Internationalization on a Business Network App from Mexico to Spain

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Abstract

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Digital apps are revolutionizing globalization, it is incredible how apps are adapted to the different cultures and needs of it. Small businesses are starting to develop needed ideas and the consideration of them being globalized is in the future. Numid app is a Mexican Start-Up with an internationalization future of the app in Spain.

This thesis is explained the overall aspect of Numid App and WeWork app as similar apps for consultancy. Therefore, Numid as the commissioned company is on researching a strategy for the application in Spain. This was carried out with qualitative research, marketing people who use spaces as coworking was interviewed.

Furthermore, models of coworking and theoretical frameworks were explained for a more understanding of the thesis. As well as a deeper analysis of the place of application with a PESTEL analysis. As well, SWOT and Buyer persona are analyzed.

The strategy presents pre-launch steps that are suggested to be executed before launching in another country (this strategy can be adapted to any other app). The Numid application already has some of these steps in place, these generate a head start for the Barcelona application. However, the digital strategies that were considered for the internationalization of the application require an investment when having digital marketing executed. It is suggested as the principal factor for the strategy to be developed for the follow-up with clients.

Keywords

Internationalization, Coworking, Start-Up, App & Digital Marketing.

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1 Introduction

1.1 Introduction

We live in a globalized world, and we can find or create more and more tools to improve and ease communication issues across the globe. Entrepreneurs, freelancers, and small businesses can now go from local to global using the right apps to connect.

Every year, 100 million new businesses are created worldwide. However, 90% of these companies will fail, according to Forbes (2015). Some of the failure problems of these small businesses have been that entrepreneurship is not accessible to all. Tools that facilitate the operation of a company are also not known or expensive. The use of the tools is not adequate, and people do not know how to connect. Moreover, entrepreneurs do not have enough resources to pay for a start-up office.

An important issue is that people who have the tools to connect fail to communicate the right message to the right people. One of the most important problems entrepreneurs face is the un accessibility to apps, tools, and aid ($) that facilitates the operation of the business on many levels. If the business chooses to invest in any available software, a large part of the personnel is not fully capacitated to operate it/them because of the amount of inversion required.
The core problem is accessibility to money and affordable products to implement and improve the business goals.

The growing number of entrepreneurial groups is increasing as more and more support from both the government and institutions encourages it. As Neil Patel indicates in the Forbes blog, the statistics in a survey show that the failed startups are determined that 42% of them are recognized the "lack of a market need for their product" as the single biggest reason for their failure (Forbes 2015). As statistics are not favorable for entrepreneurs, a good strategy is needed in any context (local or global).

Some of the successful apps used by thousands of people worldwide started as an idea and became famous with the help of different factors. We are constantly moving, and people's needs are developing; even large companies adapt to these changes. This group of people is considered entrepreneurs, and the Numid app allows growth and development to make this process much easier.

Numid app is looking to help this group in which there is great potential. Therefore, the internationalization of this app in Spain will be a great approach for this focus group. As Numid CEO indicates, "Our main purpose is to democratize entrepreneurship and make it sustainable" (Medina, O. 2020). Facilitating the process in which the innovation is constituted does not generate a breakthrough and remains stagnant. This is a situation that will be facilitated with the app's arrival.

Another reason a start-up may fail is that the founders of Wantful said, "highly accelerated growth required to secure later-stage venture capital (Forbes, 2015) This indicates that even if the company starts to grow at an accelerated pace may not be ready for this stage. In Numid, the growing stage goes in hand with all the start-up and crates development for them. That is why Numid, in the growing stage, goes hand in hand with all the start-ups and develops to their rhythm and needs.

1.2 Demarcation

This thesis focuses primarily on the internationalization aspects of the app with digital marketing principles, especially in tropicalization. We will talk about the strategy that can be implemented based on the market we target. It is aimed to be a B2-B business. Nevertheless, it can apply to B2C.

The spread of coworking practices transformed 'coworking' into a buzzword with increasingly high expectations concerning the improvement of the socio-economic conditions of workers in the knowledge economy (Gandini, 2015).

According to Start-Ups in Spain in 2021, the Leading city for Start-Up Blink Statista 2022 is Barcelona, with a total score of 11.92; in the second place in Madrid, with a 9.55. As the number of active coworking in Barcelona is 353 and Madrid 290, the best place to start the international implementation of B2B is in Barcelona.
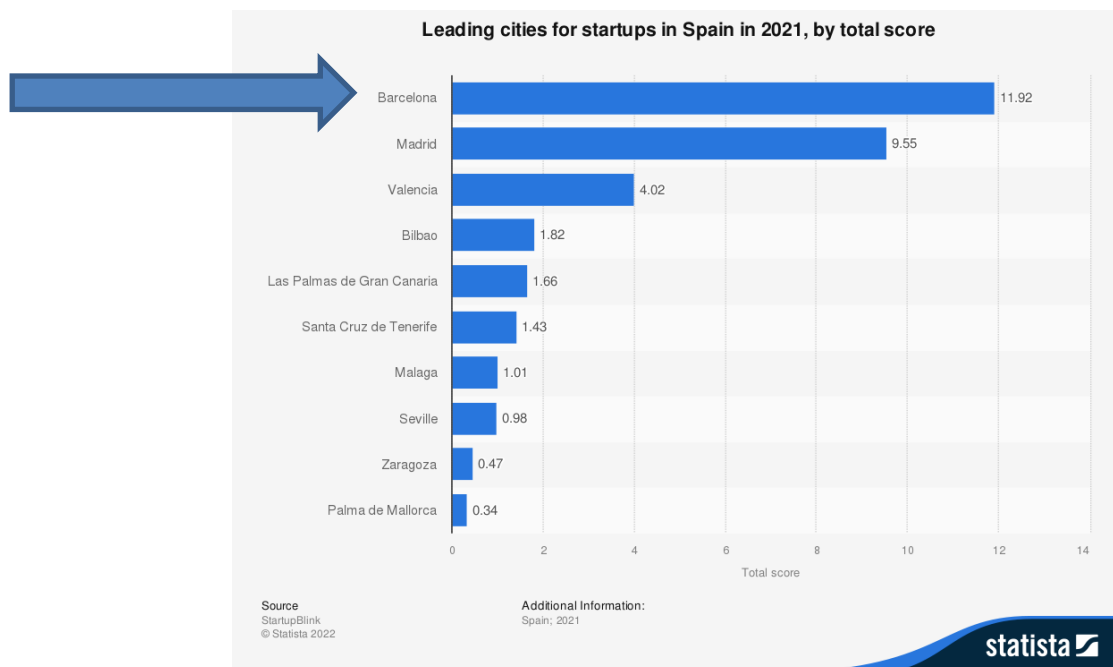

Figure 1. Leading Cities for Startups in Spain in 2021, by total score. Statista 2022.

Another reason Spain is being considered for internationalization compared to other European countries is that it takes 12.5 days to start a business in Spain compared to the regional average of

15.3 days. In this way, it is a country in which some processes are faster than others and facilitate it, such as the tax requirements.

It takes 12.5 days to start a business in Spain compared to the regional average of 15.3 days

Business environment: administrative framework

Business administration in 2019

	Time needed to start a business[1]	Time needed to register property	Time needed to fulfill tax requirements	Time needed to resolve insolvency[2]
Spain	12.5 days	13.0 days	143.0 hours	1.5 years
Southern Europe	15.3 days	26.1 days	213.7 hours	2.4 years

Delivery in 2019

	Time needed to export[3]	Time needed to import[3]	Efficiency of customs clearance[4]
Spain	0.5 hours	0.5 hours	3.6
Southern Europe	3.8 hours	2.5 hours	2.9

Figure 2. It takes 12 days to start a business in Spain compared to the regional average of 15.3 days. Business Environment. Source: Statista County Report (2021)

1.3 Background

The share of respondents who visited a post office in Spain in the past six months as of H2 2020 reasons is that 65.5% of people picked up shipments, the 39.4% sent letters, and the 18.4% sent packages. With this, we can see a clear demand for Virtual because these services are one of the benefits of a coworking space.

According to Statista, people willing or able to work remotely in Spain as of the third quarter of 2021 by age group, our potential market for the app goes from 25-34 years with 8.4%, 35-44 years is 8.3%, and 45-54 years represent 8.3%.

The distribution of digital advertising spent in Spain from 2022 to 2025 for the desktop will go from 48% decreasing to 2% or 3% each year until it remains 41% in 2025. Compared to Mobile, the share will increase each year. Starting with a 52% in 2022 and increasing until 2025 a 59%, according to Statista Digital Market Outlook 2022. In Spain, the digital market spent in 2019 and 2020 (in billion euros) 3.15 in 2019 and 3.03 in 2020.

