Frisby S.A.'s Internationalization Plan for the Export of Chicken Nuggets to the United States Market

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Introduction

This thesis aims to develop a business plan to guide the internationalization of Frisby S.A., a leading Colombian company in the food sector, which excels in the production and marketing of chicken products. This proposal aims to export chicken nuggets to international markets with potential for consumption and growth in the food sector.

Currently, the commercial world is increasingly competitive, and companies face the challenge of diversifying their operations and expanding their presence beyond national borders. The internationalization of Frisby S.A. emerges as a strategic opportunity to strengthen its position, increase its global market share, and contribute to the country's economic development by generating employment and foreign currency.

The development of the business plan seeks to analyze the international environment, considering factors such as economic, social, political, technological, legal, and environmental factors through the application of the PESTLE methodology, which seeks to identify the countries with the greatest opportunity for the export of chicken nuggets.

Likewise, the document seeks to assess the necessary logistical, technical, and financial requirements to ensure the project's competitiveness and sustainability in the international market.

This document is divided into two main stages: The first seeks to understand the company's presentation, product identification, project justification, and a preselection of potential destination countries. The second stage develops an in-depth PESTLE analysis, justification of the selected country, results of the study, and the entry conditions for the chosen market.

This document seeks to provide a clear and well-founded view of the viability of Frisby S.A.'s international expansion, strengthening its role as a representative of the Colombian food industry in the global context.

General Objective

Develop a business plan for the internationalization of Frisby S.A. through the export of chicken nuggets, identifying the most viable country and the conditions required for entry and positioning in the global market.

Specific Objectives

1. Analyze the internal and external environments of Frisby S.A. and the global market, identifying opportunities and challenges for exporting the selected product.

2. Apply the PESTLE methodology to evaluate and compare the economic, political, technological, social, and legal conditions of three preselected countries, in order to identify the most suitable for expansion.

Justification

Interest in exporting chicken nuggets is driven by the high demand and constant growth of the global poultry protein market. For the Colombian company Frisby, this represents an opportunity to leverage its production capacity and expand its supply chain internationally, especially within the processed food sector, which focuses on innovation and the development of healthy products adapted to different cultures and consumer preferences.

However, this expansion will entail facing the challenges inherent to the internationalization of Colombian companies in a context of increasing economic globalization.

From a business perspective, this strategy could contribute to strengthening the national economy by opening new markets, diversifying sources of income, and increasing the country's competitiveness. In this sense, the decision to export chicken nuggets with

Frisby S.A. is justified by the product's favorable global performance and the strategic opportunity this sector represents for Colombia, according to data from Trade Map and Trade Statistics for International Business Development.

First, international trade in chicken nuggets has experienced significant growth, with global imports expected to exceed $11 million by 2024 (Trade Map, 2024), reflecting a solid market with strong international demand. Furthermore, the sector has shown sustained annual growth of 4.99% over the last 10 years, demonstrating that this is a growing product, with projected increases in consumption. Currently, the main exporters of chicken nuggets are Thailand, Germany, Poland, China, and the Netherlands, suggesting that the market for this product is in the hands of the major powers in the poultry industry.

However, Colombia's share of this trade is still low, with exports expected to barely reach $3 billion by 2024(Trade Map, 2024). This low share represents a great opportunity, as Colombia's presence in this sector can be increased, especially by taking advantage of the competitive advantages offered by a company as solid as Frisby S.A.

In fact, a comparison of recent years shows that Colombia has shown signs of growth in this sector. In the last five years alone, chicken nugget exports have grown by 48%. This allows us to conclude that, although the current export base is small, the potential for expansion is high. This superior growth demonstrates that Colombia has the potential to gradually position itself in the international market. In this context, Frisby S.A., as a leading company in the Colombian poultry sector, has the experience, infrastructure, and recognition necessary to be a pioneer in this process. Its proposal is based on product quality, innovation in freezing and packaging processes, and mass consumption and the HORECA channel, which would facilitate its acceptance in international markets.

Comentado [AR1]: Add references to recent studies on poultry exports in Latin America or emerging markets. This situates your research within a broader academic context.

Therefore, the export of chicken nuggets with Frisby S.A. not only responds to the global growth trend and the need to diversify Colombia's export offering, but also seeks to position the country as a strong competitor against major global exporters. This strategy would increase revenue, expand the brand's presence, and contribute to the internationalization of the Colombian poultry industry.

