



Effective exportation for Mexican Berries Producers to the United States – A case Study on Vivero Bonadal exportation

Thesis

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<p>In this Thesis research, the author observes that Mexican berry farmers could be more critical. However, he saw that many farmers who produce Mexican berries do not export independently but export with a third party's help. As a result, the author concluded that in terms of profits, their businesses could grow more if they started exporting independently to the United States.</p> <p>This research is focused on the legal requirements that farmers in this market need and what logistics can be adapted to their needs. With this information, the farmer can better understand the topic and start exporting Mexican berries to the United States independently in a few years without a third party.</p> <p>The study of this thesis is mainly dedicated to having theoretical information. Especially from the government of Mexico on what are the different documents needed to start exportation. Defining concepts such as HS CODE, Commercial invoice, entry summary, packing list, and certificate of origin.</p> <p>The author, to provide more information, designed a series of surveys for professionals from three different fields. Besides supporting his theory, he obtained wide information about the necessary logistics or the necessary sanitary certificates for this product.</p> <p>The results of this Thesis demonstrate a concrete conclusion on the steps to follow in the export documentation. The customs agents are vital in the exportation process, standard certifications of sanity, and logistics. Giving the Mexican berry farmers a better scope on this for a long-term benefit in their businesses.</p>
Key words Custom compliance, Exportation Requirements, Logistics Strategy, International Logistics.

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1 Introduction

This thesis is research guided by the methodology given by the University of Haaga Helia of Applied Sciences, focused primarily on Supply Chain Management. In a country, international trade is vital for its Gross domestic product (GDP) growth. If a country does not have free international trade, its economy can be significantly affected, as is the case in some countries. In the case of Mexico, the country has solid international commerce, which it has 12 international treaties involving 46 countries, according to the data of the government of Mexico (Mexican government 2022).

According to Banco Santander's website in the foreign trade department, in 2020, Mexico's foreign trade represented 78% of its GDP. With a predominance of the automotive and agricultural sectors, thus demonstrating the importance of exportation in Mexico. Mentioning that more than three-quarters of its exportations are to the United States, marking this country as a critical partner in the Mexican economy. For factors of sharing borders and the United States, Canada Mexico Agreement (USCMA), which also includes Canada, provides this economy that day by day flows positively (Santander trade markets 2020).

When talking about these exportations and already mentioned in the agricultural sector, Mexican berries are one of the essential products of the Mexican agricultural industry. Especially in the state of Michoacan, where 84% of the farming industry is exported to the United States. This indicates the potential for this sector to achieve more significant export growth in the future (mexican goverment 2020).

Today in the Mexican berries section, the farmers are mainly in charge of growing the fruit. They do not know the export requirements, so they look for export companies in this sector. Companies like berries export or alpasa, where they buy Mexican berries at a specific price taking more profit as they sell it to customers in the U.S. at a higher price. With this, many farmers are looking for the right way to have a better idea of exports and have their profits in a better range.

1.1 Background

Vivero Bonadal is a company founded in 2019 by Enrique Garcia Zerecero and Luis Zerecero Hett, a ranch located in Zitacuaro in the state of Michoacan, Mexico. The company started in 2019 by raising cattle of bulls to sell them to butcher shops later. It is also dedicated to the cultivation of poinsettias. However, the company realized over the years that the bull's business was not as profitable as they thought. Doing research around zitacuaro saw a product with high demand which is the Mexican berries, and seeing that his ranch had fertile land and two water wells, they decided to start this project in early 2022.

The main objective is to look forward to the possibilities for Mexican berries, research the current information on this fruit's exportation into the United States. Designing an exportation plan where new and small farmers could understand this knowledge and have an independent business to earn more profit. With this, Vivero Bonadal, the case company, could benefit from this information for their subsequent exports. Understanding the steps to follow to achieve this goal. To have more profits in the future and consolidate them as an exportation company.

Thesis objective: What the author of the thesis will look for is to have all the required information, such as government requirements to export, tariffs of customs brokers, shipping companies, and everything related to customs regulations. With this, the author will do research focused on getting the analysis through interviews with customs brokers or exporting companies to have the most accurate information possible. General information about costs, customers, and the most demanding season for exportation to export Mexican berries.

With this research, the author will mainly try to help businesses like Vivero Bonadal and other farmers of Mexican berries. So they can know the best procedure to export their product to the United States without the help of a third party. In the conclusion of the thesis, the research on exportation requirements will be seen with Vivero Bonadal in their exportation to the United States to mainly create a mission that can help other Mexican berries farmers. With this, they can rely on this research for their future or first exportations to the United States, allowing them more income profits.

1.2 Research question

The main objective of the thesis is to find an export plan for new companies in this agricultural business. Which they have not yet developed this supply chain plan for their Mexican berries, this thesis seeks to provide all the steps to follow. With all the requirements with which this project will help these companies to consolidate as exporters.

Research question (RQ): What are the imperative requirements for Mexican Berries producers and Small and Medium Enterprises (SMEs) to reach the optimal initial exportation process for the United States?

Defining the research question, it is important to be based it on some questions which help to answer the main issues to be addressed in the thesis, which help to a more planned methodology, with this the thesis will be based on 4 investigative questions.

IQ 1: What is the current situation of Mexican berries exportation?

IQ 2: What are the requirements for berries exportation into the United States?

IQ3: How the SME can consolidate as an exporter?

IQ4: What are the main aspects to consider to have proper logistics to export berries from Michoacan, Mexico to the United States?

1.3 Demarcation

The thesis will include essential exportation topics, definitions, and area requirements. What are the expected benefits for the stakeholders, and what would they want to gain from this thesis research. Ultimately, they will mention if they get the desired results from this investigation. Mentioning GDP growth and the importance of exportation, and most importantly, the exportation topics for this, only to the United States. The author will not mention the exportation to other countries and continents. Also, the different issues that the author won't mention being things are marketing research that the farmers do. The expected result for the author is that local farmers from Zitacuaro could see from the beginning that exportation could generate profits and how they could get some knowledge for the requirements into the USA.

Table 1. Overlay Matrix (Author 2022).

Investigative Questions (IQs)	Theoretical Framework ¹	Methods	Interview/Survey Questions	Results
IQ 1: What is the current situation of Mexican berries exportation?	-Exportation logistics What are the current export data for this commodity, what percentage data, and the importance of this data?	Quantitative and qualitative re- search -Survey questions	Survey for farmers: (1,2,3,6) Survey for Mexican berries experts: (1,2,5,8)	Chapter 4.1 Chapter 4.3
IQ 2: What are the requirements exportation into the United States	-Customs compliance (The necessary procedures that a company needs to have a fast customs clearance	Qualitative re- search -Survey Questions	Farmers survey: (4,5) Custom brokers survey: (5,6) Mexican berries experts survey: (6)	Chapter 4.2 Chapter4.3

	and to avoid customs problems.)			
IQ3: How the SME can consolidate as an exporter?	-Legal framework (The important points that a company can acquire to consolidate as exporters, from the point of aspects like requirements in the Mexican berries treaty to look for options like consolidated transportation to take the merchandise to the United States.)	Qualitative research -Survey questions	Farmers survey: (4,5,6) Custom brokers survey: (5,6,7,8) Mexican berries experts survey: (1,3,4,5,6,7,10)	Chapter 4.2 Chapter 4.3
IQ4: Which are the main aspects to consider to have proper logistics to export berries from Michoacan, Mexico to the United States?	Legal framework (The importance of knowing about material care to meet the requirements of a good transportation method and quality method)	Qualitative research -Survey questions	Mexican berries experts survey: (1,4,7,8,9,10)	Chapter 4.3

1.4 International aspect

As an international aspect required for a supply chain management thesis, the author will include perspectives from 2 different countries customs. Talking about exportation, there will be comprehensive research with all the requirements for a successive supply chain between two countries, mentioning international treaties to all the laws to be followed. Including important terms from international perspectives as the customs agents and customs authorities.

1.5 Benefits

The organizations in the case could benefit from this information for their following export productions. If they want to rely on themselves, they can know step by step how to achieve this goal, consequently, have more profits in the future. The author could gain essential knowledge for his field in supply chain management and have this insight for future projects in other companies. Haaga Helia can benefit from this thesis in terms of having a more expanded vision of what agriculture is in Mexico and what are the important steps about exporting to the United States, and seeing how the treaties between both countries benefit each other.

1.6 Risk analysis

Table 2. Risk analysis (Author 2022).

Issue	Risk	Probability	Consequence	Management method
Risk in the commercial relationship between third parties Vivero Bonadal	-Third parties and Vivero Bonadal could break relations, causing difficulty for the measurement questions -Difficulty to find someone else where we can learn about the cultivation of the berries and how they manage the transportation. -Difficulty in finding new farmers for the sector we want to make the thesis	2	4	Trying to find other companies as a plan b where they do similar activities, and help us contact other berries farmers for the measurement questions
Farmers could reject the proposal for the thesis	Having less complete data -Missing knowledge of other farmers' issues about exporting their berries the purpose of the thesis will be insufficient	2	4	Try to get in contact with the many farmers as we can, in case someone rejects us
Custom brokers survey	Custom brokers could not answer the survey as they are very occupied people who sometimes don't have the time for surveys	4	4	Asking people who work with custom brokers, so they can answer the survey in a way they can respond to the questions for the brokers
People can answer wrongly the surveys	The author could fail in his research for the exportation of berries because the answers were not correct, and he can confuse data.	3	3	Reviewing the surveys and comparing them with the other

				respondents so the author could get a better idea of what is the correct answer to support his document.
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1.7 Key concepts

The following concepts used in this chapter can give a better understanding of the main concepts in the thesis. Briefly explaining the essential points in which the author was dedicated to the realization of this research, especially in chapter 2. The definitions of each concept are short but precise so that the reader can understand the following concepts.

International logistics: International logistics can be defined as a process that involves the transportation of finished goods for a supply chain. When the initial objective is to efficiently have a business plan for delivering goods in international distribution. These terms especially need to include handling goods, mode of transportation, transportation process, and customs compliance (Lopienzky 2021).

Customs compliance: Customs compliance is the adherence to the trade regulations of the countries from which we export and to which we import. Customs compliance refers to the standards and best practices that are adopted in import and export activities to ensure and comply with international regulations, laws, and ethical standards (Emma Systems 2023).

In customs compliance there are several points to deal with but above all there are very important points in customs that must be avoided to work in a successful way. For example, to avoid points such as Under declaring the value of the goods, sending counterfeit and pirated goods, Mis declaring the real names of the sender or consignee, Incomplete description of the goods (DHL 2021).

Legal framework: A legal and regulatory framework can be considered as a set of constitutional, legislative, regulatory, jurisprudential, and managerial rules. Together establish the voting rights that citizens use to elect their representatives. Beyond the selection of public officials, citizens often use elections to accept or reject bills, government decisions, and resolutions (ACE 2022).

Supply chain management: According to Robert Handfield from NC STATE University "Supply chain management is the active management of supply chain activities to maximize customer value and achieve a sustainable competitive advantage. Where it represents a conscious effort by supply chain firms to develop supply chains in the most effective way possible". To mention that it covers

areas from product development such as production and logistics. Explaining that every product that reaches an end user represents the cumulative effort of multiple organizations (Handfield 2021).

2 Mexican berries industry

The theoretical framework, as explained above, will be directed based on several concepts that can be used in this thesis. In this way, the author will land his ideas to start working on his research on exports and the product to be treated. In this chapter, we will discuss all the essential theories of the thesis, which will have the export theory and its concepts. Discussing the theory of the requirements to export the product to the United States and ending with the theory of logistics and infrastructure needed. Exportation is defined as the sale of products produced in one country to residents of another. Exportation helps a country's GDP by increasing it, or in case it is negative by having a deficit. Exportation has generated one of the most important industries in the world (Duana 2022).

2.1 Exportations

Exportation is defined as legal operations when a company sells a product to another country. With this transaction, the company must look forward to how they will ship the goods to the other country and, most importantly, what legal requirements they will need so a product can successfully pass through customs. When someone is making an export, they will have to look at a list of all the requirements and logistics (Montes 2020).

There are two types of exportation; the first one is called definitive exportation, when the company exports the goods to another country definitively without a return. But when a company is exporting a product to another country and sends it back, it's called temporal exportation because the product can stay in the importation country for a limited period.

