units
Dehydrated Fruits Mix	Mix of mango, pineapple, strawberry and goldenberry (infusion) - (175 gr – 6,1oz)	2.400 units
Dehydrated Mango Snack	Slices of dehydrated mango from Keitt, Kent, Tommy, and Van Dyke varieties - (50 gr – 1,7oz)	4.500 units

Source: Own elaboration

To meet the expected demand and ensure continuity of supply, a gradual expansion of production capacity is projected, as mentioned in the previous objective, incorporating new dehydration technology and strengthening relationships with Colombian exotic fruit producers.

9.2 Segmentation

Figure 1. Map of the Florida.



Source : *https://es.dreamstime.com/mapa-de-estados-unidos-enfocado-en-el-estado-florida-américa-del-norte-destacando-las-tres-principales-ciudades-orlando-miami-y-image173521771*

We consider the state of Florida as one of the ones that can provide us with the most potential customers, due to the large number of Latin migrants residing in this state, particularly in the cities of Miami, Orlando, and Tampa. What sets our product apart are these exotic fruits that many Latin

and Caribbean migrants are unable to find in the country. Our main sales channel would be Walmart supermarkets, which have a large number of stores in each of these cities.

9.3 Marketing strategies:

9.3.1 Product:

- Language adaptation: For the chosen niche market located in the state of Florida, where more than 20% of the population is Spanish-speaking (DataUSA, 2023), a bilingual adaptation of the label (English-Spanish) will be carried out following FDA guidelines, which require that translations into English use professional and clear vocabulary.
- Packaging and labeling adaptation: Among the regulatory requirements demanded by the FDA are nutritional information, net weight in ounces and grams, information on the importing country or national distributor, and a list of ingredients. Customs and Border Protection (CBP) requires that the country of origin of the product be determined. In our case, Gumbia must contain the phrase "Product of Colombia." A certificate from the United States Department of Agriculture (USDA) is required for organic or natural products. (Food and Drug Administration, 21 CFR § 101, 2025)
- Regulatory and compliance adaptation:
  - Border inspection and customs entry - Customs and Border Protection (CBP).
  - Product registration and health control - Food and Drug Administration (FDA).
  - Environmental and packaging recycling requirements - Florida Department of Environmental Protection (DEP).
- Price: Suggested price explaining the reason for the price and considering whether it is done according to Incoterms rules.

Table 3. Products prices.

Presentation	Price	Justification
• Guava mix: Pieces of blackberry, strawberry, red apple, hibiscus flower, and guava (infusion) (50 gr – 1,7oz)	$5.00 - $5.50 Unit	Larger presentation, packaging represents a higher cost.

● Goldenberry mix: Pieces of pineapple, mago, strawberry and goldenberry (infusion) - (50 gr – 1,7oz) ● Green fruits mix: Pieces of kiwi, guava, goldenberry, pineapple and lemongrass (infusion) - (50 gr – 1,7oz) ● Dehydrated mango snack: Slices of dehydrated mango from Keitt, Kent, Tommy, and Van Dyke varieties - (50 gr – 1,7oz)		
● Family Pack of Mango Biche with Sea Salt (175 gr – 6,1oz) ● Dehydrated fruit mix: Mix of mango, pineapple, strawberry and goldenberry (infusion) - (175 gr – 6,1oz)	$6.50 - $8.00 Unit	XL presentation, offering a better price per ounce, including packaging and production costs.

Source: Own elaboration.

Based on the target segment, existing market competition and current prices are taken into consideration, as well as product presentations that are geared toward American consumer behavior, allowing us to offer prices ranging from $5.00 and $8.00 USD for the 1.7 oz to 6.1 oz ranges (Whole Foods Market, 2025). The suggested prices for the product presentations are also based on consumer purchasing power.

9.3.2 Distribution

For successful entry into the healthy snack distribution network, specifically in the state of Florida, hybrid options are being considered to take into account two aspects: physical and digital. On the physical side, the aim is to find a support network in wholesale supermarkets specializing in healthy food, large retail outlets, and wholesale distributors. On the digital side, the focus is on marketplaces.

In Florida, the following chains are among the best known for their healthy options and, in addition, allow for various promotional campaigns such as free samples, which promote product recognition and brand positioning. The target stores are The Fresh Market, Whole Foods Market, Trader Joe's, and Publix GreenWise Market. (Whole Foods Market, 2025; Publix, 2025).