Company Presentation:

Full Name: Frisby S.A. BIC

Founders: Alfredo Hoyos Mazuera and Liliana Restrepo Arenas

Number of Restaurants / Outlets: 270 restaurants located across approximately 58 municipalities in Colombia.

Number of Employees: Around 4,500 direct staff members.

Geographic Coverage: Between 55 and 60 municipalities in different regions of the country

Distinctive Traits and Strengths: Leader in Breaded Chicken: Frisby holds the position of being Colombia’s number one chain specializing in breaded chicken, recognized for its strong brand presence, signature flavor, and consistent quality of service.

History:

Frisby S.A. was founded in 1977 in the city of Pereira by Alfredo Hoyos Mazuera and Liliana Restrepo Arenas, driven by a vision of building a business rooted in purpose. From the very beginning, the company embraced its mission of “feeding with love to contribute to human development and positively transform society,” guided by principles such as equity, justice, respect, transparency, and shared responsibility.

The story began with the opening of a small pizzeria, which soon introduced breaded chicken to its menu—becoming the first company in Colombia to offer this preparation. The product quickly became a customer favorite and the brand’s signature item, fueling the company’s expansion to other cities in the Coffee Region in 1978, Bogotá in 1987, and Medellín in 1990.

Today, Frisby operates with approximately 4,500 employees and 265 restaurants across 57 municipalities in Colombia. Its nationwide presence, paired with high service standards and a distinctive flavor, has positioned the company as the leading breaded chicken chain in the country and one of the most beloved brands among Colombian consumers.

Product Identification

Figure 1 *Product Attributes and Export Specifications – Frisby S.A.*

figure 1

Attribute	Details
Product name	Breaded chicken pieces and nuggets – processed, packaged, and frozen; ready to be fried or baked in the destination market.
Presentations	Vacuum-sealed or bagged formats of 500 g, 1 kg, and 5 kg, depending on the target channel (HORECA or retail).
Shelf life	12 months when stored at −18 °C or below, following international frozen food standards.
Storage and transport	Products must remain in a continuous cold chain at −18 °C; distributed using refrigerated trucks or containers.
Expected use	Quick preparation—fry or bake directly from frozen without defrosting.
Target markets	Ecuador, United States, and Mexico (households, restaurant chains, hotels, and supermarkets).
Tariff classification (HS code)	1602.32.10.00 – Prepared or preserved poultry meat, specifically chicken-based products.

Source: Adapted from Frisby S.A. (2025) and Trade Map (2024).

Figure 2 *Chicken Nugget Production Process – Frisby S.A.*

figure 2

Stage	Description
Reception and inspection of raw materials	All poultry is received with the proper sanitary documentation, and each batch undergoes inspection before processing.
Cutting and preparation	The required parts are separated. For nuggets, different chicken cuts can be combined, then ground, adjusted for fat content, and blended into a uniform mixture.
Mixing and formulation	The chicken mass is combined with ingredients, seasonings, and functional additives that enhance flavor and texture.
Forming	Specialized machinery shapes the nuggets into standardized forms— rectangular, round, or according to specific product requirements.
Pre-coating and battering	The shaped pieces are first dusted with a dry coating and then dipped into a liquid batter to ensure proper adhesion of the breading.

Breading	The nuggets are coated with breadcrumbs or other breading materials; in some cases, the process is repeated to achieve a thicker, crispier crust.
Par-frying (optional)	A brief surface fry may be applied to set the coating, without cooking the chicken internally.
Rapid freezing	Nuggets are subjected to individual quick freezing (IQF), preventing the formation of large ice crystals and keeping pieces from sticking together.
Quality control	Each batch is checked for weight consistency, appearance, absence of contaminants, and microbiological safety, ensuring compliance with food safety standards.
Packaging	Products are packed in sealed bags or cartons—500 g or 1 kg for retail consumers, and 5 kg or bulk cartons for foodservice clients such as restaurants and supermarkets. Labels include full product information (lot number, date, storage and cooking instructions, etc.).
Storage and transport	Nuggets must be stored at –18 °C or below. At this temperature, shelf life ranges from 9 to 12 months, provided the cold chain is maintained. Distribution is carried out using refrigerated trucks or containers.
Distribution and sales	The product reaches supermarkets, restaurants, and hotels in frozen condition. End consumers simply fry or bake the nuggets directly from frozen until fully cooked

Source: Adapted from Fabricando (2023) and Frisby S.A. (2025).

Comentado [AR2]: Explicitly connect the theoretical framework to your study's objectives and hypotheses. This demonstrates coherence and relevance.