2.1.1 Exportations in Mexico

In 2021 Mexico's exports grew by 14.46% compared to 2020, which represents 38.11% of its GDP, so Mexico is in 53rd place of 191 exporting countries (Expansion 2021), in which the country of Mexico's industries with more exports are manufacturing, oil and agriculture according to the website of the Mexican government. Mexico currently has 12 international treaties with 46 different countries around the world. Where these treaties are the most important for Mexico as it is the one that creates the best economy and more jobs per year since it is the most exported is the United States, Canada, and Mexico agreement, formerly known as the T-mec or USMCA (Mexican government 2022).

Of those exportations that Mexico makes, its largest trading partner is the United States, since 76.4% of Mexican exports go to the United States where, according to DRIP/C, total exports to the United

States in 2020 were 326 billion dollars, where exports of automobiles, computers, auto parts, and agricultural products stand out (DRIP/C 2022).

As for Mexican exports in the agricultural sector, in the first four months of 2022, agricultural exports amounted to 17,163 million dollars, which generated a surplus of 3,727 million dollars. These exports in the agricultural sector experienced a growth of 14.12%. Thanks to this, according to the government of Mexico, Mexico is known as the leading exporter of beer, tomatoes, chili peppers, peppers, red fruits, avocados, and tequila, among others, to the United States (Mexican government 2022).

According to the Mexican government the total exportations from the state of Michoacan, Mexico, 84% are exported to the United States annually. Where according to the safe link web page, the third place of agricultural exports is occupied by Mexican berries, generating 2 thousand 300 million dollars, with an average of 900 thousand tons exported per year. Even during the pandemic, the export of this product grew by 10%. The export of Mexican berries generates a great impact on the Mexican economy since it generates 500 thousand jobs and an annual export growth percentage of 39%, making Mexico the second country that exports more berries after China (SafeLink 2022).

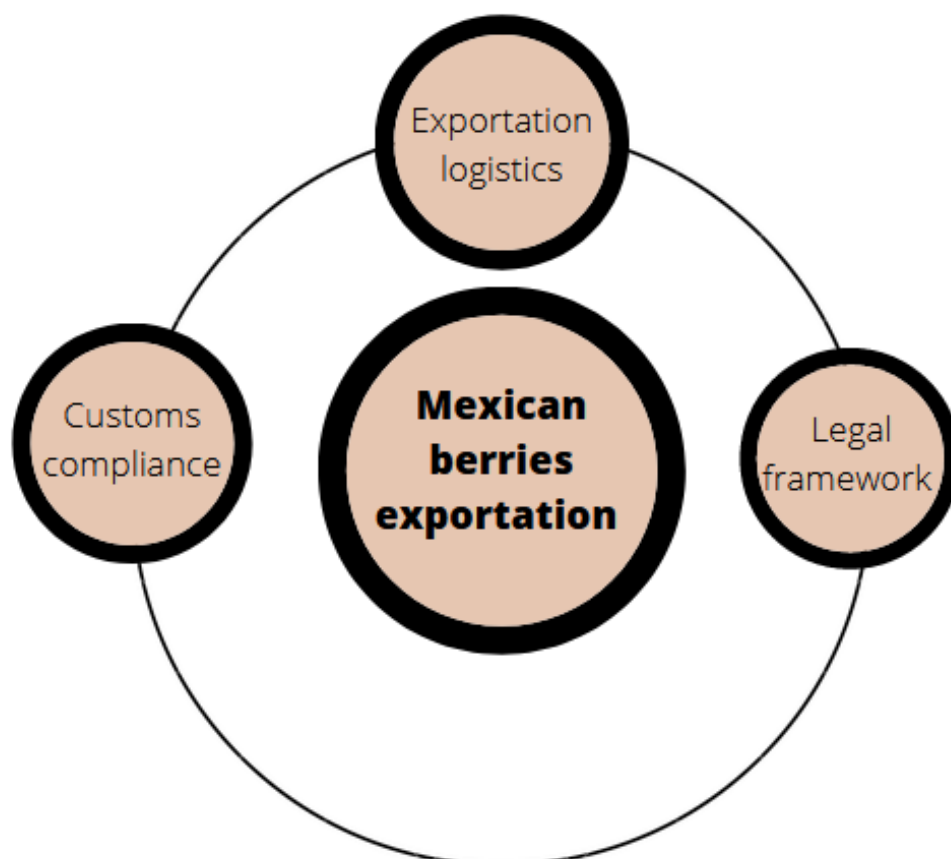


Figure 1. Theoretical framework structure (Author 2022).

2.1.2 Formal and informal entry

Formal entry: Formal entry is when the merchandise is in the destination customs, and its commercial value is over 2500 USD. Therefore, the authority will make a customs inspection on the merchandise first to see that the product is what is mentioned in the commercial invoice since the product may have another component that has not been declared when making the necessary documentation. Then once the customs inspection is done, the authority will ask for the entry summary CBP form 7501, which will be a social security number, IRS number, or Tax ID for the formal entry to be done successfully. As a result, in formal entries, customs will charge a Merchandise Processing Fee, whereas, for formal entries, the amount won't exceed \$538.40 USD and will be higher than \$27.75 USD (The Daily Journal of the United States Government 2023).

Informal entry: An informal entry is when the merchandise that is in the destination customs has a commercial value of less than \$2500 USD. As a result, the entry summary CBP form 7501 is unnecessary, so it will have a faster customs processing time than the formal entry. For informal entries, customs have a merchandise processing fee that ranges from \$2.22 USD up to a maximum fee of \$9.99 USD per shipment (The Daily Journal of the United States Government 2023).

2.1.3 Incoterms

The incoterms were created by the international chamber of Commerce. These are the terms and requirements for an international purchase and sale operation. These terms are defined between the buyer and the seller, where they define the transfer of risks and the obligation in terms of costs (Transeop, 2020). The objectives that the Incoterms look forward to are:

- The agreed price of the goods and their scope
- The Place where the merchandise will be delivered.
- The side who will oversee paying for the transportation.
- Establish the transfer of risks on the goods from the seller to the buyer.
- The documents are processed by each party and their cost.
- The person in charge of paying the insurance.

Currently, there are 11 incoterms which are EXW, FCA, FAS, FOB, CFR, CIF, CPT, CIP, DPU, DAP, and DDP. Which some are when the goods will be transported by sea as the FOB or CFR and others can be used by land, air, or maritime way (Transeop 2020). Explain it more clearly with examples, when a seller has a sale abroad between both parties will define which incoterms to use. For example, the buyer says that he has his transport then he wants to use the incoterm Ex-

works so the buyer must go to the seller's warehouse and pick up the product, there the buyer once the product is collected, he no longer has insurance responsibility in case it arrives damaged, and mention that the same will not have to take care of the taxes in customs. In case it is a DDP the seller will take care of the entire shipment until it arrives at the customer's warehouse.

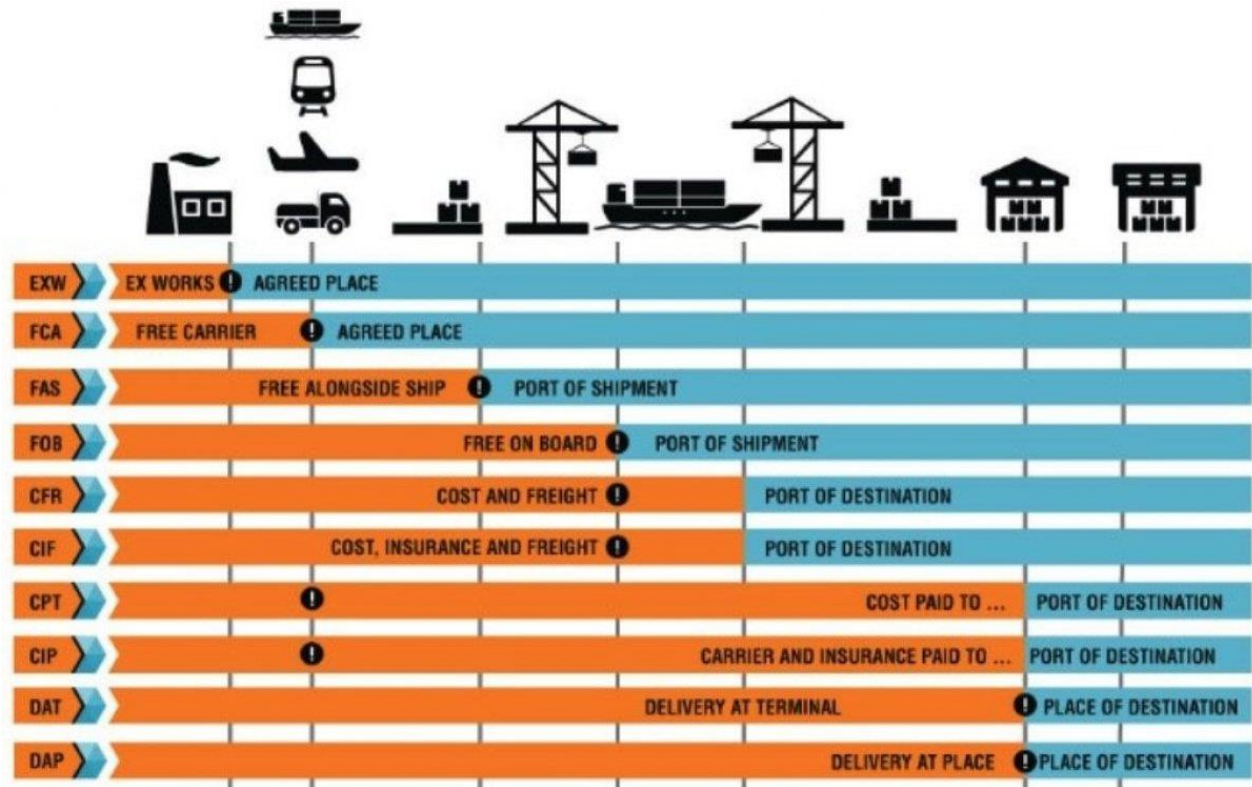


Figure 2. Incoterms 2020 (World Ocean Cargo Iberica 2022).

The Mexican berries are a product whose most viable way for transporting to the United States is to be moved by land. The maritime incoterms that are FAS, FOB, CFR, and CIF are not viable to apply for exports to the United States, so the author will explain the recommended incoterms to move Mexican berries to the United States.

Ex-works: This incoterm is used when the seller delivers the merchandise in his installations, and his responsibility is to use the proper packaging so the product can arrive in good condition. He has the responsibility of making the commercial invoice for the product. While the buyer has more responsibilities as he will be in charge of managing the type of transportation, paying duty customs, and importation taxes, taking risks that the merchandise could have, and managing the insurance policy (ICONTAINERS 2013).

DDP (Deliver duty paid): This incoterm is the opposite thing of the EX-WORKS because the seller will oversee managing the transportation, including the management when the product is at customs,

paying the duties customs and importation taxes, and insurance. The seller will be in management of the product until the customer receives the merchandise. This more viable for the customer as he doesn't have to manage anything in the shipment. It is recommended that the seller have a TAX ID or social security number because when the product is at customs, the authorities will ask for this, and it is important so the seller can pay the importation taxes.

FCA (Free Carrier): In this incoterm, the seller must deliver the merchandise in a place convenient for the customer. When the product arrives at that point, the customer oversees hiring another transportation company or with his transport to take the product to his warehouse. The buyer has the responsibility to do the packaging of the product, manage the transportation to the requested point of delivery, notify the customer when the product arrives at that warehouse or logistic company, and make the load of the product to the customer transport. On the other side, the customer has the responsibility, once the product is in transport, to take care of the operations and logistics until it arrives at its destination.

2.2 Exportation logistics.

Exportation logistics refers to all the components of supply chain management. This is vital so a company can have effective exportation and logistics for a company. Exportation logistics have fundamental topics such as storage, packaging, and inventory management. Proper planning has great importance and is required so a company can make the product on time, improve internal issues in production, select the best transportation option, among others, and mention the importance of cost reduction. Ensuring rapid economic growth, strategic infrastructure for global integration between others (Drip/C 2022).

A proper exportation logistics plan starts when the company makes the inspection and quality checks of goods. Continuing with appropriate packaging where depends on the product that is being exported for packaging. In the case of Mexican berries, the recommended packaging is plastic boxes, and it is required that all the boxes contain a bar code because if there is a problem with a fruit scanning the barcode, they will know who the supplier is. After all the packaging, the next thing for the exportation logistics is to transport the goods, completing the exportation process with the legal requirements needed.



Figure 3. Export logistics transportation process (Ghangurde 2022).

