



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTERS IN MANAGEMENT (MIM)

MASTERS FINAL WORK

PROJECT

**INTERNATIONAL MARKETING PLAN FOR COMPANHIA DAS LEZÍRIAS:
WINE EXPORTATION TO THE BRAZILIAN MARKET**

BERNARDO RAMOS SUMMAVIELLE

MARCH - 2024



Lisbon School
of Economics
& Management
Universidade de Lisboa

Master in Management (MIM)

MASTERS FINAL WORK

PROJECT

INTERNATIONAL MARKETING PLAN FOR COMPANHIA DAS LEZÍRIAS: WINE EXPORTATION TO THE BRAZILIAN MARKET

BERNARDO RAMOS SUMMAVIELLE

SUPERVISOR: PROFESSOR BERNARDO T. CHAGAS

JURY:

PRESIDENT: PROF. JOSÉ MANUEL CRISTOVÃO VERÍSSIMO

RAPPORTEUR: PROF. MARIA CRISTINA DE ASSIS SALES PINTO BAPTISTA

SUPERVISOR: PROF BERNARDO CHAGAS

MARCH - 2024

**INTERNATIONAL MARKETING PLAN FOR COMPANHIA DAS LEZÍRIAS: WINE EXPORTATION TO THE
BRAZILIAN MARKET**

ACKNOWLEDGMENTS

First, I want to thank Professor Bernardo T. Chagas for his attention and guidance throughout the process.

To the entire team at Companhia das Lezírias, and especially to Eng. David Ferreira, a special thank you for your collaboration throughout the project.

I also want to thank my family and friends for their patience and support over the last few months.

Lastly, I want to thank my colleagues from ISEG for their collaborative spirit and mutual support over the last three semesters.

RESUMO

O presente Trabalho Final de Mestrado foi desenvolvido com a principal finalidade de elaborar e propor um plano de internacionalização que visa reforçar e expandir a atividade comercial da empresa Companhia das Lezírias. O plano centrou-se numa das principais áreas de atividade da empresa, a venda de vinhos, e teve como mercado alvo o mercado brasileiro.

Em 2022, 92% das vendas totais da empresa foram destinadas ao mercado nacional, dado este que acaba por realçar a reduzida expressividade do mercado internacional como canal de vendas da empresa, atualmente. Nesse sentido, foi identificada uma oportunidade para a empresa crescer e alavancar a sua atividade no estrangeiro através da exportação de vinho para o Brasil.

Relativamente à estrutura do projeto, procedeu-se primeiramente a uma análise ao ambiente interno e externo da empresa com o intuito de recolher e analisar as capacidades e competências da empresa e entender o seu enquadramento nacional e global.

Quanto à metodologia utilizada, foi adotado uma abordagem com base no estudo de caso, suportada por uma entrevista semiestruturada a um colaborador da empresa, onde foi recolhida informação essencial para formular a estratégia atendendo principalmente ao processo de expansão, distribuição e potenciais parcerias institucionais.

Desta forma, foi possível desenvolver uma estratégia que visou abordar os principais elementos associados a um processo de internacionalização, incluindo a estratégia de entrada no mercado estrangeiro, a identificação e avaliação de potenciais parceiros locais, a promoção e posicionamento da marca, e por fim o planeamento e controlo do projeto.

Palavras-chave: Companhia das Lezírias; internacionalização; Brasil; estratégia; mercado do vinho; plano de marketing.

INTERNATIONAL MARKETING PLAN FOR COMPANHIA DAS LEZÍRIAS: WINE EXPORTATION TO THE BRAZILIAN MARKET

ABSTRACT

The present Master's Final Work project was developed with the main objective of creating and proposing an internationalization plan aimed at strengthening and expanding the activities of the company Companhia das Lezírias. The plan focused on one of the company's core business activities, sale of wine products, with the Brazilian market being the target market.

In 2022, 92% of the total sales of the company were allocated to the domestic market, a fact that underscores the limited significance of the international market as a sales channel for the company at present. In this regard, it was identified the opportunity for the company to grow and boost its overseas activities through wine exportation to Brazil.

Regarding the projects structure, an analysis of the internal and external environment of the company was initially conducted to gather and spot the company's capabilities and competencies and understand its national and global context.

As for the methodology used, an approach based on the case study was adopted. By conducting a semi-structured interview to a collaborator of the company, it was possible to assemble essential information to formulate a strategy focused primarily on the expansion process, distribution, and potential institutional partnerships.

Therefore, it was possible to develop a strategy aimed at addressing the key elements associated with an internationalization process, including the strategy for entering the foreign market, the identification and evaluation of potential local partners, the promotion and positioning of the brand, and finally, the planning and control of the project.

Key words: Companhia das Lezírias, internationalization, Brazil, strategy, wine market; marketing plan.

TABLE OF CONTENTS

Acknowledgments	i
Resumo	ii
Abstract.....	iii
Table of Contents.....	iv
Table Index	vii
1. Introduction	8
Introduction to the Company	8
Aim of the Project.....	8
2. Literature review.....	9
2.1. Internationalization.....	9
2.1.1. Internationalization Concept.....	9
2.1.2. Motives to pursuit Internationalization.....	10
2.1.3. International Entry Modes	11
2.1.4. Internationalization drivers in the wine industry	13
2.2. Branding	14
2.2.1. Brand and Brand Equity	14
2.2.2. Marketing Plan	15
2.2.3. Wine Marketing.....	16
2.2.4. Wine Consumption Behaviour	16
2. Marketing Plan Structure.....	17
3. Research Questions and Methodology	18
3.1. Research Questions and Methodology Strategy.....	18
3.2. Data Collection Strategy.....	18
3.3. Sampling.....	19

3.4.	Data Analysis.....	20
4.	International Marketing Plan.....	21
4.1.	External Analysis.....	21
	PEST Analysis.....	21
	Political Factors	21
	Economic Factors	22
	Sociocultural Factors	23
	Technological Factors.....	23
	Microenvironment Analysis	24
4.2.	Internal Analysis.....	26
	Mission, Values, and Vision.....	26
	Human Recourses	26
	Financial Resources.....	27
4.3.	Current Marketing Mix (in Portugal)	28
	Product.....	28
	Price.....	31
	Placement.....	32
	Promotion	32
4.4.	SWOT/ TOWS Analysis	33
5.	Segmentation, Targeting, and Positioning.....	35
	Segmentation	35
	Targeting.....	35
	Positioning	36
6.	Marketing Plan Objectives – Brazilian Market	36
7.	Marketing Plan Tactics	37

8.	Planning, Budgeting and Control	38
	Planning and Budgeting.....	38
	Control.....	40
9.	Conclusions	41
	Appendices	47

TABLE INDEX

Table 1: ENTRY MODES	12
Table 2- Reference Framework	17
Table 3- Economic and Financial Analysis in some figures (thousands €).....	28
Table 4- List of products of Companhia das Lezírias	29
Table 5- SWOT Analysis	33
Table 6- TOWS Analysis	34
Table 7- Marketing Plan Objectives	36
Table 8- Marketing-mix Tactics	37
Table 9 - Planning and Budgeting	39

1. INTRODUCTION

Introduction to the Company

Founded in 1836 by a group of entrepreneurs and landowners, “Companhia das Lezírias do Tejo e do Sado” was the largest active agroforestry propriety in Portugal. The shareholder structure start dispersing during first half of the twentieth century, and in 1975 it ended up being nationalized and later evolved into a public limited company with exclusively public capital available, becoming the current Companhia das Lezírias.

Based in Samora Correia, next to the Reserva Natural do estuário do Tejo, its extensive area is divided by each of the company’s core business activities, close to 20000 hectares, those being sustainable forest management, wine and olive growing and agricultural production.

Companhia das Lezírias remains the largest agricultural company in the country, and due to its dimension, it has a considerable contribution to Portuguese state budget.

The company realizes how critical are the environmental issues regarding its industry and the importance to stand out when it comes to sustainability matters, embracing and enhancing its efforts on the company’s 2030 mission. CL believes that by investing and implementing sustainable activities on its business model allows them to create value on the long term.

Besides the public funding derived from the Common Agricultural Policy, the company generates revenue through the sales of its services and products, within the most relevant being rice, olive oil, wine, and the rural tourism services offered by the company. Currently, its exploring both domestic and international markets. The main client from where the Company exports the most are Brazil, Poland and Luxemburg with the principal exported products being wine and olive oil.

Aim of the Project

In today’s global business environment, it is crucial for enterprises to be aware of its options to maximize its profitability by expanding its market reach. The aim of this project

is to explore, analyse and conclude on potential new markets for the company “Companhia das Lezírias” to expand and diversify its reach by operating in new international marketplaces. Although the company, currently, operates in foreign markets like Brazil, Germany, France, and others where it exports wine and olive oil products. In 2022, the company exportation represented only 8% of its sales regarding the mentioned products.

After reaching to the wine and olive oil department of the company, it was confirmed the intention of increasing the exportation weight by rising the company’s sales outside its domestic market, with Brazil being in the priority market list.

In that regard, a business international plan will be developed and presented with the main purpose of addressing the company with a new target market in which it should invest and seek, so it can increase its potential revenue by tapping a new consumer base.

This study is going to focus only on the wine products as a way of promoting a higher attention to detail making it as efficient as possible, increasing the overall quality of the output regarding the work produced.

