

**WINES OF BRASIL INTEGRATED SECTORIAL PROJECT:
An Internationalization Strategy of Brazilian Wine Sector**

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ABSTRACT

This article aimed at the analysis of the development of Wine of Brasil Integrated Sectorial Project from the behavioral approach of the process of internationalization of relationships networks. The literature included a view of the internationalization process based on the approach of social networks of Nordic School International Business. The methodology consisted in a case study with the analysis of the actions of internationalization adopted by companies linked to this sectorial project during 2002 to 2012. The results show that the formation phase of the project was focused on the strategic development of foreign markets for Brazilian fine wines; during consolidation phase, strategic guidance was aimed at economic development of the national wine industry as well as to service the segment international consumer market interested in new products from fine wine producing regions; the development phase the project establishment of a physical presence in key markets for fine wines and sparkling overall resulting in the need for decentralization of some of the management activities of relationships established by half of the participating organizations. Future studies are suggested taking into consideration the analysis of this behavioral approach in other productive sectors in Brazil using internationalization strategies to obtain greater share of the consumer market.

Keywords: *Internationalization process; Integrated Sectorial Project Wines of Brazil; Wine sector*

1. INTRODUCTION

Similarly to other sectors of the global agribusiness, in the first decade of the years 2000, the wine industry was characterized by increasing competition between economic integration blocs. In this competition became clear the evidences for corporate environments demands increasingly intensive in technology and management, with massive participation of governmental actors (KOVACS; MORAES; OLIVEIRA, 2011). An important aspect is related to managing strategic relationships able to connect consumer markets in the international context, aiming at the social and economic development of the organizations and regions that concentrated the wine production of the producer countries.

However, in addition to government support, compete successfully worldwide in this sector required capacity of strategic coordination, technological modernization, efficient support infrastructure and support from all organizations involved in the wine sector (TESTA, 2011). Some countries, including Australia, Chile, Argentina, United States, and South Africa, solved effectively these issues through a systematic strategic planning effort, especially with a growing international presence (SATO; ANGELO, 2007; PROTAS, 2008). This fact sparked both the interest of the academic community and the business environment.

One of the differences observed in these producing countries wines, glimpses gain international market share, has been associated with the label that was presented with the brand and the name of the winery, the country of origin, the alcoholic degree, the varietal and type of grape. While in France and other European countries, traditional wine producers over the years did not expressed the grape used because the emphasis was on producing region. As a competitive differentiator, these new wines were submitted to the rules laid down by the public authorities being considered in the certification process: the wine country, grape types, ways of cultivation, crop yields, and winemaking techniques. In some cases, tasting procedures have been established to certify the quality required, as the Empresa Brasileira de Pesquisa Agropecuária (EMBRAPA, 2014).

Modern production technologies deployed in the early of 1990 allowed the obtaining of products with best quality in brazilian wine sector. This caused the national wineries overcome specific limitations of identity (*terroir*) of earth and climate. These characteristics are considered as necessary in obtaining wines with superior qualities (FREEMAN; DELIGONUL; CAVUSGIL, 2013; OUTREVILLE; HANNI, 2011). However, the Brazilian consumer market of fine wines and sparkling wines, despite the significant increase of quality in the process of preparation of fine national wines, historically, always occurred a propensity of preference to imported products, mainly from Chile and Argentina, according to Instituto Brasileiro do Vinho (IBRAVIN, 2014).

Allied to this condition of national wines consumer preference, the low consumption per capita of only two liters contributed negatively to the retraction of the consumer market for this productive sector, according to União Brasileira de Vitivinicultura (UVIBRA, 2014). Therefore, the external market was considered one of the possibilities of expansion of these organizations to balance the equation of supply and demand. Based on this external market orientation, some wineries located in the mountainous region of the state of Rio Grande do Sul have invested significantly in technologies of production of European grapes and modern winemaking processes with the aim of improving the quality of domestic wine. These investments have resulted in several national and international tasting awards, given as recognition of the quality of the elaborated products.

Supported by these results, in 2002, a group of six wineries, with support of Federação de Indústrias do Rio Grande do Sul (FIERGS), initiating the process of internationalization of brazilian wine sector, forming the exportation consortium Wines from Brazil. The name export consortium implied, theoretically, in the participation of a group of organizations in commercial activities, i.e. sales relations itself with the external market (MINERVINI, 2012). As Casarotto Filho e Pires (1999), the export consortium is a process that deserves attention, since it stimulates the permanent improvement of various strategic functions of the company, such as quality, technology, and logistics. These authors contend that the export consortium can represent the appropriate instrument for the promotion of alliances between organizations, especially those of small, and medium businesses, developing a genuine relationship network between them and other institutions involved with international trade.

However, in 2004, in Brazil, the export consortia ended up being changed in their theoretical conception through its institutionalization via Agência Brasileira de Promoção de Exportações e Investimentos (Apex-BRASIL). This action allowed the Apex-BRASIL reduces the number of interlocutors in the process of internationalization of brazilian organizations, and centralizes better the management of international trade projects managed by her. Thus, the consortium of brazilian wines came to be known as Wines from Brazil Integrated Sectorial Project.

In this new format, other organizational characteristics were added, in addition to those that aimed only external promotion, such as participation in international fairs, and disclosures. Among these features is the inclusion of items of strategic planning capable of guiding the actions of all the participating organizations during the period covered by Integrated Sectorial Project, such as: history of the entity, description of the comprehensiveness, and representativeness of the entity, description of the organizational structure, description of financial capacity, service delivery capacity, target audience of sector project, the project's target markets, analysis of the strengths, and weaknesses of the analyzed sector, expected results of the project, determination of the project management team, detailed description of actions to be performed on the project, physical, and financial execution planning, among others (Apex-BRASIL, 2014).

