

INTERNATIONALIZATION PROJECT OF *HERDADE VALE*
DA ROSA TO CANADA: THE BEST PORTUGUESE GRAPES
HEADING TO THE CANADIAN MARKET

Maria Teresa Guiomar Espada Saião Cola

Project submitted as partial requirement for the conferral of
Master in International Management

Supervisor:

Prof. Álvaro Augusto da Rosa, Professor Assistente, ISCTE Business School,
Departamento de Marketing, Operações e Gestão Geral

September 2017

INTERNATIONALIZATION PROJECT OF *HERDADE VALE DA ROSA* TO CANADA: THE
BEST PORTUGUESE GRAPES HEADING TO THE CANADIAN MARKET

Maria Teresa Guíomar Espada Saião Cola

Abstract

Given the context of crisis experienced in recent years and due to the need to improve results and overcome commercial deficits, the search for new markets have become imperative for Portuguese companies. Throughout this project, the example of *Vale da Rosa* is used, a leader company in production and commercialization of table grapes in Portugal, already with important steps in its international expansion. Thus, the main purpose of this project is to draw up a plan of action, focused on marketing strategy, to bring the best Portuguese table grapes to Canada.

A theoretical analysis is made, centered on internationalization and exports, for being the strategy used by *Vale da Rosa*, to enter new markets. Through a qualitative interpretative methodology, interviews are conducted and data sources of the company, as well as relevant statistical sources are analyzed. Helped by practical examples of strategies adopted in national and international markets, the strategy to apply in the new market is developed.

Thus, Canada emerges as an attractive opportunity, due to its interesting economic and social context, and the existing potential in table grapes business. Being an appreciated fruit, the consumption levels registered in the previous year, were around 175 500 tons, with upward trends. The low levels of national production are insufficient to cover domestic consumption, forcing Canada to import large quantities of table grapes. Due to the instability experienced in the EUA, Canada has made efforts to reduce its commercial dependence on its main supplier of table grapes. In this regard, CETA will promote and strengthen commercial relationships between Canada and European countries, including Portugal, creating alternatives to the intensive Canada-USA trade.

Keywords: Internationalization, Expansion, Strategy, Marketing.

JEL Classification System: M16 – International Business Administration; M31 – Marketing; Q17 – Agriculture in International Trade

Resumo

Face ao contexto de crise vivido nos últimos anos e à necessidade de melhorar resultados e ultrapassar déficits comerciais, tornou-se imperativo para as empresas Portuguesas procurar novos mercados. No decorrer deste projeto, recorre-se ao exemplo do *Vale da Rosa*, líder na produção e comercialização de uvas de mesa em Portugal e já com grandes passos dados na sua expansão internacional. O principal objetivo deste trabalho centra-se, então, na elaboração de um plano de ação, com foco na estratégia de marketing, para levar as melhores uvas portuguesas até ao Canadá.

Faz-se uma análise teórica, centrada na internacionalização e na exportação, por ser a estratégia utilizada pelo *Vale da Rosa* na entrada em novos mercados. Através de uma metodologia qualitativa interpretativa, são feitas entrevistas e analisadas fontes de informação da empresa e fontes estatísticas relevantes. Recorrendo a exemplos concretos acerca das estratégias utilizadas pela empresa nos mercados nacional e internacional, é delineada a estratégia para o novo mercado.

O Canadá surge, assim, como uma oportunidade atrativa, pelo interessante contexto económico e social e pelo potencial existente no negócio da uva de mesa. Por ser um fruto bastante apreciado, registaram-se no ano passado e com tendência crescente, elevados níveis de consumo, rondando 175 500 toneladas. Já a produção nacional do país é escassa e insuficiente para fazer face ao consumo doméstico, obrigando o país a recorrer à importação. Face à instabilidade vivida nos EUA, o Canadá tem feito esforços para reduzir a dependência comercial do seu principal fornecedor de uvas. Neste sentido, o acordo CETA que visa potenciar e fortalecer as relações comerciais entre o Canadá e países Europeus (nomeadamente Portugal), vai criar alternativas ao intenso comércio com os EUA.

Palavras Chave: Internacionalização, Expansão, Estratégia, Marketing.

Sistema de Classificação JEL: M16 – Administração de Empresas Internacionais ; M31 – Marketing; Q17 – Agricultura no Comércio Internacional

Sumário Executivo

Com vista à fuga da saturação, instabilidade e competitividade que o mercado português atravessa, as nossas empresas enfrentam uma necessidade crescente de expandir as suas atividades ao nível internacional e arriscar em novos mercados.

A internacionalização de empresas é, então, o foco deste projeto, que tem como principal objetivo a elaboração de um plano de internacionalização de uma empresa Portuguesa, rumo ao mercado Canadiense, centrado nos principais elementos de marketing - produto, preço, distribuição e promoção. Deste modo, foi escolhida uma empresa Portuguesa, de cariz familiar, com origem no Alentejo, que opera na produção e comercialização de uva de mesa, a Herdade do *Vale da Rosa*. Com uma quota de mercado a rondar os 29%, *Vale da Rosa* lidera a produção nacional e tem investido na expansão da sua marca, a nível nacional e internacional. Esforça-se diariamente para ser associada a um produto premium, gourmet, de extrema qualidade e capaz de deliciar e satisfazer os mais exigentes consumidores, não só em Portugal, como em qualquer parte do mundo. Escolhendo a exportação como estratégia de entrada em novos mercados, hoje em dia, cerca de 26% da produção destina-se ao comércio internacional. Começaram a exportar para Inglaterra e, atualmente, as suas uvas chegam a grande parte dos países da Europa e do resto do mundo. Com grandes passos dados na internacionalização da sua marca e das suas uvas, a empresa Portuguesa continua em busca de novos mercados e parceiros de negócio, de forma a levar as melhores uvas do país a todos os cantos do mundo.

Com o objectivo de conhecer melhor a base conceptual necessária para a elaboração deste projeto, desenvolve-se, primeiramente, uma análise de quadros teóricos sobre teorias da internacionalização e, em concreto, sobre a exportação, por ser a estratégia utilizada pela empresa, aquando da abordagem a novos mercados.

Através de uma metodologia qualitativa, são elaboradas entrevistas com dois importantes colaboradores do *Vale da Rosa* e são analisadas fontes de informação da empresa e fontes estatísticas oficiais. Com a informação recolhida, apresenta-se, detalhadamente, o perfil da empresa e a estratégia de marketing desenvolvida em Portugal. Tentando perceber melhor as decisões tomadas pelo *Vale da Rosa* nos mercados internacionais onde já opera, são traçados perfis de exportação e é feita uma análise das estratégias utilizadas e dos parceiros de negócio, naqueles que são considerados, pela empresa, os quatro melhores mercados internacionais, pelo volume de vendas, pela consistência das relações estabelecidas, etc. Analisando cuidadosamente os exemplos dos

mercados Inglês, Francês, Holandês e Polaco e tentando perceber quais são os fatores críticos para o sucesso da empresa Portuguesa nestes países e, claro, no mercado nacional, torna-se mais fácil tentar traçar um plano de ação para um novo mercado.

O Canadá surge, nesta sequência, como uma possibilidade de grande potencial. Com um contexto económico bastante atrativo, é um dos países mais desenvolvidos e industrializados do mundo e representa a 10^a maior economia mundial, uma economia aberta, sólida, estável e muito competitiva. No que toca ao comércio internacional, este desempenha um importante papel na economia do país. Ao nível da população, é interessante a grande diversidade existente.

Para além destas características gerais que fazem do Canadá um país atrativo, analisa-se em concreto o mercado da uva de mesa e percebe-se facilmente o enorme potencial existente e a possibilidade de negócio. Registam-se elevados níveis de consumo de uva de mesa, rondando as 175 500 toneladas no último ano, com uma tendência crescente. Já os níveis de consumo per capita, que se mantêm estáveis ao longo das últimas 3 décadas, mostram que, apesar das diferenças etárias ou culturais e étnicas que possam existir entre a população, a uva de mesa é um fruto bastante apreciado no país. Observando os níveis de produção nacional de uva de mesa, é fácil perceber que os mesmos são extremamente reduzidos, não conseguindo fazer face aos níveis de consumo da população e obrigando o Canadá a recorrer à importação. Obviamente por uma questão de proximidade, o principal parceiro de negócio do Canadá e o maior exportador de uva de mesa para o país são os Estados Unidos da América. No entanto, não só mas também como forma de fugir à instabilidade vivida no país vizinho, o Canadá tem tentando reduzir a sua dependência comercial com os EUA e o novo acordo CETA (*Comprehensive Economic and Trade Agreement*) vem ajudar nesta tarefa. Este acordo entrará em vigor futuramente e tem como objetivo portenciar e fortalecer as relações comerciais entre o Canadá e países Europeus, entre eles Portugal, em áreas específicas como o setor agro-pecuário, onde se insere a empresa foco deste projeto, *Vale da Rosa*.

Reconhecido o potencial do mercado Canadiense e analisados os fatores críticos de sucesso da empresa portuguesa no novo mercado, tenta-se desenvolver um plano de ação para por em prática, abordando os quatro principais componentes de um plano de marketing, o produto, o preço, a promoção e a distribuição. São também apresentadas algumas das barreiras de entrada que a empresa Portuguesa terá que enfrentar para ter acesso ao mercado do Canadá.

Aknowledgments

Although much of this work results from my own effort and dedication, nothing can be achieved alone and, for this reason, I have to thank all those who helped and supported me along this way.

First of all, I would like to thank my supervisor, Prof. Álvaro Rosa, for his support, guidance and wise advices given throughout the whole process, which always allowed me to improve my work.

I wish to say a special thank you to Dr^a Carolina Silvestre Ferreira and to Eng^o Joaquim Praxedes, from *Vale da Rosa*, for their receptivity and for the tireless way they received me and gave answer to my requests, helping me, whenever possible, providing all relevant information and sharing with me their experiences and knowledge.

To my parents, family, to António and my friends, a very great thank you for the unequalled support, patience, advices, courageous words and for being always present.

I thank you all.

Table of Contents

1. Introduction.....	1
2. Literature Review.....	3
2.1. The Entry into International Markets and the Decision to Export.....	5
2.2. The Drivers in Export Decisions. What are the advantages of this entry strategy?.....	7
2.3. Disadvantages and Possible Obstacles Associated to Export Activities.....	9
2.4. Critical Success Factors when Exporting.....	10
2.5. Exporting in the Agri-Food Sector. What should be considered when Exporting Fresh Fruit?.....	12
2.6. The Importance of Marketing when Exporting.....	13
3. Objectives and Research Methodology.....	15
4. The Company: <i>Vale da Rosa</i>	17
4.1. The History of the Company.....	17
4.2. Marketing Policy at <i>Vale da Rosa</i>	19
4.2.1. Product.....	19
4.2.1.1. Harvesting and Packaging.....	21
4.2.1.2. Quality Certifications.....	22
4.2.2. The Brand: <i>Vale da Rosa</i>	22
4.2.3. Promotion.....	23
4.2.4. Price.....	24
4.2.5. Distribution.....	25
4.3. National Table Grape Production and Competition.....	26
4.4. <i>Vale da Rosa</i> in International Markets.....	29
4.4.1. <i>Vale da Rosa</i> Exporting to Poland.....	32
4.4.2. <i>Vale da Rosa</i> Exporting to Netherlands.....	35
4.4.3. <i>Vale da Rosa</i> Exporting to the United Kingdom (England).....	38
4.4.4. <i>Vale da Rosa</i> Exporting to France.....	42
4.5. Global Table Grape Production and Exports.....	45
5. Conquering a New Market: Canada.....	48
5.1. PESTLE Analysis.....	48
5.1.1. Political Factors.....	48
5.1.2. Economic Factors.....	49
5.1.3. Social Factors.....	51

5.1.4. Technological Factors.....	53
5.1.5. Legal Factors.....	54
5.1.6. Environmental Factors.....	54
5.2. Table Grapes in Canada.....	56
5.2.1. Table Grape Consumption in Canada.....	56
5.2.2. Table Grape Production in Canada.....	58
5.2.3. Table Grape Imports in Canada.....	60
5.3. <i>Vale da Rosa</i> entering the Canadian Market.....	63
5.3.1. Entry Mode: Exports.....	63
5.3.2. Marketing Strategies for the Canadian Market.....	64
5.3.2.1. Product	64
5.3.2.2. Place / Distribution.....	65
5.3.2.3. Promotion.....	67
5.3.2.4. Price.....	67
5.3.3. Entry Barriers and Fresh Fruit Regulations in Canada.....	69
6. Conclusion.....	71
7. Bibliography.....	74
Annex 1 - Specific Characteristics of Each Grape Variety Produced at <i>Vale da Rosa</i>	78
Annex 2 - Harvesting Period (in Months) by Grape Variety.....	81
Annex 3 - Distinct Types of Packaging (Seeded and Seedless Grapes).....	82
Annex 4 - Interview with Engineer Joaquim Praxedes, General Manager at <i>Vale da Rosa</i> (Questions).....	83
Annex 5 – <i>Vale da Rosa</i> in the eyes of the press.....	84

List of Figures

Figure 2.1. Internationalization Process of a Firm (Uppsala Model).....	3
Figure 3.1. Analytical Model.....	16
Figure 4.1. Rankings on <i>Doing Business</i> topics – Poland.....	32
Figure 4.2. Rankings on <i>Doing Business</i> topics – Netherlands.....	35
Figure 4.3. Rankings on <i>Doing Business</i> topics – United Kingdom.....	38
Figure 4.4. Rankings on <i>Doing Business</i> topics – France	42
Figure 5.1. Rankings on <i>Doing Business</i> topics – Canada.....	50

List of Tables

Table 4.1. Table Grapes Production in Portugal.....	27
Table 4.2. Table Grapes Production by Region.....	27
Table 4.3. <i>Vale da Rosa</i> Exports by country, in 2016.....	30
Table 4.4. List of Importing Markets for Fresh Table Grapes Exported by Portugal.....	31
Table 4.5. Portugal's Exports to Poland for Fresh Grapes.....	33
Table 4.6. Portugal's Exports to the Netherlands for Fresh Grapes.....	36
Table 4.7. Portugal's Exports to the United Kingdom for Fresh Grapes.....	39
Table 4.8. Portugal's Exports to the United Kingdom for Fresh Grapes.....	43
Table 4.9. Global Fresh Table Grape Production.....	45
Table 4.10. World Table Grape Exports.....	47
Table 5.1. Canada Fresh Table Grapes Domestic Consumption by Year.....	57
Table 5.2. Canada Fresh Table Grapes Production by Year.....	59
Table 5.3. Canada Fresh Table Grapes Imports by Year.....	61
Table 5.4. Canada Imports of Table Grapes by Country.....	62
Table 5.5. List of Supplying Markets for Fresh Grapes Imported by Canada.....	63
Table 5.6. Major Canadian Importers of Fresh Grapes (2015)	66

List of Graphs

Graph 4.1. Table Grapes – Area (ha) and Production (tons).....	26
Graph 4.2. <i>Vale da Rosa</i> Exports by country, in 2016.....	30
Graph 4.3. Total World Domestic Consumption of Fresh Table Grapes.....	45
Graph 4.4. Global Fresh Table Grape Production – Outlook 2015/16.....	46
Graph 4.5. Origins of World Table Grape Exports 2015/16.....	47
Graph 5.1. Population Pyramid – Canada 2016.....	52
Graph 5.2. Canada Fresh Table Grapes Domestic Consumption by Year.....	56
Graph 5.3. Canadian Per Capita Consumption of Table Grapes.....	58
Graph 5.4. Canada Fresh Table Grapes Production by Year.....	59
Graph 5.5. World's Fresh Table Grapes Importers 2015/2016.....	60
Graph 5.6. Canada Fresh Table Grapes Imports by Year.....	61

1. Introduction

Despite starting to go through a positive phase, the Portuguese economy has experienced, in recent years, very worrying scenarios, marked by a serious context of economic crisis in our country. With obvious repercussions in the path of our companies, they face a daily need to increase production levels, improve results, overcome trade deficits and demonstrate competitive advantages over their competitors. In view of this crisis and domestic saturation of the Portuguese market, it has become increasingly difficult for companies to do it only in the national market. Thus, this raises the need for seeking new markets and business opportunities, which may represent greater risks, but can also ensure better margins, results and profitability. And it is in this context that the concept of internationalization arises. In a world that are constantly changing and with the progressive trade liberalization, the search for new markets and the international expansion have become more and more frequent responses from companies trying to fight the threats to their survival.

So, this project is centered on the internationalization of companies, being its main objective the elaboration of an internationalization plan for a Portuguese company towards the Canadian market, focused on the four main marketing elements. *Vale da Rosa* is a family owned company, based in Alentejo and dedicated to the production and commercialization of table grapes. National market leader, this company has invested on the internationalization and expansion of its brand and it has made great steps internationally, already exporting for a large part of Europe and other countries in the rest of the world.

In order to mention all the necessary points in an organized way, this work is divided in six main chapters, being the first and present one dedicated to introduction. Chapter 2 is devoted to the analysis of theoretical frameworks, including classical and contemporary authors. Then, the different theories of internationalization are briefly analyzed, followed by a more in-depth study of exports, for being the strategy used by *Vale da Rosa* to enter new markets. Here, advantages and disadvantages of this strategy are covered, as well as the critical factors for the success of a company in international markets, specific issues to consider when exporting fresh fruit and the importance of a correct marketing strategy. This chapter aims to help us to understand the strategies used by the Portuguese company.

Next, chapter 3 presents the secondary objectives of this project, culminating in the main objective already mentioned and the research question to give answer. It also

presents the analytical model and the methodology used to collect all the necessary information for preparing this work.

Chapter 4 is dedicated to the chosen company, *Vale da Rosa*. In this chapter, a characterization of the company is made and it is presented, firstly, the strategy adopted in the national market, regarding the four main elements of marketing mix, product, price, promotion and place. A framework of the company in the national market is made, to understand its positioning and competition. Still in this chapter, an analysis of the company in international markets is made, through the example of the best markets where it operates - France, Poland, Netherlands and England. The strategies used in these markets are presented here and the observed critical success factors help to develop the strategy for the new market. The main global competitors and exporters of table grapes are also analyzed.

The next chapter gives an overview of the new market to be conquered by *Vale da Rosa*, the Canadian market. In order to have a broad knowledge of the country, a PESTLE analysis of the political, economic, social, technological, legal and environmental factors is made, with a special focus on economic, political and social factors, since these are the most relevant ones in this specific case. This is followed by an analysis of table grape market in Canada, focused on population consumption levels, domestic production levels and imported quantities of table grapes. This analysis intends to present evidence that there is, indeed, a good business opportunity in the Canadian market. Finally, the action plan for the new market is drawn up, focusing on the marketing strategy to be used. Barriers and obstacles to overcome when entering the Canadian market are also addressed.

The last chapter 6 includes the main conclusions and limitations encountered during this project. The choice of the new market is justified and a reflection is made on the entire context surrounding the company and on the strategies adopted by *Vale da Rosa*, which make it a successful company, in Portugal and beyond.

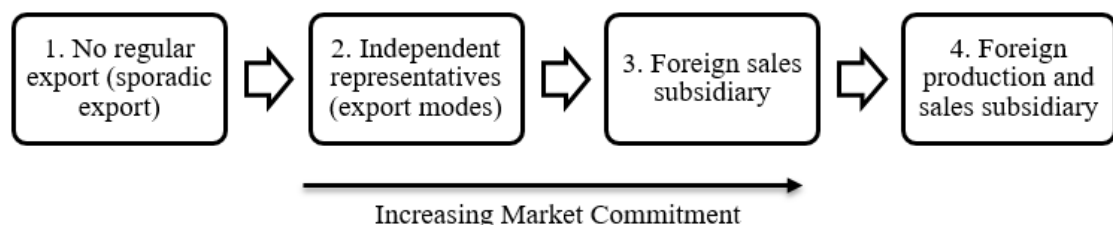
2. Literature Review

More and more, the internationalization topic has assuming an extremely significant role in the life cycle of companies that want to survive the constant competitiveness of current market. Consequently, over the past decades, this theme has received considerable attention from several authors.

From the well-known Uppsala Internationalization Model, by Johanson e Wiedersheim-Paul (1975), later revised by Johanson e Vahlne (1977), to the Network Model, by Johanson and Mattson (1988), going also through the Internalization Theory, by Buckley e Casson (1976), the Transaction Cost Theory, by Williamson (1975) and the Dunning's Eclectic Approach, there were many authors discussing this thematic.

Touching briefly on these theories just mentioned, it is now given attention to the **Uppsala Internationalization Model**, based on the study of Swedish manufacturing companies. The authors argue that the internationalization of a company follows a sequential pattern of successive entry into new markets and it happens incrementally and progressively, with a gradual degree of involvement in the external market, as knowledge and experience increase. Thus, this model is based on a 'learning by doing' process and includes, according to the authors, four successive steps of entering new markets, representing higher levels of international commitment. It begins with no regular export activities, followed by export via independent representatives, establishment of a foreign sales subsidiary, and finally, representing the greatest involvement in the foreign market, foreign production and sales subsidiary. This sequential process is illustrated in Figure 2.1.

Figure 2.1. Internationalization Process of a Firm (Uppsala Internationalization Model)



Source: Own elaboration, based on Hollensen (2011)

Thereafter, focusing on the **Internalization Theory**, the authors referred that multinational corporations prefer direct equity investment, rather than licensing, when internationalizing their activities. For the authors, the internationalization process involves a decision making about two important aspects, related to the location and the desired type of control. Directly related to this theory, it is the **Transaction Cost Theory**, being the first one considered the Transaction Cost Theory for multinational corporations. Both are related to the minimization of transaction costs, underlying market failure conditions. The authors argue that the correct practice passes by analyzing the characteristics of transactions, to choose the most efficient one, minimizing, at the same time, the associated costs.

