

Peru
South America
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Geography of Peru

Peru is located in South America, it has borders with Colombia to the north east, Brazil and Bolivia share borders to the southeast, Chile to the south, and Ecuador to the northwest, crossing the high Andes (Jimn, 2022). The regions are largely unpopulated, and Peru has a rich topographical layout with impressive biodiversity (Kennedy, 2021). Peru's geography is divided into three regions. The Pacific coast covers the western region, while several mountainous areas are interspersed with deep valleys along the northern coast. (Thom, 2012). The Andes is a part that covers at least a quarter of Peru, is an uneven area of the population, rich in minerals (Max, 2020).

The *cultural geography*, or the culture that encapsulates the geographic location (Sternquist 2018) in Peru is a set of beliefs, customs and ways of life inherited from the native Incas, the Spanish conquerors and the settlers (Bazzo, 2022). In addition to music, literature, art forms, dance, clothes, and celebrations, Peruvians express their culture through education, sports, and clothing (Paul, 2022). Peruvian culture is a beautiful mix of Hispanic and native traditions. One of the typical garments of Peru is bright skirts called Polleras (Scroope, 2018). Peruvian ponchos are a must in the highlands, where the cold is extremely strong, the ponchos from Cajamarca and Puno are long and dramatic, whereas those from Cuzco are shorter. Wool or straw hats are also common (Lim, 2018). Known for its geography, history, diversity, and vast resources, Peru has a rich and varied population and a rich and varied geography (Kayat, 2019).

Peru's *economic geography*, or distribution of wealth based on geographic location (Sternquist, 2018) is driven by services, which represent 53.2% of its GDP, followed by industry, 26.2%, and agriculture, 7% (Statista, 2022). Its exports have increased due to increased demand in Asia and high world prices for its main commodities, such as copper, gold and zinc (Gennevar, 2019). Peru's top export partners are China (34%), the United States (11%), Switzerland (7%), South Korea (6%), and India (6%) (Tan, 2020). Peru is traditionally represented as a country with a developing economy that depends on exporting raw materials and importing manufactured products (Raid, 2006). Exports currently generate about a quarter of Peru's GDP, making the economy sensitive not only to fluctuations in world markets and declining international demand for Peru's resources, but also to commodity price fluctuations (Suart, 2021).

Figure 1
Peru



Medina, A. (2018, February 15). *Peru map*

Climate of Peru

Peru can be considered a diverse country in its landscape due to the Andean mountain range that runs from north to south. It is divided into three very broad climatic regions: the coast, the Andean highlands, the eastern lowlands, and the Amazon rainforest (McCray, 2020). The coast is characterized by a semiarid subtropical desert climate. The southern and central coasts experience temperatures between 13°C and 26°C, with May and October being the coolest months. As the climate varies with elevation in the Andean highlands, the north has a semi-tropical climate, while the south has a sub-tropical climate. The rainy season is traditionally between September and March in the north (Shutter, 2016). The Andean region is divided into three distinctive regions: The northern tropical belt (north of 8°S), the southern tropical belt (8°S-27°S) and the extratropical Andes belt (south of 27°S) (Poveda, 2020). Despite being entirely in the tropics where warm to hot and humid weather would be expected throughout the year, the unique combination of tropical latitude, the Pacific Ocean with the cold Humboldt Current (and in some years the El Niño phenomenon) (Richter, 2016), the range of the Andes mountains and the variations in topography provide the country with a great diversity of climates.

The capital of Peru, Lima is located directly on the Pacific Ocean, in an arid region of plains that rise to the east to the foothills of the Andes Mountains (Trex, 2022). The cold Humboldt Current that runs along most of the Peruvian and Chilean coast moderates the heat of the tropical sun, but produces high humidity with clouds and fog (Coral, 2022). To the east of the city, the Andes mountains block tropical weather, including storms and rains from the Amazon basin (Summer, 2021). In this way, Peru is a perfectly balanced climactic South American country for open textile manufacturing, because all aspects of textile production can thrive here.

Resources of Peru

Peru is well noted for their top quality in the textile industry. One of the “most prized fibers” in the fashion industry is sourced straight from the Peruvian Andes (McHugh 2020). They have a wide range of natural & cellulose fibers. The Andes are home to not only the Peruvian Alpaca, where the wool comes from, but other animals as well. Alpacas can produce more than forty shades of wool depending on the various different coats (The Peruvian Connection, 2022), broadening the variety Peru can offer. Thanks to Peru’s wide range of climates, it is a great environment for cotton to be produced as well. Both the cotton and wool are soft and durable, allowing them to become highly sought out fibers used for many quality textiles around the globe. Peruvian cotton is known to be one of the highest quality in the world (Quintanilla, 2007) Other resources that allow Peru to participate in trade with other countries for their minerals, such as gold, silver, and iron.

Many economic reports from Peru indicate that one of its greatest advantages in investments in the country is its natural resources (ABC Amega, 2020). Peru is the most favorite destination of many fashionistas or "Fashion Jet-Setters" who say that the land has the best resources and that has made it a leader in the international textile industry. Not only is Peru able

to rely on their natural fiber, but they're also able to count on its great biodiversity of vegetable fibers and thanks to the existence of the ancient civilization, they have been able to develop a material that is only distinguished in Peru, for its excellent quality (Garcia, 2013). This material is known as the excellent and high quality cotton that grows in Peru, it is called *Pima and Tangüis*, as of today, fabrics such as alpaca, cotton and vicuña are products categorized as fine materials and of the same quality level as cashmere (International Trade Administration, 2022). This fabric is one of the reasons why the Peruvian textile industry has become so valued, since the excellent quality of cotton makes products made in Peru internationally recognized, also mentioning the production and manufacture of products and goods, Garcia also agrees that textiles and apparel are the most promising industry sector for the country (2013). These materials provide Peru with a wide range of variety.

