



# COIMBRA & VISEU

## 2012 - PORTUGAL



ID=104

### **Internationalization strategies of companies in the wine industry in Portugal - context, forms of action and performance**

**VIVAS Carla; SOUSA António**

**Instituto Politécnico de Santarém & Universidade de Évora, PT**

*carla.vivas@esg.ipsantarem.pt; ajcs@uevora.pt*

This research work aims to analyze the competitive environment of companies in the wine sector and assess the implications in the development of strategic contingent guidelines and various performances. It proposes applying the methodological reference Integrated Grid for Strategic Reflection - IGSR (i), adapted to a context of international business IGSR(i), which structures research into two levels: a preliminary one, generic characterisation of the companies; along with a central one analysing its strategic strand, through the articulation of three components studied systematically (CRP) - contingent factors external and internal (C), the style of strategic reflection (R) and economic performance (P).

The approach involved the collection of primary data by a questionnaire sent by mail (between June and December 2010) to entrepreneurs / managers / export managers of the Portuguese wine sector companies, and secondary data, mainly from documentary sources. The external diagnosis was based on the analysis of the global, European and Portuguese wine sector context, its contextual and transactional dimension (PEST analysis and five forces model of Porter). The internal diagnosis allowed characterizing the companies surveyed in relation to human, organizational, informational, technical, production and trade resources. With regard to the results, the application of factor analysis to the variables of context, allowed to identify two main components: the growth of internationalization and degree of internationalization. The cluster analysis (two-step cluster), based on the two components obtained, lead to four styles of reflection / action strategy, according to Oviatt & McDougall (1997) and Porter (1986). Its profile was characterized as a function of variables that were statistically significant in the ANOVA / MANOVA and Chi-square in the following dimensions: business logic, characteristics of activity, extent / quality, IS/IT and internationalization profile. Based in the statistical results and in the contextual and transactional analysis, the authors outlined several strategic guidelines.

The theoretical and practical contributions consist of identifying the types of strategic thinking in the context of internationalization in the wine sector, identify the profile in terms of contextual variables associated and cross all those profiles with the levels of performance. The originality extends to methodological aspects, mainly by the application of a framework developed by Sousa (2000) - called Grid Integrated Strategic Reflection (IGSR) - adapted in this research to the context of internationalization and applied in a different geographic scope.

**KEY WORDS:** Strategic Management, Internationalization, Wine Industry, Wine

---

Oviatt, B., & McDougall, P. (1997). Challenges for internationalization process theory: the case of international new ventures. *Management International Review*, 37 (2), 85-99.

Porter, M. (1986). Changing patterns of international competition. *California Management Review*, 28 (2), 9-40.

Sousa, A. (2000). Estratégias empresariais em contexto dinâmico: lógicas de reorganização das empresas vitivinícolas do Alentejo e da Extremadura face à evolução do Mercado Comum Europeu. Tese de Doutoramento, Universidade de Évora, Gestão de Empresas.