Still, in 2010, the Wines from Brazil Integrated Sectorial Project came to be called Wines of Brasil (with “s”). This naming change occurred with the goal of unifying the country's image around a single brand of fine wines, because, means that the wines are from Brazil, instead of being elaborated in the country. So throughout this article will use the current nomenclature project: Wines of Brasil.

Therefore, seeking to advance in the understanding of the strategy of internationalization of Brazilian wine sector, this article aimed to analyze the development of the Wines of Brasil Integrated Sectorial Project from the behavioral approach of the process of internationalization of networks of relationships. In this direction were

identified features of relational behavior of participating organizations in each of the historic moments of the project from the analysis of external demands, external relationships, external context, and internal resources of these organizations, including the perception of other factors that could also explain the heterogeneous appropriation of generated resources (SHIROKOVA; MCDOUGALL-COVIN, 2012).

This article was structured with the following topics: this initial introduction that alluded to problems involved, and the presentation of the purpose of the text; a theoretical framework, who understood the key assumptions involved around the discussion; the methodological procedures; the presentation, and discussion of results; finally, it were demonstrated the conclude remarks and the references.

1.1 Theories of Internationalization

In the literature researched about the internationalization process management was perceived the existence of two theoretical currents that have formalized this theme. On one side, we have economic models (transaction costs, eclectic paradigm, industrial organization, theory of product life cycle, and theory of advantages of Nations). On the other hand, the behavioral models (School of Uppsala, theory of networks of Relationships, business strategy, and the *Born Globals*) (CASSILAS; MORENO-MENÉNDEZ, 2014; HUANG; HSIEH, 2013).

In short, economic models can be characterized through five main points: 1) explain the direct investment abroad, but give little emphasis in the forms of internationalization; 2nd) have static character, i.e. explain little about organizational learning, and the process of internationalization itself; 3rd) do not explain the forms of business cooperation; 4th) are more oriented towards traditional activities of manufacturing than services, and; 5th) the focus is strictly economical, not considering the role played by the executives in the processes of internationalization (JOHANSON; VAHLNE, 1977).

The behavioral approach, in turn, conceived the internationalization dynamically (JOHANSON; VAHLNE, 1977; 2003; 2006; GE; WANG, 2013). It means to understand the organizational forms selection in international markets, such as input modes, and the evolution of these organizational forms (MEYER; GELBUDA, 2006). However, it was observed in Birkinshaw and Hood (1998) the orientation of the behavioral approach in two research fields. Under a guidance, stands the Uppsala model of business internationalization (JOHANSON; VAHLNE, 1977; CUNNINGHAM; LOANE; IBBOTSON, 2012) and its transformation into a relational model (JOHANSON; MATTSSON, 1988; JOHANSON; VAHLNE, 2003; GE; WANG, 2013) and in another, it has the subsidiaries development literature (BIRKINSHAW, 1994; 1996; BIRKINSHAW; HOOD, 1998; MATYSIAK; BAUSCH; 2012).

In this work, was made the theoretical choice on the approach of the relational model to analyze the process of internationalization of the project *Wines of Brazil*. This approach was adopted given: a) the level of development of this project during the analyzed period understood as beginning of the trajectory of internationalization; b) the level of inter-organizational development of participating organizations of the project; c) capacity of organizations linked to the project in the generation, transfer, and accumulation of knowledge with other external organizations, especially buyers, and local suppliers.

So, following this discussion, we had the presentation of representative characteristics of behavioral approach: Uppsala model, and the model of Relationships Networks.

1.1.1 Uppsala model

The Swedish school of Economics focused on behavioral aspects of internationalization developing the model of Uppsala. Through this model, researchers from Uppsala University have analyzed how Swedish manufacturing firms chose global consumer markets, as well as forms of entry in these markets when decided to internationalize its activities. (HÖRNELL; VAHLNE; WIEDERSHEIM-PAUL, 1973; JOHANSON; VAHLNE, 1977).

One of the main researches generated by this school was the study of Johanson and Vahlne (1977). This study found that the decision from an organization to internationalize its operations is located in the internal development of the organization and the use of knowledge about foreign markets. Still, this study assumes a slow and gradual involvement of organizations in the international market, based on the learning gained from involvement of activities abroad. In other words, organizations start external activities in countries that represent lower challenge in terms of language, culture, education, characterizing themselves as psychic distance between countries of origin and destination (HILAL; HEMAIS, 2003). In addition, in each foreign market, the organization would enter performing irregular sales and follow evolving to sales by agents, installation of sales subsidiary and, finally, installation of production subsidiaries (JOHANSON; VAHLNE, 1977).

With theoretical support from this model, various approaches, among them: Bilkey and Tesar (1977), Cavusgil (1980), confirmed evidences found on Swedish school. So, for several years, the Uppsala internationalization model was accepted to define the process adopted by the organizations in the internationalization of its activities. However, this model had an intra-organizational perspective (unilateral) of the internationalization process, restricting it to international expansion on the basis of the internal resources of the organizations involved, whether financial or strategic. However, this model has already been object of several revaluations and criticism for not considering aspects as cooperation networks, innovation of products, processes and accelerated internationalization (MATHEWS; ZANDER, 2007). Even without consideration of the role of Governments in promoting internationalization activities in socioeconomic development of countries (SATO; ANGELO, 2007; SHIROKOVA; MCDUGALL-COVIN, 2012).

