

Entrega final - Semana 13 Trabajo de Grado

Bayan Ihab Dahrouj Mahmoud

Gihan Thaer Dahrouj Omais

María Paula Orozco Moreno

Jeisson Jesús Castilla Castilla

Politécnico Grancolombiano

Negocios Internacionales

Balzan Alexander

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Introduction.

The importance of achieving good performance in international negotiations largely depends on market research, analysis, and studies, considering political, cultural, commercial, potential, and socio-democratic backgrounds. To increase economic development, we have conducted this analysis in countries such as China, Spain, and Mexico, thus achieving a partial comparison and selecting the best export

Paipa cheese is classified as a semi-ripened cheese, a unique product with a designation of Colombian roots. Its main producers are in the municipality of Paipa, Boyacá, Colombia. Although it was initially originally produced in the municipality of Sotaquirá, Boyacá, its main commercialization was in the municipality of Paipa because it is a very touristy place, which is why its designation (Paipa cheese) was born. It is considered a nutritional gem, increasingly seeking to gain ground in the national and international market, thus seeking greater results in terms of income and development opportunities for its producers. The qualities that make Paipa cheese so highly exportable are its quality, unparalleled flavor, and texture. These qualities make it distinctive and prestigious.

The matrix rating was essential for choosing the potential country with the best value weighting, thus achieving a solid foundation based on real studies and not on personal speculation. The country with the greatest export potential for Paipa Cheese is Mexico, due to its trade relations with Colombia, Mexico has become a growing market for dairy products, particularly cheese. Paipa cheese has good potential for export to Mexico due to the growing demand for dairy products in Mexico and the quality and tradition of Paipa cheese.

Objectives.

1. To examine the tariff and tax structure applicable to Paipa cheese under the Colombia–Mexico Free Trade Agreement, considering sanitary requirements, certifications, and the impact of VAT and other import-related charges.
2. To compare the total export cost with current prices of aged cheese in the Mexican market, in order to determine a suggested selling price that ensures both competitiveness and a reasonable profit margin.
3. Ensuring that merchandise reaches the end customer efficiently, safely, and in compliance with the legal and commercial requirements of each country. This involves managing the entire transportation process, from the product's departure from the factory to its delivery to the destination country, minimizing costs and delivery times.

Product Justification.

Figure 1.*Queso Paipa*

Nota. Datos tomados de camporeal.co (2023).

As a group, we chose Paipa Cheese as a business idea to export a product, for this as a fundamental pillar we chose to adopt a purely Colombian product that would take its mark beyond our country, representing our beliefs and our culture, Paipa Cheese has more than 130 years of history, it all started in Sotaquirá in the mid-nineteenth century, a municipality located in a strategic geographical area as it was a mandatory step for people migrating from Europe to Colombia to different destinations. Many of these foreigners stayed to live in the town, such as Don Eduardo Campuzano, an entrepreneur of matured and semi-hard cheese. With the arrival of cattle raising in the region, cheese recipes also arrived, so it was a combination of European knowledge applied to the milk produced in the region. The excellent climate of Sotaquirá was also an ally in the production of Paipa cheese. Paipa cheese is made with raw milk from free-grazing cows of the Normande breeds, its ripening process takes 2 to 4 weeks, the predominant flavor is acidic in moderate intensity, followed in importance by mild bitterness. It is also characterized by a strong rancid to moderate rancid aroma, its rind is up to 5mm thick, the

traditional shape is cylindrical of 11.5 kg. but it is also found rectangular of 2.7 kg. and small cylindrical of 450 g, 900 g, 1.8 and 4.5 kg. (Elianadiaz, 2022).

Tariff Classification (040690.40.00)

DIAN - MUISCA - ARANCEL	Perfil de la mercancía					
Consultas Arancel						
General	DATOS GENERALES					
Por medidas	Nivel Nomenclatura	Código Nomenclatura	Código Complem.	Código Suplem.	Desde	Hasta Leg
Por código de nomenclatura	ARIAN	0406.90.40.00			01-ene-2007	... 
Estructura nomenclatura	Descripción	Leche y productos lácteos; huevos de ave; miel natural; productos comestibles de origen animal, no expresados ni comprendidos en otra parte			01-ene-2007	... 
Índice alfabético arancelario		Quesos y requesón. - Los demás quesos: - - Con un contenido de humedad inferior al 50% en peso, calculado sobre una base totalmente desgrasada				
Reglas generales de la nomenclatura	Unidad física				01-ene-2007	... 
► Por texto		kg - Kilogramo				

Figure 2. dian.gov.co (2024).

Justification For Selecting Countries.