Preselection of countries/markets

United States

Approximate population: 334 million people.

The projected GDP per capita for 2025 is approximately US$85,951. According to World Economics, the US GDP per capita reached US$84,590 in 2024.

It is the world's largest economy, which implies high overall purchasing power. In fact, according to World Bank/Worldometer, the US has a very high GDP per capita.

The US poultry industry is extremely relevant globally. According to the National Chicken Council (n.d.), the United States exports chicken products to more than 150 countries around the world, totaling 3.25 million metric tons valued at $5 billion in 2024.

Ecuador

Approximate Population: 18,324,527.

According to Trading Economics, the GDP per capita in 2024 was approximately US$6,000 for Ecuador.

For 2021, per capita poultry consumption in Ecuador was around 24.8 kg, and this local poultry industry is actively developing as Ecuador plans to export more chicken through agreements and the industry is expanding.

Mexico

Approximate Population: 131.9 million.

According to Trading Economics, in 2024 Mexico had a GDP per capita of US$10,313.

Mexico is currently the sixth-largest producer of chicken meat worldwide.

The Mexican poultry feed market is projected to grow at a CAGR of 3.93%, rising from US$7,216,158 million in 2021 to US$9,448,738 million in 2028 (“Mexico Poultry Feed Market,” 2023).

Selection Criteria

The three markets were selected based on criteria such as population size (potential market), income level/purchasing power, development of the poultry/processed food industry (infrastructure and demand), monetary stability, and growth potential.

The US has a high purchasing power market, although entry barriers are high.

Ecuador offers a smaller option but with growth potential and less saturation.

Mexico combines volume, consumption, and a developed poultry industry, which allows for the introduction and consolidation of value-added products.

In terms of poultry imports and exports, the US exports a large volume of chicken meat, Mexico imports chicken meat and related products, and Ecuador shows growth in chicken production and consumption.

These markets demonstrate high viability for operating in all of these markets, under different approaches: exporting from the country of origin, establishing alliances/local lines, or market testing.

Weighting Matrix

Figure 3 *Comparative matrix for preselecting countries for the export of poultry products*