When transporting the fruits, the persons or companies must consider that the product need to have proper care, because if that's not the case the Mexican berries may develop fungus or bacteria that can be prejudicated in a person's health. This is essential when exporting Mexican berries to be in a refrigerated truck with a temperature of 3 degrees Celsius (Ballesca 2022).

2.3 Information and Requirements for Customs

When a person is going to be frequently sending merchandise abroad, he must know the process that has to be in his shipment, mainly to understand that the product will pass through customs. According to Antonio Ceballos, "Customs are territorial circumscriptions that normally are inside a port or an airport or enclosure of transit where the customs is the authority in charge of controlling the merchandise that enters and leaves a country". Each country has different restrictions on taxes, duty customs costs, and products that are prohibited from entering that country. In other words, they are responsible for making the procedure of entry and exit of goods in a country and reviewing the product documentation to determine whether the goods enter or do not enter. There are four types of customs which are divided into maritime, land, area, and inland (Ceballos 2022).

2.3.1 Mexico customs

Mexico currently has 49 customs which are divided into 11 inland customs, 17 maritime customs, 19 customs on the northern border, and 2 customs on the southern border. As we can analyze the largest number of customs offices are in the north near the United States. According to the website

Mundi, this number of customs in the north of Mexico is because approximately 80% of Mexican foreign trade is with the United States of America. With this the people can visualize the importance of having commercial relations with the USA. According to the information below, the author is going to focus on explaining and making research on the customs from the north as the product is going to the United States and the easiest way to export Mexican berries are by land transportation (Mundi 2022).



Figure 4. Customs from Mexico (Reino aduanero 2020).

Inside Mexican customs, according to the customs law of Mexico, there are two types where the merchandise that can enter which is divided in a free trade zone and a custom zone. The custom zone is a federal zone of the government, while on another hand, the free trade zone in areas where the federal government allows private customs companies to operate warehouses and other services. One example of a company that can be in work in the free trade zone is DHL. Below this paragraph, the author mentions two examples for the recommended customs to pass through as they have a border with Texas helping to have a better logistic route for exporting their Mexican berries.

Nuevo Laredo custom is one of the most important customs in Mexico as it covers 20% of the commercial operations with the United States. Nuevo Laredo is divided into two interior customs, which are Tampico and Altamira, and according to an article from INVEST Tamaulipas, this custom since 2018 has grown 9.8% their operations. This custom has an average where more than 12,000 trucks and more than 2,000 railroad cars cross daily in both directions. In the picture below, there is a table analysis made by the government sector SAT(Sistema de administración tributaria), which is an administrative body of the Ministry of Finance and public credit, and it's the highest tax authority responsible for tax collection in Mexico where it contains the distribution of Nuevo Laredo custom from January to June of 2021. (Quantity of imports and exportations from 2021) (Mundi 2021).

Table 3. Distribution of crossings per hour (Mexican government 2021).

**DISTRIBUCIÓN DE CRUCES
POR HORA (enero-junio)**



No se consideran importaciones o exportaciones en horarios extraordinarios, días festivos ni fines de semana

Hora	Importación	Exportación
08	6,284	54,453
09	17,107	67,281
10	31,413	74,183
11	38,523	76,742
12	50,245	73,814
13	54,854	72,955
14	56,898	63,600
15	55,023	47,577
16	55,698	50,607
17	55,924	48,542
18	55,855	46,104
19	56,051	40,680
20	50,293	33,780
21	45,006	26,882
22	34,739	14,419
23	19,707	1,034

Custom of Ciudad Juarez, Chihuahua. With a percentage of 9.61% of commercial operations, the custom of Ciudad Juarez has been one of the most important customs in the country since 1994 when NAFTA was created. Helping this custom having thousands of daily operations in the United States, this custom is mainly focused on the exportation and importation of the manufacturing industry. In the picture below, we will see a table made by the secretary of finance in Mexico, which is an analysis of distribution by hour on a percentage from January to June 2021 (Mundi 2021).

Table 4. Distribution of crossings per hour (Mexican government 2021).

**DISTRIBUCIÓN DE CRUCES
POR HORA (enero-junio)**

"No se consideran importaciones o exportaciones en horarios
extraordinarios, días festivos ni fines de semana"



Hora	Importación	Exportación
00	512	82
01	544	107
02	1,218	104
03	849	102
04	787	43
05	1,087	97
06	2,578	11,204
07	2,394	12,027
08	9,229	20,373
09	14,279	25,633
10	20,044	26,930
11	23,854	26,333
12	25,631	26,384
13	23,001	25,461
14	23,456	21,708
15	24,294	19,405
16	26,657	17,371
17	27,050	18,660
18	24,887	15,816
19	22,366	11,006
20	19,676	7,241
21	17,567	5,716
22	10,408	2,614
23	1,224	132

2.3.2 USA Customs

El Paso Customs: El Paso Customs is one of the 11 customs offices in the state of Texas in which one of the most common entries is the entry of commercial trucks which transport multiple different products. The customs are so important for their connection with the customs of Ciudad Juarez in Mexico. In 2015 of the amounts that Texas generated 650 billion, the customs of El Paso, Texas reflected 20.3 percent of its entries by the border, generating 128,500 jobs in the state of Texas and growth of its GDP of 18.4 billion. Below the text, we can find a table which shows the importance of what El Paso customs generates with its foreign trade with Mexico, this being a highly recommended customs to make the export of Mexican berries (COMPROLLER.TEXAS.GOV 2016).

Table 5. Port of entry: El Paso (COMPROLLER.TEXAS.GOV 2016).

El Paso Border Crossings: Trade Value, 2013-2015							
Overall Trade (\$ billions)				Trade with Mexico (\$ billions)			
Total Trade		Exports (only)	Imports (only)	Total Trade	Total Trade %	Exports (only)	Imports (only)
2015	\$72.41	\$30.66	\$41.75	\$69.44	95.90%	\$30.61	\$38.84
2014	\$68.34	\$31.05	\$37.28	\$66.89	97.89%	\$31.03	\$35.87
2013	\$68.14	\$30.46	\$37.67	\$66.49	97.59%	\$30.41	\$36.08

2.3.3 Harmonized system code (HS code)

When exporting, the product must count with an HS code, according to the international trade administration. The harmonized system code is a standardized numerical method of classifying traded products. This code is important because it is used by customs authorities to identify a product for duties and taxes purposes (International trade administration 2022).

Likewise, the HS code is important for the customs authority to see which is the predetermined component of the product. With that, the customs authority can more quickly and effectively know if the product has the necessary conditions to enter the country or if it is a prohibited product. For example, certain plants are forbidden to enter because they could generate a pest in that country, damaging its ecosystem.

In most cases, who determines the HS code is your customs broker, who reviews it with the product data sheet and an image. But as this is an investigation for new farmers who do not have a customs broker is important that they have their HS code before having their customs broker. This will reduce time instead of the customs broker taking some weeks to review the HS code.

The HS Code for Mexican berries would be a code for the entire catalog of Mexican berries. This is a great help because when making commercial invoices, certificates of origin and corresponding customs applications will only have a tariff fraction so it will be easier for both the farmer, customs broker, and customs authority to issue their papers easier, so mentioning that the HS code of the Mexican berries is 08102001 (SIICEX-CAAAREM 2021).

Table 6. General import and export tax law tariffs (SIICEX-CAAAREM 2021).

Section	II	Products from the vegetable kingdom
Chapter	08	edible fruits and nuts, peel of citrus fruits, melons, or water-melons
Heading	0810	other fresh fruits and nuts
Subheading	081020	raspberries, blackberries, blackberries, and raspberry-blackberries.
Fraction	08102001	raspberries, blackberries, blackberries, and raspberry-blackberries.

2.3.4 Custom broker

A customs broker is a person who has a patent from the Ministry of Finance and Public Credit and can clear goods on their own. The customs broker's main functions are to perform the total or partial discharge of the goods and verify importation permits and certificates of origin (Mexican government 2023). It is important to have a customs broker when exporting because when exporting goods with formal entry with a customs broker, the release process is faster and more efficient. In case you do not have a customs broker, it is recommended to look at the official website of CAAAREM, which has the contacts of all licensed customs brokers in Mexico. To register your customs patent, you need the following fields:

- Legal identification
- Be registered as the secretary of finance:
- Proof of TAX Status: The proof of tax status is a document that contains identity, fiscal address, and the fiscal regime which is generated by the Mexican government, which contains the status of persons to see their current financial situation, their economic activity, serve as an identity to government authorities, and a very important point that shows us if the individual is in good standing with their tax obligations (Facturama blogs by Freshbooks 2023).
- Act of incorporation: The act of incorporation is a contract or document that is obligatory to give constancy and legality to the constitution of a society when creating a company in which the document will include data on the interests of the society, which will be the contribution of its members, its social reason and duration, and an important point that is that it will

indicate what each partner will contribute in money and indicating the percentage of the company of each one.

- Proof of legal address and social security number or tax id
- Letter of commitment: The letter of entrustment is similar to the entrustment, but in this case, this letter is requested by the customs broker to the client to proceed with the release of goods. Either in an export or import so that it can make the corresponding procedures for customs clearance. The letter of entrustment most of the time the customs broker sends it to the client, with your data as name and patent number. Filling this letter consists of writing information such as a fiscal address, street neighborhood, company name and the name of the legal representative along with his signature.
- Packing List: The packing list is a document which is made by the producer, which is important for the customs authority to easily review what is being exported. Along with the number of boxes being shipped, external dimensions of the package with weight, and packaging. To use a packing list template in case you do not have one, it is very easy to do it through specialized foreign trade websites or even with your foreign trade advisor.
- Stamped invoice: The stamped invoice is an invoice with the details of the purchase made with a stamp that certifies and gives them validity. These must be made through an authorized certification provider. This invoice is mandatory because without this invoice, the entry summary is generated.

When making the stamped invoice, you must be very careful with the data to put in because if it is not correct when you stamp it and send it to the customs broker, he may return it, and you will have to stamp a new invoice. With this, the essential data to have been first to create the invoice with foreign trade complement to be sure that both the importer and exporter data are correct. Without the TAX id of any of them, the invoice cannot be stamped. When stamping the invoice, it is important to put the correct exchange rate, this refers to the exchange rate from pesos to dollars. Which in this field, the customs broker will have to tell you the current exchange rate to put on the invoice. Third is the Incoterm that will be used, either EX-WORKS, FCA, DAP, or DDP. And last is the correct HS CODE, which is 08102001 for the exported product. When the invoice is stamped, an XML will also be generated, which is necessary for the customs broker to create the corresponding entry summary.

- Power of attorney: in Mexico, the power of attorney is a necessary process that can be either physical or electronic in which it is necessary to give authorization to a customs broker to do operations in customs in your name of the merchandise that is being sent. This is requested for example when you hire a customs broker or even when the customer needs to use incoterm as ex-works or FCA to register it and can make the importer operation.

To be able to do this procedure, it is necessary to be registered with the Secretary of Finance in Mexico (SAT) and have an electronic signature or, if not, with the TAX ID or the social security number. Once with this entering into the page of the secretary of finance (SAT) the person needs to fulfill the data mentioned above and then go to the field of power of attorney, which will ask the person doing the for the patent of the customs broker, which is a series of numbers, and entering this you will automatically have in the system the customs broker information.

The person making this application will observe the breakdown of the data provided above and see a box where it is necessary to confirm, and then it can finalize the process with the electronic signature. After these steps are completed, it is necessary to conclude the process. This will give us a pdf document with a QR code showing that we have registered the customs broker for future exportations.

2.3.5 Commercial invoice

A commercial invoice is a contract and proof of sale where the seller must describe the goods being sold, price, currency, and quantity of goods. This is an important document as it will be required for customs clearance and is used by customs authorities to calculate the amount of taxes to pay so the merchandise can pass through customs.

The aspects that the commercial invoice needs to have are mainly in the data of the seller and buyer, including their TAX ID and both addresses below. It is essential to mark the number of products that will be in the shipment; for this case, in the Mexican berries is necessary to put how many boxes are being sent, with their HS Codes which is 081020, and a description in Spanish and English of the merchandise that is in the shipment, with the total amount paid off the product in US dollars. At the end of a commercial invoice, the company will need to circle the purpose of shipment as there are many options in a commercial invoice for the exportation of this product, the option to circle is sale under definitive exportation. The shipper required an entry summary and finalizing with the signature. Below is an example of a commercial invoice that farmers could take as an example for their future exportations.

have the authority to ask for this document even 7 years later from the exportation date, in case the exporter doesn't have it, the customs authorities will charge the importer custom duties. If the client doesn't want to proportionate the TAX ID or the social security number, it is possible that when the customs authorities review the document and this field is not fulfilled, customs authorities will not make the USCMA valid.