By 2024, the United States will have achieved 15% of retail sales through e-commerce (Statista, 2024), which has allowed for sustained growth in recent years. Among the main and most visited marketplaces in the country are Amazon, Walmart Marketplace, and Thrive Market. These distribution options allow companies to enter the market without alarming logistics costs and enable them to make effective future offers based on the market segmentation generated by each platform.

9.3.3 Promotion

The promotional strategy will focus on the digital positioning of the brand in the U.S. market through the intensive use of visual social media platforms such as Instagram and TikTok, aimed at connecting with young, active consumers committed to healthy eating habits.

In addition to the digital strategy, complementary actions are considered, such as strategic alliances with local distributors, health food stores, and e-commerce platforms, all implemented progressively.

Likewise, participation in food and health product trade fairs is planned with the purpose of creating business contacts, identifying distribution opportunities, and strengthening the brand's presence. Fairs such as *The Global Produce & Floral Show* in Orlando, Florida, which is held annually in October, are examples of this approach. The cost of the fair depends on the number of square feet (ft^2) required for the booth. The price per ft^2 for non-members of the International Fresh Produce Association (IFPA) is USD $104. Setup, furniture, and transportation expenses are additional and must be covered by each exhibitor.

There is also the Natural Products Expo West (Anaheim, California), one of the most important trade fairs in the healthy food sector in the United States. The approximate cost of a 10×10 ft booth is USD $9,384, not including additional expenses for setup, furniture, and transportation. This fair takes place from March 2026.

Additionally, tasting and demonstration campaigns will be carried out at strategic points of sale, as well as collaborations with influencers and well-known nutritionists who endorse the quality

and benefits of the product. These actions will allow the diversification of customer acquisition channels and the consolidation of the brand in the target market.

10. INTERNATIONAL LOGISTICS PLAN

10.1 Objective of the logistics plan

The objective of our logistics plan is to reduce costs, as this is necessary to start this export. It also aims to maximize our service and ensure that the products reach our new potential clients in optimal conditions.

10.2 International Supply Chain: Phases (Origin – Transportation – Customs – Destination)

The mode of transportation will be maritime, considering that Gumbia's production plant is in Santa Fe de Antioquia, specifically in the district of San Juan de la Costa. The origin of our exports will be Sociedad Portuaria Regional de Cartagena (SPRC), port of Cartagena. But, we want in the future work with Port of Antioquia, and customs procedures will take place in the Special Customs Regime Zone of Urabá. The destination will be the Port of Miami, taking advantage of the large Latin population living in Florida, which will allow us to begin distributing our products to other cities within the state and later expand to other states.

10.3 Type of transport

The transportation method selected for the export of GUMBIA products is maritime transport, considering its efficiency in terms of cost, cargo capacity, and sustainability in line with the company's logistical needs.

Since the product consists of **dehydrated exotic fruits**, it is a **non-perishable food** with an extended shelf life, which allows the use of a transport mode with longer transit times but **significantly lower costs** compared to air transport.

10.4 Select Incoterm

Choosing the FOB (Free On Board) Incoterm allows GUMBIA to keep solid control over the quality, handling, and shipment of the product during the entire export process in Colombia. This helps ensure that all sanitary and logistical requirements for dehydrated foods are met before the cargo leaves the country.

Under FOB terms, the company takes charge of inland transportation, export customs procedures, and loading the container onto the vessel at the Colombian port. With this approach, GUMBIA can make sure the goods depart in the best possible condition and in full compliance with the standards set by Colombian sanitary and customs authorities.

Once the cargo is on board, responsibility shifts to the buyer, who then covers international freight, insurance, and customs procedures in the United States. This setup allows GUMBIA to use its logistical resources more efficiently, minimize financial exposure, and work more comfortably with international distributors who prefer to handle transportation from the port of origin.

Overall, the FOB Incoterm offers a balanced mix of control, cost efficiency, and competitiveness. It strengthens the reliability of the export process and supports clear, trustworthy business relationships with partners in the U.S. market.

10.5 Packaging, labeling, country regulations

10.5.1 Packaging

The packaging used will be boxes measuring 40 cm by 40 cm by 30 cm, which can hold up to 60 units measuring 13 cm wide by 21 cm high and 16 units measuring 18cm wide by 26 cm high for our other reference, this kind of box was selected to ensure proper storage and preserve the condition and quality of the products.