According to PBS, the mining industry accounted for approximately forty-five percent of Peru's exports (PBS, 2005). Aside from minerals, fibers, and its agriculture, the UN projected that the main source of the country's economy would be driven by private investments of Peru's oils, gas, and mining industries (UN, 2022). Figure 2 indicates that most of the country's resources are produced and extracted from the Western and Southern parts of Peru (University of Texas Libraries, 2021). These resources are mainly found in and around The Andes thanks to their vast biodiversity and their variety of landform.

Figure 2

Peru - Economic Activity



U.S. Central Intelligence Agency, *Peru - Economic Activity*, 1970, *The University of Texas Libraries*.

Peruvian Cultural History & Indigenous Dress

Cultural History of Peruvian Dress: La Pollera

As seen in Figure 3, Peruvian women often wear traditional garb, one of these pieces being the Pollera, or traditional Peruvian Skirt. Pollera roughly translates to *one entire piece of fabric* made into a skirt, as the ancient Incas did not cut or tailor their clothing (Cobo, 2010). This skirt is long, and black with colorful and exciting embroidery and patterns, Polleras can also be made from cotton or more popularly, wool (Rowe, 2011). These skirts, often decorated colorfully with hand-woven designs, are culturally related which can symbolize a woman's strength or stature in societal hierarchy.

Peruvian Indigenous clothing dates back to the 16th century during the Spanish Conquest, with Spain being the ruling country over Peru. Although much Spanish and French influence riddled the country (Belknap, 2014), Peru managed to retain its ancient cultural dress. French expeditioner Amédée François Frézier of the year 1717, stated the cultural dress of historic Peruvian culture is not susceptible to the cycling nature of fashion (Middleton 2018), but that their cultural dress instead remains consistent and invariable, changing very little over the years and refusing to take on European fashion influence, like many of the art and fashion movements of the time. Peruvian cultural clothing developed to take on the traditional attire, influenced by ancient tribes.

Historically, Peru was one of the few countries on the South American coast which retained its indigenous culture (Cobo, 2010). The Peruvians were known to be unadaptable to the ruling Spanish influence, but instead, embraced their ties to the ancient Inca Empire (Jekabson 2022). The Inca culture has been passed down in Peruvian culture, as retaining cultural traditions was crucial for high-ranking Inca leaders, even the language of the Inca Quechua is still used in Peru today (Harris, 2007). The *cultural geography*, or way the people of the country live their lives in this geographical region (Sternquist, 2018), is heavily influenced by the ancient Inca civilization. The traditions of the Inca have been passed down to the modern day Peruvians, making their living heavy on tradition, especially those in their luxurious textile practices.

Figure 3
Peruvian Pollera



Peruvian Pollera [Photo]. [2020] Striking Wide Skirt Adorned With Colorful Weavings.

Distribution

Polleras are specific to Peruvian culture, because of the specific nature of the peruvian cultural dress, the product will be distributed via *standardization* instead of differentiation. *Standardization* retains the original concept of the product with virtually no adaptation, while the *Adaptation* retail practice requires the original product to be differentiated in order to be distributed (Sternquist, 2018). In order to maintain the immovable culture of the Inca influence in the beautiful Peruvian dress of Polleras, the product will be standardized in it's retail practice.

Peru is one of the most historically rich countries when it comes to it's textiles and traditions. With generations of colorful designs, embroideries and weaving patterns of different fibers (Femenías, 2005), Peru reins as one of the oldest civilizations to develop its textile design. It is the Peruvian artisan skill that gains the most recognition in a worldwide apparel market. Peruvian cotton is especially recognized as one of the highest quality in the world (Quintanilla, 2007). This makes Peruvian textiles one of the highest ranked in the market.

Although much of Peru is underpopulated, their apparel industry is one of their biggest sectors in Peruvian trade. Because of the high quality of their textiles, Peruvian textile trade is some of the highest priced items in the textile market (Gootenberg, 1990). *Economic geography* is what decides the wealth of a country, and their place in international markets (Sternquist, 2018). Peru's open land allows the country to produce some of the best kept, traditional textiles available. Although geographically the country isn't specialized for mass industrialization how a G7 country like America would be, its cultural retention and high quality traditions allow them to be a massively profitable country in the apparel market (Chaplin 2015). Peru is able to rely on their textile manufacturing to compete with the most developed countries in the textile market.

Mode of Entry

In order to do business internationally, a company must choose to either *import* or *export* goods to and from *host* and *home* countries. Because it is a small startup business, the company will be using *exporting* as its *mode of entry*. *Exporting* involves the physical movement of goods or products to another country in exchange for money, goods or jobs (Sternquist, 2018). *Exporting* the pollera skirts from our *host country* of Peru will allow for minimal financial risk. The skirts will be sourced and manufactured in Peru, and they will then be exported to foreign retailers that the company has chosen to do business with.

Stage of Retailing

Every industry has a certain level of growth it needs to reach before going International. With such a historically rich and developed industry, Peru's apparel industry can be considered in its *Maturity & Decline stage*. This is when the industry has reached a mature level and only a few firms dominate the field (Sternquist, 2018). Peru's top textile manufacturers conduct business out of the country's capital, Lima (Infomedia, 2022). Peru is a vertically integrated industry in the textile world (Kleinwechter & Grethe, 2006) this allows them control of all aspects of production, adding to the country's textile specialization. This means below-par or low quality manufacturers have no chance of surviving against the top competition in Lima. Fernandez-Stark, Bamber & Geriffi, (2016) state that Peru's textile industry grew tremendously between 1998-2014 by 50% when other countries were producing good at declining value, the fast fashion market also helped Peru's skyrocketing success.

