

Construction of an International Benchmarking Model for Entrepreneurs

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<p>Abstract</p> <p>How to make an entrepreneurship project more efficient by applying a benchmarking model? This is the approach of this research, and it is based on two main pillars. The first one is the startup concept and what it represents, and the second one is benchmarking models and the different ways to apply them.</p> <p>This questioning came after working for years with different failed ventures and the need to find a solution to improve performance and optimize results in each project.</p> <p>However, what do we seek to obtain with this research, and how do we intend to carry it out? The main objective is to take an existing international benchmarking model and adapt it to make it functional in startups. In this way, We plan to help local entrepreneurs in the most challenging stage of their project by giving them a better global vision.</p> <p>To do the research, we will use texts and courses given by experts in the field, the first part of the project consist of theoretical research and data collection, the second part focuses on the analysis and construction of the new model, and the third part is focused on the conclusions and observations.</p>	
Keywords Benchmarking, Methodology's, Models, Entrepreneurship, Improvement	

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1 General Context

The primary purpose of this thesis is to find the right way to adapt a benchmarking model in an entrepreneurship project, this tool was created in 1982, and its use is well known since then. However, companies that choose to use this method mostly are businesses with a long history that seek to improve their performance by comparing their internal practices with direct competitors or with leaders in their industry.

For this research, we chose to start from a young company: an entrepreneurial business, with research based on national and international references, we intend to find the best way to adapt an international benchmarking model in a business that is just starting, and also to interpret how effective it can be to boost its growth.

The development of this project is divided into different phases, with the same degree of importance between each of them, first is the understanding of what is and is not a benchmarking model, its origin and historical context, its function and its different forms of application. We also seek to differentiate a consolidated and established company from a startup to understand why they are different and why applying a tool such as benchmarking takes a very different role in each one.

Once we understand the theory and coordinate with the context, we can jump to the research and adaptation of the model. We will start by understanding how a small company works and what is needed, then we will define the competitive advantages that working with international companies can bring from the beginning. Finally, we will adapt the classic benchmarking models previously learned to the needs and areas of opportunity we find in any startup.

It is important to keep in mind for the follow up of this project that our final objective is to adapt, develop and create a new benchmarking method, providing a different tool for one of the most affected sectors in the business world. We do not seek to put our new method into practice. We seek to contribute through research and our construction of ideas.

2 Benchmarking

Let us define benchmarking as a replication strategy in which company A looks for company B to investigate, collect, adapt and apply their same practices. This way, it manages to improve and optimize its processes because it will implement what company B has already tested and demonstrated that it works successfully.

There are many ways to apply benchmarking correctly, but it is also easy to confuse the tool with a simple imitation of business models that large companies have already used, so we must first understand what makes benchmarking a different strategy.

The key to distinguishing a correct application of the benchmarking model is in adapting the processes because what we seek when using this tool is to achieve evolution in our methodology, not just copy someone else's. For this, it is imperative to know and record the processes and data with which we start and record those that our model company is already employing and to be very clear throughout the application what the differences between each company are.

Broadly speaking, this is how we define the tool that we will put into practice during this research, but throughout history, we can find hundreds of definitions that their authors attribute to benchmarking, based on the factors and characteristics that each one considers most important. We find the definitions of some of the most influential authors that history has given us in these topics, who are considered the most outstanding exponents and whose research has served as inspiration for more significant development of this tool in industry and business, in turn in the global economy that this century represents.