In the figure below there is one example of a USCMA certificate format that farmers can do for their future exportations. The instructions according to a USCMA certificate are very simple. First, at the top of the certificate where is the date the producer needs to write today's date in the box form, and in the box, he must write the same date but from the next year an example: from: (04/05/2022) to (04/05/2023). The column where is data of exporter, producer, and importer needs to fulfill the data of both the producer, the exporter, and the importer, in case the producer and exporter are the same person is to put in the column exporter same as the producer and they have to make sure to write the importer's TAX ID because, without this, customs won't be able to apply the USCMA certificate and custom duties will have to be paid.

Below In cell 5 on the left the producer must write the description of the merchandise with its components, in this case with the berries the suggested description will be Edible fruits and nuts; citrus peel in column 6 the HTS code in this case the fraction at 6 digits 081020. At the right in column 7 there will be 3 options A, B, or C where in this case is a product where all totality is from Mexico the producers will have to select the criteria C. If the product was having a component somewhere outside Mexico, the producer needs to select the criteria B. In column 8 as the certifier is the producer it will be criteria D. In column 9 that is the method of qualification recommended by the foreign trade assessors to put NO. Lastly in column 10, as the product is from Mexico the producer needs to fulfill with the letters MX. With this at the bottom, the producer just must fulfill his description as mail, number, company, and title. Below this text, we can find an example of a USCMA certificate which to make it easier for people who are new to this can see how the fields have been filled in with the example of Vivero Bonadal for future exports when exporting Mexican berries to the United States.

**UNITED STATES MEXICO CANADA AGREEMENT (USMCA)
CERTIFICATION OF ORIGIN**

BLANKET PERIOD (mm/dd/yyyy) FROM: 02/08/2023 TO: 02/07/2024					
<i>Please print or type</i>					
1. CERTIFIER NAME, ADDRESS, PHONE, AND EMAIL Enrique Garcia Zerecero / Vivero Bonadal Zitacuaro Michoacan, Mexico 442103 9206 fernandeo99@gmail.com TAX IDENTIFICATION NUMBER:			2. EXPORTER NAME, ADDRESS, PHONE, AND EMAIL Same as certifier TAX IDENTIFICATION NUMBER:		
3. PRODUCER NAME, ADDRESS, PHONE, AND EMAIL Same as certifier TAX IDENTIFICATION NUMBER:			4. IMPORTER NAME, ADDRESS, PHONE, AND EMAIL name of the person who is receiving the merchandise TAX IDENTIFICATION NUMBER:		
5. DESCRIPTION OF GOOD(S)	6. HTS	7. ORIGIN CRITERION	8. CERTIFICATION INDICATOR	9. METHOD OF QUALIFICATION	10. COUNTRY OF ORIGIN
Edible fruits and nuts; citrus peel	081020	C	D	NO	MX

Through completion of the Certification Indicator (Field 8), Certifier is declaring, in accordance with Article 5.2 (Claims for Preferential Tariff Treatment):
 "A" Certifier has USMCA Certificate/Statement from Producer | "B" Certifier is Importer | "C" Certifier is Exporter | "D" Certifier is Producer

I CERTIFY THAT THE GOODS DESCRIBED IN THIS DOCUMENT QUALIFY AS ORIGINATING AND THE INFORMATION CONTAINED IN THIS DOCUMENT IS TRUE AND ACCURATE. I ASSUME RESPONSIBILITY FOR PROVING SUCH REPRESENTATIONS AND AGREE TO MAINTAIN AND PRESENT UPON REQUEST OR TO MAKE AVAILABLE DURING A VERIFICATION VISIT, DOCUMENTATION NECESSARY TO SUPPORT THIS CERTIFICATION

THIS CERTIFICATE CONSISTS OF PAGES, INCLUDING ALL ATTACHMENTS.

	11a. AUTHORIZED SIGNATURE	11b. COMPANY Vivero Bonadas
11.	11c. NAME Enrique Garcia Zerecero	11d. TITLE logistics
	11e. DATE (mm/dd/yyyy) 02/08/2022	11f. TELEPHONE NUMBER 442 103 9206
	11g. EMAIL fernandeo99@gmail.com	

USMCA CERTIFICATE 1

Figure 6. USCMA certificate draft for Vivero Bonadal (Author 2023).

2.3.7 Entry summary

The entry summary is one of the most important documents when a company is doing an exportation because without an entry summary, a person can't prove to the government that the exportation has already been done. This can be an issue if there is an audit from the government to the company, as a result, the government will fine the company for every entry summary missing, making this the company will have to pay a considerable amount of fines.

As mentioned before the entry summary is a document that certifies the activity of a company in their exportations that they made and verifies the transparency of a company when they do their

exportation. There are four types of entry summary, and from those there is one important type for the exportation of Mexican berries, which is the entry summary of exportation/importation. Which is an entry summary to specify details of the exporter and importer for merchandise that is going out from Mexico (Pustilnick 2021).

On the web page of the Mexican Tax Administration Service (Servicio de Administracion Tributaria, SAT), you can find Annex 22 of the General Rules of Foreign Trade. This Annex contains instructions for filling out the entry summary. Although most of the time, the entry summary is created by the customs broker, the customs broker sends a draft of the entry summary in which the exporter must approve the data entered, and with this approval, the entry summary can be created. With this information at the beginning, it's important that the document must have the next points.

- At the beginning, the document must have the entry summary number, in which the first two numbers are the year of validation, followed by two numbers from the customs office clearance, as example, if the merchandise is passing by Ciudad Juarez customs the number to follow is 07. The next four numbers are for the customs agent patent. After the custom agent number, it comes with one number with the last digit of the year in course, ending with 6 numbers referring the customs where is the customs clearance, the importer, exporter, and others (Mexican government 2022).
- The type of operation is important to mention in the entry summary which three types are importation, exportation, or transits. In the case of the research of the thesis, the entry summary will have to be exportation type which in the document will have to be mentioned with the abbreviation EXP (exportation) (Mexican government2022).
- Destination/Origin
- Exchange rate: In this field is important to check that the exchange rate is correct from Mexican pesos to USD dollars from that day. If is an exchange rate from another day the entry summary is incorrect and the person doing it will have to write a new one with the correct date from that day.
- Gross weight (Quantity in Kilograms of the total merchandise)
- Custom where the merchandise is passing through.
- Transportation mode: In this field is important to review the transportation mode for entry and exit of the merchandise, to have a better understanding the transportation modes are

explained by codes where for sea transportation is 1, air transportation is 4, and one that is important for the exportation of Mexican berries that is the land transportation is 3 (BADO.MX 2019).

- Value of the merchandise in US Dollars
- Commercial value in US Dollars
- Legal information from the importer and exporter including TAX ID, legal address, and legal name of the company.
- Value of insurance from the total value of the merchandise.
- Cost of transportation.
- Packaging.

The part of the entry summary, as explained before, is an important document where there can be cases when the Mexican authority makes an audit of the company; the first thing they will ask about the international trade of the company is their entry summaries. The author, from his working experience, recommends a company to make a joint portfolio from their entry summaries, for example, a dropbox portfolio where every entry summary is downloaded and saved in this dropbox. Every time a team member uploads an entry summary to the dropbox the carpet must be named after the numbers of the entry summary, explained before, with these the Mexican authority can identify in a better way the company exportation documents, and get everything in order, to continue effective exportation.

3 Research methods

This thesis will have both types of research, qualitative and quantitative, for the relevant information to be included in the thesis it is necessary mainly qualitative research to find the theoretical information needed.

On the other hand, the author must get information from general quantities or many respondents, doing quantitative research. That depends on the surveys done by the author for making a conclusion and complex analysis about the various points of view of each survey area and with that get a better thought about the topic to help the author answer his investigative questions. In conclusion, the thesis will be Mixed Method research.

Information will be needed for the survey to have the most accurate information possible. The author wants to survey those who have more knowledge of the topic, which gives the security of having quality information to be obtained, as they are people with many years of experience in the market. To have many opinions and a better perception, the author is scheduled to do three surveys for each group, in which at least five respondents will be needed for the surveys from the customs agents and the Mexican berries exportation experts as these areas every answer will be concrete and complex for the author. These persons have been working for years in this market, so they precisely know the specific answers to each question giving the author the complete information he needs. In the other side, the author will try to interview more than 10 Mexican berries farmers because with the more answers he gets, the more he can support his information about the Thesis objective and see every farmer point of view with a more widely information.

In the picture below, we can see the author's research methods, explaining that the four investigative questions made in the thesis will have the backup created in three surveys for 3 different sectors. Making it easier and more varied the information that the author is looking for. In the first survey, the author will survey farmers of Mexican berries like Vivero Bonadal, which is the case company. This survey will support IQ 1, IQ3, AND IQ 4. The second survey is conducted for the supply chain experts in this field. The author will look forward to survey companies that act as third parties in the exportation for new Mexican berries farmers as they are companies that have years in the exportation of Mexican berries to the United States and will be important answers to back up the theoretical framework information and also to help the all the important knowledge for an effective logistic, and will support the IQ1, IQ2, and IQ3. And the last survey is made for the customs brokers as they have years of knowledge of the important requirements in the customs areas and exportation documents and others helping the backup information to answer the IQ 2, IQ 3 and IQ4

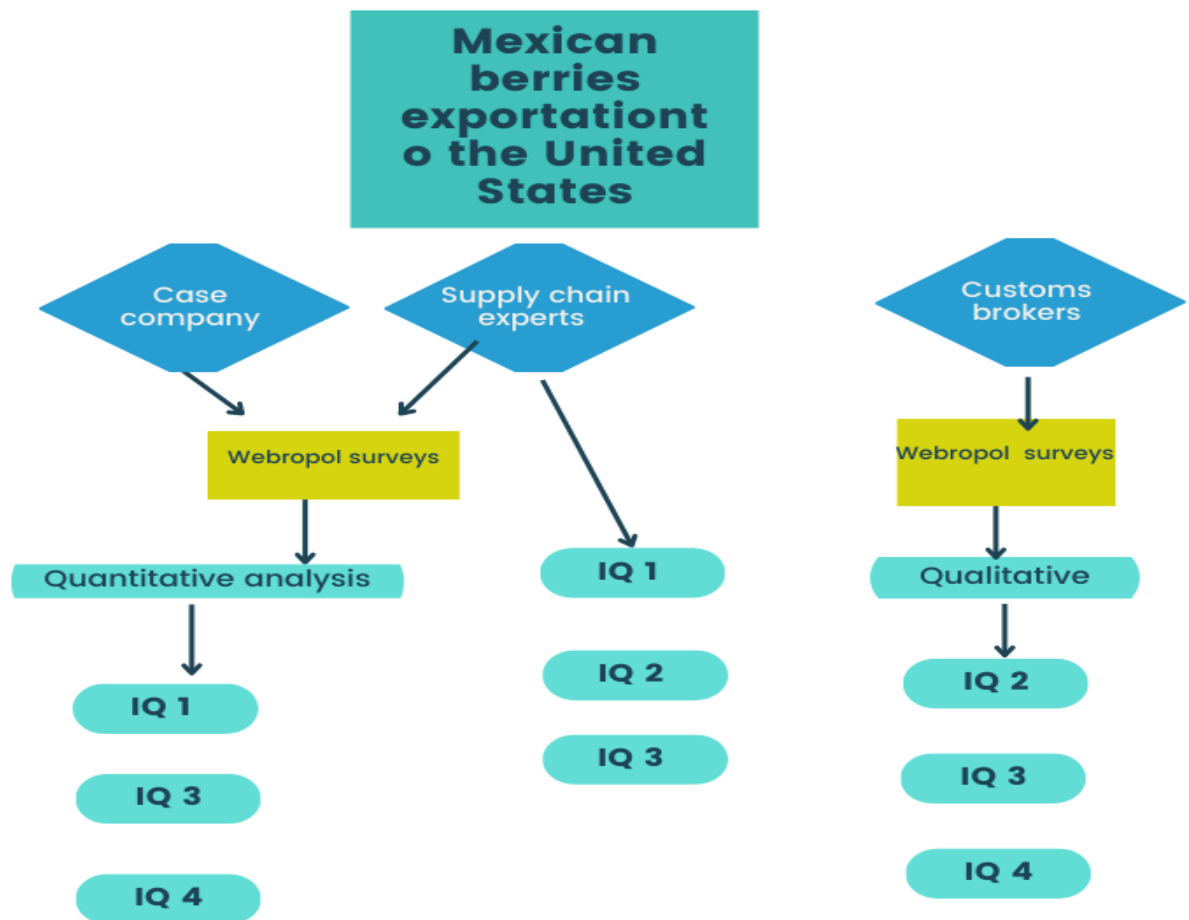


Figure 7. Research methods. (Author 2022)

3.1 Research Methods for farmers survey

The author, as explained above, will focus on 3 sectors for getting the best answer possible for the investigative questions and make a concrete final resolution. The first survey is made for the farmers of Mexican berries, as explained in the first chapters one of the main problems to solve is how new farmers in the Mexican berries industry could start exporting their Mexican berries to the United States. Because of this, the author was more focused on getting the answer from new farmers, for example, Vivero Bonadal instead of big companies so he can have an idea of how much knowledge does this new business have about exportation to the United States and if they were missing

important information to know. This survey is divided into 6 questions and all questions can help the author to know the farmer's information and knowledge of their Mexican berries.

