

The impact of European Union support programmes on the
internationalisation of micro, small and medium-sized enterprises in
the wine sector

Luís de Oliveira

Dissertation submitted for the MSc in Management
Dissertação submetida como requisito parcial para obtenção do grau de Mestre
em Gestão

Supervisor:

Prof. Ricardo Sá, Assistant Professor, ISCTE Business School, Marketing, Operations and
General Management Department

Coorientador(a):

Prof. Dr. Álvaro Augusto da Rosa, Assistant Professor, ISCTE Business School, Marketing,
Operations and Management Department

Setembro 2018

Abstract

This dissertation has a twofold purpose: to get insight into the benefits to enterprises that come from internationalisation; and, to assess the impact of European Union (EU) internationalisation support programmes on wine sector micro, small and medium-sized enterprises (SMEs). To achieve this, a questionnaire was conducted to wine SMEs (42) which had access to internationalisation support programmes defined in the European Structural and Investment Funds 2014-2020, and an in-depth interview to a consultant to corroborate the findings. The results related to internationalisation strategies demonstrate that most of the companies have a positive experience with being active abroad earning the benefits identified by the literature: increased turnover, more stability, more innovation, among others. The truth is that most of the companies are conscious of the opportunities related with this type of strategy. However, at the same time, SMEs are also aware of the several challenges and their limitations. For instance, lack of adequate information regarding markets, lack of capital and the corporate business, like taxes and regulations, were the most identified ones. Difficulties that discourage most companies to increase or approach foreign markets. In this sense, public support can have a crucial role in assisting SMEs to engage in international strategies or develop them. The results have shown 9 out of 10 SMEs recognized that EU funds assisted them surpassing those barriers. The study gave valuable insight regarding the positive impact of public support, and at the same time possible improvements on how those supports can be more effective.

Key words:

Micro, small and medium-sized enterprises (SMEs), internationalisation, public support, wine sector

JEL Classification System:

Trade (F10) and International Business Administration (M16).

Resumo

Esta dissertação tem um duplo propósito: obter informações sobre os benefícios para as empresas que advêm da internacionalização; e avaliar o impacto dos programas de apoio à internacionalização da União Europeia (UE) nas micro, pequenas e médias empresas (PMEs) do sector vitivinícola. Nesse sentido, foi realizado um questionário às PMEs do sector vitivinícola (42) que tiveram acesso aos programas de apoio à internacionalização definidos nos Fundos Europeus Estruturais e de Investimento 2014-2020, e uma entrevista a um consultor para corroborar os resultados. Os resultados relacionados com a internacionalização demonstram que a maioria das empresas possui uma experiência positiva de atuação no exterior, obtendo benefícios identificados pela literatura: aumento do volume de negócio, maior estabilidade, mais inovação, entre outros. A verdade é que a maioria das empresas está consciente das oportunidades inerentes a esse tipo de estratégia. No entanto, ao mesmo tempo, as PMEs também estão conscientes dos vários desafios e suas limitações. Por exemplo, a falta de informações adequadas sobre os mercados, a falta de capital e os elevados impostos e regulamentações foram as mais identificadas. Estas barreiras desencorajam naturalmente a aposta na estratégia de internacionalização. É nesse sentido que os fundos estruturais podem ter um papel crucial no apoio às PMEs. Os resultados mostram que 9 em cada 10 empresas consideraram os fundos europeus um recurso valioso para ultrapassar essas barreiras. Os resultados oriundos deste estudo contribuem com informação valiosa sobre o impacto positivo dos fundos europeus, e ao mesmo tempo, possíveis formas de os tornar mais eficazes.

Palavras-chave:

Micro, pequenas e medias empresas (PMEs), internacionalização, fundos europeus, sector vitivinícola

Sistema de Classificação JEL:

Troca (F10) e Administração Internacional de Negócios (M16).

Table of contents

Index

Abstract..... ii

Resumo iii

Table of contents..... iv

Index..... iv

Index of tables vi

Index of graphs vi

Index of figures vi

1. *Introduction*..... 1

 1.1. *Background* 1

 1.2. *Goals*..... 1

 1.3. *Structure*..... 1

2. *Literature review* 3

 2.1. *Micro, small and medium-sized enterprises (SMEs)* 3

 2.1.1. *The role of SMEs in the economy* 3

 2.1.2. *The definition of SMEs* 3

 2.1.3. *Strategic management and SMEs* 4

 2.1.4. *Strategic management and SMEs growth*..... 4

 2.2. *Internationalisation of SMEs* 5

 2.2.1. *Historical context* 5

 2.2.2. *Definition of internationalisation* 6

 2.2.3. *Internationalisation theories* 7

 2.2.4. *SMEs internationalisation process* 8

 2.2.5. *SMEs internationalisation barriers* 11

 2.3. *Public support for SMEs internationalisation* 14

 2.3.1. *The role of public support* 14

 2.3.2. *Awareness and use of public support programmes among SMEs*..... 14

 2.3.3. *How to support SME internationalisation*..... 14

3. *Wine sector: SMEs, internationalisation and public support relationship*..... 16

 3.1. *Wine sector: an overview* 16

 3.2. *Wine sector: the European Union (EU) context* 16

 3.2.1. *EU wine sector: historical context* 16

 3.2.2. *EU wine sector: characterization*..... 16

 3.2.3. *EU wine sector: challenges and changes* 16

3.3.	<i>Wine sector: the Portuguese context</i>	17
3.3.1.	<i>The Portuguese wine sector: historical context</i>	17
3.3.2.	<i>The Portuguese wine sector: characterization</i>	17
3.4.	<i>Wine sector and SMEs</i>	21
3.4.1.	<i>The Portuguese wine sector: business structure</i>	21
3.5.	<i>Wine sector and SMEs internationalisation</i>	22
3.5.1.	<i>The Portuguese wine sector: international market</i>	23
3.6.	<i>Wine sector and public support for SMEs internationalisation</i>	24
4.	<i>Methodology</i>	26
4.1.	<i>Research context</i>	26
4.1.1.	<i>Wine sector profile in Portugal</i>	26
4.1.2.	<i>Research objectives</i>	26
4.2.	<i>Data collection and data treatment</i>	26
4.2.1.	<i>Sample design</i>	26
4.2.2.	<i>Research methods</i>	28
5.	<i>Results</i>	30
5.1.	<i>Sample Description</i>	30
5.2.	<i>Main findings</i>	31
6.	<i>Discussion</i>	40
7.	<i>Conclusion</i>	42
7.1.	<i>Conclusion</i>	42
7.2.	<i>Theoretical, managerial contributions and policy recommendations</i>	44
7.3.	<i>Limitations and suggestion for future research</i>	45
8.	<i>References</i>	46
9.	<i>Attachments</i>	51
	<i>Annex 1 - Questionnaire</i>	51
	<i>Annex 2 – Results of the questionnaire</i>	54
	<i>Annex 3 – In depth-Interview</i>	59

Index of tables

Table 1 - Definition of SME in Europe (Source: EC, 2003)..... 4

Table 2 - Definitions of Internationalisation (Source: Šarapovas et al., 2016)..... 7

Table 3 - Drivers for SMEs internationalisation: factors that influence SMEs internationalisation strategy (Source: OECD, 2007)..... 9

Table 4 - Area under vines: distribution by Geographical Indication (GI) (Source: IVV, 2017) 18

Table 5 - Descriptive statistics of the population (Source: IVV, 2014,2015,2016,2017)..... 28

Table 6 - Descriptive statistics of the sample 31

Index of graphs

Graph 1 – Wine sector characterization: Size class, income and number of employees (Source: BP, 2017) 22

Graph 2 - Degree of internationalisation by Portuguese Wine SMEs 31

Graph 3 - Regions where internationalisation occur 32

Graph 4 – Entry modes of internationalisation..... 32

Graph 5 - Effects on employees’ numbers..... 33

Graph 6 - Effects on employees’ numbers..... 34

Graph 7 - Size of the internationalisation impact in the turnover 35

Graph 8 - Main contributing regions 35

Graph 9 - Barriers for internationalisation 36

Graph 10 - Public support perception to surpass barriers 37

Graph 11 - EU Funds impact in gathering new costumers..... 38

Graph 12 - EU Funds impact in SMEs’ turnover..... 38

Graph 13 - Dimension of EU Funds impact in SMEs’ turnover 39

Index of figures

Figure 1 - Enablers of SMEs internationalisation: factors contributing to the increased globalisation of SMEs (Source: OECD, 2007)..... 6

Figure 2 - Uppsala Model (Source: Johanson and Vahlne, 1977) 8

Figure 3 - Top10 perceived internationalisation barriers (Source: OECD, 2006) 13

Figure 4 - Wine Portuguese Regions and the geographical indicators (Source: Wines of Portugal, 2018)..... 20

1. Introduction

1.1. Background

Undoubtedly micro, small and medium-sized enterprises (SMEs) have been the essence of European economy. Globalisation linked World economies, creating opportunities, e.g., decreasing tariffs, and challenges, e.g., increasing competition. These changes in domestic markets led SMEs to approach internationalisation strategies, expanding into foreign markets. Although a strategy full of opportunities, it is also full of barriers. With this in mind, governments have created funding and support programmes specially dedicated to surpassing these barriers.

In the specific case of the European Union (EU) wine sector, SMEs are its pillar. However, globalisation brought changes into the market. Traditional producers (Old World), countries like France, Italy, Spain or Portugal, faced higher competition from new players (New World), countries such as Argentina, Australia or Chile (Cholette and Castaldi, 2005). These changes in domestic markets led EU wine sector SMEs to approach internationalisation strategies, with the particularity they knew they could no longer compete in the mass production market, betting now on the quality production market (Simões, 2003). Although, following this strategy implied surpassing numerous barriers (Wright *et al.*, 2007). With this in mind, the European Commission (EC) created the EU structural funds and support programmes, where it encompasses one specially for EU wine sector internationalisation of SMEs. However, despite its crucial role, few empirical studies have been conducted to assess its impact.

1.2. Goals

Following the gap on the literature, the present study sought to get insight into the benefits to enterprises that come from internationalisation, and, to assess the impact of EU internationalisation support programmes on wine SMEs. It intends to answer three important research question: (1) Do internationalisation strategies bring economic benefits? (2) Do support programmes have impact in wine SMEs' internationalisation strategies? (3) How are support programmes impacting SMEs internationalisation strategies?

1.3. Structure

The thesis proceeds as follows. Section 2, literature review, offers an overview of SMEs, SMEs internationalisation, and EU programmes for SMEs internationalisation. This section looks to provide an overview of SMEs importance in the European and national context, followed by the advantages of an internationalisation strategy in such globalized world. Lastly, and due to these opportunities but as well the constraints, extol the importance of European Union support programmes. Section 3, wine sector, offers a linkage between the issues from the literature review to be analysed in the specific context of the wine sector. Section 4,

methodology, presents an overview of the research context, e.g., wine sector SMEs located in Portugal, data collection and treatment. Section 5, data analysis, presents the major findings of the study, followed by a brief discussion regarding those findings, section 6. And finally, section 7, conclusions, presents the major conclusion, managerial implications, limitations, and possibilities of future research.

2. Literature review

2.1. Micro, small and medium-sized enterprises (SMEs)

Micro, small and medium-sized enterprises (SMEs) are part of a diverse economic atmosphere where the differences between SMEs and large companies can be easily appointed (Ghobadian and Gallear, 1996). SMEs have distinct ages, sizes, and operate in different sectors, nevertheless, despite their diversity, that can characterize as well big companies, the differences remain fundamentally in the opportunities and constraints that SMEs face in their strategic management (Cooper, 1981; OECD and UN-ECLAC, 2013; OECD, 2018).

In this sense, this section importance remains in addressing the primary principles of micro, small and medium-sized enterprises.

2.1.1. The role of SMEs in the economy

Scholars only started to take notice on the role that SMEs played in the economy after the "twin oil" shocks. Only then economists realized SMEs play a much bigger role in the economy (Acs *et al.*, 1999). Although multinational companies move large amounts of output and represent many times a great role in the economy, SMEs are the drivers of economic dynamism (Skokan *et al.*, 2013) They are key in revitalizing and supporting the modern economy, furthering economic progress (Bharati *et al.*, 2010; Kozlinska, 2016). "SMEs are the engine of the European economy" (EC, 2009:3). Generating employment, strengthening productivity, promoting innovation, competitiveness and consequently business growth are some of their most important contributions to European development (Cusmano *et al.*, 2018; OECD, 2017). Given its significance, studies on the matter are of imperative importance.

2.1.2. The definition of SMEs

The concept of micro, small and medium-sized enterprises could be defined both on quantitative and qualitative terms. The quantitative definitions are often supported by indicators such as the number of employees, profits, market position, total capital and turnover (Senderovitz, 2009). The literature presents other definitions, qualitative ones, usually on a complementary base (Hauser, 2005). However, the concept of SME is generally linked to quantitative criteria (Berisha and Pula, 2015).

The term SME covers a wide range of definitions and measures, varying from country to country and between sources reporting SME statistics. It should be noted that a standard international definition of micro, small and medium-sized enterprise (SME) does not exist, the need for common definitions has been pointed out by several authors, especially in a single market without internal frontiers such as the European Union. Standardized definitions insure that the concept is recognized equally in all economies, assuring the creation of mutual legislation and regulations (EC, 2006).

In this line of thought, the following study adopts the definitions presented by the European Commission (EC). “An enterprise is considered to be any entity engaged in an economic activity, irrespective of its legal form (EC, 2003:4). “Enterprises can be classified in different categories according to their size; for this purpose, different criteria may be used”: (1) staff headcount; and (2) either turnover or balance sheet total (OECD, 2018:1). “The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding EUR 50 million, and/or an annual balance sheet total not exceeding EUR 43 million” (EC, 2003:4). The category criteria are presented in Table 1.

Company category	Staff headcount	Turnover	or Balance sheet total
Medium	< 250	≤ 50 million €	≤ 43 million €
Small	< 050	≤ 10 million €	≤ 10 million €
Micro	< 010	≤ 02 million €	≤ 02 million €

Table 1 - Definition of SME in Europe (Source: EC, 2003)

2.1.3. Strategic management and SMEs

The business environment is in constant change, even so globalisation took the dynamism of markets into a new level (Todorov, 2014). Digital technologies are one of many opportunities that arose with globalisation, but the fact is that SMEs are lagging behind in their digital transition. Furthermore, different authors point out that micro, small and medium-sized enterprises are more susceptible to phenomenon like market failures and inefficient policies, that is why many SMEs do not survive more than the first 5 years (Cusmano *et al.*, 2018).

Certainly, regardless its size, every company needs a strategy, nonetheless with globalisation’s effects strategy becomes critical for SMEs. Strategy is a decisive factor in management (Todorov, 2014). It allows companies to plan and define how they will be able to create a competitive advantage and sustain it (Barney, 1991; Eisenhardt and Martin, 2000).

2.1.4. Strategic management and SMEs growth

SMEs are responding to uncertainty by developing effective strategies that build their competitive strengths. Strategies vary according to each country context, its challenges and opportunities (OECD, 2004). Growth strategies are perceived as a key to success, by pursuing them, companies could not only increase revenue and profitability, but also become more productive, innovative and capable of delivering higher-value products (Contractor *et al.*, 2007; Hsu *et al.*, 2013; Kumar, 2016; Shearmur *et al.*, 2015). Summarily, growth strategies are essential to long-term survival, SMEs that do not seek them are more susceptible to market forces and the slightest change can be brutal.

2.2. Internationalisation of SMEs

2.2.1. Historical context

Economics as a discipline was primarily triggered by international economy studies. And, as an Economics field, the onset of literature on the subject was inevitable. Economists have focused on trying to understand and explain the phenomenon (Barker, 1977). Two subfields arose in international economy studies: the study of *international trade*, and the study of *international money*. Although international money studies focus on the monetary side of trade, international trade only concerns with the transactions involving physical flows of goods between countries (Krugman, 2012).

International trade theory has been around since modern history. Classical views arose first. Mercantilism from the 16th to the 18th century encourage the idea that exports should be perceive as beneficial but imports as harmful. Later, however, new insights were brought to the classical view. Adam Smith (1776) was the first to contradict the previous view by presenting the absolute advantage theory¹, where is explained that international trade is in fact a win-win process. Far ahead, David Ricardo (1817) presented the comparative advantage theory, where again international trade is perceived as mutually beneficial (Ike, 2017; Morgan and Katsikeas, 1997; Zhang, 2008). The Classical theories have been criticized due to their linear idea and simple assumptions; where the only production factor considered is labour and product differentiation, and types of competition or even technology are disregarded (Krugman, 1994). Nevertheless, they were crucial to prove the benefits that international trade brings (Dulupçu *et al.*, 2005).

In discussing international trade scholars usually focus on countries aggregate trade flows, disregarding firms' role which actually drive those trades (Bernard *et al.*, 2007). Firms in international trade has only recently been subject of systematic study (Bernard *et al.*, 2013). The phenomenon is mostly due to globalisation, which shaped the business environment, enabling SMEs to access internationalisation opportunities (Cacciolatti and Lee, 2015). Substantial academic literature presented these changes in the business environment as the main enablers of SME internationalisation (Kunday and Şengüler, 2015; Cacciolatti and Lee, 2015). OECD (2007) divided these at macro level and micro level (Figure 1).

¹ A country that produces higher output with a unit of labour has an absolute advantage. This means, that if Portugal produces with a unit of labour 10 peaches or 5 melons and Spain with the same unit of labour 20 peaches or 2 melons, Smith claims that Portugal should produce melons and Spain peaches. The idea of labour division and specialization allow both countries with international trades increase their wealth.

MACRO LEVEL	MICRO LEVEL
<ul style="list-style-type: none"> • the emergence of common or open markets and the reduction of protectionist barriers; • the increased globalisation of large firms which have subcontracting relations with SMEs; • increased levels of world trade and foreign investment; • increased mobility of capital, technology and management; and • increased currency movements which have changed the relative competitiveness of different economies. 	<ul style="list-style-type: none"> • changing technology, communications and organisational forms which make international SMEs more competitive; • increased opportunities for SMEs to extend their value chain across borders as result of cost differentials or other factors; and • changing attitudes and managerial skills.