2. LITERATURE REVIEW

2.1. *Internationalization*

2.1.1. *Internationalization Concept*

There are various contexts where the concept of internationalization may arise, and where it may have different interpretations and definitions depending on the perspective in question. In this particular case study, it refers to the internationalization of firms and it can be described as the strategy used by a company when expanding its activity and taking its footprint overseas, aiming to develop a new revenue channel and increase its market share outside the organization’s home country, what can be characterized as the rise of a company’s engagement in international operations (Welch & Luostarinen, 1988).

Over the years, several definitions of the respective term have emerged from different authors, some of those examples being:

- Meyer (1996) defines internationalization as the process by which a company increases the level of its value-added activities outside of its home country.

- For Barber and Darder (2004), it is a process of strategic management in which companies access the changing conditions of the international environment and develop an organizational response that utilizes the available resources, consequently leading to international expense.

- Johanson & Vahlne (2009) affirm that internationalization is the process in which firms gradually increase their international environment.

Even though there is not a universal definition of a firm's internationalization concept, the vast majority align with the presence of their operations on an international scale and the pursuit of competitive advantage derived from it.

Therefore, it is crucial to understand what the main motives can be as well as the most common and effective ways for the firms to expand their business abroad, once it will have a big impact on the success of the internationalization process of a firm (Hill et al., 1990).

2.1.2. Motives to pursuit Internationalization

Typically, businesses start their operation within their home country, focusing on activities that create value in the home market. To (Bloodgood, 1996) , for a company to remain competitive in the market, is essential to expand its operation internationally, once it allows it to have access to international expertise, technologies, and innovations. Nevertheless, for a firm to become a multinational corporation, firstly, it is crucial to incorporate in it the right global perspective and mindset (Björkman, 1990).

To intensify the competition and face the current economic conditions, internationalization process can be the path to expedite their growth, enhance its competitive edge, and ensure

long term sustainability. There are a vast number of internal and external factors supporting a company's decision to operate on an international scale. Mwiti (2013) characterizes the first as related to influences from within the firm and the second ones are originated from the external environment whether it is domestic or foreign. Those depend on the respective stage of the internationalization process (Korsakiene & Baranauskiene, 2011). Within these factors, there exists numerous driver that are responsible for triggering internationalization, among them, new business opportunities, favourable exchange rates, and disadvantageous economic circumstances (Bell et al., 2001).

Based on the model presented by (Dunning, 2001) it is possible to divide the motives into different categories, those being market seeking, efficiency seeking, recourse seeking, and strategic asset seeking. These factors, according to Dunning's electric paradigm, also known as the OLI framework, provide a clear understanding of why companies choose to go operate abroad.

This model is quite useful for enterprises as it helps in identifying and understanding the primary reasons and motives for companies to embark on the expansion of their operations abroad, as well as the advantages that can come with such expansion.

2.1.3. International Entry Modes

There are several entry modes for a company to explore when taking its business abroad. The choice that the company needs to make, regarding this matter, will be influenced and shaped by an array of factors, among them, the Political, Economic, Social, Technological and Legal, making it a very complex decision to make. Nakos and Brouthers (2002) highlighted the choice of market entry mode as a critical strategic decision or firms that mean to expand their business abroad. This decision can be influenced by political risks, market size and growth outlook in destination country (Dunning, 2001). The major issues to face when moving the activity abroad, independently of the entry mode strategy picked, are related to the risk of the investment and the return, location choice, adaption to the environment and operation control (Yigang Pan & Tse, 2000).

Table 1 contains the most common and efficient methods used by firms to drive their business abroad. It shows what are the main advantages and disadvantages associated with each one. As we can see, the table considers Exporting, Licensing, Partnering, Acquisition and Greenfield ventures.

Table 1: ENTRY MODES

Type of Entry	Advantages	Disadvantages
Exporting	Fast entry, low risk	Low control, low local knowledge, negative impact of transportation
Licensing and Franchising	Fast entry, low cost, low risk	Less control, licensee may become a competitor, legal and regulatory possible issues
Partnering and Strategic Alliance	Shared costs reduce investment needed, less risk, seen as local entity	Integration problems between two corporate cultures
Acquisition	Fast entry, Known and established operations	High cost, integration issues with home office
Greenfield Venture	Gain local market knowledge, maximum control	High cost, high risk due the unknowns, slow entry due to setup time

Source: Shaker et al. (2000)

Exporting is the sale of products and services in foreign territory that are sourced in a firm's home country. It is one of the most common ones once it is the one that has the less risk associated, making it the best way to enter a new market specifically for companies going abroad for the first time (Root, 1994). It can be divided on direct and indirect exportation, where the first consists of a firm selling the product to a client on a foreign market through an agent or distributor. On the other hand, indirect exporting happens when an agent is assigned to introduce a certain product to a foreign market and coordinate foreign activities in that regard (Hollensen, 2017).

Licensing is a contractual arrangement that grants permission to a foreign firm to use industrial property, technical know-how skills, architectural and engineering plans, or any combination of these in a foreign market (Onkvisit & Shawn, 2004). On the other hand, franchising is a form of licensing in which the franchiser, the parent company, grants another firm, the franchisee, the right to do business following specific guidelines (Czinkota et al., 2004).

The partnership and strategic alliances represent another efficient entry mode for companies that consists of organizations collaborating to pursuit common goals. They are long term agreements, between two or more companies, to carry out certain operations for a shared gain and maximized performance by cost reduction, knowledge accession and market development (Peng, 2009)

Companies frequently opt for merging or acquiring, (M&A), new companies as a way to expedite their organic growth and at the same time a channel to strength and increase its market position and competitiveness, respectively (Sui & Peculea, 2016).

Lastly, there is a type of foreign direct investment in which a parent company decides to take advantage of an unexplored market in a foreign country by stabling and developing its operations entirely from scratch, greenfield ventures. Although greenfield investment and M&A are linked once they are considered both foreign direct investment (FDI), they are distinct. According to (Davies et al., 2016), greenfield rely exclusively on the company's internal abilities which are linked to the attributes of the host country. Nevertheless, it has both higher investment costs and risk associated with it, making it less attractive for companies when comparing to M&A (Muller, 2006).

2.1.4. Internationalization drivers in the wine industry

The wine industry has experienced a significant globalization, in the recent decades, marked by a rise in the proportion of the exportation ratio of the total global wine production. Last year, even with the industry being severally impacted due to the high inflation and supply chain disruptions, caused by the energy crisis, the value of global wine exports was highest ever recorded (Wine, 2023).

There are several factors that contribute to the boost of the international wine trade. The increase of the demand on Asian countries, and the rise of wine production on the world's largest countries can help explain this trend (Mariani, 2012).

Currently, Germany, United Kingdom, and United States of America lead the wine importation ranking, representing 39% of the world total value (International Organisation of Vine and Wine, 2023), being a possible target market option for companies to analyse and explore regarding its internationalization process.

2.2. Branding

2.2.1. Brand and Brand Equity

The term "brand" can be seen as the identity or image of any product, service, or company in the consumer's minds. It is considered an intangible asset and is composed by several components, that together create value for the company and represents a distinction factor that differentiates from its competitors. (Calvo & Calvo, 2012) argue that customers perceive a brand through different ways, considering both psychological aspects and organization attributes.

Nowadays, every enterprise is aware of how important and decisive it is to build and deliver a strong brand since it will represent a vital part of every business. According to (Keller, 1998), "a brand is a product that adds other dimensions to differentiate it in some way from other products designed to satisfy the same need". (Murphy, 1990) states that brand isn't just a tangible product, but also the exclusive propriety of a specific owner.

The brand equity of a company plays a key role on the success and impact of an organization, and it can be seen as the outcome of the brand management. It is crucial to plan and invest on developing certain aspects that differentiates it from the competition, either it is a logo, slogan, or a message. (Aaker, 2004) suggests that the power of a brand can be determined by all type of consumers experience, including feelings, information, attitudes, and perception. This way, it can represent an important intangible asset for the company which will be responsible for valuing the company and become a decision-making factor for the consumers over other players within the same industry.

Due to its actual importance, this term has been enhanced by many different authors from different perspectives over the past years. To (Aaker, 1991) it represents a set of assets and liabilities linked to a brand that have the power to add or subtract value from the product provided either for the company or the consumer. (Kotler & Keller, 2016) states that brand equity is the extra value attributed by consumer to the products and services offered by a certain company, reflecting the connection between brand and consumer which can influence the price, market share and overall profitability, regarding the brand. Then, to enhance the main idea of the brand equity as a crucial key point of differentiation for the consumers, the approach of (Yoo et al., 2000) defines brand equity as the difference in consumer choice between two products with similar characteristics besides the name and the brand, one being branded product and other not.

2.2.2. Marketing Plan

According to (Wood, 2017), marketing plan is an organized process resulting in a series of coordinated decisions and actions adapted for a specific organization within a designated period. The author also refers that it shall be dynamic and adjusted to the needs of its consumers. Then, organizations are employing brand managements strategies to achieve their goals within the evolving business landscape (Kotler & Keller, 2009). This represents a big challenge once it is an ongoing project due to the world being constantly changing and consequently the markets dynamics and individuals' preferences being replaced by new ones. In the international marketing context, to (Hollensen, 2017), the main goal is to create sustainable competitive advantages for companies in the global market.

(Kotler & Armstrong, 2018) state that marketing plan requires selecting marketing strategies that will assist the company on achieving its strategic goals. It can be seen as a corporate, strategic, or tactical tool (Cateora & Ghauri, 2011).