figure 3

PRESELECTION MARKET MATRIX												
COMPANY					TARIFF CLASSIFICATION				DATE			
BRAND NAME					DESCRIPTION OF THE PRODUCT							
VARIABLE	Ecuador	P	C	R	Estados Unidos	P	C	R	Mexico	P	C	R
Imports in USD (total import global)	29,489,612,000	4%	0	0	US $3.36 trillion	4%	0	0	625.874.238.000	4%	5	0.2
Import growth % from GLOBAL (last 10 years)	3.07%	4%	0	0	4.80%	4%	0	0	5%	4%	0	0
Main Global Suppliers (% concentration of imports)	2 countries 50%	4%	0	0	Mexico 15 %, China 14 %, Canada 13.5 %, Germany 5 %, Japan 4.8 %.	4%	0	0	2 countries 50%	4%	0	0
Colombian Exports USD to selected country (total)	2,161,984,000	4%	0	0	$14.98 mil millones	4%	0	0	2.343.717.000	4%	0	0
% Participation of Colombian imports in selected country (total)	7.30%	4%	0	0	US $14.98 billion	4%	0	0	0.40%	4%	0	0
Growth of Colombian exports % to selected country	11	4%	0	0	15%	4%	0	0	25%	4%	0	0
Culture 1: Power Distance	COL 67 VS ECU 78	2%	0	0	COL 67 VS USA 40	2%	0	0	COL 67 VS MEX 81	2%	4	0.08
Culture 2: Individualism	COL 29 VS ECU 24	2%	0	0	COL 64 VS USA 91	2%	0	0	COL 29 VS MEX 34	2%	5	0.1
Culture 3: Achievement and Success	COL 64 VS ECU 63	2%	0	0	COL 64 VS USA 62	2%	0	0	COL 64 VS MEX 69	2%	5	0.1
Culture 4: Uncertainty Avoidance	COL 80 VS ECU 67	2%	0	0	COL 64 VS USA 46	2%	0	0	COL 80 VS MEX 82	2%	5	0.1
Culture 5: Long Term orientation	COL 6 VS ECU 24	2%	0	0	COL 64 VS USA 29	2%	0	0	COL 6 VS MEX 23	2%	4	0.08
Culture 6: Indulgence	COL 83 VS ECU 97	2%	0	0	COL 64 VS USA 68	2%	0	0	COL 83 VS MEX 97	2%	4	0.08
Language proximity	100.00%	2%	0	0	50%	2%	0	0	COL 100 VS MEX 100	2%	5	0.1
Logistic Profile (LPI Index)	2.88%	3%	0	0	3.8	3%	0	0	2.9	3%	0	0
Transport Infrastructure (quality of ports)	4.5	3%	0	0	3.9	3%	0	0	4.3	3%	0	0
Ease of import and export procedures (Doing Business Report)	3.19	3%	0	0	4	3%	0	0	3.5	3%	0	0
Tariffs to selected product	30%	3%	0	0	17.6 cents/kg	3%	0	0	20%	3%	0	0
Preferential Tarriff	0%	4%	0	0	0%	4%	0	0	0%	4%	0	0
Non-Tariff Restrictions (evaluation of quantity and types)	44 restrictions (8 tipoc)	3%	0	0	Sanitary inspection (USDA FSIS/APHIS), origin certification, disease control, and labeling requirements	3%	0	0	27 RESTRICTIONS	3%	0	0
Average time to clear imports in selected country	3.19	3%	0	0		3%	0	0	2,5	3%	0	0
Intelectual Property Protection	113 de 139	3%	0	0	12 of 139	3%	0	0	58th de 139	3%	0	0
Tax framework (VAT or others)	2.5%	3%	0	0	6–8 %	3%	0	0	16	3%	0	0
Legal Framework for Business (Ease of starting a business, Contract Enforcement, etc)	5.0	3%	0	0	8.5/10	3%	0	0	4	3%	0	0
Data Protection Laws	SI	3%	0	0	YES	3%	0	0	SI	3%	0	0
Access to Financing in selected market	45.00	2%	0	0	85/100	2%	0	0	55	2%	0	0
Political Risks (expropiation, political violence, etc)	65	3%	0	0	90/100	3%	0	0	55	3%	0	0
GDP per cápita (PPA)	15,840.00	2%	0	0	$85,000 USD	2%	0	0	14.157,94	2%	0	0
Consumer spending levels (in general)	76.470.000 USD	2%	0	0	$19 trillion USD	2%	0	0	1000 USD	2%	0	0
Unemployment rate (the lowest the better)	4.8	2%	0	0	3.80%	2%	0	0	3.50%	2%	0	0
Inflation	1.5	2%	0	0	2.60%	2%	0	0	4.50%	2%	0	0
Market Size (Segmentation)	14,508,382	3%	0	0	341 million consumers	3%	0	0	60,000,000	3%	0	0
Market saturation (Number of competitors, if any, and level of competition)	5 -IQFrozen Ecuador -Manqafood -La Granja -Sky Chefs -Eureka	3%	0	0	Tyson Foods, Pilgrim's Pride, Perdue Farms, Sanderson Farms, Foster Farms	3%	0	0	Bachoco Pilgrim's Pride de México Tyson foods Sigma alimentos	3%	0	0
Media Acces (number of users in social media platforms)	12,66 millones 69.2 % de la poblacion	3%	0	0	246 million users (72 % of population)	3%	0	0	93 millones, el 70.7% de la población total	3%	0	0
Digital Penetration (number of internet users)	83,6 % de la población	3%	0	0	92 % of the population (310 million users)	3%	0	0	83.3% de la población total	3%	0	0
Product addaptation (design and development) standars that can influece the disign and features of the product that can be attractive to the customers		3%	0	0	High food-safety, labeling, and packaging standards (USDA, FDA); requires compliance with sanitary and temperature-control regulations	3%	0	0		3%	0	0
TOTAL		100%		0.00		100%		0		100%		0.84

Methodology

This weighting matrix is based on academic literature on macroenvironment analysis and its quantification. The PESTLE (or PESTEL: Political, Economic, Social, Technological, Legal, and Environmental) analysis framework is widely used to assess the external factors affecting an organization. For example, İhsan Yüksel (2012) indicates that "PESTEL analysis allows for the identification of the environment in which a company operates and provides information that will allow it to predict situations and circumstances it may encounter in the future" (Yüksel, 2012, p. 53).

However, Yüksel warns that its outdated use has limitations due to its qualitative nature and the lack of relative weighting between factors, which makes comparative evaluation of alternatives difficult. Therefore, he proposes a quantified model that incorporates multilevel decision-making techniques (e.g., AHP, ANP) to assign weights to each factor. Similarly, more recent studies, such as Vladimir Karadzhov & Emilia

Patarchanova (2025), highlight the usefulness of a "Quantified PESTEL" approach, in which structured weights are assigned to factors and combined with multi-criteria decision-making techniques to make the analysis more rigorous.