Concerning **Dunning's Eclectic Approach**, the author's study refers the importance of locational variables, when deciding to invest in external markets and, according to him, the propensity of a company to produce in a foreign market increases as three important conditions are met. First, ownership advantages, helpful in determining which markets should be chosen by the companies when internationalizing activities. Ownership advantages are related to intangible assets, such as know-how. The author argues that companies owning foreign production facilities have greater advantages compared to companies of other nationalities. Next, locational advantages, allowing companies to determine if they should only export or, on the other hand, they have conditions, such as labor, energy, transport, communication channels and so on, to produce in the foreign country. Finally, internalization advantages, related to the ability of the company to exploit its advantages across borders.

Regarding the **Network Model**, it assumes that an international company cannot be seen as an isolated actor, and instead, the relationships with other companies in the international environment should be considered. Networks are based and strengthened by technical, economic, legal and personal links, and the ones created in the domestic market can serve as bridges with other networks in foreign markets, facilitating the process of internationalization. (Hollensen, 2011)

Being these four theories some of the most important ones developed in the last decades, about internationalization of companies, it is not hard to realize that there are many questions and doubts arising, as well as decisions to make during this process. Decide whether to internationalize, which markets to choose, how to approach those markets, which strategy to use to enter the new market and so on, these are some of the

most prominent issues to be considered. In this chapter, the major focus is export as the entry mode into a new market and some issues related to it will be covered. Some of the advantages, disadvantages and critical success factors are presented, mentioning some of the authors who gave an important contribute to the study of this issue. The importance of marketing when exporting is also referred. Finally, it is also given some attention, even though in a more synthetic way, to exports in the agri-food sector, specifically regarding to exports of fresh fruits, since it will be a relevant topic during this project.

2.1. The Entry into International Markets and the Decision to Export

Considering the studies of Czinkota *et al.* (2011), the authors argue that, more and more, the internationalization of companies is an imperative, as the world economies and the world trade increase. Firms internationalize their activities when they establish their own multinational operations, but preserving the internal information, that is the core of their competitiveness. The establishment of successful activities in international markets has a crucial importance for the growth of the company, improvement of its competitive potential and financial performance.

Assuming the importance of internationalization and mentioning the studies of Root (1994), the author claims that when a company formulates its internationalization strategy, there are many decisions to be made. One of the most important decisions is related to the choice of the most suitable entry mode in the new market, that makes possible the entry of products, technology, human skills, management and other resources in the foreign country, to serve the customers in the best feasible way. Following the same subject, Kotabe and Helsen (2010) studied the possible modes of entering a new market, arguing that companies have a wide variety of entry strategies to penetrate international markets. The choice of the strategy is conditioned by a broad range of internal and external variables, such as government openness, competitive environment, the resource commitment the firm is willing to make, the amount of risk the firm is willing to take, the desirable degree of control and so on.

Focusing, now, on the importance of a right entry mode choice, Hill (2013) considers that choice as having a relevant impact on the success of international business operations. Also, Kotabe and Helsen (2010) remark the extreme importance of right and well-structured entry decisions, referring that, in contrast to other decisions, these ones cannot

be easily corrected in case of fail. The possible entry strategies can differ between exports, contractual agreements, full equity participation in wholly-owned subsidiaries and equity investment in joint ventures (Górecka and Szalucka, 2016). Hill (2013) refers that each one of these strategies has some advantages and disadvantages, being necessary to make some trade-offs when selecting the most suitable entry mode. These positive and negative points make them appropriate in different business situations, depending on the strategy the company intends to adopt.

Within the possible entry modes, there are many authors defending that export is the best choice. In their studies, Driscoll and Paliwoda (1997) succinctly define export, arguing that it happens when the company's product is produced/manufactured in the domestic market or in a third country, being then transferred, directly or indirectly, to a host market. Referring the studies of Kotabe and Helsen (2010), the authors argue that exports are, usually, the first step in the internationalization of most of the companies and, for most small businesses, the only feasible alternative for selling products in external markets. Citing Root (1994): *"Only after some success in casual export (...) do some companies start to think about what is needed to create position in foreign markets that can be sustained over the long run"*. This author also argues that in most of the cases, companies adopt a phased entry strategy, beginning with a minimal risk strategy – exports - seen as the simplest and most frequent form of development in foreign markets. Citing Thompson *et al.* (2010) about exports, *"(...) is an excellent initial strategy for pursuing international sales. It is a conservative way to test international waters."*

Focusing on exports, Kotabe and Helsen (2010) outline three possible choices within this entry strategy, being them, indirect, cooperative and direct exports. Regarding the first alternative – indirect exports – Driscoll and Paliwoda (1997) argue that it occurs when a company decides to sell its products in the international market, through independent intermediaries, such as export houses or trading companies, usually without the exporting company's involvement in the foreign sales of products. According to Hollensen *et al.* (2011), indirect exports are associated to *"(...) the lowest degree of control of the activities in the foreign market"*. From the studies of Kotabe and Helsen (2010), cooperative exports occur when the export company decides to enter into an agreement with another company (local or foreign), using its distribution channels to sell their own products in the external country. The authors defend that cooperative export is a wise choice for companies that are unwilling to invest their own resources in the process, but, at the same time, wish to keep some control over international operations.

According to Kotabe and Helsen (2010), as well as Hollensen (2011), the third and final option concerns to direct exports, in which the company establishes its own exporting department and sells its products directly to an agent, distributor or importer, located in the foreign country, who is responsible for controlling and implementing local activities, but sharing the planning activities with the export company. As the potential of international results increases, direct export becomes more adequate, according to the authors, when compared to indirect export. On the same issue, Driscoll and Paliwoda (1997) argue that direct exports involve the company in the delivery of documentation, physical deliveries of products and pricing policies, with products being sold directly to customers or via agents, distributors or overseas sales affiliates.

2.2. The Drivers in Export Decisions. What are the advantages of this entry strategy?

“Exports benefits an economy and business organization in several ways. (...) is one of the most established forms of international involvement (...) and has been recognized as a viable strategy by firms looking for growth opportunities. (...) is the most traditional and well-established form of operating internationally.”

Yannopoulos, 2010

As already mentioned in the previous section, there are many authors considering exports as a wise choice in the internationalization of a company, either as an initial step or as a strategy to be followed during the process. Therefore, it is important to realize the advantages associated with this entry strategy and the factors motivating a company to choose this alternative rather than other.

Considering the studies of Hollensen (2011), the author defends that, in most of the cases, companies choose exports as an initial stage of the internationalization process, since they can avoid the costs of establish operations in the other country and more risk, but, at the same time, they can get some experience about the market. Exports are considered a flexible strategy that allows companies to react quickly to other opportunities that may arise elsewhere. Chung and Enderwick (2001) also recognize that for companies of consumer products or industrial products, export is the most advised

strategy, mainly because it is not necessary “(...) *to set up their own presence in the market, especially when they first enter the market*”, citing the authors.

Regarding the motivations to export and the factors influencing that decision, there are also many authors dedicating their studies to this thematic. Citing Holzmüller and Stöttinger (1996): “*The basic decision to start exporting is strongly influenced by recent experience in the home market*”. Research by the authors has provided evidence that the decision of exporting is not only influenced by management objective organizational characteristics and by the external environment, but also by its organizational culture standards. In the studies of Yannopoulos (2010), it can be understood that the factors leading a company to engage in exports can be split into two main categories - internal and external motivating factors. Starting by the external factors, this group include the desire to obtain greater profits, increase market size, the geographic proximity to the foreign market, as well as the existence of a possible proposal by a foreign partner (distributor) for representation. Regarding the internal side, some of the motivators are excessive production capacity in the home country, need of diversification for stability and desire of increase business growth rates. From the studies of Stouraitis and Kyritsis (2016), there are evidences that the existence of competing companies already involved in export activities, the government incentives to export, the domestic market saturation and, even the search for solutions to internal problems, such as crises in domestic market or financial crises, can influence companies to start exporting. Similarly, Bradley (2005) considers that companies decide to export, since they are seeking for better opportunities in foreign countries, want to reduce technological and product cycles, have excessive capacity that needs to be sell or, on the other hand, they wish to follow customers or competitors in external markets.

Referring, this time, Kotabe and Helsen (2010) about the types of exports already mentioned (direct and indirect), the authors present advantages for both. Firstly, in which concerns to indirect exports, the authors argue that it allows a quick knowledge about the foreign market, having, at the same time, a minimal risk level associated and no need of major commitments for the company. The authors also argue that, usually, indirect exporters are skilled professionals, who have capacity to answer to all the details involved in the process, detect relevant business opportunities and have know-how about the selection of agents and management of distribution networks. Concerning direct exports, the exporter has greater control over international operations and sales potential, and the profits are, in most of cases, higher than those verified in indirect exports. The company

can, also, build more easily its own network in the foreign market and receive better market feedback.

As demonstrated by the study of the authors mentioned just above, there are numerous advantages related with export strategies. In addition to those already mentioned, it is important to refer the role of exports in pursuing growth objectives and geographical diversification. In that way, companies are, in most of the cases, able to extend the normal life cycle of products and to level seasonal fluctuations in production; to obtain better commercial margins, allowing the improvement of research bases, innovation and product development; to use competitive advantages exploiting business opportunities that may exist in niche markets, sustaining, in that way, the internal competitive capacity; to achieve economies of scale and advanced product value chains.

2.3. Disadvantages and Possible Obstacles Associated to Export Activities

However, not everything is positive and, consequently, there are also some disadvantages associated to exports and some challenges that companies need to face when choosing this strategy.

In some cases, the decision to export is not the most advised, since it involves high transport costs, which may not be acceptable for certain products, being even more economic to produce them in the foreign country, rather than export. In addition, according to Chung and Enderwick (2001), this strategy is associated with low profit returns and low levels of control.

Mentioning, once again, Kotabe and Helsen (2010), and following the previous section structure, there are disadvantages for both types of exports (direct and indirect). Considering indirect exports, the company has low or even any control over the way the products are marketed in the foreign market; there are a lack of adequate sales support, leading, sometimes, to poor price decisions, poor distribution channels and, consequently, to reduced sales; probable bad decisions taken regarding marketing mix, having consequences on company's image and brand; the possible lack of experience of the chosen middleman; as well as the possibility of the intermediaries focus their attention in what maximizes their profits, which may not meet the intentions of the export company. Regarding direct exports, tasks related to marketing mix decisions, target market selection, representative's selection in the foreign market and logistics functions (e.g.

documentation, shipping, packaging, etc.) are the responsibility of the exporting company, being required more human and financial resources to support overseas operations.

At the same time, it should be in mind that some companies are not prepared yet to start exporting activities, and so, there are many challenges to overcome. Currently, a large part of companies has low production volumes, complicated financial scenarios, weak competitive positions, weak information systems and limited knowledges about export techniques, being much more difficult for a company in those situations to initiate activities in another country. Also at an external level, there is still a lack of knowledge about the markets and, consequently, a dependence of the companies on traditional export markets. It is, therefore, easy to realize that when companies don't have the necessary level of knowledge, the risk involved in export processes grows exponentially and the challenges to overcome are much higher.

Still regarding export challenges, it is extremely important to mention the barriers that companies may have to face. Tariff barriers can be referred, related to customs duties and charges on imported products; and technical or non-tariff barriers, that have to do with procedures of different nature, such as necessary documentation, regulations to be followed, certificates, licenses, inspections or specific conditions of a particular market. Even with less weight, psychological barriers can also be relevant, associated with the fear of increased risks, due to the lack of knowledge about the main subjects involved in exporting activities.

2.4. Critical Success Factors when Exporting

As previously presented, when talking about exports, not everything is positive and there are some challenges and barriers that companies need to overcome during the process. This section attempts to find out, helped by the AICEP *Exporter's Guide*, what may be the critical success factors for a company that decides to export its products.

In first place, it is important to point that, to be successful when exporting, it is not crucial to have any experience in this field. In contrast, it is necessary to have a high degree of knowledge about the market in question, the business opportunities, about all stages of the process, what each one requires and about the challenges and barriers that can arise throughout the way. Thereafter, the necessary conditions must be met, in order

to achieve the economic, strategic, technical and financial expansion objectives. Assured these factors and dominated the language of trade, exporting will become an easier task.

Considering the key factors of competitiveness, such as marketing, quality, brand, image, among others, there are some conditions that should be met by companies, so that the challenges and obstacles are more easily surpassed. First, it is important to identify the critical success factors of the business, considering the company's previous experience, to define the best export strategy to use. Regarding competition, the competitive advantages that the company may have, for instance, in specialized areas, such as speed of response, technical know-how of production, quality/price, and so on, transmit an added value to the customer and can facilitate export activities. Assuming also a high importance in the process, the company should have interactive management and organizational skills, according to the complexity of export processes, creating a capable team to support the entire process. It is also crucial that the company makes conscious decisions, acting prudently and responsibly and considering the reality characterizing and surrounding it.

Finally, research by Zeriti *et al.* (2014) has provided evidence that, in most of the cases, exports require an adaptation of the product to the new market, in order to make it more adequate. For example, when the foreign country is less developed than the exporting country and the economic conditions of the local customers are also smaller, firms may need to adapt the components of the marketing strategy to those verified in the foreign country. Likewise, the sociocultural differences that may occur, also require an adaptation of the products and strategies to be used.

When considering, responsibly, the issues mentioned above, among others, the process of exporting to a foreign country becomes simpler and more efficient and the company have more opportunities to achieve success.

2.5. Exporting in the Agri-Food Sector. What should be considered when Exporting Fresh Fruit?

With no exception to this trend of exporting, also the companies in the agri-food sector, a sector that have marked the economy in our country, have invested in export and internationalization, as a way of conquering new opportunities. In this section, attention is given, although superficially, to exports in this sector, regarding fresh fruit, as it is a relevant topic during this project. Some of the aspects to be taken into consideration when exporting this specific good are thus addressed.

When a company in the sector decides to export fresh fruit to another country, there are certain issues that should be in mind, concerning, for example, marketing, labeling, packaging and others. With regards to the first issue and considering Portugal as the exporting country, the marketing standards established by the European Union, regarding quality and labelling, are respected. A general marketing standard is determined for all fruits and vegetables that do not require a specific marketing standard, as the case of apples, citrus fruit, kiwi fruit, lettuce, peaches and nectarines, pears, strawberries, sweet peppers, table grapes and tomatoes, that follow another standard. Regarding labelling, it is important to consider that the language should be easily understood by consumers and should preferably be the official language of the country in which the product is going to be sold. Each package must, in accordance with the established rules, contain the identification, type of product, origin of production, commercial specifications and official control marks. Concerning the third issue, packaging, materials used in the carton must be clean and of sufficient quality to avoid external or internal damage to the product. Also trade specifications on papers or stamps should be made with non-toxic ink or glue.

Finally, it is important to note that products should have, according to the laws, phytosanitary certificates, complying the requirements of the importing country and should be subject to quality inspections, where restrictions according to pesticides, additives, and so on, are revised. (FIPA – Federação das Indústrias Portuguesas Agroalimentares, 2012)

2.6. The Importance of Marketing when Exporting

"As a result of the growing globalization of markets and intensifying competition worldwide, international marketing decisions have become increasingly important to the survival, growth, and profitability of modern business organizations".

Czinkota and Ronkainen (2003)

The present section is dedicated to the importance of marketing and related decisions in export activities.

Cateora *et al.* (2011) defined international marketing as a business activity related to the planning, price and promotion of goods and services, in more than one country, to get profits. Coordinating the process of bringing those products and services to the customers is also part of international marketing activities, according to the authors.

When a company decides to export its products, it is deciding about international marketing, being that decision based on the existence of business opportunities in foreign markets and on the resources held by the company. In case the company considers attractive the foreign opportunities that may exist and holding the necessary resources, then it should consider engaging in marketing activities abroad. According to the author's studies, international marketing activities can appear in two distinct ways. On the one hand, the company can be directly addressed by someone interested in buy its products and, on the other hand, it can be the company, for itself, who takes the first step and decides to analyze the external market, looking for good opportunities that can arise. In the first option and being a company's own initiative, it is necessary to consider some aspects and some decisions should be made, regarding, for instance, the choice of the foreign market, the way of entering that market, the marketing program to put in action and the necessary changes on the marketing organization. (Kotler and Keller, 2012) To make these decisions there are many issues that should be in mind.

After deciding to go abroad and once selected and analyzed the market, the following decision is related to the entry strategies a company can adopt, that can differ between exports, licensing, joint ventures and direct investment, according to the desired degree of risk, control and commitment, that is successively increasing with each one of these entry strategies.

Referring the studies of Kotler and Armstrong (2012), the authors defend that another decision that should be made is related to the global marketing program. In which concerns to this topic, firms should decide between a standardized global marketing and an adapted global marketing and, in case of the second option, the company should determine how much to adapt its products to the foreign market. Decisions about global marketing program include the 4 P's elements of marketing mix - product, promotion, price and distribution. In relation to the product, three strategies can be mentioned – straight product extension to the new country, product adaptation and product invention. As with the product, also the communication (promotion) strategy to use in the foreign country can be the same used in the home market or can be adaptable to the local market. About pricing, firms should also evaluate carefully the target country before setting prices and, according to Kotler and Keller (2012), a company can choose a uniform price, a market-based price or a cost-based price. Finally, about the last element, distribution, Kotler and Armstrong (2012) mention the importance of setting distribution channels taking into consideration the global supply chain and marketing channels, in the foreign market, that is, a whole-channel view.

Research by Kotler and Keller (2012) and Kotler and Armstrong (2012) has provided evidence that the last crucial decision that companies should consider relates to the management of international marketing activities. According to the authors, firms have three main options of organizing their international activities, being them, through an export department, an international division or, in the most advanced scenario, becoming a global organization.

3. Objectives and Research Methodology

Considering the above-mentioned context and the need to increase the internationalization of Portuguese companies, the main purpose of this work, as already mentioned, is to develop an internationalization project for a Portuguese company – *Vale da Rosa* – and its premium table grapes to the Canadian Market. This plan focuses on the marketing strategy to use, considering the four principal elements of marketing- product, price, promotion and place / distribution.

According to Creswell (2008), “*Research is a process of steps used to collect and analyze information to increase our understanding of a topic or issue. It consists of three steps: Pose a question, collect data to answer the question and present an answer to the question.*” In this way, throughout the present project different steps and secondary objectives are followed and it is outlined the most suitable research methodology to put in practice, in order to answer the questions and to reach the main objective of this project.

Firstly, a literature review is conducted on the most important internationalization theories, as well as the main entry modes that can be adopted by a company in a new market, with subsequent focus on exports and marketing strategy. During this stage, papers, articles and books from both classic and contemporary authors are analyzed. Studies from official institutions, such as *FIPA – Federação Portuguesa de Indústrias Agroalimentares* and *AICEP – Agência para o Investimento e Comércio Externo de Portugal* are also revised.

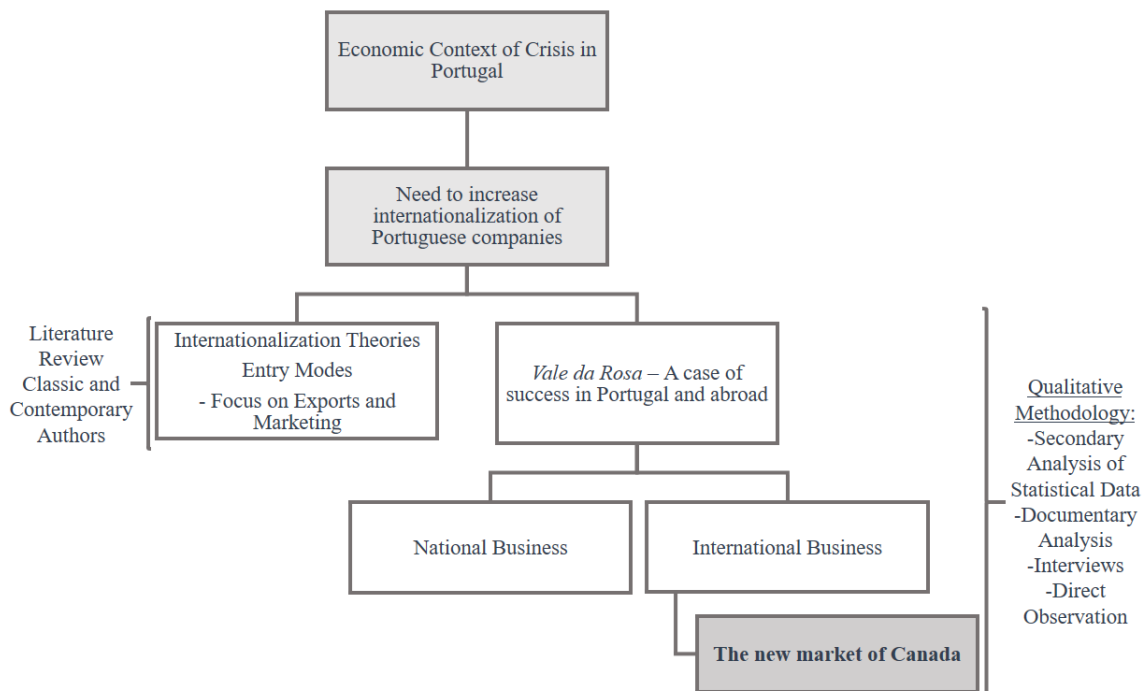
Secondly, the objective is to deepen the knowledge about the subject of study – *Vale da Rosa*, its activity, the adopted market positioning, the competition, both in Portugal and at a global level and the strategies used in the national and international markets, with the examples of the top four markets where it operates. For this, it is done, through a qualitative methodology, a documentary analysis of reports and studies, as well as secondary analysis of statistical data from various entities, such as the *National Institute of Statistics (INE)*, *International Trade Centre*, *World Bank Group*, *GPP*, *USDA Foreign Agricultural Service*, among others. The information provided by *Vale da Rosa* was crucial for developing this phase. Internal documents of the company are analyzed, as well as privileged information about results, statistical data, used strategies, business partners and so on. In addition to the received information, it is also conducted direct observation and field research, as well as structured interviews with two key members of the company – Dr^a Carolina Silvestre Ferreira, head of the Human Resources and Legal

Department and daughter of the owner, and Eng^o Joaquim Praxedes, General Manager at *Vale da Rosa*.