2 State of Art

In this chapter, the current state of this subject is explained. It will show the history of the Numid application that will be implemented in Spain. As well as discuss the success stories of a similar company. In addition, show the needs that are in the Theoretical Framework.

2.1 Commissioned company Numid Network App

This project was developed using a commissioning company called Company Numid. This is the company Permission to create this project has been obtained beforehand and was granted by the CEO and Founder. Numid App is a Stat-Up localized in Querétaro, Mexico.

This company was founded as a Brief Nomad Business Tour. It was a tour of the city's main Coworking and Business Centers. Its main objective was to generate new users for Numid Membership as the project of the tours started to generate more audience.

Figure 3. Numid App via iPhone Landing Page. Spanish Version. (2022)

2.1.2 The service

Numid is a Digital Platform for Entrepreneurs, Freelancers, and SMEs that, through a monthly or annual membership, provides the following services:
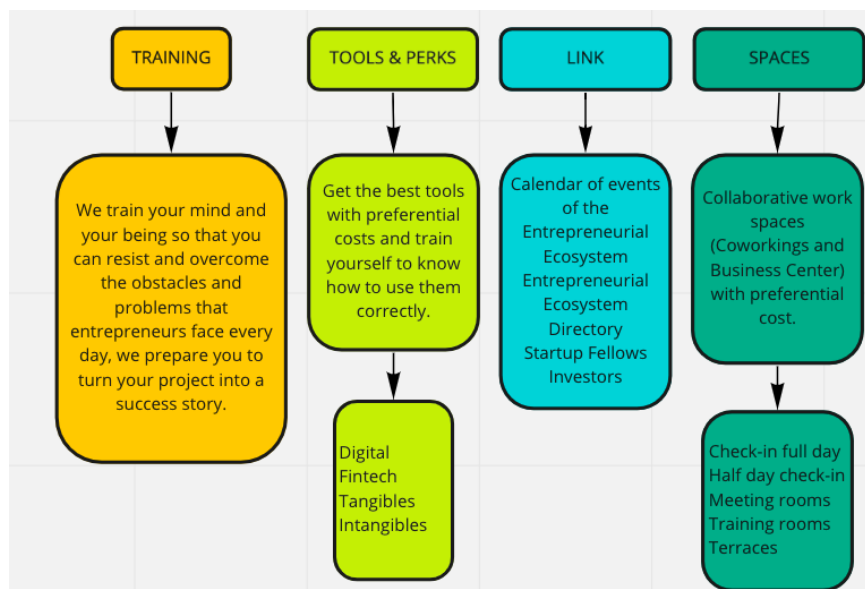
Figure 4. Elaborated by the author from Numid App Information.

One of its services is "Training," It is based on supporting entrepreneurs to overcome and solve the problems that may arise. This involves preparation to turn a person's project into a success.
 "Tools and Perks" also consists of getting the best tools at the best cost and training to use them correctly. "Link" is a calendar of events in the entrepreneurial ecosystem. The same directory of the ecosystem so members can make their network. As well involves interns for startups and investors.

Spaces are very important. They have allies in collaborative workspaces (Coworking and Business Center) with a preferential cost. In these spaces, you can check-in for a full day, check-in for half a day, and use the meeting rooms, training rooms, and terraces.

2.1.3 Numid Communication Lines

As the Primary Objective is to Generate new users for Numid Membership. Some of the Secondary Objectives are to Publicize Numid-affiliated Coworking and Business Centers to our Users, Generate Awareness among users, and Generate community.

Communication Lines - Numid
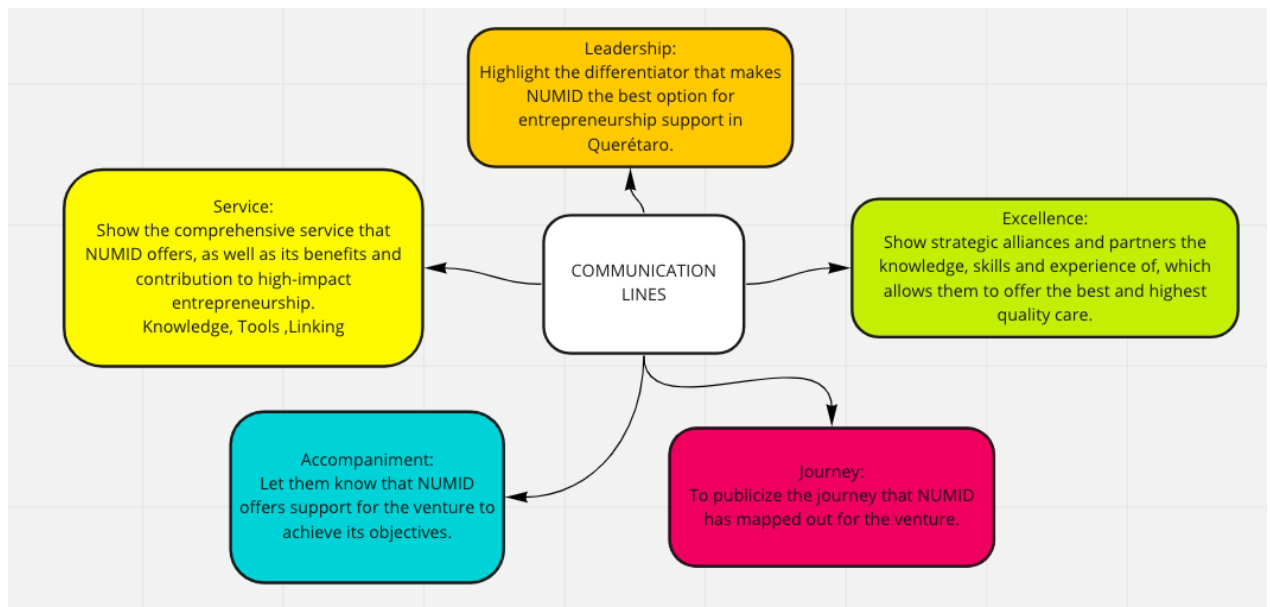
Figure 5. Elaborated by the author from Numid App Information

The strategy used in Numid 2021 in launching the campaign was the objective to show the digital platform as an excellent network coworking app in Querétaro, Mexico.

The communication lines for Numid are:

- Excellence: Show strategic alliances and partners the knowledge, skills, and experience, which allow them to offer the best and highest quality care.
- Leadership: Highlight the differentiator that makes NUMID the best option for entrepreneurship support in Querétaro.
- Journey: To publicize the journey that NUMID has mapped out for the venture.
- Accomplishment: Let them know that NUMID offers support for the venture to achieve its objectives.
- Service: Show the comprehensive service that NUMID offers, as well as its benefits and contribution to high-impact entrepreneurship. Knowledge, Tools, Linking.

2.1.4 Numid Market

As Numid has several memberships, each of these has different markets.

- Business Line 1: Tools for Entrepreneurs and Companies
- Business Line 2: Events

For Business line 1, there are an individual and a company membership. For business line 2, there are Numid talks Online and talks for the enterprise. In the individual memberships, the target clients and users are Freelancers, Entrepreneurs, and Startups.

In company memberships are SMEs, Large Companies. However, the users are the Directives and their partners. For Business line 2, the client target is Large Companies. Moreover, in online talks, the users are the Freelancers, Entrepreneurs, Startups, and SMEs; for the enterprise, they are Startups, SMEs, and Large Companies.

Numid Business Lines – Target clients

Figure 5. Elaborated by the author from Numid App Information
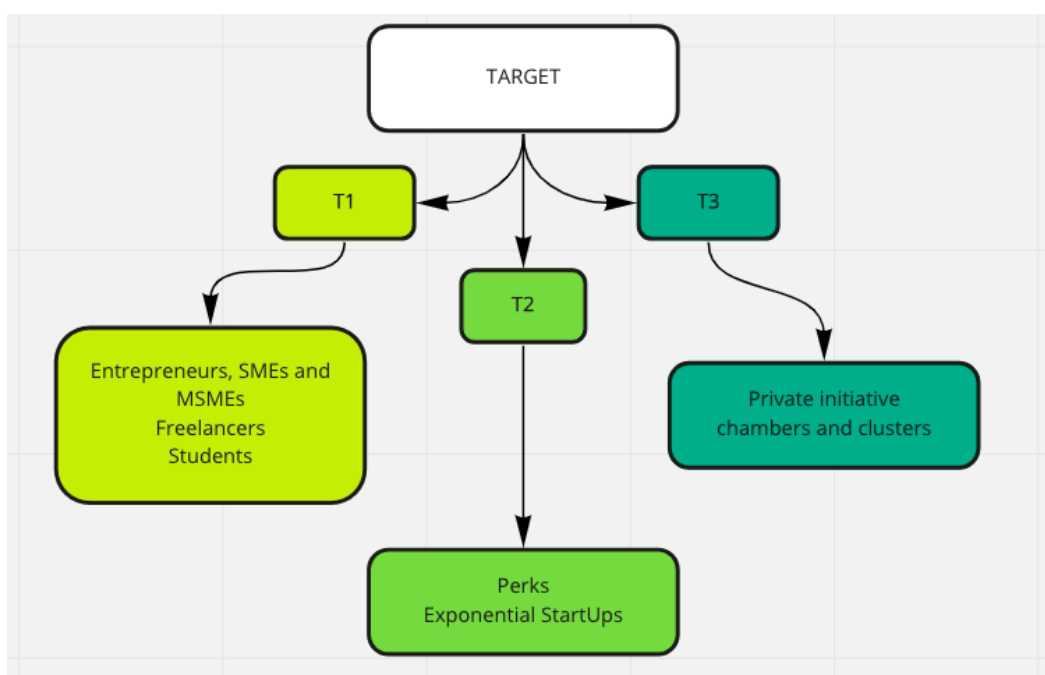
As mentioned, Numid has two business lines. Coworking is affiliated with the app. Therefore, Busines to Business (B2B) is applicated in this model.