3.2 Research Methods for supply chain experts survey

The second survey is done mainly for companies that act as third parties in the exportation of Mexican berries to the United States. The main idea for this is because these companies have been many years in the exportation business of Mexican berries. They can understand the perfect way of what requirements and logistical operations a company should need to know for making an effective exportation in the future. This survey is the most important one because, with the information made by the supply chain experts, the author could get the most important knowledge for starting the exportation of Mexican berries to the United States knowing if there is any extra information apart from the one that is in the theoretical framework, answering the main problem of the thesis. The author looks mainly for exporting companies of Mexican berries in the state of Michoacan. In a report, he contacted 30 companies from Queretaro, Michoacan, and Jalisco, and from those, five companies agreed to answer the survey. Even though a small number of respondents, the answers given to this survey are high-quality answers that will give the author the backup from his theory and confirm what are the best logistics to export Mexican berries to the United States.

3.3 Research Methods on Custom brokers survey.

The third and last survey will be focused on the customs brokers from Mexico; with the information provided by the customs brokers. The author, apart from supporting his Investigative Questions, can support his information written in Chapter 2 in the Theoretical Framework about important requirements for effective exportation. The author also decides to interview people who have years of working with custom brokers, as they know all the important information and can answer the survey questions. This decision was made after the author saw how complicated it was to get in contact with custom brokers. The author tries to contact 50 customs agencies from the state of Michoacan, Queretaro, Jalisco, and Nuevo Laredo; from those 50 customs agencies, we get responses from 9 customs agencies. The respondents from the customs agencies are important as their answers are very complex and important for backing up the information needed.

4 Results

This chapter will show the results of the surveys made by the author. Each chapter will be explained and analyzed with the information given by the respondents from the 3 surveys by charting and analyzing. The answers made by the respondents are essential for the author so he can make a good analysis in a way that the investigative questions can be solved, and as a result of this, the author will take the important tools from Chapter 4 to lead him to an accurate conclusion of his research question answering the problem-based in the Thesis making a more viable market for new farmers of Mexican berries to export their product to the United States.

4.1 Result of Farmers Survey

After two weeks of getting in touch with Mexican berries producers, mainly Vivero Bonadal, who was the case company that supported us with the information needed, and contacted us with other farmers, mainly in the state of Michoacan. As written before the author's main idea was to get the answers from new business and farmers from Mexican berries so he could know what farmers need to know in the future for their exportation.

In Question one, from the surveys of the farmers, the authors main idea was to confirm that almost every farmer who answered the survey was a farmer who is just starting the business and is harvest a few tons of Mexican berries per year. With the answers collected we can confirm that 55% of these farmers are just starting their business as 55% are producing just 50 tons of Mexican berries.

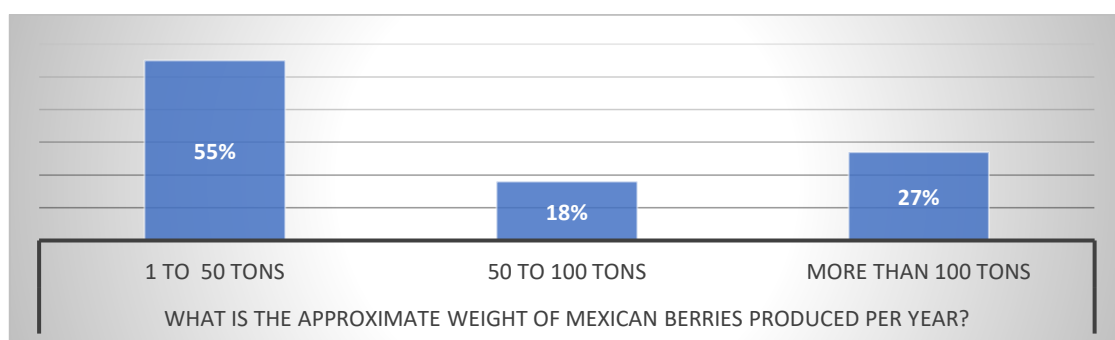


Figure 8. Farmers survey question 1. (Author, 2023)

From question 2 made to the farmers asking them, from his total production, what the average exported to the United States, the author realize in this question the importance of The

United States as a country for shipping Mexican Berries as 64% of the farmers export more than 90% from his total production to the United States.

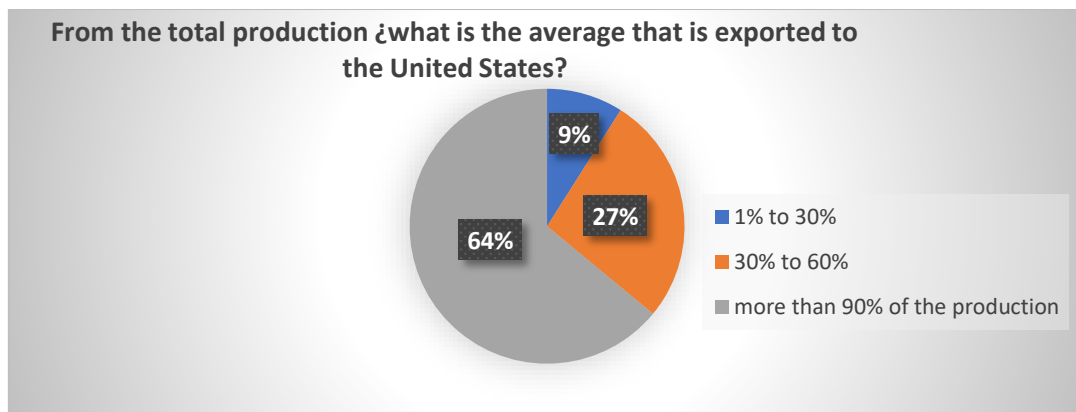


Figure 9. Farmers survey question 2. (Author, 2023).

From the farmers question 3 in which the author asks what is more profitable to sell the Mexican berries in Mexico or ship the Mexican berries to U.S.A, the author looks that 91% of the farmers who answer this question, have more profits on exporting their product to United States.

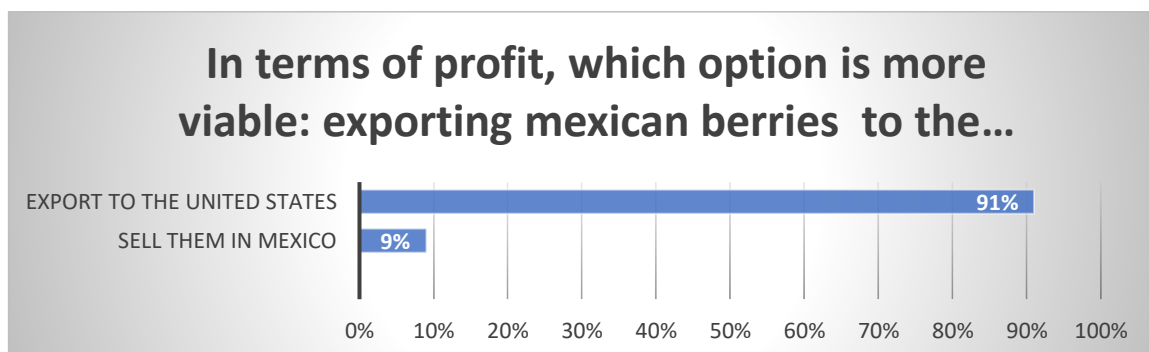


Figure 10. Farmers survey question 3 (Author 2023).

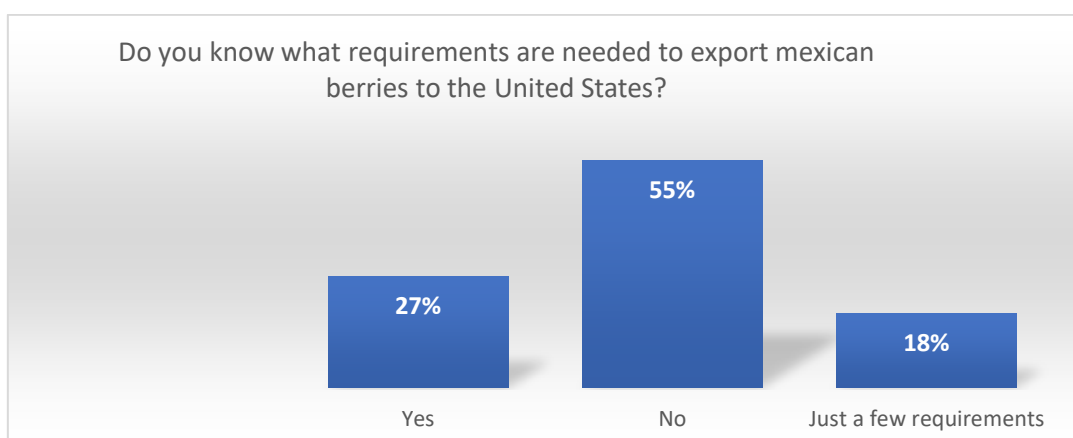


Figure 11. Farmers survey question 4 (Author 2023).

In question 5 of the survey, which asks farmers if they know of any export requirements, only one of the respondents had any idea what documentation was required, 3 farmers answered that they did not know what requirements. Most of the farmers answered what requirements are needed in the logistics part of the exportation of Mexican berries to the United States, which is very important. Briefly what the farmers explained is that they know that an important requirement for exportation of Mexican berries is that they need to comply with health standards which require orchard and packaging certifications. With this certification it is demonstrated to customs authority's that the product does not use unauthorized pesticides, innocuousness in the theft, shows proof that the packaging has the corresponding weight, and the container meets the quality required and that during transport the fruit had a certain temperature so it can arrive in good condition. With the analysis of this question, the author observed that almost every farmer knows the requirements for the logistics operations but just a small number of farmers know what documentation they need for customs compliance, as explained in the theoretical framework, the important paperwork as entry summary, HS Code, and commercial invoice.

In the graphic below from the question 6 the author confirms that almost every farmer of Mexican berries works their exportation with the help of a third party as 91% of the respondents answer this.

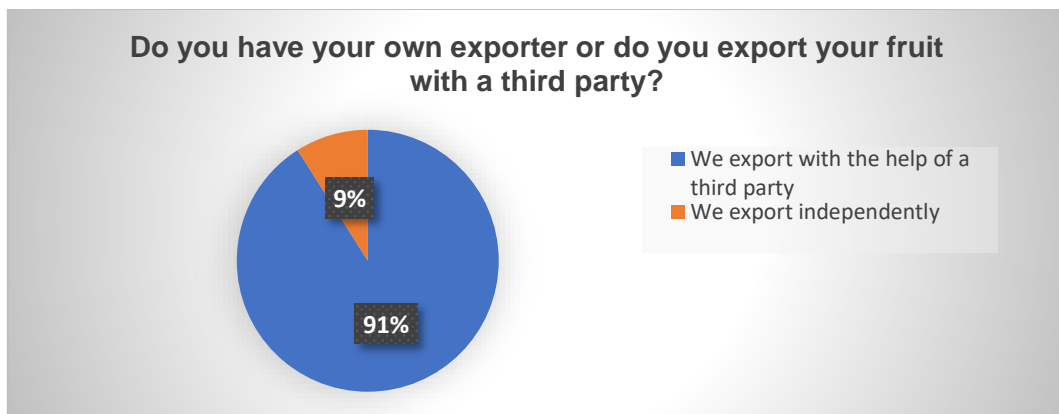


Figure 12, farmers survey question 6 (Author 2023).