Figure 1 - Enablers of SMEs internationalisation: factors contributing to the increased globalisation of SMEs (Source: OECD, 2007)

These enablers are rising internationalisation as one of the most important growth strategies, leading many companies to see international trade as an opportunity to gain a competitive advantage (Tajani and Hahn, 2014; Twarowska and Kąkol, 2013).

2.2.2. Definition of internationalisation

Although an old concept, the term internationalisation is ambiguous, and there is no generally accepted definition. The present study adopts the definition followed by the European Commission (2014:9), where internationalisation “refers to all activities that put SMEs into a meaningful business relationship with a foreign partner: exports, imports, foreign direct investment, international subcontracting and international technical cooperation”. Nonetheless, the literature presents a wide range of definitions, table 2 summarises some that arose over the years.

Although definitions are imperative to describe the topic being discussed, these may be insufficient to understand the topic itself. It is crucial to illustrate the theoretical frameworks generally used to describe SME’s internationalisation.

Authors	Definitions of internationalisation
<i>Penrose (1959)</i>	Focuses on the firm core competences and opportunities in the foreign environment.
<i>Welch and Luostarinen (1988)</i>	Process in which firms increase their involvements in international operations.
<i>Beamish (1990)</i>	The process by which firms both increase their awareness of influences of international transactions and establish and conduct transactions with other countries.
<i>Johanson and Vahlne (1990)</i>	Process in which enterprise gradually increases its international environment.
<i>Calof and Beamish (1995)</i>	Process of adapting firms' operations (strategy, resources, etc.) to international environment.
<i>Pierscionek (2003)</i>	Is the business relationship with foreign markets, regardless of form or scope.
<i>Mathews (2006)</i>	The process of the firms becoming integrated in international economic activities.

Table 2 - Definitions of Internationalisation (Source: Šarapovas et al., 2016)

2.2.3. Internationalisation theories

Note that understanding international business, implies an awareness of the main theoretical frameworks usually used to elucidate it. Economists cannot discuss the effects of international trade or recommend changes in government policies toward trade with any confidence unless they know their theory is good enough to explain the international trade that is actually observed.

In the last decades a body of literature emerged regarding this particular topic, where two distinctive theories of internationalisation arose: the traditional approach; and the modern approach (Wickramasekera and Oczkowski, 2006). Where normally, the most identify are the Uppsala Model and the Born Globals, respectively.

2.2.3.1. Uppsala Model

‘The Uppsala Internationalisation Model (U-M)’ (Johanson and Vahlne, 1977, 1990, 2009) and ‘The Innovation-Related Internationalisation Model (I-M)’ (Bilkey and Tesar, 1977) are labelled as traditional theories. The Uppsala model is the most frequently used model in the traditional approach to internationalisation theories. It is known as an incremental approach. Companies that seek to engage in an international strategy generally face market uncertainty due to factors like lack of knowledge and physical distance (Johanson and Vahlne, 2009). Due to this, the authors defend the idea that companies need to develop their international strategy gradually, as described in figure 2 (Johanson and Vahlne, 1977; Malhotra et al., 2003). In the authors point of view, this progressive approach allows companies to obtain

knowledge and experience during the process and therefore be able to commit more resources pursuing the following stages of development (Wach, 2015).



Figure 2 - Uppsala Model (Source: Johanson and Vahlne, 1977)

The traditional theory received some criticism over the years. Critics believe that its explanatory power and operationalization present limitations in explaining the reality (Madsen and Servais, 1997). It has failed to provide a suitable explanation for why some firms commit to internationalisation from the time they are established (Taylor and Jack, 2016).

2.2.3.2. Born Globals

The Born Globals (Knight and Cavusgil, 2004), Global Start-ups (Oviatt and McDougall, 1994), High Technology Start-ups (Jolly *et al.*, 1992), and International New Ventures (McDougall *et al.*, 1994) are labelled as modern theories. The Born Global (Knight and Cavusgil, 1996) is the most frequently used model in the modern approach to internationalisation theories.

The ‘born global’ firms contradict traditional approach thinking by presenting differentiating factors. If in the traditional pattern enterprises gradually evolve into an international strategy and gradually commit to it (e.g., Uppsala Model), the ‘born globals’ are involved in internationalisation at or near the time they are founded (Knight and Cavusgil, 2004; McDougall *et al.*, 1994; Moen and Servais 2002; Oviatt and McDougall 1995; Rennie 1993). These firms are able to reach a high degree of internationalisation with no, or almost none, experience (Dominguez and Mayrhofer, 2017; Knight and Cavusgil, 2004; Rennie, 1993). This capability, in achieving early success on foreign markets despite their scarce resources, knowledge and regardless the cultural or geographically proximity, raised many questions in the literature regarding the traditional international theories (Knight and Cavusgil, 2015).

Several studies point out the wide spreading of these kind of firms is mostly due to globalisation, which brought changes to the economic environment, e.g., technological advances, cultural homogeneity (Oviatt and McDougall, 1997), liberalization of trade (Oviatt and McDougall, 2000), that led to the appearance of the born globals.

2.2.4. SMEs internationalisation process

Several theories seek to expose the process behind such complex strategy, yet there is not a consensus about the ‘perfect’ approach for a company to go abroad. In truth, SMEs

internationalisation studies are presented fragmented in the literature. This section intends to aggregate the presented information. Yip *et al.* (2000) were able to draw three moments: a pre-entry stage, entry stage, and post-entry stage.

2.2.4.1. Pre-entry stage

The pre-entry stage can be labelled as the propensity to internationalise. The propensity to internationalise is characterised by two concepts: the awareness of the possibility to internationalise, and the intention to internationalise (González, 2009). The factors that influence the awareness of the possibility to internationalise are named ‘drivers’. The factors that influence the intention to internationalise are named ‘motives’.

2.2.4.1.1. Drivers for SMEs internationalisation

Studies on the literature lead onto the emergence of many factors that influence the awareness of the possibility to internationalise. These factors are known as internationalisation drivers. OECD (2007) classified internationalisation drivers into 3 categories: management/entrepreneur-specific factors, firm/organization-specific factors, and external factors (Table 3).

Management/entrepreneur-specific factors
<i>Demographic factors</i> (e.g., age, education)
<i>International exposure and international business experience</i> (e.g., experience in doing business abroad, knowledge of foreign institutions)
<i>Management approach</i> (e.g., planning orientation)
Firm/organization-specific factors
<i>Basic firm characteristics</i> (e.g., firm size, the nature of the product)
<i>Technology base</i> (e.g., R&D activities, technology intensiveness)
<i>Commitment/support towards internationalisation</i> (e.g., systematic exploration of foreign markets/export policy, commitment to developing business abroad)
External factors
<i>External incentives</i> (e.g., government support, foreign market factors, domestic market factors)
<i>External impediments</i> (e.g. lack of government assistance, and political instability in foreign markets)

Table 3 - Drivers for SMEs internationalisation: factors that influence SMEs internationalisation strategy (Source: OECD, 2007)

In simpler terms, internationalisation drivers will be the first to shape the firm's internationalisation strategy. Take as example a young entrepreneur which participated in a mobility program (e.g., ERASMUS), this fine young (wo)man will probably be far more open to the idea of internationalisation, which increase his awareness of the possibility to internationalise. However, it is important to bear in mind that being aware of an idea is not sufficient to do it.

2.2.4.1.2. Motives for SMEs internationalisation

Enterprises need a motivation behind their actions. Motivations are the ones influencing the intention to internationalise. Meaning, before the 'how', there should always be a 'why' and a 'can we do it' (Yip *et al.*, 2000). Motives are the 'why' a company is approaching internationalisation. The motivations behind domestic trade and international trade are identical. Nevertheless, international trade raises new and different issues. "*International trade is, at once, an economic, political, and legal phenomenon* (Dunoff, 1999:736).

Many authors have been categorising the motivations in several ways (Dunning and Lundan, 2008; Gammeltoft, 2006; Lloyd-Reason and Sear, 2007; Lloyd-Reason *et al.*, 2009;). Nonetheless, most of the motives can be categorized as push and pull factors, proactive or reactive motivations and, or, internal and external motives (Evans *et al.*, 2008). The literature suggests that the motives can appear as either due to stimuli from internal influences of the firm or from company's external environment (home market or export markets). Furthermore, they can be characterized as reactive or proactive behaviour. The reactive is a scenario where companies respond to pressures (push factors) as third-party initiatives. The proactive behaviour is when a company acts actively (pull factors) in exploring abroad possibilities (Albaum and Duerr, 2008).

The European Commission (2007) identified numerous motives that lead companies to internationalise, such as to have access to know-how and technology, the possibility to reduce costs or exploit additional production capacity, to access new and larger markets, capital, labour, or lenient laws and regulations. Other studies were also able to present additional motives, such as to create social networks, to grow, increase profit, and reduce dependency on a single market (Lloyd-Reason and Sear, 2007; Lloyd-Reason *et al.*, 2009) .

2.2.4.2. Entry stage

The entry stage can be labelled as the decision to internationalise. After the 'why' and 'can we do it' comes the 'where', 'how', and 'when' to do it. At this stage, the firm chooses its target markets, its entry mode, and the timing. While some may believe these are phases which should be chosen separately, others believe in the opposite (González, 2009).

Papadopoulos and Denis, in 1998, presented two traditional approaches to the international market selection: a systematic approach; and an unsystematic approach (Andersen and Buvik, 2002). The systematic approach argues that the decision-making process should be structured and formalized. The authors presented a chain of activities for the decision-maker when (s)he is selecting the market: problem definition; identify the choice criteria; weight the criteria; generate the alternatives; rate each alternative; compute the optimal decision. While the unsystematic approach is a more opportunistic one. Bilkey, in 1978, and later Bradley, in 1995, explain exactly that companies are expanding on an opportunistic basis (Andersen and Buvik, 2002).

The entry mode is one of the most important factors for a successful internationalisation strategy. It is the choice of how the company wants to interact with the foreign market (Malhotra *et al.*, 2003). The literature addresses the following entry modes: exports, imports, foreign direct investment, international subcontracting and international technical cooperation. Sarapovas *et al.* (2016) also points out that this is an issue of extensive research, and that the wide range of theories developed over the years trying to explain the choice of the entry mode is the living proof.

Timing is also an important issue (Burgel *et al.*, 2001). Choosing the ‘when’ to internationalise is crucial because opportunities and threats change over time due to other firms’ current internationalisation strategy. It is possible that a company may fail or not succeed so well because of a too early or too late market entry (Andersson and Mattsson, 2006).

2.2.4.3. Post-entry stage

The post-entry stage can be labelled as the implementation of internationalisation. The implementation of internationalisation is characterised by three concepts: the trial, the assessment, and the acceptance. The trial is the initial experiment of the company on the chosen market. The assessment compiles the results run from the experiment. And, for last, the acceptance or refusal of the product, which dictates if it was a successful or unsuccessful entry (González, 2009).

2.2.5. SMEs internationalisation barriers

2.2.5.1. Introduction

Being aware of the different phases of the internationalisation process is almost as important as being aware there are barriers in almost every step of it. The I-M contributed to the literature outstanding the need to differentiate the internationalisation process in SMEs due to their size, an important memento since micro, small and medium-sized enterprises are the ones that usually do not have prior experience in foreign markets, have limited resources and are more vulnerable to market changes (Galimberti and Wazlawick, 2015;

Kraus *et al.*, 2017). Therefore, are the ones that face more barriers (Hutchinson *et al.*, 2009; Riga, 2013).

2.2.5.2. Definition

Fliess and Busquets (2006:4), defined barriers to internationalisation as “*all those constraints that hinder the firm’s ability to initiate, to develop, or to sustain business operations in overseas markets*”. It is important to outstand that those constraints can either be the ones managers perspective to find during the process (perceived barriers) or the ones that actually exist (actual barriers). Regardless, barriers’ type and intensity vary from company to company (Albaum and Derr, 2008; Hutchinson *et al.*, 2009).

2.2.5.3. Internationalisation barriers faced by SMEs

Barriers to SME access to international markets are usually divided in internal barriers and external barriers. The internal barriers are barriers internal to the enterprise related with organisational resources and capabilities. These can be subdivided in (1) informational barriers, (2) human resource barriers, (3) financial barriers, (4) product and price barriers, and (5) distribution, logistics and promotion barriers. The external barriers are the ones related with the business environment on the markets where the company operates (home) and those where the company intends to enter (host). These can be subdivided in (1) procedural barriers, (2) governmental barriers, (3) customer and foreign competitor barriers, (4) business environmental barriers, and (5) tariff and non-tariff barriers (OECD, 2018). Different studies (EC, 2010; Hutchinson *et al.*, 2009; OECD, 2008) highlight the importance of internal barriers when compared to external ones, as perceived by SMEs. Figure 3 presents the main barriers identified by OECD regarding this topic, where only one is an external barrier reinforcing the idea of internal barrier’s importance.

1. Shortage of working capital to finance
2. Identifying foreign business opportunities
3. Limited information to locate/analyse markets
4. Inability to contact potential overseas costumers
5. Obtaining reliable foreign representation
6. Lack of managerial time to deal with internationalisation
7. Inadequate quantity of untrained personnel for internationalisation
8. Difficulty in matching competitor's prices
9. Lack of home government assistance/incentives
10. Excessive transportation/issurance cost

Figure 3 - Top10 perceived internationalisation barriers (Source: OECD, 2009)

Many of the barriers identified by OECD's study are presented, as well, on the literature by other authors. The study conducted by the European Commission in 2010, "Internationalisation of European SMEs", identified the main internal and external barriers faced by micro, small and medium-sized enterprises where six matches with the ones which are presented: financial limitations, qualified personnel, matching competitor's prices, among others. The authors Shaw and Darroch (2004), had the same objective: to identify the main barriers to internationalisation. Once again, the limited financial resources were on the top, corroborating the previous studies presented. Furthermore, other barriers like the lack of government assistance, inability to contact potential customers and lack of managerial time were identified. Hutchinson *et al.*, (2009), enhance in their study the limited information regarding foreign markets, as well, the logistics costs associated with internationalisation. The resources and characteristics of a company as the characteristics of the possible markets determine the barriers associated to the process nevertheless, the literature already provide us some insight about the majors, or at least, the most common ones.

2.2.5.4. Options for addressing internationalisation barriers faced by SMEs

It is imperative to be aware of the existing barriers to be able to identify options for addressing them. When facing these barriers, SMEs can attempt to deal with the barriers themselves, seek assistance from host-country authorities or seek assistance from home-country government or industry associations (Fliess and Busquets, 2006).

With that in mind, governments efforts to support SMEs internationalisation have been increasing over the years and the European Union is no exception.

2.3. Public support for SMEs internationalisation

2.3.1. The role of public support

A widespread recognition on the role SMEs play in economies has been presented in numerous studies. Although their crucial role, it is commonly known SMEs present resource limitation. SMEs need support to acquire the capabilities needed to successfully internationalise. Public support plays a crucial contribution by appropriately intervening with the aim to redress failures. Public support is crucial in providing the means to address SMEs barriers to internationalisation (OECD, 2009).

2.3.2. Awareness and use of public support programmes among SMEs

Although the growing quantity of programmes to support SMEs internationalisation, “*they are largely unknown*” (EC, 2014:10). The literature also refers the awareness may vary from sector. However, it is important to bear in mind the awareness has direct effect on the use of these public support programmes. Studies show, “*very few EU SMEs actually use public support measures*” (EC, 2014:18). And, among those, the smallest firms, such as micro enterprises, are the ones using it more.

Regardless, SMEs use two kinds of public support: financial support, and non-financial support. The most used financial support by SMEs are “subsidies and grants”. Regarding the non-financial support, “information on rules and regulations”, “information on market opportunities”, “exhibiting in international fairs”, “identifying potential foreign business partners”, “business cooperation and networking”, and “matchmaking events” are among the most used (EC, 2014).

As the awareness of the programmes is scarce, so it is the literature regarding the impact of the programmes in SMEs. Nevertheless, the studies conducted by the European Commission to access the legitimacy of these investments can be used as theoretical support to state the positive effect in companies and therefore in the economy.

2.3.3. How to support SME internationalisation

As previously said, SMEs need support to acquire the capabilities needed to successfully internationalise. “*Each country will have to build its own set of policies (...) focused on the SMEs they are trying to support*” (EC, 2007:18) Standardised support programmes imply a deeper analysis of the companies, so that the standardised support programmes can be adapted to each SME, designing so an individualised support.

Companies may have other choices beyond standardised support programmes. Individual support programmes may also be at help. An individual analysis of the SME and its areas in need is firstly approach, followed by a personalised long-term plan.

As all sectors present specific needs, sectoral programmes have been created with the aim of focusing specific niches towards international orientation (EC, 2014).

3. Wine sector: SMEs, internationalisation and public support relationship

3.1. Wine sector: an overview

Agro-food is a very complex and vital sector, not only socially, but economically as well. It can be described as a set of sub-systems focused on specific agricultural products (Caiazza, 2016). The wine sector is one of them. A culturally rich sector which involves a lot of agricultural-related companies and complementary ones, as the trendy wine tourism (Simões, 2003). This study focuses on the micro, small and medium-sized enterprises that are directly linked with the commercialization of wine.

Wine is a natural product defined in the European Union (1999) as a “*product obtained exclusively from the total or partial alcoholic fermentation of fresh grapes, whether or not crushed, or of grape must*”. Or, in a less theoretical perspective, “*wine is the unique piece of art that is possible to drink*” (Stevenson, 1994).

3.2. Wine sector: the European Union (EU) context

3.2.1. EU wine sector: historical context

Wine and the grapevine are intrinsically linked to humankind and their culture, making it difficult to access the beginning and development of wine and its activities. Even so, it is historically assumed that the first cultivations of vineyards, a plant known as *vitis vinefera*, were near the Caspian Seas (Fleming *et al.*, 2005).

The knowledge behind the production spread, reaching Greece, Spain, Italy, France and other European countries. The fact is that quickly the wine grape cultivation was well established in what is known as the Old World, essentially Western and Southern Europe (Anderson *et al.*, 2001). Its cultivation extended to the present day, but contrarily to other markets trend, the Old World is characterized by a slow improvement on their process, and consequently traditional methods remained unchanged.