Political Risks

Conflict situations due to politics in Peru greatly affect the integrity and security of the country, in many aspects (Roth, 2021). Generally speaking, Peru, between 2002 and 2013 was one of the fastest growing economies among Latin American countries, driven by changes in the political climate and by the growth of services, mining and manufacturing, taking advantage of its natural resources, since due to this the country's flexible exchange rate, the inflation targeting system have maintained macroeconomic stability (UK Government, 2022). Nevertheless, from 2014 to 2019 those numbers were going down, having the country's economy to slow down due to the fall in the prices of raw materials and the low number provided by private investments (UK Government, 2022). Although in recent years since 2020, due to the pandemic it worsened, causing the GDP index to drop by 11%, compared to 2019, when it grew 2.9% (ECLA, 2021), this negatively affected the political and economic situation of the country, as well as the rest of the world.

Although it should be noted that the country has been in political instability due to corruption, social conflicts that impact investments. As of August 2022, the most recently elected president has changed his cabinet about 4 times rotating between 65 ministers (International

Trade Administration, 2022). This provoked allegations of corruption with previous administrations also, when the elections were held in 2021 and Pedro Castillo won against Keiko Fujimori (daughter of former president Alberto Fujimori who was sentenced to 25 years in prison), she alleged that the elections were fraudulent and stolen (Faiola, 2021). Calling hundreds of lawyers and supporters of her party to make a statement that the ballot papers were false and the signatures were forged (Faiola, 2021).

Peru goes through many domestic challenges, with the aforementioned COVID-19 that was part of one of the countries that was most affected. Other more complex issues such as human rights, where statistical indices indicate that there is much violence based on gender, gender identity, police abuse and freedom of expression (Roth, 2021). During 2022, in mid-January, an environmental emergency was reported and declared due to an oil spill that occurred off the coast of Lima, naming it as the largest natural disaster in the history of Peru (International Trade Administration, 2022). According to a report of Peru, the country is still ranking on the poorest country list of the world, even though its economy is not one of the worse either, its great natural resources helped a lot in the country's economy, as well as having low public debt (Allianz, 2022). The report also shows that the country is positioned in the "medium risk" for enterprise, which indicates that the country is not in a position neither bad nor excellent for investments and international trade, it has its pros and cons (Allianz, 2022). The state of Peruvian political risk is not as bad as the larger manufacturing companies like China or the US, but still has good standing in the international market.

Population & Demographics

The UN indicates that as of 2022, Peru's total population was standing at 33,772,543 with an annual growth rate of 1.2 percent from the year 2020 to 2021 (United Nations Population Fund, 2022). According to Country Reports (2022), Peru's capital city of Lima is home to 9.13 million people. Country Reports (2022) also stated that among the people of Peru, their ethnicities are; 45 percent Amerindian, 37 percent mestizo, 15 percent white, black, Japanese, and Chinese, with the most spoken language being Spanish, followed by Quechua. For the most part, Peruvian population is rather indigenous to the country, and not very diversified.

Demographics

Age, life expectancy and gender

The median age for the Andean country for 2022 is 26 years old, for women, the median is 27 years and men's median is 26 years old (Country Reports, 2022). Life expectancy at birth for the whole population is to be approximately 77 years old. For women, this number is around 80 years old and men's expectancy is around 74.9 years old (Worldometers, 2020). As for the population in terms of gender, females are the majority representing 50.33% of the total population and males represent the rest with 49.67% (World Bank Indicators, 2022).

Figure 4

Peru Population Density Map 2022

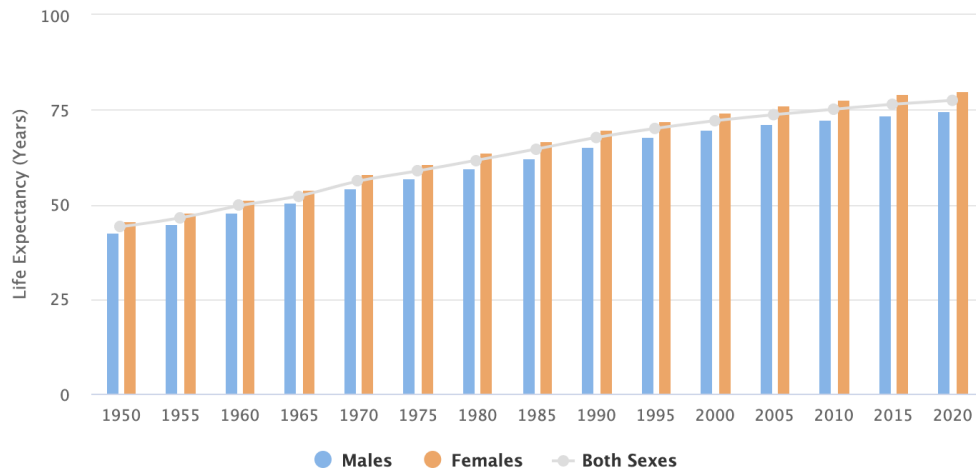


Geo Names, 2022. Peru Population Density Map [Map].

Figure 5

Life Expectancy in Peru from 1955 to 2020

Males, Females, and Both Sexes combined



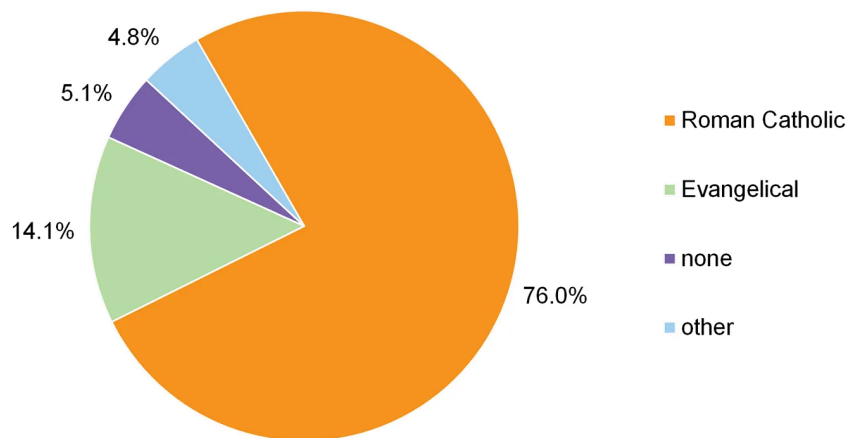
Worldometers (2020). Life Expectancy in Peru [Graph].