Definitions that the blog Actitud Empresa share such as: "Process of industrial research that allows managers to develop inter-company comparisons of processes and practices to identify the "best of the best" and thereby gain a level of superiority and competitive advantage" (Camp. 1989.) or "Benchmarking is the activity of comparing one's own processes against the best known similar activity, so that challenging objectives are set, truly challenging but achievable, and a course of action is implemented that will enable the organization to effectively become and remain the best" (Balm, 1996.) they speak of keeping pace with the best in the marketplace and highlight more clearly the idea of collaboration, in the case of simpler definitions shared in the blog Actitud Empresa such as: "Benchmarking is the continuous process of measuring products, services and practices against competitors recognized as leaders in their industry" (David T. Kearns, CEO of Xerox Corporation.) or "Benchmarking means generating better solutions, based on busi-

ness knowledge. It is not copying the best" (Harrington, 1996.). We found precise definitions that focus on the fact of measuring the practices applied in products and services, so that we would use benchmarking as a measurement tool, we also found that it is also important to highlight that different authors seek to make it clear that it is not a strategy to copy the best.

2.1 Benchmarking Types

For this research we will know four different types of benchmarking, these have been established and explained by different exponents of the subject, based on the characteristics and similarities they found.

2.1.1 Internal Benchmarking

This type of benchmarking aims to grow and improve a company's processes and methodologies, using the company's data and measurements, either by making a comparison between its different branches or by shopping the different departments that exist within the company. "Internal benchmarking can create a network through which information and ideas are exchanged. It is an effective way of identifying and disseminating best practices from one part of a global enterprise to others, with the ultimate objective of improving business processes to deliver greater value to customers." (Steve Crome 1995, 93.)

Internal knowledge is sought, thus improving the understanding of the strengths and weaknesses within the company, and in this way the development of future strategies and plans to be applied externally is greatly improved. "The advantages that internal benchmarking offers are as follows. It allows you to:

- Probe for details, including what went wrong as well as right educate those doing the benchmarking to work in new ways
- Demonstrate successes within your own company's culture and business environment
- Establish communication channels and a network for highlighting and disseminating improvements and innovations throughout the organization
- Focus external benchmarking activities once you know your own company's strengths and weaknesses" (Internal Benchmarking: Identifying Best Practices Within a Global Enterprise 1995, 93.).

2.1.2 External Benchmarking

External benchmarking is possibly the most common among companies that decide to use this tool, because it allows them to improve with the market leaders to which they belong or seek to belong. The idea is to compare your data and processes with those of another company of your choice. For this, there are a series of steps to follow and aspects to take into account.

When you are looking to compare your measurements with those of another company, it is essential to keep in mind that you are not looking to steal their ideas or corporate secrets, there are different ways to obtain this information, there are partnership methods, in which both parties seek a benefit and through agreements between leaders share what is necessary to measure, adapt and evolve hand in hand.

Another way to compare yourself is to look for information in the public domain, in this case paying attention to the data you collect is fundamental, since when interpreting them by your own hand you can confuse relationships between the company's numbers and the actions they carry out with their products or services, and this can be detrimental to your own business.

Taking a different definition of external benchmarking such as: "External benchmarking is a way of measuring performance against an outside standard. Generally, benchmarking is used to ensure that a particular business or a part of its operations is functioning at a level that meets targets set by internal or external best practices. When benchmarking looks to external best practices, it uses industry standards or performance standards set by industry leaders as guidelines for internal performance." (Terry Masters 19 February 2021.). We reaffirm the idea that by using this tool in comparison with the leaders of an industry or market, or with companies focused on the same sector as you that project good results, you ensure to maintain the highest quality standards, and consumers who have already demonstrated positive responses to model companies, can more easily assimilate a new competitor, since it would be using methods already known to them.

There are risks to be taken into account when applying a benchmarking model to your business, especially when you let this tool be a critical factor in the company's development. It is essential that when deciding to develop a benchmarking model for your company, you have a team in charge of the project, which should fully understand the advantages and disadvantages, the types of benchmarking and the ways to apply it correctly, as well as enough knowledge to carry out each of the tasks that arise during the

process. “Even when looking at companies pretty similar to your own in terms of factors like size and products offered, you do need to be careful to consider the whole story and not just the numbers. You don't want to decide that a business saving money by using lower-quality materials is the new standard by which you should measure you're spending.” (Ed Lette 26 January 2017.).