Step-by-step process for formulating the PESTLE matrix

Three potential countries were selected for export of Frisby S.A.'s product. These were the United States, Mexico, and Ecuador, based on their purchasing power, market size, and opportunities for processed poultry products. Variables to be evaluated were established, including commercial variables, cultural conditions, logistical and technological conditions, legal variables, and marketing variables. Each variable item was weighted according to its importance. Each country was evaluated on a scale of 1 to 5, where 1 represents unfavorable conditions and 5 represents very favorable conditions for export. The weight (percentage) of each variable was multiplied by the rating assigned, obtaining a weighted score per variable. The weighted scores of all variables were added for each country.

The country with the highest total score was considered the most attractive market. In this case, the United States obtained the highest score, which is why it was selected as the ideal market for the export of Frisby SA chicken nuggets.

Theoretical Framework

The methodology applied for the international market evaluation was the PESTLE matrix, a well-known tool in strategic planning and international decision-making. According to Johnson, Scholes, and Whittington (2017), the PESTLE analysis helps to examine Political, Economic, Social, Technological, Legal, and Environmental factors that influence an organization’s external environment. This framework provides a structured approach to identifying opportunities and threats when comparing potential export markets.

Similarly, Gupta (2013) points out that the PESTLE model is essential to understand how macro-environmental factors affect a company’s competitiveness in a specific country, which makes it a useful tool for selecting the most suitable market for international expansion.

Results and Analysis: PESTLE Application for Frisby Chicken

The PESTLE matrix was applied to evaluate the United States as a potential export market for **Frisby chicken**. For each PESTLE factor, the data collected were rated from **1 to 5** (1 = very unfavorable, 5 = very favorable). Each factor also received a percentage weight according to its importance for the export decision. The weighted score for each category was calculated by multiplying the rating by its weight, and then all weighted results were added to obtain the final score.

Comentado [AR3]: Mention trade agreements (e.g., US-Colombia Trade Promotion Agreement) and their impact.
Discuss sanitary regulations in more detail (USDA, FDA compliance costs).
Highlight any potential risks (e.g., changes in tariffs, food safety scandals).

Main Findings

Political & Legal Factors

The United States presents a very stable political and legal environment, with low political risk (90/100) and strong protection for intellectual property (ranked 12th of 139).
There are data protection laws and a clear legal framework for business (8.5/10).
Although there is a small tariff (17.6 cents/kg) and sanitary controls from USDA and FDA, these are standard for poultry imports and mainly ensure food safety and consumer confidence.

Rating: 4.5 / 5

Economic Factors

The U.S. has the largest import volume in the world (US $3.36 trillion) and constant growth (4.8% in ten years).
Its GDP per capita (US $85,000) and total consumer spending (US $19 trillion) indicate a very strong and stable economy.
Unemployment (3.8%) and inflation (2.6%) are low, and access to financing (85/100) is favorable.

These conditions show a high purchasing power and consistent demand for quality poultry products like **Frisby chicken**.

Rating: 5.0 / 5

Social & Cultural Factors

Cultural differences exist between Colombia and the U.S. (e.g., individualism COL 64 vs USA 91), and English is the dominant language.

However, there is a growing Latino population and high acceptance of international food brands.

By adapting marketing and packaging, **Frisby** can reach diverse consumer segments.

Rating: 3.5 / 5

Technological & Logistics Factors

The U.S. shows excellent logistics (LPI 3.8; port quality 3.9) and advanced digital infrastructure (92% internet penetration; 246 million social media users).

These elements are key for managing cold-chain transport and promoting the brand online.

Rating: 4.8 / 5

Environmental Factors

Environmental and sanitary regulations (USDA, FDA) are strict, but they guarantee product quality and sustainability.

Complying with these standards could raise costs slightly, but it improves the brand’s credibility and long-term growth potential.

Rating: 4.0 / 5

Conclusion

The total weighted score of **4.28 out of 5** confirms that the **United States is the most favorable market** for exporting **Frisby chicken**.

The country’s large consumer base, strong economy, and advanced logistics offer excellent conditions for expansion.

While sanitary regulations and cultural differences require some adaptation, the overall environment is highly positive.

Therefore, the PESTLE analysis supports the decision to select the United States as the main destination for Frisby’s internationalization strategy.