Finally, to study the Canadian market, through PESTLE factors, it is, once again, conducted an analysis of statistical information from official organisms, such as *CIA – Central Intelligence Agency* and the *Government of Canada*. For an in-depth study of table grape market in Canada, relevant information provided by the *USDA Foreign Agricultural Service* and the *International Trade Centre* is analyzed. Last of all, in order to draw the strategies to be used in this market, the information collected at *Vale da Rosa* and concepts discussed throughout this project, are applied.

The analytical model behind this project is presented below, in Figure 3.1.

Figure 3.1. Analytical Model



Source: Own elaboration

4. The Company: *Vale da Rosa*

4.1. The History of the Company

It was in the 1950s that António Francisco Silvestre Ferreira, father of António Silvestre Ferreira, current owner and administrator of *Vale da Rosa*, moved from Torres Vedras to Ferreira do Alentejo, in Southern Portugal. At that time, António Francisco Silvestre Ferreira settled in *Herdade do Pinheiro* and devoted himself to the wine and cereals business, being recognized as a respectable trader in that region and becoming the largest producer of wheat, in Portugal.

Some years later, and already in the 1960s, António Francisco Silvestre Ferreira started producing table grapes on his lands, with a variety called *Dona Maria*. In the following years, the extension of planted hectares became increasingly bigger and the business started to catch the attention of new markets and consumers. As a result, in 1972, *Dona Maria* grapes entered the English market, in partnership with the well-known supermarket chain Marks & Spencer, what was a very important step in the international journey of this family.

However, even though the table grapes business was doing quite well, in 1976, in sequence of the Agrarian Reform, in Portugal, the Silvestre Ferreira family was obliged to leave their lands and travel to Brazil. Once restored in that country, the family did not give up the cultivation of *Dona Maria* grapes and they keep their exploitation in Brazilian lands. Silvestre Ferreira also dedicated themselves to the exploitation of livestock and the cultivation of other fruits. In the 1980s, the family started producing seedless table grapes, a key step on their journey and an important differentiation factor.

Years later, when returned to Portugal and after recovering the lands previously left in Ferreira do Alentejo, António Francisco Silvestre Ferreira died in 2000 and one of his sons, António Silvestre Ferreira, was in charge of the lands that he was exploring at the time. When doing the property sharing by the heirs, *Herdade do Pinheiro* was divided into three parts and it was the one destined to António Silvestre Ferreira, which gave rise to *Herdade Vale da Rosa*. This name “*Vale da Rosa*”, full of symbolism, comes from a small garden existing on the estate, with the same name, where António Silvestre Ferreira had played many times as a child. For being such a beloved place and bringing many good memories, then António Silvestre Ferreira decided to give that name to his lands and to the brand of his grapes.

The approximately 100 hectares that previously constituted the estate, gave rise, in the current days, to a production area of 250 hectares, accommodating 12 different varieties of grapes, seedless and seeded ones. This huge extension of production area allows *Vale da Rosa* to be, currently, the national leader in table grapes production.

In the campaign of 2015, *Vale da Rosa* marketed around 5 600 tons of table grapes, resulting in a turnover of approximately 10.7 million euros and, the values for 2017 are even more interesting, with sales forecasts around 5 700 tons of table grapes. At the time of the harvest, the estate counts with more than 800 employees, providing job to many people and contributing, in this way, to the development of the region, as well of the economy of our country, Portugal.

From the start, *Vale da Rosa* has given big steps on its growth, both national and internationally, and it has worked hard to prove that its brand can only be associated with table grapes of high quality. Currently, with the mission of producing table grapes to anyone who values the origin and quality of the food they consume, contributing to a healthier and tasty world, *Vale da Rosa* wants to contribute to the success of the country and, at the same time, show the image of an entrepreneurial and productive Portugal, with the capacity to build high quality businesses with international potential. This is all possible since *Vale da Rosa* was a dream realized with true passion.

“At Vale da Rosa we live with passion. Passion for the Alentejo. Passion for agriculture. Passion for grapes.”

Commander António Silvestre Ferreira

4.2. Marketing Policy at *Vale da Rosa*

“To deliver on its value proposition, the firm must first create a need-satisfying market offering (product), (...) decide how much it will charge for the offering (price) and how it will make the offering available to target consumers (place). Finally, it must communicate with target customers (...) and persuade them (...) (promotion).”

Kotler and Armstrong (2012)

As previously mentioned in the Literature Review chapter, the Marketing Strategy plays, more and more, an increasingly role in the survival, growth and success of companies and one of the most important decisions that should be made regards to the Marketing Mix. For this reason, throughout the following section, concerning the Marketing Strategy of *Vale da Rosa*, the four main elements of Marketing Mix will be addressed, namely, product, price, distribution, communication and, in addition, the brand name of the company - *Vale da Rosa*. When presenting the product, also the procedures of collection and packaging of the grapes are mentioned, as well as the certificates of quality the company has conquered.

4.2.1. Product

“The grapes produced at Vale da Rosa are not anonymous. They are unique, they have a name, an identity and they are treated in a truly special way.”

Commander António Silvestre Ferreira

When mentioning the product produced at *Vale da Rosa*, it is crucial to talk about table grapes. Not ordinary grapes, but ones with extreme quality, recognized by the most demanding consumers in any part of the world. Grapes that are kept like treasures, illuminated by the Alentejo sun, saved and cared by the best professionals, so they reach the consumer's hands with the best presentation, quality and flavor characterizing them.

At *Vale da Rosa*, there are currently 13 different grape varieties being produced, 6 of them seeded grapes and the other 7 seedless grapes. Within the lot of seeded grapes, the varieties *Cardinal*, *Victoria*, *Itália*, *Red Globe*, *Palieri* and *Black Pearl* can be found. In which concerns to seedless grapes, the ones gaining more fans among consumers, the

varieties produced on the estate are *Sugraone*, *Sophia*, *Midnight Beauty*, *Thompson*, *Autumn Royal*, *Melissa* and *Crimson*. The specific characteristics of each variety are listed in Annex 1. The seedless grapes, contrary to widespread belief, are completely natural and do not suffer any genetic manipulation, resulting from the non-development of the embryo in some varieties. Previously, these varieties were already consumed as sultanas, and nowadays, after increasing their size, these grapes may also be consumed as table grapes. Seedless grape varieties are, then, the greater bet of *Vale da Rosa*. About this type of grapes, Commander António Silvestre Ferreira, the owner, mentioned, in November 2011, in *Diário de Notícias*: “*It is a way that opens other doors, more possibilities for business, other prices, other requirements. It is more in line with the minutiae I like to do.*”

In addition to the different grape varieties mentioned above, seeded and seedless grapes, *Vale da Rosa* follows a policy of constant innovation, having for that propose, an experimental field, where tests some of the best-known grape varieties worldwide. When the desired results are achieved, and considering the production of such varieties viable, the firm invests in their cultivation and commercialization.

In order to produce grapes of such high quality, *Vale da Rosa* uses a pergola production system, that is, the vines are tall, in trellises and are covered by plastics and grids, facilitating the creation of a favorable microenvironment to the good development of grapes. In this way, the vines are protected from any climatic setbacks, such as wind, rain, hail, among others, keeping the best image, flavor and nutritional characteristics of grapes produced at *Vale da Rosa*. Using this pergola system, it is possible to anticipate production and to extend the harvest period, which starts at the end of June / beginning of July and ends only at the end of November.

With the objective of ensuring the quality of the entire process, it is closely followed in all its phases by a team of technicians from *Vale da Rosa*, who also have external support, from professionals coming from other countries and important grape producing regions.

4.2.1.1. Harvesting and Packaging

At *Vale da Rosa*, to bring grapes with the best possible image and quality to the customers is a daily concern and, consequently, all stages of the process until they arrive are made with extreme care and by the best and most trained professionals. From the harvest period, to the processes of selection, transportation and packaging, everything is done with great attention and detail.

Still in the vines, and already reached the right maturation stage, a first selection of the best bunches to harvest and, within them, of the best grapes belonging to each bunch, is done, always with the greatest care, to avoid any damages. In annex 2, it can be found a table presenting the harvest period (in months) of the different grape varieties produced at *Vale da Rosa*. After harvesting the best bunches, they are transported to the warehouse, by vans, in boxes and protected by grids, where they go directly to cold stores, in order to conserve all their best qualities. In the cold stores, the grapes stay the shortest time possible and suffer a demanding quality control, as well as a thermal shock to determine their quality.

Then, comes the selection processes, weighing and packaging of the best grapes harvested, those that will reach the tables of consumers. With the cold system used at *Vale da Rosa*, all these operations are performed at low temperatures, allowing the quality and freshness of the grapes to be maintained at the highest level. Being preserved at the indicated temperatures, these grapes can last about 60 to 70 days after harvested, conserving all its quality and freshness. Always trying to please its customers, at *Vale da Rosa* there are several types of packaging, to be used according to the preferences and needs of each specific customer, as well as to the destination market in question. Whatever the used type of packaging, all aspects of hygiene, sanitation and conservation are always guaranteed. In annex 3, some of the distinct types of packaging used at *Vale da Rosa* can be found. After being submitted to the packaging process, grapes are taken to the shipping chambers, where they are kept at certain temperatures, depending on the export destination market.

Always aiming to be further ahead and maintaining its policy of constant improvement, *Vale da Rosa* has invested recently in restructuring its packing facilities. Two new machines have been installed, allowing to triple the capacity of the installations, one destined specifically for seeded grapes and the other one for seedless grapes. The cold system of the company was also recently improved.

4.2.1.2. Quality Certifications

As previously demonstrated, the quality of grapes is a constant concern at *Vale da Rosa*. A daily work is done to bring the best of those soils into the hands of consumers, doing it in a sustainable, correct and environmentally friendly way and always meeting all the standards of food safety set by the European Union. All stages of the process, from production, to harvesting and packaging, are controlled by trained professionals, following the highest agri-food standards.

Proving what was mentioned above and evincing the good practices of the company, *Vale da Rosa* has receiving, during its years of existence, several quality certificates. There is, for instance, the Integrated Production Certificate, guaranteeing that the grapes produced at *Vale da Rosa* follow all the necessary basic principles of quality; the BRC certificate, from British Retail Consortium, concerning the utilization of safe and legal production practices; the HACCP, of the United States Department of Agriculture, regarding the food safety management system controlling the processes of production, distribution and consumption; the GlobalGap Certificate, i.e., Good Agricultural Practices, which examines the safety of products and their impacts on both the environment and the human health; and so on.

4.2.2. The Brand: *Vale da Rosa*



“Vale da Rosa wanted to establish an innovation factor, creating its own brand. When we talk about an agricultural seasonal product, it is a real challenge.”

Ricardo Costa, Marketing and Communication Department at *Vale da Rosa*,
in *Diário Económico* 19/11/2013

Being currently the national leader in producing table grapes and representing a market share around 29% (5 600 tons in a total of 19 032 tons produced, in Portugal, in 2015)¹, *Vale da Rosa* has invested in the establishment and fortification of its brand, a great challenge. Throughout these years, a huge effort and dedication have been channeled to build a brand of success and position it at the highest possible level. At *Vale da Rosa*, people work daily to bring the best grapes to the consumers and to associate its

¹ Statistics Portugal - Estatísticas Agrícolas 2015

brand with a gourmet and premium quality product that can be recognized everywhere, in Portugal and across borders. It is also important to highlight that *Vale da Rosa* brand is unique and represents exclusively the grapes produced there, being an isolated and exclusive brand, in contrast to what often happens when brands are created to encompass more than one agri-food product.

As a note of curiosity, but also emphasizing the significant role of *Vale da Rosa* brand and the quality of its grapes, since the summer of 2016, the well-known ice cream brand *Santini* considered that the grapes produced at *Vale da Rosa* deserved a taste of ice cream and it was created an ice cream specially to represent it.

4.2.3. Promotion

The communication strategy is also an important issue for *Vale da Rosa*, that works every day to not let its grapes and its brand go unnoticed, anywhere. Consequently, the promotion strategy of *Vale d Rosa* follows some different paths.

Firstly, it can be highlighted the active presence of *Vale da Rosa* on the internet, with its **institutional site**, which gives to its visitors the opportunity to know *Vale da Rosa's* work. It also marks presence on **social networks**, with the example of Facebook and Instagram, where it shares its daily life with the followers who love the brand, always with the possibility of reaching potential clients, as well. In addition, *Vale da Rosa* has been present on some of the well-known Portuguese **television channels**, as *RTP*, *SIC*, *TVI*, among others, through reports, and in **newspapers and magazines**, such as *Diário de Notícias*, *Jornal Expresso*, regional newspapers, and so on, as can be noticed through the Annex 5. Still part of the institutional communication, it can also be found the representation of the brand spread by **billboards**, showing very characteristic phrases, like, for instance, the one waiting for the visitors at the entrance of the estate, presenting “*Grapes kissed by the Alentejo sun*”.

As far as **visits** are concerned, the estate doors are always open for those who want to know it better. Anyone interested in going there can schedule visits, which usually take place on Thursdays. Likewise, current and potential customers regularly visit *Vale da Rosa*, the first ones to inspect, set goals and keep control of the entire process in the new campaign, and potential customers to get to know the farm and the entire process allied to the production of the grapes.

What is called as "**pass the word**" between consumers and customers also plays a very important role in publicizing *Vale da Rosa* brand. A good example of this is the current partnership with *Biedronka*, the largest Polish supermarket chain, business of *Jerónimo Martins*, which resulted from the partnership with that group, in Portugal.

Finally, one of the most important strategies to promote the brand is the participation in **fairs and events**. For some years, *Vale da Rosa* has attending some of the most relevant agri-food fairs, both in Portugal and worldwide. The presence in these fairs allows to open doors and to establish contacts with important clients, who, in that way, can get to know *Vale da Rosa* work, ask questions, schedule experiences, among others. It is important to note the participation of *Vale da Rosa* in the largest fruit and vegetable fair, in the world, named *Fruit Logistica*, in Berlin; *SISAB*, in Lisbon, *Eurofruit Middle East Congress*, in Dubai, and so on.

4.2.4. Price

The price at which *Vale da Rosa* grapes are sold is established in each campaign and depends on several factors. It is different between seeded and seedless grapes and may still vary depending on the grape variety in question. The timing of launching the grapes to the market has also influence in pricing policies. It is important to mention that *Vale da Rosa* has the capacity and the necessary conditions to extend production and harvesting periods, allowing to keep the grapes in the market during a greater period than the expected. This factor, added to the extreme quality of grapes facilitates the establishment of higher prices, comparing with competitors and works as an enormous advantage for the company.

In addition to these variables, *Vale da Rosa* always listen its customers and it is available to negotiate with them, whenever possible. In this way, in most of the cases, prices may be adjusted, depending on the customer in question and the different markets. There are, for example, countries in which grapes are sold as gourmet products with higher prices and others where they are sold at lower prices, in discount chains.

Although dependent on these factors mentioned before, *Vale da Rosa* has a range for setting its prices. On average, prices range from €2 to €2.5 per kg for seedless grapes and between €1.5 and €2 per kg for seeded varieties.

4.2.5. Distribution

“Take it to you, assuring that there may be a gold nugget in every grape (...) and so, we carry it with the pride that, every day, we can offer you a treasure.”

Video “Das nossas mãos às vossas mesas”, Vale da Rosa

Vale da Rosa sells its grapes on the national market (74.4% of production, in 2016), as well as on the international one (25.6% in 2016) and, as such, it has several distribution channels, both national and internationally.

In Portugal, *Vale da Rosa* grapes reach the supply markets of Lisbon (MARL), Oporto (MAP) and Coimbra (MAC). These supply markets are centers where retailers can stock up on agri-food products, in great quantity and diversity. In addition, they also offer complementary activities and services to support the entire wholesale activity. Moreover, *Vale da Rosa* also supplies, both large stores and local markets, throughout the country. Among the supplied supermarkets are *Sonae Group*, which includes *Continente*, *Modelo*, *Meu Super*, among others; *Jerónimo Martins Group*, with the well-known *Pingo Doce*; *Lidl*; *Auchan*; *El Corte Inglés*; and so on. When it is *Vale da Rosa* who is responsible for transport services, it works in partnership with the transport group *Florêncio e Silva*.

At the international level, and currently exporting for most European Countries, *Vale da Rosa* supplies some of the best-known markets and supermarket chains, such as the *Biedronka* supermarket chain in Poland, part of *Jerónimo Martins* group; *Marks & Spencer* and *Waitrose* chains in England, being the first one of the oldest customers of *Vale da Rosa*; *Aartsenfruit*, in Netherlands, through which *Vale da Rosa* also reaches the markets of Belgium, Germany and China more recently; and also the well-known *Marché du Rungis*, in France.

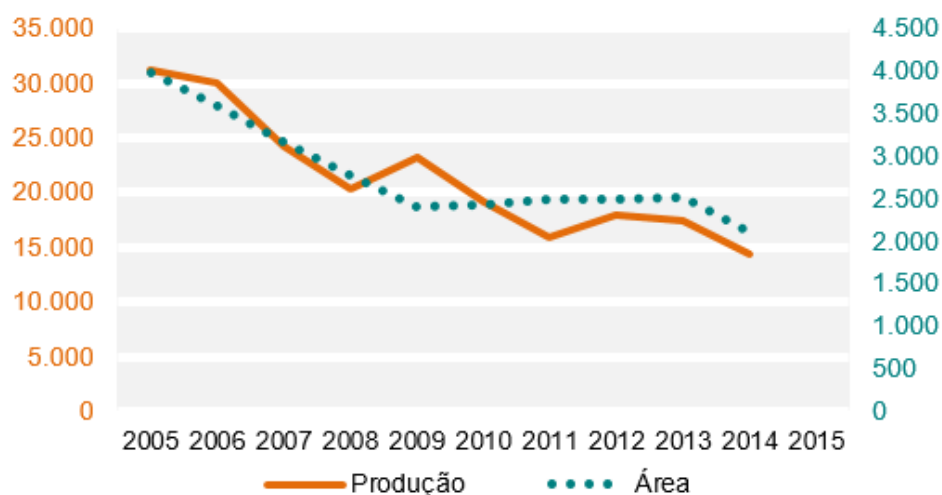
During the export process to the different markets, some of these partner chains, referred above, also provide transport services, such as *Biedronka* and *Aartsenfruit*, but, in other cases, this does not happen. In case the partners do not ensure transport services, *Vale da Rosa* establishes some partnerships with diverse distribution chains, spread throughout various locations, such as *Domingos Catalã, SA.*, providing transport to Spain; *Mack Multiples*, transporting the grapes to *Marks & Spencer*, in England and *Primafruit* towards the *Waitrose* supermarket chain, also in the English market.

The grapes are transported by truck to most of foreign markets and only arrive by boat to the Chinese and the Angolan markets. It is important to note that *Vale da Rosa* takes into consideration the different customers to which the orders are destined and always considers the specificities of each one and the market in question. The pallets of grapes always leave the company properly labelled, with all necessary information about the product, such as the time it left, the costumer for which it is intended, the respective market and the used transport.

4.3. National Table Grape Production and Competition

Observing the Graph 4.1. presented below, about the area of production destined to table grapes, spread across Portugal, as well as the tons produced during specific years, it can be understood that both variables, area and production, have fluctuated, from 2005 to 2014, mostly in a negative way, although with some positive changes, for instance in 2009. These negative variations occurred, largely, due to the ageing or extinction of some grape varieties, without their posterior renewal.

Graph 4.1. Table Grapes – Area (ha) and Production (tons)



Source: GPP, GLOBALAGRIMAR

However, the table presented now (Table 4.1.), shows that the trend evinced before, is changing recently. Although the area of production continues decreasing, the tons of table grapes produced in Portugal changed positively from 2014 to 2015, passing from 14 435 tons to 19 032 tons and representing an increase of almost 32%. This change

demonstrates a favorable evolution in producing table grapes and a possible good business opportunity in this market, which conquers the most demanding consumers with the quality and different varieties in the grapes' world. This favorable evolution and the hopes about a future positive variation, result, partly, from the operational funds given to the OP's, i.e., Organizations of Producers, to increase their production levels. There is, also, a huge pressure resulting from the strong and growing existing competition, stimulating the increase of production.

Table 4.1. Table Grapes Production in Portugal

Portugal		Superfície			Produção		
Culturas	Anos	2013	2014	2015	2013	2014	2015
		ha			t		
Vinha							
Uva de mesa		2 526	2 102	2 083	17 479	14 435	19 032

Source: Statistics Portugal - Estatísticas Agrícolas 2015

The following table (Table 4.2.) shows how the area of production and the produced tons of table grapes are divided by regions throughout Portugal, excluding the Azores and Madeira Archipelagos. As it can be observed, according to the most recent data of 2015, it is the region of Alentejo, where is located *Vale da Rosa*, which represents the main area of production, with 787 hectares, followed by Centro and Algarve. The regions of Norte and Lisbon are not so relevant. According to the produced tons, also Alentejo is responsible for the main produced quantity, with 9 027 tons, followed by Centro, with 4 355 tons and Algarve, with 4 325 tons produced, similarly to what happened with the area of production.

Table 4.2. Table Grapes Production by Region

Culturas	Uva de mesa	
	Superfície	Produção
NUTS II	ha	t
Continente	2 065	18 945
Norte	137	501
Centro	621	4 355
Área Metropolitana de Lisboa	130	737
Alentejo	787	9 027
Algarve	390	4 325

Source: Statistics Portugal - Estatísticas Agrícolas 2015

Through the analysis of the Graph and the two Tables previously presented, it can be understood that the production of table grapes has facing a growing stage. There are, currently, a considerable number of tons being produced in Portugal, spread by lands all over the country, with special presence in Alentejo, where is located *Vale da Rosa*.