Religion

Peru is not a country in many instances of conflict, its religious aspects provide freedom for many of its inhabitants. Peru's constitution indicates freedom of religion practices (Office Of International Religious Freedom, 2021). However, Although this is also divided into different

branches in Christianity, the most popular is Roman Catholicism. Other citizens also qualified as Protestants have mixed the traditional customs of Peru with Christian beliefs, for example for many the Virgin Mary is equivalent to the Peruvian Pacha otherwise known as Mama (Mother Earth) (Davies, 2022). Legally, Peru is tolerant of all religions, but most inhabitants are of a branch of christianity.

Figure 6
Peru Religion Affiliations (2017)



Davies, T. (2022, August 22). *Peru Religion Affiliations (2017)* [Graph]. *Encyclopedia Britannica, Inc.*

Income and economic status

The monthly income for Peruvians varies greatly depending on the area, if it is in the capital, Lima, there is more probability of earning more. It could vary by age, gender and economic sectors. For the year 2021, the average monthly income for women is 1330.60 Peruvian soles, and for men it is 1846.10 Peruvian soles, about 516 soles more than working women (Romero, 2022). It is important to mention that an employee of 45 years or more can earn up to 70% more than an employee of 24 years. Lastly, Peru is notably staying under 4% of unemployment rate since 2009, which makes the country position itself well and that poverty has not increased, but rather decreased (Romero, 2022). Peru is well balanced in the area of income.

Education

Education in Peru is quite similar to all of Latin America, and it has also increased. Adult literacy has changed from 40% to 90% between 1940 and 2005, according to Country Reports (2022). Education is free between the ages of 6 and 10, although in rural areas it is more common to drop out after elementary school due to the need to work and support the family (Country Reports, 2022). There are also private schools but these are much more expensive to access than not all families can afford. Peru's school year is from April to December, with summer vacations

in the hottest months (Lima Easy 2020). However, in the last ten years, education has progressed and there are already close to 8 million students throughout the country, of which 1.2 million are university students or graduates, the only thing that makes it an educational inequity, since in rural areas, poorer areas, the education is less accessible (Prado, 2022).

Technology

As the whole world is improving along with technology, Peru is not far behind, the Andean country is entering an era of digitization and following global trends, since the advancement of technology allows and facilitates many day-to-day activities of people (Dempsey, 2019). Despite the fact that for 2018, Peru only managed to obtain 7.6% in trading services compared to more technologically advanced countries such as the United Kingdom, which represented 20%, the country continues to develop to advance in that area (Dempsey, 2019). However, taking advantage of the electronic boom and how due to COVID-19 many things become digitalized, at the fashion festival in Peru, Peru Moda Deco and Alpaca Fiesta, one of the most important fashion and textile shows in Peru, it closed with a golden brooch (Martin, 2021). The festival was done digitally with a completely virtual exhibition where more than 300 companies and brands experts in apparel, jewelry, footwear, cotton and alpaca fiber presented their futuristic products and ideas (Martin, 2021). These brands were also exposed to representatives of globally recognized brands such as Christian Dior, The Citizenry, Hartford and Speedo also allowed viewers from other parts of the world to enjoy their virtual festival as they were unable to travel with health restrictions due to COVID-19 guidelines (Martin, 2021).

One of the commercial activities that has increased in the retail and fashion industry is the electronic commerce or e-commerce, which is any commercial activity of buying and selling goods and/or services using the internet as a channel (Bloomenthal, 2022). These services can be operated and conducted in different ways, either by smartphones, computers, tablets and other smart services (Bloomenthal, 2022). During recent years e-commerce has been growing stronger in Latin America, figures show that there were sales from \$18 billion USD for 2009 and \$53.2 billion for 2018 (Granada, 2020). Peru, among Latin America is positioned as the sixth largest ecommerce market although the country still lacks of the market, however these numbers can be broken down, to put into short words; Peru in 2009 represented 1.27% of that value and for the 2018's numbers, the country represented 5% of the whole continent in which a growth is seen (Romero, 2020). The advances in technology in general, as well as smartphones and internet transactions have made the ecommerce industry to grow, with speculation and projections that for 2021 to 2025 there may be an increase of 21%, this it would be like US\$27.8 billion (Wood, 2022). It is also indicated that Peru is very well positioned among other Latin American countries, for example, an analysis by Americas Market Intelligence shows that Peru, in general, a person can spend up to \$594 per year on e-commerce, while other countries in Latin America on person, in average, spend \$473 (2022). The authors say "In contrast, other LatAm economies have a lower share of e-commerce spending per capita, such as: Colombia with 10%, Chile (9%), Argentina (7%), and Mexico (7%)" (Americas Market Intelligence, 2022).

The Peruvian Chamber of Electronic Commerce or CAPECE (Camara Peruana de Comercio Electronico), by its acronym in Spanish released a report based on the grow of E-Commerce in Peru, in where it states that most estimates of the volume of the e-commerce market in the country are based on retail sales, but online purchases go much further than that. In the report there is a study, which shows the growth of categories that are part of the e-commerce market (CAPECE, 2020).