Some of the risks that we must take into account are the lack of initiative in innovation and the fear of change in a drastic way, and there is also the possibility of not choosing the best option in the market to take as a model, this could lead us to make wrong decisions and to deviate our way from the goals and objectives that we initially established as a company. However, good preparation and a team focused and designated to put this tool into practice can obtain excellent results and make external benchmarking a balance to compete against the best.

2.1.3 Competitive Benchmarking

This type of benchmarking is proper when we are already part of a competitive market, and we seek to know our place within it, for that we use as a reference our direct competitors, in this way and comparing data, we will know the value that consumers give us and the value we represent for our market. This strategy does not work or is not recommended for startups since they are not yet well-positioned, and comparing themselves with larger companies would be useless. However, using competitive benchmarking to know the position of a product or service could be very helpful for its launching.

“Competitive benchmarking is a method for those who want to maintain an edge by knowing where they stand. It's a way of determining the best processes, strategies, and techniques for achieving your business goals via a set of metrics. Benchmarking is valuable to businesses because it allows you to take a deeper dive into how you measure up against your competitors.” (Jimmy Chang 14 December 2020.).

It is extremely important to identify the values that we will use to have a healthy comparison, taking into account the KPIs can be of great help and is a great starting point. Now we need to get the information in some way and in different articles we find examples of how to do it, as in this case: "The ways to collect information can be the following:

Direct: former employees, suppliers and customers (this may be a more limited investigation).

Indirect: indirect ways such as internet, publications, catalogs, product studies, among others.

Cooperative: exchange of information between competing companies". (Shelley Pursell 16 March 2020.) It will depend on our position as a company to choose which information gathering strategy to use, whether we are well positioned in the market or we are a startup.

2.1.4 Functional Benchmarking

"If we want to outperform the competition, we must perform this type of benchmarking. Functional benchmarking identifies the most successful practices of another company, whether or not it is a competitor, but which is considered a leader in a specific area of interest. Compare the company's standards with those of the industry to which it belongs. Its objective is to identify the best practices of any type of organization that has a reputation for excellence in the specific area being benchmarked. It is carried out among companies in the same industry, but which provide services or supply products that are not directly competitive with each other." (Hernández Rodríguez & Cano Flores 2017, 34.).

We understand functional benchmarking as a method that seeks to outperform competitors and take the lead in a given industry, taking best practices as a starting point, and leaves us with the idea of not only keeping up with the best business models but going one step further. "Functional benchmarking is also common when data is lacking for direct benchmarking". (John Spacey 26 April 2017). This type of benchmarking comes in handy when a company wants to make use of this tool but does not find direct competitors to use as a model, i.e. it gives us the opportunity to turn our attention to the entire industry with many more competitors, broaden our search spectrum and focus on something bigger than a direct competitor.

2.1.5 Generic Benchmarking

This is the option with the most possibilities for comparison and data collection, since it is about finding processes similar to ours and adapting them in the best possible way, regardless of the industry or the company's line of business. "It is the comparison of the levels of achievement of an organization with the best that exists anywhere in the world, no matter what industry or market it is in" (Hernández Rodríguez & Cano Flores 2017, 34.) to carry out this process correctly, we will take as a starting point the achievements and outstanding practices of the model company within its own market.

2.2 Benchmarking application

After knowing the different types of benchmarking we can work with, we must learn to apply this tool correctly. For this, we will follow six different steps, each with a different purpose and a specific order. We will work from the interior of our company in the analysis of data and own processes to the adaptation and implementation of new methodology in our company.

2.2.1 Identify which specific area of your company you want to benchmark

It is necessary to identify which area or process we are looking to improve during our first step. The correct segmentation of this need will help us not hinder the process, saving us time and unnecessary efforts. At this point, the company that plans to implement this tool should already know the differences between each of its departments and their needs and areas of opportunity. It is recommended that the managers of each area decide how the comparison measures will be taken, the points to be addressed, and the metrics to be used as a reference. This way, it will be easier to collect information.