The table grape market is growing and this fruit, with all its qualities and different varieties is conquering, more and more, national and international consumers, all over the world. For this to happen, it was extreme important the creation of ***Portugal Fresh***², which counts with the presence of *Vale da Rosa*, an association created to join the Portuguese agri-food firms and to promote their products in the domestic market, but mostly in the international markets, facilitating, in this way, the export activities. The creation of such association has attracted more international attentions and consumers interested in buying Portuguese agri-food products. With that, it is easy to realize that the competition among national producers is also growing and, although *Vale da Rosa* is currently the national leader in producing table grapes, it is always important to consider the competitors that may exist. Observing the Table 4.2., it can be concluded that most producers and so, competitors, are located in the regions of Alentejo, Centro and Algarve, being the majority small sized firms.

Among the different competitors, there is an Organization of Producers (OP), ***Frutamente S.A.***³, which may be considered as one of the most important competitors of *Vale da Rosa* or even the most important one. *Frutalmente* is a Portuguese fruit group, with lands in the central region of Portugal, but also in Alentejo, and works in producing and commercializing fruit, with special attention to table grapes. This Organization of Producers (OP), includes 12 partners, 11 of them table grapes producers, with a production area around 292 hectares. Within this range of partners, there are different varieties growing in their lands, being the majority seeded grapes, but existing also seedless varieties. The different produced and commercialized seeded varieties vary between *Cardinal*, *Alphonse Lavallée*, *Palieri*, *Red Globe*, *Victoria*, *Italia* and *D^a Maria*. In turn, the seedless varieties are only two, *Crimson* and *Sugraone*, contrary to the 7 seedless varieties produced at *Vale da Rosa*, one of the differentiating and positive factors of this firm. Due to these different varieties, the production period can be extended from July to October. Although the considerable number of producers that are part of the

² www.portugalfresh.org/

³³ www.frutalmente.pt

organization, commercially *Frutalmente* uses a unique brand to represent all produced grapes, which is *Dona Uva*.

Among the partners that are part of *Frutalmente*, including firms and producers, there are *Rodrifrutas* (129 hectares of table grapes), *Dona Uva*, which gives name to the representative brand (90 hectares), *Frutachantas* (17 hectares), *Manuel Freixo* (5.64 hectares), *Cristina Castilho* (2.49 hectares), *Sousa Vieira* (10 hectares), *Barrado SAG, LDA* (22 hectares), *Vila Roucha* (6.35 hectares), *LCPS* (7 hectares), *João Alves* (2 hectares) and *Carlos Reis* (1 hectare).

Currently, *Frutalmente* sells to the larger Portuguese supply chains, but it is not yet present, significantly, in the international market, trend that wants to invert.

4.4. *Vale da Rosa* in International Markets

As already mentioned in the Literature Review chapter, nowadays, the internationalization of companies became an imperative. Firms that want to survive in this competitive world and to overcome national market instability must bet in international “waters”, trying to expand their activities to different countries.

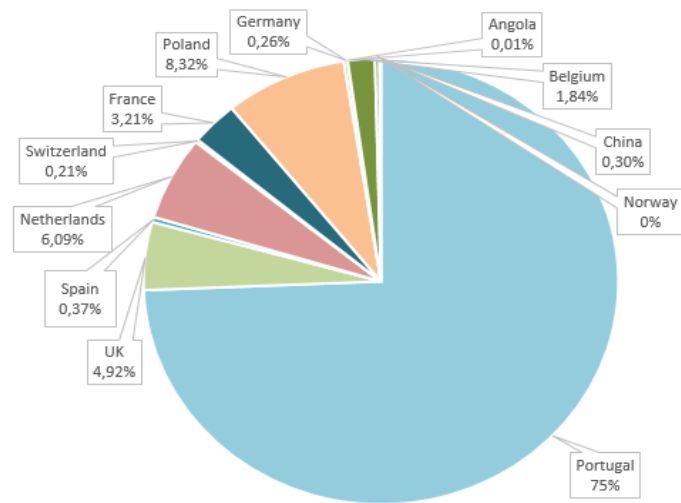
Following that trend of searching for new markets, *Vale da Rosa* has taken great steps in its internationalization process and the high quality of its grapes has conquered the most different and demanding consumers and markets around the world. Among the possible modes to enter in international markets, *Vale da Rosa* uses exports as the chosen one, since the company’s product, in this case the grapes, are produced in the domestic market, Portugal, and posteriorly transferred, directly or indirectly, to a foreign market (Driscoll & Paliwoda, 1997). Using this entry strategy, *Vale da Rosa* looks for growth opportunities, gets knowledge about the different countries and experience in the international market, avoiding the costs of establishing production activities in the foreign country, what would not make sense, since these grapes are already produced in a privileged area, under almost perfect conditions, in Alentejo. In that way, the firm can, at the same time, avoid higher degrees of risk, also keeping some control over international activities.

According to information received from *Vale da Rosa*, in 2016 about 25.6% of table grapes produced on the estate were intended to export. The beginning of this journey abroad for this Portuguese company started in 1972, with the UK market and, since then,

many external achievements have been made. Currently, *Vale da Rosa* is exporting its grapes to many European countries, such as Germany, Belgium, Spain, France, Netherlands, Poland, Czech Republic, Norway and Switzerland. Outside the European borders, the best Portuguese grapes are present in Angola and China. In the table and graph presented below are showed those countries and the correspondent export percentage.

Table 4.3. / Graph 4.2. *Vale da Rosa* Exports by country, in 2016 (%)

Country	% Exported
Portugal	74.4%
United Kingdom	4.92%
Spain	0.37%
Netherlands	6.09%
Switzerland	0.21%
France	3.21%
Poland	8.32%
Germany	0.26%
Angola	0.01%
Belgium	1.84%
China	0.30%
Norway	0.10%



Source: Own Elaboration, based on information received from *Vale da Rosa*

Despite the vast number of countries to which the firm already exports, *Vale da Rosa* is always looking for new markets and new possibilities to extend its business, as the example of Canada and Brazil, with which the Portuguese company is already starting to establish contact. Always ensuring compliance with the legislation regarding exports of agri-food products, *Vale da Rosa* works daily to bring its grapes with the best quality and image to every part of the world.

Along the present chapter, *Vale da Rosa* in the international markets, the export patterns of the company will be presented, i.e., how the company reach the market in question, how is established the contact, the chosen type of exports (direct or indirect exports), the partner or partners involved, some strategies used in those markets and so on. With this purpose and under the impossibility of analyzing all the countries where *Vale de Rosa* is commercializing its grapes, it was asked to the General Manager at *Vale*

da Rosa, Engineer Joaquim Praxedes, to choose their four best international markets / clients, based on economic values, sales, established relationships with partners and clients, and so on. The result for that top four of countries was: Netherlands, France, UK and Poland. Observing the Table 4.4. presented below, it can be realized that the best markets for *Vale da Rosa* are, almost completely, in accordance with national data, regarding the countries importing greater quantities of fresh table grapes from Portugal, during the last three years, from 2014 to 2016.

Table 4.4. List of Importing Markets for Fresh Table Grapes Exported by Portugal (unit: Euro thousand)

Importers	Exported value in 2014	Exported value in 2015	Exported value in 2016 ▼
World	11,825	9,408	11,107
Spain	3,979	4,182	6,438
Poland	3,335	2,041	1,939
Netherlands	783	690	629
United Kingdom	2,006	867	527
France	178	240	465
Cabo Verde	330	377	462
Angola	703	474	305
Belgium	283	181	134
Germany	53	1	61
Sao Tome and Principe	32	36	42

Source: International Trade Centre (ITC), *Trade Map*

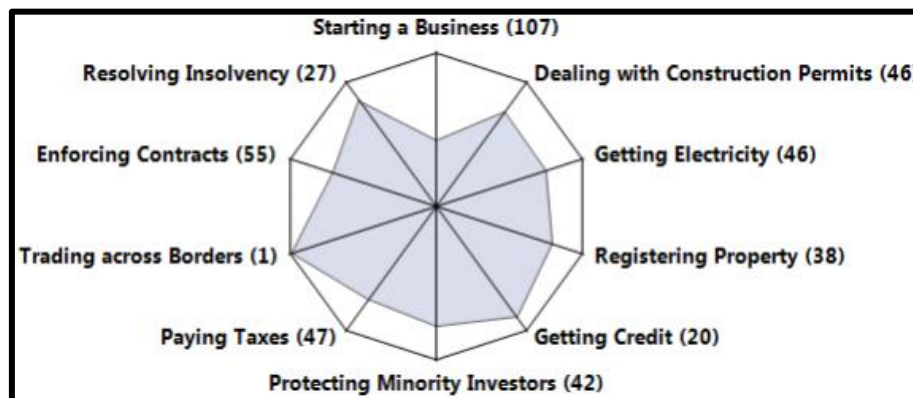
These four countries (Poland, Netherlands, United Kingdom and France) do not lead the table, but they come right after our neighbor Spain. Although the values for some of those countries are changing in a negative way, at the national level, such as for Poland, Netherlands and UK, *Vale da Rosa* is an exception and these countries keep recognizing the extreme quality of the grapes and importing them in a considerable way, as will be seen later.

Through the example of these four main markets, some important aspects about the export process of *Vale da Rosa* will be presented. Although following a similar process for the different markets, it will be understood, with the help of these examples, that may be exist an adaptation of the company to the different markets and customers.

4.4.1. *Vale da Rosa* Exporting to Poland

Analyzing, firstly, the example of Poland, the biggest economy of the Eastern countries forming UE, this country represents, according to the *Doing Business Report 2017*⁴, an economy with increased openness and high income. Concerning GDP *per capita*, with 12 420 USD, in 2015, Poland is the country which comes closer to the medium values of UE. According to the same rank, this country occupies the 23rd place on the world importing rank and the 24th place regarding to the easiness of doing business. The last one is based on the topics presented below (Figure 4.1.). The present figure shows the absolute distance to the best performance in each rank.

Figure 4.1. Rankings on *Doing Business* topics – Poland (Scale: Rank 190 center, Rank 1 outer edge)



Source: World Bank Group, *Doing Business Report 2017*

Regarding, now, the relationship between Poland and Portugal, in which concerns to the commerce of fresh table grapes, the polish market occupies the second place in the list of importing countries for Portuguese fresh table grapes, as demonstrated in Table 4.4. presented before.

Observing, this time, the Table 4.5. presented below, concerning exports of fresh table grapes (first line of the table) from Portugal to Poland, it can be realized that, from 2014 to 2016, the national value of fresh table grapes exported to Poland has decreased, having varied from 3 312 Euro thousand, in 2014, to 1 944 Euro thousand, in 2016.

⁴<http://www.worldbank.org/>

Table 4.5. Portugal's Exports to Poland for Fresh Grapes (unit: Euro thousand)

Product label 	Portugal's exports to Poland		
	Value in 2014	Value in 2015	Value in 2016 ▼
FRESH TABLE GRAPES	3,312	2,105	1,944
FRESH GRAPES (EXCL. TABLE GRAPES)	0	0	0

Source: International Trade Centre (ITC), *Trade Map*

Although that negative fluctuation at the national level, the Polish market remains being one of the best clients of *Vale da Rosa* and the quality of its grapes keeps being recognized by the Poles. In 2016, *Vale da Rosa* exported 25.6% of its production and around 8.32% was destined to the Polish market, as can be observed in Table 4.3.

This contact with the Polish market resulted from an already existing relationship between *Vale da Rosa* and the Portuguese group *Jerónimo Martins*, one of the main supermarket chains where *Vale da Rosa* grapes are commercialized. In Poland, *Jerónimo Martins* holds the biggest supermarket chain, *Biedronka*, the partner of *Vale da Rosa* in that country. The relationship between *Biedronka* and *Jerónimo Martins*, that already well knew the quality of *Vale da Rosa* grapes, facilitated the contact between the companies and *Biedronka* approached *Vale da Rosa*, interested in creating a partnership. Curiously, in that time, the Polish Company's director was Portuguese, which also contributed to the creation of this partnership.

- The Partner - *Biedronka*:

As mentioned above, *Biedronka*⁵ is the biggest supermarket chain in Poland, dominating food retail business in the country. With around 2 700 stores spread for 1 000 places, all over the country and a sales volume of 9 781 million Euros in 2016, that chain aims to offer the best quality products to the clients, satisfying their needs, at low prices. *Biedronka* is, therefore, a discount chain, with the products sold at low prices, every day, even associated with big discounts.

The trust and acknowledgement by the consumers have allowed business growth and continuous improvement, with new stores opening recently.



⁵ <http://www.biedronka.pl>

- Export Profile and Used Strategies in Poland:

In this partnership, *Vale da Rosa* negotiates and sells its grapes directly to *Biedronka*, using direct exports as the mode of enter the Polish market. As previously mentioned in the Literature Review chapter, according to Kotabe & Helsen (2010) and Hollensen (2011), direct exports happen when the company establishes its own department and sells the products directly to an agent, distributor or importer, located in the foreign country, who is responsible for controlling and implementing local activities. *Vale da Rosa* follows, thus, this export mode and sells directly its grapes to *Biedronka*, in Poland.

All the processes of transporting grapes to the Polish market, as well as the logistics involved are the responsibility of *Vale da Rosa*. These processes basically work as *Vale da Rosa* was transporting its grapes to the national market and everything flows easily, without barriers to overcome. As it is *Vale da Rosa* which is responsible for the transportation, the grapes are transported to Poland by refrigerator trucks, and discharged in the nearest warehouse owned by the supermarket chain.

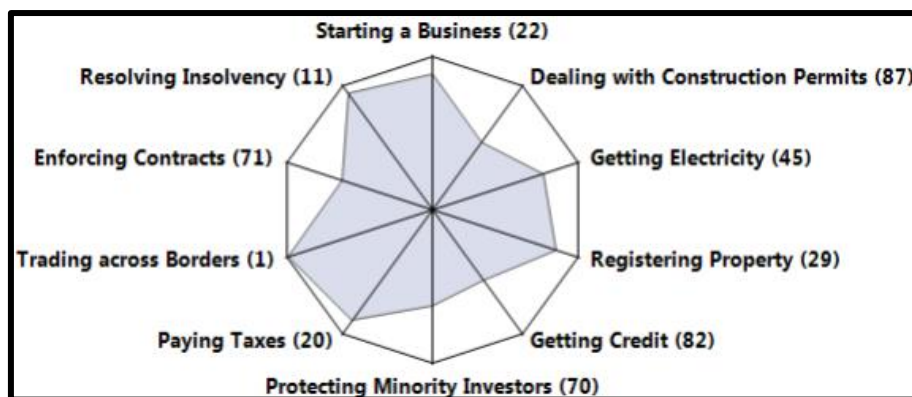
In which concerns to the specific strategies that *Vale da Rosa* uses in the Polish Market, regarding the product there is not any adaptation of it to the market in question and the grapes are sold to *Biedronka* with *Vale da Rosa* brand and not only as a Portuguese product without an associated specific brand. Regarding the price at which the grapes are sold in that market, it is negotiated directly between *Vale da Rosa* and *Biedronka* and there is an adaptation to the international chain policies. In Portugal, *Vale da Rosa* grapes are sold as a premium product and that fact associated to their extreme quality and the extended time the grapes are present in the market, allows the establishment of higher prices. On the contrary, in the Polish market the grapes are sold to *Biedronka*, a discount chain and, for that reason, the prices of the grapes cannot reach such high values.

About the communication strategy used by *Vale da Rosa* in the Polish market, it is not fully formed yet, but the present year, 2017, is going to be very important in this field. The Portuguese company is working in its communication and promotion in international markets, betting in the improvement of its branding, with similar actions as the ones developed in Portugal. Regarding specific actions to implement within this partnership, probably they should include tasting actions, brand promotion and others considering the specific needs of the partner *Biedronka*.

4.4.2. *Vale da Rosa* Exporting to Netherlands

Following the same structure as previously used to describe the Polish Market, now, it is time to give attention to the Dutch Market. Being the 6th largest economy in EU and the 17th worldwide, Netherlands represents a high-income economy, with a GDP per capita of 49 708 USD, in 2015. In accordance with the *Doing Business Report 2017*, the Netherlands is placed in a strategic geographic location, being considered as the “turning plate” of European commerce. The Dutch Economy is, also for this reason, extremely open to the international commerce, causing an economic and financial dependence on Europe and other non-European countries. Also, according to the *Doing Business Report 2017*, Netherlands occupies the 23th place on the world importing rank and the 28th concerning the easiness of doing business, in accordance with the topics presented below, in Figure 4.2.

Figure 4.2. Rankings on *Doing Business* topics – Netherlands (Scale: Rank 190 center, Rank 1 outer edge)



Source: World Bank Group, *Doing Business Report 2017*

Considering the commercial relationship established between Portugal and Netherlands, concerning to the fresh table grapes business, the Dutch market occupies the third place in the list of importing countries for fresh table grapes produced in Portugal (Table 4.4.).

Just like has happened, in recent years (2014-2016), with the Polish market, presented before, exports of fresh table grapes from Portugal to the Netherlands, shown on the first line of the Table 4.6., have also decreased, between 2014 and 2016. The values are significantly lower than the ones verified for Poland, and varied between 769 Euro thousand, in 2014, and 615 Euro thousand, in 2016.

Table 4.6. Portugal's Exports to the Netherlands for Fresh Grapes (unit: Euro thousand)

Product label 	Portugal's exports to Netherlands		
	Value in 2014	Value in 2015	Value in 2016 ▼
FRESH TABLE GRAPES	769	708	615
FRESH GRAPES (EXCL. TABLE GRAPES)	0	0	0

Source: International Trade Centre (ITC), *Trade Map*

Even though with the verified negative fluctuation between 2014 and 2016 concerning Portugal's exports to the Netherlands, it is interesting to understand that, once again, *Vale da Rosa* does not follow the national pattern and the Dutch market represents one of its best clients, even being considered as a connection link between Portugal and other markets, such as Belgium, Germany and China. Around 6.09% of produced table grapes, in 2016, were exported from *Vale da Rosa* to the Netherlands.

The commercial relationship with the Dutch market was created by initiative of the current partner, the wholesale distribution chain, *Aartsenfruit*, that established contact with *Vale da Rosa*. The Dutch familiar company, *Aartsenfruit* had already established a partnership in Algarve, with a company commercializing the famous Algarve oranges and, additionally, Jack Aartsen, the founder of *Aartsenfruit*, owned a flat in *Quinta do Lago*, fact that made the family come to Portugal quite often. During one of the visits to Portugal, the family tasted *Vale da Rosa* grapes and their high quality and taste called the attention of Aartsen, that rapidly decided that such grapes had to be commercialized by them, in other markets. In that way, Aartsen approached *Vale da Rosa* interesting in creating a partnership and the link with the Dutch market was born.

- The Partner - *Aartsenfruit*:

*Aartsenfruit*⁶, the partner of *Vale da Rosa* in Netherlands, is a wholesale distribution chain, created by a Dutch family. As a normal wholesale distributor chain, this Dutch company is usually the intermediary between producers and retailers, not having, generally, any contact with final consumers.

With an annual sales volume of 170 million Euros, in 2015, and around 200 000 tons of fruits and vegetables marketed annually, *Aartsenfruit* has three warehouses in Benelux, two of them in Netherlands and the another one in Belgium. Additionally, the Dutch company reaches also the Asian market, through their presence in Hong Kong. Through

⁶ <https://aartsenfruit.com/en>

those branches, *Aartsenfruit* aims to be an international gateway for fresh fruits and vegetables, making sure that their customers receive always the best fresh products.



- Export Profile and Used Strategies in the Netherlands:

In this partnership with the Dutch market, there are some differences comparing to what happens to Poland. In this case, *Vale da Rosa* does not sell its grapes directly to a retailer, a supermarket chain, using this time, indirect exports to enter the Dutch market. In Literature Review, it was mentioned that, according to Driscoll and Paliwoda (1997), a company uses indirect exports when sells its products in the international market, through independent intermediaries, usually without the exporting company involved in the foreign sales. In Netherlands, *Vale da Rosa* uses this export mode and reaches the Dutch market helped by the company previously presented, *Aartsenfruit*. In this case, the Portuguese company sells its grapes to *Aartsenfruit*, that posteriorly will sell them to retailers in Netherlands and other countries, without any intervention of *Vale da Rosa* in the other phases of the process.

Aartsenfruit represents an important partner to *Vale da Rosa*, being a connecting link between the Portuguese company and other markets. This partnership allows the best Portuguese grapes to be present, not only in Netherlands, but also in Belgium (1.84% of the total is exported to that country), Germany (0.26%) and China (0.30%), through Hong Kong, and all those markets reached through only one partner, *Aartsenfruit*.

In this particular case, all the processes of transporting *Vale da Rosa* grapes to those markets, as well as the logistic part are in charge of *Aartsenfruit* and there is no interference by the Portuguese company. Since *Aartsenfruit* has some businesses in Spain and the transport of Spanish products are also responsibility of the Dutch company, the transport of Portuguese products becomes easier.

Regarding the strategies used in this partnership, as previously mentioned, *Vale da Rosa* sells its grapes directly to *Aartsenfruits*, that posteriorly sells them to the retailers, without any word from the Portuguese company. The grapes are sold, not only as simple Portuguese grapes, but with the brand name of the company, *Vale da Rosa*. Concerning pricing, *Vale da Rosa* and *Aartsenfruits* come to an agreement and establish a value that may vary according to the country and the retailer chain where the grapes are going to be commercialized. Anyway, regardless of the place (Netherlands, Germany, Belgium, Luxembourg or China), *Vale da Rosa* grapes are sold as a premium product, contrary to

what happens in the Polish market and, for this reason, the prices in those markets reach higher values.