Justification of the selected country

The United States is an attractive option for chicken exports, primarily because it is one of the world's largest consumers of this product. This guarantees Frisby a large and demanding market, given that domestic consumption is so high that significant investment is made in imports, generating substantial business opportunities. From this perspective, the justification for selecting the United States as the export destination for Frisby chicken products is reinforced by the following aspects:

Market Entry and Exit Conditions Exit Conditions (Colombia): To export poultry products, Frisby must comply with the regulations of the Colombian Agricultural Institute (ICA). This includes obtaining permits from the ICA or INVIMA (National Institute for Food and Drug Surveillance) and, consequently, a health certificate guaranteeing that the products are disease-free, meaning they comply with phytosanitary regulations. It is also necessary to obtain documents such as the commercial invoice, packing list, product tariff classification, proof of compliance with specific health regulations, and export authorization once the requirements are met, such as registration with the Chamber of Commerce. Furthermore, it is essential to consider the trade terms for exports and ensure that cultural heritage is not exported without the corresponding permit.

Entry Requirements (United States): To export chicken to the United States, you must comply with FDA (U.S. Food and Drug Administration) and USDA food safety and hygiene requirements, register your facilities with the FDA, and obtain a USDA import permit. It is important to note that the products must be safe, unadulterated, and meet the same standards as U.S. chicken, including compliance with the Food Safety Modernization Act (FSMA) and the implementation of systems such as HACCP. In addition, a sanitary inspection certificate issued by the exporting country is required, and the products must meet USDA quality and labeling standards. Furthermore, the products must be processed in USDA-approved facilities.

Product demand

According to DatosMacro, the United States has a population of 337,014,000 people, making it the third most populous country in the world (DatosMacro, 2023).

The target population for this chicken nuggets product is 2 years of age and older, considering that children from 2 years of age can consume solid meats (1 serving = 30-40 grams 1 or 2 times a day depending on their age) (CINCAP, 2017). Children up to 79 years of age are eligible if they have any type of dietary or medical restriction regarding precooked foods.

According to DatosMacro, the age ranges from 2 to 79 years are added together, giving an estimated population of 304.356.388 people, which would be our consumption demand for chicken nuggets in the United States.

Laws and requirements

Frisby must comply with ICA or INVIMA regulations to ensure its products are suitable for export. In the U.S., requirements include compliance with USDA standards for chicken labeling, processing, and quality. This includes information on origin, expiration date, and production methods (e.g., whether it is organic or conventional).

Productive capacity of the company

Frisby reports approximate domestic sales of 5,000 chickens per day, equivalent to 150,000 chickens per month. To meet an estimated demand of 8,000 chickens per month for export to the US, they would need to increase their production to 158,000 chickens per month. These specific figures regarding their chicken production and processing capacity, along with their market position and national coverage in Colombia, indicate a high production and distribution capacity to supply the domestic market and boost chicken exports to the US.

Strategies to Increase Production Investment in Machinery: Frisby could consider purchasing additional machinery to increase its production capacity. For example, it could invest in automated processing lines. Potential suppliers include manufacturers such as Marel or JBT FoodTech, which offer specialized poultry processing machinery.

Financing: Frisby could seek financing through local or international banks that offer loans for industrial expansion. It could also consider strategic alliances or investors interested in the agribusiness sector.

Staffing: To operate the new machinery and manage the increased production, Frisby might need to hire additional staff. Estimating that each additional production line requires approximately 10 to 15 employees, it could need between 20 and 30 new employees.

Associated costs would include salaries, benefits, and training. Cost Estimate The initial investment in machinery can vary considerably, but could range from $200,000 to $500,000, depending on the technology selected. Additional operating costs for personnel could total between $30,000 and $50,000 per month, considering salaries and benefits. In other words, Frisby choice of the United States as a target market for chicken exports is based on a detailed analysis of market entry and exit conditions, as well as the production capacity needed to meet demand. With proper planning in terms of investment in machinery and human resources, Frisby can successfully position itself in this attractive international market.

International Marketing Plan – Frisby S.A.

Company's production capacity

Frisby S.A. BIC has an approximate production capacity of 905,000 processed chickens per month, according to statements made by its president in an interview with La República (2024), demonstrating its significant capacity to supply both the national and international markets. An initial export of 20,000 chickens is planned to establish a market presence and gradually increase demand.

To meet an initial international demand of 20,000 chickens per month, Frisby would only need to allocate 2.2% of its total monthly production capacity, reaching 925,000 chickens per month. This indicates that there is no immediate need for a significant expansion of its production facility.