As a result of the answers from the farmer's survey, the author could analyze essential things; with the information given to the author, he can confirm that mostly every farmer harvests their berries to export a percentage to the United States. From the respondents we can ensure that shipping the Mexican berries to the United States is more profitable than selling the fruit inside Mexico as 91% of the respondents have more beneficial profits from this, because of this 64% of the farmers who answer the survey export more than 90% of his production to the United States. Confirming the theory in chapter 2 where the author explains that 84% of the Mexican berries' exportation goes to United States.

Another data that the author analyzed was that 91% of the farmers export with the help of a third party like Vivero Bonadal. These farmers just harvest the fruit and be responsible for the packaging, and then they deliver the berries to the export companies where they take it to the United States and sell the fruit in a higher price. With this information the author gets a better understanding of why 55% of the farmers don't know the requirements for the exportation of this fruit to the United States. He realized that the farmers mainly know the requirements for the exportation logistics as explained before about the packing certifications because it's a requirement that the third parties' companies ask the farmers.

4.2 Result from Custom Brokers

While contacting the customs brokers, a customs broker who sees what the topic of the thesis has a few ideas of how the exportation of Mexican berries to the United States could be implemented in a better way. Talking with the author the custom broker says that it would be more efficient if the type of wood pallets where the berries are loaded would be changed, the problem is that the pine wood which is generally used for these pallets have a lot of weight which at the time of transportation cost is more expensive. He proposes to use pallets of paulownia wood, which is lighter and just as resistant, this helping the weight of the load decrease and thus the result that the price of shipping to the United States is cheaper.

Table 7. Custom brokers survey question 1 (Author 2023).

How long have you been a custom broker?	
1 answer	9 years
2 answer	4 years in a custom agency
3 answer	10 years
4 answer	16 Years
5 answer	Not a custom agent
6 answer	3 years
7 answer	10 years of experience in custom agencies
8 answer	24 years
9 answer	work with custom brokers

In question 2 asked Custom Brokers if they have any customer who exports agricultural products, 56% answer yes. Making this survey viably for the next question made to the Custom Brokers as

mostly all of them will have knowledge of the requirements and specific thing for the exportation of Mexican berries.

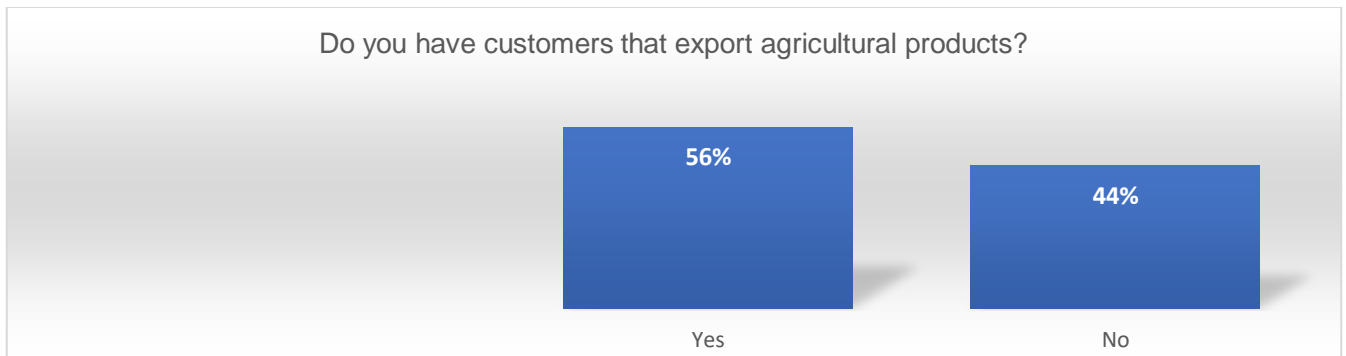


Figure 13. Custom brokers survey question 2 (Author 2023).

In figure 14 on question 3 where the author is looking how long it takes for a product to clear customs, 56% of the custom brokers answer that it depends on the custom and the product. Realizing that when exporting the Mexican berries someone would not know the specific time for estimated time of delivery.

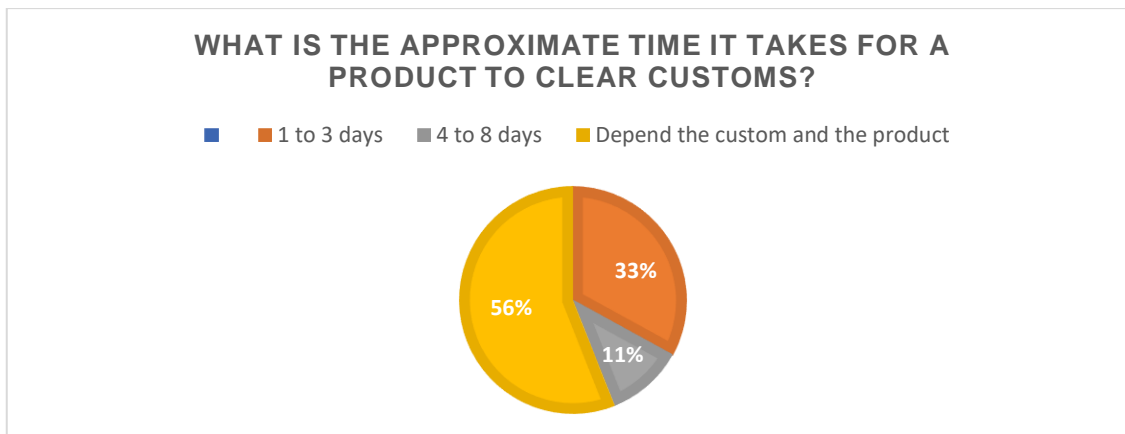


Figure 14. Custom brokers survey question 3 (Author 2023).

In question 4 to customs brokers, which asks customs brokers what the reasons are or what are the risks for the client to be sanctioned by customs authorities, the author received different risk answers. Observing and analyzing, the author realized that one of the main reasons for being sanctioned by the customs authorities is the non-compliance with regulations and non-tariff restrictions, which as explained in chapter 2 this information can be found alongside with the HS code in the official CAAAREM or SIICEX page under the HS CODE explaining which are the non-tariff restrictions. Another reason or motive, as the author had already explained before, is to have incorrect documentation for example, not writing the correct value of the merchandise or the incorrect number of products. These mistakes can cause the customs authority returns the product to the origin, which

is more expensive since it is going to have a delay in the estimated time of delivery with the client, and the cost of the transport would be duplicated since it is necessary to correct the information and to send it again to customs to wait that the customs authority approves it. Inaccurate data in the entry summary as mentioned in chapter 2 above is grounds for a fine by the customs authorities for every missing or incorrect entry summary.

Finally, with the fines that can be created, as mentioned in the analysis of one of the questions of farmers without a certificate that demonstrates certain processes that were applied in the Mexican berries to be exported. Customs authorities can make detention or even remove the product for non-compliance of certificates, which can be very costly for the company that is exporting Mexican berries as they will have to wait for the next harvest of fruit to send product again.

In question 5 of the survey of customs brokers about what requirements would be needed to export Mexican berries to the United States, the author observed that many of the answers supported the theoretical information provided by the author since, as commented in the answers from the customs brokers. of the requirements are documents such as the commercial invoice (for making the entry summary) with the stamped invoice and XML, the certificate of origin to apply the preferential treatment under the USCMA agreement, the packing list, BOL which refers to the waybill number of the merchandise that is traveling so that the status of the cargo can be identified, packing list, importer of record (IOR) which is the person who will be assigned to pay duties or other tariffs. One important answer that two custom brokers made, and the author finds interesting was FDA certification of compliance which is a test that is done in laboratories and approved by the FDA which regulates the quality of drugs, food, among others (FDA 2023).

From the question below where the author asks if the custom broker always generate the entry summary for supporting his information written in the theoretical framework, he can confirm that the entry summary is always made by the custom brokers or his custom agency.

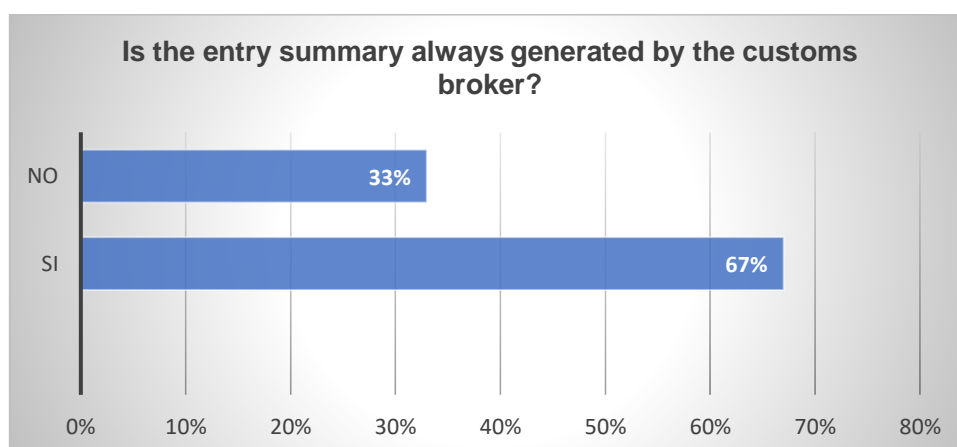


Figure 15. Custom brokers survey question 6 (Author 2023).

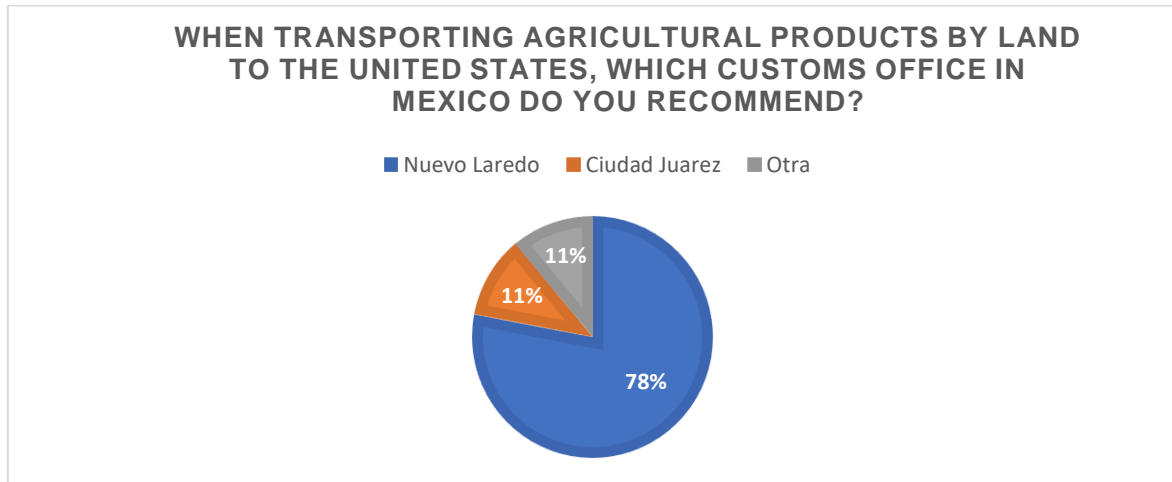


Figure 16. Custom brokers survey question 7 (Author 2023).

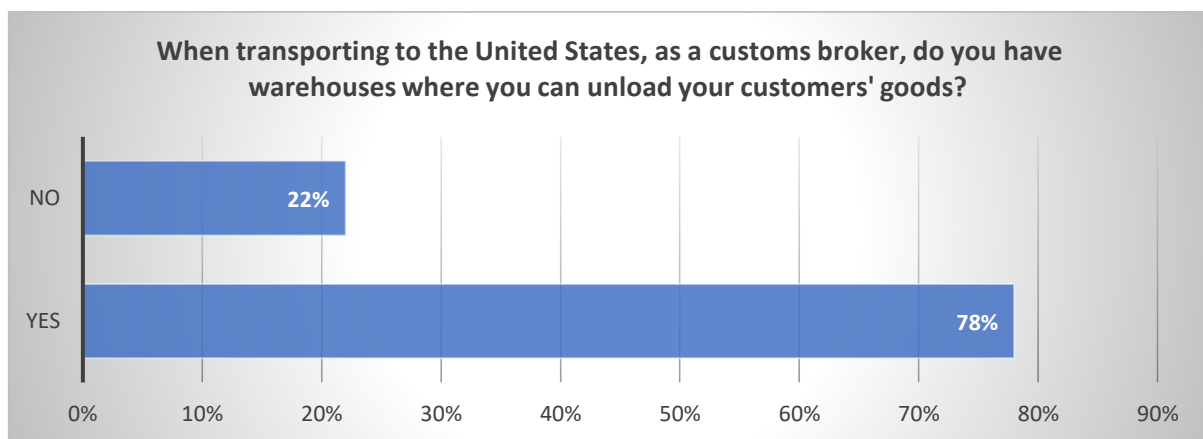


Figure 17. Custom brokers survey question 8 (Author 2023).