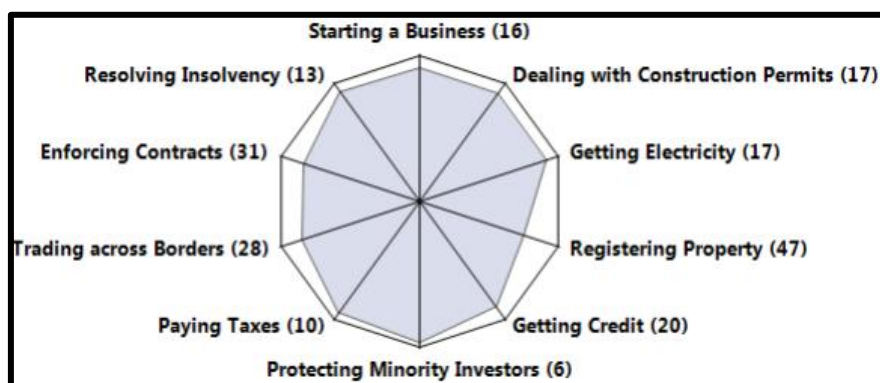
Regarding the communication strategy in the Netherlands, similarly to what will happen with the last presented market, Poland, the actions are agreed between the partners, and should include, among others, tasting actions and brand promotion.

4.4.3. *Vale da Rosa* Exporting to the United Kingdom (England)

Focusing, now, the attention on the market of United Kingdom, this economy represents the 5th largest one worldwide. Being a high-income economy, with a PIB per capita around 41 906 USD, in 2015, this country holds the largest European financing center in London, also one of the three majors of the world. However, with recent events, characterized by the exit of European Union (Brexit), the economy of the country has lived an uncertainty environment, with a currency devaluation around 10%.

According to the *Doing Business Report 2017*, the UK occupies the 5th place on the world importing rank and 7th place regarding the easiness of doing business, considering the ranks shown below, in Figure 4.3. This figure presents the absolute distance to the best performance in each topic.

Figure 4.3. Rankings on *Doing Business* topics – United Kingdom (Scale: Rank 190 center, Rank 1 outer edge)



Source: World Bank Group, *Doing Business Report 2017*

Giving attention to the fresh table grapes business and considering the relationship between Portugal and the United Kingdom, the UK market occupies the fourth place in

the list of importing countries for Portuguese fresh table grapes (Table 4.4.), following the Dutch Market, previously presented.

Following the same trend of the Polish and the Dutch markets, also the exports of fresh table grapes from Portugal to the United Kingdom have decreased, between 2014 and 2016. As can be seen in Table 4.7. (first line of the table), when in 2014 the value was 1 961 Euro thousand, in 2016, Portugal's exports to United Kingdom were quite low, with only 519 Euro thousand.

Table 4.7. Portugal's Exports to the United Kingdom for Fresh Grapes (unit: Euro thousand)

Product label 	Portugal's exports to United Kingdom		
	Value in 2014	Value in 2015	Value in 2016 ▼
FRESH TABLE GRAPES	1,961	903	519
FRESH GRAPES (EXCL. TABLE GRAPES)	0	0	0

Source: International Trade Centre (ITC), *Trade Map*

Once again, despite the evident negative fluctuation verified between 2014 and 2016, regarding Portugal's exports to United Kingdom, this market and, more precisely, the English market represent a very important client for *Vale da Rosa*. The international journey abroad for the Portuguese company started with England, in 1972 and, for that reason, the relationship with the English market represents a lot for *Vale da Rosa*. Since then, *Vale da Rosa* grapes keep being appreciated and consumed in that market and, currently, the volume of exports to the English market represents 4.92% of the produced table grapes.

Already present in the English market since 1972 and with the quality of *Vale da Rosa* grapes being recognized by their consumers, it was easier for *Vale da Rosa* to establish contact with the current partners. Nowadays the Portuguese company sells its grapes to one of the UK's leading retailers, *Marks & Spencer*, helped by *Mack Multiple*, and to the well-known supermarket chain, *Waitrose*, helped by *Primafruit*.

"We import grapes from 19 countries and those from Vale da Rosa are the best we commercialize."

Zibi Sadowski (*Marks & Spencer*), Correio do Alentejo, Fevereiro 2014

- The Partners – *Mack Multiples/Marks & Spencer; Primafruit/Waitrose*:

Offering services of excellence in procurement, marketing and category management, ***Mack Multiples***⁷ works to bring the finest quality fruit and vegetables to the hands of their customers, in the UK. *Mack* plays a significant role in supplying grapes to United Kingdom, working in partnership with many grape producers spread all over the world, in strategic geographic places, as the example of *Vale da Rosa*. The three wholesales branches held by ***Mack Wholesale***, a core part of the business, help the company to ensure that, for 52 weeks, handpicked, flavorsome grapes are offered to their customers.



Marks & Spencer⁸ is one of the retailers leading the UK market, with a significant presence in international countries. With 1 382 stores worldwide, 914 of them in UK and revenues of 10.4 billion USD, this retail group commercializes a broad range of products, from their own brand food, to clothes and home products. *Marks and Spencer* products are sold at high prices, but, at the same time, characterized by their quality and value.



Leading the fresh fruit industry, ***Primafruit***⁹ is specialized in supplying fresh fruit to the United Kingdom. This English company seeks day after day for suppliers in the world, who can offer the best available fruit, to always deliver high quality to the well-known British retailers. Among the commercialized products, grapes are the focus, the best seller and the product on which the company built its reputation of quality fruit.



Waitrose¹⁰ is a well-known British supermarket chain and the 6th biggest grocery retailer in United Kingdom. With revenues around 5.4 billion USD, this chain has 353 branches spread all over the country, including big supermarkets and smaller convenience stores. *Waitrose* is characterized by offering gourmet food, with exceptional quality and freshness, but practicing high prices.



⁷ <http://www.mack.co.uk/>

⁸ <http://corporate.marksandspencer.com/>

⁹ <http://primafruit.co.uk/>

¹⁰ <http://www.waitrose.com/>

- Export Profile and Used Strategies in the United Kingdom (England):

To commercialize its grapes in the English market, *Vale da Rosa* uses direct exports as entry mode, that, according to Kotabe & Helsen (2010) and Hollensen (2011), happen when the company sells its products directly to an agent, distributor or importer, in the foreign country, who is responsible for controlling and implementing local activities. As previously said, when exporting its grapes to the United Kingdom, more precisely to England, *Vale da Rosa* has two destinations, the well-known supermarket chains *Marks & Spencer* and *Waitrose*. Also playing a crucial role in this process, the distribution chains *Mack Multiples* and *Primafruit* make that happen, being the intermediaries between the Portuguese and both English companies.

In these markets and with both partnerships, all the transporting processes and the logistic part are the responsibility of *Mack Multiples* and *Primafruit*, the first one transports grapes to *Marks & Spencer* and the second to *Waitrose*. Both distribution chains have warehouses and conditions to facilitate all the process and everything flows without obstacles.

Concerning the strategies used in the English market, when working with *Marks & Spencer* and *Waitrose*, there are some differences comparing with the last two markets presented and the most relevant is the brand. *Marks & Spencer* and *Waitrose* buy the grapes from *Vale da Rosa* for four months, between June and September. Likewise, as these chains buy from Portugal, they also buy from other countries and the objective is to bring together grapes with similar characteristics, even though originating in different countries. In that way, the grapes are not sold with the brand from where they came, as the case of *Vale da Rosa*, being, in contrast, sold as a product from *Marks & Spencer* and *Waitrose*, like a “white-brand”.

Regarding the establishment of the price in the English market, as already mentioned, both *Marks & Spencer* and *Waitrose* are characterized by their gourmet products of extreme quality, also characteristic of *Vale da Rosa* grapes, what allows the practice of high prices in those supermarket chains.

In which concerns to the communication strategy used, as it was previously mentioned, the present year 2017, will be an important mark for *Vale da Rosa*. Large part of the promotional effort will have focus on the English market, apart from the actions that will be also developed in the other countries, such as grape tasting and brand promotion. Anyway, it is important to point that all the packaging material from *Vale da*

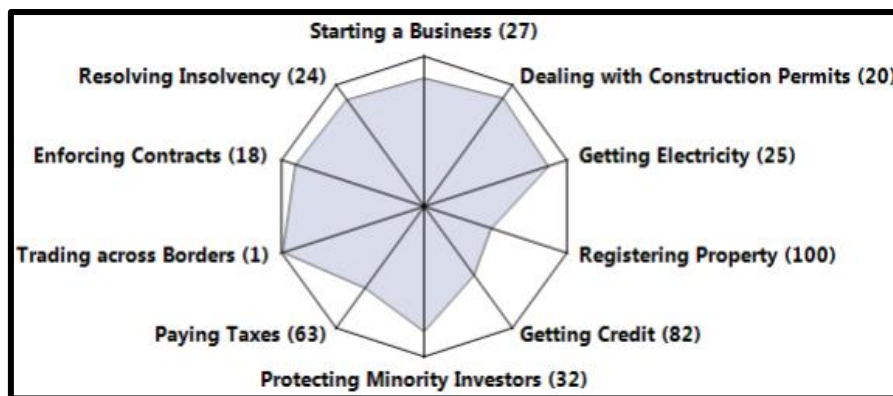
Rosa have already included translation in English, a crucial starting point to promote the brand in this market, since evinces the concern with the customers in understanding the product.

4.4.4. *Vale da Rosa* Exporting to France

Already analyzed the three markets presented before, it is time to give attention to the last example, the French market. With a GDP per capita of 41 116 USD in 2015, France represents a high-income economy, being the 3rd largest economy in EU and the 6th of the world. Although the French economic contraction verified in 2009, present and future trends point to a positive path. Due to the recent political events, there has been a certain instability and, consequently, the international context has been a slightly volatile, but anyway, France has an active participation in international trade.

According to *Doing Business Report 2017*, France occupies the 6th place on the world importing rank and the 29th place regarding the easiness of doing business. The Figure 4.4. presented below shows the topics influencing the final rank.

Figure 4.4. Rankings on *Doing Business* topics – France (Scale: Rank 190 center, Rank 1 outer edge)



Source: World Bank Group, *Doing Business Report 2017*

Analyzing now the relationship between Portugal and France, concerning fresh table grapes business, the French market occupies the fifth place in the list of importing countries for fresh table grapes produced in Portugal, as can be seen in Table 4.4.

Leaving behind the common trend verified through the example of Poland, Netherlands and the United Kingdom, the values for fresh table grapes exported from

Portugal to France have increased, between 2014 and 2016. Observing the first line of the Table 4.8. presented below, Portugal's exports to France changed from 172 Euro thousand in 2014 to 452 Euro thousand in 2016, a significant difference.

Table 4.8. Portugal's Exports to the United Kingdom for Fresh Grapes (unit: Euro thousand)

Product label 	Portugal's exports to France		
	Value in 2014	Value in 2015	Value in 2016 ▼
FRESH TABLE GRAPES	172	234	452
FRESH GRAPES (EXCL. TABLE GRAPES)	2	8	5

Source: International Trade Centre (ITC), *Trade Map*

In accordance with a national trend of positive evolution in Portugal's exports to France, the relationship between *Vale da Rosa* and the French market has represented one of the most important partnerships for the Portuguese company. In 2016, *Vale da Rosa* exported to France, more precisely to Paris, 3.21% of its total production.

The commercial relationship between *Vale da Rosa* and the current partner in France, *Fresal*, had origin in a fair, where both companies were interested in establishing contact. Having *Fresal* recognized the quality of *Vale da Rosa* grapes and the Portuguese company showing enthusiasm for reach a part of French market, both companies agreed in making a partnership. Nowadays, *Vale da Rosa* and *Fresal* have a relationship of trust and, through this partnership, the best Portuguese grapes are present in the well-known *Marché de Rungis*, in Paris, to satisfy its demanding consumers.

- The Partner – *Fresal*:

Founded by a Russian woman and a Spanish man, *Fresal*¹¹ is currently a name of reference in the French market, by the quantity and exceptional quality of their products. With a considerable range of fruits, from berries to tomatoes, citrus and melons, including the best Portuguese grapes, from *Vale da Rosa*, *Fresal* is present in *Marché de Rungis*. *Marché International de Rungis* is the main market of Paris and represents the biggest wholesale food market in the world, where *Fresal* has conquered the most demanding consumers and visitors.



¹¹ <http://www.fresal.fr/>

- Export Profile and Used Strategies in France (Paris):

In this partnership with the French market (Paris), *Vale da Rosa* negotiates directly with *Fresal* and sells its grapes directly to the company in France. As previously presented, according to the definition of direct exports, it can be concluded that *Vale da Rosa* follows that mode to enter the French market, since it establishes its own department, and sells the products directly to *Fresal*, located in the foreign country, who is responsible for controlling and implementing local activities.

Regarding the processes of transporting the grapes to Paris and all the logistics involved in the process are the responsibility of the Portuguese company, *Vale da Rosa*. To transport the grapes to Paris refrigerator trucks are used, that discharge the grapes in the correspondent warehouse of *Marché de Rungis*. These processes had not obstacles to overcome and everything has flowed easily.

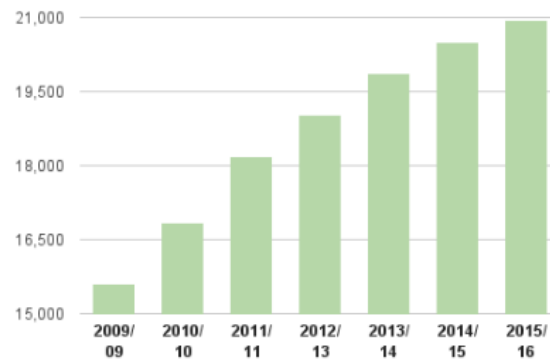
Concerning the strategies used in the French market, within this partnership, regarding the product, grapes are sold to *Fresal* and commercialized in *Marché de Rungis* with *Vale da Rosa* brand and not only as a product coming from Portugal. In which regards to pricing strategies, the value is negotiated between *Vale da Rosa* and *Fresal*. There is a stipulated base and then the French company sells the grapes at the best price achieved. Anyway, as the grapes are sold in a food market, the price does not reach the values of the supermarket chains, being, in general, lower.

Working towards an effective international communication and promotion strategy, *Vale da Rosa* is developing specific actions to implement in 2017. With special focus on the French market, the packages for the new campaign will include a French translation, adding to the English one already present. Besides that, different promotion actions will be developed, having in mind the specificities of each client.

4.5. Global Table Grape Production and Exports

With all its characteristics, flavor, varieties and essence, table grapes are more and more appreciated and consumed, not only in Portugal, but all over the world. As can be observed in Graph 4.3, world consumption of fresh table grapes is increasing, year after year, having reach almost 21 000 thousand tons in the last period 2015/16.

Graph 4.3. Total World Domestic Consumption of Fresh Table Grapes (unit: 1 000 tons)



Source: USDA Foreign Agricultural Service

To face those world consumption levels and to cover the increasing demand, the levels for global production are also changing positively, period after period. Observing Table 4.9. presented below, it is easy to see total production rising from 16 916 thousand tons, in 2010/11 to 21 072 thousand tons in 2015/16, representing a growth rate around 25%. As can be seen, China, Turkey, India and EU were the countries contributing most to these results, with China clearly leading the table.

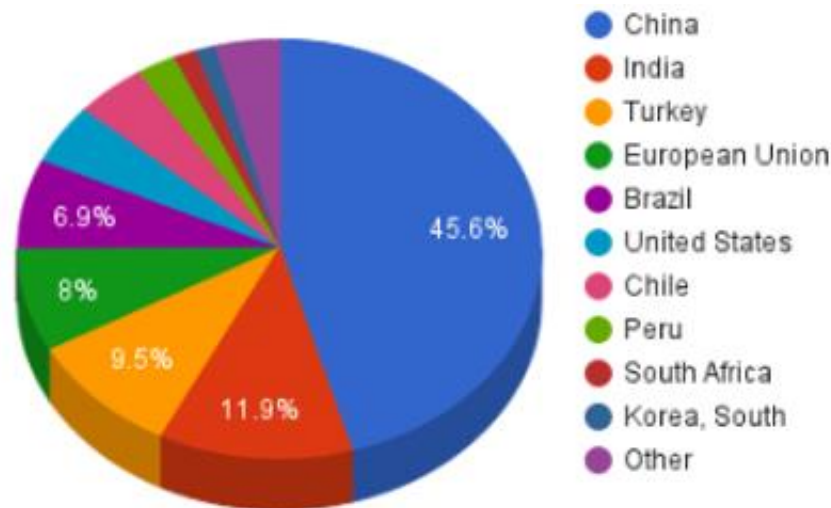
Table 4.9. Global Fresh Table Grape Production (unit: 1 000 tons)

Fresh Table Grape Production	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
China	6 200	6 600	7 400	8 085	8 800	9 600
India	1 235	2 221	2 483	2 500	2 500	2 500
Turkey	2 150	2 200	2 200	2 200	2 350	2 005
EU	2 090	1 898	1 724	1 816	1 634	1 683
Brazil	1 495	1 515	1 440	1 437	1 451	1 460
US	865	857	874	1 013	955	984
Chile	1 215	1 175	1 195	1 055	929	925
Peru	297	365	398	500	500	510
South Africa	245	286	262	252	291	294
South Korea	269	278	260	260	260	260
Other	855	823	929	859	921	851
Total	16 916	18 217	19 164	19 977	20 592	21 072

Source: USDA Foreign Agricultural Service

To supplement the information previously showed about global fresh table grape production, in Graph 4.4. it is easier to see the levels of production, by country, for the last period 2015/16. Leading the overall production, with a considerable distance, China was responsible for 45.6%, followed by India, Turkey, European Union and Brazil, which together represented 36.3% of global production.

Graph 4.4. Global Fresh Table Grape Production – Outlook 2015/16



Source: USDA Foreign Agricultural Service

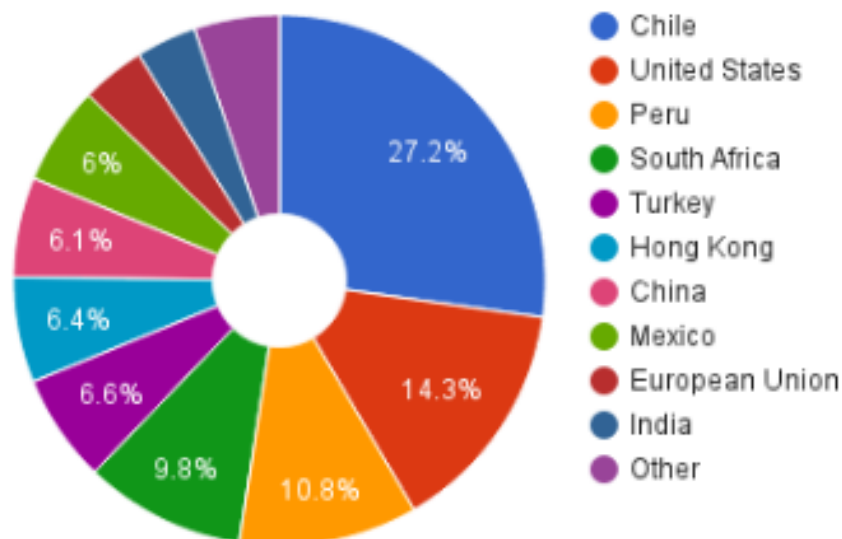
After analyzing global table grape production, it is also important to look at world table grape exports, as the countries producing greater quantities are not necessarily the ones exporting the most. Baring this in mind, it is interesting to understand which countries are exporting more table grapes in recent years, even to Portugal, during the months it is not able to produce this own fruit. Observing Table 4.10 showed after, it can be concluded that similarly to what happened to total production, also the levels for world table grape exports have constantly increased between 2010/11 and 2015/16, varying from 2 458 thousand tons to 2 719 thousand tons. The countries leading world exports ranking are Chile, United States, South Africa and Turkey.

Table 4.10. World Table Grape Exports (unit: 1 000 tons)

Exports	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Chile	854	812	856	732	750	740
US	327	346	357	416	389	390
Peru	121	149	177	267	280	295
South Africa	203	246	235	226	264	266
Turkey	236	241	209	204	257	179
Hong Kong	109	124	105	164	172	175
China	88	106	123	104	130	165
Mexico	171	138	168	150	152	163
EU	128	134	150	152	102	105
India	72	114	151	142	74	100
Other	149	139	142	130	138	141
Total	2 458	2 548	2 673	2 687	2 708	2 719

Source: USDA Foreign Agricultural Service

Graph 4.5. presented below shows the origins of world table grape exports for the period 2015/16. As can be easily seen, Chile is ahead of the other countries, counting 27.2% of total exports, followed by the United States, Peru and South Africa, with 14.3%, 10.8% and 9.8%, respectively. Turkey, Hong Kong, China and Mexico registered very similar values, around 6%.

Graph 4.5. Origins of World Table Grape Exports 2015/16

Source: USDA Foreign Agricultural Service

5. Conquering a New Market: Canada

As *Vale da Rosa* is constantly seeking for new markets and good opportunities to expand internationally its business, this chapter will present a possible new conquest for the Portuguese company – the Canadian market. Through a PESTLE analysis and more detailed information about table grapes business, this chapter intends to show the potential of this new market and tries to define a viable strategy to approach it, focused on marketing elements.

5.1. PESTLE Analysis

To analyze this country and easily understand the potentialities and possible barriers to overcome when entering the Canadian market, it is now presented a PESTLE Analysis, an important marketing tool, when a company considers internationalizing. Going through the political, economic, social, technological, legal and environmental factors characterizing the country, a company can get a deeper knowledge about the market and their customers, the possible obstacles to deal with, as well as the environment that will affect the business. With the advantage of knowing in advance the new market, it is simpler for the company to reach it and to decide the best strategies to use. Although touching every aspect of this tool, the focus in this section will be the economic, social and political points, for being the most relevant in the context of this project.

5.1.1. Political Factors

The Canadian Political System is based on a federal parliamentary democracy, Parliament of Canada, ruled by a constitutional monarchy. As a member of the Commonwealth of Nations, Queen Elizabeth is the head of the state, represented, since 2010, by David Johnston, the Governor General. Justin Pierre James Trudeau, the leader of Liberal Party, is currently the Prime Minister of Canada and, consequently the one who is responsible for choosing the members of Federal Ministry. As a common monarchy, it is hereditary and the Governor General is nominated for the next five years, by the Queen, advised by the Prime Minister. The last one, the Prime Minister, results from legislative elections, being the leader of the winning party.