There are several frameworks designed by different authors to help creating impactful strategies that effectively adapts to continuously shifting market demands since it identifies the crucial elements to consider when developing a strategy. By doing that you are increasing the chances of achieving you market strategy goals and consequently success for your business.

The framework we are basing our case study on is the 4Ps also referred to as the marketing mix, proposed by McCarthy (1960). The model approaches the four most essential factors regarding marketing, the Product, Price, Place and Promotion. Due to the complexity of the marketing environment. Later, the model has been updated and, currently it counts with two other elements, the People and Process. All of them are interrelated and impact each one of the total seven that compose the model. This powerful tool will be described and used further as it will be adapted to the target organization of this case study.

2.2.3. Wine Marketing

The success of winemaking companies is not solely determined by on the quality of their wines. There are several other factors that have been gaining significance when it comes to the success and growth of these enterprises (Spawton, 1990). The marketing of wine products should centre on differentiating aspects that influence the consumer's decision-making process. Such elements like the packaging and labelling (Barber & Almanza, 2006), wine events, and wine tourism activities are intrinsically linked to the promotion and exposure, playing a crucial role in the consumer's choice. (Moulton & Lapsley, 2001)

2.2.4. Wine Consumption Behaviour

Given the highly competitive nature of the wine industry, companies feel the need to seek and explore diverse markets that are aligned with the characteristics of their wines, thereby allowing their products to stand out. This requires the companies to perform studies and analyses the different consumer preferences and profiles within each respective market (Spawton, 1990).

(Peter & Olson, 2008) define consumer behaviour as the examination of the psychological, social, and physical behaviours involved when individuals purchase, utilize, and discard products, ideas, and services. (Solomon, 2006) defines it as the study of the process involved when individuals or groups select and dispose products or services to satisfy needs and desires. Studying those individuals and groups provides key

indications for improving or introducing new products or service as well as setting prices and developing other market activities (Kotler & Armstrong, 2008).

Regarding the wine industry, wine consumption behaviour is driven by different elements are considered decisive when it comes to the choice of buying a certain wine. The consumer's experience, the notoriety of the brand, label and package of the wine are crucial factors for the wine consumer (Brata & Chiciudean, 2022). More recently another factor that has been gaining weight on the consumers preference is sustainability whether it is manifested on its production methods or in its local origin (Schäufele & Hamm, 2017).

2. *Marketing Plan Structure*

Table 2- Reference Framework

Marketing Plan Structure	Authors
Internationalization	(Meyer, 1996); (Barber & Darder, 2004); (Johansen & Vahlne, 2009); (Root, 1994) (Hollensen, 2017).
International Marketing	(Wood, 2017); (Kotler & Armstrong, 2008); (Hollensen, 2017); (Kotler & Keller, 2009)
Analysis of the Situation:	
• External Analysis	(Kotler & Armstrong, 2018); (Wood, 2017)
• Internal Analysis	
SWOT/ TOWS Analysis	(Kotler & Armstrong, 2008)
Segmentation, Targeting, and Positioning	(Wood, 2017)

Marketing-mix	(Kotler & Armstrong, 2018); (Cateora & Ghauri, 2011)
Planning and Control	(Wood, 2017); (Kotler & Armstrong, 2018)

Source: Self-elaboration

3. *Research Questions and Methodology*

3.1. Research Questions and Methodology Strategy

First, the research questions were defined, aiming to address the relevant aspects based on the information to be gathered and organized regarding this marketing plan.

1. How can Internationalization boost and leverage both the company's activity and brand recognition?
2. Why is Brazil an ideal market for the company to expand its activity?

In this chapter, the methodology chosen to support this project and achieve the goals proposed is introduced. Due to the nature of the project, there are some crucial questions that come with the main topic "Internationalization plan for *Companhia das Lezírias*: Wine exportation to Brazil" among which the arise of the questions of "why" and "how" the plan will be addressed. To (Yin, 2015), the most effective research strategy to give answer to those question as well as support and explore a real-world topic is case studies. It can be described as a set of techniques linked to the data collection process and the analysis strategies, based on the characteristics of the event being studied (Yin, 2005).

3.2. Data Collection Strategy

Data collection is a crucial step for any research analysis, once the conclusions that are going to be drawn, further in the project, strongly depend on the quality and reliability of the respective data compilation. It can be divided between primary and secondary data,

in which the first give us access to first-hand information and the second contains information interpreted derived from another primary source.

The process of collecting primary data was conducted through a semi-structured interview with David Ferreira, Director of the Wine and Olive Department of the company, where the focus was gathering the relevant information regarding the present year of activity and the current state of CL, alongside with crucial insights related to its previous internationalization cases. The qualitative analysis of this interview was conducted using the MAXQDA software.

Then, an online survey was conducted to gather information regarding the profile and preferences of the Brazilian consumer and their willingness to try and purchase new wines in the market, and to drive insights into the recognition of the *Companhia das Lezírias* brand in Brazil. It was developed through the website docs.google.com, and disseminated and shared through WhatsApp, targeting several groups of potential Brazilian consumers.

To complement that, an extensive research was carried out on several secondary sources of information, including the company's website, scientific articles, media interviews and articles, and blogs.

By combining different data sources, we can validate the accuracy and reliability of the information collected and enhance the credibility of the project by gathering multiples perspectives contributing to a holistic and well-supported comprehension of the subject.

3.3. *Sampling*

The questionnaire sampling adopted a non-probabilistic, convenience approach, employing sampling techniques designed to gather a sample that would facilitate the achievement of the project goals (Saunders et al., 2009). After the questionnaire was posted online, a total of 54 responses were collected, all of which were deemed valid for the final sample.

Regarding the sample's characterization, among the 54 individuals surveyed, 64.2% identify as male, while the remaining 35,8% identify as female. As for the dominant age groups among the respondents, those aged 25-34 and 35-44 stand out.

Furthermore, it was concluded that most respondents have concluded higher education, and concerning monthly income, 62,3% of individuals indicate earning up to 10 minimum wages.

3.4. Data Analysis

Interview Analysis

With the help of MAXQDA software, a comprehensive qualitative analysis was performed on the interview conducted with the director of the wine and olive department of the company. The primary aim was to systematically organize and extract key insights from the interview. The discussed themes were grouped and classified through the implementation of a coding system, thereby facilitating the interpretation and comprehension of information derived from the responses in the interview.

There were generated a total of 80 codes, facilitating the identification and conclusive understanding of the principal themes emphasized by the company during the interview, such as, for example, “Legal and Regular Environment”, “Promotional Strategies”, and “Budget Allocation”, which were three of the topics most frequently addressed during the interview, helping to draw some conclusion and highlight the core points and matters regarding the company’s operations concerning the productions and sales of wine. This list of codes is included in the appendix and, along with another tool provided by this software, the word cloud, useful for detecting the most frequently used words and drawing conclusions about the focus and direction of the interview. This can be seen in Appendix C, D, and E

Online Survey Analysis

Based on the responses to the online questionnaire, significant conclusions were drawn aimed not only at comprehending the profile of the Brazilian consumer but also assessing the market receptiveness to new wines, particularly Portuguese varieties in this instance.

In this regard, there are several key points to retain from the questionnaire analysis. On the subject of the familiarity with the Portuguese wine brands available in the Brazilian market, 58.5% answered negatively, and concerning the opportunity to have tasted a wine produced in Portugal, only 45,3% responded affirmatively.

Then, as for the availability and willingness to try new wines, 86,8% of respondents opt for both “some availability” and “great availability”, and with respect to the maximum price each individual is willing to pay for a new wine in the market, the price ranges most relevant among the responses, 10-19,99€ accounted for the 66% of the total responses, and the range of 5-9,99€ with 28,3%. This willingness remains unchanged regardless of whether it is a domestic or imported wine for 90.6% of individuals.

Summing up, the characteristics considered crucial in the purchasing decision process, as indicated by the majority, include “brand”, “price”, and “label and packaging”. Furthermore, regarding the preferred venues for wine acquisition, the option that stood out were “hypermarkets/supermarkets”, “online stores”, “wine shops”.

The graphic representation illustrating the outcomes derived from the responses to these question can be found in Appendix F.

4. International Marketing Plan

4.1. External Analysis

PEST Analysis

Performing a PEST Analysis is key to access external information needed in the context of strategic planning and business decision-making. It considers the main macro-environmental factors that can impact an organization. Since the project is focused on the internationalization to the Brazilian market, the framework will be adapted to better understand the Brazilian context.

Political Factors

Brazil is the number one power force in South America and one of the largest democracies in the world, showing great potential to become a world reference in the global trade and commerce due to its natural resources richness and the broad-based industrial sector.

However, that is not the prevailing trend observed in the country over the recent years. On the contrary, the country has been facing and suffering from a series of events and factors that constrain and impede its progression in terms of its developing and achieving its objectives. Political and social tensions, high levels of corruption and crime, and the inefficient public policies are among the primary factors that have characterized the country recent context.

The start of the leftwing former president Luiz Inácio Lula da Silva new mandate in the beginning of 2023 has shown some political stability followed by promising and optimistic indicators in the short-term. Compromised with implementing a more fiscally expansionary and less market-oriented economic policy, it is likely that a new fiscal framework will be introduced to help achieve this goal.

Another crucial factor is related to the trade agreement between the Mercosur, (Mercosul in Portuguese), countries and European Union, already agreed by both parties. This agreement would allow European countries free access to South American industrial markets through the elimination of custom duties and extensive liberalization of goods trade. This will positively and directly impact not only national exports but also employment and the competitiveness of the companies, which will lead into economic growth.