For the result of the answers from the customs agents survey, the author of the thesis could support his theory written in chapter 2, for example, all the important requirements for the exportation explained before as the commercial invoice, entry summary, HS code, stamped invoice are important documents to consider when a person is doing exportation making the author confirm the process for effective exportation, also the author realized new requirements that he didn't mention in chapter 2 as the FDA certification, this certification is as important as the other documents explained before. Also, the author confirms with the answers given, how dangerous is to give an incorrect document as customs authorities from other countries (USA) are very restricted when someone is importing food into their country and a mistake could damage the business logistics as sometimes products have been destroyed by customs authorities.

Finalizing this result survey analysis, the author realizes that almost every custom broker has warehouses in the United States to unload customer goods, 78% of the customs brokers who answer have warehouses in the United States. The author can realize that this could help a company or

farmer when the buyer wants to make the exportation with the incoterm free carrier, as a result, the farmer could use the warehouse from the custom brokers to download the goods and wait for the client transportation and make effective exportation with the FCA incoterm. Confirming that custom brokers prefer Nuevo Laredo customs among the others so this is an important fact that the farmers could know when they start exporting independently by themselves so the logistics route for their Mexican berries will have to pass through Nuevo Laredo Customs as is a custom.

4.3 Result for the berries trading experts.

After three weeks of trying to contact berries trading experts, the author was helped by Vivero Bonadal to contact important companies who are experts in the exportation of Mexican berries to the United States. Important companies like Berries Export and Alpasa were the companies who give the more complex and important answers about exportation and logistics needed, with this the author can finalize of understanding how the market works for making small and medium enterprises to have the possibility of exporting the berries by themselves.

In the picture below, it shows the graphic from the question 1 made to the Mexican berries trade experts of what the percentage of importation taxes is, when telling this to the farmers we can confirm that every time they send a truck to the United States the rate from taxes will be from 1 % to a maximum 30% on the value of the goods.

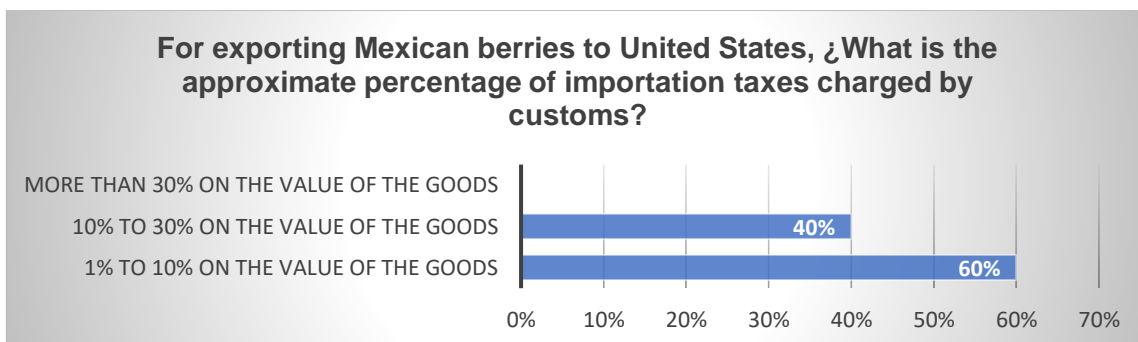


Figure 17. Mexican berries trade experts survey question 1 (Author 2023).

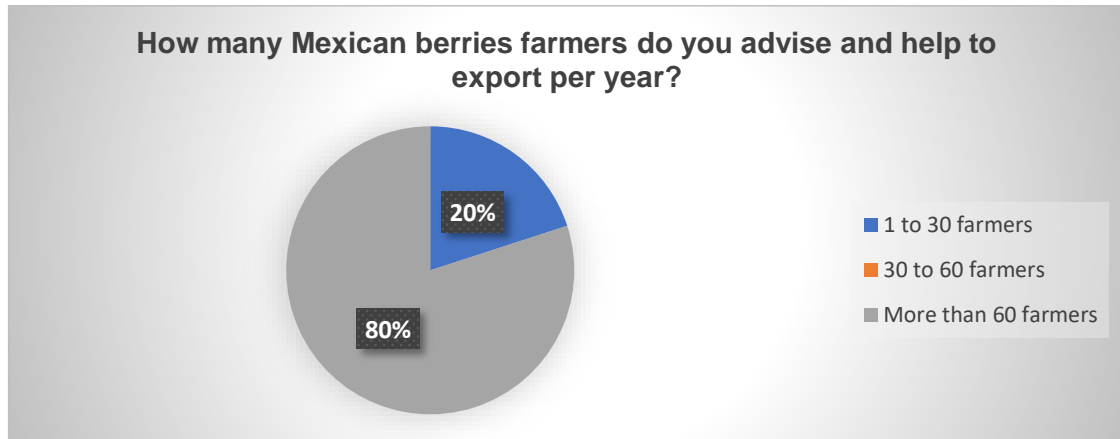


Figure 18. Mexican berries trade experts survey question 2 (Author 2023).

From the picture below from the question number 3, the author can confirm that custom authorities do not have many problems for these products, as 60% of the experts' answers that the risk of having a return on origin is low.

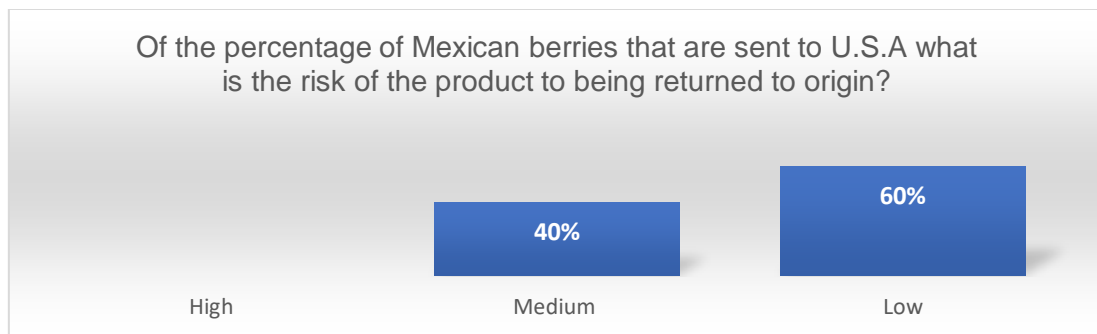


Figure 19. Mexican berries trade experts survey question 3 (Author 2023).

From figure 20 the author realizes that 60% of the trade experts have 1 custom agent and 40% have 2 custom agents for their exportations, because of this, the author saw that is enough to have just one custom broker.

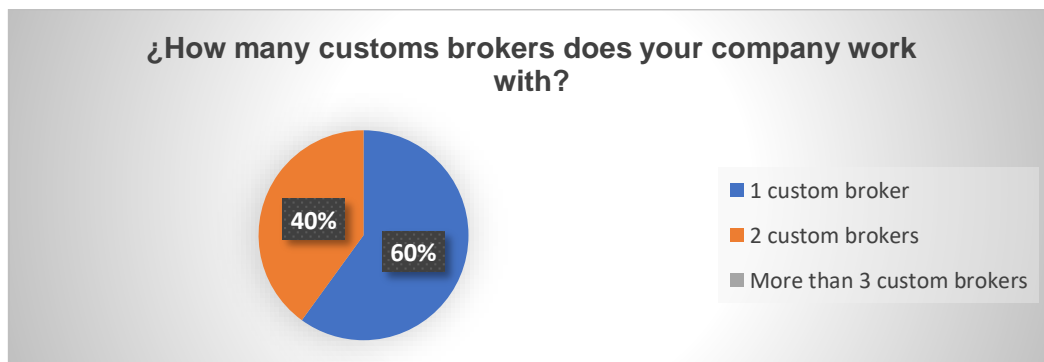


Figure 20. Mexican berries trade experts survey question 4 (Author 2023).



Figure 21. Mexican berries trade experts survey question 5 (Author 2023).

In the question 6 from the Mexican berries trade experts, where the author asks about the most important requirements when someone is exporting Mexican Berries to U.S.A, the author look 3 different answers from the 5 respondents in the survey. The first answers of the survey the expert answers that there are three important requirements when exporting the Mexican berries to the United States that mention to need a client in the other country who us willing to buy you the Mexican berries frequently so he can sell it in United States. After this he also mention that is a requirement to have reception warehouses, with this answer the author connect it with the question 8 from the custom brokers survey, analyzing that the new farmers as they are starting their business the most probably thing is that they don't have warehouses in U.S.A but they can rely with custom brokers since as mentioned before. 78% of the custom brokers that answered the survey told us that they count with warehouses to unload and store their clients merchandise this information can be very important for the small and medium companies on the business.

From this question, 2 Mexican berries experts gave us a list of the documents that are needed, the list is documents mentioned before by the author on the theoretical framework in chapter 2.3 with this the author can support the information, he writes in chapter 2.3 here is the list made by these experts for exporting the Mexican berries to the U.S.A:

- TAX-ID
- Power of attorney
- Commercial invoice
- Letter of instruction for the custom broker
- Certificate of Origin (USCMA)
- Packing list
- Documents supporting non-tariff regulations and restrictions.
- International phytosanitary certificate

Also, along with these documents, the author notices two more important requirements for making the exportation which is the NMX-FF-132-SCFI-2018 Standard certification, which establishes the specifications that the berries harvest must need to comply. This needs to be supplied to the consumer in fresh state after conditioning and packaging. Finalizing with the other Standard certification which is called NMX-FF-006-1982 which is for establishing the standard for non-industrialized food for human use.

Finalizing this question with the last two answers told us that one important requirement is to comply with the sanitation and quality standards required by the U.S, this answer is supported by some custom agents in their surveys and with other experts concluding that one of the most important requirements are for quality control.

From the question 7 when the author asks about the proper logistics and infrastructure to export Mexican berries to the U.S.A. The author looks at three important and different answers which notice that the most important thing for proper logistics is to have an authorized freight with cooling chambers and with the exportation documentation alongside the approved certifications and count with warehouses for the discharge of the merchandise. And finalizing with the answer that the exporter or importer could improve their logistics with an opening of customs line.

Below in Figure 22 from the result for question 8 the author realizes that the cost per shipment is depending on the weight from the total Mexican berries in the truck, but the maximum it can cost a company to ship the Mexican berries is \$3000 USD.

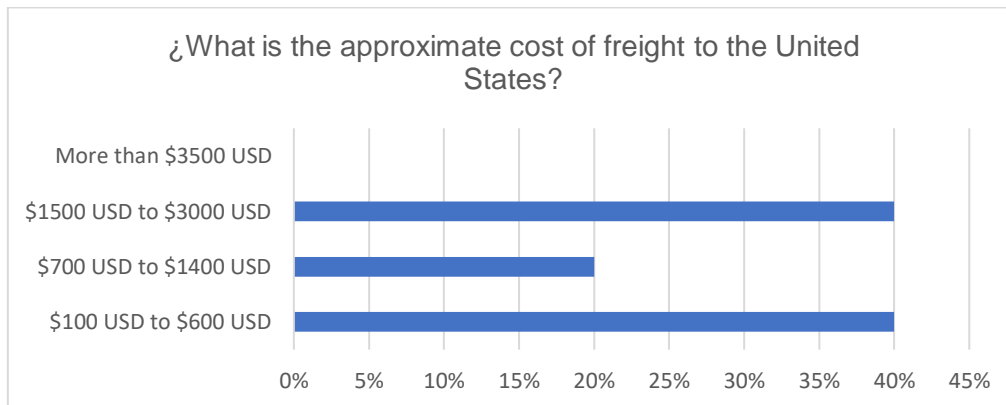


Figure 22. Mexican berries trade experts survey question 8 (Author 2023).