Nowadays, there are two main political parties, the Liberal Party, led by Justin Trudeau and the Conservative Party of Canada. However, there are also another parties which have become stronger, such as Green Party, Bloc Quebecois and New Democratic Party.

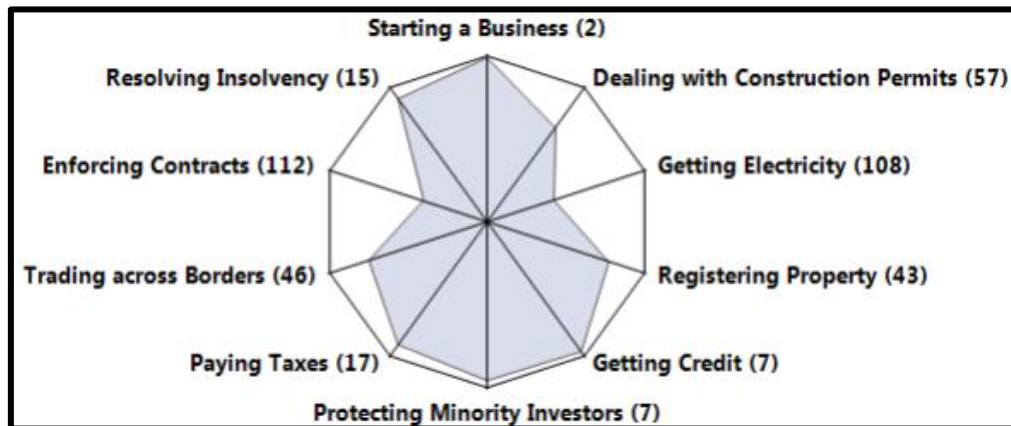
Regarding international trade, it is important to mention that *Trade Controls Bureau* (TDI) is the responsible for controlling and managing foreign trade operations, following the *Export and Import Permits Act*, to regulate the Canadian market. Specifically, for the commerce of fresh fruits and vegetables with Canada, the *Canadian Food Inspection Agency* (CFIA) is the responsible body for controlling and ensuring that everything follows the settled regulations. Some of these rules and regulations, concerning for instance Health & Safety and Packaging & Labelling are presented later in chapter 5.3.3. *Entry Barriers and Fresh Fruit Regulations in Canada*. In general, if agri-food products are in accordance with the settled rules and regulations, there are no great restrictions to overcome, as the example of the quarantine period in Australia.

Recently, it was also approved the *Comprehensive Economic and Trade Agreement* (CETA), between Canada and European Countries, to enter into force soon. This Treaty will boost trade relationships between Canada and European countries, including Portugal, encouraging more investment between both parts, helping small businesses to increase exports to Canada, reducing trade barriers and tariffs and, specifically in table grapes business it will also create opportunities for European farmers and producers.

5.1.2. Economic Factors

Looking at the Economic environment in Canada, this country has the world's 10th largest economy and it is one of the most developed and industrialized countries in the world, being integrated into the G8 group. Canada is characterized by having an open, solid, stable and very competitive economy, occupying the 15th place, among 138 other countries, in the Global Competitiveness Index 2016/17. Additionally, Forbes, the global media company, considered Canada the 10th Best Country for Business 2017 and the World Bank Group placed the country in 22nd, among 190 other ones, regarding the ease of doing business (*Doing Business Report 2017*). Figure 5.1. presented below shows the topics considered to this ranking and the absolute distance to the best performance in each rank.

Figure 5.1. Rankings on *Doing Business* topics – Canada (Scale: Rank 190 center, Rank 1 outer edge)



Source: World Bank Group, *Doing Business Report 2017*

With a GDP per capita around 46 200\$ in 2016, the economic structure in Canada is heavily based on services, contributing to 70% of national GDP, followed by the industrial sector, representing around 28% of national GDP.

International trade plays a key role in the economy of the country, which was, in the last year, the 10th biggest receiver and the 9th largest emitter of Foreign Direct Investment, in the world. Also in international fields, in 2016, Canada was the 12th largest exporter and the 9th largest importer, in the respective World Bank Group Ranks. Being part of NAFTA (North American Free Trade Agreement), Canada maintains a strong link and dependence with the United States of America. Currently, Canada exports more than 75% to the USA market and imports more than 50% from this main partner. Despite this, Canada is trying to reduce that dependence, acting to deepen its partnerships with other markets.

Although the past years have been marked by a weak economic growth, due to the fall in the price of oil, prospects for the present and coming years indicate an improvement in this situation, with growth in GDP, expected to reach 2%, in 2017/18, rise in inflation, fall in the unemployment rate and wage growth. The Canadian dollar depreciated between 2014 and 2016, but it is expected an appreciation in 2017-2019. It is also expected a lower deficit comparing with the previous period, given the higher growth rate of exports comparing to imports.

Despite the climate of uncertainty about NAFTA, after the election of Donald Trump and with the UK's withdrawal from the European Union, both bringing great economic

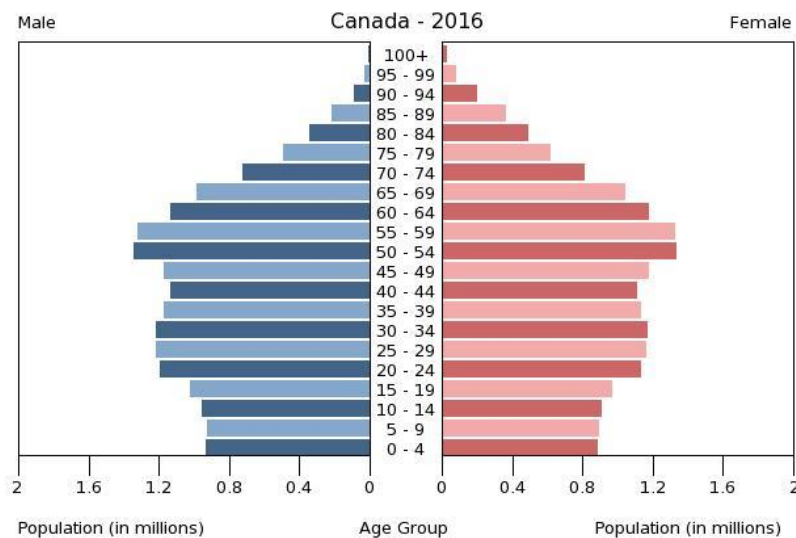
stress, Canada took a major step forward in its relationship with the European Union, with the approval of CETA, already mentioned.

In addition to the country's openness to foreign trade and the ease of doing business in Canada (22 out of 190 other countries), regarding the influence that economic conditions may have on the core business of this project, it is important to realize if Canadian population has purchasing power and to what extent it is willing to pay for the product in question. As already mentioned, *Vale da Rosa* grapes are considered premium grapes, with high quality and, for this reason, their price can reach higher values. So, considering that population in Canada has purchasing power for these grapes, it is important to realize whether or not people are willing to pay a high price for them. Analyzing consumer market research on table grape trends in the country, it can be concluded that, when buying table grapes, the price factor is not the most important in the decision process. Canadian people gives more importance to the quality of fruit and their nutritional values. Before considering the price, they give greater importance to family preferences. Also for being a seasonal fruit, grapes usually attract the attention of population, who is willing to pay for have a high-quality product, as *Vale da Rosa* grapes, during those specific months.

5.1.3. Social Factors

In July 2016, Canada registered a population of 35 362 905 inhabitants, representing a growth of 0.74%, comparing with the previous year 2015. Considering data from 2016 and observing Graph 5.1. presented below, as can be verified, population aged between 25-54 years represent 40.32% of total, population aged 65 years and over symbolize 18.18%, children up to 14 years constitute 15.44% of total population, people between 55 and 64 years represent 13.94% and people between 15 and 24 years represent 12.12% of total.

Graph 5.1. Population Pyramid – Canada 2016



Source: Central Intelligence Agency (CIA), The World Factbook – Canada

In 2015, most of the population was concentrated in the cities of Toronto (5 993 million), Montreal (3 981 million), Vancouver (2 485 million), Calgary (1 337 million), the capital Ottawa (1 326 million) and Edmonton (1 272 million).

Canada has two official languages, English (58.7%) and French (15.5%) and the population living there includes different ethnic groups, such as Canadian (32.2%), English (19.8%), French (15.5%), Scottish (14.4%), Irish (13.8%), German (9.8%), among others. Religion beliefs in Canada are mostly divided into two groups, Catholic (39%) and Protestant (20.3%).

Canada has invested in the well-being of its population, performing well in many topics, such as security, health, income & wealth, jobs & earning and education & skills. The last topic, education & skills in Canada are an extremely valued topic and a decisive factor for ensuring future good jobs and incomes. Literate people in Canada represents 99% of the population and 90% of adults aged 25-64 years completed upper secondary education. In 2015, 23.8% of the population had finished a bachelor degree or even a superior level of studies. Consequence of those levels of education, unemployment rate in Canada was 6.9%, in 2015.

9.4% of the population, which represents around 3 324 million people, lives below poverty line in Canada. Concerning the median after-tax income earn by Canadian families and unattached individuals, values in 2015 were 56 000\$.

Regarding table grapes consumption in Canada, some of these social aspects mentioned may have influence on the experienced levels, being important to understand

if this is an appreciated fruit among population, as well as, the attitude of Canadian people towards non-Canadian produced table grapes.

Given the marked diversity of age, culture and religion among population, consumer trends may be different. For instance, table grapes may be appreciated and consumed in greater quantities by a specific age group, culture or religion, or in the same way, the contrary may happen. However, according to evidences presented later, showing higher consumption levels, it can be realized that table grapes are highly appreciated in Canada, in general, by a large part of the population.

Canadians give great importance to a healthy lifestyle and, as already mentioned, the Government has invested in the well-being of its population, being Health one of the areas of action. In this regard, the increase in fruit consumption has been encouraged and table grapes also receive attention, for their healthy characteristics, such as the great, concentration of vitamins, the energy provided and many other health benefits.

About population's attitude towards the consumption of non-Canadian fruits, as can be seen through the following information, national production in Canada is very scarce and, for this reason, insufficient to meet domestic consumption levels. Due to this, Canada is forced to import from other countries and, in this way, consume table grapes with non-Canadian origin, for not having local product supply. Concerning the population preferences, according to studies accomplished, there is evidence that Canadian people prefer grape varieties with Californian origin, but with regard to the place where grapes are produced, this topic has no relevance during purchasing processes. Considering that the vast majority of table grape varieties produced all over the world originate from California, including the varieties produced and commercialized by *Vale da Rosa*, although produced in Portugal, this factor is assured.

5.1.4. Technological Factors

Nowadays, country's ability to compete and innovate in this knowledge-based global economy, is defined, among other aspects, by a powerful performance in technology and Canada has an extremely developed technological sector. To help the Government in doing a respectable job in these issues, there is an independent Council for Science, Technology and Innovation to provide it confidential advice on those fields.

Additionally, Canada has an Agreement for Scientific and Technological Cooperation, with the European Union, since 1996, to promote cooperation between the countries, “*in fields of common interest where the Parties are supporting research and development activities to advance science and/or technology relevant to those fields of interest*”. Those partnerships are established at academic, private and public institutions.

Regarding Internet and Communications in Canada, in 2015, 31 053 million people were internet users, representing 88.5% of Canadian population.

5.1.5. Legal Factors

Being a member of the Commonwealth of Nations and having been, in the past, a colony of the United Kingdom, the Canadian Legal System is based, mainly, on the British Common Law System. However, one of the ten Canadian provinces, Quebec, is an exception in this field, following a Civil Law System, based on French Civil Code. The Common Law as well as the Civil Law are both present in Constitution of Canada. To clarify the difference between those two systems, Common Law System gives power to judges and courts to decide the laws, not following a legislative process. Basically, sentences are imposed by the judges, according to precedents and past cases, where applicable to current situations, expecting that similar facts will originate equivalent results. On the other hand, a Civil Law System is based on a Civil Code, in this specific case Civil Code of Quebec, compiling the main principals to be followed as a reference of law.

5.1.5. Environmental Factors

Environment and Climate Change Canada, created by the Department of the Environment Act, in 1971, is currently the government department responsible for assessing, monitoring and protecting the environment of Canada, as well as, giving information about the weather and other meteorological events. Following more than 20 acts, Environment and Climate Change Canada works on a broad range of issues, such as pollution prevention, wildlife protection, weather modification, emergency management, among others. One of the most important acts, or even the most important one followed by Canada is the Canadian Environmental Protection Act (CEPA 1999), “*an act*

respecting pollution prevention and the protection of the environment and human health in order to contribute to sustainable development”.

Struggling to protect Canadian environment, for the present and the future, with regulatory excellence, Environment and Climate Change Canada intends to involve the entire community on this process, promoting cooperation with individuals and organizations, toward a common goal, a better environment.

Given the PESTLE analysis presented above, it is easy to realize the potential of the Canadian market, as well as the inherent business opportunity. With a very attractive economic context, Canada represents an open, solid, stable and competitive economy, with external trade playing a key role. It is considered one of the best countries to do business, also well ranked regarding the Ease of Doing Business. The country has acceptable purchasing power and values the quality of products, before looking at the price, when deciding whether or not to buy.

Population in Canada is very diversified, according to the age, culture and religion and shows a great concern for health and well-being. For this reason, fruit is included in their daily diet, with a strong presence. Canadian are receptive to consume fruit from other countries, although having their preferences, already presented.

At a political level, barriers and entry restrictions on agri-food products can be overcome and the recent *Comprehensive Economic and Trade Agreement* will open important doors to external trade between Canada and European countries, including Portugal.

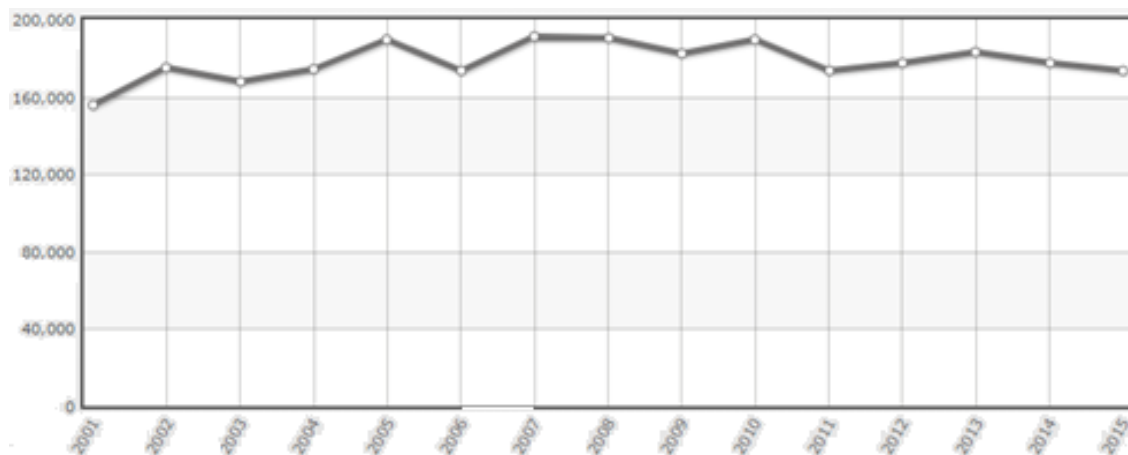
Considering all the aspects already mentioned and others also relevant, Canada seems to have an immense potential. Consequently, it was considered relevant to perform a deeper analysis of table grapes market in Canada, regarding the levels of production, consumption and imports, to really understand if there is a business opportunity in this field. This analysis is presented in the next chapter.

5.2. Table Grapes in Canada

5.2.1. Table Grape Consumption in Canada

Observing Graph 5.2. and Table 5.1., presented below, it is easy to realize that table grape consumption in Canada has remained relatively stable, without major fluctuations, from 2001 and 2015. Over these years, the minimum value of consumption was 155 700 tons of grapes, in 2001 and the maximum value reached was 191 500 tons, in 2007. As shown, the highest growth rates in consumption occurred in the periods 2001/02 and 2006/07, with an increase of 12.27% and 10.31%, respectively. On the other hand, the largest negative oscillation was verified in 2010/11, with a decrease of 8.63%. The remaining fluctuations did not have significant impacts. Giving, now, special attention to the last years represented in Table 5.1., there has been a slight decline in table grape consumption. However, USDA forecasts for 2016/17 indicate a gradual recovery, expecting consumption levels around 175 500 tons.

Graph 5.2. Canada Fresh Table Grapes Domestic Consumption by Year (Metric Tons)



Source: index mundi / USDA Foreign Agricultural Service

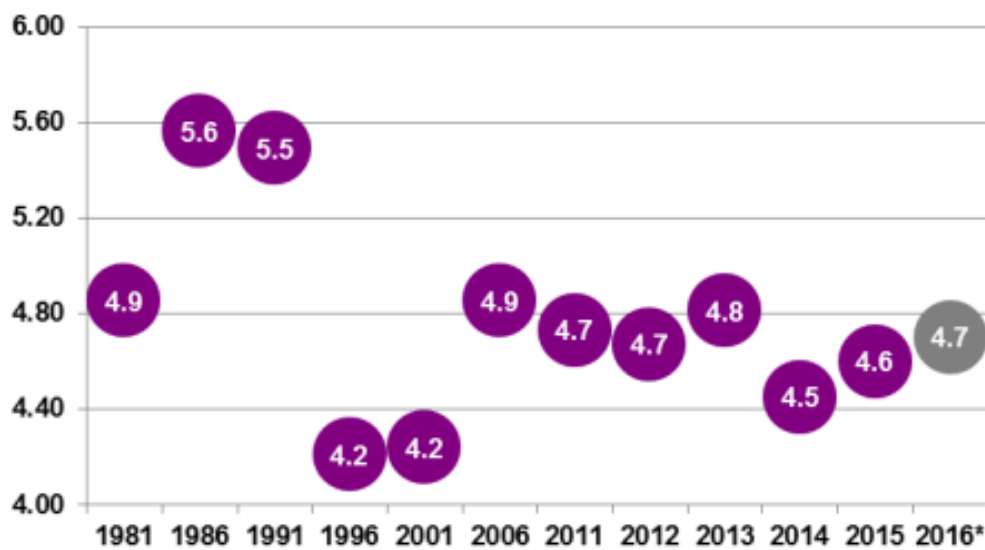
Table 5.1. Canada Fresh Table Grapes Domestic Consumption by Year (Metric Tons)

Market Year	Fresh Domestic Consumption	Growth Rate
2001	155700	NA
2002	174800	12.27 %
2003	167900	-3.95 %
2004	173900	3.57 %
2005	189300	8.86 %
2006	173600	-8.29 %
2007	191500	10.31 %
2008	190400	-0.57 %
2009	182600	-4.10 %
2010	189505	3.78 %
2011	173144	-8.63 %
2012	177200	2.34 %
2013	182800	3.16 %
2014	177500	-2.90 %
2015	173500	-2.25 %

Source: index mundi / USDA Foreign Agricultural Service

In order to provide a deeper analysis of the problem, it is also presented, in Graph 5.3., information about per capita consumption of table grapes in Canada, to better understand possible trends that have occurred over the past decades.

As with total domestic consumption, already presented, also per capita consumption of table grapes, in Canada, has remained relatively stable over the years. Considering that per capita consumption depends on market conditions and population and knowing that Canadian population increased 10% during these period (three decades), it is interesting to observe consumption patterns maintaining stable. Over the last years (2011-2016), per capita consumption varied from 4.5 and 4.7 kilograms per person, following a growing trend. These values show that, despite the generations and the marked ethnic and cultural differences existing among Canadian population, table grapes are consumed and appreciated by people of all ages and cultural backgrounds.

Graph 5.3. Canadian Per Capita Consumption of Table Grapes (kilograms per person)

Source: USDA Foreign Agricultural Service / Statistics Canada

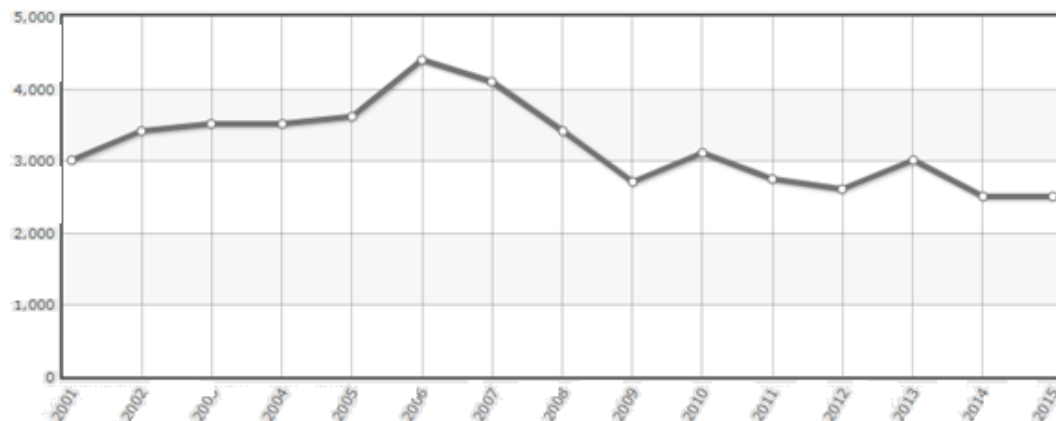
5.2.2. Table Grape Production in Canada

Grape production in Canada is significantly limited and almost entirely intended for wine making, since the country has developing its wine industry. Domestic table grape production only represents a small portion, not being sufficient to meet existing consumption levels. Additionally, the small quantities produced are rapidly marketed to centers surrounding provinces where grapes grew up, not leaving margin to meet national consumption levels. For this reason, domestic consumption of table grapes, in Canada, is essentially satisfied through imports from other countries, as will be explained later. As already presented, in 2015, table grape consumption in Canada reached 173 500 tons and, for the same period, production levels only reached 2 500 tons, resulting in a considerable gap between these two variables.