3.2.2. EU wine sector: characterization

The wine sector still plays an important role in Europe. It is one of economic pillars of the European Union and has a massive impact on the agricultural numbers. The European Union is the World leader in terms of wine-growing areas (44.3%), production (56%, around 168 million hectolitres), consumption (54%), and international trade, mostly exports (74.7%) (EC, 2018). Yet, according to the Comité Européen des Entreprises Vins (CEEV) it is equally important at other dimensions. Not only at a social dimension, as Jean-Marie Barillère, the CEEV president, said “*wine is part of our culture, our traditional style of living*” (CEEV, 2016:2), but also at a demographic dimension, since the wine sector is a crucial aspect in maintaining activity in rural areas that otherwise would be uninhabited (CEEV, 2016).

3.2.3. EU wine sector: challenges and changes

Along the centuries, certain regions became symbols of the European wines emphasizing the importance of the region and their local properties (Anderson *et al.*, 2001). Talking about the European wines, their quality and production can be explained in one word: *terroir*. *Terroir* is a French term that incorporates factors like the soil, regional climate, wine grape type and even the cultural dimension of wine making traditions and techniques, which make a wine of a certain place, with certain unique characteristics (Banks and Overton, 2010).

The fact is that even though the strong association between the sector and Europe, the New World's impact on the market at least brought into discussion the different strategies and processes behind them (Aylward, 2003; Campbell and Guibert, 2007; Remaud and Couderc, 2006; Robinson, 2006). The New World, winemakers of Australia, New Zealand, Chile, North America, South Africa and Argentina, have a mindset of innovation, experimentation and development. In this "world" there is a great concern with strategic and technologic support in the sector. Innovation is presented in terms of marketing, technology and support machinery, as well as, developments on education and institutional research on the area (Dick and Merret, 2007). It is true that exist some criticism behind this approach, due to their pursue for large-scale production, relinquishing the mystique of wine production (Banks and Overton, 2010), but the fact is that Australia, one of the New World producers, is only behind, when compared to France, in terms of natural factors.

Above all, some authors (Cholette and Castaldi, 2005) believe the debate Old versus New World, was very important in order to highlight some variants/determinants regarding the wine sector and also to create awareness in Europe regarding innovation and technologic advances.

3.3. Wine sector: the Portuguese context

3.3.1. The Portuguese wine sector: historical context

Historically, in Portugal, the wine sector has equal or greater relevance than in Europe. Some historians and wine specialists believe that vineyards were first cultivated on the Iberian Peninsula, on Tejo and Sado Valley, around 2000 BC, long before Portugal's foundation. In the XIII century the areas of cultivation in the country were expanding, followed by exports to England in the next one (a dynamism that continued throughout the years up to the present day) (Barsotti, 2016).

3.3.2. The Portuguese wine sector: characterization

3.3.2.1. Production

3.3.2.1.1. Area under vines (cultivated area)

The total area under vines in Portugal amounted approximately to 191 633 hectares in 2017 (IVV, 2017), which represented 6.1% total share of the EU are under vines (Eurostat, 2017). According to IVV, in 2017, Douro, Alentejo and Minho were the main wine-grower regions (Table 4).

Region	Area(ha)			
	DOP	IGP	No IGP/DOP	Total
Minho	16373	1025	3909	21307
Trás-os-Montes	409	379	13722	14510
Douro	38881	124	3018	42023
Beira Atlantico	2067	201	12866	15134
Terras da Beira	1551	829	13140	15520
Terras de Cister	494	692	975	2161
Terras do Dão	4522	254	10061	14837
Lisboa	1041	7255	10345	18641
Tejo	1280	2199	8742	12221
Península de Setubal	2820	2383	2010	7213
Alentejo	13818	5755	4306	23879
Algarve	41	297	1096	1434
Açores	265	114	1321	1700
Madeira	299	0,5	753	1052,5
TOTAL	83861	21507,5	86264	191632,5

Table 4 - Area under vines: distribution by Geographical Indication (GI) (Source: IVV, 2017)

Portugal had around two hundred thousand wine-grower holdings in 2015, which indicates a small average area under vines per holding. The average vineyard area per holding in Portugal was 0.9 ha (Eurostats, 2017).

3.3.2.1.2. Vine varieties

“Portugal boasts a large number of native varieties. This helps to explain the great diversity in the composition of Portuguese vineyards” (OIV, 2017:33). As for the most used varieties in Portuguese vineyards, a set of 34 varieties stands out, corresponding to 83% of total area of vines. These are represented by 17 red varieties, with 55% of total vineyard are, including three international grape varieties, and 17 native white grapes varieties, representing 28% of the total are. Aragonez, Tinta Roriz or Tempranillo is the leading variety in terms of area under vines (IVV, 2017).

3.3.2.1.3. Age of the vine

Changes in Portugal’s area under vines over the last 20 years are primarily due to the grubbing up and restructuring of the European Union’s vineyards. Portugal’s vineyard area has experienced a slight decline over the last decade (-3% since 2010). Although, in Portugal the older vines dominated the vineyards. Around 36% of the are under

vines was between 10 and 29 years old, and another 48% older than 30 years. Very young vines (less than 3-year-old) covered 6%, while 10% of the area under vines belonged to the 3 to 9 years age class (Eurostats, 2017). These numbers express an activity with deep temporal roots and, at the same time, a high degree of aging and the consequent need to restructuring.

3.3.2.1.4. Quality wines in area under vines

The type of grapes the vineyards produce can be classified into six different categories: Protected designation of origin (PDO²), Protected geographical indication (PGI³), Table wine, Dual purpose, Raisins, and Other vines. Two of the categories are used in the classification of ‘quality wine’ (PDO and PGI). In 2015, almost 90% of Portugal’s vine was dedicated to the production of quality wines, while only around 10% was dedicated to table wines (Eurostats, 2017).

² “Protected designation of origin (PDO) designates the name of a product which must be produced within a determined geographical area using recognised and recorded know-how. All products with PDO status must be produced exclusively with grapes from the area in question” (Eurostats, 2017:162).

³ “Protected geographical indication (PGI) designates a product with a quality, reputation or other specific features that can be attributed to a determined geographical area. All products with PGI status must be produced with at least 85% of the grapes coming from the area in question” (Eurostats, 2017:162).

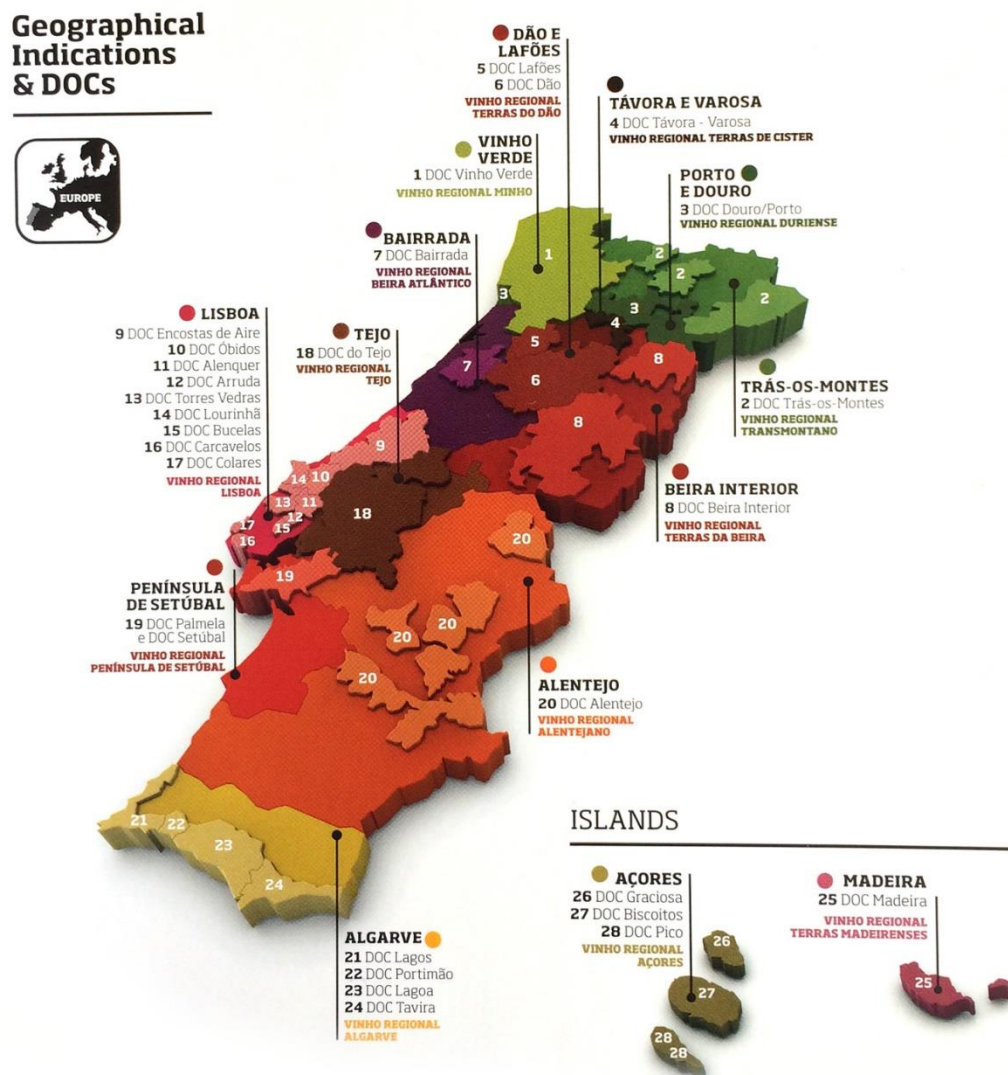


Figure 4 - Wine Portuguese Regions and the geographical indicators (Source: Wines of Portugal, 2018)

3.3.3. The Portuguese wine sector: challenges and changes

Despite the maturity and the importance of the sector in the country, as presented in the previous subsections, wine SMEs have been under changes. Those changes are mostly due to shift on the mindset quantity versus quality.

According to the president of ViniPortugal, Portugal “*does not have scale or levels of productivity to compete in the mass production market*” (Diário Económico, 2012:8). This statement is easily corroborated by others studies on the literature (Amaral, 2000; Simões 2003). Looking into the structure of the international market, countries like Australia, China, US, Chile, South Africa are the ones that increased the most their production in the last 20 years, players which have a much larger scale. Even the traditional producers, like Spain, Italy

and France have it (Dick and Merret, 2007). Portugal was capable to keep up the high production levels while these were predominantly dependent on labour, but then, the technologic breakthroughs and the openness of markets reshaped the market.

Therefore, as the president of ViniPortugal mentioned, Portugal needs to embrace the recognized potential inherent in its vineyards and present different and high-quality products. Undoubtedly, the Portuguese wine and vineyards have their strengths as climatic and geographical conditions, the *terroir* concept (Afonso, 2009) and national castes with high quality standards (Martins, 2007) but on the contrast, Afonso (2009) points out many vineyards are still prepared to produce in quantity for the sake of quality.

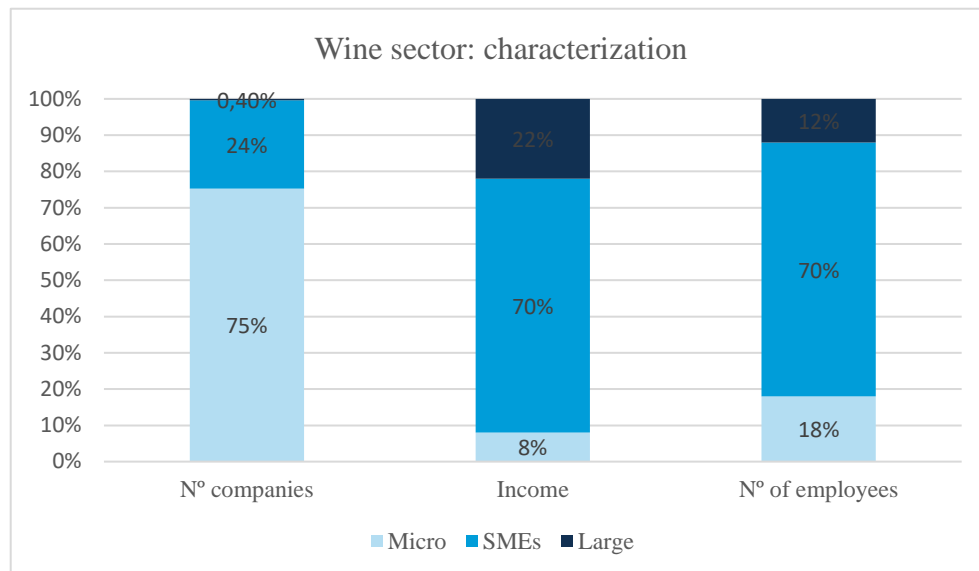
Nonetheless this weakness is being surpassed. Nowadays Portugal has a more consistent external image and there is a higher consciousness of its wines' quality. A proof of a greater focus on quality are the awards that Portuguese Wines are gathering in the last years, for instance in 2017 Portugal won 102 medals on Vinalies Internationales and had 6 wines on the TOP 100 of Wine Enthusiast, one of the most prestigious competitions and magazines.

3.4. Wine sector and SMEs

3.4.1. The Portuguese wine sector: business structure

In 2015, Portugal accounted to 400 thousand non-financial societies. Of those, 42 thousand were comprised in the manufacturing industry, accounting the beverage industry with 1,094 companies. The beverage industry (Section 11 of CAE Rev. 3) is divided in three segments of activity: wine, beer, and soda and water (Banco de Portugal, 2017).

In 2015, 88% of beverage companies had activity in the wine segment, which represented 52% of turnover and 64% of the number of people employed by the sector as a whole. Of those, 75% were micro-enterprises, which accounted for only 8% of turnover and 18% of number of people employed. The small and medium-sized enterprises accounted for 24%, which represented 70% of turnover and 70% of number of people employed. The large companies only represented 0.4% of the sector, accounting for 22% of turnover and 12% of number of people employed (Banco de Portugal, 2017). This information is presented in the graph 1 below:



Graph 1 – Wine sector characterization: Size class, income and number of employees (Source: BP, 2017)

It is important to notice this is a sector of diversified business structure. In it coexist family-based businesses with economic groups of an international dimension and winery cooperatives. There is also a growing number of companies with no tradition in this area of businesses, which have bet on the wine product, in many cases as an anchor product associated with other products or services as tourism (Ministério da Agricultura, do Desenvolvimento Rural e das Pescas, 2007).

3.5. Wine sector and SMEs internationalisation

In the last decades the globalisation impact increased dramatically: the decrease in tariffs, as well, in other international barriers along with the decrease in logistical costs linked world economies (Castaldi and Cholette, 2005). Enterprises and specially SMEs demonstrated rapidly changes, which was translated in efforts of companies to expand into foreign markets (Rennie, 1993). Portugal is a country with tradition and relevance in the exports of wine to the whole world, namely Port Wine, Madeira Wine, Rosé Wine and Vinho Verde. However, the international context has changed dramatically in recent years, with an increase in competition, in particular the arise of new players, e.g., New World, and patterns of consumption, e.g., China increasing its demand (Cassi and Morrison, 2012; Mariani and Pomarici, 2012; Ministério da Agricultura, do Desenvolvimento Rural e das Pescas, 2007).

While globalisation may have changed the wine business environment by creating challenges, it also created opportunities by enabling the internationalisation strategy. With this, due to its importance, the wine sector and internationalisation of SMEs was subject to deepened research over the years.

In what concerns the pre-entry stage, according to Suarez-Ortega and Alamo-Vera (2005) research, wine micro, small and medium-sized enterprises are more likely to enter in

foreign markets, if its manager perceives benefits from internationalisation (Coviello and McAuley, 1999). Santini and Rabino (2012), found that many are motivated by internal motives, e.g., declining profits, and external motives, e.g., highly competitive domestic markets, domestic market regulations and policies.

Regarding the entry stage, in what concerns the market selection, wine SMEs tend to choose close markets or markets with cultural ties. In what concerns the entry mode, scholars state Old World wineries mainly approach as exports, while the New World wineries are more open to different forms of internationalisation (Lazzeretti and Vecco, 2018). Portugal is a typical Old World producer, where international activity is mainly focused on exports.

3.5.1. The Portuguese wine sector: international market

Portugal is currently the 9th largest wine exporter in the World. Despite the recent crisis, since 2010 that the country exports more than 2 million hectolitres (hl) having in 2017 almost surpassed the 3 million hl barrier. These numbers represent, in value, more than EUR 600 million every year, reaching in 2017 almost EUR 778 million, 7.5% more than the previous year (IVV, 2017).

The European Union market still has a massive impact on those numbers, representing 76.5% in hl and 93.2% in value. Nevertheless, the importance of non-EU countries is rising, and, in a fact, it was the major reason for the growth registered, with Brazil growing 53% and Angola 40% compared to the values of 2016. The top 10 wine destination countries in 2017, in value, were France (14%), United Kingdom (10.2%), USA (10.2%), Germany (6%), Netherlands (6%), Belgium (6%), Angola (5.9%), Brazil (5.7%), Canada (5.7%), and Switzerland (3.8%) (IVV, 2017).

The data presented is aligned with the idea that a country leans towards trade with nearby countries or culturally linked, e.g., Brazil and Angola, former Portuguese colonies. Nevertheless, the presence of countries like United States or Canada, or the increase of exports for the Asian continent, are what underlies the literature perspective that globalisation simplified international transactions (Knight and Cavusgil, 2004).

It is important to acknowledge, nowadays, approaching an internationalisation strategy is no longer "exclusive" for large or multinational wine companies (Winch and Bianchi, 2006). However, there are wine SMEs reluctant to this strategy, once although there are many opportunities connected, there are also many barriers associated. Examples of these are difficulties with marketing overseas, lack of financial resources either to improve the quality or the quantity to satisfy the foreign demand (Alonso, 2010).

3.6. Wine sector and public support for SMEs internationalisation

In 2007, the EC assessed the EU wine sector and has confirmed an unsustainable market disequilibrium between supply and demand, as a loss of competitiveness of the EU wines compared to wines from third countries. A reform on the wine common market organisation was established, with two primary goals: (1) to reinforce the EU wine sector competitiveness; (2) to ensure a proper equilibrium between supply and demand (Tribunal de Contas Europeu, 2014).