Economic Factors

The last economic results show really good indicators regarding Brazil's economic growth in 2023. According to the International Monetary Fund (2023) revision for global economic performance, Brazil was one of the countries with a higher gross domestic product expansion than the one expected, with a projected growth of 3.1%, and an estimated growth of 1.5% for 2024.

The main drivers identified as explicatory factors of this growth are the expansion of agriculture activities, the resilience of the service sector, and the consumption increase sustained by the fiscal stimuli from the Lula's administration.

Beyond the mentioned facts, the country also benefited from a favorable international context, particularly with the reopening of China, boosting its exports significantly. Then,

another surprising trend was the inflation, which was lower than most of its peer nations. Finally, the low rates and the fall of the unemployment rate were crucial to accelerate the demand and alleviate the consumers in debt.

Sociocultural Factors

Brazil is the largest country both in population and area in South America and is greatly shaped by its diverse cultural and geography. Understanding its society context and the values that prevail in the country is crucial before making business in the country. Building relationships and strong connections with partners is a vital element of success.

Although the country has made significant economic and social progress in the past decades, poverty, and the gap between the rich and poor is still evident nowadays and remains a big challenge for the actual government. There is still a long way to go in this regard with a prioritized emphasis particularly in the concerning issues identified in education, housing, and health care. The repercussion of these result in thousands of people, including children, living and working in dreadful conditions exposed to drugs and crime.

However, with the recent economic development and the current social welfare program “La Bolsa Familia” have been very important in addressing the aforementioned challenges and further driving the growth and prosperity of the middle class, contributing to an increase of the demand, propelling domestic production, and facilitating job creation.

Technological Factors

The innovation and progress in the digital development are shaping the future trajectory of any country since it has a great impact on several facets of a country development. Countries that prioritize the investment in technological advance will be able to stay competitive in the modern world and therefore set themselves for a sustained economic growth.

Brazil, when compared to other large nations, is still exhibiting a delay when it comes to the technological infrastructure as well as the investment in its advance. The country

has incurred significant cost due to its technological backwardness mainly in its exports portfolio over the past year as a result of its low added values to its products.

Thus, is crucial that Brazil increase and accelerate the investment and progress of its technological development to promote innovation and efficiency of its domestic production, otherwise, it will continue to generate limited outcomes in its productivity and consequently slow economic growth.

Microenvironment Analysis

The Wine Industry in Brazil

The year of 2020 was an important and interesting one for the wine industry in Brazil. While the global consumption experienced a 3% decrease compared to the previous year, wine consumption in Brazil showed a significant increase of 18,3% and has been improving since then. According to the Wine Intelligence Global Compass Classification Model 2021, the country moved 12 places in the ranking, becoming 14th most attractive wine market in the world and forecast is for the country continue to grow over the next years.

There are several factors that contributed to the growth and expansion of this sector in the country and perhaps one of the most relevant is the fact that both importers and domestic producers have been investing in products with high quality and also the fact that an increasingly number of players is developing and making use of latest technology to build a stronger and more efficient contact with consumer through e-commerce, for example. The greater appreciation of wine culture, the emergence of new enthusiasts and a growing middle class with the purchasing power to acquire both domestic and imported wine are also driving factors in this market.

Competitive Analysis

Currently there are over 60 thousand different labels entering the market every year, making it very challenging and complex for wine brand to conquer their space in the mind of the consumer. That why it is crucial for every brand, when entering the Brazilian

market, to build a strong and differentiated brand in order to compete and vie for market share with the already established brands in the market.

The national brands have experienced growth, jumping positions in the preferences of the Brazilian consumers. This can be attributed to the increase of the investment made in technology, research and oenology knowledge rising the recognition and quality of their wines. Thus, regarding the domestic market, there are 3 dominating wine manufacturing companies, those being Miolo Wine group, Salton, and Vinícola Aurora.

On the other side, Brazil imports a very significant amount of wine, estimating that, as of today, around 70% of the wine consumed in the country is imported. This reality results in an extremely competitive market, forcing international brands to invest and develop a highly effective strategy that combines the crucial elements of success of any product such as product quality, price, distribution channel, and promotion. It is worth noting that imported goods are subject to tariffs that requires exporters to adjust the pricing of their products to keep them viable.

Last year, Argentina Chile, and Portugal were the main exporters of wine to the country. According to the WineFun magazine, the reason for the success of these wine within the Brazilian market is the price. These three exporting countries share a common strategy, the majority of the wine exported is sold at a price below the average market price, distinguish themselves in the quality-price category.

Given this context, some examples, worth to mention, of brands leading sales in their respective categories are the Chilean brand Casillero del Diablo from the renowned producer Concha Y Toro, a leader in Brazilian imports. Additionally, the Portuguese brand Casal García, and the Argentinian brand Malbec have also achieved prominence in the market.

Customer Profile

According to ADEGA magazine (2019), the majority of wine consumer base is aged between 18-34 years old and is predominantly male. The majority of its consumption is concentrated in the South and Southeast of the country.

The wine consumption trends of the Brazilian consumer have been changing over the last decade and one evidence of that is the growing preference for wine as the favored alcoholic beverage, even though beer maintains the top position in this ranking. There is still a lot of misinformation regarding the type and quality of the different wines, therefore the customers heavily base their purchasing decisions on the marketing and the feedback about specific wines found on websites and wine-related applications. As for the types of wines, 71% of the wine consumed refers to red wine, followed by white wine, and finally, rosé wine, despite it representing the highest growth among the three.

4.2. Internal Analysis

Mission, Values, and Vision

The mission of *Companhia das Lezírias* is to promote the research and preservation of the nature capital, thereby driving innovation in providing sustainable agroforestry goods and environmental services, as well as sustainable and regionally tourism services to society.

The core values that the company represents to support and contribute to the accomplishment of its mission are Pride, Competency, Public Service, Biodiversity, and Sustainability.

Currently, the company is committed in achieving the aspirations enhanced in its 2030 Vision which are strongly related to innovation and sustainability. It involves managing agroforestry spaces of high value on a sustainable and efficient basis, along with promoting and capitalizing on ecosystem services, knowledge, and innovation by developing economic activities based on the natural and human capital of the company in partnership with the society.

Human Recourses

The company, based on data from 2022 reports, has currently 86 permanent employers, a figure that has experienced a slight decrease in the last four years of activity, during which the count of permanent staff, in 2019, stood at 93. All the 86 members of

the workforce have stable employment contracts and are covered by a collective bargaining agreement.

Regarding the characterization of the company's labour force, the male employers represent 66% of the total 86 workers, while the female represents 34%. In respect to the age diversity, it is possible to conclude that 84% of the worker covers the age spectrum of 35-60 years. Additionally, the average age of a female worker is 47 years old and 46 for the males.

The employment development and organization growth are considered crucial for the firm. Therefore, in 2022, there were allocated 1.145 hours to employees and administration staff, which represents an increase of 39% compared to last year's number of training hours.

Financial Resources

After analysing the last four years of the company's financial reports, it is possible to draw some conclusions in respect to both financial wealth and performance aspects of the business.

For almost two decades, *Companhia das Lezírias* has been giving sequence to a very positive trend, result of its solid and efficient management, by achieving a positive net result, 2.231 million euros for the 2022 year, as evidenced in 2022 annual report. It is noteworthy that the year in question was marked by a high level of uncertainty mainly due to the intensification of the effects related to climate changes, alongside with the negative impacts caused from the pandemic and the conflict in Europe. These factors, according to the 2022 annual report, may have contributed to the challenging year regarding the business volume which reflected a negative variation of 19% compared to 2021, with sales playing a substantial role with a negative variation of 128% on the overall turnover, representing a decrease of about 2 million euros. This helps explain the decrease of 400 thousand euros in the net income and the negative variation of the EBITDA of 11% relative to the preceding year.

Nevertheless, it is worth highlighting the positive variations, particularly in cash availability, which increased by 12%, reaching 11.5M euros. Additionally, there was 3%

increase in equity compared to the previous year, 2021. An important driver of these positive figures was the increase in investment by approximately 45% compared to the previous year, 2021, totalling 1 million euros funded only by equity. This information is demonstrated in the 2022 and 2021 annual reports.

Table 3- Economic and Financial Analysis in some figures (thousands €)

	2019	2020	2021	2022
Sales	6.498	4.492	3.405	5.575
Business Volume	10.202	7.940	9.113	7.415
EBITDA	5.280	3.945	4.399	3.906
Net Income	3.328	2.324	2.633	2.231

Source: Companhia das Lezírias Annual Reports_2019, 2020, 2021, 2022

4.3. Current Marketing Mix (in Portugal)

Product

Companhia das Lezírias offers an extensive catalog of wines. The winery is situated in *Herdade de Catapereiro*, in the Charneca region, benefiting from its fertile soils capable of producing high-quality wines. Despite its vineyards being in a less productive zone, compared to other areas in Ribatejo, it is where the grapevines yield the finest wine.

The range of wines produced by the company encompasses reds, whites, rosés, sparkling wines, and late harvests, and it is organized into three different brands. This strategy, according to David Ferreira, represents a method of positioning and marketing segmentation. By dividing the product in three different brands, it is possible to highlight different characteristics and aspects that allow to meet and reach different target audiences and market segments.

Herdade de Catapereiro, an olive and wine brand; the Tyto Alba label, which is more focused on organic wines with a greater emphasis on the brand promotion; the brand Séries Singulares, which consists of limited edition tailored at a more premium market, and finally, the 1836 brand, targeted towards an increasingly premium market segment, and aims to exploit the niche of collector's market.