These considerations led Johanson and Mattson (1988), complemented by Welch and Welch (1996), Welch, Welch, Young and Wilkinson (1998), Johanson and Vahlne (2003; 2006), Lindstrand, Eriksson and Sharma (2009), Shirokova; McDougall-Covin, (2012) among others, to think the internationalization process from a multilateral perspective. In other words, these authors considered possible influences of external agents in the process of internationalization of organizations. This change in thinking the internationalization process was formalized through the model of Relationships Networks, presented in the next topic of this theoretical framework.

1.1.2 Relationships Networks Model

The Relationships Networks Model was considered an evolution of thought of Nordic School of international business. Thus, researchers at Uppsala University have played key role in development of industrial relationships networks perspective, focusing on the existing relationships between firms and industrial markets. Johanson and Mattsson (1988) stated that competitive forces and factors in highly internationalized industry have created a heterogeneous pattern of entry opportunities. This heterogeneity was able to motivate the Organization in choice of markets and entry strategies, which could be different than predicted by the traditional model of Uppsala. The Uppsala model is based exclusively in intra-organizational development. In the heterogeneous pattern other staff could be involved in order to supplement the resources needed in this process. However, this would be possible only through the establishment of relationships networks in new markets. Thus, the relationships, both business (JOHANSON; SHARMA, 1987), or personal (LINDQVIST, 1991) could be used as links to the entry on other networks.

Johanson and Mattsson (1988), through this model, proposed a classification of four stages of internationalization, according to internationalization degree of the organization and the network on which the same is inserted:

- 1st stage - *The early starter* - at this stage are classified organizations with few relationships with competitors and suppliers, making their export through agents. This fact makes it possible for these organizations to reduce costs in the exportation process, once the export is encouraged by intermediate agents and distributors in international market;
- 2nd stage - *The lonely international* – in this second stage are configured highly internationalized organizations focused on the domestic market. Organizations classified in this stage acquire previous knowledge and experience with outdoor market in a standardized form;
- 3rd stage - *The late starter* – at this stage are configured organizations that act in internationalized markets with indirect relationships with industrial networks by means of several external actors. At this stage, perceive as drawbacks the fact of existence of competitors with more knowledge and commitment to certain networks, hindering the entrance of an organization on a network already established, and;
- 4th stage - *International among others* - at this stage are classified highly internationalized companies that operate in highly internationalized markets. At this stage, the networks are connected with various other international networks that facilitate obtaining external resources.

Welch and Welch (1996) observed that the use of external relationships could be related with the process of learning that would permeate the entire internationalization. These authors stated that due to the frequent formation of networks of relationships not deliberate and intangible, organizations would have difficulty in incorporating new networks of relationships to its internationalization strategy. Thus, networks of relationships influence the process of internationalization of both planned and unplanned way. As they establish networks of relationships, they would act "as an important element of their current capacity for international operations" (WELCH; WELCH, 1996; p. 21).

In understanding the approach of relationships, in General, the participation of an organization in a network of internationalization can contribute to its learning with respect to: a) ability to establish and manage links with other companies (relational learning) (JOHANSON; VAHLNE, 2006; LINDSTRAND, ERIKSSON; SHARMA, 2009; GIBBONS; HENDERSON, 2012.); b) technology excellence and innovation (LUNDEVALL, 1988;

DEBRESON; AMESSE, 1991; WANG; CHEN, 2014.) and; c) strengthening their capacities in marketing and international expansion (WELCH; WELCH; YOUNG; WILKISON, 1998; LEONIDOUR; BARNES; SPYROPOULOU; KATSIKEAS, 2010.).

Through these aspects of learning, it was noted that in the relational model of internationalization processes involve beyond the matrix relationships with its extension abroad, encompassing relationships that this affiliate articulates with external actors, especially, suppliers and buyers inserted in local market (LINDSTRAND, ERIKSSON, SHARMA, 2009). To Rezende and Versiani (2010) this idea has three implications for understanding the process of internationalization: a) postulates that the vital skills in internationalization processes are conjured up in the relationship between the focal subsidiary and external actors; b) suggests that the organization can obtain various experiences in the same country depending on the relationships established and; c) points out that certain relationships can be used as direct and/or indirect bridge to other relationships, allowing the Organization to advance more quickly in the process of internationalization (REZENDE; VERSIANI, 2010).

In summary, it was realized in the model of relationships networks that interactions between organizations, more than the strategic decision-making process, shape the structures of relationships networks. Therefore, if you understand through this theory that inter-organizational relationships are as decisive factors underlying the internationalization process. At the same time, this theory suggests that the degree of internationalization of an organization reflects not only the allocated resources abroad, but also the degree of internationalization of relationships networks in which it is inserted. Thus, internationalization is no longer just a matter of moving production abroad and is perceived more as the exploitation of potential relationships in other contexts (ANDERSSON; JOHANSON, 1997; KOVACS; MORAES; OLIVEIRA, 2011; ZANCAN; SANTOS; COSTA; CRUZ, 2013).

In this direction, Roolah (2006) states that cooperation in networks helps to prevent the concentration of internal factors of each organization in the effectuation of the internationalization process, generating for the entire network a boost in the process of internationalization of the activities of the participating organizations. Network operations help to achieve more effective solutions, bringing the competitor to a higher level of knowledge than in intra-organizational operations. Namely, networks help to avoid operational problems and ease up necessary changes in the current business context.