2.2 We Work App Coworking

WeWork is a company founded in the United States in 2010, with its main office in New York. This company provides flexible spaces (coworking) and technology to startups, among other services to

entrepreneurs, freelancers, and small businesses. "WeWork designs and builds physical and virtual" (Jason, 2011).

We Work acquires or rents a property from its owner to later rent it to individuals at a higher price, generating a profit margin. To increase its rental value, We Work transforms and upgrades the space to include elements such as cafes, offices, common spaces, and other attributes (Huang, 2019).

However, they had many controversies when receiving large investments. It has lost 2018 more than $1800 million, with sales of about the same amount generating a wave of criticism, comparing it to pyramid schemes.

We work in more than 800 locations. The company is an "international workspace provider, committed to delivering flexible solutions, safe and inspiring spaces, and unparalleled community experiences" (WeWork, 2019). WeWork states that it wants to "create a community" and "a place where we are redefining success" (WeWork, 2019).

Different areas where are the spaces in rent

Two different modalities
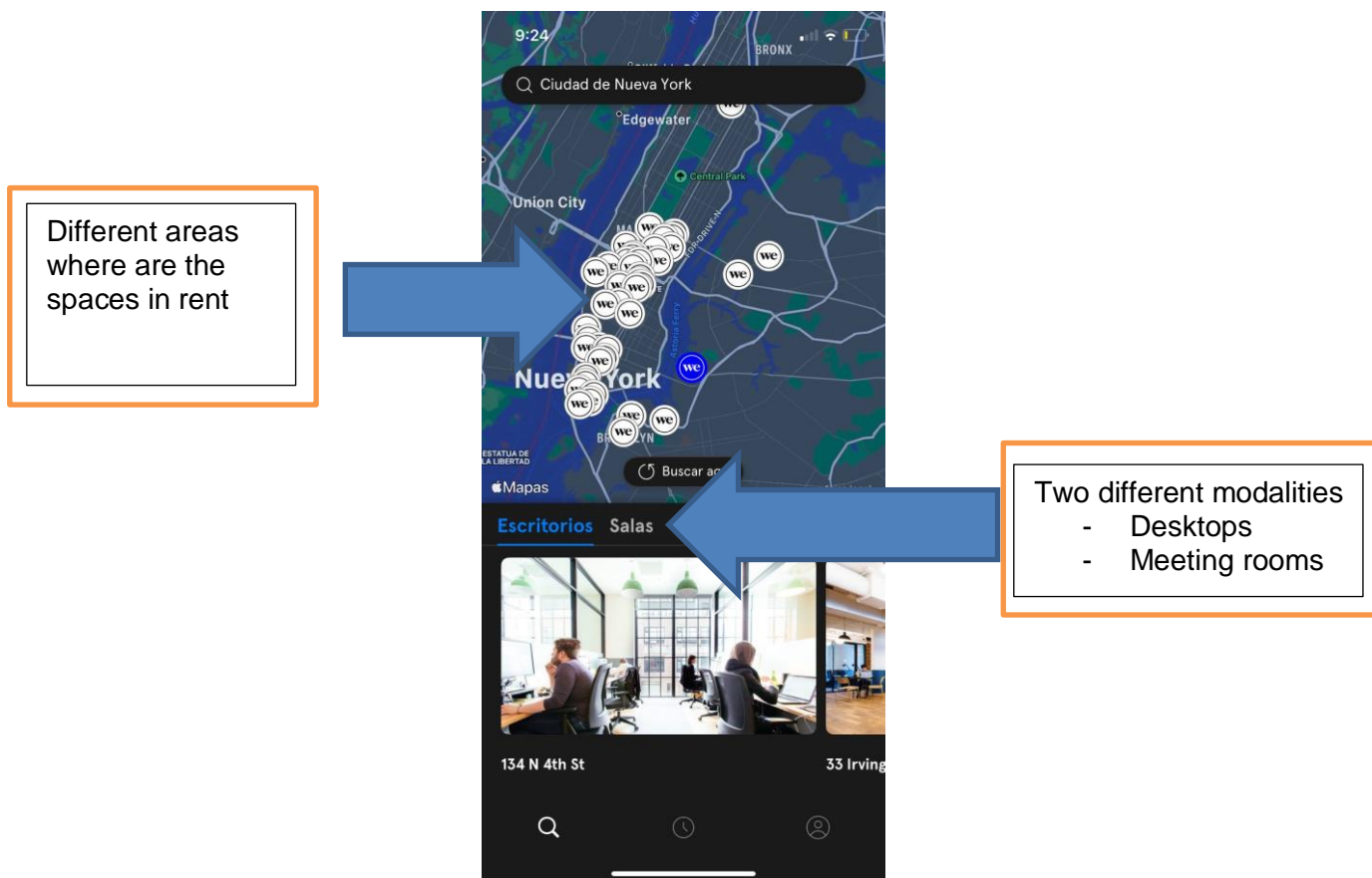- Desktops
- Meeting rooms

Figure 6. We Work App coworking spaces for rent. (WeWork, 2022).

WeWork was created in front of the figure of Adam Neumann, who was mentioned in the IPO documents as being able to "wear his hat." In the IPO, documents were mentioned as being able to "wear his hat as a visionary, operator and innovator while being visionary, operator and innovator, while also being successful within the community and as a culture shaper" (Telford, 2019).

2.2.1 We Work Differentiation

WeWork managed to capture the attention of some of the largest investors, such as SoftBank, and in that race, it even coined a term such as "Space-as-a-Service." SoftBank, and in that race, even coined a term like "Space-as-a-Service," which is very much related to a technology concept like "Software-as-a-Service." It is closely related to a technology concept like "Software-as-a-Service." WeWork seems to be valued more as a technology company than a real estate or real estate services company in this narrative.

2.2.2 We Work Corporate Strategy Summary

The vision in we work is to provide a space-as-a-service solution where people & companies unite as communities to move forward together. The strategy in the short term is to deliver the core space as a service offering to achieve the goal of an immediate focus on optimizing and the right sizing in the existing portfolio (WeWork, 2020)

The mid-term shows an increasement in the membership offering and an expansion of the footprint strategically. It includes global access to the community through new enhanced membership customization on offering equipment, access to a network that provides health benefits and payroll services, and a demand feature for desks, offices, and conference rooms available to all members (WeWork, 2020).