The list of products currently constituting the company's catalog is presented in Table 4.

Table 4- List of products of Companhia das Lezírias

Product	Grape Varieties	Characteristics
Herdade de Catapereiro: Red	Alicante, Bouschet, Aragonez	Rich, full-bodied, highly balanced, robust structure
Herdade de Catapereiro: White	Sauvignon Blanc, Fernão Pires	Fresh and smooth
Herdade de Catapereiro: Reserve red	Touriga Nacional, Alicante Bouschet, Merlot	Complex aroma with notes of ripe fruits and spices
Tyto Alba Vinhas Protegidas - Touriga Nacional	Touriga Nacional	Deep and candid aroma, with typical notes of bergamot and rosemary
Tyto Alba Vinhas Protegidas BIOLÓGICO- Alicante Bouschet	Alicante Bouschet	Engaging and elegant, with a well-present acidity

Tyto Alba Vinhas Protegidas: Red	Touriga Nacional, Touriga Franca, Alicante Bouschet	Notes of fresh wild fruit, and slightly mentholated nuances
Tyto Alba Vinhas Protegidas: White	Fernão Pires, Verdelho	Notes of citrus and tropical fruits, with backdrop of floral notes like pollen
Tyto Alba Vinhas Protegidas: Rosé	Touriga Nacional, Merlot	Enveloping, silky, very fresh, with a persistent finish
Tyto Alba Vinhas Protegidas: Sauvignon Blanc	Sauvignon Blanc	Typical fruity aroma of the grape variety, balanced by subtle boxwood notes
Tyto Alba Vinhas Protegidas: Moscatel Galego	Moscatel Galego	Engaging with vibrant freshness
Tyto Alba Vinhas Protegidas: Merlot	Merlot	Notes of blackcurrant and wild berries, accompanied by subtle hints of smoked paprika
Séries Singulares Castelão	Castelão	Elegant and smooth in a wine with a very interesting character
Séries Singulares Moscatel Galego	Moscatel Galego	Elegant, smooth, and acidic, this wine processes a very intriguing character
Séries Singulares Fernão Pires	Fernão Pires	Full-bodied and enveloping, this wine boasts a truly captivating character

1836 Grande Reserva Branco - Fernão Pires	Fernão Pires	Engaging, intense, and ripe. Robust tannin structure
1836 Grande Reserva- Alicante Bouschet	Alicante Bouschet	Engaging, intense and mature. Flavorful finish of black wild berries and notes of spice

Source: Self-elaboration

Price

The company distinguishes and tailors its pricing strategies according to the different brands it offers to its customers. These are distributed across different categories, including economically priced wines, high quality wines, and wines with limited quantities, of high added value.

Regarding the brand Herdade do Catapereiro, it falls under the category of economically valued wines, where price is the most important variable and should not differ significantly from other direct competitors. The main goal is to present a wine with a good price/quality ratio.

The Tyto Alba brand is strategically positioned as a high-quality wine brand by the commercial department, to enhance its differentiation and increase the brand identity. Here, it is essential to identify the wines target's audience and study the consumer profile in order to adjust the price to the purchasing power of the respective target audience.

Finally, the 1838 and Séries Singulares brands are high-quality, added-value products, produced in limited quantities, aimed to market niches identified by the commercial department.

The different strategies implemented by the company share several general objectives, regardless of the category. These objectives include:

- Grow in Value (€);

- Continuing brand implementation in the National market, increasing recognition of CL brands;
- Positioning as a reference in Tejo Region Wines and Nationally;
- Gain market share;
- Continuing to offer consumers products with added value.

Placement

According to David Ferreira, the distribution is carried out through an internally managed network within the company, composed of various intermediaries that cover the different geographic zones across Portugal. Companhia das Lezírias is only responsible for delivering its products to its distribution network, and these intermediaries ensure the logistical process of distributing the products to end consumers through their designated distribution channels. The oversight is exclusively conducted through a sales representative, tasked with managing the entire process nationwide. This represents the main challenging for the company, as the commercial often finds himself overloaded, potentially impacting the quality of the work performed.

Promotion

The company allocates the majority of its budget designated for promotional and marketing campaigns to its wine sector. The strategy involves actively participating in several national and international wine related events deemed significant by the company to enhance brand visibility. Simultaneously, the company actively promotes its products through diverse communication channels such as magazines, television advertisements, and other online platforms including blogs and social media. It is noteworthy that, currently, the company lacks a marketing department, or someone specialized in marketing, which from the company's perspective, negatively impacts the efficiency and reach of its promotional and communication strategies. All the information covered above was disclosed by the Director of the Wine Department.

4.4. SWOT/ TOWS Analysis

Table 3 provides the SWOT analysis performed to *Companhia das Lezírias*, used to identify the business core strengths, weaknesses, opportunities, and threats with the main purposes of evaluating the competitive position of the company and develop new strategies.

After gathering all the key information to assemble the SWOT table, we can focus on extend that analysis and draw some conclusions from it by creating an action plan with specific responses and action based on an analysis that incorporate and interconnects the internal and external environment. Thus, the company can benefit from strategies that not only capitalize its opportunities and strengths but also mitigate its threats and weaknesses, (Table 6).

Table 5- SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Commitment to sustainable practices; • Diverse wine offerings in the catalog; • Investment in process innovation; • Sites located in protected and classified areas; • International awards and recognition of CL products. 	<ul style="list-style-type: none"> • Climate conditions with a significant impact on productivity levels; • Limited external relationships; • Highly dependent on the domestic market, • Room to explore in expanding the CL brand.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increasing consumption of wine in emerging markets; • Increasing recognition of Portuguese wines internationally; 	<ul style="list-style-type: none"> • Increasing competition both on domestic and international markets; • Recent negative trend in wine consumption, globally;

<ul style="list-style-type: none"> • Rising demand for enotourism activities in Portugal. 	<ul style="list-style-type: none"> • Increase in restrictions on the communication and promotion of wine in several countries.
--	---

Source: Self-elaboration

Table 6- TOWS Analysis

STRATEGIES	
STRENGTHS/OPPORTUNITIES	WEAKNESSES/ OPPORTUNITIES
<ul style="list-style-type: none"> • Grow its Eco-conscious consumer base by continuing its commitment sustainable viticulture practices. • Explore and expand its brand position in new emerging international markets. 	<ul style="list-style-type: none"> • Invest in digital marketing to develop and enhance the company’s online presence and reach new consumer bases.
STRENGTHS/ THREATS	WEAKNESSES/ THREATS
<ul style="list-style-type: none"> • Explore new segments and expand its portfolio of wines in order to appeal to new customer bases. 	<ul style="list-style-type: none"> • Establish strategic alliances with well-established distributors to facilitate and improve market penetration in new target markets.

Source: Self-elaboration

5. SEGMENTATION, TARGETING, AND POSITIONING

Segmentation

Market segmentation seeks to identify different groups of consumers and enable companies to target the ones which perceive the value in its products, minimizing its risk. It consists of dividing the market into distinct groups of consumers who manifest varied needs, characteristics, and behaviours (Kotler & Armstrong, 2018). This project will be grounded on the following segmentation variables.

- Demographic variable: Individuals of both male and female genders, aged above the legal drinking age of 18, belonging to socioeconomics classes B, C, and D in Brazil.
- Geographic variable: Residents in Brazil, with a focus on the states where the wine consumptions is more prominent.
- Psychographic variable: Individuals who appreciate and seek enjoyable experiences, complemented by a fine glass of wine or cocktail fostering a relaxed and celebratory ambiance. Alternatively, those who simply enjoy pairing their meals with the unique flavour of wine.
- Behavioural variable: Enthusiasts and consumers of wine, whether it is on a regular or sporadic basis, interested in experimenting new and different wines.

Targeting

Regarding the target audience aimed to reach by the company's internationalization, the brand Companhia das Lezírias, will align with strategy implemented in its country of origin. It encompasses both male and female individuals aged 18 and above, ranging from experienced connoisseurs of fine wines to young consumers seeking new experiences.

From a geographical standpoint, emphasis will be placed on states with higher population density and significant prominence in wine consumption.

Positioning

Finally, it's crucial to define how the Companhia das Lezírias brand will position itself in the Brazilian market in order to maximize its promotion and the value added to its product by the potential customers. In this regard, the brand will position itself as a Portuguese brand, distinctive factor from its competitors in the market, benefiting from the increasing international recognition of the Portuguese wines. Then, it will collaborate and be present at various wine events in the country, ranging from trade fairs to other types of promotional campaigns. This approach will not only be vital to attract new clients, but also very important since it will allow the company to have the possibility to meet and establish commercial relationships with local partners, a key factor for the brand's success in Brazil.

6. MARKETING PLAN OBJECTIVES – BRAZILIAN MARKET

Through the present proposed marketing plan, the intention is achieving the following outlined goals, categorizing them into qualitative and quantitative objectives (Table 7).

Table 7- Marketing Plan Objectives

Qualitative Objectives	Quantitative Objectives
<ul style="list-style-type: none"> • Enhance brand awareness in Portugal and abroad; • Improve the company's competitive position in international markets; • Expand and optimize communication channels; • Establish Companhia das Lezírias brand as a premier representation of 	<ul style="list-style-type: none"> • Increase the contribution of exports to the overall sales volume by 50%; • Establish a marketing department within the company; • Increase budget for marketing and promotional activities by 30%

Portuguese wines in the Brazilian market.