Among other instruments, European financial support is being used to implement the strategy. For the 2014-2018 program period, the main financial instruments are: (1) grubbing up of vineyards; (2) the national support programmes, where a specific budget is made available to the Member States to draw a five-year program consisting of a number of measures from a list of 11 available measures; (3) existing rural development programmes. The most important financial measures to improve competitiveness were the grubbing up and restructuring of the EU vineyards, promotion (to support information or promotion measures concerning Community wines in their countries with the aim of improving their competitiveness in those countries) and investment (to support tangible and intangible investments in treatment facilities, cellar infrastructure and wine commerce) (Tribunal de Contas Europeu, 2014). The following research will only focus on promotion.

The Portuguese government has defined supplementary rules for Community support for the promotion of wines on third country markets under the national support program for the wine sector for the period 2014-2018.

The intervening entities are the Instituto da Vinha e do Vinho (IVV), which has management functions, and the Instituto de Financiamento da Agricultura e Pescas (IFAP), which has payment functions. The IVV has several tasks, namely the opening of tenders for the selection of projects, the evaluation and selection of projects submitted, the decision and setting of the support rates to be granted to the projects, and the monitoring and evaluation of the support measure. The IFAP will notify the beneficiary of the acceptance of the commitment regarding the approved project, evaluate and decide on the payment requested, and make the payment of the support.

The following typologies of actions may be supported by promotion: (1) public relations, promotion or publicity actions, highlighting in particular the advantages of products produced in the national territory, especially in terms of quality, food safety or respect for the environment; (2) participation in events, fairs or exhibitions of international importance; (3) information campaigns, in particular on Community schemes for designations of origin, geographical indications and the organic production method; (4) market studies necessary for

the expansion of commercial outlets; and, (5) studies evaluating the results of promotional and information actions.

The implementation of the project must not exceed three years. For companies, the grants are awarded in the form of non-refundable incentive and the maximum level of support to be granted to each project may not exceed 50% of the eligible expenditure.

4. Methodology

4.1. Research context

4.1.1. Wine sector profile in Portugal

The wine sector has emerged as an economic pillar of the primary sector. Micro, small and medium-sized enterprises play a major role in the sector. Its engagement in internationalisation strategies has been a growing trend. However, this strategy presents several barriers, for which SMEs have been receiving assistance through support programmes offered by the governmental institutions.

In Portugal the sector has significant influence in the primary sector. In 2005, it represented between 2% to 10% of agricultural ground in percentage per ha. In 2015, according to the Banco de Portugal, the sector represented around 963 enterprises in the wine sector, of which 99.96% were SMEs. With the market changes, these companies deepened its engagement in internationalisation strategies. Although, these enterprises started to perceive barriers associated with those strategies and started to look for support programmes offered by the governmental institutions.

4.1.2. Research objectives

As the government supports are going along with SMEs internationalisation, it is becoming increasingly important to acknowledge the effectiveness of the existing supports.

The present thesis seeks to get insight into the benefits to enterprises that come from internationalisation, and, to acknowledge the impact of the government support programmes developed to support wine SMEs' internationalisation strategies, through an analysis regarding economic indicators. To that end, the subsequent subsection describes the methodology used to collect and analyse the data, with the end to assess the impact of the government support programmes.

4.2. Data collection and data treatment

4.2.1. Sample design

The present study was conducted in Portugal. Nonprobability sampling was used in the selection of the sample. The sampling frame were wine SMEs which had access to internationalisation support program defined in the European Structural and Investment Funds 2014-2020. These firms are contained in a database compiled by Instituto da Vinha e do Vinho (IVV), a government organisation. The entire database of enterprises which had access to the support in question was object of analysis, giving a sample of 182 SMEs selected for analysis. Table 5 summarizes the characteristics of these firms. A total of 42 complete questionnaires was acknowledged, which corresponds to a 23.08% response rate. The sample size is sufficiently large to guarantee a 95% confidence level within a 13.3% range.

Descriptive Statistics

Age of firm (year)			
0-2	2	1%	
2-5	8	4%	
5-10	30	16%	
More than 10	142	78%	
Size Class			
Micro (0-9)	62	34%	
Small (10-49)	95	52%	
Medium (50-249)	25	14%	
Wine Regions			
Açores	0	0%	
	IGP DOP IGP+DOP	0	0 0
	S/ IGP DOP	0	
Alentejo	31	17%	
	IGP DOP IGP+DOP	5	10 10
	S/ IGP DOP	6	
Algarve	0	0%	
	IGP DOP IGP+DOP	0	0 0
	S/ IGP DOP	0	
Bairrada	5	3%	
	IGP DOP IGP+DOP	0	1 3
	S/ IGP DOP	1	
Beira Interior	1	1%	
	IGP DOP IGP+DOP	0	0 1
	S/ IGP DOP	0	
Dão e Lafões	10	5%	
	IGP DOP IGP+DOP	2	2 6
	S/ IGP DOP	0	
Lisboa	27	15%	
	IGP DOP IGP+DOP	5	6 15
	S/ IGP DOP	1	
Madeira	4	2%	
	IGP DOP IGP+DOP	0	2 2
	S/ IGP DOP	0	
Península de Setubal	6	3%	
	IGP DOP IGP+DOP	0	1 5
	S/ IGP DOP	1	
Porto e Douro	59	32%	
	IGP DOP IGP+DOP	5	21 31
	S/ IGP DOP	2	
Távora e Varosa	2	1%	
	IGP DOP IGP+DOP	0	0 2
	S/ IGP DOP	0	
Tejo	7	4%	

	IGP DOP IGP+DOP S/ IGP DOP	1 0	1	5
Trás-os-Montes		5		3%
	IGP DOP IGP+DOP S/ IGP DOP	0 2	1	2
Vinho Verde		25		14%
	IGP DOP IGP+DOP S/ IGP DOP	1 1	6	17

Table 5 - Descriptive statistics of the population (Source: IVV, 2014,2015,2016,2017)

4.2.2. Research methods

Primary and secondary data were obtained. Regarding the primary data sources, the impact of the referred government programmes was assessed using quantitative data, through a cross-sectional questionnaire developed specifically to these enterprises, and qualitative data, with an in-depth interview with a specialized consultant. Regarding the secondary data sources, demographic information of the sample was collected with the end to characterize it.

4.2.2.1. Questionnaire – Quantitative research

This quantitative approach arises from the need to obtain very detailed information, in a homogeneous way, with the aim to facilitate its analysis and to present solid conclusions. A questionnaire allows to collect information in a standardised format and it is more flexible for respondent than other methods (ECSIP, 2013).

4.2.2.1.1. Macro and micro-structure of the questionnaire

Since the questionnaire is the centrepiece of this work, it was crucial that the questionnaire was well structured in order to meet the intended objective. In this way, the questionnaire (Annex 1) was structured based on the principles presented by Peterson in 2000 (Lee, 2006):

1. Review the information requirements necessitating a questionnaire;
2. Develop and prioritize a list of potential questions that will satisfy the information requirements;
3. Assess each potential question carefully;
4. Determine the types of questions to be asked;
5. Decide on the specific wording of each question to be asked;
6. Decide the structure of the questionnaire;
7. Evaluate the questionnaire.

Regarding the first step, the aim was to understand the problem under study, in this case to acknowledge the impact of the government support programmes developed to support wine SMEs' internationalisation strategies. The second step was trying to understand which questions would lead to the understanding of the problem previously

identified. For that matter, a deepened research on the literature followed with the aim to collect questions from identical studies. A set of questions were structured and then analysed to understand which ones were best suited to the target population and the problem under discussion. The third step included an extended analysis of each question in particular to determine if all the questions asked were likely to be answered by all, and those who were not were duly identified. Regarding the fourth step, all questions included in the questionnaire were close ended, so the obtained data could be presented in a homogeneous way, which would ease the conclusions. In the fifth step, it was taken in consideration all the participants were Portuguese wine SMEs, so the adopted language was Portuguese. Regarding the sixth step, the questionnaire was structured in three sections, with a total of 18 questions. The first part comprised demographic characteristics, e.g., enterprise age. This section comprised 2 questions. The second part comprised questions related with the enterprises' internationalisation strategies. This section comprised 9 questions. Finally, the third part comprised questions related with the internationalisation support programmes to which the enterprises had access. This section comprised 7 questions.

4.2.2.1.2. Questionnaire distribution

The electronic questionnaire was conducted via e-mail to managers and/or staff responsible for the internationalisation process of each enterprise. The questionnaire was cross-sectional, carried out in April-September 2018. A total of 42 answers was collected. To mention that the period of collection of information coincides with a period with greater activity in the sector with regard to campaigns and promotion of the brand and their wines. Activities, where the presence of the manager and employees linked to the internationalisation strategy are necessary, leading to a smaller sample when compared with another time of the year.

4.2.2.2. In depth interview – Qualitative research

This quality approach arises from the need to confirm the results collected and understand better the reasons behind each indicator as well the possibilities to improve probable problems regarding EU Funds.

The personal in-depth interview was conducted to a private consultant that operates mainly in the wine sector which supports enterprises applying for international projects to public supports. The interview has as grown the survey, having therefore open questions to support the reasons of each topic.

5. Results

This chapter provides an overview, based on the data collected, regarding the sample description, the internationalisation characteristics of Portuguese wine SMEs, the challenges and benefits of internationalisation, as well as the role of the support programs.

5.1. Sample Description

The conducted survey was completed by 42 respondents. The first section of the questionnaire identified several aspects of Portuguese wine SMEs' demographic characteristics (Table 6). The large majority of participants had been operating for 10 years or more (71%), followed by enterprises between 5 and 10 years (17%), while enterprises between 2 and 5 years are the least represented (12%). Regarding the size of each enterprise

Descriptive Statistics				
Age of firm (year)				
0-2		0		0%
2-5		5		12%
5-10		7		17%
More than 10		30		71%
Size Class				
Micro (0-9)		16		38%
Small (10-49)		22		52%
Medium (50-249)		4		10%
Wine Regions				
Alentejo		3		7%
	IGP DOP IGP+DOP	1	0	2
	S/ IGP DOP	0		
Bairrada		5		12%
	IGP DOP IGP+DOP	0	1	3
	S/ IGP DOP	1		
Dão e Lafões		5		12%
	IGP DOP IGP+DOP	0	1	4
	S/ IGP DOP	0		
Lisboa		6		14%
	IGP DOP IGP+DOP	1	1	3
	S/ IGP DOP	1		
Madeira		1		2%
	IGP DOP IGP+DOP	0	0	1
	S/ IGP DOP	0		
Porto e Douro		13		31%
	IGP DOP IGP+DOP	0	5	8
	S/ IGP DOP	0		

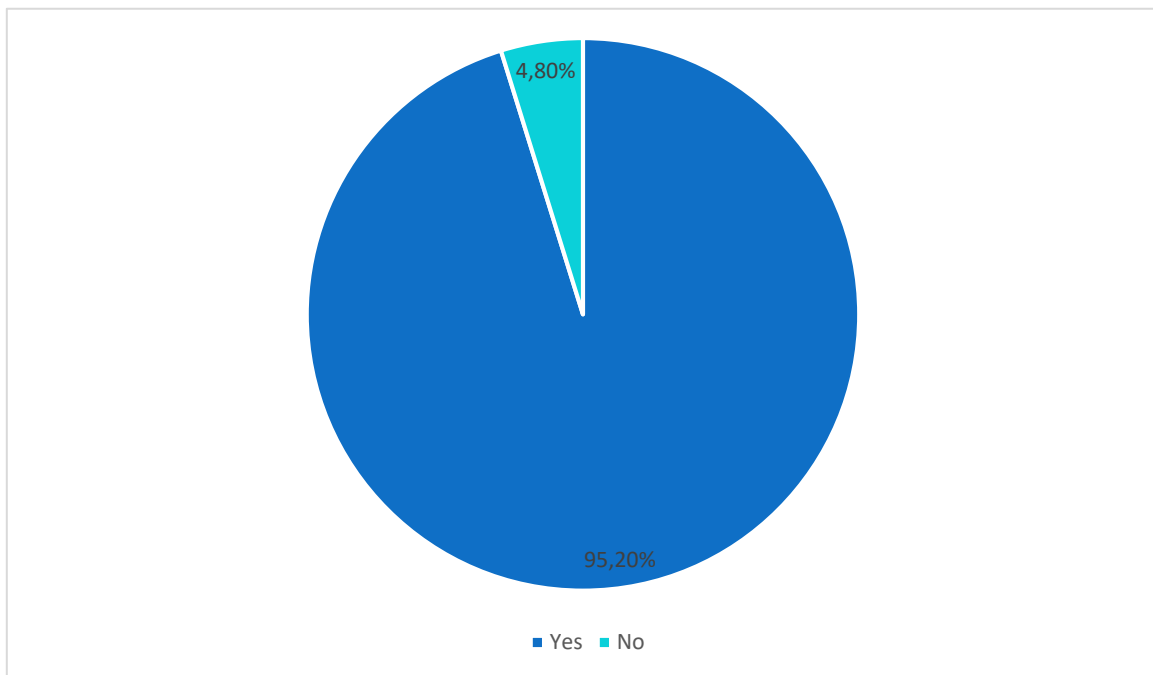
Vinho Verde	9	21%
IGP DOP IGP+DOP	1	8
S/ IGP DOP	0	

Table 6 - Descriptive statistics of the sample

5.2. Main findings

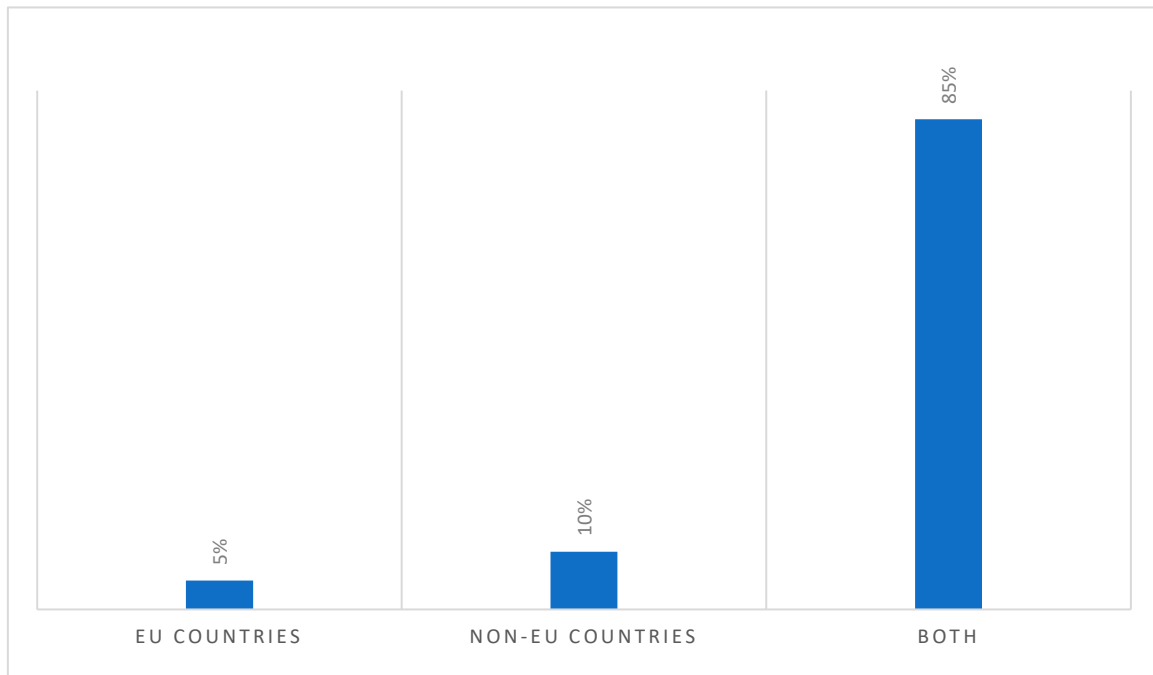
Internationalisation of Portuguese wine SMEs

The findings show high awareness and intention in what concerns an internationalisation strategy. Approximately 95% of the enterprises were already engaged in international activities before resorting public support (Graph 2).



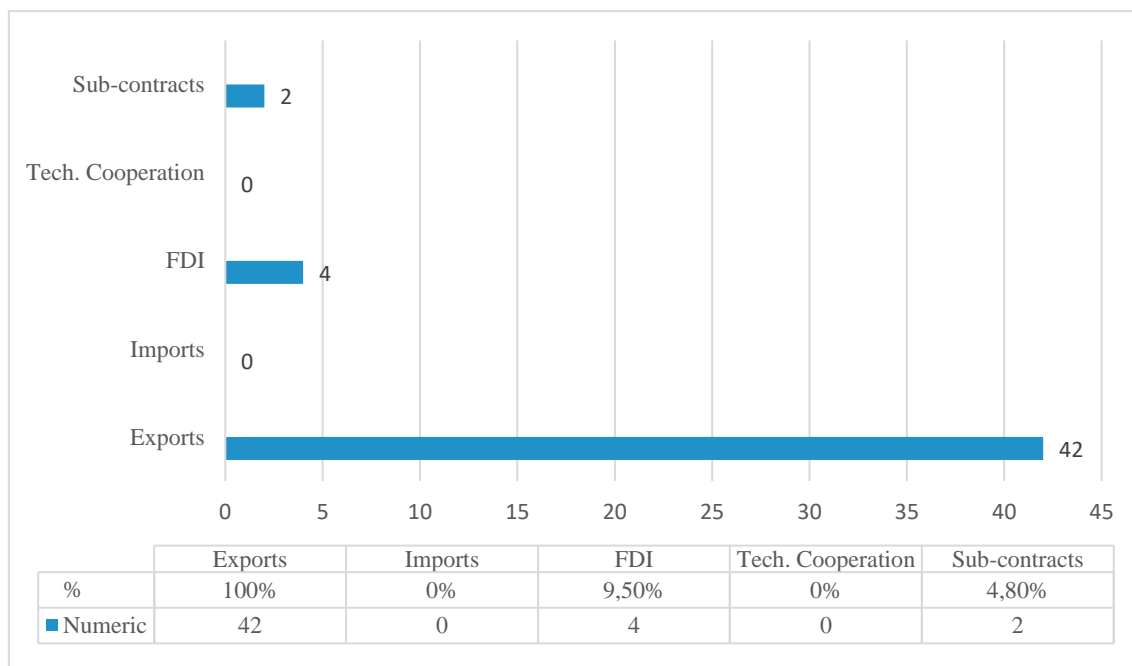
Graph 2 - Degree of internationalisation by Portuguese Wine SMEs

Regarding the target market, for SMEs that were already international, the results show most enterprises operate both in EU and non-EU markets (85%), followed by enterprises which only operate in non-EU markets (10%), and the remaining in EU markets (5%) (Graph 3).