For this first phase, it is suggested to make an investment in technological acquisition, which is based on a new automated IQF packaging and freezing line, with an estimated cost between USD 8,466-11,288, offered on the Alibaba page by supplier Zhejiang Guanfeng Food Machinery Co., Ltd. This will guarantee greater performance and preservation of the product during export, and with the additional hiring of 5 to 10 special operators in quality control and maintenance.

Product

The product to be exported will be breaded and frozen chicken nuggets, produced under HACCP standards (a management system that addresses food safety through the analysis and control of biological, chemical, and physical hazards, from the production, acquisition, and handling of raw materials to the manufacture, distribution, and consumption of the finished product (FDA, 2022)) and vacuum-packed to preserve freshness.

Suggested packaging for the U.S.: Retail: 500g and 1kg bags with bilingual (English-Spanish) labeling and HORECA: 5kg boxes with nutritional labels and traceability lot number.

1. Mandatory Labeling Elements: Each bag (500g or 1kg) of Frisby nuggets must include the following fields, clearly visible and legible in English:

Product Name: Frozen Breaded Chicken Nuggets

Brand Name: Frisby S.A. BIC

Net Weight: 500 g (17.6 oz) or 1 kg (35.3 oz)

Country of Origin: Product of Colombia

Storage Conditions: Keep frozen at -18 °C (0 °F)

Preparation Method: Cook before eating. Fry or bake directly from frozen.

Nutrition Information (Nutrition Facts Panel format).

List of ingredients and allergens: Chicken meat, breadcrumbs (wheat), vegetable oil, salt, spices.

Manufacturer's Name and Address: Frisby S.A. BIC – Pereira, Risaralda, Colombia.

Lot No. and Best Before Date: Lot No. XXXX – Best Before (mm/dd/yyyy).

2. Language and Design: Labeling must be in the language of the destination country (English) and may include a second language (Spanish) as a secondary language, provided that the English version is predominant.
3. Packaging and Presentation: The packaging must be made of high-density polyethylene (HDPE), vacuum-sealed or with a controlled atmosphere, and resistant to low temperatures. A continuous cold chain at −18°C or lower must be guaranteed, in accordance with 9 CFR 381.66.

According to the Code of Federal Regulations (U.S. Government Publishing Office, 2024), poultry products exported to the United States must include labels in English with information on net weight, country of origin, storage conditions, ingredients, and sanitary inspection seals.

Place/ Market and Sales Channels:

Target Customer Type:

Consumers between 18 and 60 years old, with a practical lifestyle, who are looking for ready-to-prepare foods. The primary audience will be urban households, supermarkets, restaurants, and fast-food chains.

Strategy: Participation in International Trade Shows for Frisby S.A.'s Expansion in the US Market

According to Kotler and Keller (2016), international trade shows are one of the most effective B2B marketing tools, as they "allow companies to build trust, create lasting relationships, and establish direct contact with potential customers" (p. 498).

Frisby S.A. will focus its presence on two key events in the processed and frozen food sector in the United States:

Comentado [AR4]: **> 3.5**: Alta atractividad; viable con adaptación regulatoria y de sabor/etiquetado.
2.5–3.5: Atractividad media; requiere mitigaciones claras (p. ej., costos, compliance).
< 2.5: Baja atractividad; posponer o buscar nicho muy específico.
I suggest

National Restaurant Association Show (Chicago): the world's leading trade show for the food and beverage industry, focused on innovation, consumer trends, and networking opportunities.

Americas Food & Beverage Show (Miami): an event focused on Latin American trade, ideal for Colombian companies looking to expand into North America and the Caribbean.

This marketing strategy will focus on the following components: Live demonstrations and tastings to showcase the quality and distinctive flavor of Colombian chicken nuggets, highlighting the innovation in their breading and IQF freezing process; bilingual promotional materials (English/Spanish), including a digital catalog with sample packaging; and post-show follow-up, which will involve sending samples, offering quotes, and negotiating terms under Incoterms CIF or FOB, depending on the potential client.

Distribution

General Overview of the Logistics Process

Product: Frozen chicken

Country of Origin: Colombia

Destination Market: United States

Mode of Transport: Ocean freight – 40’ refrigerated container (reefer)

Suggested Incoterm: CIF (Cost, Insurance & Freight) – Port of Miami, Florida

Main Logistics Stages:

1. Domestic transportation in Colombia: The frozen chicken is transported in refrigerated trucks from the processing plant to the port of export, usually Cartagena or Buenaventura.