- Increase the prominence of online platforms in the company’s sales strategy.

Source: Self-elaboration

7. MARKETING PLAN TACTICS

A series of strategies has been outlined for each facet of the marketing mix proposed for the corresponding internationalization process. These strategies are considered the most suitable to achieve the stated objectives, according to all the information gathered and analyzed throughout this project.

Table 8- Marketing-mix Tactics

Product	
A1	Maintain the development of the current products;
A2	Focus on developing light and refreshing wines, to better satisfy the needs of Brazilians consumers;
A3	Customized labels and packaging tailored to fit the Brazilian context;
Price	
B1	Incorporate the new costs associated with international distribution logistics into the current pricing strategy;
B2	Initially, differentiate the product through pricing by offering more attractive prices compared to direct competitors, by offering special prices or discounts;

B3	Rise, progressively, the profitability of its products by incrementally increasing the final price as the company gains market share;
Placement	
C1	Direct exportation through local distribution channels, coupled with the establishment of partnerships with importers and specialized distributors (restaurants, retail stores, and clubs of wine);
C2	Invest in establishing presence on major online wine retail platforms, such as Evino, Wine, and Amazon;
C3	Empower a sales representative to oversee and ensure the efficiency of the distribution process in the Brazilian market;
Promotion	
D1	Paid advertisements on the online wine Platforms where the company will be present;
D2	Presence in reference wine blogs and magazines in the main areas where the brand will be active;
D3	Partnerships with critics and other media personalities linked to the world of wines in Brazil;
D4	Reinforcement of presence on social media, especially Instagram;
D5	Increase presence and reach at major fairs and events in Brazil and around the world.

Source: Self-elaboration

8. PLANNING, BUDGETING AND CONTROL

Planning and Budgeting

Table 9 comprises the organization and scheduling of the proposed tactics outlined above, with the aim of developing an action plan for the company to implement,

throughout the year 2025, the strategies considered crucial in order to achieve success in this new market.

Regarding the budgeting of the project, it was projected based on the percentage that should be allocated to each area of the marketing mix, given its relevance within the marketing plan.

Table 9 - Planning and Budgeting

Action	Tactics	2025												Budget	
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		
PRODUCT	A1, A3														30%
	A2														
PRICE	B1														10%
	B2														
	B3														
PLACEMENT	C1, C2, C3														30%
PROMOTION	D1, D2, D3														30%
	D4, D5														

Source: Self-elaboration

Control

The main challenge identified by the company in the field of wine production and marketing is the distribution process. This is primarily attributed to the fact that the company, currently, relies only on a single individual to oversee and monopolize the entirety of this process, posing a constraint on its quality and efficiency.

Thus, to ensure the success of one of the most pivotal stages of this plan, it is imperative to appoint a dedicated commercial leader to be in charge of the monitoring of commercial activities in foreign countries.

Furthermore, this shall be leveraged by methods or processes capable of evaluating the activity and performance of the company's activity in foreign markets. For instance, the implementation of semi-annual key performance indicators regarding volume of sales, revenues, and net profit margins would contribute to an efficient monitoring and assessment process.

9. CONCLUSIONS

This project was carried out with the aim of outlining an internationalization proposal for the Brazilian market on behalf of the company Companhia das Lezírias. To achieve this, it was based on a structure consistent with a marketing plan, with the objective of defining and establishing goals and strategies aligned with the current state and needs of the company and industry where it operates, the wine sector.

The wine industry in Portugal, currently, is an aggressive and highly competitive structure concerning the volume of the offering and the intensity of the competition, extending beyond the national sphere to encompass diverse regions where vineyard producers are dispersed across the country. In this context, the domestic market, in several cases, ends up being insufficient for the company to fully distribute its product.

In the case of Companhia das Lezírias, it perceives the internationalization process as a substantial opportunity for both brand growth and expansion and overall business development. The company considers that its wine has the quality and characteristics needed to satisfy consumers preferences in several markets beyond Portugal. After receiving feedback on the primary markets identified by the company as prospective targets, the Brazilian market has surfaced as a substantial opportunity with great potential for investment. This decision was based on the alignment of the company's characteristics with the market itself. In this regard, an in-depth analysis of the Brazilian market and its external environment was conducted in order to develop a marketing plan and outline the measures deemed appropriate to the profile of the Brazilian consumer, aiming to maximize the chance of success of the CL wines abroad.

The methodology adopted in the current project allowed the collection of data at both qualitative and quantitative levels through various data collections methods. It was possible to gather and analyze crucial information for the development of the project, such as the current situation of the company and its main characteristics, current trends of the Brazilian market, characteristics of the Brazilian consumer, among others.

Regarding the external analysis of the company, a PEST analysis was conducted in order to identify and analyze the main variables capable of affecting the company's activity in the new market. It is a crucial analysis once it allows to understand and conclude about a new business context and its main opportunities. Subsequent to this, the internal analysis

was carried out focused on the main recourses, processes, and assets of CL which, along with the SWOT and TOWS also performed, were decisive when planning and proposing the marketing tactics further ahead.

Then, derived from the responses to the online questionnaire, it became feasible to evaluate and deduce several aspects regarding the potential clients in the new market of operation for the company. Important issues, such as the availability and willingness of the Brazilian wine consumer to acquire and consume a new Portuguese wine in the market, were evaluated through the survey.

Finally, the proposed marketing plan was developed based on the characteristics and capabilities of CL identified through the internal analysis, combined with the opportunities and potentialities in the wine market in Brazil.

This resulted in the proposal of a series of tactics focused on the respective marketing mix in the company's activity in the new export market. These measures aim primarily to increase revenue from its exports, position the brand internationally, and enhance its marketing activities in promoting its products. In this regard, I believe the main contribution of this plan lies in demonstrating how important and crucial it is for an organization to develop and invest in promotional activities and marketing, both for the product and the brand, to achieve growth and success in both the national and international markets. In the case of Companhia das Lezírias, introducing a marketing department would be crucial for the company to become more competitive in a highly contested market where product differentiation is very important. Thus, marketing and promoting wine, if done efficiently and effectively, can significantly impact the success of the product in the market and positively influence the company's activities.

REFERENCES

- Aaker, D. A. (1991). *Managing brand equity: capitalizing on the value of brand name*. New York: Free Press.
- Aaker, D. A. (2004). *Brand portfolio strategy*. New York: Free Press.
- Barber, J., & Darder, F. (2004). *Dirección de Empresas Internacionales*. Madrid: Pearson Educación.
- Barber, N., & Almanza, B. (2006). Influence of wine packaging on consumers' decision to purchase. *Journal of Foodservice Business Research*.
- Bell, J., McNaughton, R., & Young, S. (2001). Born-again Global Firms. An Extension to the Born Global Phenomenon. *Journal of International Management*, 7, 173-189.
- Björkman, I. (1990). *Foreign direct investments : an organizational learning perspective*. Svenska handelshögskolan.
- Bloodgood, J. (1996). The Internationalization of New High-Potential U.S. Ventures: Antecedents and Outcomes. *Entrepreneurship Theory and Practice*, 20(4), 61-76.
- Brata, A. M., & Chiciudean, D. I. (2022). Determinants of Choice and Wine Consumption Behaviour: A Comparative Analysis between Two Counties of Romania. *Foods*.
- Calvo, D. D., & Calvo, P. C. (2012). Sources of equity in fashion markets. *Journal of Product & Brand Management*, 21, 391-403.
- Cateora, P. R., & Ghauri, P. N. (2011). *International Marketing*. McGraw Hill Education.
- CL, Companhia das Lezírias. (2023, 6 de Novembro). Informação Financeira. <https://www.cl.pt/a-cl/informacao-financeira/relatorio-e-contas>
- Czinkota, M., Ronkainen, I., & Donath, B. (2004). *Mastering Global Markets: Strategies For Today's Trade Globalist*. South-Western Educational.
- Davies, R., Desbordes, R., & Ray, A. (2016). Foreign Direct Investment via M&A and domestic entrepreneurship: blessing or curse? *Small Business Economics*, 48, 599-612.

- Dunning, J. H. (2000). The eclectic paradigm as an envelope for economic and business theories of MNE activity. *International Business Review*, 9, 163-190.
- Dunning, J. H. (2001). The Eclectic (OLI) Paradigm of International Production: Past, Present and Future. *International Journal of the Economics of Business*, 8(2), 173-190.
- Hill, C., Hwang, & Kim. (1990). An eclectic theory of the choice of international entry mode. *Strategic Management Journal*, 2, 117-128.
- Hollensen, S. (2017). *Global Marketing (7th Ed.)*. Edinburgh,UK: Pearson Education, Limited.
- International Monetary Fund. 2023. World Economic Outlook: Navigating Global Divergences. Washington, DC. October.
- Johansen, J., & Vahlne, J.-E. (2009). The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 1411-1431.
- Keller, K. L. (1998). Strategic Brand Management: Building, Measuring, and Managing Brand Equity. *American Journal of Industrial and Business Management*, 6.
- Korsakiene, R., & Baranauskiene, A. (2011). Factors Impacting Sustainable Internationalization: a Case of Multinational Company. . *Journal of Security and Sustainability Issues*, 53-63.
- Kotler, P., & Armstrong, G. (2018). *Principles of Marketing (17th Edition)*. New Jersey: Pearson Education Limited.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management (15th Ed.)*. Pearson Education Limited.
- Lezírias, C. d. (2023, November). *Companhia das Lezírias*. Retrieved from Companhia das Lezírias: <https://www.cl.pt>
- Mariani, A. (2012). The international wine trade: Recent trends and critical issues. Firenze University Press.
- McCarthy, E. J. (1960). *Basic Marketing, a Managerial Approach*. R.D. Irwin.