These categories are followed with their respective percentage of online purchases (CAPECE, 2020):

- Furniture and Appliances (23%)
- Food and personal care (22%)
- Games and Hobbies (22%)
- Fashion and beauty (18%)
- Electronics and technology (15%)
- Digital music (12%)
- Video games (9.6%)
- Travel (7.9%)

Most of these transactions are made with credit cards by Peruvian citizens, covering about 40% of transactions just above debit cards representing 20% (Americas Market Intelligence, 2022). But of course it has to be mentioned about the global impact that caused many changes and shopping habits, the COVID-19 pandemic. This health crisis that began in March 2020, due to the total lockdown of the entire country, things that were done in person, such as working or going to gym, or studying, were converted to electronically, including shopping (CAPECE, 2021). Thus, increasing for 2021, according to the CAPECE annual report, causing retail consumption such as fashion and clothing to have increased by 4.45% more compared to the figures shown previously for the year 2019, leaving the category in decline in travel and tourism (CAPECE, 2021). Other impacts due to COVID-19 is that not all about e-commerce is reliable to everyone and every consumer, for example according to Romero (2020) “as navigation can be a barrier at the time of purchase” although consumers find it easier to buy online rather than going physically to the store. In addition, thanks to online purchases there is also an increase in deliveries and taxis services to provide and extend online shopping purchases where it has been possible to maximize the advantage of this new channel in which it is also necessary to highlight since businesses are looking for ways to enforce this channel (Romero, 2020).

Culture

Peru is South America's third largest country, followed by Brazil and Argentina. Peru's

people are a mix of many cultures, including Indians, Spanish, and other Europeans, as well as descendants of African and Asian slaves (Stone, 2021). Ethnic Groups Amerindian 45%, mestizo (mixed Amerindian and white) 37%, white 15%, black, Japanese, Chinese, and other 3%. Predominant Language Spanish (official) 84.1%, Quechua (official) 13%, Aymara (official) 1.7%, Ashaninka 0.3%, other native languages (includes a large number of minor Amazonian languages) 0.7%, other 0.2% (Thomson, 2018). According to the Native Peruvian calendar, November 2 is the Day of the Dead, when spirits visit their relatives again. The following English words are actually derived from Quechua: *alpaca*, *condor*, *gaucho*, *jerky*, *lima* (in the context of lima beans), *llama*, *pampa*, *puma*, *quinine*, *quinoa*, and *vicuna*. Cusco's architecture is among the most ancient on the continent, making it a popular destination among archeologists and adventurers. Some ancient Inca customs are still practiced in the city, such as Inti Raymi, an Incan celebration of the winter solstice and the sun god's power (Osorio, 2021). As a part of the Intangible Cultural Heritage of Humanity, UNESCO has designated the festival of the Virgin of Candelaria, the Inti Raymi festival, which is known as “the Sun's festival” and is considered to be the oldest and most famous festival in the Peruvian Andes, as well as the Marinera Festival, a famous and representative dance on Peru's coast (Palm, 2021). In Peru, one of the *barriers to culture* (Sternquist, 2018) is respecting the indigenous people and their traditions. Avoid referring to them as *indios*. A more polite term is *indígenas* (Plum, 2019)

Economy

Peru is one of the few countries whose economic activities lean more towards the positive side after pandemic conditions. According to World Bank (2022), Peru proudly exhibits a low public debt to GDP ratio due to a healthy economy, production and trading relations. Peru's GDP pre-pandemic was floating around 3% (World Bank, 2022), but has since risen up to nearly 5.2% only in February, larger than their prediction of 3.6% after the pandemic (Andina, 2022). Peru is an important player in the context of textile industrial production. Textile manufacturing contributes 5.7% of the entire manufacturing levels for the country, it also speaks for 0.7% of the country's GDP (International Trade Association, 2022). Textile manufacturing is extremely important in Peru, mainly due to its landscape, and the perfect geography that Peru has for textile manufacturing.

One can say that Peru adheres to the *theory of comparative advantage* which states how and what a country will produce for its economy (Sternquist, 2018). The *factors of production* are defined as land, labor, capital and entrepreneurship or otherwise known as business problem solving (Sternquist 2018). Peru's landscape provides the country with rich natural resources, making Peru a contender in the international market (Focus Economics, 2022). The country is exceptionally well off in its biodiversity, and differentiation of natural resources. The geography of the area and mountain areas allow not only the growth of agriculture and plants, but allow Peruvians to raise animals that contribute to textile sales (Land Links, 2018). Abundance in perfect climate, and beautiful natural South American lands, allow Peru to grow cellulosic fibers,

as well as wave cattle for natural fibers. This is why Peru is most notable trade, for its natural resources.

The labor that comprises the skilled workers of Peru in the apparel industry ranges from all factors of production, into manufacturing and retailing both domestically and internationally. Many workers are used in the apparel factories, which specialize in finishes, texturization and various other elements for the country's natural resources (Donaldson, 2021). Since the products are produced domestically, costs will naturally be lower as attaining these textiles for e-commerce businesses would not be as difficult as attaining material in another country, like America where textile manufacturing is not as prioritized due to specialization. E-commerce has increased by nearly 5% since pre-pandemic conditions (World Trade Administration, 2022), Creating a boom in the textile apparel industry. Entrepreneurs jumped at the opportunity for e-commerce after the pandemic, as many users were now working and shopping online after a period of quarantine. Peruvian textile manufacturers are able to greatly contribute to the country's economy, even more now than before after the pandemic.

Labor & Employment Practices

A growing number of indigenous groups are opposing natural resource exploitation and the construction of dams, mines, and oil fields out of concern for their ancestral land (Squires, 2022). Despite social tensions, the government has passed environmental protection laws (Lim, 2018). In Peru, employment and *labor* (Sternquist, 2018) are key to poverty reduction, sustainable development, and social inclusion (Lima, 2022). Since the return to democracy in 2000, the legal framework for decent work has improved. The formation of the tripartite National Council for Work and Employment Promotion has promoted social dialogue in Peru. To promote the Decent Work Agenda in Peru, the following priorities have been identified:

- I) Increasing social inclusion through employment and entrepreneurship.
- II) Expanding social security to the most vulnerable.
- III) Promoting social dialogue and understanding of workplace rights by strengthening labor institutions.
- IV) Continue to combat child labor.