10.5.2 Labeling



Source: Chat GPT (2025). Product image [Al-generated IA]

1. Description of the product in both languajes.
2. Country of origin information.
3. Net weight in ounces is the unit of measurement used in the country.
4. Unofficial icons that are common in the US market were incorporated.



Source: Chat GPT (2025). Product image [Al-generated IA]

1. Facts of nutrition.
2. Ingredients.
3. Country of origin information.
4. Regulatory stamps such as barcode, lot number, expiration date, and FDA registration stamp.
5. Allergen statement.

10.4 Document management

To ensure the legality, traceability, and proper export of GUMBIA dehydrated fruits to the U.S. market, the following documentation is required in the export process:

- Commercial Invoice: Document issued by GUMBIA detailing the product description, quantity, unit value, total value, sales conditions (Incoterm CIF Miami), and information about the international buyer.
- Packing List: Specifies the contents of each box or pallet, gross and net weight, dimensions, and packaging type, facilitating inspection and customs control.
- Certificate of Origin: Issued by the Chamber of Commerce, certifies that the product is of Colombian origin, allowing access to tariff preferences under trade agreements with the United States.
- Bill of Lading (B/L): Issued by the shipping company or freight forwarder, serves as a contract for maritime transport and proof of shipment of the goods.
- International Insurance Policy: Covers the cargo loss or damage during maritime transit, in compliance with the CIF Incoterm.
- Export Declaration (DUA or export declaration form): Processed before the DIAN, it formally authorizes the departure of the goods from Colombian territory.
- Health Registration or Notification (INVIMA): Certifies that the dehydrated fruits comply with the safety and labeling regulations required for processed foods.
- Phytosanitary Certificate (ICA): Required for products of plant origin, ensures that the shipment is free of pests and meets the phytosanitary requirements of the destination country.
- Quality Certificate or Laboratory Analysis Report: Issued by accredited laboratories, confirms that the product meets the technical specifications and quality standards.
- Customs Agent Documentation: Includes the handling of export procedures, payment of duties, and coordination with the receiving agent at the Port of Miami.

10.5 Estimated logistics costs

Logistical costs represent all the expenses required to transport GUMBIA's dried fruits from its production plant in Colombia to their destination in the United States. Estimating these costs makes it possible to identify the real export price, evaluate negotiation scenarios, and ensure operational efficiency.

For the type of product manufactured by Gumbia, it is proposed that it be transported by sea to the port of Miami, Florida, in the United States. To begin the shipping process, ground transportation must be used from the plant in Medellín to the Port of Cartagena, for which a 20-foot dry van container with a capacity of 10 American pallets will be used, with 30 boxes, so for container it should be 300 boxes with 18.000 units of ours 50gr – 1,7oz reference, and in other scenario 4.800 units of ours 175 gr – 6,1oz reference.

The cost of ground transportation to move a 20-foot dry van container from the city of Medellin to the port of Cartagena is USD $640 per trip, according to rates calculated using the SICE–TAC (Efficient Cost System for Motorized Freight Transportation). This rate system, administered by the Ministry of Transportation, considers factors such as tolls, labor of the driver, distance travel, and vehicle performance, among others. The calculated rate will be applied to the two product references handled, since although the 50g – 1.7 oz reference has a total weight of 900 kilograms and the 175 g – 6.1 oz reference has a total weight of 840 kilograms per load, the overall costs remain the same (Ministry of Transport, 2025). So for this kind of products, we need to cover the THC origin (Terminal Handling Charge), the port handling at origin and documentation.

In unit terms, logistics costs are represented on a unit basis for each reference, as shown in the following table:

Cost concept	50gr – 1,7oz Presentation	175gr – 6,1oz Presentation
Ground transportation	USD $0.03	USD $0,13
Export THC (origin)	USD $135	USD $135
Port handling at origin	USD $90	USD $90
Documentation / procedures	USD $45	USD $45
Cargo insurance	DOESNT APPLY	DOESNT APPLY

Maritime freight	DOESNT APPLY	DOESNT APPLY
Total Cost	USD $0.04	USD $0,15

Source: Own elaboration

10.6 Recommendations for Gumbia

Gumbia should work with reliable transportation companies, shipping lines, and customs brokers that already have experience exporting Colombian products to the United States, since this would make the whole process faster, safer, and more efficient. To enter the market, the company could start distributing its products in Florida, where there is a large Latino community that can easily connect with the brand, and then expand to other states depending on how well the product performs. It is also important to highlight that the snacks are Colombian, emphasizing their quality and authenticity to stand out from competitors. Additionally, Gumbia should diversify its sales channels by not depending only on physical stores, but also using e-commerce, partnering with supermarket chains, and participating in international trade fairs. Finally, the company must ensure high quality from the beginning, keeping strict standards from the raw materials to the final packaging so that customers always receive a consistent and trustworthy product.