Graph 3 - Regions where internationalisation occur

In what concerns the entry mode, graph 4 shows all respondents actively export. However, some enterprises bet in more than one internationalisation strategy. The results show 4 enterprises both export and have foreign direct investment, while 2 both export and have sub-contracting.



Graph 4 – Entry modes of internationalisation

Economic welfare gains from internationalisation

The conducted study presents economic welfare gains from internationalisation. Its assessment is vital, since ultimately perceiving what companies can win with this growth

strategy is a strong motive to managers engage in going abroad and policy makers further support internationalization.

Link between internationalisation and innovation

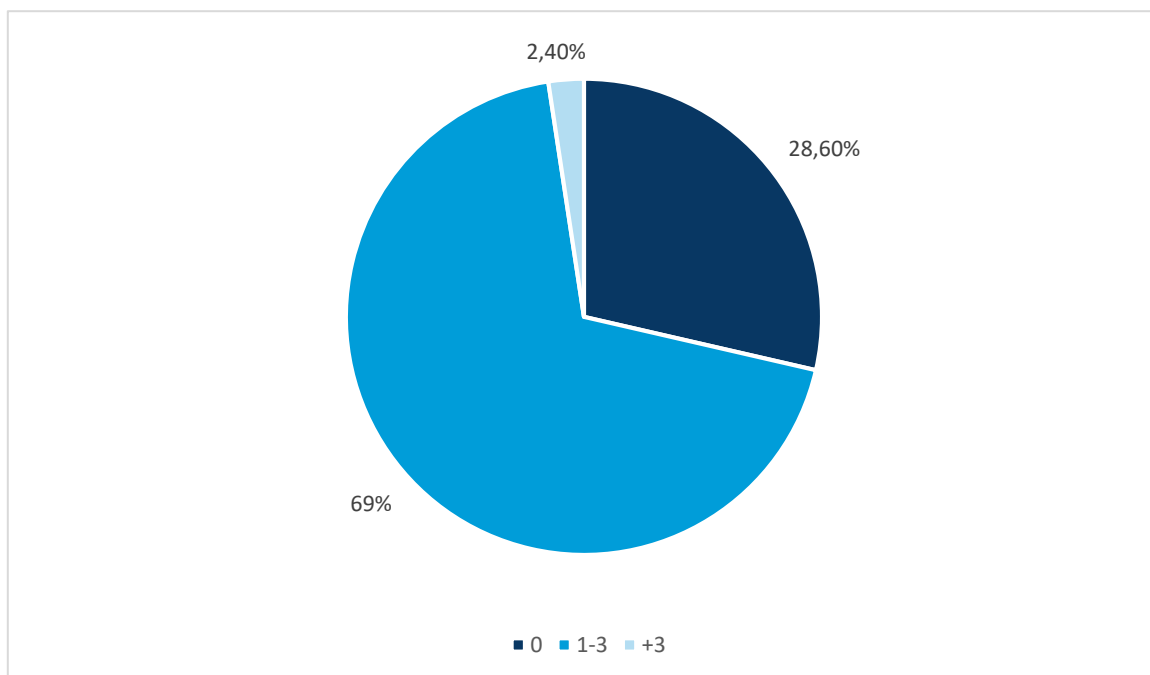
The results show 76.2% of enterprises were able to innovate due to internationalization (Table 7).

	N Values	% Values
New products	22	52.40%
New processes	10	23.00%
New products & processes	0	0.00%
No innovation	10	23.80%
Total	42	100%

Table 7 – Link between internationalisation and innovation

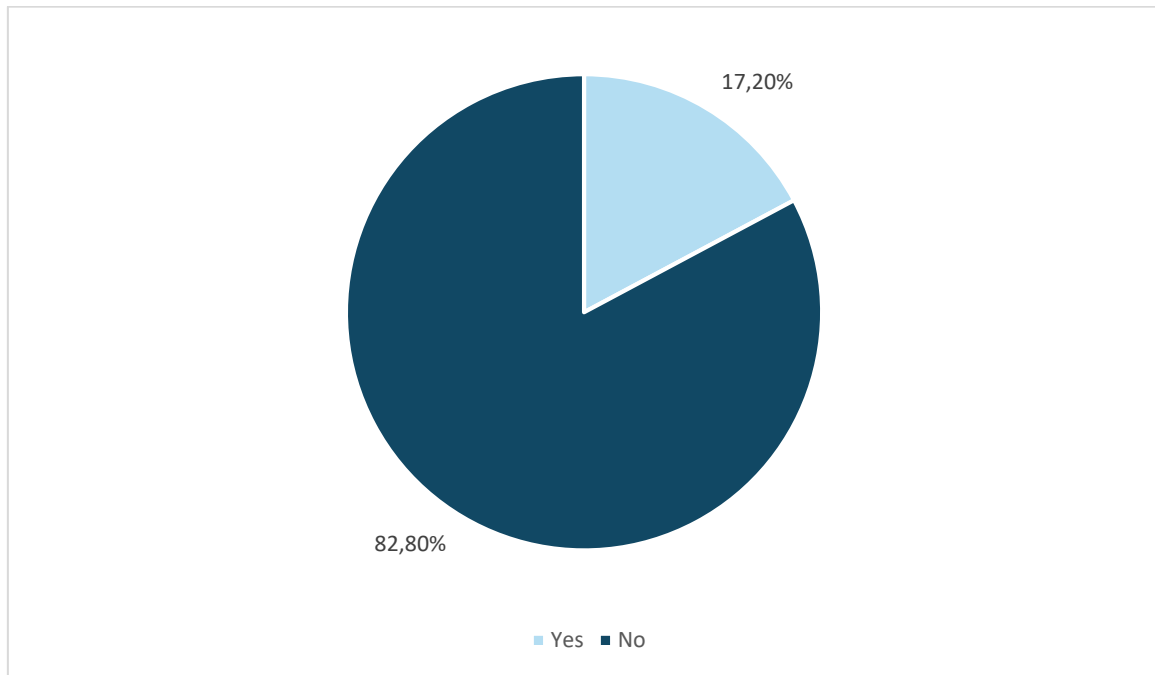
Link between internationalisation and employment

The results below, sustained by graph 5, reported the employment growth as a consequence of SMEs being internationally active. While only 28.6% did not hire anyone, 69% hired 1 to 3 people and 2.4% hired more than 3 people.



Graph 5 - Effects on employees' numbers

Secondly, regarding the same topic, is important to state that 82.8% of the company considers that would not have been necessary to fire anyone if the company only operated in the national market, even so, the remaining companies 17.2% state that would have the need to fire employees (Graph 6).

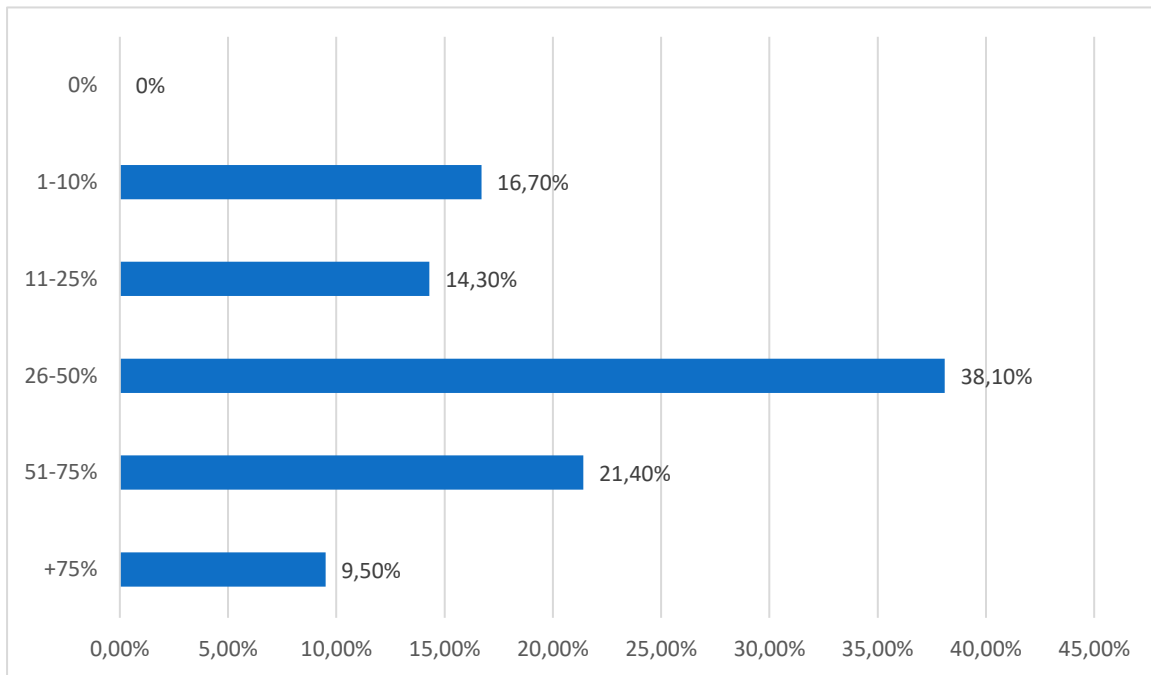


Graph 6 - Effects on employees' numbers

Link between internationalisation and turnover

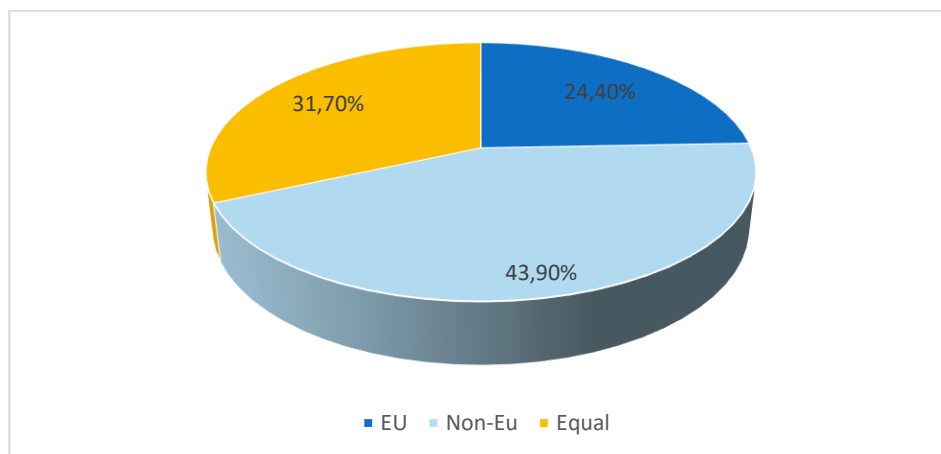
Another indicator under study, concerning the economic gains, was the turnover's percentage coming from external markets. Graph 7 allow us to understand how much from the total turnover of each company comes from other markets beside Portugal.

The higher and more important values are: 38.1% allege that 26% to 50% come from foreign markets; 21.4% allege values between 51% and 75% of their total turnover; and, 1 in 10 companies (9.5%) allege more than 75%.



Graph 7 - Size of the internationalisation impact in the turnover

Regarding this topic, in what concerns the EU and non-EU quota on those turnovers, approximately, one third of the companies state its turnover is equally distributed, while only 24.4% of the companies account higher turnover from EU markets against 43.9% which account higher turnover from non-EU markets (Graph 8).

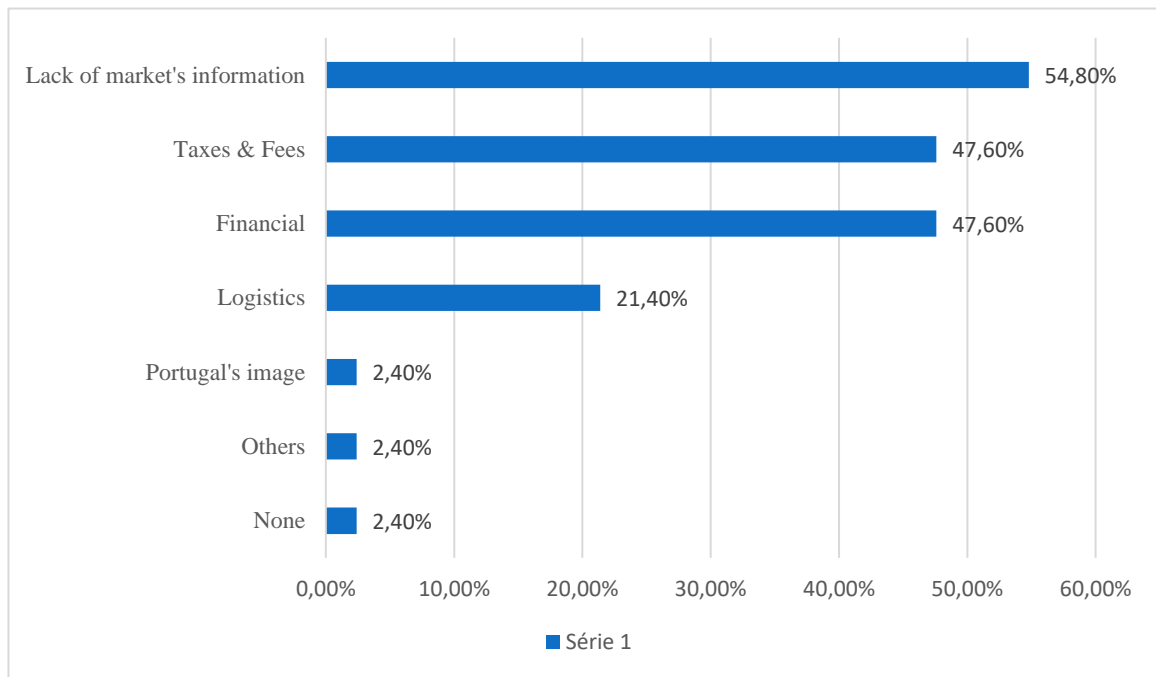


Graph 8 - Main contributing regions

Internationalisation barriers of Portuguese wine SMEs

This sub chapter sought to assess if enterprises presented barriers to internationalisation and if so to analyse the barriers faced by enterprises that were already international and the ones that become internationally active with the support programmes.

It was asked to the respondents to choose two barriers, at most. The graph below presents which barriers are the ones that have more impact on international strategies, either in their beginning or during the process.



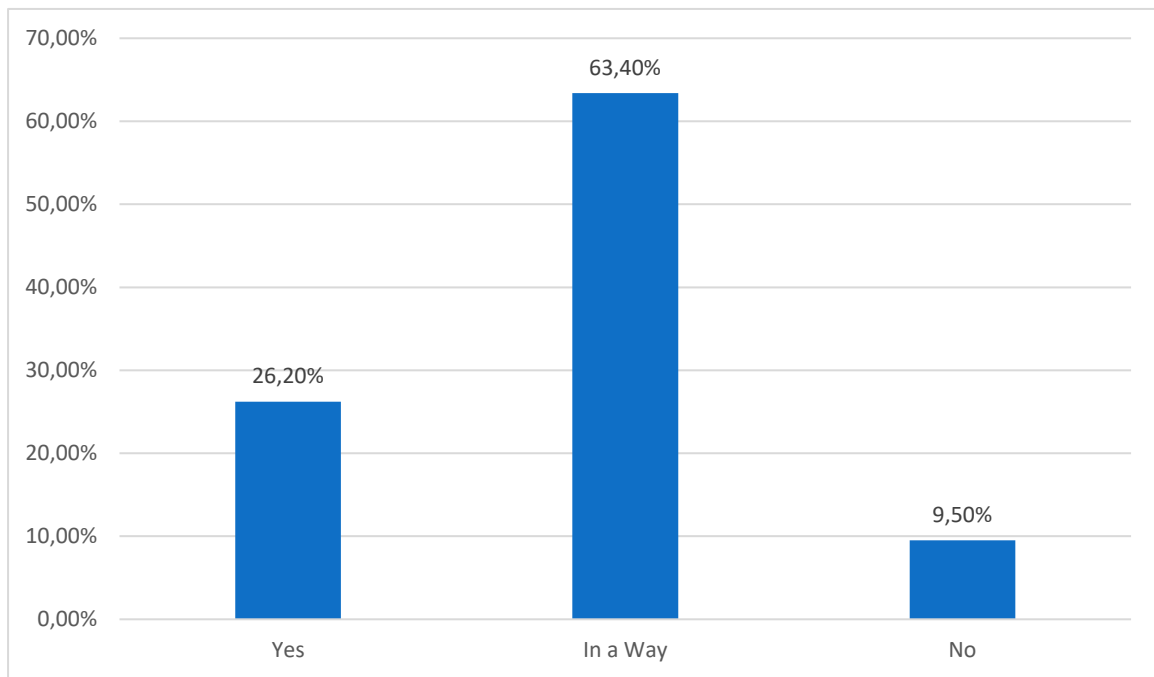
Graph 9 - Barriers for internationalisation

The most important barriers identified by Portuguese wine enterprises, as the graph 9 above presents, are barriers related with the lack of adequate information regarding foreign markets and difficulties to communicate with potential buyers which appear at the top with 54.8%. Financial barriers, as the lack of capital, is as well especially high, 47.6%. Finally, to close the top 3, the corporative environment is also acknowledged as one of the most important barriers (47.6%) taxes, fees, regulations, economic risks are big concerns to Portuguese wine SMEs. To complement, it is important to enhance the fact that the first two clusters are internal barriers while the one related with tax and regulations is an external barrier.

Public support programmes

Another important part of the survey had to do with the use and benefits that might support SMEs accessing or increasing their operations abroad.

The overall enterprises considered public support programmes a tool to surpass the international barriers mentioned or not. These counterbalanced the challenges and difficulties associated with internationalisation. Although, 9.50% gave a non-positive feedback, more than 60% refer that at least in part the structural funds were a way to surpass the barriers, and 26.2% answer positively (Graph 10).