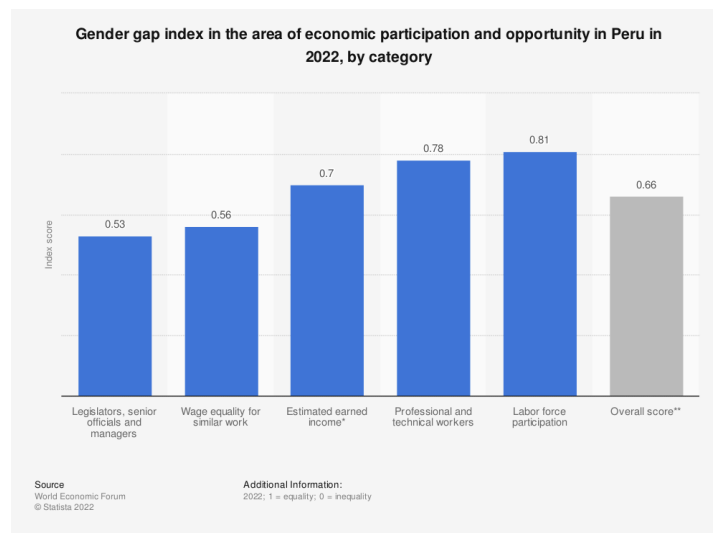
These DWCP priorities also contribute to the United Nations Partnership for Development Framework (UNPDF) (Ressy, 2012). A labor force comprises people ages 15 and older who provide labor to produce goods and services. It includes both employed and unemployed individuals and first-time job seekers. However, not everyone who works is included (Cavero & Ruiz, 2016). Often, unpaid workers, family workers, and students are

omitted, and some countries do not count military personnel as armed forces members. As seasonal workers enter and leave the labor force, the size of the labor force varies throughout the year (Othan, 2022).

The estimated earned income for Peru in 2022 was 0.7. This represents that, on average, women in Peru earn 70 percent of the income earned by men (Cia, 2022). As a whole, the South American country scored 0.66 in the gender gap index area of economic participation and opportunity. Consequently, women are 34 percent less likely than men to have equal economic opportunities and participation (Wang, 2022).

Figure 7

Labor market gender gap index in Peru by area 2022



Romero, T. (2022, August 8) Peru: labor market gender gap index 2022, by area.

The Labour Code includes all requirements for any breaks, work hours, along with any holiday pay, vacation time, and paid leaves that employers in Peru are obligated to provide to their employees by law (Replicon, 2022). Although some changes due to COVID, such as the implementation of remote work to many companies in Peru, have been recently added to the Labor Codes, there are already provisions set in place by the Department of Labor Bureau of International Labor Affairs to ensure proper pay and rest of employees (El Peruano, 2022).

Contracts

There are different forms of contract hiring in Peru including Indefinite-term Employment, which does not include a defined duration of employment, and Definite-term Employment, which does not exceed a duration of five years of employment (Lima Easy, 2022). As of May 1st 2022, the Supreme Decree N° 003-2022-TR declared that the national minimum wage in Peru be increased to 1025 PEN (Peruvian Sol, Peruvian national currency) a month. This translates to about \$271 American dollars a month (El Peruano, 2022).

Work Hours

The typical work week should not exceed 48 hours and a work day is 8 hours, according to Peru's Constitution and the Law on Days of Work, Hours, and Overtime (U.S. Department of Labor Bureau of International Labor Affairs, 2022). The DOL states that if the employee's work day falls within the hours of 10 PM and 6 AM, then the law enforces that the employer pay 35 percent over their regular wage as this is considered night work. A lunch break of minimum 45 minutes per 8 hour work day is also required. Supreme Decree 007-2002-TR indicates that overtime is optional for employees. An employer is obligated to pay a 25 percent increase for the employee's first 2 hours of overtime, and 35 percent for any overtime hours after that.

Article 264 of the Labour Code (1988) requires that there be at least 12 hours between the end of an employee's work day and the start of their next shift. Article 264 also states that employers are required to give their employee at least 24 hours of rest during their work week. However, if they are made to work on their rest day, the employer is to pay the employee their normal wage plus a 100 percent extra pay (Article 1-5 Legislative Decree No. 713, International Labor Organization, 2011).

Paid Leave

Some public paid holidays in Peru, according to the International Labor Organization (2011), include New Year (January 1), Maundy Thursday and Good Friday, Labor Day (May 1), 29 June Saint Pedro and Saint Pablo's Day (June 29), July Fiestas Patrias (July 28 and 29), 30 August Santa Rosa de Lima, Angamos Fight (October 8), All Saints' Day (November 1), Imaculada Concepción (December 8), and 25 December (Christmas Day). According to Article 36, Law No. 26790, employees are to get 20 days of sick leave pay paid by the employer. There are also laws that provide paid maternity leave, paternity leave, and bereavement pay (International Labor Organization, 2011).

Women in the Industry

According to the Peru Census of Population and Occupation of 1940, 214,765 women were recorded to have been working in "manufacturing" industries. Of those 214,765 women, 158,541 worked in textiles, 43,085 worked in manufacturing clothing, shoes and accessories, and 514 worked in leather products, hides and furs. *Women Workers in Peru* shows research of what roles women were taking in the workforce (*Women Workers in Peru*, 1947) where it was noted that women were spinning, winding, and sorting at wool mills.

