



INTERNSHIP REPORT

MARKET STUDY FOR INTERNATIONALISATION PROCESS

RIBATEJO INTERNATIONAL PROMOTION

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ABSTRACT

This research focus on Ribatejo International Promotion, a business association financed by the Portuguese government to promote the region's SME's enterprises on an international scale. In this instance, this study was developed over the course of 5 months at the Markets Department of CH Business Consulting, a Portuguese consultancy firm in the Group CH, where the author of this dissertation worked as an intern.

This study aims to develop a market study to support the internationalisation of companies from the Ribatejo region to two target countries (Cameroon and Qatar). To accomplish this goal, two specific objectives were defined: (a) to compare and understand the markets differences between the two target countries; (b) to identify 20 products from the Ribatejo region with high export potential to each of the two target countries.

This project adopted a qualitative approach, making use of documentary analysis as method research, in order to support its objective.

This study allowed to understand that China has a great weight in both countries' economy (imports and exports), while Portugal, has a low relevance for both countries, showing a high potential market to be explored. This study also allowed the identification of the products of the Santarém - Ribatejo region, with greater possibilities to enter the Qatar and Cameroon markets producing a final list with 20 products for Qatar and 22 for Cameroon that sustain a high export profile from Ribatejo to both countries; the study also identified 5 product

categories that present similar characteristics and demand in both countries providing a strategic advantage for Ribatejo companies wishing to explore both international markets.

Future studies investigating the export potential of the Ribatejo region may benefit from focusing on countries where Portugal, and the Ribatejo region in particular, have a greater impact on the import market. Also, future research should investigate how businesses in Ribatejo can utilise digital marketing strategies and e-commerce channels to expand their reach and facilitate international sales.

Keywords: Market study; Internationalisation, Ribatejo; Qatar; Cameroon

RESUMO

Esta investigação centra-se na Promoção Internacional do Ribatejo, uma associação empresarial financiada pelo governo português para promover as empresas PME da região a uma escala internacional. Neste caso, este estudo foi desenvolvido ao longo de 5 meses no Departamento de Mercados da CH Business Consulting, uma empresa de consultoria portuguesa do Grupo CH, onde o autor desta dissertação estagiou.

Este estudo tem como objetivo desenvolver um estudo de mercado para apoiar a internacionalização de empresas da região do Ribatejo para dois países alvo (Camarões e Qatar). Para atingir este objetivo foram definidos dois objetivos específicos: (a) comparar e compreender as diferenças de mercado entre os dois países alvo; (b) identificar 20 produtos da região do Ribatejo com elevado potencial de exportação para cada um dos dois países alvo.

Este projeto adoptou uma abordagem qualitativa, recorrendo à análise documental como método de investigação, de forma a sustentar o seu objectivo.

Este estudo permitiu perceber que a China tem um grande peso na economia de ambos os países (importações e exportações), enquanto Portugal, tem uma baixa relevância em ambos os países mostrando um elevado potencial de mercado que pode ser explorado. Este estudo permitiu ainda identificar os produtos da região de Santarém - Ribatejo, com maior potencial de entrada nos mercados do Qatar e dos Camarões produzindo uma lista final com 20 produtos para o Qatar e 22 para os Camarões que sustentam um elevado potencial de

exportação do Ribatejo para ambos os países; o estudo identificou ainda 5 categorias de produtos que apresentam características e procura semelhantes em ambos os países proporcionando uma vantagem estratégica para as empresas ribatejanas que pretendam explorar ambos os mercados internacionais.

Futuros estudos que investiguem o potencial de exportação da região do Ribatejo poderão beneficiar se se centrarem em países onde Portugal, e a região do Ribatejo em particular, têm um maior impacto no mercado de importação. Futuras investigações deverão também investigar como as empresas do Ribatejo podem utilizar estratégias de marketing digital e canais de comércio electrónico para expandir o seu alcance e facilitar as vendas internacionais.

Palavras-Chave: Estudo de mercado; Internacionalização, Ribatejo; Qatar; Camarões

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LIST OF ABBREVIATIONS

GDP - Gross domestic product

IDCR - Índice de desvantagens comparativas relativas no comércio internacional

IMS – International Market Selection

IRCA - Index of relative comparative advantages in international trade

IVCR – Índice de vantagens comparativas relativas no comércio internacional

IRCD - Index of relative comparative disadvantages in international trade

NC6 - 6-digit level of the Combined Nomenclature

SMES – Small and medium-sized enterprises

US – United States

INTRODUCTION

An essential component of research on international business is the internationalisation process. According to (Verbeke & Ciravegna, 2018), internationalisation is a socially constructed narrative that, over time, binds together the individual, the company, and the setting of global activity.