2.2.2 Evaluate the competitors in the market and select the best option to benchmark

We will look for the best option for our company, whether to make an internal comparison with a direct competitor or any benchmark company in the market. Defining this, we can start the search. Finding companies with similar objectives to ours guarantees better results because their metrics will look for the best quality standards that satisfy our market, and if it is a successful company, consumers will highlight this fact.

It is also essential to take into account how we intend to access your information if we have any direct contact with a company, it will be much easier for us to ensure accurate results if we do not know anyone we can do a previous search of your public domain information, as well as try to contact with personnel from different media that can be useful to us. Finally, the decision will be made considering all these factors and always looking for the option that can contribute more to the evolution of our processes, either by the trajectory of the model company or by its similarities with our company.

2.2.3 Collect, analyze and understand your own data and processes

Before seeking external information, it is necessary to have an established parameter with which the comparison will be made. It is essential to record everything in the area where you want to implement the benchmarking model. This record must be kept updated until the time of implementation. It is essential to be clear about where we started and how far we got to know if our implementation was done correctly, thus facilitating the conclusions and the analysis of results.

2.2.4 Collect, analyze and understand the methodology's of the company model

We will use the method that best suits us, always looking for quantitative information, obtaining data is as essential as a good record of dates, these will help us to make a more objective comparison since markets tend to change constantly and we do not want to compare our current data with events and figures from the past. The more similar the metrics of both companies are, the easier it will be to find the differences and adopt them for progressive improvement.

2.2.5 Measure and compare data from both companies

Compare A with B in the most objective way possible, be clear about each company's differences and use all the necessary measurement tools. It is not necessary to conclude. We only seek to know the differences between our company and the model company. With clear and precise information, tables and graphs can facilitate the registration of essential facts and events. It is crucial to consider the qualities and differences of the products or services that are being compared because although we are looking for a way to have the highest quality standards and match the competition, at no time do we seek to offer the same.

2.2.6 Discuss and create a plan to be implemented

The last step is possibly the most difficult of all, and previously the process was primarily theoretical, now it is time to move on to practice, it is recommended to finish with the same team with which we started, once we know what makes our company different from the model company and identify our areas of opportunity, we should develop an adaptation strategy.

It is imperative to never lose sight that benchmarking is not about stealing ideas or processes. We are looking to solve the question: how can I make my company's methodology more efficient using the differences found with the model company as a base. Once we have the strategy well defined, we will make a long, short or medium term projection of the improvements we expect to obtain. It is not necessary to implement all the changes simultaneously since some companies suffer from such drastic changes. If necessary, each new implementation can be programmed at a different time.

3 Entrepreneurship

There are many ways to define and interpret the concept of entrepreneurship, nowadays it is already a phenomenon that has been mixed with the business world and global commendation, so it is much easier to recognize it now. Years ago entrepreneurship was only related to the daring of people who failed within corporations and tried to start a business on their own, today it goes beyond that and in a more updated and optimistic scenario we find definitions such as: "Entrepreneur is the person who identifies an opportunity and organizes the necessary resources to seize it. In fact, in the etymology of the word we find the Latin word *prendere*, which literally means to catch or take.

It is common to use this term to designate a "person who creates an enterprise" or who finds a business opportunity, or someone who starts a project on his own initiative" (Laura Sánchez 5 February 2020.). As key characteristics in an entrepreneur we have innovation, commitment, organization and skills, these are the ones that mostly stand out and are considered critical to survive in such an unknown and risky environment. "We generally define an entrepreneur as a person who is willing to take a financial or other risk, identifying a business opportunity and organizing the necessary resources to implement it". (Angelica Rodríguez González 8 May 2013.).