CHINA

China has experienced significant growth in its consumption of dairy products, especially cheese. According to trademap, in 2022, Chinese cheese imports (heading 0406) exceeded USD 766 million, positioning it as one of the main importing markets in Asia. Furthermore, according to Statista, in 2023 China imported more than 178 thousand metric tons of cheese, and an annual growth of 9.1% is projected until 2030, reaching 495 thousand tons. On the other hand, local cheese production in China does not meet the growing demand, according to a study by Rabobank, quoted by Dairy International, domestic production will only cover between 35% and 45% of demand in 2030, which will imply a significant dependence on imports, it is estimated that by that year, China will import between 270,000 and 320,000 metric tons of cheese.

SPAIN

Spain represents a strategic market for the export of Paipa cheese due to several factors:

Population growth driven by immigration: Spain has surpassed 49 million inhabitants, with a significant increase in foreign residents, especially of Colombian, Venezuelan and Moroccan origin. This cultural diversity may increase demand for traditional products such as Paipa cheese.

Stable economy and purchasing power: With a projected GDP per capita of USD 34,045 by 2024, Spanish consumers have the economic capacity to purchase gourmet and differentiated products.

Tradition in cheese consumption: Spain has a rich gastronomic culture that values artisanal and appellation of origin cheeses, which facilitates the introduction of new high-quality dairy

products.

Linguistic and cultural facilities: The common language and cultural affinity between Spain and Colombia simplify marketing and promotion strategies for Paipa cheese in the Spanish market.

MEXICO

Mexico has become a growing market for dairy products, particularly cheese. According to industry sources and government data, cheese consumption in Mexico has steadily increased over recent years. In 2023, cheese imports reached over USD 600 million, reflecting a rising demand that local production cannot fully meet.

Mexico's geographic proximity to the United States, one of the world's top cheese exporters, facilitates fast and cost-effective imports. Additionally, Mexico's expanding middle class and urban population are driving changes in consumption habits, with a growing interest in gourmet and premium cheeses.

With a population exceeding 126 million and a GDP per capita of USD 10,437, the country presents a significant opportunity for international cheese exporters, especially for products aimed at more affluent consumers. This combination of rising demand, limited domestic supply, and strong trade connections makes Mexico an attractive and strategic destination for cheese exports.

Preselection Market Matrix

The preselection market matrix was made according to the following weighting of values, of which we had as a result a final percentage that was evaluated on a scale of 1 to 5 according to the result of the various factors described in the pre-selection market, in order to obtain an accurate result it should be noted that data from official sources and statistics were investigated which are found below.

CHINA

China represents one of the largest and most dynamic markets globally, with a population exceeding 1.4 billion and a rapidly growing urban middle class driving demand across multiple sectors. Its logistics infrastructure, especially port quality, is highly competitive worldwide, facilitating efficient product entry and distribution. With a weighted score of 2.42, the regulatory and trade framework, while advanced in areas like digital customs procedures and preferential trade agreements, still faces challenges in intellectual property protection and judicial contract enforcement. However, the political environment is stable, with low risks of expropriation or political violence. Economically, China's GDP per capita (PPP) is approximately \$21,000, inflation remains moderate around 2.3%, and the unemployment rate is about 5.2%.

SPAIN

Spain is one of the most attractive export markets for Colombian products among the countries analyzed. With a weighted score of 2.29, Spain ranks slightly above Mexico (2.36) and significantly above China (2.09), suggesting a combination of favorable logistics, cultural proximity, moderate barriers, and high digital market penetration.

Justification of the selected country.

MEXICO

Mexico presents a promising market for Colombian cheese exports. The shared language and cultural affinities facilitate business interactions. With a weighted score of 2.45, the country's growing middle class and increasing demand for diverse dairy products offer opportunities for Colombian exporters. However, attention must be paid to compliance with Mexico's import regulations, including tariffs, labeling, and sanitary standards. Establishing partnerships with local distributors and understanding consumer preferences can enhance market entry success. Mexico exports for 2023 were 647.64 billion US dollars, a 3.5% increase from 2022. (macrotrends, 2025).