So, in this article, it is assumed that among all the approaches and perspectives of internationalization, the network perspective is predominant on the point of view of the internationalization of small and medium-sized organizations. In the specific case contemplated in this article (Wines of Brasil), the Brazilian context characteristics that demonstrate youth organizations, families, small businesses, little experience in the export process, the federal government's central role in the process of internationalization, among others, are aspects that secrete and provide possible trajectories for this business development and aggregate different theoretical insights.

So to analyze the development of Wines of Brasil Integrated Sectorial Project, from the relational approach of the relationships networks, seeks to explain in different moments of time, the existence of changes in behavioral patterns that influenced the heterogeneous development of the internationalization process of organizations participating in the project. That is, the contribution of this research is to check if the resulting heterogeneity in the appropriation of resources generated in the project assumed importance in the explanation of the asymmetries in inter-organizational relationships.

Thus, it is evident to the reader that the presentation of results, as well as the conclusions of this article could have other interpretations if different theoretical paradigms were used, with specificity in the field of organizational studies. Once the conceptual basis used in the interpretation of results comes from studies of the economic field, oriented on specific approaches in the area of international relations. What does not change the interpretation of the results from this view, but admits other possibilities of interpretation.

2. METHOD

In this study, was used the strategy sorted by Stake (2003) as case studies that included the analysis of a set of organizational actors for the purpose of comparison of their organizational characteristics and/or analysis of their relationships in a given period by means of an event. For the operationalization of the study were used both qualitative approaches (in-depth interviews) and quantitative (historical series analysis with commercial data from wine industry). It denotes to study descriptive characteristics. The level of analysis used was the network level and the unit of analysis were actions of internationalization adopted by organizations linked to Integrated Sectorial Project *Wines of Brazil* during the period from 2002 to 2012. This period of study was chosen by contemplate behavioral characteristics involved since the creation of the project until its organizational consolidation in foreign

markets. As the qualitative and quantitative data were collected in a single moment of time (2/1/2013 to 12/31/2013), this study was categorized with cross-section.

Study participants were formed by 34 wineries that were part of Wines of Brasil Integrated Sectorial Project in February 2013 (IBRAVIN, 2014). From these organizations were interviewed in depth strategic managers who exercised commercial functions of the following companies: Aurora Winery, Casa Valduga Winery Cordelier, Don Candido, Lydian Carraro, Miolo Wine Group. These wineries were chosen to be representative in terms of quality and production of exported products of the project. In addition, are among the associates trainers of the consortium, following throughout the period analyzed in the study. The screenplay by interviews used presented questions about aspects of project development in the achievement of the following steps: formation, consolidation and development.

In addition to the wineries, was interviewed the manager of external promotion of IBRAVIN, which managed the Wines of Brasil Integrated Sectorial Project during the analysis period (2002 to 2012). This interview was conducted with the objective of describing historic features of this Institute, the project, the international wine market, as well as the dynamics of relationships held between national and international companies. In all, by means of interviews, was raised a content of approximately 16 hours of interviews, with an average time of 120 minutes per interview. Still, we analyzed the contents of electronic sites IBRAVIN and Apex-BRASIL .

The data obtained were categorized by means of a content analysis of the thematic type with selective encoding, which adopted as initial consideration the common categories used in behavioral models of relationships networks presented by: Johanson and Mattson (1988); Welch and Welch (1996) and Welch, Welch, Young and Wilkinson (1998). This encoding sought to describe an analysis of established relationships in the process of internationalization of the organizations examined, differentiated in distinct moments of time and the relationship with its external and internal contexts of insertion.

For this operation we used the ATLAS TI software, with four programming analysis codes (*codes*): external demands, internal resources, external relationships and external context. These codes were generated through analysis of the literature in the area of international networks, comprising important process variables as authors analyzed on theoretical framework of this article. Such information has been grouped in specified phases, being classified and analyzed according to the structure proposed by Johanson and Mattsson (1988): the early starter; the lonely international; the late starter, and international among others. From the definition of the methodological procedures necessary for achieving the main objective of this study, the results are described and the theoretical discussion whatsoever.

3. MAIN RESULTS

The study results were presented and discussed from a relational analysis of the wine sector in consideration of different moments experienced by organizations linked to Wine of Brasil Integrated Sectorial Project, adopting the following topics: a) the Brazilian wine sector summary; b) formation of the Wines of Brasil: 2002; c) consolidation of the Wines of Brasil: between 2003 to 2006; c) development of the Wines of Brasil: from 2006.

It is worth noting that the first topic of these results, summary of Brazilian wine sector, has only the submission of descriptive information to contextualize the importance of historical setting which involved organizations and the analyzed sector.

3.1 Summary of Brazilian Wine Sector

The Brazilian wine industry began operations in 1875, when Italian immigrants settled in the state of Rio Grande do Sul, in southern Brazil. Heirs of a long tradition in grape growing and wine making, wine-producing activity soon became of great economic importance in the area. Until 1884, over eight million gallons had been produced in the region (IBRAVIN, 2014). The chain of production of grapes and wine grew and boosted the development of the area that the immigrants had settled. From 1964 onwards, there was a significant jump in quality of industry with the establishment of multinational companies in this region of Brazil. In early 1970, the wine industry began to expand activities in the region of the border with Uruguay and in northeastern Brazil, specifically, in the latter, in the Valley of the São Francisco River between the States of Pernambuco and Bahia, as the Associação dos Produtores de Vinhos Finos do Vale dos Vinhedos (APROVALE, 2014).