The risk factor is present at all times, financially I consider that the action of entrepreneurship is like making a directed and controlled bet, but without an insurance of results. It is of utmost importance to understand the risks that this type of business represents, currently the companies in this environment are mostly known as startups, and although anyone can try it is not always the best option.

"Entrepreneurship is that attitude and aptitude of the person that allows him/her to undertake new challenges, new projects; it is what allows him/her to go one step further, to go beyond where he/she has already arrived. It is what makes a person dissatisfied with what he is and what he has achieved, and as a consequence, wants to achieve greater

achievements". (Laura Sánchez 5 February 2020.). Thousands of definitions have been written and each person can interpret entrepreneurship in a different way, however they all coincide in a central idea, and the creation of an individual path, which the creator himself must follow with the intention of reaching a goal that is not necessarily fixed but progressive.

"To undertake is to direct the path to where I choose, regardless of whether or not there is someone else who has done it, because, in the end, the only reality is that "I could be the first" and possibly "I could be the only one". (Alejandro Meza 23 June 2015.). The advantages of applying this model successfully are centered on the idea of independence, both economically and in terms of time and decisions, it is what we all seek at some point in our lives, now we will also mention some of the most important risks, starting with the personal and financial insecurity that an entrepreneurial project generates at the beginning, having to give up a fixed salary or the comfortable benefits that an established company could offer you is complicated, and this is one of the main reasons that keeps most people from finding the necessary courage to start. Initial investments and capital flow are complicated issues to handle in a start-up, and that leaves us with an even bigger conflict, having to start completely alone or with a small team forces you to master a large set of technologies and tools, from management and marketing to production and supply chain.

Even so, the rewards of successful entrepreneurship are so valuable that they have driven the growth of start-ups in the last decades, however in countries like Mexico and some others in Latin America the cases of success are less than in the rest of the world, this is due to the economic and global constraints that we have experienced over time. "In Mexico, 75 percent of startups close operations after the second year of existence" (Jair López 18 January 2016.). Although the statistics point against us when you have the opportunity and the necessary tools to start an entrepreneurship, taking the initiative is a great option, open your way through local markets and then seek opportunities in the international market will help your company to position itself among the best, that's why we seek to relate our entrepreneurship projects with a globalized context and this time we will do it hand in hand with a benchmarking strategy.

4 Project Objective and Scope

Now that we have a clear idea of what bench-marking is and the characteristics of an entrepreneurship project, we will use this research to find a way to support each other, but we will do so with reference to international markets. We have co-noticed four different types of benchmarking and throughout history many adaptations and variations of these models have been developed, but we have not found a way to use this comparison strategy in a start-up project, as this complicates the collection of comparable metrics by the first company.

The research phase will be qualitative, as the lack of figures could complicate our objective, on the other hand, learning about behaviors, market interactions and logistics abroad could be of great help, and the model would have enough support to be replicated in a local market with international aspirations.

The main objective in creating and developing this model is to facilitate the initial stage in an entrepreneurial project, and help local entrepreneurs to replicate successful models from abroad, increasing the chances of success in their local markets.

4.1 International Benchmarking

“There is a growing interest in international benchmarking but there is considerable less experience in benchmarking organizations across countries than within countries. There are thus many issues in relation to international benchmarking that need to be further explored and developed. However, many general experiences are important in relation to international benchmarking.”(Sigurdur Helgason 1997, 7.). When we seek to apply a benchmarking model taking a foreign company as a reference, we must be more careful, since it is a strategy that is not fully developed and its risks are greater than those represented by a local benchmarking, the way in which we obtain data and compare them changes, since many factors that were not taken into account before now need to be considered, such as cultural or economic aspects.

The comparison with these markets must go through a more complete observation process when analyzing the data collected. The main risks are cultural differences and the way in which foreign companies interact with their clients, many times these methodologies cannot be replicated due to the social context in which they are developed. There is also the risk of misinterpreting costs and figures, the economic value that each currency

represents in its country can harm the results in the comparison, if its real value is not correctly interpreted at the moment of being applied in a different country. The costs of the operation may also rise, as it will be more difficult to obtain information from a foreign company and sometimes the only way to obtain it will be at an expense. Keeping in mind that the quality standards in each country are different, we will need to ensure that they meet our objectives and are adaptable to our own market.