Graph 10 - Public support perception to surpass barriers

Another two questions were raised in the standpoint of understanding if micro, small and medium-sized enterprises that have access to those type of supports perceive these public programmes as beneficial and meaningful.

The fact is that the survey shows that public support is indeed perceived as beneficial and a powerful tool to SME’s international strategies.

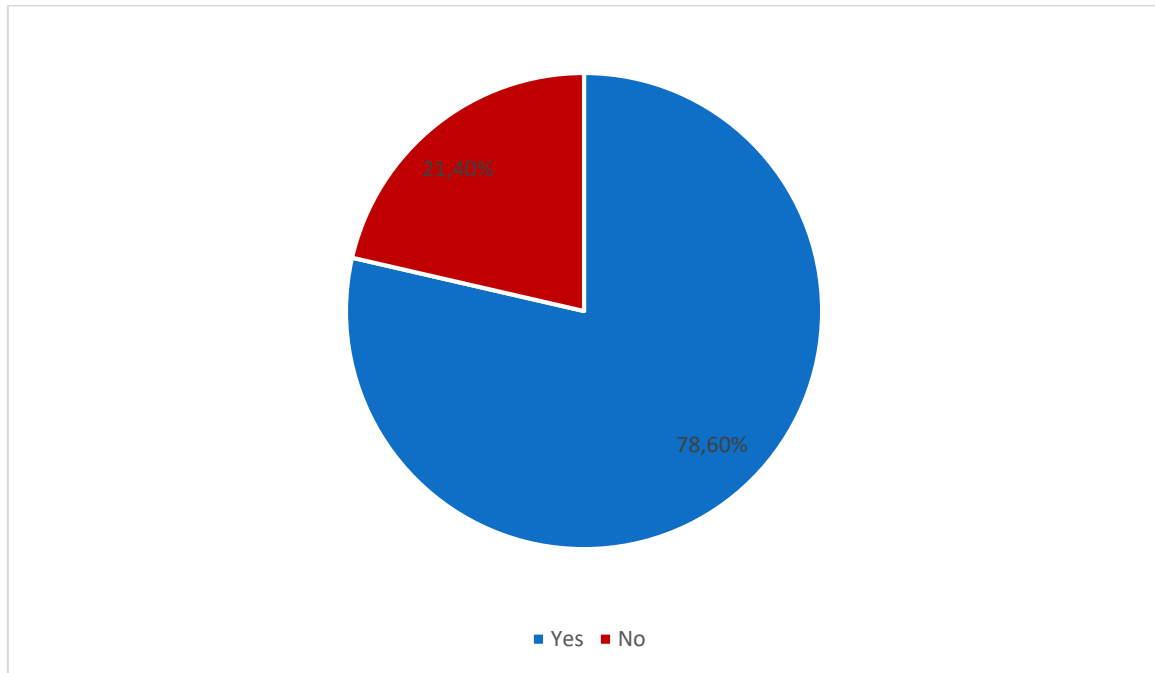
More than 90% of the respondents, 92.9%, considered that the funds had a positive impact in the company and when faced with the question “your company would internationalise without public funds?” 61.9% responded positively: 4.8% would not have done international trades without it, 40.5% would have, but not with the current dimension 7.1% would not have start so soon, 9.5% would not have start so soon and not with the current dimension.

Economic welfare gains from public supports

Link between public support and network

The conducted study presents economic welfare gains from public support. Its assessment is vital, not only to understand the perceived impression of those supports but also to effectively comprehend what public support brought to those companies.

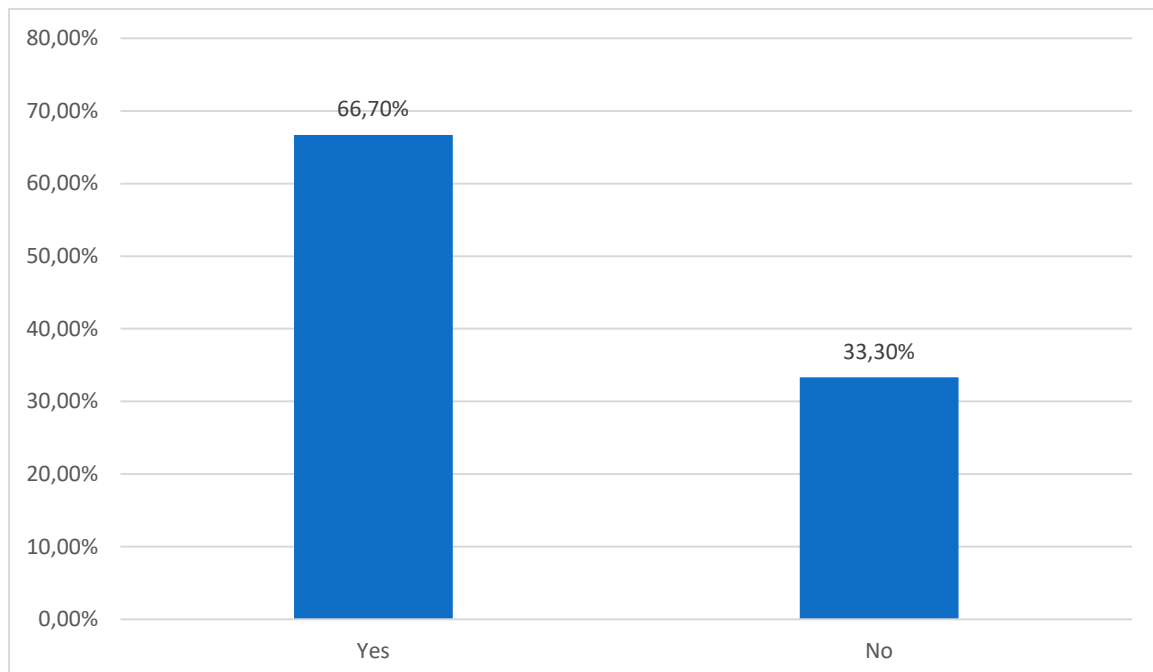
The graph 11 underneath, shows the ‘end result’ regarding public support programmes facilitating build potential networks. More than 75% of SMEs allege that since the government help, the company started to have a larger list of third country customers.



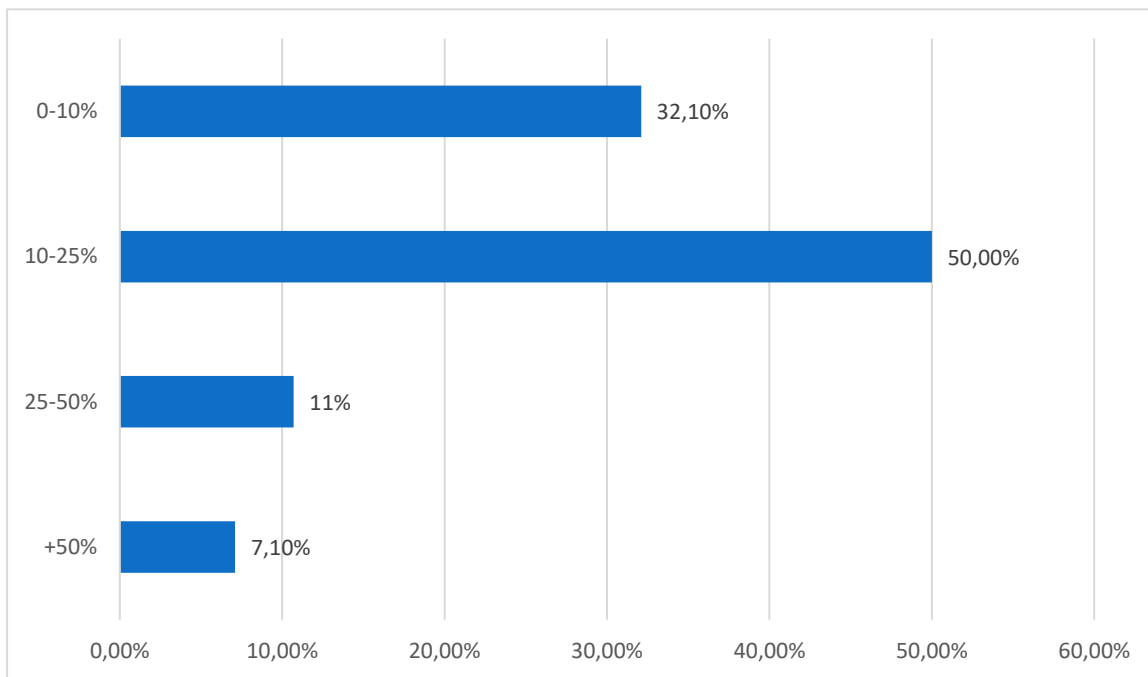
Graph 11 - EU Funds impact in gathering new costumers

Link between internationalisation and turnover

The graph 12 and 13 shows that EU public support can improve the already existing positive association between being internationally active and having higher turnovers. More than 65% of the companies claim that had an increase of their profits with the government support. Furthermore, of these respondents, approximately 30% increased less than 10%, half increased between 10% and 25%, while 17.8% increased more than 25%, where almost half of those increased their turnovers in more than 50%.



Graph 12 - EU Funds impact in SMEs' turnover



Graph 13 - Dimension of EU Funds impact in SMEs' turnover

6. Discussion

Before moving on to the conclusions concerning this study, it is pertinent to analyse some of the results presented, so the reader can also have a perspective on the why of some results.

With regard to the demographic data of the sample, which turned out to be quite similar to the population, it is interesting to note that most of the enterprises are older than 10 years. This can be mostly due to a cultural issue. Wine production is an ancient activity in Europe, which naturally means that this sector, when compared to other markets or industries, has more mature companies. It is also in this line of thought that we also witness a greater presence of companies in Porto and Alentejo. These are areas that are culturally associated with wine production and with characteristics more propitious to wines' production. While other types of activities may be easier practiced in any region, wine production, especially in the "Old World" where the *terroir* is of great importance, it is normal to present areas with greater activity in the sector.

As for internationalisation itself, one of the most curious aspects could be the fact that a large percentage of companies were already selling outside the national market before competing for European funds. In this particular sector, the fact that this happens can be not so much because we are talking about "born global" enterprises, but rather of older companies and where once again, culture impacts these results. Many companies are family businesses with history and they have started their export activity long before public support to internationalisation even exist, or at least before there is an awareness of them as there is today. In addition, as mentioned in this study, Portugal, since the era of discoveries that already had wine exports, it is culturally easier for companies in Portugal to adopt a strategy that is already common to them.

Still and despite these curious results there are no major changes with regard to entry mode. Like most micro, small and medium-sized enterprises, those in the wine sector are mainly focused on exports. Given that they are SMEs, it is not strange that they mainly opt for a strategy where the risk and the financial needs are lower. Furthermore, given the characteristics of the sector, where the importance of *terroir* is of huge matter, it is normal that bets like FDI end up not gaining as much meaning, since the quality of the product depends on the location.

The survey also showed that a greater part of internationalised SMEs income comes from foreign markets: 70% have at least 1/4 of their income coming from abroad; and, 30% have at least 1/2 of their income coming from abroad. Moreover, these incomes both come from countries within the European Union and from outside the EU: 24.4% and 43.9% respectively. Positive numbers revealing that Portuguese wine are well accepted in foreign markets and that those markets can have a significant impact in company's gains. It is interesting to notice that, despite the free transition in the European Union the other continents have a higher impact on

the Portuguese wine SMEs. Of course, that is indissociable those numbers with the old colonies like Angola or Brazil since with their culture proximity is not unusual for them to be strategic markets for those wine SMEs and for the ones interested in increasing their international involvement. Nonetheless, the experience and networks that arise with these markets can be crucial to further develop relationships in new arising markets on Africa and America.

Innovation is another interesting point. It may seem that in the wine market there is not much to innovate, the reality is that, as has been said, New World has brought new perspectives to the market and with that the need in some companies to improve their production processes. The same applies to products, making again use of the example of Brazil, being this a warm and festive country the creation of Rosé wines, cooler drinks, is an example of the cultural adaptation of brands.

Regarding the results related to the funds, it crucial to take notice that this is recent information that does not have a great amount of comparison to be made with the existing literature, nevertheless any pertinent point related to them will be presented in the following conclusions.

7. Conclusion

7.1. Conclusion

There are numerous studies emphasizing the gains related to the adoption of internationalisation. In their essence they say it is a door to new markets. The literature considers internationalisation strategies as a "*benefit by means of increased sales, higher returns, brand/image recognition*" and more stability (Alonso, 2010:69).

This study sought to understand if the advantages of internationalisation in wine micro, small and medium-sized enterprises, as well as public support, brought those benefits recognized by the literature.

The literature identifies that half of micro, small and medium-sized enterprises fail after 5 years in the market and these numbers reach 70% after 10 years. The main reasons of these failures are normally related with financial problems, high levels of competition or no need of the product in the market. That is why it is so important in managerial thinking to have a strategy in which survival and stability are always considered. Internationalisation in this viewpoint is a tempting strategy. External markets are markets where there is a higher demand and a much less saturate market.

Firstly, the survey aware us for possible economic welfares beside financial gains. The internationalised SMEs reported an employment growth as a result of going abroad. With 3 in 4 companies requesting one, two or three more employees, meaning that there was an increment between 2% and 6%. Surely, being the unemployment rate such an important economic indicator, those results enhance the importance of supporting the internationalisation strategies by SMEs.

Another positive aspect is the connection between the international activities and innovation (Knight and Cavusgil, 2004). The trade with different nations, the creation of relations/networks and obviously the need to adapt their products to emergent markets, lead a great part of wine micro, small and medium-sized enterprises to improve their production processes or/and presenting new products. Arguably, in this sense, innovation can be seen as a consequence of going abroad, or at least, from the networks and challenges related to such strategy.

Another point, perhaps even more important or in any case more captivating for enterprises, is higher turnovers. The survey showed that a greater part of internationalised SMEs income comes from foreign markets: 70% have at least 1/4 of their income coming from abroad; and, 30% have at least 1/2 of their income coming from abroad. Thereafter, the enterprise's turnover is less dependent of a unique market or a reduced number of customers, what brings higher stability.

The overall conclusions related to internationalisation strategies demonstrate that most of the companies have a positive experience with being active abroad earning the benefits identified above by the literature: increased sales, more stability, more innovation, among others. The truth is that most of the companies are conscious of the opportunities related with this type of strategy and once they are in the market, they can have them. At the same time, SMEs are also aware of the several challenges and their limitations.

It is important, as well, to understand whether public support has been reflected in overcoming barriers to internationalization.

Barriers can often keep companies away from internationalisation. The academics argue that micro, small and medium-sized enterprises are more susceptible to them since many lack in terms of financial or human resources leaving them more vulnerable to environmental changes (Knight and Cavusgil, 2004).

The results aware us for the fact that more than 95% of the companies that had access to public support had already an international activity. Nevertheless, this does not necessarily mean that SMEs internationally active are not vulnerable to the process and that they will not find barriers during new, or existing, international approaches. For instance, lack of adequate information regarding markets, lack of capital and the corporate business, like taxes and regulations, were the most identified ones. Difficulties that discourage most companies to increase or approach foreign markets.

In this sense, public support can have a crucial role in assisting micro, small and medium-sized enterprises to engage in international strategies or develop them and the survey shown exactly that: 9 out of 10 SMEs recognized that EU funds assisted them surpassing those barriers. Not all public support is equal much less equally effective, yet the perception regarding its impact on those specific strategies, on the wine sector is very positive.

Two thirds of the wine SMEs state that with the public support they were able to increase their turnover. Of these approximately 80% reported that their turnover increased between 0% and 50%, where the rest increased more than those numbers. These numbers reflect that despite the majority of wine SMEs already export their products, the EU funds can have a high impact in their international strategy, allowing companies to take advantage of opportunities that otherwise most of them would not be able to grab.

Another important aspect is the international network ties. The results shown exactly that: 3 out of 4 Portuguese wine SMEs said that the public support was a tool to raise more clients abroad. Once again, the EU funds provide a valuable contribution to SMEs, allowing them to have financial results not so much dependent on a specific market or a specific client leaving them more prepared to potential new competitors or crisis, bringing higher stability.

The overall conclusions related to the impact of public support on SMEs internationalisation strategies demonstrate that most of the companies have a positive experience with EU funds which contributed to the internationalisation benefits identified above by the literature: increased sales, more stability, more innovation, among others. The truth is that most of the companies are conscious of the opportunities related with this type of support.

7.2. Theoretical, managerial contributions and policy recommendations

The survey gave valuable insight regarding the positive aspects of public support, but at the same time showed possible improvements that the government can evaluate in order to understand how those supports can be more effective.

However, before discussing public support's effectiveness, it is important to recognise that companies need to be informed and be aware in order to use them. The findings regarding the awareness about support programmes among SMEs showed that companies mainly know about the available programmes by consultants. Half is through institutions or cooperatives. Additionally, based on the interview and data from the EU, despite the increased awareness of wine SMEs there is still a gap between awareness and use of those supports.

These insights are in fact a proof that governments can improve the promotion of public support. Awareness campaigns, more available information, easier application processes and more support during those stages, as well as campaigns to aware of the benefits of going abroad are some examples to increase the number of enterprises' applications. For instance, with the interview was point out the vast bureaucracy related with the applications and budgets that need to be present, questions that usually are a disincentive.

Another interesting point is that the majority of SMEs applying for funds already are international active and have more than 10 years. These results suggest that probably the support programmes should be adapted according to the stage of their international development and firm's age. The needs regarding a young enterprise are very different from a stabilized SME, as well as a company that wants to start their internationalisation strategy or that already have activities abroad. For instance, a younger SME will probably have a higher lack of financial resources and an older one a lack of innovation. The results were indeed very positive, nevertheless these considerations by the government could mean more companies looking for public support, since understanding company's difficulties according to their characteristics will make EU funds more effective.

This study contributes to the literature in two main topics: supporting the advantages identified by the literature related with a micro, small and medium-sized enterprise adoption of

an international strategy; and providing insight related with the benefits and possible improvements of internationalisation support programmes, a topic that is still undeveloped.