Observing Graph 5.4. and Table 5.2. showed below, it can be noticed that Canada fresh table grapes production has not remained constant from 2001 to 2015. Over these years, there were significant increases and decreases, with some positive and negative peaks. The maximum production level achieved was 4 400 tons, in 2006 and the minimum value recorded was 2 500 tons of table grapes, in 2014 and 2015. The largest positive fluctuation occurred in 2005-2006, with an increase of 22.22% in production levels. In contrast, the greatest decline was verified in 2008-2009, with a negative growth rate of

20.59%. Considering the last years presented in Table 5.2., it can be noticed that, despite some fluctuations over the years, the production is exactly the same, since 2014. Likewise, according to USDA forecasts, it is expected that production level will continue around 2 500 tons of grapes, for the next period 2016-2017.

Graph 5.4. / Table 5.2. Canada Fresh Table Grapes Production by Year (Metric Tons)



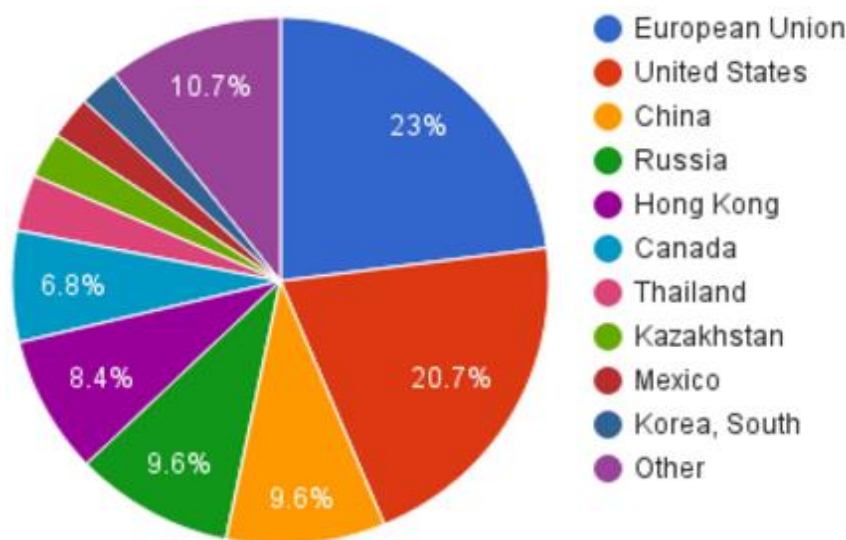
Market Year	Production	Growth Rate
2001	3000	NA
2002	3400	13.33 %
2003	3500	2.94 %
2004	3500	0.00 %
2005	3600	2.86 %
2006	4400	22.22 %
2007	4100	-6.82 %
2008	3400	-17.07 %
2009	2700	-20.59 %
2010	3105	15.00 %
2011	2744	-11.63 %
2012	2600	-5.25 %
2013	3000	15.38 %
2014	2500	-16.67 %
2015	2500	0.00 %

Source: index mundi / USDA Foreign Agricultural Service

5.2.3. Table Grape Imports in Canada

After analyzing the data presented before about table grape consumption and production in Canada, it is easy to realize that imports from other countries have become essential to satisfy the current levels of consumption in the country, as national grape production is largely used in wine making. Observing Graph 5.5., Canada is one of the countries importing greater quantities of table grapes, representing 6.8% of global imports, in 2015/2016.

Graph 5.5. World's Fresh Table Grapes Importers 2015/2016

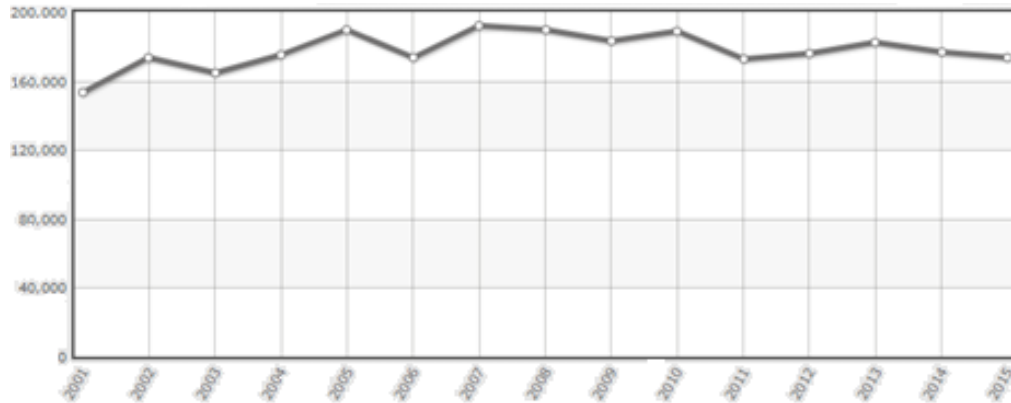


Source: USDA Foreign Agricultural Service

Aware of the key role that table grape imports play in Canada, it is relevant to make a more detailed analysis in the national context. Graph 5.6. and Table 5.3. help in understanding how Canada fresh table grapes imports have varied over the last years, from 2001 to 2015. So, observing the following graph, it is easy to realize that, with a few exceptions, table grape imports in Canada have remained overall stable. In Table 5.3., it is easy to observe that the lowest value reached was 153 600 tons, in 2001 and, in contrast, the maximum volume of imports was 191 700 tons, in 2007. The greatest decline in imports (-8.68%) occurred from 2010 to 2011 and, on the other hand, the biggest positive change was verified between 2001 and 2002, with an increase of 12.63%. Focusing on the last presented years, it can be observed that, since 2013, fresh table grapes imports in Canada have decreased around 2-3%. However, this recent trend is changing and USDA

forecasts for the marketing year 2016/2017 estimate that fresh table grapes imports in Canada will reach 177 500 tons, which represents a growth rate around 2.60%, comparing to the previous marketing year 2015/2016.

Graph 5.6. / Table 5.3. Canada Fresh Table Grapes Imports by Year (Metric Tons)



Market Year	Imports	Growth Rate
2001	153600	NA
2002	173000	12.63 %
2003	164700	-4.80 %
2004	175200	6.38 %
2005	189300	8.05 %
2006	173500	-8.35 %
2007	191700	10.49 %
2008	189900	-0.94 %
2009	182800	-3.74 %
2010	188900	3.34 %
2011	172500	-8.68 %
2012	176000	2.03 %
2013	182200	3.52 %
2014	176800	-2.96 %
2015	173000	-2.15 %

Source: index mundi / USDA Foreign Agricultural Service

After realizing that Canada is not able to satisfy the national consumption needs and knowing, through the information previously presented, the great quantities of fresh table grapes imported, it is also relevant to understand which external markets are supplying the country, since they will be the ones competing with Portugal in this journey to Canada.

To help in this task, the following Table 5.4. shows the major four suppliers of fresh table grapes to Canada - United States of America, Chile, Mexico and Peru, all of them located geographically close to the country. As can be seen, USA comes in first place, representing the main supplier of fresh table grapes to Canada, with a market share above 50%. Right after, Chile and Mexico occupy the following places, as the USA major competitors. With lower values comparing to the other three countries, but opening new horizons, Peru is exporting, every period, more and fresher table grapes to Canada. Contrary to the increasing imports from Peru, the other three countries, USA, Chile and Mexico have faced considerable positive and negative changes, over the last years. As observed, imports from the United States have decrease since 2013/2014 and this trend is expected to continue, as Canada is making efforts to reduce its dependence on that market, due to the recent events and the instability lived there. With imports from Chile also significantly decreasing, since 2014/2015, Canada is investing in Mexico, Peru and other countries.

Table 5.4. Canada Imports of Table Grapes by Country (Metric Tons)

	2011/1 2	2012/1 3	2013/1 4	2014/1 5	2015/1 6
United States	91,529	95,457	101,971	98,865	97,954
Chile	53,887	54,220	44,629	47,331	36,542
Mexico	17,263	17,045	22,324	16,428	18,976
Peru	5,389	4,649	8,664	10,752	12,054
All other countries	4,476	4,677	4,616	3,421	7,030

Source: Global Trade Atlas / USDA Foreign Agricultural Service

Table 5.5. presented below identifies some of “the other countries” exporting table grapes to Canada, being easy to understand that South Africa comes right after Peru, presenting an evident increase, from 2012 to 2016. Leaving Latin America and South Africa, there are two European countries, Italy and Spain, occupying top places as supplying countries for fresh grapes to Canada. Even though with lower results, comparing to other countries, both, Italy and Spain, are increasing their imports to Canada, since 2015.

Table 5.5. List of Supplying Markets for Fresh Grapes Imported by Canada (Euro thousand)

Exporters	Imported value in 2012	Imported value in 2013	Imported value in 2014	Imported value in 2015	Imported value in 2016
United States of America	158,142	154,430	161,171	194,465	189,760
Chile	113,613	122,726	99,592	113,853	102,527
Mexico	33,279	28,240	29,109	34,036	42,736
Peru	11,495	16,287	23,941	38,954	33,546
South Africa	1,415	3,588	4,815	6,005	14,956
Italy	1,527	1,226	960	938	970
Argentina	928	65	115	697	851
Spain	517	761	435	640	672

Source: International Trade Centre (ITC), *Trade Map*

With decreasing imports from the United States and efforts to reduce dependence, the attention can be turned to the European countries. Playing a crucial role in this task, the EU – Canada *Comprehensive Economic Trade Agreement* (CETA) will boost trade relationships between European countries and Canada, encouraging more investment between both parts, helping small businesses to increase exports to Canada, reducing trade barriers and tariffs and, specifically in this field, it will also create opportunities for European farmers and food producers. Being Portugal also part of this Trade Agreement, there is a good possibility to introduce *Vale da Rosa* and its high-quality grapes to the Canadian market.

5.3. *Vale da Rosa* entering the Canadian Market

5.3.1. Entry Mode: Exports

Considering the previously exposed about *Vale da Rosa* experience in international markets, through the example of Poland, Netherlands, United Kingdom and France, it is easy to assume what would be the strategy to enter the Canadian Market. Regardless of the international market in question, among the possible modes to enter them, *Vale da Rosa* always uses exports as the chosen strategy. According to Driscoll & Paliwoda (1997), a company is exporting when its products are produced in the national market and, then, transferred, directly or indirectly, to a foreign country. The Portuguese company considers that this is the most appropriate strategy for achieving the stated objectives. Following this path, *Vale da Rosa* approaches the new market, looking for growth opportunities, gets international knowledge and experience about the new

country, avoiding, at the same time, higher degrees of risk and costs of establishing production activities in the foreign market, since the grapes are produced in Portugal, under privileged conditions.

Within the possible export modes that a company can choose, *Vale da Rosa* has opted, in most cases, for direct exports and the Canadian market should not be an exception. Choosing direct exports, according to Kotabe & Helsen (2010) and Hollensen (2011), *Vale da Rosa* sets its own department and sells the grapes directly to an agent, distributor or importer located in the foreign country, in this case Canada. The foreign partner is responsible for controlling and implementing local activities. Although activities in the foreign country are mainly responsibility of the partner, the Portuguese company can also keep some control over the process.

5.3.2. Marketing Strategies for the Canadian Market

5.3.2.1. Product

As has been mentioned, *Vale da Rosa* produces, in Alentejo, the best Portuguese table grapes, ones with extremely high quality, flavor, presentation and much more good characteristics appreciated by the most demanding consumers around the world. When talking about Canadian people, this taste for table grapes is not exception and the proof are the interesting levels of consumption previously presented and the expected positive future trends.

With the objective of bringing these Portuguese table grapes to Canada, it is important to understand the specific personal tastes for this product among Canadian population, to conclude which grape varieties are best suited to meet their requirements. After analyzing some studies about this issue, it was easy to realize that there is a clear preference for seedless grapes, but between red and green, there is no demonstrated preference. People in Canada value quality grapes, large, crispy, firm, unblemished and plump, also with great flavor. So, it is easy to realize that all those characteristics that Canadian people appreciate are present in the grapes from *Vale da Rosa*, in both varieties, green and red, as evinced in Annex 1. With this in mind and considering that grapes do not suffered any adaptation (straight product extension to the new country) as the ones produced in Portugal, are the ones commercialized in Canada, there are six main possible varieties of seedless grapes, being them, *Sugraone*, *Sophia*, *Thompson*, *Midnight Beauty*,

Autumn Royal and *Crimson*, the first three green and the other ones red. Additionally, Canadian population demonstrates a preference for California – USA grape varieties, over other countries, which reduces varieties to four, *Sugraone*, *Sophia*, *Midnight Beauty* and *Crimson*. Among those four varieties, *Sugraone* and *Crimson* may be more attractive, due to specific characteristics. The first variety, *Sugraone*, is characterized by its precocity, allowing those grapes to be launch to the market before others, in July. On the other hand, the unusual consistence of *Crimson* grapes ensures a high durability at the point of sale, making them commercially attractive. This is a late variety, commercialized between August and October. Due to those characteristics, allied to a great quality, *Sugraone* and *Crimson* grapes seems to be a possible bet to enter the Canadian market.

Observing all the examples previously presented, it can be realized that, excepting for the English market, the Portuguese company always exports its grapes with a brand – *Vale da Rosa* and the Canadian market should follow this trend. *Vale da Rosa* is a brand of success, positioned at the highest level and associated to premium and gourmet grapes with extreme quality. This brand is already known and recognized in many parts of the world and Canada would be the next step.

Regarding to the packaging that can be used in this new market, it should be simple, elegant, with a design adaptable to the needs and requirements of each customer. Regardless of the chosen packaging, all aspects of security, hygiene, sanitation and conservation should always be guaranteed.

5.3.2.2. Place / Distribution

For the products to be correctly taken to the best places and customers, it is very important to carefully choose the partners (retail chains, distributing companies, etc.), who will help the company in performing this task, to have, in this way, an effective distribution channel. When exporting table grapes to the Canadian market, there are two possible ways to reach the customers. The first option is to sell directly to super and hypermarket chains, preferably located in large and populous cities. In case of following this option, it is important to have in mind that most of the population in Canada lives near the USA border, such as, in British Columbia, Alberta, Ontario and Quebec, being crucial to reach, at least, one of those areas. In general, all the big cities have, at least, one super or hypermarket.

The second option is to sell the grapes to the *Ontario Food Terminal (OTF)*, in Toronto, the biggest wholesale fruit and produce terminal in Canada and “*the source for quality fresh fruits, vegetables & horticultural products since 1954*”. Currently, this terminal includes 21 Warehouse Tenants, providing local and imported fruits and vegetables from all over the world.

Independent of the option chosen, it is crucial to have a good partner in the foreign country and to help *Vale da Rosa* in this task, Table 5.6., showed below, compiles some of the major Canadian importers of fresh table grapes, in 2015, according to the Government of Canada. All these companies represent potential partners for *Vale da Rosa* and include food retailers, import companies, distribution chains, etc. To reduce the list of possibilities, this table only comprises companies with privileged location, in cities near the USA borders. This table includes some of the most important companies in Canada in this sector, for instance, METRO ONTARIO INC., a leading supermarket chain in Toronto, SOBEYS, the second largest food retailer in Canada, among others.

Table 5.6. Major Canadian Importers of Fresh Grapes (2015)

Company Name	City	Province
BOEUF FRUIT MERITE	Montréal	Quebec
CANADAWIDE FRUIT WHOLESALE INC	Montréal	Quebec
CAPESPAN NORTH AMERICA INC.	Saint-Laurent	Quebec
COSTCO WHOLESALE CANADA LTD	Ottawa	Ontario
F.G.LISTER&CO., LIMITED	Toronto	Ontario
FRESH TASTE PRODUCE LIMITED	Toronto	Ontario
GAMBLES ONTARIO PRODUCE INC.	Toronto	Ontario
LOBLAWS INC.	Brampton	Ontario
METRO ONTARIO INC.	Toronto	Ontario
NORTH AMERICAN PRODUCE BUYERS LIMITED	Toronto	Ontario
PROVINCIAL FRUIT CO. LIMITED	Toronto	Ontario
SOBEYS	Mississauga/Montréal/Calgary	Ontario/Quebec/Alberta
SOUTHERN FRUIT IMPORT COMPANY LIMITED	Toronto	Ontario

Source: Government of Canada, *Canadian Importers Database*

Concerning the transport and logistics associated to the business, as can be understood through the examples presented before, depending on the chosen partner,

these services can be ensured totally by the Portuguese company, *Vale da Rosa*, by the Canadian partner or even divided by both companies. Since the geographical distance between Portugal and Canada is quite considerable, the costs related to these services would be significant. For this reason, it would be beneficial for *Vale da Rosa*, if the foreign company ensured these services, at least in the initial phase.

5.3.2.3. Promotion

Recognizing the importance of an effective communication and promotion strategy, *Vale da Rosa* has worked hard to define the best ways to promote its product and brand. In a simple and direct way, the company intends to be effective in passing the important message to the customers. For this purpose, *Vale da Rosa* has developed some promotion actions, in Portugal and abroad (examples presented before), that may also be put in practice in the Canadian market.

Firstly, the institutional site, available in Portuguese and English, represents a great starting point to get to know the company and understand the passion they put in every grape produced at *Vale da Rosa*. Then, the presence on social networks, famously known worldwide, as Facebook and Instagram, helping the company to show, in a more interactive way, its daily work to the customers, partners or simple visitors.

In addition, it is important to highlight the participation in events and fairs, with extreme importance to allow a direct contact with current and probable future partners and customers. Besides the above mentioned, may also be developed some specific actions with each Canadian partner, according to their desires, as for example tasting sessions to introduce *Vale da Rosa* grapes to the customers.

Finally, to reach the largest number of people, each package of table grapes to be commercialized in Canada would include French and English translations, the two most spoken languages in the country, to facilitate the contact with this new brand and even stimulate the desire to buy and taste the grapes.

5.3.2.4. Price

As previously explained, *Vale da Rosa* does not have a fixed price to sell its grapes. Every year, at the start of the campaign, the company sets a base price, influenced by several factors, for instance, the variety and quality of grapes. This price is not necessarily

the same for all clients/partners and may be changed depending on the partner in question and even the country where the grapes will be marketed. Through the examples previously presented about four different countries where *Vale da Rosa* sells its grapes, it can be easily understood that depending on each specific scenario, the Portuguese company adopt different prices, sometimes selling as a premium product with higher prices and other times with lower prices, when in discount chains, as the example of *Biedronka*, the Polish chain.

Therefore, in the present case of Canada, as explained, the price would be established according to the chosen partner and obviously to the place where the grapes would be sold. In any case, *Vale da Rosa* may adopt two main price strategies, in accordance with the desired positioning. According to Kotler, “*positioning is the act of designing the company’s offering and image to occupy a distinctive place in target market’s mind*”. For this author, one of the positioning strategy to adopt and, maybe, the most suitable for *Vale da Rosa* would be a price / quality approach, as the name suggests, a positioning based in the price and product quality.

Within the price / quality positioning, the Portuguese company may follow the strategy used in Portugal, where *Vale da Rosa* grapes are sold as a premium product, with extreme quality and higher prices or can compete adopting prices lower than competing countries, as the United States, Peru, Chile and so on. With higher prices, *Vale da Rosa* can reach a niche of people that are willing to pay more for a premium product. It is important to consider that table grapes are a seasonal product, not available all year around, what makes them attractive for many customers that, in this way, are willing to pay extra to have the best quality during 3 or 4 months. In case of adopting lower prices, *Vale da Rosa* can easily compete with the other markets exporting to Canada, for ensuring the best quality at low prices. Here, it is important to have in mind that, among the main competitors, the United States of America and Mexico are the ones selling table grapes at lower prices to Canada. In contrast, Peru is the one adopting the highest prices, followed by Chile. In general, in recent years, Canada has experienced increased unitary prices in table grapes market.

5.3.3. Entry Barriers and Fresh Fruit Regulations in Canada

Even though being an open economy, quite receptive to external trade, Canada has some prohibitions and restrictions to be applied to specific goods or products originating in certain countries. Following the *Export and Import Permits Act*, the *Trade Controls Bureau* (TDI) is the responsible body for controlling and managing foreign trade operations, working to regulate the Canadian market, protect some economic sectors, safeguard public health and welfare and defend animal and vegetal life.

In the specific field of Fresh Fruits and Vegetables, it is the *Canadian Food Inspection Agency* (CFIA) who controls and ensures that everything is in accordance with implemented rules and regulations. According to the *Fresh Fruit and Vegetable Regulations*, provided by the Government of Canada, the base rule is that “*Except as otherwise provided in these Regulations, no person shall market produce in import, export or interprovincial trade unless it meets the requirements of one of the grades established for it in these Regulations*”. However, there may be exceptions and the Minister or a delegate of the Minister have power to exempt from those requirements the marketing of any fresh fruit and vegetable, when necessary. Due to the scarce domestic production of fresh fruit and vegetables, those exceptions are applied to balance supply levels in Canada.

Among existing regulations, there are two main subjects of relevance, Health & Safety and Packaging & Labelling. Regarding Health & Safety, fruit and vegetables in Canada shall meet the requirements and follow the regulations of the *Food and Drugs Act*, as well as the *Plant Protection Act*. To be marketed, fruit and vegetables must be edible, free of any live insect, prepared in a sanitary way and cannot be contaminated.

Regulations on Packaging & Labelling establish that “*No person shall package produce in a container that bears a label that misrepresents the quality, quantity, composition, nature, safety, value, origin or variety of the contents*.” In this way, special attention must be given to containers that shall represent the quality and nature of the product, not being broken, stained, or warped, affecting the shipping quality or sale ability of products. Packages shall be labelled with the common name of the product in, at least, one of the country official languages, the grade name, net quantity, country of origin and other relevant information according to the *Consumer Packaging and Labelling Act and Regulation*. Still about labelling, Regulations also include standards to the font size present in containers.

More specifically about the relevant fruit for this project, detailed grades and standards establish that grapes should be correctly packaged, according to the previous rules, as well as clean, free from dried, crushed, shattered, split berries and hail marks. Packages should contain one specific variety, with characteristic color, size and, at least 90% of bunches must have the correct weigh. Also important, grapes shall be free from disease, mildew and mould, from insects, larvae or damages caused by them. In general, brunches and berries should be free from any imperfection that may influence their quality, image and edibility.