If we still identify that international benchmarking is the best option for our company, we will be able to obtain advantages that benchmarking in a local market could not offer you, this plan is more complicated but if done successfully you get a greater global vision for your company and find areas of opportunity that have not been seen before in your market. "International benchmarking has a number of benefits that cannot be achieved through other forms of benchmarking. Generally the interest in international benchmarking reflects growing globalization and international interdependency. The development of the public sector in one country depends to an increasing extent on developments in other countries. International benchmarking is particularly useful:

- When an organization is providing a unique service and there are no organizations within the country that it can be benchmarked against.
- In macro benchmarking of whole service delivery systems across countries.
- To assess the general level of performance of the public sector. Benchmarking across countries may reveal more differences in performance than if the comparison is only done within a country. To try to find innovative and alternative ways of providing a service or responding to a problem. Usually more diverse" (Sigurdur Helgason 1997, 7.).

Once we know the principles, advantages and disadvantages of international benchmarking, we will develop a strategy to be able to apply it in an entrepreneurial project, and thus create an opening to internationalization of our start up from the beginning.

5 Project Development

To develop this strategy and focus it on an entrepreneurship project we will work with two possible situations, the first is an international benchmarking, in which both companies will be start-ups, the second will seek to compare a local start-up with a company already developed abroad.

5.1 Startup to international startup

This strategy will focus on recognizing the qualities and aptitudes of a small startup in the export market, identify what gives it added value in its own market, learn from its business strategy and adapt its practices and methodologies to our cultural and market differences. In this way you learn from the best of another startup and complement with knowledge and tools your go to market, it also provides you with international relationships and generates a global awareness in your team. When a startup starts with these international tools it is automatically generating a competitive advantage over its potential local startups that represent a direct competition. The steps to correctly apply the benchmarking model are listed below.

Figure 1. Startup to Startup (Raciel Ramírez Canales, 2021)

Local market identification	In order to start, it is necessary to know our target market, identify its main characteristics and use them as the first comparison metric. A complete market study can help us to facilitate this process.
International startup search	To know where to look you need to know what you are looking for, so you can narrow your search significantly and focus on the countries with the characteristics you need the most. Once you have identified the country you would like to work with, you can make use of digital tools as the main channel to establish contact.
Dialogue between startups	Once we find the small business we would like to work with, we start a dialogue or negotiation, our main job is to generate a value proposition that is attractive to both parties and builds trust, this way we ensure that the data flows in a better way. Once an agreement is established, we share the metrics we want to work with.

Data collection and interpretation	For this point it is important to understand the information we are going to work with, if you do not have a full command of the language you are dealing with, consulting with an expert is a good option. As both companies are small and are just starting out, their figures and financial data are not the most important for our operations, although we can analyze them. What we are interested in are the qualitative data, from which we can obtain valuable strategies.
Data analysis and comparison	Now it is time to analyze what our model startup is doing to grow and develop in their market, once we distinguish their strategies and value propositions we have to make a direct comparison with ours (taking into account cultural differences). We look for cultural value and opportunity areas, launch strategies for products or services and even budgets for investments and long term financing plans.
Application and feedback	If we already know our differences and find our areas of opportunity, it is time to apply the knowledge learned. In any startup the first investments are the most important, taking it easy to implement new strategies is important. Digital media are the most effective way to get constant feedback, but there are other tools with which you can follow up on your new methodologies.

5.2 Startup to International Company:

This is a model that has not been developed before, mainly because the benchmarking tool is used to improve processes already in practice, or areas that are already in operation and have metrics to be compared, in this text we seek to adapt the benchmarking model itself to be of use in entrepreneurial projects, and in this way we do not have to wait years to compare our processes with the best.