Lastly, the company is willing to transform an end-to-end business solutions platform into a long-term strategy. To continue to add services and experience that will allow the members to have a better day at work to help a most valuable commodity in the most efficient way possible (WeWork, 2020).
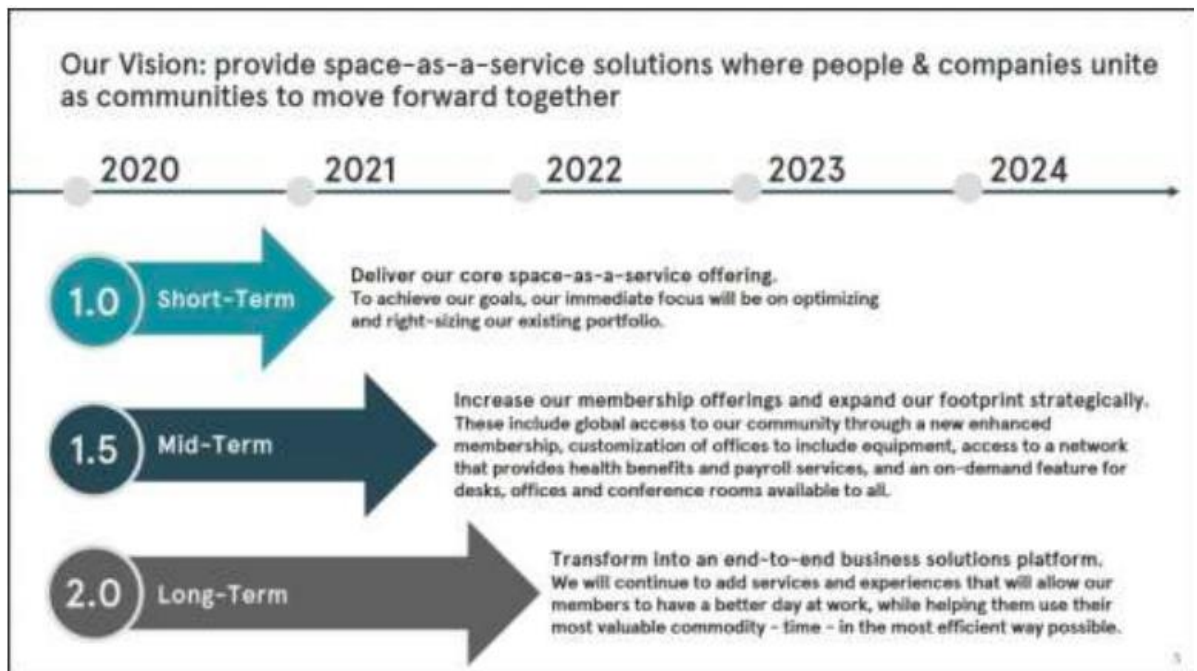
Figure 7. WeWork Corporate Strategy. Source: (WeWork, 2020)

2.3 Objectives for the Thesis

The objective of this thesis is the internationalization of the Business Network Numid app from Mexico to Barcelona, Spain. To create a strategy for the process. Also, to create a deep analysis of the target country and the potential customers. Likewise, the objective is to provide specific information to the company to carry out the project in the future. Since specifically one of Numid's objectives is its internationalization in this country, however, they did not have a strategic plan and a deep analysis.

Numid company is a Start-Up business; it is a company starting to create a real strategy for the application in other countries. The initiating process of a strategy will be applicated in this thesis to create a further investigation. To know if it is viable the application of the app in Barcelona and the targeted customers.

2.4 Research Questions

As explained earlier, the scope of this study is to find out what specifically Numid App can tropicalize in Barcelona, Spain. For that reason, the research question is How to Internationalize on a Business Network App from Mexico to Spain? This research focuses on customer experience, customer communication, and digital strategy communication to answer this research question.

2.5 Theoretical Framework & literature review

2.5.1 'New model of work.'

'New model of work' in the 'collaborative and 'sharing' economy (Botsman and Rogers, 2011).

In this literature review, the concepts of coworking, the background of the 'hybrid' model, 'micro-clusters,' and socio-economic are mentioned to support the research question and background of the business model.

This working model is in the context of the collaborative and sharing economy (Botsman and Rogers 2011). Their main theory is ephemera: theory & politics in organization. Ephemera is about the contributions that engage with theoretical and conceptual understandings of organizational issues, organizational processes, and organizational life (Botsman and Rogers 2011). Ephemera is a journal that publishes articles about how to apply or develop theoretical insights that are not part of the established canon of organization studies.

In this case, we are looking forward to "The rise of coworking spaces: A literature review" by Alessandro Gandini. In this article, the idea of coworking is explained as workplaces shared by different areas of need of knowledge professionals. Such as freelancers and small businesses that need office-renting facilities. There are various models where the bast majority just look forward to renting a desk and fast Wi-Fi connection. In this routine, people are surrounded by other professionals in the same industry. As the author indicates, the relevance of social relations across their professional networks and their existence as productive workers in the knowledge economy.

San Francisco is one of the pioneers in the coworking sector. The 'hybrid' model that is applicated in the early 2000s. The main aspect was to applicate the interaction infrastructure able to connect technologies (Pratt 2002). This working model has been a beneficial aspect of this sector and quickly became a trending topic worldwide. Companies are trying to recreate this model of work. That is why the concept of 'coworking movement,' 'startups,' 'social innovations,' or 'sharing economy' started to be self-proclaimed (Botsman and Rogers 2011).

The study by Capdevila (2013) offers a theory of coworking spaces as 'micro clusters' that enable knowledge transfer among members from a network-based perspective. The main idea is that firms and organizations have a reliable source of networking relations and have negotiable collaborations. The traditional industries are replaced by 'innovation networks' constituted by networked microbusinesses. Coworking is considered the area that provides networking activity and the physical platform.

The companies look forward to these spaces where the socio-economic is an important aspect when creating social networking. This seemed like acquiring a reputation when being in a coworking space. the element that keeps these different social actors together in the same space and projects them into the city's broader socio-economic 'creative scene' of the city (Gandini 2015)

2.5.2 The Uppsala model

The Uppsala model on the evolution of the multinational business enterprise – from internalization to coordination of networks

This literature review explains the model of the multinational business enterprise (MBE) evolution. The aim is to move the focus from the production structure to change business relations and entrepreneurship processes. (Johanson and Vahlne 1990). It explains that networking structures connect relationships.

The Uppsala model had studies of Swedish multinational companies, which were found to start their internationalization in markets close to the home market in psychic distance terms and gradually enter markets further away (Johanson and Vahlne 1990).
The assumption of the MBE is the Organizational processes in the following figure. Happening also occurs at the other end of the dyadic relationships in which the MBE is involved (Johanson and Vahlne 1990).

The model is created by a process where there are two variables. The decisions created by the organization to make an "inter-organizational process of learning." As there are several Actros involved in the process, it seems as if there is no equilibrium. It intends to be as dynamic as the new knowledge created. The organizational capability explains that the space people define the networking positions are developing. International Business research applies as they are extensions of manufacturing firms. However, the model implicates that the firms regarded as MBEs and the new developments are explained similarly to other members.
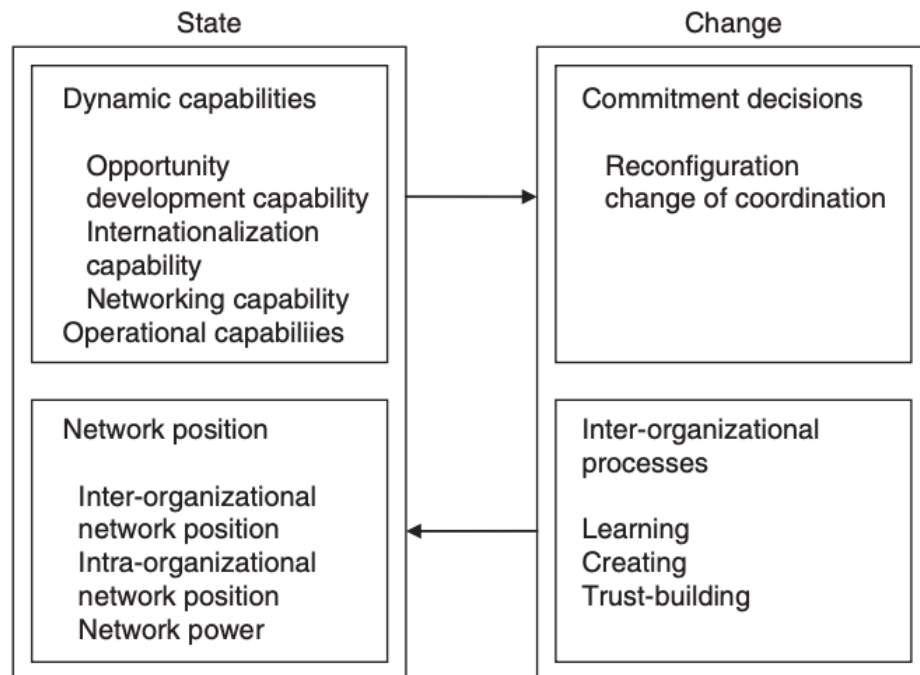
Figure 8. The Uppsala Model of MBA evolution

In the right low quadrat in figure 8. it is defined as the inter-organization process of the learning, creation, and trust-building. We share the view that individuals learn and what has been learned is transferred as tacit or explicit knowledge to other organizational members and is, if useful, made into routines (Cohen and Bacdayan 1994, Nelson and Winter 1982).

Trust consists of affective and cognitive elements and is important in building relationships, which is important in our model (Morgan and Hunt 1994). As these writers explain, the behavior is predicted if the trust is involved. Besides the dyadic relationships, it creates a sense effect on uncertainty. As well. Trust is a reference for commitment and is essential when building relationships. Therefore, these relationships are an essential aspect of creating the paradigm.