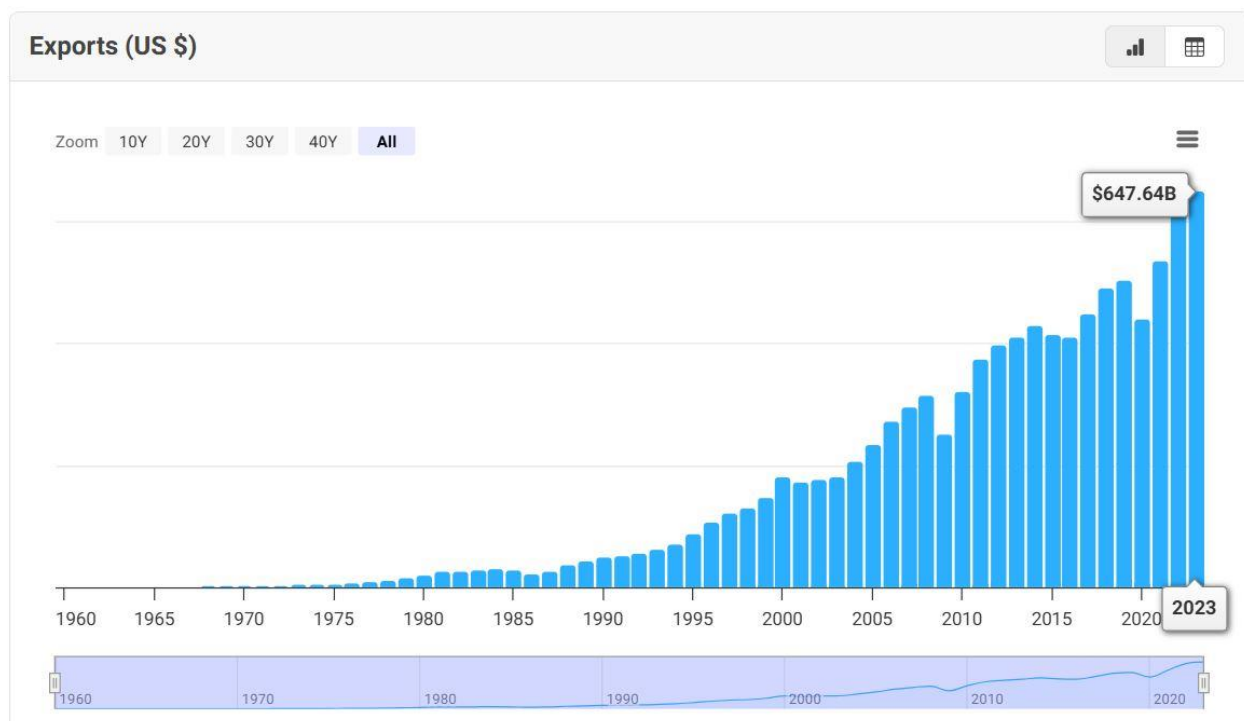


Figure 3. macrotrends.net. (2025).

- Mexico exports for 2022 were 625.73 billion US dollars, a 17.15% increase from 2021.

- Mexico exports for 2021 were 534.12 billion US dollars, a 21.43% increase from 2020.
- Mexico exports for 2020 were 439.85 billion US dollars, a 12.46% decline from 2019.

Market Analysis.

Product Description

Paipa cheese is a high quality dairy product, originally from Colombia. It is characterized by its intense flavor and smooth texture, which makes it ideal to accompany a variety of Mexican dishes. Paipa cheese is an artisanal product, made with high quality cow's milk and following a traditional production process.

Target Market

- Country: Mexico
- Region: Major cities such as Mexico City, Guadalajara, Monterrey and Puebla. -

Target audience:

- Age: 25-50 years old
- Gender: Men and women
- Interests: Gastronomy, handmade products, healthy and sustainable food
- Socioeconomic level: middle and upper class
- Target audience characteristics:
- Value the quality and taste of the products they consume.

- Are willing to pay a premium price for high quality and artisanal products.
- Seek unique and authentic gastronomic experiences

Competitive Analysis.

- Direct competitors: Mexican artisanal and gourmet cheeses, such as Oaxaca cheese or Chihuahua cheese.

- Indirect competitors: Imported cheeses from other countries, such as cheddar cheese or gouda cheese.
- Competitor analysis:
- Identify the strengths and weaknesses of the competition.
- Analyze competitors' marketing and advertising strategies.
- Identify opportunities to differentiate Paipa cheese from the competition.

Marketing Strategy

Objectives

- Primary objective: Position Paipa cheese as a high quality gourmet and artisanal product in the Mexican market.
- Secondary Objectives:
- Increase awareness of the product among the target audience.
- Generate interest and demand in distribution channels.
- Establish relationships with distributors and retailers to ensure product availability.

Marketing Strategies

- Digital marketing:
- Creation of a website and social media (Instagram, Facebook, Twitter) to promote the product and share relevant content.
- Online advertising (Google Ads, Facebook Ads) to reach the target audience.
- - Collaboration with food influencers and bloggers to promote the product

Content marketing:

- Creation of quality content (recipes, articles, videos) that show the versatility and flavor of Paipa cheese.
- Publication of content on the website and social networks.
- Collaboration with chefs and culinary experts to create relevant content.
- Events and promotions:
- Participation in gastronomic fairs and events in Mexico to promote the product.
- Special offers and promotions in stores and restaurants to incentivize sales
- Collaboration with restaurants and chefs to create special dishes and menus with Paipa cheese.