7.3. Limitations and suggestion for future research

There are some limitations of this study that need to be considered. The first limitation is related with the limited sample collected, which is restricted to Portuguese wine SMEs. This issue related with the sample does not allow us to generalize the overall findings to other economies or sectors. Another limitation can be related with the analysed factors in terms of international strategies and public supports, a study that includes more dimensions could give a wider and deepened understanding of the benefits. Moreover, this study focused on the European Union support programmes provided for the period 2014-2020, provided by the last program of European Structural and Investment (ESI). This choice was to bring results the more up to date possible, yet the study acknowledges that this decision restricted the sample size, as well as possible data of improvements between other programmes presented by the ESI.

The study has, in fact, some limitations, which may be something positive, since it suggests possibilities for future research. Wider studies, both in demographic and during a longer period are necessary to generalize the findings and understand the public support's development. Future studies could deepen the difficulties and challenges of accessing and/or using support programmes. The next step could be to understand whether companies that intend to internationalise tend to use public support programmes and their perception on those.

8. References

- Acs, Z. J., Carlsson, B. & Karlsson, C. (Eds.). 1999. *Entrepreneurship, small and medium-sized enterprises and the macroeconomy*. Cambridge: Cambridge University Press.
- Afonso, J. 2009. *Segredos do vinho: O terroir*. Paper presented at Revista de Vinhos, Lisbon.
- Albaum, G., S., Albaum, G. & Duerr, E. 2008. *International marketing and export management* (6th ed.). Harlow, Pearson education Limited.
- Alonso, D. A. 2010. Internationalisation of small and medium New Zealand wineries: An exploratory study. *Small enterprise research*, 17: 58-73.
- Amaral, J. D. 2000. *O grande livro do vinho*. Lisboa: Círculo de Leitores.
- Andersen, O. & Buvik, A. 2002. Firms' internationalization and alternative approaches to the international customer/market selection. *International Business Review*, 11(3): 347-363.
- Anderson, K., Norman, D. & Wittwer G. 2001. *Globalization and the world's wine markets: Overview*. Discussion paper no.143, Adelaide University.
- Andersson, P. & Mattsson, L. G. 2006. Timing and sequencing of strategic actions in internationalization processes involving intermediaries: A network perspective. *Relationship Between Exporters and Their Foreign Sales and Marketing Intermediaries*, 16: 287-315
- Aylward, D. 2003. A documentary of innovation support among new world wine industries. *Journal of Wine Research*, 14(1): 31-43.
- Banco de Portugal. 2017. *Análise das empresas da indústria das bebidas*. Lisboa: Banco de Portugal.
- Banks, G. & Overton, J. 2010. Old world, new world, third world? Reconceptualising the worlds of wine. *Journal of Wine Research*, 21(1): 57-75.
- Barker, T. 1977. International trade and economic growth: An alternative to the neoclassical approach. *Cambridge Journal of Economics*, 1(2): 153-172.
- Barney, J. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120.
- Barsotti, N. 2016. *The American wine market: internationalization strategies for the promotion of Made in Italy. Guado al Melo case study*. Unpublished master dissertation, Libera Università Internazionale degli Studi Sociali, Roma.
- Berisha, G. & Pula, J. S. 2015. Defining small and medium enterprises: A critical review. *Academic Journal of Business, Administration, Law and Social Sciences*, 1(1): 17-28.
- Bernard, A. B., Jensen, J. B., Redding, S. J. & Schott, P. K. 2007. Firms in international trade. *Journal of Economic perspectives*, 21(3): 105-130.
- Bernard, A., Moxnes, A. & Ulltveit-Moe, K. H. 2013. Why buyers matter. <https://voxeu.org/article/firms-trade-not-countries> (Accessed on 25 April 2018).
- Bharati, P., Lee, I. & Chaudhury, A. 2010. *Global perspectives on small and medium enterprises and strategic information systems: international approaches*. Hershey: Business Science Reference.
- Bilkey, W. J. & Tesar, G. 1977. The export behavior of smaller-sized Wisconsin manufacturing firms. *Journal of International Business Studies*, 8: 93-98
- Burgel, O., Fier, A., Licht, G. & Murray, G. 2003. *Timing of international market entry of UK and German. high-tech start-ups*. Discussion paper no. 01-50 for the Centre of European Economic Research.
- Cacciolatti, L. & Lee, S. H. 2015. *Entrepreneurial marketing for SMEs*. Hampshire: Palgrave Macmillan.
- Caiazza, R. 2016. Internationalization of SMEs in high potential markets. *Trends in Food Science and Technology*, 58: 127-132.
- Campbell, G. & Guibert, N. 2007. *Wine, society and globalization: multidisciplinary Perspectives on the Wine Industry*. New York and Basingstoke: Palgrave Macmillan.
- Cassi, L., Morrision, A. & Ter Wal, A. L. 2012. The evolution of trade and scientific collaboration networks in the global wine sector: A longitudinal study using network analysis.

Economic geography, 88(3): 311-334.

- Cavusgil, S. T. & Knight, G. 2015. The born global firm: An entrepreneurial and capabilities perspective on early and rapid internationalization. *Journal of International Business Studies*, 46(1): 3-16.
- CEEV. 2016. *European wine: A solid pillar of the European Union economy*. Publication by the Comité européen des entreprises vins, Brussels.
- Cholette, S. & Castaldi, R. M. 2005. *The globalization of the wine industry: Implications for old and new world producers*. Working paper, San Francisco State University, San Francisco.
- Contractor, F., Kumar, V. & Kundu, S. 2007. Nature of the relationship between international expansion and performance: The case of emerging market firms. *Journal of World Business*, 42(4): 401-417.
- Cooper, A. C. 1981. Strategic Management: New ventures and small business. *Long Range Planning*, 14(5): 39-45.
- Coviello, N. E. & McAuley, A. 1999. Internationalisation and the small firm: A review of contemporary empirical research. *MIR: management international review*, 39(3): 223-256.
- Cusmano, L., M. Koreen, M. & Pissareva, L. 2018. 2018 OECD ministerial conference on SMEs: Key issues paper. *OECD SME and Entrepreneurship Papers*, 1(7):1-24.
- Diário Económico. 2012. *Quem é quem nos vinhos em Portugal*. Newspaper supplement, Lisbon.
- Dick, H., Merret, D. 2007. *The internationalisation strategies of small-country firms: the Australian experience of globalisation*. Cheltenham: Edward Publishing Limited.
- Dominguez, N. & Maythofer U. 2017. Internationalization stages of traditional SMEs: Increasing, decreasing and re-increasing commitment to foreign markets. *International Business Review*, 26(6): 1051-1063.
- Dulupçu, M. A., Demirel, O. I. & Isparta, E. 2005. *Globalization and internationalization*. Project presented at the Socrates Comenius 2.1, Isparta.
- Dunning, J. H. & Lundan, S.M. 2008. *Multinational enterprises and the global economy*. Cheltenham, Edward Elgar Publishing Limited.
- Dunoff, J. 1999. The death of the trade regime. *European Journal of International Law*, 10(4): 733-762.
- EC. 1999. Council regulation No 1493/1999 of 17 May 1999 on the common organization of the market in wine, Official Journal of the European Communities, L 179/1, 14.7.1999.
- EC. 2003. Commission recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises. *Official Journal of the European Union*, 46: 36-41.
- EC. 2006. *A nova definição de PME: Guia do utilizador e modelo de declaração*. Brussels: Empresas e Indústria.
- EC. 2007. *Final report of the expert group on supporting the internationalisation of SMEs*. Paper presented based on a multi-annual work programme of the Enterprise Industry DG of the European Commission.
- EC. 2010. *Internationalisation of European SMEs*. Brussels: Empresas e Indústria.
- EC. 2018. *Wine dashboard*. Paris, European Commission.
- Eisenhardt, K. M. & Martin, J. A., 2000. Dynamic capabilities: What are they?. *Strategic Management Journal*, 21(10-11): 1105-1121.
- EU. 2014. Council regulation (EEC) No 822/87 of 16 March 1987 on the common organization of the market wine. *Official Journal of the European Communities*, 84: 1-58
- European Competitiveness and Sustainable Industrial Policy Consortium, 2013. Study on support services for SMEs in international business. In Pershing, J. A. (Eds.), *Handbook of human performance technology*: 760-779. Rotterdam, ECSIP Consortium.
- Eurostat. 2017. *Agriculture, forestry and fishery statistics*. Luxembourg: Eurostat.
- Evans, J., Bridson, J., Byrom, J. & Medway, D. 2008. Revisiting retail internationalization

- drivers, impediments and business strategy. *International Journal of Retail & Distribution Management*, 36(4): 260-280.
- Fliess, B. & Busquets C. 2006. The role of trade barriers in SME internationalisation. *OECD Trade Policy Papers*, 45: 1-19.
- Francioni, B. & Musso, F. 2015. Agri-food clusters, wine tourism and foreign markets. The role of local networks for SME's internationalization. *Procedia Economics and Finance*, 27: 334-343.
- Galimberti, M. F. & Wazlawick, R. S. 2015. Active internationalization of small and medium-sized software enterprises - Cases of French software companies. *Journal of Technology Management and Innovation*, 10(4), 99-108.
- Gammeltoft, P. 2006. Internationalisation of R&D: Trends, drivers and managerial challenges. *International Journal of Technology and Globalisation*, 2(1-2): 177-199.
- Ghobadian, A. & Gallear, D. N. 1996. Total Quality Management in SMEs. *Omega, Int. J. Mgmt Sci.*, 24(1): 83-106.
- González, J. H. 2009. *Assessing exporting culture in Colombia SMEs: A look at the export promotion program (EPP)*. Paper presented at the 1st European – Latin American – Caribbean international management conference, Monterrey.
- Hauser, M. 2005. *A qualitative definition of SME*. Paper presented at SBS expert meeting, Paris.
- Hsu, W., Chen, H. & Cheng, C. 2013. Internationalization and firm performance of SMEs: The moderating effects of CEO attributes. *Journal of World Business*, 48(1): 1-12.
- Hutchinson, K., Fleck, E. & Lloyd-Reason, L. 2009. An investigation into the initial barriers to internationalization. *Journal of Small Business and Enterprise Development*, 16(4): 544-568.
- Ike, L. 2017. *International Business: Environments & operations* (14th ed.). London: Xlibris Corporation.
- IVV. 2017. *Wines and spirits of Portugal 2017*. Lisboa: IVV.
- Johanson J. & Vahlne J. E. 1977. The internationalization process of the firm: A model of knowledge development and increasing foreign market commitments. *Journal of International Business Studies*, 8(1): 23-32.
- Johanson J. & Vahlne J. E. 1990. The mechanism of internationalisation. *International Marketing Review*, 7(4): 11-24.
- Johanson J. & Vahlne J. E. 2009. The uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 40(9): 1411-1431.
- Jolly, V. K., Alahuhta, M. & Jeannet, J. P. (1992). Challenging the incumbents: How high technology start-ups compete globally. *Strategic Change*, 1(2): 71-82.
- Knight, G. & Cavusgil, S. 2004. Innovation, organizational capabilities, and the born-global firm. *Journal of International Business Studies*, 35(2): 124-141.
- Kozlinska, I. 2016. *Evaluation of the outcomes of entrepreneurship education revisited*. Unpublished doctoral thesis, University of Tartu.
- Kraus S., Mitter, C., Eggers, F. & Stieg, P. 2017. *Drivers of internationalization success: a conjoint choice experiment on German SME Managers*. *Review of Managerial Science*, 11(3): 691-716.
- Krugman, P. R. 1994. *Rethinking international trade*. London: MIT press.
- Krugman, P. R. 2012. *International Economics: Theory and Policy* (9th ed.). India: Pearson Education.
- Kumar, D. 2016. *Enterprise growth strategy: Vision, planning and execution*. New York: Routledge.
- Kunday, Ö., & Şengüler, E. P. 2015. A study on factors affecting the internationalization process of small and medium enterprises (SMEs). *Procedia-Social and Behavioral Sciences*, 195:972-981.
- Lizzeretti, L. & Vecco, M. 2018. *Creative industries and entrepreneurship* (3rd ed.). Oxford:

Oxford University Press.

Lee, H. S. 2006. Constructing effective questionnaires. In Pershing, J. A. (Eds.) *Handbook of human performance technology*: 760-779. Hoboken: Pfeiffer Wiley.

Lloyd-Reason, L., Ibeh, K. & Deprey, B. 2009. *Top barriers and drivers to SME internationalisation*. Report by the OECD Working Party on SMEs and Entrepreneurship, OECD.

Madsen, T. & Servais, P. 1997. The internationalization of born globals: An evolutionary process?. *International Business Review*, 6(6): 561-583.

Malhotra, N., Agarwal J. & Ulgado, F. 2003. Internationalization and entry modes: A multitheoretical framework and research propositions. *Journal of International marketing*, 11(4): 1-31.

Mariani, A., Pomarici, V. & Boatto, V. 2012. The international wine trade: Recent trends and critical issues. *Wine Economics and Policy*, 1(1) 24-40.

Martins, A. 2007. As castas de videira portuguesas estão a morrer, mas a sua salvação ainda é possível. *Vida Rural*, 54(1723): 36-37.

McGovern, P. E., Fleming, S. J., & Katz, S. H. (Eds.). 2003. *The origins and ancient history of wine: food and nutrition in history and anthropology*. Amsterdam: Routledge.

Ministério da Agricultura, do Desenvolvimento Rural e das Pescas. 2007. *Vitivinicultura: Diagnóstico sectorial*. Lisboa: GPP.

Ministério da Agricultura e do Mar. 2013. Portaria nº. 257/2013. <https://dre.pt/web/guest/pesquisa/-/search/499213/details/maximized> (Accessed 15/09/2018).

Moen, Ø. & Servais, P. 2002. Born global or gradual global? Examining the export behaviour of small and medium-sized enterprises. *Journal of International Marketing*, 10(3): 49-72.

Morgan, R. E. & Katsikeas, C. S. 1997. Theories of international trade, foreign direct investment and firm internationalization: a critique. *Management decision*, 35(1): 68-78.

Mughan, T. & Lloyd-Reason, L. 2007. *Trading Places -SMEs in the Global Economy*. Cheltenham, Edward Elgar Publishing Limited.

OECD. 2004. *Promoting entrepreneurship and innovative SMEs in a global economy: Towards a more responsible and inclusive globalisation*. Paper presented at the 2nd OECD conference of ministers responsible for small and medium-sized enterprises (SMEs), Istanbul.

OECD. 2007. *International investment perspectives 2007: Freedom of investment in a changing world*. Paris: OECD Publishing.

OECD. 2009. *Top barriers and drivers to SME internationalisation*. Report by the OECD working party on SMEs and entrepreneurship.

OECD. 2017. *Enhancing the contributions of SMEs in a global digitalised economy*. Paper presented at the meeting of the OECD council at ministerial level, Paris.

OECD. 2018. *Declaration on Strengthening SMEs and entrepreneurship for productivity and inclusive growth*. Paper presented at the OECD Ministerial Conference on SMEs, Mexico.

OECD. 2018. *Enterprises by business size (indicator)*. <https://data.oecd.org/entrepreneur/enterprises-by-business-size.htm> (Accessed on 21 February 2018).

OECD & UN-ECLAC. 2013. *Latin American economic outlook 2013: SME policies for structural change*. Mexico: OECD.

OIV. 2017. *Distribution of the world's grapevine varieties*. Paris: OIV.

Oviatt, B. & McDougall, P. 1994. Toward a theory of international new ventures. *Journal of International Business Studies*, 25(1): 45-64.

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

Oviatt, B. & McDougall, P. 2000. International entrepreneurship of two research paths. *Academy of Management Journal*, 43(5): 902-906.

Oviatt, B. M. & McDougall, P. P. 1995. Global start-ups: Entrepreneurs on a worldwide stage. *Academy of Management Perspectives*, 9(2):30-43.

- Remaud, H. & Couderc, J. Wine business practices: A new versus old wine world perspective. *Agribusiness: An International Journal*, 22(3): 405-416.
- Rennie, M. W. 1993. Born global. *The McKinsey Quarterly*, 4: 45-53.
- Riga. 2013. *Barriers for international cooperation for SMEs in Latvia, Estonia, Finland and Sweden*. Paper developed within the frame of Central Baltic Interreg IV.
- Robinson, J. 2006. *The Oxford companion to wine* (3rd ed.). Oxford: Oxford University Press.
- Santini, C. & Rabino, S. 2012. Internationalisation drivers in the wine business: A RBV perspective. *International Journal of Business and Globalisation*, 8(1): 7-19.
- Šarapovas, T., Huettinger, M., & Ričkus, D. 2016. *The impact of market-related factors on the choice of foreign market entry mode by service firms*. *Organizations & Markets in Emerging Economies*, 7:1.
- Senderovitz, M. 2009. *How are SMEs defined in current research?*. Paper presented at the Sixth International AGSE International Entrepreneurship Research Exchange Conference, Australia.
- Shaw, V. & Darroch, J. 2004. Barriers to internationalisation: A study of entrepreneurial new ventures in New Zealand. *Journal of international Entrepreneurship*, 2(4): 327-343.
- Shearmur, R., Doloreux, D. & Laperrière, A. 2015. Is the degree of internationalization associated with the use of knowledge intensive services or with innovation?. *International Business Review*, 24(3): 457-465.
- Simões, O. 2003. *A regulação do mercado do vinho em Portugal: Uma análise de longo prazo*. Paper presented at the V Colóquio Hispano-Português de Estudos Rurais, Bragança.
- Skokan, K., Pawliczek, A. & Piszczur, R. 2013. Strategic planning and business performance of micro, small and medium-sized enterprises. *Journal of Competitiveness*, 5(4): 57-72.
- Suárez-Ortega, S. M., & Álamo-Vera, F. R. 2005. *SMES' internationalization: firms and managerial factors*. *International Journal of Entrepreneurial Behavior & Research*, 11(4): 258-279.
- Taylor, M. & Jack, R. 2016. Born global firm internationalisation: The influence of industry factors. *Contemporary Management Research*, 12(3): 289-308.
- Todorov, K. (Eds.). 2014. *Handbook of research on strategic management in small and medium enterprises*. United States of America: IGI Global.
- Tribunal de Contas Europeu. 2014. *O apoio da EU aos investimentos e à promoção no setor vitivinícola é bem gerido e os seus resultados relativamente à competitividade dos vinhos da EU estão demonstrados?*. Luxembourg: Tribunal de Contas Europeu.
- Twarowska, K., & Kałol, M. 2013. International Business Strategy-reasons and forms of expansion into foreign markets. *Poland: Maria Curie-Skłodowska University*, 55:1005-1011.
- Wach, K. 2015. Incremental versus rapid internationalisation of firms: Results of exploratory investigation from Poland. *Entrepreneurial Business and Economics Review*, 3(4): 37-48.
- Winch, G.W. & Bianchi, C. 2006. Drivers and dynamic processes for SME's going global. *Journal of Small Business and Enterprise Development*, 13(1): 73-88.
- Wickramasekera, R., & Oczkowski, E. 2006. *Stage models re-visited: a measure of the stage of internationalisation of a firm*. *Management International Review*, 46(1), 39-55.
- Wright, M., Westhead, P. & Ucbasaran, D. 2007. *The internationalization of SMEs and international. Regional Studies*, 41(7): 1013-1029.
- Yip, G., Biscarri, J. & Monti, J. 2000. The role of the internationalization process in the performance of newly internationalizing firms. *Journal of International Marketing*, 8(10): 10-35.
- Zhang, W. B. 2008. *International Trade Theory: Capital, knowledge, economic structure, money*. Berlin: Springer.