ANEXXES

Anexxe 1. Market preselection matrix.

COUNTRY 1	United States Of America	COUNTRY 2	Germany	COUNTRY 3	Chile
Size of the population	343.3 Millon	Size of the population	84.1 Millon	Size of the population	19.8 Millon
Source	World Population Review. (2025). United States population 2025. Retrieved September 18, 2025, from https://worldpopulationreview.com/countries/united-states	Source	Trading Economics. (n.d.). Germany – Population. Retrieved September 18, 2025, from https://tradingeconomics.com/germany/population Trading Economics	Source	Worldometer. (2025). Chile population (live). Retrieved September 18, 2025, from https://www.worldometers.info/es/poblacion-mundial/poblacion-chile/
GDP per cápita	$85.809 usd	GDP per cápita	$55.800 usd	GDP per cápita	$16.709 usd
Source	World Bank. (n.d.). GDP per capita (current US$) – United States [Indicator NY.GDP.PCAP.CD]. Retrieved September 18, 2025, from https://datos.bancomundial.org/indicador/NY.GDP.PCAP.CD?locations=US	Source	World Bank. (n.d.). GDP per capita (current US$) – United States, Germany [Indicator NY.GDP.PCAP.CD]. Retrieved September 18, 2025, from https://datos.bancomundial.org/indicador/NY.GDP.PCAP.CD?locations=US-DE	Source	World Bank. (n.d.). GDP per capita (current US$) – United States, Germany, Chile [Indicator NY.GDP.PCAP.CD]. Retrieved September 18, 2025, from https://datos.bancomundial.org/indicador/NY.GDP.PCAP.CD?locations=US-DE-CL&name_desc=false
Langugage	English	Language	German	Language	Spanish
Currency	Dolar	Currency	Euro	Currency	Chilean pesos
USD exchange rate	$1	USD exchange rate	$0.18	USD exchange rate	$951
Justification		Justification		Justification	
The United States, the world's largest economy by GDP, is also one of the leading global buyers of dried fruits such as pineapple, mango, peach, cape gooseberry, and berries. Driven by a growing consumer preference for healthy snacks and more mindful lifestyles, the demand for dried fruits in the U.S. has been steadily increasing. According to Trade Map statistics, the United States imported dried fruits worth 9,178 thousand USD in 2024. Additionally, the trade balance reveals that the U.S. exports more dried fruit than it imports, resulting in a positive trade balance in 2024. From 2020 to 2024, the market for dried fruits in the U.S. grew at a rate of 10%, highlighting the ongoing demand for these products. The average distance from supplier countries is 7,261 km, making transportation a key consideration. Given these factors, the United States represents an excellent opportunity for exporting dried fruit. Its strong consumption of healthy snacks aligns with Colombia's abundant fruit supply, and the proximity between the two countries allows for quick and efficient air transport. This creates a favorable environment for Colombia to capitalize on the U.S. demand for dried fruit. In the analysis, we identified Mexico as the leading exporter of dried fruits to the United States. This represents a competitive advantage, as Mexico is also a Latin American country. The selection of the United States as the target market is grounded in its strategic relevance, despite the uncertainty stemming from political circumstances and tariff variability, even in the context of the Free Trade Agreement (FTA) currently in force with Colombia. The country remains attractive due to its broad cultural diversity, large population size, and high Gross Domestic Product (GDP), factors that consolidate its position as one of the most dynamic and competitive markets worldwide		Germany is the third largest economy in the world and the largest economy within the European Union. Its strong economic position makes it a key player in international trade. The main port of entry for dried fruits is located in the city of Hamburg. From there, the products are distributed by land to major cities such as Berlin, Bremen, Hanover, and others, facilitating efficient logistics across the country. According to Trade Map statistics, Germany ranks as the third-largest importer of dried fruits globally. However, the country also shows a strong export performance, with a positive trade balance of 80,109 thousand USD in 2024. This indicates that Germany exports more dried fruits than it imports. Despite this, the annual market growth rate between 2020 and 2024 was -13%, suggesting a recent decline in import demand. However, the German market remains attractive if targeted through healthy and organic market niches with a differentiation strategy and added value. A notable competitive advantage is that Germany is part of the European Union, which simplifies trade and strengthens relationships with other member countries. Among Germany's dried fruit suppliers, Chile and Colombia stand out as key Latin American exporters. For Colombia, this presents a valuable opportunity for growth, given its rich biodiversity and wide variety of fruits that can be developed and exported to meet European demand.		Chile is the longest country in the world in terms of geographical length. In 2024, Chile exported a total of 586,000 thousand USD in dried fruits. The trade balance between 2020 and 2024 showed a surplus of 473,000 thousand USD, indicating a higher level of exports compared to imports. During the same period, the market experienced a growth rate of 2%. Chile is considered to have the potential for self-sufficiency in dried fruit production due to its wide variety of native fruits. However, Colombia's geographic proximity gives it a logistical advantage over more distant competitors, allowing for shorter delivery times and the opportunity to offer Chile a broader variety of dried fruits. Although Chile is located in a tropical zone and has experienced growth in both exports and agricultural production, its supply remains largely focused on commonly traded fruits such as blueberries, plums, apples, pineapple, and lemons, among others. However, this limited approach overlooks the incorporation of exotic fruits that countries like Colombia are able to provide. In this regard, the Chilean market demonstrates a clear need for diversification in its product portfolio, which represents a strategic opportunity to introduce varieties that offer differentiation and greater added value