Figure 6
Gainfully Employed Persons, by Industry and Sex, Peru, 1940

Table I.—Gainfully Employed Persons, by Industry and Sex, Peru, 1940¹

Industry	Total	Women	
		Number	Percent of total employees
Total population	6,207,967	3,140,099	51
Gainfully employed	2,474,339	871,015	35
Agriculture	1,293,214	261,748	20
Manufacturing (including home industries)	880,281	214,765	24
Textiles	100,910	188,541	88
Clothing, shoes, and accessories	89,039	43,085	48
Food processing	22,128	4,636	21
Ceramics and nonmetal minerals	11,712	3,038	26
Beverages and distilleries	5,830	1,895	33
Chemical products	3,108	674	22
Woodworking	24,182	350	2
Leather products, hides, furs	4,941	514	10
Printing, bookbinding, photography	4,962	458	9
Metals	14,788	404	3
Manufacturing industries not elsewhere classified	1,447	320	23
Instruments, watches, jewelry	2,440	170	7
Tobacco	419	108	26
Paper production and paper products	643	161	25
Electric power, Production and distribution of electric power	2,453	141	6
Cattle, forestry, fishing, and hunting	322,975	123,967	39
Cattle raising	233,529	121,708	52
Poultry	6,935	862	13
Poultry raising	1,429	808	57
Fishing	8,301	466	6
Gardening	2,128	294	14
Hunting	673	30	5
Professional, domestic service, and other personal services	165,966	111,229	67
Domestic service	118,038	85,286	72
Other personal services (hotels, restaurants, bars, laundries, etc.)	41,013	24,991	61
Professional services ²	3,224	561	17
Clubs, radio, theaters	2,724	382	14
Commerce, credit, and insurance	112,128	36,101	32
Commerce	104,704	35,100	34
Various agencies (customs, representatives of foreign firms)	4,141	620	15
Finance, banks, and insurance	3,281	481	15
Public administration and other services of general interest	89,021	16,077	18
Public administration	56,378	7,686	14
Cultural activities and private educational institutions	15,023	4,566	31
Other services of general interest	15,899	3,161	20
Religion	2,833	1,149	40
Diplomatic and consular offices in Peru	228	45	20
Transportation and communication	51,079	2,428	5
Communications	4,048	1,192	30
Highway transportation	30,286	883	3
Railroad transportation	7,463	192	3
Water transportation	8,586	109	1
Air transportation	2,467	47	2
Mining and similar extractive industries	44,694	1,231	3
Building, construction, and repairs	45,639	877	2
Other, not classified	41,191	8,181	20

¹ Source: Peru Census of Population and Occupation, 1940, pp. CLXXX, 272 ff.
² These are persons with professional degrees who are practicing their professions independently. The census does not reveal the number of persons practicing in professions who are employed by commercial and manufacturing firms and by the Government.

Fraser (2022). *Gainfully Employed Persons, by Industry and Sex, Peru, 1940* [Table].

Fiber, fabric, and apparel production

Polleras have changed over time, allowing various aspects of indigenous culture to emerge (Will, 2020). Skirts were handmade with natural threads before the European invasion of the Andes in 1532 (Nair, 2017). In today's world, polleras are made from synthetic printed fabrics imported from China. There are two long black braids in Pollera's style that are fixed and "authentic," yet other components are the result of industrial production methods (Wisniowski, 2022). Polleras made from handmade cloth are not valued in Puno and other cities on the Altiplano (Othan, 2010). Polleras fashion trends usually last a year, the price of a garment can drop by more than 50 percent after a year on the market (Nelson, 2021). The majority of Bolivian polleras-women who control the polleras fashion market travel to China to buy fabric (Barbeito, 2022).

The pollera is a wide skirt made of wool bayeta cloth (traditionally woven by hand, but now often manufactured and purchased by machine). The majority of women wear several of these on top of one another, and on special occasions, they may wear up to 10 or more! (Thomson, 2020). Woven multicolored bands (golones) adorn the edges. Polleras are made of different materials, such as cotton or wool and linen, and always have colorful decorative elements. Most of the decorations are embroidered. Flowers and regional animals are among the most common designs (Ban, 2016). According to Murphy, (2019). In Polleras, you will find the word golones, which refers to how it is made: golon, a tapestry technique. It is woven on a narrow belt loom, with brightly-colored geometric patterns created by raising the warp threads in twill weave using multiple heddles. As the geometric patterns are woven in tapestry style, the

weft packs down over the warp, making a very durable band. Therefore, weaving cloth is a very time-consuming process. It is therefore common practice to remove the bands from polleras as they age and replace them with new skirts. Polleras are usually very full and gathered, as they are worn one over the other. Multicolored woven bands (*golones*) adorn the edges.

The (*falda*) skirt, or pollera style, is one variant of this clothing (Arce, 2017). There is only one major difference between a skirt and a pollera: the latter is embellished in the middle with horizontal tiers; otherwise, both skirts are similar (Tapia, 2017). Despite being more expensive, heavier, and more difficult to wash, the pollera is still the preferred garment for women in Peru's Altiplano region (Orbegozo, 2017). This bulky gathered skirt represents the Altiplano women's concept of female attractiveness, which contrasts with the Western ideal of the tall, thin, curvy woman embodied by the Miss Universe (Sharp, 2021). Women wear polleras as an expression of their creative skills and to be appreciated for their beauty, fashion, and originality (Amed & Berg, 2021). Similar to the Western blazer, polleras are a classic icon of elegance (Purs, 2020). Indigenous women from this region wear them as part of their basic wardrobe (Herrera, 2018).

In "pollera style," women wear a multilayered skirt composed of the external skirt-the pollera-plus five petticoats, a blouse, a cardigan, and a shawl with a broach on the chest (Eicher, 2022). In February, polleras are used for special occasions, such as the *Fiesta de la Virgen de la Candelaria* (Celebration of the Virgin of Candelaria), (Peru travel, 2020). At more private events, such as weddings, the bride's mother, grandmother, and mother-in-law often wear polleras, even if the bride does not (Rant, 2021).