9. Attachments

Annex 1 - Questionnaire

Apoios à Internacionalização no sector Vitivinícola

Este questionário surge no âmbito de um estudo de uma dissertação no ISCTE, onde se visa perceber de que forma é que os Fundos Europeus tiveram um impacto positivo na internacionalização da empresa.

Toda a informação recolhida relativa a empresa será confidencial e estritamente utilizada para o objectivo proposto.

NOTA: Este estudo é direccionado para Micro, Pequenas e Médias empresas que operem no sector vitivinícola e tiveram acesso a fundos estruturais. Caso não seja esta a situação da sua empresa, não responda ao mesmo.

Endereço de email*

1. Idade da empresa
 - 0-2 anos
 - 2-5 anos
 - 5-10 anos
 - + 10 anos
2. Regiões da empresa
 - Açores
 - Alentejo
 - Algarve
 - Bairrada
 - Beira Interior
 - Dão e Lafões
 - Lisboa
 - Madeira
 - Península de Setúbal
 - Porto e Douro
 - Távora e Varosa
 - Trás-os-Montes
 - Tejo
 - Vinho Verde
3. Qual(ais) o(s) tipo(s) de estratégias de internacionalização usado(s) pela empresa?
 - Exportação
 - Importação
 - Investimento directo estrangeiro
 - Cooperação tecnológica com empresas estrangeiras
 - Sub-contractos
4. A empresa já operava fora de Portugal antes de concorrer aos fundos?
 - Sim

- Não
- 4.a) Se respondeu sim na questão anterior, operava em:
- Países da União Europeia
 - Países fora da União Europeia
 - Ambos
5. Quais as principais barreiras que a empresa encontrou na internacionalização? Nota: indique no máximo 2 opções.
- Financeiras
 - Ambiente Corporativo (e.g. taxas, regulação, riscos dos mercados terceiros)
 - Capabilities da empresa (e.g. logísticos, falta de recursos, desenvolvimento do produto)
 - Acesso (e.g. falta de informação dos mercados, comunicação com potenciais compradores, complexidade nos processos de distribuição)
 - Outras
 - Nenhuma
- 5.a) Concorrer aos fundos estruturais foi uma forma para superar essa(s) barreira(s) mencionadas?
- Sim
 - Em parte
 - Não
6. Como teve a empresa conhecimento dos programas de fundos? Nota: indique no máximo 2 opções.
- Consultoras / Consultores / Entidades similares
 - Institutos ou Cooperativas como o IVV, Wines of Portugal, etc.
 - Jornais / Notícias
 - Pesquisas na Internet
 - Outras empresas / comerciantes no sector
 - Outra
7. Considera que os fundos afetaram positivamente a empresa?
- Sim
 - Não
8. A empresa internacionalizar-se-ia sem o apoio dos fundos estruturais?
- Não
 - Sim, mas com menor dimensão
 - Sim, mas não teria sido tão cedo
 - Sim, mas não tão cedo e não teria esta dimensão
 - Sim, sem dúvida
9. A empresa contratou empregados com a abertura aos mercados externos?
- 0
 - 1-3
 - + de 3
10. No rendimento total da empresa a quanto equivalem os rendimentos vindos dos mercados externos?
- 0%
 - 1-10%

- 11-25%
- 26-50%
- 51-75%
- + de 75%

10.a) Da percentagem mencionada, provêm mais rendimentos de:

- Países da União Europeia
- Países fora da União Europeia
- Aproximadamente igual

11. Com os apoios aos novos mercados, a empresa passou a ter uma lista de clientes de países terceiros maior?

- Sim
- Não

12. A empresa teve um aumento dos lucros desde que recebeu o apoio por parte do estado?

- Sim
- Não

12.a) Se aumentaram os lucros, esse aumento é de:

- 0-10%
- 10-25%
- 26-50%
- + de 50%

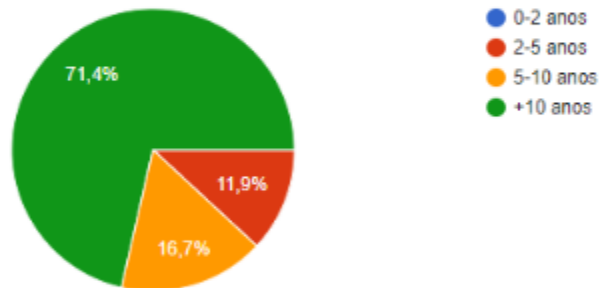
13. Considera que a empresa inovou por se ter internacionalizado?

- Sim, criámos novos produtos
- Sim, temos novos processos de produção
- Sim, tanto nos processos de produção como nos produtos
- Não

Annex 2 – Results of the questionnaire

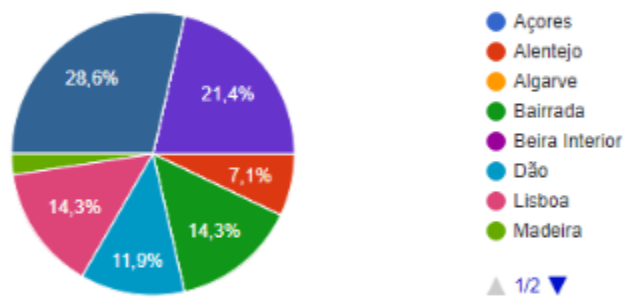
1. Idade da empresa

42 respostas



2. Região da empresa

42 respostas

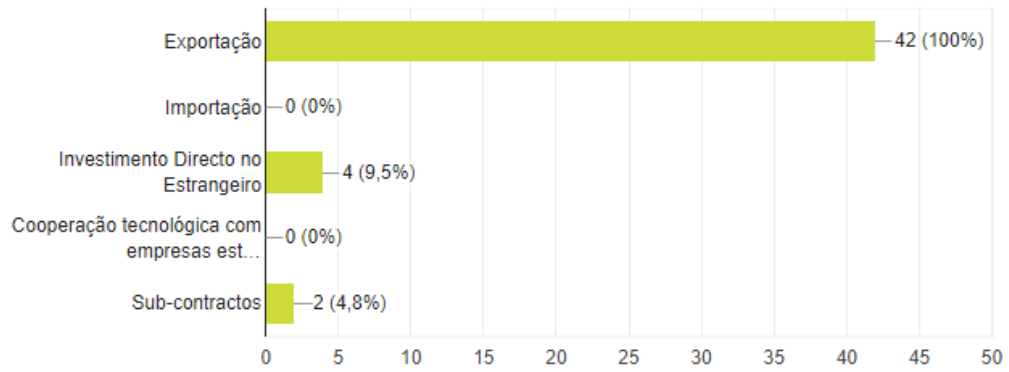


Source: Obtain from Google Form: Graphs that support the results

3. Qual(Quais) o(s) tipo(s) de estratégias de internacionalização usado(s) pela empresa?

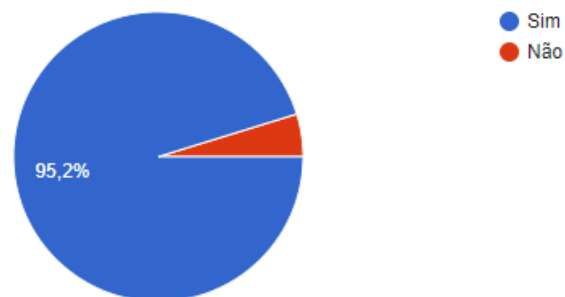


42 respostas



4. A empresa já operava fora de Portugal antes de concorrer aos fundos?

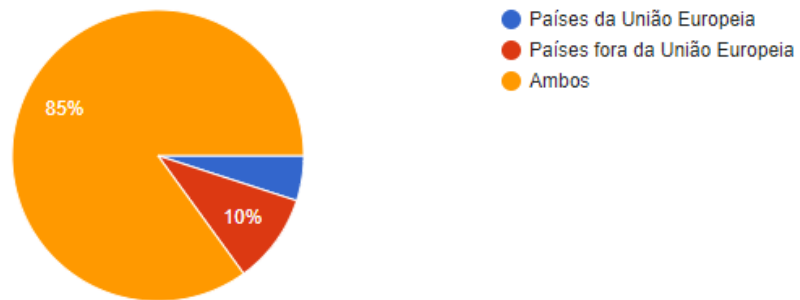
42 respostas



Source: Obtain from Google Form: Graphs that support the results

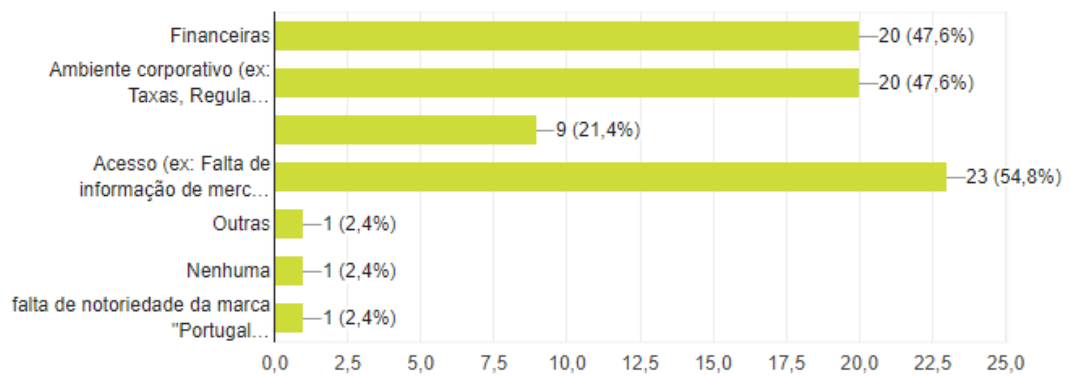
4.a) Se respondeu sim na 4, operava em:

40 respostas



5. Quais as principais barreiras que a empresa encontrou na internacionalização? (Por favor, indique no máximo 2 opções)

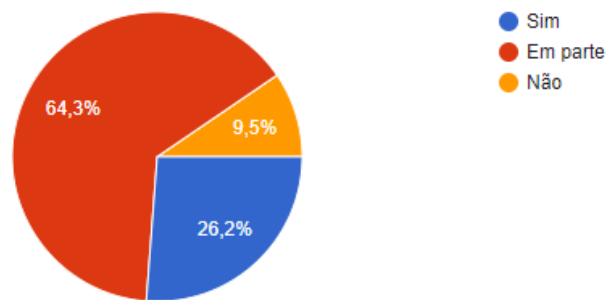
42 respostas



Source: Obtain from Google Form: Graphs that support the results

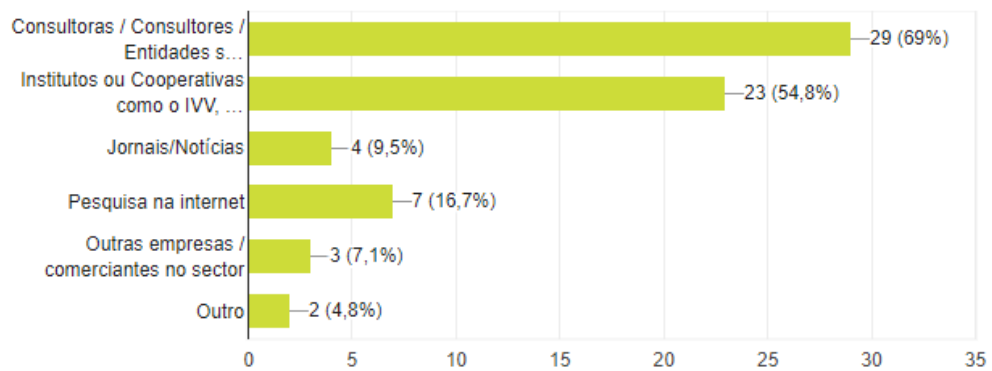
5.a) Concorrer aos fundos estruturais foi uma forma para superar essa(s) barreira(s) mencionadas?

42 respostas



6. Como teve a empresa conhecimento dos programas de fundos? (Por favor, seleccione no máximo 2 opções)

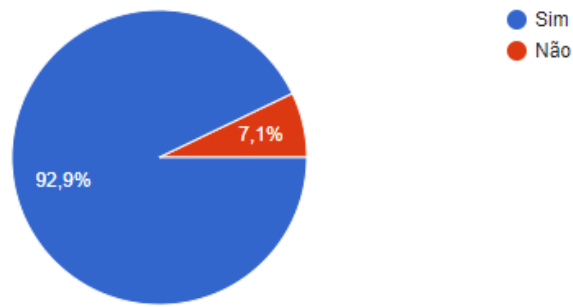
42 respostas



Source: Obtain from Google Form: Graphs that support the results

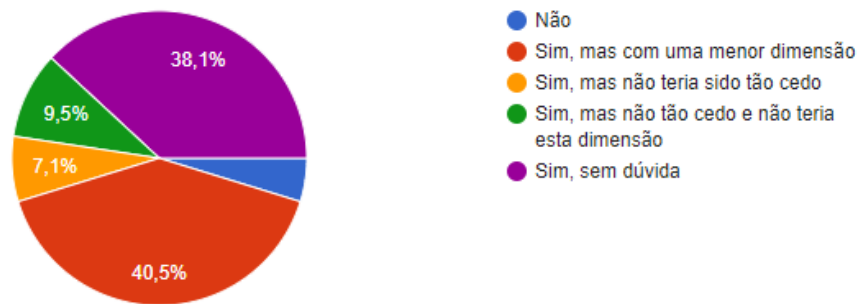
7. Considera que os fundos afectaram positivamente a empresa?

42 respostas



8. A empresa internacionalizar-se-ia sem o apoio dos fundos estruturais?

42 respostas



Source: Obtain from Google Form: Graphs that support the results

(Missing attachments which are displayed in the PDF file. Reason: The size limit of the word file.)

Annex 3 – In depth-Interview

Apoios à Internacionalização no sector Vitivinícola

A entrevista seguiu uma lógica de perguntar todas as questões feitas as empresas e depois em função da resposta e resultados tentar perceber se havia justificações/razões para tal.

1. Idade da empresa
 - 13.1. Qual a razão pela maior percentagem de empresas com essa idade? Experiência, estabilidade?
2. Regiões da empresa
 - a. Porquê a maior predominância desta(s) região(ões)? Mais apoio por parte das associações? Propriedades do vinho? Simplesmente, um maior número de empresas?
3. Qual(ais) o(s) tipo(s) de estratégias de internacionalização usado(s) pela empresa?
 - a. A exportação acaba por ser mais usual face as características do produto? Como podem surgir os outros tipos de estratégias?
4. A empresa já operava fora de Portugal antes de concorrer aos fundos?
 - a. Qual as principais razões porque vemos principalmente empresas que já exportavam? Como podemos aliciar as empresas a irem a procura mais cedo por este tipo de apoios?
 - 4.a) Se respondeu sim na questão anterior, operava em:
 - 4.2. Mercados como Angola e Brasil, são os principais influenciadores disto? Ou existem outros mercados?
5. Quais as principais barreiras que a empresa encontrou na internacionalização? Nota: indique no máximo 2 opções.
 - 5.1. Porque razões vêm as empresas estas dificuldades? Que especificidades dos mercados e o sector levam a isto?
 - 5.a) Concorrer aos fundos estruturais foi uma forma para superar essa(s) barreira(s) mencionadas?

- 5.2. Sente que os fundos têm auxiliado as empresas, não só financeira como em outras dificuldades que a empresa tenha encontrado? Como podemos melhorá-los, ou quais os problemas que identifica nestes apoios?
6. Como teve a empresa conhecimento dos programas de fundos? Nota: indique no máximo 2 opções.
- a. É normal esta relação de proximidade entre empresas do sector e consultoras?
7. Considera que os fundos afetaram positivamente a empresa?
- a. Também reconhece o apoio positivo dos fundos?
8. A empresa internacionalizar-se-ia sem o apoio dos fundos estruturais?
- a. Reconhece que os fundos, apesar de na maioria não serem um factor de exporto ou não exporto, têm sido positivos para atingir uma dimensão maior?
9. A empresa contratou empregados com a abertura aos mercados externos?
- a. Surgem de alguma forma a necessidade de pessoal especializado? Ou é mais uma necessidade de acompanhar o crescimento da empresa?
10. No rendimento total da empresa a quanto equivalem os rendimentos vindos dos mercados externos?
- 10.1. Esta dependência nos mercados externas? Considera positiva, perigosa, normal?
- 10.a) Da percentagem mencionada, provêm mais rendimentos de:
- Países da União Europeia
 - Países fora da União Europeia
 - Aproximadamente igual
11. Com os apoios aos novos mercados, a empresa passou a ter uma lista de clientes de países terceiros maior?
- a. Que países têm vindo a surgir nesta maior diversidade de clientes? Considera isto positivo?
12. A empresa teve um aumento dos lucros desde que recebeu o apoio por parte do estado?
- 12.1. Uma percentagem razoável, ou considera que há potencial para o impacto ser maior? Alguns estudos consideram que os efeitos não são vistos no curto prazo, concorda?
- 12.a) Se aumentaram os lucros, esse aumento é de:
13. Considera que a empresa inovou por se ter internacionalizado?
- a. Novos processos ou produtos, dada a exposição no mercado é normal?