Annex 2. Matrix Pestel.

PRESELECTION MARKET MATRIX												
COMPANY	Deshidratados D'lara S.A.S				TARIFF CLASSIFICATION	08.13.50.00.00			DATE OCTOBER 2025			
BRAND NAME	GUMBIA				DESCRIPTION OF THE PRODUCT	Dried exotic fruits						
VARIABLE	**UNITED STATES**	**P**	**C**	**R**	**GERMANY**	**P**	**C**	**R**	**CHILE**	**P**	**C**	**R**
Imports in USD (total import global)	3.359.310.385.000	4%	5	0,2	1.425.209.578.000	4%	3,5	0,14	79.688.269.000	4%	2,2	0,088
Import growth % from GLOBAL (last 10 years)	3,70%	4%	5	0,2	2,06%	4%	3,5	0,14	2,85%	4%	4	0,16
Main Global Suppliers (% concentration of imports)	5 countries 51%	4%	4,3	0,172	8 countries 50,6%	4%	5	0,2	3 countries 52,9 %	4%	2,2	0,088
Colombian Exports USD to selected country (total)	18.433.589.000	4%	5	0,2	1.552.606.000	4%	3	0,12	1.127.526.000	4%	2,8	0,112
% Participation of Colombian imports in selected country (total)	0,5	4%	2,5	0,1	0,1	4%	1,5	0,06	1,4	4%	5	0,2
Growth of Colombian exports % to selected country	13%	4%	4,6	0,184	17%	4%	5,0	0,2	-4%	4%	0	0
Culture 1: Power Distance	COL 67 USA 40	2%	3,70	0,074	COL 67 GER 35	2%	3,20	0,064	COL 67 CHI 63	2%	4,8	0,096
Culture 2: Individualism	COL 29 USA 60	2%	1,00	0,02	COL 29 GER 79	2%	0,50	0,01	COL 29 CHI 49	2%	2	0,04
Culture 3: Achievement and Success	COL 64 USA 62	2%	5,00	0,1	COL 64 GER 66	2%	4,90	0,098	COL 64 CHI 28	2%	2,8	0,056
Culture 4: Uncertainty Avoidance	COL 80 USA 46	2%	3,30	0,066	COL 80 GER 65	2%	4,20	0,084	COL 80 CHI 86	2%	4,8	0,096
Culture 5: Long Term orientation	COL 6 USA 50	2%	0,10	0,002	COL 6 GER 57	2%	0,50	0,01	COL 6 CHI 12	2%	0,9	0,018
Culture 6: Indulgence	COL 83 USA 68	2%	4,30	0,086	COL 83 GER 40	2%	3,00	0,06	COL 83 CHI 68	2%	4,3	0,086
Language proximity	The distance between Spanish and English is: 59,3	2%	4	0,072	The distance between Spanish and German is: 56,8	2%	3,8	0,076	The distance between Spanish and Spanish is: 0,0	2%	5	0,1
Logistic Profile (LPI Index)	17	3%	3,8	0,114	3	3%	4,1	0,123	61	3%	3	0,09
Transport Infrastructure (quality of ports)	16	3%	3,9	0,117	3	3%	4,3	0,129	63	3%	2,8	0,084
Ease of import and export procedures (Doing Business Report)	92	3%	4,6	0,138	91,8	3%	4,5	0,135	80,6	3%	4,03	0,1209
Tariffs to selected product	14%	3%	3,4	0,102	4%	3%	5	0,15	6%	3%	4,5	0,135
Preferential Tarriff	0%	4%	5	0,2	0%	4%	5	0,2	Regional tariff preference (Aladi: AR.PAR4) for Colombia 4.80%	4%	3,9	0,156
Non-Tariff Restrictions (evaluation of quantity and types)	54 (No restrictions revised)	3%	0	0	29 (no restrictions revised)	3%	0	0	20 (no restrictions revised)	3%	0	0
Average time to clear imports in selected country	25	3%	4	0,114	10	3%	4,1	0,123	65	3%	3,2	0,096
Intelectual Property Protection	95.4	3%	4,8	0,144	95.4	3%	4,8	0,144	71,3	3%	3,6	0,108