The dynamic capabilities that the authors indicate in the Uppsala Model are considered essential for the international development of a firm. The first is opportunity development capability which is critical in driving the firm development process (Ardichvili et al., 2003; Chandra et al., 2012; Johanson and Vahlne, 2009; Pitelis and Teece, 2011). The capabilities to analyze the opportunities and sources inside the firm are included.

- The second is the internationalization capability which is central to the 202 IMR 30,3 development of the multinational firm (Eriksson et al., 1997). Is the approach and development for various markets and places under various conditions.

- The third is the networking capability to build, sustain and coordinate relationships in a network-type context (Ritter 1999). It's a capability that relates to other things. It is regarded as the network's internal and external environment.

- Network position is a matter of the power-dependence relation between the network partners (Cook and Emerson, 1978). This implies, in turn, that actors with strong network positions have a kind of market power (cf. Hymer, 1960/1976). Because of its market strength, the MBE can positively impact the environment. Nonetheless, the environment will vary compared to an MBE with little power.

2.5.3   Is Coworking the office of the future?

Is Coworking the office of the future? A survey was applied to shared-work spaces in León, Mexico.

In this thesis, the author tells us how he analyzed and compared the models of coworking spaces in Spain and the city of Leon in Mexico created in the 2018/2019 academic year. It will be a great tool for the development of my research question. Does the thesis create questions such as what is coworking? Where was it created? However, in its structure, the information that is most useful to me would be the types of coworking; in this way, there is a better understanding of the application and the various spaces that members can access.

While there are some similarities between the types of coworking, there are some distinguishing aspects to which extra attention should be paid while planning. As a result (Guerra 2016), the following are the most common:

- Fixed Coworking: These are spaces that the same user always occupies
  And can be accessed at any time without restrictions. In addition, allows you to leave your work material in the center daily without having to charge for it needs to charge for it. It is somewhat like what would be a shared private office shared.

- Flexible coworking: There is the possibility that the activity in which you are engaged will make you will be out of the office most of the time. And therefore, if you do not, a permanent job is not required. For this reason, you can access these spaces for the hours or days you need and benefit from the community work.

- Semi-flexible Coworking: These are a mix of the two previous types. Spaces that allow you to enjoy working as a community and at the same time have greater privacy by having reserved offices that certain users can only access. Only certain users can access

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- Nomadic Coworking: These are spaces that allow, through the so-called "Coworking visa," to use all the coworking centers in the world. "Coworking visa" to use all coworking centers in the world adhered to this collaborative project (Brode et al., 2015). The most common users are usually engineers who, due to their job characteristics, are more likely to suffer from geographic are more likely to suffer from geographic mobility.

What are some of the current trends?

This section covers the most common scenarios that occur in Spanish coworking spaces.
Users will have to adapt to the following trends in Spain's coworking spaces, according to Coworking Spain (2018):

1. Experience design:

With the increasing expansion in the number of coworking spaces, it has become more difficult to stand out from the competition. To do this, centers concentrate their efforts on anticipating the user's arrival in the space and engaging them as community members.
Community. In a way, the roles are inverted because they should generally choose the centers rather than the centers choosing the users.
The center itself chooses the user. As a result, they will feel noticed and eager to work in the space.

2. Scalability or specialization:

They want to expand their space since the larger the coworking space is, the more profitable it is. Because having 100 coworkers is always preferable to having 10. This is because it is an industry in which revenues grow quicker than their costs.
It has costs attached to it. Smaller centers will need to have a strong differentiating strategy to stay afloat. If they want to stay in the market, they must develop a differentiating plan. They will have to concentrate on certain market segments.

3. Social impact:

Coworking has also understood that not everything is about making the most money.
Profit maximization has evolved into a conscious effort to assist society. For instance, in Perter (Valencia), coworking develops projects and collaborates for free with associations to assist the community in acquiring certain information, resources, or skills.

4. Local coworkers:

These spaces are increasingly being used by professionals who wish to move away from the burden of the big cities, the noise, the high cost of living in the metropolis, and the high expense of living there. Furthermore, they contribute to halting the outflow from rural areas. Users need

workplaces that integrate work and recreational areas where they can unwind and recreational locations. The most recent Restaurants, cafes, and coworking spaces are all available. Pet-friendly furniture (ping-pong, billiards, or foosball), fun furniture (ping-pong, billiards, or foosball), and Rooms for relaxing or watching television.

2.6   International Aspect of the Thesis

Coworking spaces have become a more attractive and efficient way to work globally. Numid is an application that encourages this and has great value for the target market. One of the reasons why the internationalization of the application is possible is the language. Since at first instance as a direct internationalization is the Spanish language. So, there is no use for a translator. But of course, it is possible to adapt to the international market in the long term.

International marketing activities are planned to start in the company in the future. Although the project was designed for application in Mexico, the model applies to any country just with the right strategies that can be adapted to attract an international audience.

Another reason is that we have migrated to work at home; with this in our favor, the tools that Numid offers materialize in person and an online manner, and the exclusive events are held. A speaker could be in the U.S. (As an example), and any member of the application with membership will have access to them no matter where they are located.

Just as you have direct access to the directory, you can communicate with anyone and create your network. As an example, it will be able to facilitate the beginning of a venture where the different parts of the business are carried out in different places but all with the same purpose.

3   Methodology

In this chapter, the research methodology and process are described.

3.1   Introduction to the research

This search aims to internationalize Numid's app and make it grow properly in the Spanish market. In this way, we will find the most effective way to make the digital marketing strategy to make a market penetration.

The study question is: How to internationalize a Mexican network app to Spain to achieve this purpose?

3.2   Research method

The research issue is open, and qualitative research is the most appropriate method for answering it. Because the purpose of this study is to learn more about. In the behavioral sciences, where the goal is to identify the underlying motives of human behavior, qualitative research is very significant. Variables that cause individuals to like or detest a certain thing or cause them to behave in a certain way (Korthary, 2004).

Various economic and commercial surveys frequently use the process of gathering data through mailing questionnaires to respondents. The following are the benefits stated for this method:

1. Even when the universe is big and geographically dispersed, there is a cheap cost.
2. It is free of the interviewer's bias; responses are given in the respondents' own words.
3. Respondents have enough time to offer thoughtful responses.
4. It is also possible to contact respondents who are difficult to reach.
5. Large samples can be used to improve the consistency and reliability of the results. (Korthary, 2004).

3. 3 Planning and implementation of the research

A questionnaire's main features: A questionnaire is frequently regarded as the heart of a survey operation. As a result, it should be built with great care. The survey will fail if it is not correctly set up reliable. (Korthary, 2004).

The first questions should be designed to pique people's curiosity. In general, the following types of questions should not be used as preliminary questions in a survey:

- Questions that place an undue burden on the respondent's memory or intellect

- Personal character questions.
- Queries about personal riches, etc.

These considerations were considered when formulating the questions asked for the users who have been chosen as an ideal customer. Interviews are conducted by telephone and are recorded to have the corresponding information. Are conducted during a one-hour maximum session with each participant. Five of the participants were approached via outlook and personal contacts.

3.3   Collecting data

Since the interviews with the five participants had an international profile, they had a broad conduit to our objective. The interviews were recorded, so we could quote the user's words exactly as they were and be accurate with the right words. This was also considered since the idea of the interview was to flow properly and not to think about the notes later.

4. Analysis

From the results of the interviews, we can start with analysis according to the necessary information for our target, which is the internationalization of the Mexican coworking app to Spain.

How long do you stay in a coworking?
- I go three times a week for four to five hours a day.

Do you like to change coworking a lot, or do you like to stay in a specific one?
- I don't like to change so much; I like them to be close to my home. For example, if there were three coworking near my house, I would go to those three.

What are the amenities that most catch your attention in a coworking?
- I like the small spaces and the noise-proof enclosed cubicles to make calls. Whether standing or sitting. I like the boardrooms for meetings. Clean restrooms. And I like coworking events.

If you had to pay a membership fee to access these events, would you pay it?
- Yes, no problem.

What kind of events would you like to have? What specific topics?
- It would be topics focused on marketing, management, new trends in business, and soft skills development such as leadership, teamwork, and negotiation... all that.

Have you visited coworking in other countries?
- Yes, in Barcelona and the United States.

In Barcelona, what differentiators did you notice compared to coworking in Mexico?

- o In Barcelona, the spaces are open. Yes, they are coworking, and in Mexico, they have more offices than open spaces. I like more open spaces to invite and encourage more collaboration.

How long were you in Barcelona?

- o I was there for one week, and I considered them too expensive. Approx. Twenty-two euros to 35 euros a visit. When people go to coworking, they use them more for one-hour meetings in spaces that are not boardrooms. Few are those who work permanently and work per day. Those who are permanent do pay for their membership.

What are the amenities you would like to have in a coworking?

- o I would like to have a space with monitors to work better. I use two monitors, one for email and the other for work. So, I would like to have that amenity.