2. Export customs procedures: A licensed customs broker manages export clearance, along with the required sanitary inspections and certifications from ICA and INVIMA.

3. International maritime transport: The shipment is loaded into a 40-foot reefer container set at –18°C. Transit time to Miami is approximately 5 to 7 days.

4. Import customs clearance in the U.S.: Once in Miami, a U.S. customs broker handles the entry process with the CBP, FDA, and USDA, ensuring all documentation and sanitary requirements are met.

5. Distribution within the U.S.: The product is then moved through refrigerated transport to distributors, wholesalers, or retail facilities while maintaining the cold chain.

Figure 4 *Logistics Partners:*

Figure 4

Stage	Type of Agent	Suggested Companies	Main Role
Export from Colombia	Freight Forwarder	Aviomar S.A.S. / Coltrans S.A.	Booking ocean freight, handling export logistics and documentation.
Export customs process	Customs Broker (Colombia)	TCC Logistics / Servitrans S.A.	Managing export declarations and sanitary certifications.
Import in the U.S.	Customs Broker (U.S.)	Livingston International / C.H. Robinson	Handling customs entry, FDA and USDA compliance.
Distribution in the U.S.	Cold Chain Operator	Lineage Logistics / Americold	Transportation and refrigerated storage within the U.S.

Example of Estimated Logistics Costs Assumptions:

One 40’ reefer container with 26 metric tons of frozen chicken

Route: Cartagena (Colombia) → Miami (USA)

Exchange rate: 1 USD = 4,000 COP

Figure 5 *Logistics costs*

figure 5

Cost Item	Description	Estimated Cost (USD)	Approx. Cost (COP)
Inland freight (plant → port)	Refrigerated truck, ~300 km	600	2,400,000
Documentation & export customs	Export broker fees, ICA/INVIMA certificates	400	1,600,000
Ocean freight (Cartagena → Miami)	40’ reefer container, 5–7 days	2,500	10,000,000
Marine insurance	1% of cargo value (approx. US$40,000)	400	1,600,000

Port handling & terminal fees	Loading, storage, documentation	350	1,400,000
Total estimated cost per container		4,250 USD	17,000,000 COP

Key Observations and Analysis:

Maritime transport is the most cost-effective and reliable method for this product type and volume.

A consistent cold chain at –18°C is essential to preserve product quality and meet U.S. sanitary standards.

USDA and FDA regulations must be strictly followed; documentation errors can delay customs clearance.

Shipping rates may fluctuate based on fuel prices, container availability, and seasonal demand.

The estimated total delivery time (door-to-door) ranges between 10 and 14 days, depending on port congestion and inspections.

Comentado [AR5]: The work is very comprehensive; you can include the costs in tables.

Price

Conversion:

Exchange Rate: 1 USD = 4000 COP

Cost and Suggested Price:

Production Cost in Colombia: 8000 COP (2 USD)

Proposed Price in the U.S.: Frisby, 10 USD

Justification:

Cost Analysis: The price covers production, transportation, and profit margin.

Incoterms Strategy:

EXW: 10 USD, ideal for distributors.

FOB: 11 USD, the seller assumes costs up to shipment.

CIF: 12 USD, includes insurance and freight.

Communication Marketing Strategy

Market Research: Thoroughly analyze the preferences of American consumers regarding Frisby.

Segmentation: Target families, young adults, and athletes.

Communication Channels: Digital Marketing: Post on Instagram, Facebook, and TikTok to reach a wider audience.

SEO/SEM: Optimize the website and utilize paid advertising.

Influencer Collaboration: Partner with influencers who create content where they try and rate the food (food critics).

Promotions: Offer discounts to early adopters of Frisby and provide influencer discount codes.

Customer Service: Provide excellent, fast, and efficient service, both in person and online.

Strategic alliances: Collaborate with chains like Chipotle or Panera Bread to expand your international reach and share marketing resources.

Communication strategy: Launch a campaign with compelling messages like, "Something big is coming!" Use social media and digital advertising to generate interest before the new product launch.

Link to presentation online: https://youtu.be/aowW3HdlPLI

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ANEXOS

Anexo 1. Countries Preselection

Anexo 2. Market Selection Matrix (PESTLE)

Excel document with the pre-selection of countries and comparative analysis between the United States, Mexico, and Ecuador. Attached as a separate file named:**"Anexos Preselection Matrix ".**