Tax framework (VAT or others)	In the United States, forty-five states and the District of Columbia (Washington D.C.) impose a sales and use tax on retail sales of tangible personal property and some services. Only five states – Alaska, Delaware, New Hampshire, Montana, and Oregon – do not impose a sales and use tax. The combined rates generally rang range between 5.5 percent and 10 percent.	3%	4	0,12	The standard VAT rate in Germany is 19%. This applies to most goods and services in the country. There's also a reduced rate of 7% that applies to certain foodstuffs, cultural services, and medical and dental services.	3%	3	0,09	VAT is a tax over the value of transactions inside the country corresponding to 19% of its value, that is, the final consumer pays 119% of the value of the good or service.	3%	3	0,09
Legal Framework for Business (Ease of starting a business, Contract Enforcement, etc)	91,6	3%	4,58	0,1374	83,7	3%	4,18	0,1254	91,4	3%	4,75	0,1425
Data Protection Laws	3	3%	4,8	0,144	11	3%	4,5	0,135	51	3%	2,4	0,072
Access to Financing in selected market	95	2%	4,75	0,095	70	2%	3,5	0,07	55	2%	2,75	0,055
Political Risks (expropiation, political violence, etc)	84	3%	4,2	0,126	95	3%	4,75	0,1425	95	3%	4,75	0,1425
GDP per capita (PPA)	85,809.9	2%	5	0,1	55,800.2	2%	2,9	0,058	16,709.9	2%	0,3	0,006
Consumer spending levels (in general)	$6.440 per month	2%	5	0,1	$3.000 per month	2%	2,8	0,056	$1.532 per month	2%	0,4	0,008
Unemployment rate (the lowest the better)	4.1	2%	4,2	0,084	3,4	2%	5	0,1	9.1	2%	2,3	0,046
Inflation	2.9	2%	4,6	0,092	2.3	2%	5	0,1	4.3	2%	1,6	0,032
Market Size (Segmentation)	156.556.597	3%	4	0,12	2.626.179	3%	3	0,09	1.089.414	3%	1	0,03
Market saturation (Number of competitors, if any, and level of competition)	High	3%	3	0,09	Medium- High	3%	4	0,12	Medium	3%	4	0,12
Media Acces (number of users in social media platforms)	176 Million	3%	5	0,15	58.7 Million	3%	4	0,12	14.6 Million	3%	3	0,09
Digital Penetration (number of internet users)	322.000.000	3%	5	0,15	78.900.000	3%	3	0,09	18.600.000	3%	2	0,06
Product addaptation (design and development) standars that can influece the disign and features of the product that can be attractive to the customers	6 addaptations; Nutrition Facts, Allergen Declaration, FSMA Record, Health Certificate, Residue Analysis, Packaging Material and Language	3%	4	0,105	5 addaptations; Food labeling information, Nutrition and health claims, Authorized additives, Residue analysis, Packaging	3%	4	0,12	4 addaptations; Front of pack "black label," Spanish Label, Health registration, Residue analysis	3%	4,5	0,135
TOTAL		**100%**		4,02		**100%**		3,6829		**100%**		2,96

Annex 3. Sustentation video link

https://youtu.be/56NzOdt911o?si=_Yp1SVj0i7TW355e

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