- o The issue of incoming calls. I would like to get first to the incoming calls system and, with an extra cost, to have a direct routing to my cell phone.

4.1   PESTEL Analysis for the Spain Market

4.1.1   Introduction to PESTEL Analysis

The various factors considered for the internationalization of a service or product are elementary such as political, economic, social, technological, environmental, and legal. A PESTEL study is an abbreviation for a tool used to determine an organization's macro (external) forces, according to the Oxford College of Marketing (2016).

Furthermore, each PESTEL analysis factor is described to understand the Spanish market better.
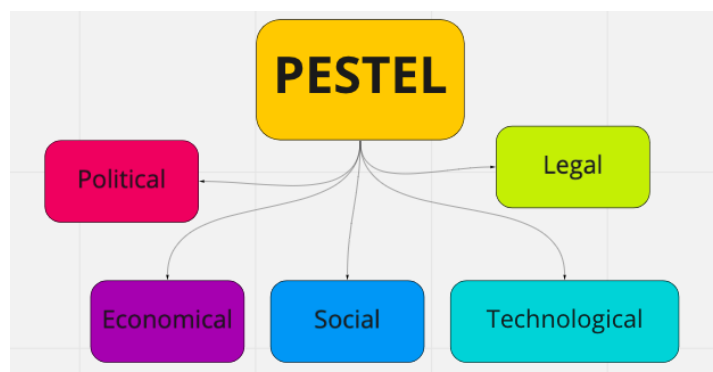
Figure 9. Elaborated by author Pestel's Analysis

• **Political**

Spain follows a parliamentary constitutional monarchy. This means that the ruling acts as the largely ceremonial head of state. Meanwhile, the democratically elected prime minister acts as the head of the national government (Karacs, 2022). Head of State: King FELIPE VI (since June 19, 2014) ▪ Head of Government: Prime Minister Pedro SÁNCHEZ Pérez-Castejón. The 43.7% are women in the parliament.

They have a rule of law that is considered relatively high. The control of corruption is rated as strong and goes in hand with the high regulatory level. Spain ranks relatively high in the Economist Intelligence Unit's Democracy Index, ranking 22 on its 2020 rankings (Karacs 2022). As well, Spain faces weak risks of violence and terrorism due to political instability, according to Statista 2021.

Most Recent elections results: Spanish Congress of deputies, 2019

Figure 9. Elaborated by Statista Report County Spain 2022.

The Spanish constitution, enacted in 1978, defines the separation of powers between the executive, legislative, and judicial departments. It also promotes the fundamental ideals of liberty, justice, equality, and many other pillars of Spain's modern democratic system. (Karacs 2022).

These three branches of government carry out the following functions:

- Executive: The national government, or executive branch, of Spain's governmental system, is led by the Prime Minister of Spain. Deputy Prime Ministers and other ministers are part of this branch.
- Legislative: The Spanish parliament is divided into two chambers: the lower house, the Congress of Deputies, and the upper house, the Senate.
- Judicial: The judicial branch in Spain consists of judges and magistrates who are independent, liable, and only subject to the rule of law. The General Council's 20 justices choose the head of the Supreme Court. A three-fifths vote in parliament is required to select these judges.

- **Economical**

According to Statista, the real gross domestic product (GDP) growth from 2016 to 2026 in Spain for 2022 is 6.39%. GDP refers to the total market value of all goods and services produced within a country per year (O'nell 2021). Spain's economy has traditionally been recognized as one of the world's most significant, but repeated crises have afflicted it. As it was in 2020 worldwide, counties faced the pandemic, and the economy was affected. The Spanish economy prospers from a low import-high export method initially implemented after the global financial crisis to help the country become more profitable (O'nell 2021)

Real GDP is forecast to increase by 3.8% p.a. from 2020 to 2025

Economic conditions: real GDP (1/3)

Real GDP[1] in billion US$[2]

-0.4%
+3.8%[3]

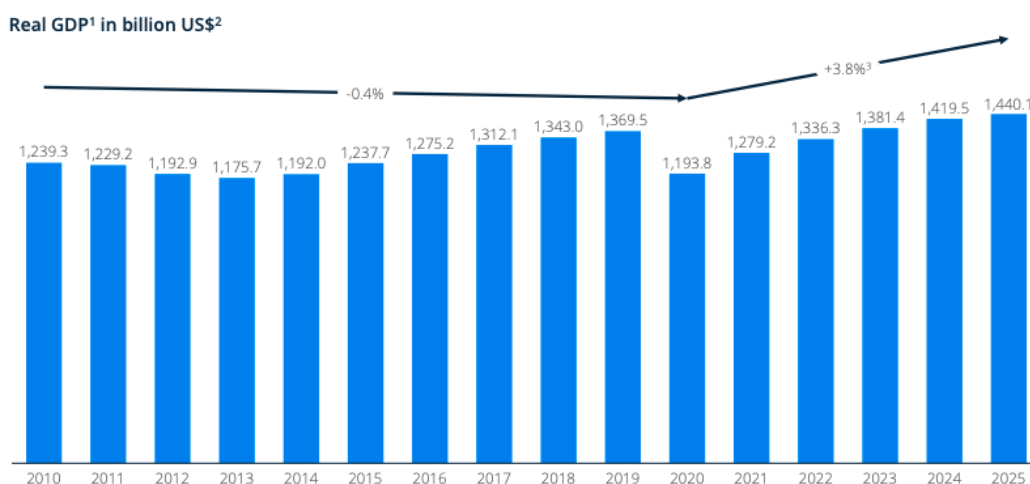| 2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1,239.3	1,229.2	1,192.9	1,175.7	1,192.0	1,237.7	1,275.2	1,312.1	1,343.0	1,369.5	1,193.8	1,279.2	1,336.3	1,381.4	1,419.5	1,440.1

Figure 10. Elaborated by Statista Report County Spain 2022.

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- **Social**

Spanish society is also facing some social issues. Such include the widening divide between the rich and the poor, drug addiction, limited credit, low income, child poverty, a deteriorating healthcare system, and an aging population (Shaw). Spain has an extremely high degree of human development compared to other countries. The 1978 Spanish constitution guarantees democratic autonomy to "different nations and regions" (Gale 2009).

Religion, education, family, the economy, the government, one's ethnic heritage, employment, and even hobbies all contribute to our sense of self as members of a group or several groups. On a national level, most Spaniards are Roman Catholic, and Castilian is the official language in schools and courts. Many Spaniards also appreciate football (soccer) and belong to a sporting club, where "membership is passed down from father to son" (Gale 2009). On a macro level, with the effect of tourism, the rising economy, and other drivers of change, such as the media, Spain has become a generally egalitarian country (U.S Congress 1988).

The regional average value is calculated using data from the countries covered by the Statista Country Reports and the source Sources: Statista, based on UN DESA and national statistical offices, as of Q4 2020.
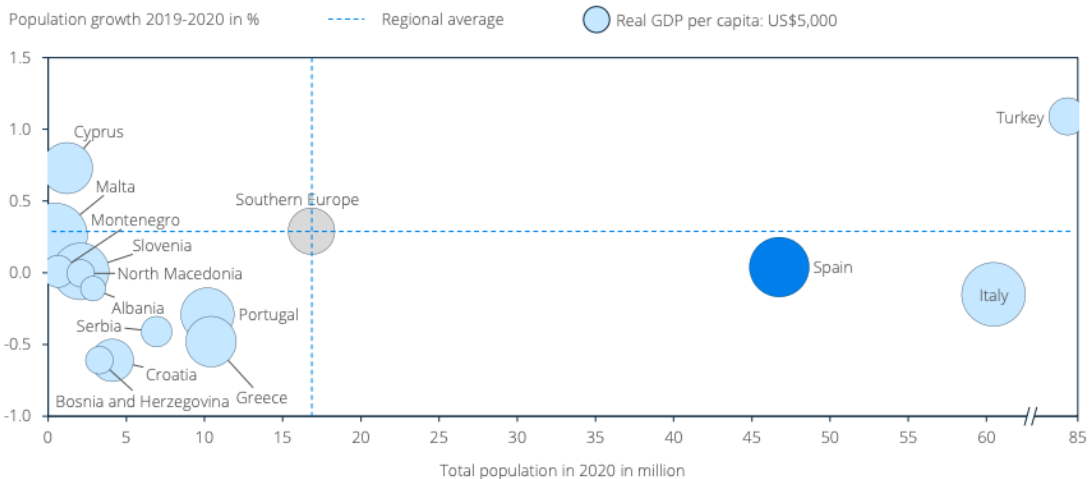
Figure 11. Elaborated by Statista Report County Spain 2022.