According to the figure 23 from the question 9, the Mexican berries trade experts have a range of transportation time from 1 day to Maximum 9 days but as is it in the survey its difficult that the merchandise take more than 9 days' time.

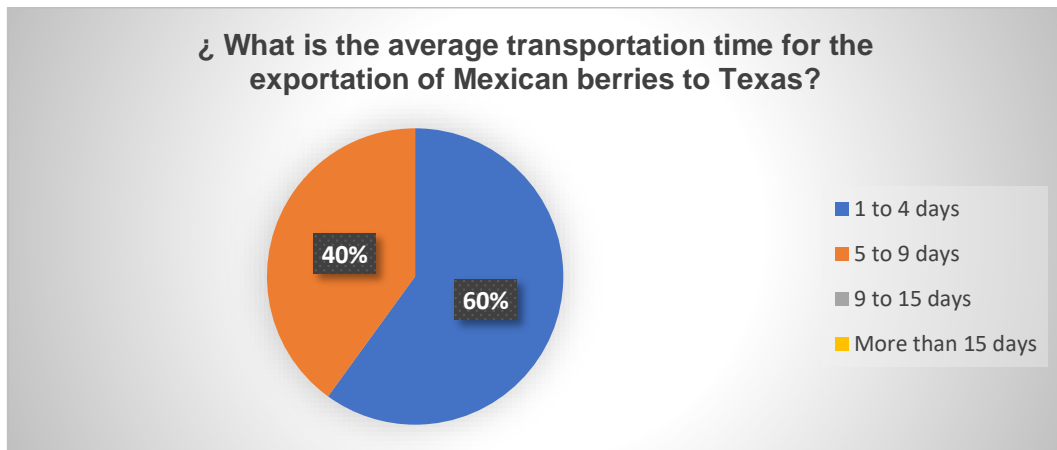


Figure 23. Mexican berries trade experts survey question 9 (Author 2023).

In question 10 of the survey which asks the Mexican berries trade experts about what is the custom through which they pass their merchandise. The author looks that the custom that is more usual where experts pass their products is by Laredo Custom followed by Reynosa Custom and Baja California Custom. In this answer, the author as the main idea is to export the berries to Texas can confirm that for making a good logistics transportation route he recommends passing through Laredo Custom.

Analyzing all the answers from the Mexican berries trade experts the author could analyze the last important thing when someone is starting to export their berries to the United States. Starting by analyzing the author realizes that almost every time for customs clearance the exporter or importer will have to pay importation taxes rate from 1 to 10% as 60% of the respondents answer this or sometimes depending on the customer can go up to pay an importation tax rate around from 1 to 30%.

The author realizes that the danger of having an issue with customs so they can return to their origin is very low as 60% of the experts confirm this and the other 40% answer that the risk to have a return on origin is medium. In conclusion for this answer the author can confirm that if the exporter has the complete documentation and necessary certifications there won't be too much problem for custom clearance of the product.

Finalizing with this result, question 2 of how many farmers works with the trading experts, help support the idea of the author that mostly all the farmers of Mexican berries need a third party for their exportation as 80% of the experts answer that they help to export more than 60 farmers as their most usual reason is that they don't know all the requirements that the experts knew. This information supports the farmers to start exporting as they must harvest Mexican berries all year but

the important moment when they would get more profit is when they export in the season from January-May as the cost of the berry increase in that season.

5 Conclusion

With this information completed, the author can now respond to the Investigative Questions of the Thesis, and the responses from this IQ will help the author to give the Thesis the response to his Research question about the imperative requirements for farmers to reach an optimal exportation process to the United States.

After analyzing the responses and the theoretical framework the author concludes that for the first Investigative question which asks about the current situation of Mexican berries exportation the response for this is that nowadays Mexican berries are a product that is growing year by year, and have a lot of opportunities for being one of the most important products in the Mexican exportation after fter looking that 84% of the Michoacan agricultural products are exported to the United States. From which that percentage the Mexican berries occupied the third place by exporting to the United States about 900,000 Mexican berries per year. The author supports this idea form the theoretical framework as also the farmers who answer the survey 64% export more than 90% of their total production and 91% of the farmers answers that is more profitable to their business to export their Mexican berries to U.S.A.

In the case of the second investigative question which the author asks about the requirements for berries exportation into the United States. He concludes a very specific list of requirements mainly from his Theoretical framework in chapter 2, but he also gets the Knowledge of what certification does a farmer needs to export Mexican berries from the custom brokers and Mexican berries trade experts. In terms of documents and requirements of what a person needs to export the Mexican berries to the United States is to have:

- Count with HS CODE (081020)
- Custom broker (Preferably one that counts with warehouses)
- Commercial Invoice
- Certificate of origin (USCMA)
- Entry summary
- International phytosanitary certificate
- NMX-FF-006-1982 Standard Certification
- NMX-FF132-SCFI-2018 Standards certification

For the conclusion of the third Investigative Question where the author asks how the SME can consolidates as an exporter, after analyzing this Investigative Question the author thinks that one important part is that the Small and Medium enterprises first need to know all the requirements in the chapter 2 in the theoretical framework answers that are also written in the conclusion for the second

Investigative question and also the author thinks from surveys answers that they can consolidate as an exporter when they export the berries in the season from January-May as the Mexican berries trade experts answers that the price of the Mexican berries are more expensive in those months, with this the farmers could know how to make a good planification of their fields to manage on harvest their fruits on those months and also considering how much product they are going to charge in a truck as the importation taxes in United States are from \$700 USD to a maximum of \$3000 USD to pay for customs release. And to finalize the conclusion of this IQ. The author thinks that the most vital things to consolidate as an exporter are three things which are.

- Trucks with cooling chambers
- Clients willing to pay the Mexican berries in the United States.
- Warehouses to discharge the fruit.

For the 4 and final Investigative Question. The author asks the main aspects to consider to have proper logistics in this exportation first, as mentioned before count with warehouses recommended in the frontier with the United States and one in the United States, with this the farmer could manage the recommended INCOTERM by the author that is FCA which the farmer transport the product to a location between buyer and seller to discharge and charge the goods into the client transportation. And to finalize the conclusion for IQ4, the author recommends that the product passes to Texas through Laredo Customs as 78% of the customs brokers recommend this custom for the type of product being exported, and with this at the moment of telling the client the ETD is important to consider an estimated time of delivery from 1 to 9 days. Simplified the author consider 4 things to have a proper logistics which are:

- Transportation route (Michoacan-Laredo-Texas)
- Incoterm (FCA)
- Estimated time of delivery of 1 to 9 days
- Trucks and warehouses with cooling chambers.

Finally, these 4 investigative questions and their answers together answer the research question of the thesis. These answers are the ones that Vivero Bonadal must review and analyze so that they can apply the challenge to start being exporters. After having a broad investigation of the theoretical framework and important responses from the survey questions, the author has a more widely view of how someone who is starting a business in Mexican berries' exportation can start, the main problem of the thesis was the author thinks that farmers just harvest the fruit and then delivered to the exportation companies.

Seeing the many documents and certificates that are needed, what the author recommends for Vivero Bonadal is that the first year of exportation they should start with the support of an export

consulting company, so the documents and certificates that are made can be reviewed and have a backup by this company and thus give them feedback of data to correct and the consulting company can help to understand Vivero Bonadal how to apply a correct customs clearance. With this, they can go step by step to become an expert company and, above all, a company that with this knowledge, can help other Mexican berry farmers in Michoacan with the possibility of creating business partners.

Before starting this Thesis, Vivero Bonadal as the commissioning company was a company that doesn't know what the requirements were for exporting their product to the United States, after this Thesis information the author sees more viable that Vivero Bonadal could start in a few years exporting by themselves to gain more profits in their productions and to start growing as a company as they primarily have all the important documentation and requirements knowledge that they need for exportation.

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Appendix



Haaga-Helia

Este cuestionario es diseñado para un proyecto de tesis sobre la exportación de las moras mexicanas a Estados Unidos. En la cual se necesita información detallada que podría ser recolectada por este medio a agricultores. Así se tendrá un mejor entendimiento sobre estas exportaciones a Estados Unidos.

1. ¿Cuál es el peso aproximado de moras mexicanas que producen al año?

- De 1 a 50 toneladas
 50 a 100 toneladas
 Mas de 100 toneladas

2. De esa producción ¿cuánto exportan a Estados Unidos?

- Del 1% al 30% de la producción
 Del 30% al 60% de la producción
 Mas del 90% de producción
 No se exportan a Estados Unidos

3. En términos de ganancia, ¿qué opción es más viable? ¿Exportar moras a Estados Unidos o venderlas dentro de México?

- Venderlas en México
 Exportarlas a Estados Unidos

4. ¿Conoces que requerimientos se necesitan para exportar moras a Estados Unidos?

- Si
 No
 Solamente algunos

5. ¿En caso de que conozcan algún requisito para la exportación de moras a Estados Unidos, ¿podría mencionar alguno? (En caso de que no, escribir "no")

6. ¿Tiene su propia exportadora o exporta su fruta con un tercero?

- Exportamos independientemente
 Exportamos con la ayuda de un tercero
 No exportamos



Haaga-Helia

Esta encuesta es para un proyecto de investigación de tesis sobre la exportación de la mora mexicana a los Estados Unidos. En la cual se necesita información detallada que podría ser recolectada por este medio a expertos en la exportación de las moras mexicanas. Así se tendrá un mejor entendimiento sobre estas exportaciones a Estados Unidos.

1. Para exportar moras mexicanas ¿cuál es el porcentaje aproximado de impuestos que se cobra en aduanas?

- Del 1% al 10% sobre el valor de la mercancía
 Del 10% al 30% sobre el valor de la mercancía
 Más del 30% sobre el valor de la mercancía

2. ¿A cuántos productores de moras mexicanas les asesoran y ayudan a exportar al año?

- 1 a 30 productores
 30 a 60 productores
 Más de 60 productores

3. Del porcentaje de moras mexicanas que mandan a Estados Unidos, ¿Cuál es el riesgo de que el producto sea regresado a origen?

- Alto
 Bajo
 Mediano

4. ¿Con cuántos agentes aduanales trabaja su empresa?

- 1 agente aduanal
 2 agentes aduanales
 Más de 3 agentes aduanales

5. ¿Qué requerimientos se necesitan en Estados Unidos por parte del productor / exportador? mencionar de 1 a 3 requerimientos necesarios.

6. ¿El pedimento es generado siempre por el agente aduanal?

- Si
 No

7. ¿Al transportar productos agropecuarios por tierra hacia Estados Unidos, que aduana de México recomiendas?

- Nuevo Laredo
 Ciudad Juárez
 Otra

8. Al transportar a Estados Unidos, como agente aduanal ¿cuentan con bodegas en las que pueden descargar mercancías de sus clientes?

- Si
 No

5. ¿Cuál es la mejor temporada para exportar mora mexicana hacia Estados Unidos?

- Enero-Mayo
 Junio-Septiembre
 Octubre-Diciembre

6. ¿Cuál es uno de los requisitos más importantes para tener en cuenta, cuando se exportan moras mexicanas hacia Estados Unidos?

7. ¿Qué logística e infraestructura se necesita para exportar moras mexicanas a Estados Unidos?

8. ¿Cuál es el costo aproximado de un flete hacia Estados Unidos?

- \$100 USD a \$600 USD
 \$700 USD a \$1400 USD
 \$1500 USD a \$3000 USD
 Mas de \$3500 USD

9. ¿Cuál es el tiempo promedio de transporte en la exportación de moras mexicanas a Texas?

- 1 a 4 días
 5 a 9 días
 9 a 15 días
 Mas de 15 días

10. ¿Cuál es la aduana de México por la que ustedes pasan su mercancía?



Haaga-Helia

Esta encuesta es para un proyecto de investigación de tesis sobre la exportación de la mora mexicana a los Estados Unidos. En la cual se necesita información detallada que podría ser recolectada por este medio a Agentes aduanales. Así se tendrá un mejor entendimiento sobre estas exportaciones a Estados Unidos.

1. ¿Cuánto tiempo llevas laborando como agente aduanal?

2. ¿Tienes clientes que exporten productos agropecuarios?

- Si
 No

3. ¿Cuál es el tiempo aproximado que tarda un producto en la liberación de aduanas?

- 1 a 3 días
 4 a 8 días
 Depende de la aduana y el producto

4. ¿Qué riesgos y cuales tiene el cliente para ser sancionado por las autoridades aduaneras?