Pollera mark their wearers as "India" and as women. Polleras are traditionally made of sheep or alpaca wool and are of thick, wide, loose and gathered fabric (Zapata, 2019). The skirts are usually adorned with a colorful band called Puyto. The Spanish expression *mujeres de pollera* (polleras-women) literally implies that women are made of polleras or belong to polleras (Velazques, 2017). Polleras-wearers are also known as *chola*, a term used primarily by Quechua and Aymara Indigenous groups. Polleras-women don't self-identify as cholos because of the negative stereotypes associated with being Indigenous -- "ugly," "dirty," and "ignorant." Instead, they say "*me visto de chola*" (I dress up as a chola) or "*me da bien de chola*" (I look good as a chola), as if being a chola were temporary and changeable (Wilson, 2009).

Import/Export Trade Policies and Practices

Peru has grown economically in many aspects both in imports and exports, and it is true that trade agreements have favored since the 2000 and its economy is also classified as upper level-middle class and is positioned as number 39th as part of one of the largest economies in the world (iContainers, 2020), which is positive for trade agreements that are made abroad and within. Another point in favor is that by 2020, Peru ranked number 50 in the world economy in terms of GDP (OEC, 2022). Despite being the fifth most highly populated country in South America with a population of almost 30 million inhabitants, Peru has remained stable and

balanced in its economy (iContainers, 2020), being able to control inflation and also unemployment, despite the different obstacles that arise, which is something very positive and advantageous for one's company and business.

A good economic index attracts many investors worldwide, but in the free trade agreement Peru has 22 trade agreements in force to date (Dempsey, 2022). These are with: the United States, Cuba, Mercosur, the Pacific Alliance Trade Protocol, the Andean Community, Chile, Canada, Singapore, China, Thailand, Mexico, Japan, the countries of the European Free Trade Association (EFTA), South Korea, the European Union, Panama, Costa Rica, Venezuela, Honduras, Australia, United Kingdom (MINCETUR, 2022). Due to the conflict between Russia and Ukraine, these trade agreements were affected and fell to 1.1% (MINCETUR, 2022).

The United States becomes the largest and most important trading partner of Peru, and they had a free trade agreement between the two countries signed in 2006, where it eliminates tariffs and removes trade barriers for U.S. services, to provide security, legal framework for investors and strengthen protection for intellectual property, the environment and workers (USTR, 2022).

Imports

In the first quarter of 2022, imports into Peru increased by 22.3% compared to the same period in 2021. These totaled USD 14,093 million; while in 2021 the imported value was USD 11,527 million (ComexPeru, 2022) and this due to the rise in prices worldwide. The main goods and products that are imported into Peru are petroleum or petroleum products, also chemical products, machinery, plastic, corn, wheat, vehicles, soybean products, cotton, medicines, paper, televisions, and many of these imports come from China, United States and some partners such as Argentina, Chile, Ecuador, Mexico, Brazil, Japan and Colombia (OEC, 2022) and for 2020, Peru was the largest importer of Sulfides.

Exports

The country is known mainly for its metal and mineral deposits, such as gold and copper, and also its agricultural production. Minerals being their largest export products, such as Copper Ore, Gold, Refined Copper, exporting them mainly to China, the United States, South Korea, Canada and Japan (USTR, 2022). Another fact is that for 2019, Peru was the United States' 29th largest goods export market (USTR, 2022).

Other products that are also exported from Peru that are also recognized although not at the level as those already mentioned are food industry waste, coffee, crochet clothing/accessories, molybdenum, asparagus, fruits (mangoes, avocados, bananas, citrus fruits), textiles, fabricated metal products (iContainers, 2022).

Distribution & Consumption

We, *La Pollera Colorada*, as a business have decided to sell our product online on our personal webstore. According to *Cámara Peruana de Comercio Electrónico*, the online e-commerce market of Peru had reached \$9.3 billion USD in the year 2021 (CAPECE, 2022).

The *Cámara Peruana de Comercio Electrónico* reports also indicate that there has been an 81% increase in fashion e-commerce sales post COVID-19 pandemic. *The Global Payment Report* by FIS indicated that in 2021, credit cards were used for 40% of purchases through mobile or web payment in Peru (Worldpay FIS, 2022). Americas Market Intelligence' (2022) Peru E-Commerce Market Data report indicates that there are some factors that have impacted the e-commerce market, which we plan to address in order to provide the best customer service possible and build long-term customer relationships as a small start up business. Some of the issues that have inhibited the growth of the market are fraud, website failures, delivery, accurate inventory, and product quality (Americas Market Intelligence, 2022).

La Pollera Colorada has recruited certified IT employees to ensure that our website will be under constant maintenance to ensure all transactions are able to be completed without any interruptions and or website failures. There is also a delivery and logistics team that will audit all orders to track product making its way to and from our warehouse to ensure we are meeting our quoted delivery dates and or any returns. Our Customer Service representatives have over 5 years experience in their role and will be available to reach over chat on our site, through our phone number, and our contact email.

La Pollera Colorada plans to use social media platforms to promote our product and to announce any special promotions we will be having. Statista informs that the most commonly used social media platform in Peru in 2020 was Facebook and its users were ranging from the ages 25-34 year-olds (Statista, 2022). Our target consumer will be both working class and upper class women of this age group, though we will offer the option to customize or order smaller sizes for younger women who may want more vibrant colors and or different patterns. *La Pollera Colorada* offers *polleras* with very minimal design for daily use or even for easier movement at events such as the race called “Nuna Warmy”, which is how the women of La Oroya celebrate International Women’s Day (Aracari, 2018). There will also be multi-layered *polleras* with more intricate designs for special occasions such as weddings, parties, and even for congress meetings as worn by Congresswoman Claudia Coari Mamani as seen on Congreso de la Republica de Peru (2018).

In addition to promotion on social media platforms such as Instagram, Facebook and tiktok, we will work with a social media manager to maintain our strategy. We will use influencer marketing in regions of Peru where tiktok is extremely popular. *La Pollera Colorada* also hosts events and participates in textile trade shows, showcasing the array of colored *Polleras* available at our store.

Customer Service

help@polleracolorada.com

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