- Meyer, R. (1996). *The Internationalization Process of the Firm Revisited: Explaining Patterns of Geographic Sales Expansion. Management Report. 300*. Rotterdam: Erasmus University.
- Moulton, K. S., & Lapsley, J. T. (2001). *Successful wine marketing*. Aspen Publishers.
- Muller, T. (2006). Analyzing modes of foreign entry: Greenfield investment versus acquisition. *Review of International Economics*, 15, 93-111.
- Murphy, J. (1990). Assessing the values of brands. In J. Murphy, *Branding: A Key Marketing Tool*, 184-197.
- Mwiti, E. (2013). Determinants of Initial Export Market Participation: (An Empirical Study on the Internal-Proactive and Internal-Reactive Factors among Micro and Small Enterprises in the Commercial Craft Sector in Kenya). *International Journal of Business and Social Science*, 4, 64-88.
- Nakos, G., & Brouthers, K. D. (2002). Entry Mode Choice of SMEs in Central and Eastern Europe. *Entrepreneurship Theory and Practice*, 27(1), 47-64.
- Onkvisit, S., & Shawn, J. J. (2004). *International Marketing: Strategy and Theory*. Routledge.
- Peng, M. W. (2009). *Global Business*. South-Western College.
- Peter, J. P., & Olson, J. C. (2008). Consumer behavior and marketing strategy. *Journal of Business and Management Sciences*, 4(4), 76-81.
- Root, F. R. (1994). *Entry Strategies for International Markets (Vol. 52)*. San Francisco: Lexington Books.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research Methods for Business Students*. Pearson, New York.
- Schäufele, I., & Hamm, U. (2017). Consumers' perceptions, preferences and willingness-to-pay for wine with sustainability characteristics: A review. *Journal of Cleaner Production*, 147, 379-394.
- Solomon, M. R. (2006). *Consumer Behaviour: A European Perspective*. Pearson Education.

- Spawton, T. (1990). Marketing planning for wine. *International Journal of Wine Marketing*, 2(2), 2-49.
- Sui, Y., & Peculea, A. (2016). Financial Risk Identification and Control of Cross- Border Merger and Acquisition Enterprises. *Audit Financiar*.
- Welch, L., & Luostarinen, R. (1988). Internationalization: Evolution of a concept. *Journal of General Management*, 14, 34-55.
- Wine, I. O. (2023). *State Of The World Vine and Wine Sector in 2022*.
- Wood, M. B. (2017). *Essential guide to marketing planning*. Pearson Education Limited.
- Yigang Pan, & Tse, D. K. (2000). The Hierarchical Model of Market Entry Modes. *Journal of International Business Studies*, 31, 535-554.
- Yin, R. K. (2015). *Case study research: design and methods*. London: Sage Publication.
- Yoo, B., Donthu, N., & Lee, S. (2000). An examination of selected marketing mix elements and brand equity. *Journal of the Academy of Marketing Science*, 28(2), 195-211.

APPENDICES

Appendice A – Interview script to David Ferreira, head of the wine and olive department of CL

Q1: Could you provide an overview of the current year in the wine sector of the company. Has the firm managed to deliver a favorable response after a challenging and atypical year like 2022 and achieve the set goals at the beginning of this year.

R: Unfortunately, no. We had established in the 2022 report that our goal for 2023 was to be a period of growth and recovery from post-pandemic losses, but in the end, we did not achieve that. The national economic situation did not favor us, and given our significant dependence on the domestic market, the loss of confidence and purchasing power among Portuguese families had a great impact on our results. Also, the fact that the Tejo region had experienced a more pronounced decline compared to other regions was also a determining factor. We find ourselves 25% below our expected results.

Q2: Currently the company has presence in several foreign markets. What were the main motives that originated the internationalization process of Companhia das Lezírias?

R: The Dynamics between state-owned enterprises and private projects are very different. In our particular case, it originated from a proposal made 15 years ago by a company in the Portuguese food sector, which was not closely associated with wine, to represent the company Companhia das Lezírias in exportation matters. At that time, the company had no tradition of exporting. Currently, in the majority of the matters related to foreign markets, we depend on a partner entity, Saven.. This commercial relationship is already saturated and near its end, by our decision. The issue is that all the information and feedback regarding our products, from our foreign clients are not being provided by Saven, which makes us seek for other options. We do not wish to limit ourselves to merely delivering our wines and receiving our share. We want to have more control over these operation in the future and establish connections with our clients so we can better fulfil their needs. This doesn't mean that we can't continue to work with Saven, but we certainly aim to have more control and a larger and a larger share in the export volume.

Q3: How is the analysis conducted for a potential market for the company to expand its activity abroad. What are the main aspects to consider on that?

R: We have the advantage of operating in a highly dynamic region when it comes to exportation of wine. Due to that we benefit from statistical information with significant importance regarding wine consumption in foreign countries and other crucial information. This is complemented by a database, Wine Intelligence, that provides us access to the most attractive markets and the ones that can add us more value, so we can benefit the most. For example, in the Poland case, we knew that the country had a high preference and demand for Tejo region wines, and that it was also an emerging market, with its wine consumption doubling or tripling over the past 10/15 years. Its now a priority market for us.

Q4: What are the criteria and elements used by the company in the process of choosing new target markets?

- Studying IVV statistics regarding the performance and evolution of markets for Portuguese wines.
- Study of statistics related to the wines of Tejo Commission, observing the priority markets indicated by the region.
- Feedback from our export agents for specific markets.

Q5: The targeting of the products exported is adopted by according to each country, or the company follows the same strategy as the used in the domestic market?

R: A significant portion of this work is handled by Saven, and we align our practices with the strategy they have in their minds for their clients. On our end, whenever we participate in international fairs and other wine related events, we strive to showcase our offering and organically understand customer preferences.

Q6: Regarding the internationalization process, how are the main decisions made, particularly in relation to the mode of entry into the foreign country?

- Through Feedback from agents in that specific market.
- Participation in specialized fairs in the target market to find on-site answers.

Q7: What is the importance of establishing relation and partnerships with local stakeholders for the success of the internationalization process?

R: In my opinion is crucial and is what is missing right now. We are lacking a direct communication channel with our local stakeholders on foreign markets, which creates a barrier in the commercial relationship that often difficult its development and even delays

the processes. It is not practical for us to sell our wine to foreign clients without them truly know who they are dealing with, as the process occurs through Saven. There are several needs that can only be understood through direct contact with the client, and currently, this feedback does not reach us. In the case of the United States, we experienced a strong period during pandemic through a partnership with Cosco, and indeed for almost two years, we exported significantly amounts and we were very satisfied with it. However, the lack of direct contact with the partner and absence of a representative face for Companhia das Lezírias products makes it very challenging to establish long-term relations. This eventually led to the current situation where there is no existing commercial relationship with Cosco.

Q8: Which wines have been the most successful in foreign markets?

R: At the moment, with the data we have regarding this, it clearly shows that the more affordable wines are the ones with the higher relevance in our foreign markets. That's something we are working on in order to change and increase the presence of our higher-value wines in exports, consequently raising our average price per exported bottle.

Therefore, we want to focus on selling more wines from the Tyto Alba segment and even other higher ranges. Certainly, this requires an effort from us to convince the customer to take on a higher financial risk when purchasing a wine from a higher range, especially from a region and producer they may not be familiar with.

Q9: How do you make the promotion in the foreign markets?

R: Our focus has primarily been on wine challenges, events, fairs, and other types of wine related events gathering several countries. We are also investing in promotion through wine magazines, especially in US, such as Wine Enthusiast. Although it is a service provided by Saven, the strategy to adopt is decided in consensus with us.

Q10: What are the main marketing strategies used regarding brand positioning in foreign markets.

- Focus on sustainability values and communication of organic and sustainable production practices to target niche markets with a strong interest in this type of wines (as in the cases of Finland, Estonia, and Lithuania).

- Emphasis on ratings from specialized wine magazines such as Wine Enthusiast and Wine Advocate to gain a strategic advantage over competitors. Targeting decision-makers in distribution chain and sommeliers (US/ Canada/ Mexico).
- Visits to markets through Road Shows or reverse visits, in collaboration with the Tejo region commission or ViniPortugal, with a focus on communication and training for local sommeliers and opinion makers (such as in Poland, China, and Brazil).

Q8: Considering now the operational aspect of the internationalization process, what do you consider to be the main challenge?

R: Clearly the distribution part. To find out partners that are aligned with our values and that is possible to establish a long-term relation with.

Q11: Is there any process for evaluating the success of the company, such as the definition of KPIs?

R: We are at this moment working closely with the management in that regard, primarily in establishing KPIs that can assist us in the performance evolution. Currently we rely on revenue figures, and in the future, we plan to implement the percentage of exports into the business as a KPI. However, we are still evaluating what may be the most representative dimensions in the department's success.

Regarding foreign markets, in the future we aim to maintain a more personalized monitoring for each country.

Q12: Is there, at this moment, any research plan or analysis on a specific market identified by you as a potential opportunity to expand?

R: I would say the main focus at the moment is Brazil. But there are other options I believe can be a plus for us in the future, like the UK, once it is a market that has great potential for wine especially from the Tejo region. I believe that with the right partner we can develop a successful internationalization process in that market, but there is not a research plan going on.