In the mid to late 1980, small grape growers of Serra Gaúcha began to invest in improving the production quality of its own wine. For this, among other actions, "they sent children to Enology courses abroad. When they returned, they were able to make products with superior qualities, assuming central positions in the wineries of the region "(excerpt of an interview with one of the managers under study). At the end of 1990, the expansion of activity

took place with the emergence of other regions as options for the expansion of grape growing and winemaking. In 1998, it was created the IBRAVIN, gathering the main entities of the grape and wine production chain, becoming the forum for discussion related to the industry.

From the creation of this Institute, in 2002, in a partnership between IBRAVIN and FIERGS was created the export consortium Wines of Brasil with training objectives, appropriateness of processes and products for the development of national wine sector exports. This consortium involved various development entities, among them, UVIBRA, APROVALE, and Associação Brasileira de Enologia (ABE).

It should be noted, however, that the activities set for the achievement of the goals of the consortium were: participation in fairs, international events, strengthening the image of Brazilian wines in the external context, technical and legal advice on foreign trade, leading to Apex-BRASIL to make some changes to this consortium structure, once the business process itself was not contemplated in the activities. This provoked the change of its name, which was Wines of Brasil Integrated Sectorial Project, as already noted at the beginning of this article. Thus, according to the IBRAVIN (2014), follows a summary of the project, with its main historic features:

- The project was established in 2002 by FIERGS consisting of six wineries aiming to export;
- In 2004, was termed Integrated Sectorial Project (PSI), in partnership with Apex-BRASIL, focusing on the promotion of Brazilian wine through an institutional partnership with the IBRAVIN;
- In 2007, the project closed the first deal of Apex-BRASIL with 28 wineries (from Rio Grande do Sul and Santa Catarina), increasing from two to 20 countries of destination of exports, participating with 57.7% in Brazilian exports in contrast with 15.28% in 2002;
- Until 2008, promoted participation in 14 international fairs, generating 4,200 business contacts and a turnover estimated at \$ 3.5 million in 12 months;
- Also, until 2008, defined the participation of Brazil in five major international tasting events, including: media, importers, distributors, restaurants and specialty stores.

From these information described, sought to demonstrate the evolution of the national wine sector culminating in the creation of the Wines of Brasil Integrated Sectorial Project as a strategy of internationalization adopted by national wineries for the promotion of foreign trade as a way of expanding consumer market. In addition, were observed project features that verified the effectiveness of it in various aspects, including: increase in the number of affiliates, sales volume, participation and promotion of Brazilian wine in foreign markets, among others. In this way, conditions were created for the proposition of visualization of a behavioral analysis of the process of internationalization via networks of relationships in the global wine industry, which are explored in the next topics.

3.2 The Formation Phase of the Wines of Brasil

During the formation of the Wines of Brasil, it was noted that the external demands were related to the need for economic and social development of the regional context in which the wineries formers of the *Wines of Brasil* were installed in this first moment. Also, demand conditions for higher quality products from foreign markets, added by internal demands of lower-cost products, can be related to market environment of these organizations at the beginning of the years 2000. Internal resources, in turn, were related to the lack of specialized human resources in the management of internationalization strategies, as well as, in the limited capacity of manpower and financial resources of wineries involved with the project.

As external relationships, noticed it established links with regional public institutions, for example, FIERGS, in addition to external relationships with wineries forming the Consortium, as with the packaging industry and equipments of this productive sector. It is worth noting that the packaging industry was formed by national organizations, mainly located in São Paulo.

In turn, the equipment industry, was mostly consisted of foreign organizations, with origins: French and Italian. In the beginning, it was noted the strong influence of the production model developed in the United States, in Nappa Valley located in central California, both in terms of investments in productive structures, as in the marketing model used. Finally, with regard to the external market, it was realized that the environment in which the wineries were installed, possessed great propensity to associations. This perspective demonstrated a strong appeal related to affirmation of national wines on the international market.

In summary, the key elements during the formation of the Brazilian PSI Wines of Brasil provided the guidance of an internationalization strategy focused on the behavioral development of foreign markets for Brazilian wines. That in view of the reduction of costs for products sold on the domestic market, from volume gains of scale and economies of scope. However, due to the high competitiveness that national wineries faced before other global wine sector organizations, organizational network type structure of exports was what best met interests of involved

organizations. Even because, through this type of structure, government agencies could be associated with the objectives of international expansion of companies forming the project, aiming indirectly at regional economic development.

It was also noticed that the relationships networks formed at this stage were classified according to Johanson and Mattson (1988), as *the early starter*. This classification indicated that at this stage of Wines of Brasil organizations linked to the project had few relationships with competitors and foreign suppliers at the inter-organizational level. Including the role of promotion of products abroad was effected only through external intermediaries, agents that often, even coaching the bureaucratic procedures that exist in Brazil, aiming at speed and greater gains in the process of distribution of domestic products abroad.

Despite the contractual relations exist of mild form in relationships established between companies and intermediaries in the external market, strategic dependence along these actors was complete for insertion of products in foreign markets, once the process of internationalization of Brazilian organizations could change with each new foreign agent that was involved. In some cases, elevating the importance of personal relationships of commercial Executive in the relations established with the partners in the foreign market as a critical element of the expansion of competitive capacity of organizations in the international market.