- **Technological**

Spain is a technologically advanced country. It is one of the first EU countries to electronically issue all national identification cards. Spanish businesses have always been at the front edge of technological advancement and innovation. Their achievements in aviation and road traffic control, international security, renewable energy, civil engineering, and mobile communications are well-known worldwide (MIT Technology Review, 2022).

The general use of social media by Spaniards is well-known. Facebook, Instagram, Pinterest, Twitter, YouTube, and Reddit are Spain's most popular social media platforms. However, it is worth emphasizing that the country requires additional IT personnel. ICT professionals are among the country's most in-demand vocations (Raham 2022)

According to Statista, the digital advertising spending in Spain from 2017 to 2015 is a significant percentage increment for the mobile share in adverting spend.
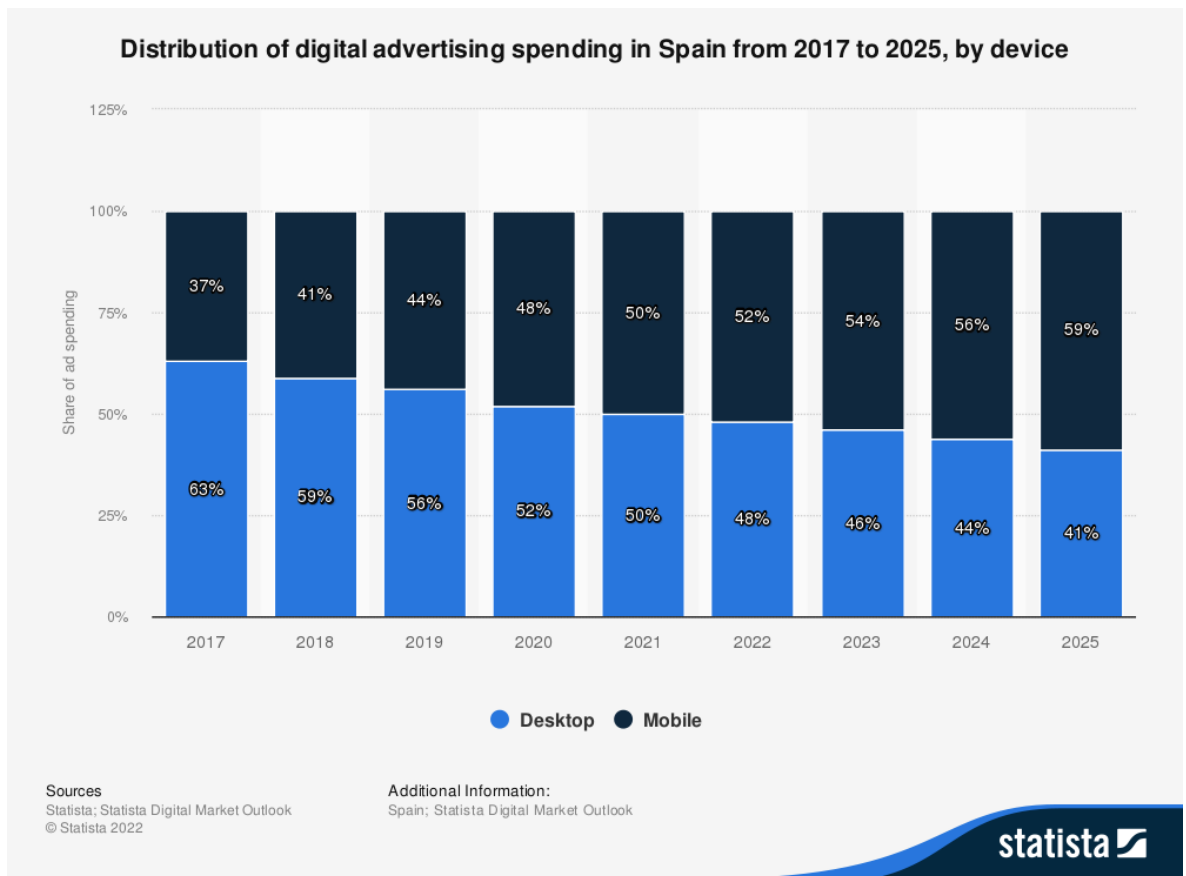

Figure 12. Elaborated by Statista Report County Spain 2022.

- **Legal**

This section will focus on the legal aspects required in the application. The European Data Protection Authorities have issued the first joint opinion on mobile applications, which examines the effects and

risks that apps pose to data protection, elaborates on the obligations of app developers and everyone involved in their creation, and pays special attention to the use of these apps by minors. (Sandoval, C., Sanchez, J. 2021)

The current Spanish legislation mandates that the following duties be met:

- o Quality: The data should be sufficient, appropriate, and not excessive to be gathered. Apps marketed at teenagers will be subjected to stricter enforcement of this requirement.

The European Commission recommends that children's data not be collected for advertising reasons, that information about parents and other family members not be collected, and that all personal information be removed when the app is uninstalled.

- o Information: It is vital to inform the user ahead of time about the data received through the app that the user has not provided directly (Sandoval, C., Sanchez, J. 2021).

The identity and domicile of the person responsible for the app, the purpose of the gathered or accessible information, the ability of the user to exercise their rights, whether there is a relationship with third parties, and so on, must all be supplied. In the case of youth-targeted apps, this information must be delivered straightforwardly and thoroughly.

- o Consent: The user has granted their consent if they proceed with the installation after being informed of the prior points. Even so, youngsters under 14 cannot offer their permission. Therefore, there should be a mechanism to prohibit children from using such apps or allow them to acquire parental or guardian consent.
- o The rest of the LOPD's principles and requirements also apply to the data acquired through apps (Sandoval, C., Sanchez, J. 2021).

4.2. SWOT analysis

An acronym for Strengths, Weaknesses, Opportunities, and Threats is a tool commonly used by businesses when planning the future. Figure 1 shows how a SWOT is laid out. Used to highlight both internal and external factors affecting the business. The Strengths and Weaknesses are Internal, while Opportunities and Threats are External. The Oxford College of Marketing (2016).

Figure 13. Swot Laid Outsource from Oxford College of Marketing (2016).

Numid strengths

o   Successfully launched a new Co-working app.
Numid being a startup, has proven to be able to launch the application being one of the first coworking apps in Mexico with all the tools and facilities that this offers to the market.

o   A good relationship with the customers
In the application, good communication and relationship with its members; is why one of its strengths is its good relationship and offers the best quality of service possible.

o   Good internal communication.
Good communication between Numid members is good and creates a good atmosphere among colleagues.

The weakness

o   Costly month promotion
Being a startup, it does not have a large budget for monthly advertising promotion on social networks compared to other apps.

o   Cashflow problems
Cash flow is crucial for any business and generating it may be a problem.

o   Lack of capacity in the coworking centers

The app, as mentioned above, consists of several tools for members. One of these is spaces where you can schedule a space, either coworking or boardroom. One of the problems can be considered the lack of available spaces.

o   Low recognition

Not being a recognized company can decrease its value, and other members may not value it.

The opportunity

o   Become an international app

Expanding the app to an international market becomes an opportunity for Numid that generates several growth opportunities.

o   New and larger target customer audience

Having a new market generates more opportunities for tools that can be developed and expand a large network of contacts that beneficiate the members.

o   Similar apps in the market without all the tools of Numid

As previously mentioned, several apps are for renting coworking spaces. However, they do not have the different tools that help to develop the coworking projects.

o   Loyal costumers

For Numid, the most important thing is the members within it; this generates a great engagement.

The threat

o   Apps established in the Coworking's

Applications like Numid's can generate a great threat because if coworking facilities are already affiliated with other apps, they may have an exclusivity contract.

o   The cost might rise high.

Although we want to make this tool accessible to the focus group, it may increase in price due to taxes in the new country and not be as affordable.

o   Lack of target customers

Although statistics show that the best index to establish the app is in Barcelona, there is a possibility that there may be a lack of target customers.

SWOT Analysis for Numid App in Spanish Market:

Stregths
Successfully launched a new Co-working app
Good relationship with the customers
Good internal communication

Weakness
Costly month promotion
Cashflow problems
Lack of capacity in the coworking centers
Low recognition

Opportunity
Become an international app
New and larger target customer audience
Similar app's in the market without all the tools of Numid
Loyal custumers

Threat
Lack of target costumers
Apps stablished in the co-working's
Cost might rise high

Figure 14. Elaborated by author Numid SWOT Analysis

4.2. Buyer Persona

With the help of Numid's existing information, I created two buyer personas that fit as potential customers that could have in Spain. A buyer persona is a detailed description of someone representing your target audience. This persona is fictional but based on deep research of your existing or desired audience (McLachlan, 2021)

Buyer Personas is one used method of marketing that is useful for considering goals, desires, and the limitations of brand buyers and users. Customer data used to be abstract; therefore, personas are conducted to identify key demographic attributes such as age and location (Hollensen, S. 2013).