Q13: Regarding the marketing mix, currently being used by the company, which is the pricing strategy?

The company develops a strategy to consolidate its products into added value and assert itself as a reference in the Portuguese wine sector. Due to the wide range of products, the company has pricing policy suitable for each segment.

We have economically priced wines and high-quality wines, the latter in limited quantities that position us as truly high added value.

Price based in competition: Herdade do Catapereiro.

Offering a product with a good price/quality ratio. In this segment, is crucial for the price not to diverge from the competitors, once it is the most important variable, followed by the perceived quality. These wines represent the higher sales volume. In these brands, actions in Sell-in or Sell-out are most frequent at the point of sale, with the price being an important variable in the purchasing decision.

Value-based price: Tyto Alba

In these brands, the pricing strategy is consumer focused, aiming to meet each target audience and their purchasing power.

Premium Pricing: 1836 and Series Singulares

These brands are high-quality products with high value, and they are niche market wines.

Q14: What is the company's distribution strategy, and what are the main distribution points?

R: We have an internally managed network of distributors that spans from Algarve all the way up to the north, involving various intermediators. We directly handle the deliver to them, and then they take care of the distribution part through their respective channels. The main challenge lies in monitoring all the process, since we have only one person overseeing it. Ideally, having one or two more person sales representatives would be very helpful, but due to bureaucratic issues, the state does not permit it. Another option would be outsourcing and finding someone that can handle it, but that is also legally challenging. Nevertheless, I believe our current strategy works and, in the future, when

the economics conditions are more favorable, there may be growth and improvement in results.

Q15: What is the company's strategy in terms of communication and promotion of its wines.

R: A significant portion of our budget for promotional activities is allocated to the wine sector. Our main strategy involves participating in national fairs, paid advertising in magazines and other media, including television in some cases, and through social media of the company. Therefore, we make a considerable effort in this regard as we consider this topic essential. However, this management is handled by the administration, and I believe it would be much more effective if it was done internally within our department with a marketing specialist. Given that this is a highly and specific sector and industry, having someone expertise in this area would be a great plus.

Appendice B – Online Survey

Section 1

1. Are you 18 years old or older?
 - a. Yes
 - b. No
2. Are you a wine consumer?
 - a. Yes
 - b. No
3. What type of wine do you consume the most?
 - a. Red
 - b. White
 - c. Rosé
 - d. Other? (Text)
4. How often do you consume wine?
 - a. Every day
 - b. Every week
 - c. Every month
 - d. Occasionally
5. Are you aware of any Portuguese wine brands in the Brazilian market?

- a. Yes
 - b. No
6. If you have answered yes, which brand or brands do you know?
7. Have you had the opportunity to try a wine from produced in Portugal?
- a. Yes
 - b. No
8. If you have answered yes, which wine or wines do do you know?
9. Do you have knowledge of any Portuguese grape variety?
- a. Yes
 - b. No
10. If you have answered yes, which grape varieties do you know?
11. What is your availability to try new wines?
- a. None
 - b. Limited
 - c. Some
 - d. High
12. What is the maximum price that you are willing to pay to try a new wine?
- a. 0-19.99R\$
 - b. 20-49.99R\$
 - c. 50-99.99R\$
 - d. 100-499.99R\$
 - e. >500R\$
13. Does your availability remain the same whether the wine in question is domestic or imported?
- a. Yes
 - b. No, it is higher if it is a domestic wine
 - c. No, it is higher if it is a imported wine
14. Mark the characteristics that you consider crucial in your decision-making process when buying a new wine in the market?
- a. Brand
 - b. Price
 - c. Label and Packaging

- d. Type of grape varieties in the wine
 - e. Origin/ Region
 - f. Previous knowledge/feedback
- 15.** Are there any other ones that you consider crucial in your decision-making process when buying a new wine in the market?
- 16.** What is the place where you preferably buy your wine?
- a. Hypermarket/ Supermarket
 - b. Online stores
 - c. Directly from the brand
 - d. Wine shops
 - e. Other? (Text)
- 17.** Gender
- a. Male
 - b. Female
 - c. Rather not say
- 18.** Age
- a. 18-24
 - b. 25-34
 - c. 35-44
 - d. 45-54
 - e. 55-64
 - f. >64
- 19.** Education
- a. High School
 - b. Bachelor
 - c. Master
 - d. P.H.D
- 20.** Average monthly income (Individual)
- a. Up to 2 minimum wages
 - b. Up to 5 minimum wages
 - c. Up to 10 minimum wages
 - d. Up to 20 minimum wages

- e. More than 20 minimum wages

Section 2

21. Are you aware of Companhia das Lezírias?
- Yes
 - No
22. How did you hear about CL?
- Restoration
 - Family/ Friends
 - Wine fairs or other related events
 - Wine online platforms
 - Media/ Social Network
23. Have you tried any wine produced by CL
- Yes
 - No
24. If you answered “Yes”; which wine or wines have you tried?
25. Would you recommend it to your family and friends?
- Yes
 - No

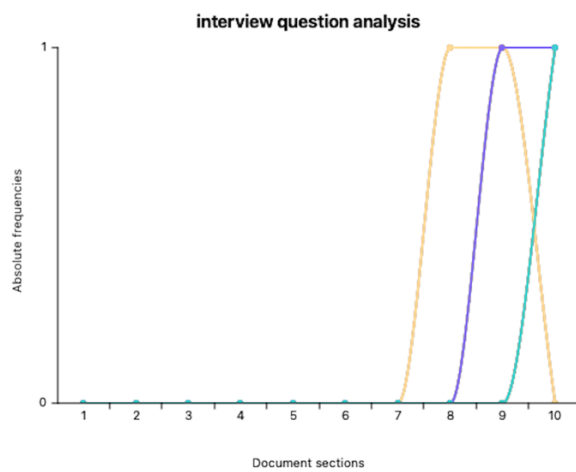
Appendice C – Most covered themes in the interview, by %

Code	Coverage in %
Long term growth and market expansion	12
Aim for a larger share in export volume	12
Brand identity	11,40
Importance of communication	11,40
Establish long term relationships	11,40
Export strategy	8
Future growth opportunities	7

Potential for growth	7
Recourse allocation optimization	6
Budget allocation	5,5
Market segmentation	5,5

Source: Self-elaboration

Appendice D – Frequency of Codes



Regulatory and legal environment



Promotional Strategies

Source: Self-elaboration

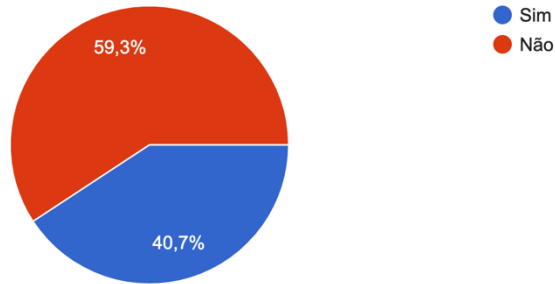


Budget Allocation

Appendice F – Online Survey Results

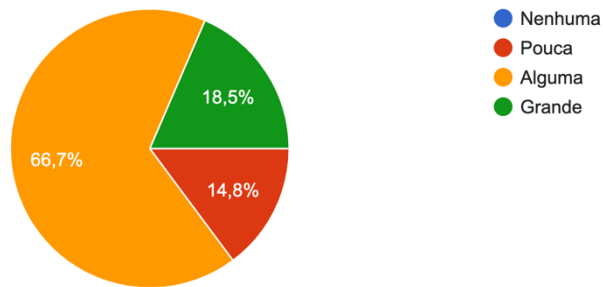
Tem conhecimento de alguma marca portuguesa de vinhos comercializada no Brasil?

54 respostas



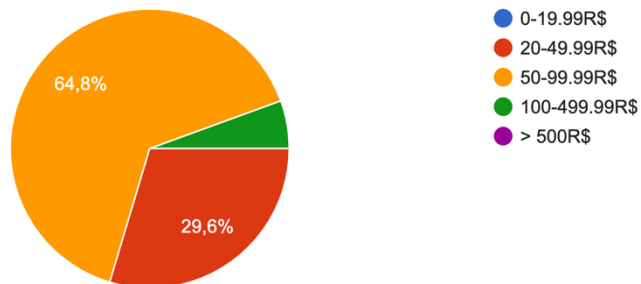
Qual é a sua disponibilidade em experimentar vinhos novos?

54 respostas



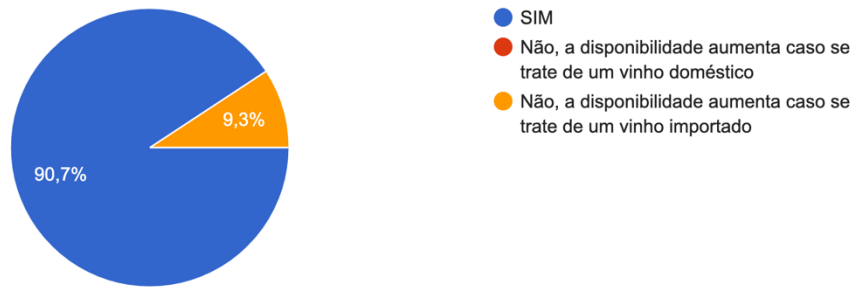
Qual o preço máximo que está disposto a pagar por um vinho novo no mercado?

54 respostas



A sua disponibilidade mantêm-se independentemente do vinho em questão ser um vinho doméstico ou importado?

54 respostas



Qual é o local onde, preferencialmente, adquire o seu vinho?

54 respostas