3.3 Phase of Consolidation of the Wines of Brasil

In the period of consolidation of the PSI Wines of Brasil, from 2003 to 2006, based on reports obtained through the process of interviews, it was noted that external demands during the consolidation of the project were related to the economic development of the national wine sector. Linked to this were the greater professionalism in the management of the business of project-related wineries, centralization of management activities on articulation and promotion of promotional campaigns. It can still be highlighted the increasing international consumer demand for young wines from countries characterized as new wine world, such as Australia, United States, Chile and, Argentina.

Internal resources, in turn, contemplated at this time, the existence of highly specialized human and technical resources, linked to public agencies involved in project orientation, such as: Apex-BRASIL and IBRAVIN. In addition, the project went on to rely on resources from financing institutions, such as Banco Nacional de Desenvolvimento Econômico e Social (BNDES), and Banco do Brasil via financing for acquisition of machinery and equipment (FINAME).

In external relationships was noted an increase of cooperative links established with national public institutions, among them: supporting service for Micro and small enterprises (SEBRAE), EMBRAPA in the area of fine wines and sparkling wine (Grape & wine), APROVALE, among others. Also, it was noted an involvement with universities, such as: Universidade de Caxias do Sul (UCS) and Universidade Federal do Rio Grande do Sul (UFRGS), in different areas related to production and business management.

In the analysis of the external context was perceived the definition of a centralized organ of project activities that happened through the administrative structure of IBRAVIN. Also, during the consolidation, noticed strong competition of the organizations belonging to the project with large national and international distribution groups who disputed the same markets consumers intended by the PSI Wines of Brasil. These groups, by now also act in other countries, began to compete directly with the Brazilian organizations participating in the project. Among the active organizations in this period, had featured the Carrefour Group, Pão de Açúcar Group, Extra network of Supermarkets, among others.

As a conclusion of this period, the decisive elements in the consolidation of the PSI Wines of Brasil provided the guidance of a behavioral internationalization strategy in improvement and professionalization of commercial and distribution techniques, aimed at establishing balance in competition with large international groups. This strategy was aimed at the economic development of the national wine sector, as well as the attendance of international consumer segment of the market interested in products from new regions producers of fine wines, which emphasized a best cost x benefit relation. However, it was necessary to define a central structure for the articulation and promotion of promotional activities, as well as in the establishment of institutional links with other public and private organizations. This occurred because the organizations belonging to the Consortium needed institutional weight validation of actions adopted by the relationships established with external markets.

However, unlike the perception of the formation phase, the relationships networks formed were classified, according to Johanson and Mattson (1998), as *the late starter*. This classification indicated that at this stage of *Wines of Brasil* companies and institutions linked to the project began to operate in internationalized markets

through indirect relationships with large networks of international distribution channels. Increased institutional insertion of certain actors linked to the network, besides enabling the entry of Brazilian companies in commercial relationships networks already established in European, North American and Asian markets, also ensured greater credibility to Brazilian products destined for international markets.

This fact has changed the role of executives in commercial companies. Because at this stage the relationships began to encompass not only the establishment of relationships with intermediate agents as the target of the internationalization process, especially considering influences of the great promotion and distribution channels abroad as the main focus, even if indirectly. This role of the main executive meets with the assumptions underlying the model of Welch and Welch (1996), because they involve the perception of the internationalization process as a larger dimension, not restricted to direct investments or sales of the product to distributors, and in addition, encompasses all forms arising from the relationship itself, such as social aspects.

3.4 Development Phase of the Wines of Brasil

Finally, in the development phase of the PSI *Wines of Brasil*, from 2006, based on the reports obtained through the interviews process, it was noted that external demands during the evolution of the project were related to the economic development of other national productive sectors (other fruit sectors, transport and distribution). Were also related to the decentralization of project management activities (given the increased presence of international promotion) and the internal consumer market demand for sparkling wines.

It became important to point out that the Brazilian domestic market segment of sparkling wines was not considered as a priority for the wineries until 2003. From that period, increasing demands on domestic consumption have made organizations rethink the strategic focus of activity in this type of product placement also in the domestic market. Table 1 illustrates the sales volume commercialized both sparkling brut, as of type muscatel from participating organizations of the project (one of the types of products sold), between 2004 and 2012, in the Brazilian domestic market. The data shows growing increase of participation of sparkling product in the Brazilian market during the analysis period. Is valid to mention that are not demonstrated statistics related to the year 2002 and 2003 by reason they were not calculated during this period. It demonstrates, even more, the importance of the project Wines of Brasil as an indicator of consolidation of official information regarding sales of products developed through this project.

Table 1 - Sales Volume of domestic sparkling (million litres)

YEAR	Brand sparkling brut	Brand sparkling muscatel	Total
2004	4,8	0,7	5,5
2005	5,7	1,1	6,7
2006	6,3	1,3	7,7
2007	7,0	1,6	8,6
2008	7,6	1,9	9,5
2009	8,7	2,5	11,2
2010	9,6	2,9	12,6
2011	10,2	3,0	13,2
2012	11,2	3,5	14,7

Source: IBRAVIN (2014)

Internal resources contemplated in this analyzed period the existence of highly specialized human and technical resources, bound together with public and private agencies involved in market orientation of companies linked to the project, such as: Apex-BRASIL and IBRAVIN. From 2006, it were noted significant investments in human resources structures from wineries linked to the project, aiming to get a highly qualified human frame not only on technical criteria, but also in management.

