

5 MISTAKES FOREIGN COMPANIES MAKE WHEN ENTERING PERU

And how to avoid them — before they cost you time, money, and credibility in one of Latin America's most dynamic markets.

JAMSEN PANTIGOSO

Market Entry Advisor · Ex Telefónica · Ex Western Union · 25 years in Latin America

2025

BEFORE YOU COMMIT TO THE MARKET

Peru is one of the most attractive markets in South America. Stable economy, a growing middle class, accelerating digital adoption, and a geographic position that makes it a natural gateway to the Andean region.

And yet, every year, **well-funded foreign companies with solid products fail** in their attempts to enter — not because the market is bad, but because they arrive with assumptions that work elsewhere and don't work here.

This guide collects the five most common mistakes I've seen in **25 years operating in Peru and Latin America** — first from the inside at Telefónica and Western Union, and now advising companies making the same journey.

Read this before making any entry decision.

"The companies that succeed don't have better products. They have better local understanding."



CONTACT

jamsen.pantigoso@marketentryadvisor.com

calendly.com/jamsen-pantigoso-marketentryadvisor

ASSUMING THE CONSUMER BEHAVES LIKE THE ONE BACK HOME

The most common mistake — and the most expensive. Companies arrive with market research done from the outside, with benchmarks from other regions, and assume consumer behavior in Peru and Latin America is predictable from that data.

It isn't. The consumer across Latam markets has a distinct relationship with trust, price sensitivity, and word-of-mouth referrals. Informality isn't an exception — it's part of the ecosystem. Traditional channels remain highly relevant where other markets have already abandoned them. And these dynamics shift from country to country.

HOW TO AVOID IT

Before defining your go-to-market strategy, invest in real local research in each target market. Not online surveys — conversations with distributors, potential clients, and local competitors. The market talks if you listen.

CHOOSING A LOCAL PARTNER BY CONVENIENCE, NOT ALIGNMENT

"We were introduced to someone who knows the market" is not a partnership strategy — whether you're entering Peru, Colombia, Ecuador, or any other market in the region. The wrong local partner is the mistake that takes the longest to correct. It can block distributor relationships, damage your brand before it launches, and create legal conflicts that are difficult to resolve.

Across Latin America, your network is everything. But not just any network — the right network for your industry, your channel, and your type of client in that specific country.

HOW TO AVOID IT

Define first what you need from a partner — channel access? regulatory knowledge? sales force? — and evaluate based on that. A solid local due diligence process is worth more than six months of damage control.

IMPORTING YOUR PRICING WITHOUT LOCAL CALIBRATION

The price that works in Europe or the US rarely works as-is in Peru or across Latin America. It's not just purchasing power — it's perceived value, local competition, channel structure, and willingness to pay by segment. And these variables differ significantly between Peru, Colombia, Chile, or Ecuador.

Companies that arrive with a single global pricing model lose ground to local competitors who better understand how much each market segment will pay — and why.

HOW TO AVOID IT

Do a local pricing analysis before finalizing your structure in each market. Map direct and indirect competitors. Understand what each segment is willing to pay and why. Pricing is strategy, not arithmetic — and it must be country-specific.

UNDERESTIMATING THE REGULATORY AND BUREAUCRATIC ENVIRONMENT

Peru and many Latin American markets have regulatory environments that can surprise companies used to more agile ecosystems. From product registration timelines to sector-specific requirements in finance, healthcare, or telecoms — the process can take twice as long as planned if you don't know the path.

Each country adds its own layer of complexity. Companies that don't anticipate this miss their launch window, burn budget while waiting, and arrive when the moment has already passed.

HOW TO AVOID IT

Map the regulatory landscape of your sector in each target market before committing to launch dates. Work with local advisors specialized in your industry — not generalists. And build real buffer into your timeline.

SENDING A TEAM WITHOUT LOCAL CONTEXT TO DO THE COMMERCIAL WORK

"We sent our best salesperson from Europe to open the market." I hear this often across Peru, Colombia, Ecuador, and beyond. And it almost always ends badly — not because that person isn't talented, but because commercial skills aren't universally transferable.

Negotiation style, relationship-building pace, and the way trust is established with clients and distributors all vary significantly across Latin American markets. An external team without local context takes months to learn what a local team already knows.

HOW TO AVOID IT

Combine external and local talent from the start. The outside team brings product knowledge and global strategy. The local team brings context, contacts, and style. That combination is what works — in Peru and across the region.

READY TO ENTER PERU OR LATIN AMERICA?

BEFORE YOU COMMIT, LET'S TALK.

If your company is evaluating Peru or any market in the region, I can help you understand the real landscape, identify the specific risks for your industry, and design an entry strategy that actually makes sense.

I offer a free 30-minute diagnostic call. No commitment. No sales pitch. Just a direct conversation with someone who knows the terrain — in Peru, Colombia, Ecuador, Chile, and Bolivia.

[SCHEDULE YOUR CALL →](#)

JAMSEN PANTIGOSO

Market Entry Advisor · Peru & Latin America · Ex Telefónica · Ex Western Union

jamsen.pantigoso@marketentryadvisor.com

calendly.com/jamsen-pantigoso-marketentryadvisor