Positioning

- Product positioning: Paipa cheese as a high quality gourmet and artisanal product, ideal to accompany Mexican dishes and to enjoy on special occasions.
- Brand message: “Colombian flavor for Mexico”.
- Visual identity: Logo and marketing materials that reflect the quality and authenticity of the product.

Action Plan

Phase 1: Launching (3 months)

- Creation of the website and social networks
- Online advertising and content marketing
- Participation in gastronomic fairs and events
- Establishment of relationships with distributors and retailers

Phase 2: Consolidation (6 months)

- Analysis of results and adjustments to the marketing strategy
- Collaboration with food influencers and bloggers
- Special offers and promotions in stores and restaurants
- Evaluation and adjustment of the marketing plan

Phase 3: Expansion (12 months)

- Expansion of distribution in stores and restaurants
- New marketing and advertising strategies
- Evaluation and adjustment of the marketing plan
- Establishment of long-term objectives and goals

Budget

- Digital marketing: 30%.
- Content marketing: 20% Content marketing: 20% Content marketing: 20% Content marketing: 20% Content marketing: 20%
- Events and promotions: 20%.
- Distribution and logistics: 30%.

The marketing plan for Paipa cheese in Mexico focuses on positioning the product as a high quality gourmet and artisanal cheese, ideal to accompany Mexican dishes and to enjoy on special occasions. Through a digital marketing strategy, content marketing and events.

Paipa Cheese Logistics Section

The logistics section is a very important process within the distribution channel as it connects everything from product production to the final consumer, encompassing the entire process from the point of origin or manufacturing, through handling, transportation, and storage of the product to its final destination, including the selection and management of distribution channels.

The distribution of Paipa Cheese, due to its dairy nature, requires careful logistics to preserve the essence of the product: its quality and freshness, considering that it is a mature product.

1. Production and Packaging:

Production:

Paipa cheese must be produced according to quality standards and with the designation of origin, guaranteeing its authenticity.

Packaging and Temperature Control:

The cheese must be securely packaged to protect it during transport, using appropriate materials for its preservation, such as containers that maintain humidity and prevent contamination.

It is essential to monitor the temperature of the cheese throughout transport and ensure it remains within the optimal range, which is typically between 0°C and 7°C for fresh cheeses.

2. Transportation:

Land Transportation:

Considering that the destination country chosen for exporting Paipa cheese is not a nearby country, land transportation is not a viable option. Since refrigerated vehicles are used to maintain the cheese at the proper temperature, land transportation can be more economical than other modes of transportation, especially for short distances.

Air freight:

In this case, because it's a very distant country with high demand, it must be ensured that the shipment is carried out under optimal conditions to avoid damage to the cheese. Therefore, we will explain these processes and conditions below. Air freight is the most expensive type of transport, especially for very long distances.

Sea freight:

Sea freight is ideal for more distant destinations, which is why we chose this type of transport since our destination is Mexico. A refrigerated container is necessary to ensure the cheese remains in good condition during the journey. Sea freight could be an option, but it is not the one we have chosen to export our product since its distribution process takes longer.

3. Storage and Distribution in the Destination Country:

Storage:

In the destination country, Paipa cheese must be stored in refrigerated facilities that meet quality standards. The transportation of perishable products, such as cheese, must comply with national and international regulations regarding food safety and refrigerated transportation.

Distribution:

Distribution can be through local distributors, supermarkets, specialty stores, or restaurants, depending on the target market.

4. Additional Considerations:

Regulatory Compliance: It is essential to comply with the export regulations and standards of the destination country, both for the cheese and its packaging materials. It is necessary to obtain the necessary permits and licenses to export Paipa cheese, such as sanitary registration and certification of origin. Paipa cheese must comply with the regulations of the destination country, such as standards regarding quality, labeling, and storage conditions. **Reverse Logistics:** In some cases, reverse logistics may be necessary for waste management or the return of unsold products.

In summary: Distribution logistics for exporting Paipa cheese requires careful planning, ranging from production and packaging to transportation, storage, and distribution in the destination country, considering the specific characteristics of this cheese and local regulations.