An example can be seen in the associated Miolo Wine Group through the hiring of specialized consulting performed with the French enologist Michel Rolland, aiming at increasing quality in the process of elaboration of the products produced by this Winery. This winemaker, holder of proven international expertise in the process of elaboration of fine and sparkling wines, participated in the planning of the expansion project of the Miolo company, helping in the development of modern wines of its brand. Especially, the bubbly Millesime, produced with grapes *Chardonnay* and *pinot noir* and red wine *merlot terroir*.

The reference Rolland's name tied to Miolo company facilitated the penetration of this brand in more traditional markets in the production and consumption of better quality wine, as for example, in Germany, Canada, Chile,

Estonia, France, England, Italy, Norway, Czech Republic and United States (excerpt from interview with strategic commercial Manager of Miolo Wine Group).

Moreover, another factor that deserved prominence during this phase of development was originated from the establishment of the State law number 12.443/2007, which established the transfer down to IBRAVIN 25% of the value of total paid by producers of fine wines and sparkling to Wine Development Fund of the State of Rio Grande do Sul (FUNDOVITIS). These transfers, comprising around 10 million reais annually (IBRAVIN, 2014), have enabled the IBRAVIN to program activities of provision of information and directed disclosure, concept viewed in a primordial way in this process; incentive marketing actions; and investment in innovation by the other actors of the Brazilian industry of fine and sparkling wines. These activities aimed to the articulation and promotion of actions of external and internal markets development in this sector and, consequently, of the organizations linked to Wines of Brasil.

Still noted increased institutional image of this project as a conditioning factor favorable on external and internal consumer markets. Constant participation in events and international awards caused consumers to consider the fine Brazilian wine like a good option within the portfolio of wines from new producer countries. Furthermore, the recognition of the indication of origin Vale dos Vinhedos, from the General Direction of Agriculture of the European Commission in 2007, vouched for the Brazilian product in the list of protected geographical indications in the European Union (APROVALE, 2014).

Note that this situation didn't occurred before the emergence of this project, due to the absence of the participation of Brazilian wineries in major international fairs and national events to promote these products. It should be noted that even in the Brazilian market, imported wines always occupied a significant space in the Brazilian marketing channels of wines and sparkling wines and consumers shopping options. Economic stability observed in the last decade, coupled with the fall in the exchange rate, allowed the entry of a large amount of imported wines in the domestic market. Ease of access and the value very similar to the national wine allowed to sales channels in Brazil to increase the diversity of their wine list and provide the Brazilian consumer a wealth of varieties and new products.

Therefore, the quality certification of these products through a reliable institution, was critical in the process of increase of participation of markets (external and internal) of national products.

In the case of external relationships were perceived commercial ties established with other national productive sectors; links established in different political structures in Brazil, and; institutional linkages established with other international equity markets on exports of Brazilian wines. With reference to the latter type of link, pointed out the example of the hiring of an argentinian consultant Nora Favelukes via IBRAVIN and Apex-BRASIL, as Brazilian representative to North American consumer market. It is worth mentioning, that Nora Favelukes is President of QW Wine Experts, public relations firm, product placement, event planning and marketing actions for the promotion of imported wines in the United States. This consultant was hired in 1988 by Bodegas Navarro Correas to introduce brand wines in the North American market. She was the national sales manager of Billington Distribuidora, being responsible for the introduction of the Bodegas Catena also in the North American market. She is currently responsible for actions of public relations and marketing of wines.

Finally, in the analysis of the external context in this period of development of the PSI Wines of Brasil, was perceived an intense competition with other initiatives adopted in this sector, glimpsing also, international market. It is worth mentioning, that the Wines of Brasil required a minimum pattern of quality in the products as well as legal-tax order aspects which should be complied for the wineries be entered as associates. In this sense, some organizations, even understanding the institutional importance of the project to enter the international market, ended up launching isolated actions by does not meet some of the required institutional assignments. In this way, some middlemen interested in foreign markets ended up buying these non-associated producers, establishing business relationships of international distribution without linking directly to the project. Its resulting in the increased competition in the industry.

As a conclusion, in this analyzed period, noted the guidance of a behavioral internationalization strategy aimed at the establishment of physical presence in the main consumer markets of fine and sparkling wines. Because of this presence, happened during this period the need for decentralization of some of the project activities. This fact comes from the increased complexity and characteristics inherent in each market. Beyond these aspects, it was noted that the Brazilian Government by Apex-BRASIL acted as a facilitator in the process. The entity created several distribution centers abroad, in which the companies could use offices, operational support, meeting rooms, storage, dispatch of goods and services contracting support such as accounting and law firms. Also, export

channels implemented through abroad distribution centers subsidized by the federal Government have created logistical conditions for the external marketing.

So, during the development phase of the Wines of Brasil, networks of relationships formed, perceived during the analysis period, according to Johanson and Mattson (1998), are among an intermediate position of the classifications the late starter and the lonely international. This stems from the fact that some companies can already be regarded as highly internationalized, as is the case of Miolo Wine Group, operating effectively in various external consumer markets through differentiated strategies seeking acceptance of its products in foreign markets.

However, some companies still do not have this same classification, operating still indirectly on the market, in some cases, supporting its strategy in view of the Chief Executive in the external promotion through other networks of relationships unlinked to project. However, it notes also the sharing of a basic level of knowledge and learning for standardized form, allowing users to have a standard vision of common practices in international relationships established between the companies that make up the network. Expanding on that, even if indirectly, its network of relationships and market vision.