Despite these strict rules, the *Comprehensive Economic and Trade Agreement* (CETA) between Canada and the European Union, to enter into force, will contribute to reduce trade barriers, facilitating agri-food exports.

6. Conclusion

Considering the tough economic situation that Portugal has experienced through recent years, it has become crucial for our companies to seek new markets and growth opportunities for their businesses, that the Portuguese market are not be able to provide. Therefore, the internationalization of companies has become imperative and seems to be the best solution to escape from this competitive and saturated market. The high quality of Portuguese products together with the establishment of strong business networks, represents the enormous potential of success that our companies can achieve in international markets.

Recognizing the importance of this aspect, the main objective of this work was the elaboration of a business project / plan for a Portuguese company entering a new market, focused on the four elements of marketing, i.e., product, price, promotion and place. To this end, it was selected a Portuguese family-oriented company, dedicated to the production and commercialization of table grapes, *Vale da Rosa*. National leader in our country, this company, based in Alentejo, represents a case of success, in Portugal and abroad, being an important development pole for the region. In Portugal, the company has invested in its brand development and, currently, *Vale da Rosa* is associated with high quality and premium grapes, capable to satisfy the most demanding consumers. With a stable business and a strong position achieved in Portugal, *Vale da Rosa* has bet in international 'waters', currently exporting around 26% of its production to many countries in Europe and abroad. With all its characteristics, flavor, varieties and essence, table grapes are more and more appreciated and consumed, not only in Portugal, but all over the world and global consumption levels are increasing year after year, with around 21 000 thousand tons in the period 2015/16. Given these results, it is easy to see the considerable potential of table grapes business.

According to the Uppsala Internationalization Model, by Johanson e Wiedersheim-Paul (1975), later revised by Johanson e Vahlne (1977), *Vale da Rosa* is between the first and second phases of the sequential internationalization process, i.e., sporadic exports and independent representatives. Following the Network Model, by Johanson and Mattson (1988), the Portuguese company recognizes the importance of establishing a strong national and international business network to achieve success. As can be perceived, *Vale da Rosa* uses exports as strategy to approach new markets, an entry mode defended by several authors as being the most appropriate one and first step in the internationalization

of companies (Kotabe and Helsen, 2010). Referring Hollensen (2011), through exports, *Vale da Rosa* can avoid costs of establishing activities abroad, which would not make sense due to its privileged location, and higher degrees of risk. Using this strategy, the company can get knowledge and experience about new markets, keeping, at the same time, some control over international activities. On the other hand, exports may involve high transports costs and low profit returns (Chung and Enderwick, 2001).

With the aim of analyzing the international presence of the Portuguese company, but being impossible to do it for all markets to which it currently exports, four markets were chosen, helped by *Vale da Rosa*, as being considered the best ones for the company. Considering business relationships, proximity, financial results, exported quantities and so on, the result of this selection was Poland, Netherlands, United Kingdom and France. Analyzing these four markets, it can be observed that, in general, similar strategies are adopted, despite some adaptations to each market. It is easy to conclude that, depending on each specific case, the company chooses direct or indirect exports, selling directly to retail chains or, for example, to distribution chains, which then transport the products to other markets, as happens with *Aartsenfruit*, in Netherlands. Concerning the product, seedless grapes are the ones conquering international markets and, overall, they are sold with *Vale da Rosa* brand, excepting for the English market. Prices, although following a bottom base, are agreed with each foreign partner. Promotion strategies are similar, from market to market, but obviously may be adapted according to the preferences of each partner. Studying company's experience in the national and international markets, the export profile, the partners' profile, used strategies, among others, it became easier to outline the strategy to the new market.

Then, the Canadian market emerges as a new bet, considering the company's preferences and the high potential recognized. After a PESTLE analysis, it can be concluded that Canada is a very interesting country, both economic and socially, with its very diverse population. It is one of the most developed and industrialized countries in the world, with a large, solid, stable, open and competitive economy. *Forbes* considered it the 10th best country for business in 2017. Population in Canada is very diversified, according to the age, culture and religion and shows a great concern for health and well-being. For this reason, fruit is included in their daily diet, with a strong presence. Canadian are receptive to consume fruit from other countries, although having their preferences, already presented. When buying, Canadians look first at fruit quality, before looking at the price.

Regarding table grapes market in Canada, after an analysis of official sources, it is easy to realize that this fruit is particularly well appreciated by Canadian people. Consumption levels have remained relatively stable over the years and, despite a slight decline in recent years, USDA forecasts for 2016/2017 indicate a gradual recovery, expecting consumption levels around 175 500 tons. Stable per capita consumption levels show that despite the generations and the marked ethnic and cultural differences existing among Canadian population, table grapes are consumed and appreciated by people of all ages and cultural backgrounds.

Domestic table grape production in Canada, around 2 500 tons, is not sufficient to meet existing consumption levels and, for this reason, it is essentially satisfied through imports from other countries. Currently, the largest volume of imported table grapes comes from the United States of America, Chile, Mexico and Peru, widely dominated by the USA. However, Canada has made efforts to reduce dependence on the US and the attentions are turning to European countries. Playing a crucial role in this task, the EU – Canada *Comprehensive Economic Trade Agreement* (CETA) will boost trade relationships between European countries and Canada, encouraging more investment between both parts, helping small businesses to export more to Canada, reducing trade barriers and tariffs and, specifically in this field, it will also create opportunities for European farmers and food producers. So, there is a good possibility to introduce *Vale da Rosa* and its high-quality grapes to the Canadian market.

Based on the information gathered, as well as on the business potential seen in Canadian market, it was developed a marketing strategy that can be implemented. It was considered the entry strategy to be used, specificities of the product to be exported, possible business partners in Canada, promotion and price strategies and, finally, possible barriers to overcome when exporting fresh fruit to this market.

At last, it is important to mention that the major limitations encountered during this project have to do with the difficulty in finding, at times, recent and updated information sources, both for literature review and for statistical information.

7. Bibliography

Agência para o Investimento e Comércio Externo de Portugal (AICEP). ***Guia do Exportador.***

Agência para o Investimento e Comércio Externo de Portugal (AICEP). Maio 2017. ***Canadá – Ficha de Mercado.***

Cateora, P. R., Gilly, M. C., Graham, J. L. 2011. ***International Marketing.*** 15th Edition. New York. McGraw-Hill Companies Inc.

Chung, H. & Enderwick, P. 2001. Investigation of Market Entry Strategy Selection: Exporting vs. Foreign Direct Investment Modes - A Home-host Country Scenario. ***Journal of Management***, Vol. 18, 443-460.

Central Intelligence Agency (CIA). The World Factbook – Canada.

Creswell, J. W. 2008. ***Educational Research: Planning, conducting and evaluating quantitative and qualitative research.*** 3rd Edition. Upper Saddle River. Pearson.

Czinkota, M. R., Ronkainen, I. A. 2003. An International Marketing Manifesto. ***Journal of International Marketing***, Vol. 11, Issue 1, 13-27.

Czinkota, M. R., Ronkainen, I. A., Moffett, M. H. 2011. ***International Business.*** 8th Edition. Hoboken. John Wiley & Sons, Inc.

Driscoll, A., M., Paliwoda, S. J. 1997. Dimensionalizing International Market Entry Mode Choice. ***Journal of Marketing Management***, Vol. 13, No. 1, 57-87.

Durmaz, Y., Tasdemir, A. May 2014. A Theoretical Approach to the Methods Introduction to International Markets. ***International Journal of Business and Social Science***, Vol. 5, No. 6(1), 47-54.

European Commission. February 2017. ***The EU-Canada Comprehensive Economic and Trade Agreement (CETA). Opening up a wealth of opportunities for people in Portugal.***

Federação das Indústrias Portuguesas Agroalimentares (FIPA). Maio 2012. ***Políticas para a Exportação e Internacionalização da Indústria Agroalimentar – Contributos para uma Visão Estratégica.***

Godinho, L. 9 de novembro de 2011. ***Uvas que “dão show” nas cadeias de supermercados.*** Diário de Notícias.

Gooch, Martin & al. November 2009. ***Consumer Market Research Strategic Study for Fresh Grapes and Fresh & Processed Apples & Tender Fruit & Orchard Fruit & Vineyard Quality Assessment throughout the Value Chain.***

Górecka, D., Szlucka, M. August 2016. Foreign Market Entry Mode Decision – Approach Based on Stochastic Dominance Rules Versus Multi-Actor Multi-Criteria Analysis. ***Research Papers of the Wrocław University of Economics***, Issue 446, 47-69.

Government of Canada, Minister of Justice. June 2017. ***Fresh Fruit and Vegetable Regulations.***

GPP, Gabinete de Planeamento, Políticas e Administração Geral. ***Dados Estatísticos – Uva de Mesa.***

GPP, Gabinete de Planeamento, Políticas e Administração Geral. Dez 2012. ***Ficha de Internacionalização – Uva de Mesa.***

Gunnarsson, A. 2011. ***The selection of entry modes when penetrating a foreign market – A research study on the education institutes choice of entry mode.*** Linnaeus University, School of Business and Economics.

Hill, C. W. L. 2013. ***International Business: Competing in the Global Marketplace.*** 9th Edition. New York. McGraw-Hill Companies, Inc.

Hollensen, S. 2011. ***Global Marketing: A Decision-Oriented Approach.*** 5th Edition. England. Pearson Education Limited.

Hollensen, S., Boyd, B., Ulrich, M. D. Dec 2011. The Choice of Foreign Entry Modes in a Control Perspective. ***Journal of Business Strategy***, Vol.8, No4, 7-31.

Holzmüller, H. H., Stöttinger, B. 1996. Structural Modeling of Success Factors in Exporting: Cross-Validation and Further Development of an Export Performance Model. ***Journal of International Marketing***, Vol.4, No.2, 29-55.

Kotabe, M., Kristiaan, H. 2010. ***Global Marketing Management.*** 5th Edition. Hoboken. John Wiley & Sons, Inc.

Kotler, P., Armstrong, G. 2012. ***Principles of Marketing.*** 14th Edition. New Jersey. Pearson Prentice Hall. Chapter 19. 550-579.

Kotler, P., Keller, K. L. 2012. ***Marketing Management.*** 14th Edition. New Jersey. Prentice Hall. Chapter 21. 594-619.

“Marks & Spencer elogia Herdade Vale da Rosa”. 14 de fevereiro de 2014. Correio do Alentejo.

Ribeiro, C. A. 19 de novembro de 2013. ***Uvas da Vale da Rosa chegam à China.*** Diário Económico.

Root, F. R. 1994. ***Entry Strategies for International Markets.*** New York. NY: Lexington Books.

INE, Statistics Portugal. 2015. ***Estatísticas Agrícolas 2015 – Edição 2016.***

Stouraitis, V., Kyritsis, M. June 2016. Small and Medium-Sized Enterprises' Exporting: Home and Host Country Motivators Effect on First and Successive Export Venture Decisions. ***Journal of Contemporary Management Issues***, Vol.21, Issue 1, 97-115.

Thompson A. A., Strickland A. J., Gamble J. E. 2008. ***Crafting and Execution Strategy: The Quest for Competitive Advantage: Concepts and Cases***. 16th Edition. New York. The McGraw-Hill Companies, Inc.

United States Department of Agriculture. Foreign Agricultural Service. December 2016. ***Fresh Deciduous Fruit: World Markets and Trade (Apples, Grapes & Pears)***.

United States Department of Agriculture - Foreign Agricultural Service. 2012. ***EU Exporter Guide for Fresh Fruit and Vegetables***.

United States Department of Agriculture – Foreign Agricultural Service. November 2016. ***Canada Fresh Deciduous Fruit Annual 2016***.

World Bank Group. ***Doing Business Report 2017 – Equal Opportunity for All***. 14th Edition.

Yannopoulos, P. August 2010. Factors Motivating Exports: The Canadian Evidence. ***The Journal of International Management Studies***, Vol. 5, No. 2, 82-88

Zeriti, A., Robson, M. J., Spyropoulou, S., Leonidou, C. N. 2014. Sustainable Export Marketing Strategy Fit and Performance. ***Journal of International Marketing***, Vol.22, No.4, 44-66.

Internet Sites

Aartsenfruit

Available at <https://aartsenfruit.com/en>, accessed in May and June 2017

Biedronka

Available at <http://www.biedronka.pl>, accessed in May and June 2017

Gouvernement of Canada

Available at <https://www.canada.ca/en.html>, accessed in July 2017

Marks & Spencer

Available at <http://corporate.marksandspencer.com/>, accessed in May and June 2017

Fresal

Available at <http://www.fresal.fr/>, accessed in May and June 2017

Frutalmente

Available at <http://www.frutalmente.pt/pt>, accessed in May 2017

IndexMundi

Available at <http://www.indexmundi.com/>, accessed in July 2017

Mack

Available at <http://www.mack.co.uk/>, accessed in May and June 2017

Primafruit

Available at <http://primafruit.co.uk/>, accessed in May and June 2017

International Trade Center – Trade Map

Available at <http://www.trademap.org/>, accessed in May, June and July 2017





Herdade do Vale da Rosa






Available at <http://www.valedarosa.com/pt-PT/>, accessed during the entire process




Waitrose

Available at <http://www.waitrose.com/>, accessed in May and June 2017

Annex 1 – Specific Characteristics of Each Grape Variety Produced at *Vale da Rosa*

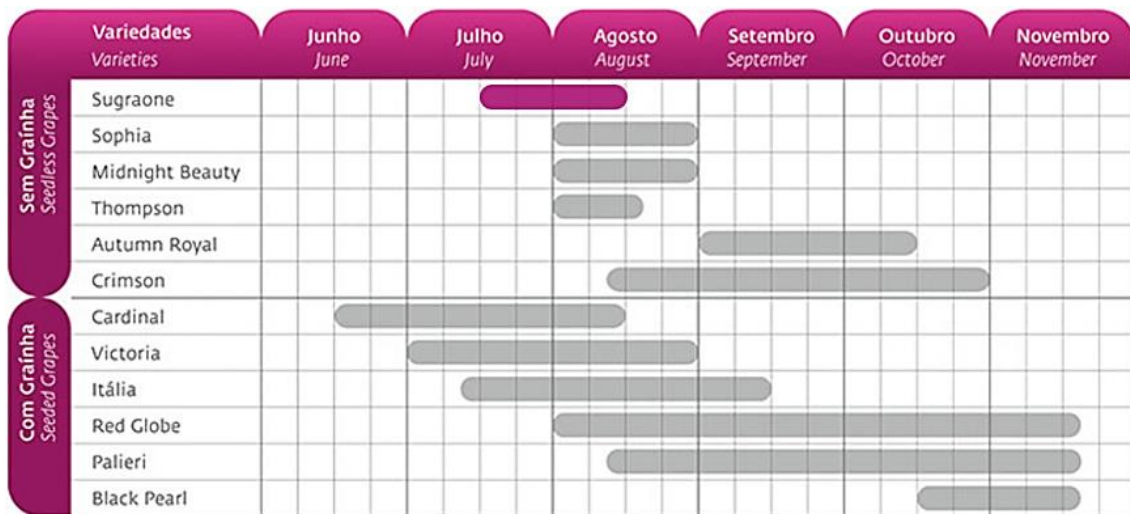
Variety	Characteristics
Seedless Grapes	
<p><i>Sugraone</i></p> 	<p>Original from 1972 by John Garabedien, California. Obtained by crossing the Cardinal variety with an unknown selection of seedless grapes. Introduced on the market in the USA, in 1972. Characterized by its precocity, having an average growth cycle of just 90-100 days.</p> <p>Berries: Large, elongated Colour: Bright green Texture: Quite crisp Flavour: Slight Muscat flavour when fully ripe</p>
<p><i>Sophia</i></p> 	<p>White grape variety, property of SUN WORLD – USA.</p> <p>Bunch: Medium size, symmetrical, average weight 600g Berries: Big, round, firm and crispy Caliber: 18-22mm Brix: 16°-20° Texture: Firm, crunchy and slightly thick skin Flavour: Fresh and sweet, with pronounced Muscat flavour Colour: Green, tending to light amber</p>
<p><i>Midnight Beauty</i></p> 	<p>Medium size, symmetrical, average weight 600g.</p> <p>Bunch: Medium size, well filled Berries: Large, elongated Caliber: 20-25mm Brix: 17°-20° Texture: Firm and crunchy, thick skin Flavour: Slightly sweet with low acidity Colour: Black (purple)</p>
<p><i>Thompson</i></p> 	<p>From the Eastern Mediterranean, one of the oldest varieties of seedless table grapes and probably the most consumed in the world. Also called Sultanina.</p> <p>Bunch: Large, cylindrical or conical and compact. Weight can vary between 350-700g Berries: Elongated, medium sized and cylindrical shape Caliber: 16-22mm Brix: 17°-19° Texture: Crisp and consistent pulp Flavour: Marked, sweet and juicy Colour: Yellow-green.</p>

<p><i>Autumn Royal</i></p> 	<p>One of the most recent grape varieties. Bunch: From large to very large, conical 400-600g Berries: Large, purple-black, elongated, with a thin skin to thin and average Texture: Firm and crunchy pulp Caliber: 17-22mm Brix: 14°-19°</p>
<p><i>Crimson</i></p> 	<p>Obtained through the development program of the Agricultural Research Service from the US Department of Agriculture, in California. Cultivation started in 1989. Bunch: Elongated Texture: Firm and consistent pulp, allowing high durability Flavour: Juicy, with neutral taste and sweet aroma Colour: Reddish</p>
<p>Seeded Grapes</p>	
<p><i>Cardinal</i></p> 	<p>Original by E. Suyder and F. Harmon, California, crossing Flame Tokay with Ribier (A Lavallee). Introduced in Europe after World War II. One of the best seeded premature varieties. Berries: Large, spherical, crunchy pulp Colour: Reddish, not uniform Flavour: Pleasant, mild sweet</p>
<p><i>Victoria</i></p> 	<p>From Romania by Lapadatu. Seeded white grape, very productive, early (July/August). Bunch: Long and very populated, average weight 800-850g Berries: Large or medium-large, long with good taste, well appreciated for its taste and appearance Texture: Consistent, sweet, resistant to crushing and separation Caliber: 18-22mm Brix: 15°-18°</p>
<p><i>Italia</i></p> 	<p>White seeded grape variety. Originally from Italy with firm and sweet taste. Bunch: Medium sized, well filled and fragrant Berries: Large and oval Flavour: Pleasant, mild sweet</p>

<p><i>Red Globe</i></p> 	<p>Original by HP Olmoy Koyoma in Davis, California, since 1958. It is a red grape, rosy red, not homogeneous, with seeds.</p> <p>Bunch: Exceptionally large, conical dimensions in pyramidal shape, with half closed “wings”</p> <p>Berries: Large and spherical, consistent, with enough resistance to adversity</p> <p>Flavour: Sweet</p>
<p><i>Palieri</i></p> 	<p>It is a unique variety of M. Palieri resulting from A. Lavallee crossing with Red Malaga. Colored black/violet, with seeds, delayed, with harvest period that extends until November.</p> <p>Bunch: Attractive, long, medium and filled with an average weight of 600g</p> <p>Berries: Large and oval, consistent thickness that enable conservation and transport</p> <p>Texture: Crunchy pulp, durable, juicy and sweet</p> <p>Caliber: 17-20mm</p> <p>Brix: 14°-16°</p>
<p><i>Black Pearl</i></p> 	<p>Black seeded variety, California native, resistant to manipulation and transport.</p> <p>Bunch: Medium sized to large, well filled</p> <p>Berries: Big and elongated</p> <p>Flavour: Semi crispy pulp and neutral flavour</p> <p>Colour: Black</p>

Source: Own Elaboration, based on *Vale da Rosa* Website

Annex 2 – Harvesting Period (in Months) by Grape Variety



Source: *Vale da Rosa* Website

Annex 3 - Distinct Types of Packaging (Seeded and Seedless grapes)



- Padded lining placed at the bottom of the boxes.
- Inside the boxes, the bunches are packed in cardboard dividers or in carefully arranged plastic pouches or individual containers, according to the preferences of each customer.
- Dimensions: 40x30x14cm / 50x30x14cm / 60x40x15.5cm
- Weight: From 4.5 to 10 kg



Source: *Vale da Rosa* Website

Annex 4 - Interview with Engineer Joaquim Praxedes, General Manager at *Vale da Rosa* (Questions)

- **General Questions and the National Market:**

1. How does the system used in grape production work?
2. How is the harvesting, selection and packaging made?
3. How is the choice of packaging made?
4. How long do grapes last, on average, after harvest?
5. What is the company's positioning in the national market? What does *Vale da Rosa* brand stand for?
6. What strategies does *Vale da Rosa* use regarding product, place, promotion and price?
7. Who are the business partners in Portugal?

- ***Vale da Rosa* in International Markets:**

1. Currently, what is the volume of exports? Did it increase or decrease comparing with the previous year?
2. What are the most exported table grape varieties?
3. What are the precautions that should be taken with grapes to export?
4. How does the company establish contact with foreign markets? Is it directly addressed by other companies? Is it through the presence in fairs? Is *Vale da Rosa* who takes the first step?
5. In which fairs is *Vale da Rosa* present?
6. How are the fairs important for the business?
7. What are the best four international markets for *Vale da Rosa*?
8. How did the company reach these markets?
9. What is the used export mode (direct, indirect)?
10. What strategies does *Vale da Rosa* use concerning to the product, place, promotion and price?
11. Who are the business partners in these markets?
12. When exporting, does the company use its brand name?
13. How is the transport done to international markets? By boat, airplane, truck?
14. What are the barriers the company have encountered?
15. Does the company have new markets in mind?

Annex 5 - *Vale da Rosa* in the eyes of the press



Uva sem senão



Uvas em versão croché

09/07/2011 - 00:00



O sucesso das uvas sem grainha



Uvas que "dão 'show'" nas cadeias de supermercados