Buyer Persona Profile No.1 for Numid Target group

Nicolás Nors
BUYER PERSONA

Background
- He is a real state professional in Barcelona
- He does a lot of fieldwork and rarely requires a space where he can do meetings.

Demographics
- Male
- Age 28
- Lives in Barcelona Urban Area

Hobbies & Interests
- He enjoys going to talks with speakers related to entrepreneurship.
- likes to network with people who are work related

Challenges
- He wants to have a wider reach to future customers

Common Objections
- "I currently work for a firm and would like to become independent."

Biggest Fears
- Economic recessions
- Not finding available places to have an appointment
- "not being able to become independent due to lack of adequate workspace".

Figure 15. Elaborated by author. Numid Buyer Persona I. Analysis

The information applicated in the buyer persona comes from serval statistics from Statista. The main factor for the "Ideal Customer" information source was Numid implementation in Mexico. As well, according to the interviews, this is what some of the main common characteristics show up.

According to Smart Marketing Research (2019), to create a buyer persona, the answer to different questions. Different digital marketing tools may answer each of these different questions.

- o   What do they do daily?
- o   What do they want to achieve?
- o   Do they have any financial obligations?
- o   What do they struggle with?
- o   What are They attracted to?
- o   What is their salary?
- o   What are their daily challenges?

Buyer Persona Profile No. 2 for Numid Target group

Natalia Sians
BUYER PERSONA

Background
- She is a freelancer who creates content for various companies.

Demographics
- Female
- Age 35
- Lives in Barcelona Urban Area

Hobbies & Interests
- She is involved in all aspects of design and innovation.

Challenges
- "I have a hard time finding suitable trainings for new design applications."
- "It's too expensive to pay for a coworking membership, I enjoy getting to know the business centers in the city."

Common Objections
- "To know the coworking spaces in the city in order to generate an extensive network.

Biggest Fears
- "The internet is crucial for my work, I require a good service."

Figure 16. Elaborated by author. Numid Buyer Persona II. Analysis

5 Findings

5.1 The strategy for the internationalization of the Numid App

In this chapter, the findings of the.

To start with the internationalization, I have considered the following: the best strategy to launch Numid in the Spanish market. This strategy will be considered Stage One for the development of the project. The steps from one to five are subjects the app needs to have before any internationalization is adapted.

1. Landing page creation

Figure 17. Home Page Numid App.

Numidia currently already has a landing page that is adaptable to the needs of its customers.

The creation of the landing page is crucial depending on the product, but in this case, it is important. Landing pages convert more traffic because they are focused on one goal or call to action by providing information about a specific offer or item. It has limited navigation, and the simplicity keeps a visitor focused on the goal rather than being distracted by multiple links taking them away from the page (Baldwin, C. 2020).

There are different types of a landing pages. The main idea is that depending on the click, people will be deracinated to the specific place the user wants to interact. There is the homepage and the landing page that have significant differentiation. The main objective of a homepage is to direct users to other pages where they will find the information they want. Landing pages eliminate the intermediary step by being the page the user wants - and stating as much in no uncertain terms (Baldwin, C. 2020).

2. Solid SEO strategy

Search Engine Optimization (SEO) is the process or technique of designing a website to improve its ranking and increasing the quantity and quality of the traffic by the "free," "organic," "editorial," or "natural" search results on search engines that provide web sites fact reachable (Yalcin, N. 2012).

3. ASO Strategy

When having an App, the ASO strategy converts into a crucial strategy to be noticed by the users, usually in the AppStore and Google Store. ASO stands for App Store Optimization; it is continuous development to passionate the apps.

According to Harris, E, in 2020, the research shows that ASO is the crucial factor behind 68% of new app discoveries. When used the right way, you gain the following benefits:

- The app becomes more discoverable
- Drives more traffic
- The number of users increases
- Boosts the number of organic downloads
- Expands user base
- As CTR increases, so does revenue
- Cuts user acquisition costs
- Helps grow your mobile business

4. Create a blog

Creating a blog within the page creates more trust-building with potential customers and is a highly recommended tool for promoting and trafficking the product/service. According to Wainwright, C. (2021), Business blogging is a marketing tactic that uses blogging to gain more online visibility. It is considered a marketing channel like social media, email, email marketing, etc. This supports business growth.

Figure 18. Creation of Blog. Source: HubSpot marketing

Strengthen social reach with blog content and drive new website visitors to the blog via your social channels (Wainwright, C. 2021).

5. Create a profile on Facebook and Instagram

Social Media for business is crucial nowadays. If a company has not developed, the profiles are somehow lost and do not attach to the needed trends. Currently, there are 4.2 billion users of social media worldwide. It is considered a very efficient, inexpensive, and fast way to approach the targeted market.

The benefits of having social media profile for a business, according to Newberry, C 2021, are:

- o Increment in brand awareness
- o Increased website traffic
- o Generates Leeds
- o Boots sales
- o Partnerships with influences
- o Promotes content
- o Go viral
- o Targeted advertising
- o Reporting analytics

These steps are considered an initiating strategy for any app that wants to internationalize. The following steps are more targeted for the increment of new users.

6. Paid advertising

Paid advertising is one of the most important digital channels for target customers. As the wording implies, paid to advertise is online advertising that one pays for. Examples of paid advertising include Pay-Per-Click (PPC), Programmatic Advertising, Google Ads, Google Display, Facebook Ads, Twitter Ads, LinkedIn Ads, Google, Facebook remarketing, etc (Marthinusen 2022).

Organic research in social media is starting to be a low standard for development, so paid adverting is the best option when a new company is. The ads are adjustable for the budget that the company wants to invest in publicity. It allows people interested in the App to fit the demographics according to the place they want to be. A swell has different tools that create the perfect advertising for the needs. One of the several benefits is that it can be retargeted, so it can be changed if one of the different ads is not according to the target customer.

7. Automatic notifications

Automatic notifications or Push notifications are clickable notifications that show up on the lock screen of the phone that shows a specific message. This is considered a communication channel to send a specific message; discounts are offered to users who already have the app downloaded. There are considered easy and attractive to respond to. This makes the audience stay engaged.

There are several options when making the automatic notification. But the one recommended is the Triggered notifications. According to the VWO blog, the triggered campaigns can be used to push notifications as a proactive medium to follow your buyer's journey. It lets you push a series of automated messages based on predefined rules and real-time data collected after subscribers to enter the campaign funnel (VWO 2021).

8. Positive reviews

When customers create great reviews of the company, this follows up to expanding the brand's reach. It is more likely for users to recommend it to other people. Google pattern develops a better engagement when there are more positive reviews. This creates a higher position when people search for the keywords.

9. Free trials

The creation of free trials is crucial when entering a new market. This makes the customer try the membership benefits without getting into a real commitment with monthly payments. It enables them to personally experience the product and make a more informed purchase decision while also feeling more comfortable doing so (Sukhraj).

10. Make app presentation event to the coworking of the city.

When starting a business in a new country, there is a need for a starting event for the app's presentation. Creating business startups with speakers will offer to download the app and use it. This will generate the speakers to present the app to sign up to the platform so that new users can sign up.

6 Conclusions

6.1 The answer to the research question

This study was carried out to answer this question: How to internationalize a Mexican coworking app into Spanish Market? The goal is to find a strategy for the app to be able to work in Spain and the correct location to initiate it. The answer to this question is the strategy, and the place of application is Barcelona, which is the place where the statistics show more approach to the company's goals. However, the answer is not what was expected to fulfill the internationalization strategy. It is only a creation of the first step of investigation for the real application of the app in Barcelona. Other Apps in the market are already applicated in Spain. However, there is real relevance that Numid can be applicated in there.

6.2 Suggestions for further research and development

This thesis mentioned serval possibilities for the realization of the internationalization of the app. Some of them were the investigation of the place and customer-oriented. It is recommended to do further digital and strategy implementation research. As well as the legal implementations according to the use of the app in the county. This is because the legal factors can be modified or more requirements.

It is also recommended to the service to have a team in Mexico as a call center and find solutions in the company and possible situations that the app could face in Spain with a team there. The team in Mexico will also be able to have a quicker solution and communication. Nevertheless, Numid needs to have the capital for inversion to apply the strategy in paid advertising and staff in the country for development in tropicalization.

6.3 Reflection

The realization of this thesis was a real challenge of elaboration and development. The fact of having a full semester for the development of this becomes a commitment. Nevertheless, it creates a great application of knowledge in the different areas of the thesis and information applicated from other sources that verify the statement that is followed up. The startups need a lot of commitment and investment; without these two main factors, it is difficult for this small business to be successful.

A well-structured strategy will make a small business a successful company.

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