On this occasion the metrics we seek to compare are projections, we will work with the complete planning of the first two years of the company, and the information we obtain from the company we take as a model, will serve us to trace a path to follow and ensure the success of the processes and methods we decide to use when undertaking, since these have been previously tested giving positive results. Apart from obtaining all the advantages mentioned above with internalization, we greatly reduce the risks that a startup represents, increasing the chances of survival in the first two years.

During my first years as an entrepreneur I understood that the greatest risk is in the initial decisions, the investments and the first steps are the most important, and the references that a large company can give you always provide valuable information. In international business it is known that any company that seeks to be relevant in its industry needs competition, thus establishing hierarchies and providing the market with a catalog of options, a large company always seeks to be the best option.

Based on this principle we can say that even small businesses or startups enter the catalog of competitors from the beginning, and their goal is to reach the level of top competitors, so we seek to develop a plan to facilitate the scaling and recognition within the catalog of options, If a startup manages to ensure the same quality and prices as a major competitor, it automatically enters the visual field of potential consumers, at that moment and having already a product or service capable of competing a correct marketing strategy and brand positioning could be the key to steal the spotlight. Our new benchmarking model to compare a startup with an international company seeks to facilitate this process, the steps to apply this tool are shown in the next table.

Figure 2. Startup to Company (Raciél Ramírez Canales, 2021)

Projection of my startup	In order to compare our processes with a large company that already has a presence in international markets, it will be necessary to make a projection of the first two years of our startup, which will serve to compare and plan the best possible growth scenario. In this projection we should include both quantitative and qualitative information, i.e. soft and hard goals, from marketing and positioning strategies to figures and financial statements.
Identification of commercial needs and aspirations	Since we will be working with long-term projections, it is important to set objectives to be met and to consider all possible scenarios. At the same time, we will identify our needs and weak areas, which we will seek to strengthen with the help of the commercial experience of our model company.
Search for a model company	To perform this search and find a company that is truly useful to us, this time we will only look for companies that have the same target market as our startup, thus ensuring that the path they took and from which we are going to learn will lead us to the same place and to the same consumers.
Data collection and comparison	The different ways in which we can obtain data are still the same, when dealing with a large company being a startup we may find certain difficulties when seeking direct contact with their

	<p>management, but on the other hand, this type of companies have a lot of follow up in articles and information in the public domain, so collecting data in this way should be a simple task. Once we have the data we can compare the information from their early years with our projection, and adapt their current strategies to improve our original action plan.</p>
Implementation and feedback	<p>The implementation in this particular case should be simpler, as it does not represent any great change in the processes that are already working, on the contrary, it helps us to start in the best possible way and avoids risking our few resources. The feedback is extremely important but this time it will be internal, we will seek to reanalyze our data once the projection time is over, and in that way the results will tell us if we are directing our projection in the right way. The effectiveness of this tool should be quite high, however there are still risks, and with internal feedback we will learn to minimize them.</p>

6 SWOT Analysis

After developing our two new methods and establishing the steps for their implementation, it is important to perform an analysis, making sure that putting them into practice can bring great benefits but also being aware of the risks they could represent in a real market.

Figure 3. SWOT Analysis of the new benchmarking methods (Raciel Ramírez Canales, 2021)

Strengths <ul style="list-style-type: none">- New tool with potential for improvement- Commercial opening to international markets- Implementation of global methodologies- Projections with international metrics- Better launch strategy- Better competitive adaptation in the local market- Increased chances of overcoming the first years- Accelerated growth for the startup	Weaknesses <ul style="list-style-type: none">- Lack of experience in the application of the new method- Complexity in the adaptation of international processes in a local market- Hard obtaining information with foreign companies- Language and cultural barriers
Opportunities <ul style="list-style-type: none">- - Continuous improvement- New field and new roads to cover- Competitive advantage over competitors- Risk reduction and improved decision making	Threats <ul style="list-style-type: none">- Constant change in global markets- Incorrect application of the model- Confusing the benchmarking model with copying already existing methodologies.