Export Cost and Price Analysis: Paipa Cheese from Colombia to Mexico

Product: Paipa Cheese (semi-hard, aged, artisanal Colombian cheese) **Average retail price in Paipa (Colombia):** COP 15,000 per pound

Currency Exchange Rate (COP to MXN), As of June 2025, 1 Colombian Peso (COP) $\approx$ 0.00485 Mexican Peso (MXN) Source: Wise, Forbes Advisor, currency converters (June 2025)

→ COP 15,000 = 72.75 MXN/lb

Export Logistics Breakdown (per pound)

Item	Cost (COP)	Equivalent (MXN)
Farm-gate price (Paipa)	15,000	72.75
Domestic refrigerated transport (Paipa → Cartagena or Bogotá)	5,000	24.25
International sea freight (Cartagena → Veracruz)	3,500	18.0
Packaging + dry ice + export insurance	5,000	24.25
Subtotal (CIF)	28,500	139.25

Assumptions based on ProColombia logistics estimates and export guidelines for perishables.

Import Duties and Taxes in Mexico

Thanks to the Free Trade Agreement (TLCUEM) between Colombia and Mexico, Paipa cheese is eligible for:

- 0% Import Duty, if accompanied by:
- Certificate of Origin (Formato TLC)
- Compliance with Mexican sanitary standards (NOM-051, NOM-243, etc.)

Other import charges:

- Customs clearance (broker fees + inspection): ~5% of CIF = ~7 MXN/lb
- Value Added Tax (IVA): 16% of CIF + fees = ~23 MXN/lb

Import Charges Summary	MXN/lb
Customs broker & clearance	7.0
VAT (16%)	22.9
Total import cost (post-CIF)	29.9

Total Landed Cost (Cost to Importer)

Component	Cost (MXN/lb)
CIF (delivered to port)	139.25
Import fees + VAT	29.90
Total Landed Cost	169.15 MXN/lb

Retail Price Analysis (Mexico)

Market Competitor Prices (as of 2025):

Product Type	Price/lb (MXN)	Source
Aged Gouda (imported)	181	Walmart Mexico
Manchego Semi-Curado	145–180	Mercado Libre, City Market
Imported Gruyère (aged)	206	La Europea

Suggested Retail Pricing Strategy

To remain competitive and profitable:

Margin	Selling Price (MXN/lb)	Profit (per lb)
20%	202.98	33.83
30%	219.90	50.75
40%	236.81	67.66

Ideal positioning: 215–230 MXN/lb, balancing premium perception with profitability.

Summary of Total Costs and Pricing

Stage	Cost (MXN/lb)
Production (Paipa, Colombia)	72.75
Export Logistics	42.25
Import taxes + broker (Mexico)	29.90

Total landed cost	169.15
Suggested final retail price	215–230

Key Notes for Export Feasibility

- Arancel (duty): 0% under Mexico–Colombia FTA with proper certification
- Customs: Requires adherence to Mexican sanitary standards (COFEPRIS / NOMs)
- Ideal Distribution: Gourmet stores, restaurants, premium delis
- Shelf-life + Cold Chain: Critical; must maintain refrigeration (4°C) with insulated packaging and labeling

Company recommendations

Our recommendations for a company wishing to export Paipa cheese are to ensure product quality, research and comply with the legislation of each destination country, and maintain efficient logistics. It is also important to promote the authenticity and tradition of Paipa cheese.

Here are some more detailed points:

Quality and Traceability:

Comply with GMP:

Ensure that the production process complies with Good Manufacturing Practices (GMP).

Traceability:

Record and document each stage of the process, from receiving the milk to delivering the cheese.

Nutritional Information:

Include the nutritional information on the cheese label to comply with regulations.

Ingredients:

Use raw, semi-skimmed cow's milk, salt, stabilizer (calcium chloride), and rennet.

Logistics and Packaging:

Preservation:

Keep the cheese in a humid environment (90% humidity) at a temperature of 12°C during the ripening process.

Packaging:

Use appropriate packaging to maintain the freshness and quality of the cheese during transport.

Marketing and Promotion:**Denomination of Origin:**

Highlight that Paipa cheese is a matured cheese from Colombia with a designation of artisanal origin.

Tradition:

Highlight the history and tradition of Paipa cheese, which has been produced for almost 200 years in Paipa and Sotaquirá.

Health:

Promote the health benefits, such as its richness in protein, minerals, and vitamins.

Authentic Flavor:

Highlight the acidic and rancid flavor, as well as the intensity of the salty and bitter taste.

Export Considerations:

Legal Requirements: Research and comply with the legal requirements of each destination country.

Pasteurized Milk Ordinance (PMO):

If exporting to the United States, implement PMO requirements on all milk-supplying dairy herds.

Target Market: Evaluate whether Paipa cheese meets the preferences of consumers in the target market.

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