Analyzed the main aspects in the development phase of the project, follow the strategic implications and final considerations:

4. CONCLUDE REMARKS

This article aimed to analyze the development of Wines of Brasil Integrated Sectorial Project from the behavioral approach of the internationalization process. This way, were analyzed the common categories used in behavioral models of networks of relationships made by Johanson and Mattson (1988); Welch and Welch (1996) and Welch, Welch, Young and Wilkinson (1998), in each of the evolutionary moments of the project: training (2002), consolidation (2003 to 2006) and development (from 2006). This analysis took into account the conduct of in-depth interviews with strategic commercial managers of companies: Aurora Winery, Valduga House, Winery Cordelier, Don Candido, Lídio Carraro and Miolo Wine Group. These wineries were chosen considering aspects of representativeness in terms of quality and production of products exported by the project. In addition, the same figure as starters of this internationalization strategy in Brazilian productive sector. It was interviewed, as well, the Manager of external promotion of IBRAVIN, which was involved in the management of the Consortium during the considered period.

During the formation phase of the network Wines of Brasil in the perception of respondents, it was noted the existence of strategic guidance aimed at the development of foreign markets for Brazilian wines. Including, it had in view to reduce costs for products sold on the domestic market from volume gains of scale and economies of scope. However, due to the high competitiveness that wineries have faced in the presence of other global companies in the sector global at the beginning, the organizational structure Integrated Sectorial Project type was the one that best met the interests of the organizations involved. Even because, through this structure, government agencies could be associated with goals of the companies forming the Consortium, around increasing their trade capacity.

In the consolidation phase of the Wines of Brasil was perceived a strategic guidance in the internationalization process aimed at the economic development of the national wine sector. It was noted also a strategic guidance aimed at service oriented of international consumer segment of the market interested in products from new producing regions of fine wines, which emphasized a best cost x benefit relation. However, it was necessary to define a central structure for the articulation and promotion of promotional activities around the attendance of these demands, as well as in the establishment of institutional links with other public and private organizations. This occurred because the organizations linked to the project needed institutional weight in validation of actions adopted by the relationships established with external markets.

Finally, in phase of development of Wines of Brasil, it was noted a strategy guidance of internationalization process aimed at the establishment of physical presence in the main consumer markets of fine wines and sparkling wines. Because of this presence, happened during this period, a need for decentralization of some of the management activities of the project. This fact comes from the increased complexity in commercial relationships made and commercial characteristics inherent in each market. Beyond these aspects, it was noted that the Brazilian Government, through the Apex-BRASIL, acted as a facilitator in the process. The entity created several distribution centers abroad, in which the companies used offices, operational support, meeting rooms, storage, dispatch of goods and contracting support services such as accounting and law firms. Also, export channels

through abroad distribution centers subsidized by the Government have created logistical conditions for the external marketing.

As theoretical debate, it was concluded that the Wines of Brasil began the process of internationalization of companies linked to him, through external intermediaries agents, which built external relationships through the figure of the Chief Executive of the organization. Corroborating, with this, the assumptions of behavioral approach of internationalization. However, with the consolidation of the project, despite the executive still has predominant role in the internationalization process, national companies analyzed began to consider, even if indirectly, the need of relational links with other actors exist in the foreign market. Mainly, with networks of promotion and distribution of its products. This fact induces a pattern of orientation of the strategic process of internationalization via networks of relationships. Finally, in phase of development, it was noticed heterogeneity in terms of characteristics of organizations linked to Wines of Brasil. Being that in some companies, it was noted a high level of internationalization of activities, making them more strategically independent. In others, still requiring direct external relationships along the canals of promotion and distribution for effectiveness of the internationalization process in addition to decisive role of government.

This process of differentiation of the companies belonging to the project from the implementation of the process of internationalization, in parts, find explanations on the different initial settings of resources that formed its organizational structures. In addition, the external relationships involved multiple marketplaces and international partners. So, adding differentiated characteristics among participating organizations, although operating under the same internal link. Another factor that may be considered for the explanation of differences found in the organizations is the involvement of companies together with other associations existent in the internal market.

In addition, the studies proposed by Johanson and Mattson (1988), Welch and Welch (1996), Welch, Welch, Young and Wilkinson (1998) show that the process of overcoming challenges experienced by organizations during the evolution of the internationalization process makes the same successfully change the forms of relationships and procedures established. In this direction, it was noted in the consolidation of Wines of Brasil that the incorporation of new knowledge by sharing and complementarity of resources managed by external organizations to the project, made possible its success, preserving internal differences of the actors involved and their degree of competitiveness. This demonstrates the main theoretical contribution of this study, because when pointing characteristics of evolutionary stages that the project Wine of Brasil presented during 2002 to 2012, other research on the internationalization process can be developed. These studies, with emphasis on the aspect of cooperation and relationship with government institutions may be differentiated paths to Brazilian organizations that try to conquer the foreign market but which collide in structural aspects, and above all, strategic vision for the development of productive sectors in Brazil.

Are suggested future studies that take into account the behavioral approach of the internationalization process in other Brazilian producers who use different strategies of internationalization for external consumer market penetration. Mainly, establishing a possible relationship between these sectors and behavioral aspects of the executives of these organizations on managerial and technical demands of foreign markets in which they operate. Also, consideration of the influence of these networks of relationships in external markets, constitutes as aspects that can be considered in other approaches involving this subject.

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