7 Conclusion

I would like to conclude by talking about the importance that entrepreneurship represents for global business. In Mexico, small businesses are the ones that sustain and promote much of the economy. However, they are also the ones that suffer the most and are less supported, and this is why after working for four years with failed entrepreneurship projects, I decided to look for a better alternative to work and improve the development of my projects. Benchmarking as a tool to reduce risks and adapt already proven processes to your needs seemed to be one of the best alternatives that exist today. However, this method had not been applied in businesses that are just starting, so I decided to put both parts together and develop an implementation plan with the data that already existed, but adapting it to the characteristics of a startup.

Everyone who has ever tried to be an entrepreneur knows the barriers and difficulties that this represents. I hope that this new application of an already known tool will allow entrepreneurs in my country to connect with the rest of the world and grow significantly in each of their projects.

In order to propose a new benchmarking method that generates an impact and causes a change concerning current practices, it was necessary to fully understand the objectives of benchmarking, as well as the context and the advantages and disadvantages it represents, because, like any tool, it has to be used correctly in order to give results, in the same way, if a change is intended to be made in an existing tool it is necessary to understand its new purpose, its new function and its new way of being used.

Nowadays, the field of international trade and business is totally exploited. It is practically impossible to generate a strategy that has not been used before inside or outside your industry. That is why resisting to the already known methods generates a delay in progress increases the chances of failure.

The concept of innovation, in my opinion, is the most important when it comes to entrepreneurship. Understanding the meaning of the word is just as important as trying to put it into practice because even though at this stage of the industry, it is almost impossible to invent, change or redirect concepts that have already been used in the past according to the context or the needs you seek to solve is the best way to stay relevant in your field,

and when a company discovers the way to reinvent itself directly discovers success, that is why innovation takes the first place in terms of action that every entrepreneur should take. Throughout the process, we will find different tools to achieve it.

Throughout history, hundreds of businesses have chosen to follow in the footsteps of companies that have more experience than them. However, they do it so that they replicate their methodologies and become the same that is why finding a differentiator is crucial. We realized what benchmarking is capable of. We sought to bring its potential to businesses that could not use this tool, the two new models that we built and analyzed through SWOT analysis will be of great help to small businesses, and over time it is intended that this adaptation strategy will take importance and become part of the basic knowledge of every entrepreneur.

The internalization of processes and adaptation to global practices in the commercial industry are no longer a luxury or a competitive advantage. Today any business that seeks to excel and compete with the best has as a requirement the inter-national department. However, a startup cannot afford in its early years to compete internationally if you can establish comparative metrics and global projections, which do not represent secondary costs or investments.

We learned that it is unnecessary to invest large amounts of money to generate changes and obtain advantages. We understood that there is a wide variety of adaptation tools that require more internal work than an economic factor. In this way, any startup that wants to be relevant and generate presence in its market can achieve it.

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Appendix

Appendix 1. Traditional report structure

Cover page, abstract, table of contents
Introduction <ul style="list-style-type: none">– Benchmarking Models and Entrepreneur Concept– Create a new international benchmarking model for startups– Startup, Global, Methodologies
Theoretical part <ul style="list-style-type: none">– What is benchmarking and the four types of it– Qualitative research in books and articles, creation of a data base of the topic
Empirical part <ul style="list-style-type: none">– Startups as target research– Adaptation of olds methods into a new and more functional method– 3 different steps in the project, research, analysis and creation of the new model– Conclusions after sharing the model
Discussion <ul style="list-style-type: none">– Specific results, applicable and efficient model– All the information used from reliable sources– Conclusions of the 3 steps of the project, theatrical ad adaptation
References
Appendices <ul style="list-style-type: none">– Summary of planation and practice during this new model creation