Nonetheless, in internationalisation research, the organizational level has largely remained the emphasis (Welch et al., 2016), corresponding with the pioneering publications that employed the business as their analysis unit (Bilkey & Tesar, 1977).

In recent years, emerging markets have drawn investments from businesses because they provide excellent prospects for development in the future (Cavusgil et al., 2002). It is ultimately a challenge for small and medium-sized enterprises (SMEs), which are becoming more active participants in the global market and seeking to capitalise on its commercial opportunities (Üner et al., 2022).

Compared to bigger firms with more worldwide experience, SMEs are perceived as being more influenced and challenged by globalization and diverse business environments (Cavusgil et al., 2002; Eriksson et al., 2000; K. E. Meyer & Gelbuda, 2006).

Scholars have asked for more emphasis to be given to the role of individuals in the internationalisation process (N. Coviello et al., 2017; Verbeke & Ciravegna,

2018) to recognize individuals who respond to internal and external stimulus and so drive the firm's activities (Schweizer & Vahlne, 2022).

Furthermore, the sociohistorical environment - both at a specific point in time and throughout time - is critical for internationalisation (Welch et al., 2022) and companies must consider the political and legal environment, customer preferences, and competition in international markets to ensure a successful internationalisation process (Schweizer & Vahlne, 2022).

The Ribatejo region of Portugal have hundreds of SMEs that faces challenges in increasing its exports to target countries. This is a significant issue as small businesses are becoming increasingly important players in the global market and seek to take advantage of commercial opportunities abroad. However, they face many challenges due to diverse business environments, and may not have the resources or experience to effectively internationalize their operations.

This study aims to develop a market study to support the internationalisation of companies from the Ribatejo region to two target countries (Cameroon and Qatar). To accomplish this goal, two specific objectives were defined: (a) to compare and understand the markets differences between the two target countries, and (b) to identify 20 products from the Ribatejo region with high export potential to each of the two target countries.

It's expected that the report produced to provide useful information regarding potential opportunities in the export markets, analysing the competition and providing recommendations for the Ribatejo SMEs to improve their competitiveness in the markets mentioned.

The scope of this project is focused on the Ribatejo region of Portugal, which is known for its agriculture and food production industries. The project aims to develop a market study to support the internationalisation of companies of the Ribatejo region.

By exploring this topic, the project seeks to improve the development of an internationalisation strategy to SMEs, supported by a broad academic literature.

This dissertation was developed under the context of an internship from September 2022 until January 2023. The author worked as an intern at the Markets department of CH Business Consulting, a well-recognised Portuguese consultancy firm in the Group CH.

This dissertation is divided into 4 main sections, being the first one the literature review that supports the empirical work done in the markets studies, the second section being the methodology approach that was made in order to make this thesis possible, the third section being the Data Analysis and Results, where the findings of the research are presented and discussed, and finally, the fourth section is the conclusion, recommendations and limitations for future research. Each section is crucial to understand the overall contribution of this dissertation and it is important to note that this research has practical implications for businesses operating in the mentioned markets, as well as theoretical implications for academics studying these topics.

1. LITERATURE REVIEW

The importance of supporting empirical work with substantial academic references cannot be overstated. This particularly research related to international business, where a solid theoretical foundation is necessary to provide a comprehensive understanding of this complex phenomena that is internationalisation. For instance, when investigating the internationalisation process of companies, it is crucial to examine the existing theories and models that explain this phenomenon, such as the Uppsala model and the innovation network theory.

Similarly, when analyzing companies operating in international markets, it is essential to review the existing literature on segmentation and positioning. Moreover, when selecting the most appropriate international markets for business expansion, criteria analysis and market entry modes are invaluable sources of guidance.

By drawing on the relevant academic literature, this empirical work aims to develop a comprehensive understanding of the factors that drive the internationalisation process, the challenges and limitations that companies face, and the strategies that companies can use to successfully position their brands and products in international markets.

1.1. INTERNATIONALISATION PROCESS

Companies have engaged in international trade and cross-border activities for millennia, and internationalisation has intensified in the 1920s (Ruzzier et al., 2006), gaining strength and impact as a result of globalization. Growing globalization has created a new and competitive economic climate, encouraging the internationalisation of not only large, but also smaller firms (Sandberg & Ineko, 2012).

In the 1970s, the term "internationalisation" was first used in international business literature (Knight & Liesch, 2016).

Early models, such the innovation model and the Uppsala internationalisation process model (Johanson & Vahlne, 1977), were created in the 1970s and are still used today, despite being debatable (Welch & Paavilainen-Mäntymäki, 2014). Conventionally, existing studies on internationalisation have evaluated the characteristics of the internationalizing company and its internationalisation plan (Verbeke & Yuan, 2022). Axinn & Matthyssens (2002) assert that the rise of low-cost technology, the lowering of trade barriers, and the opening of formerly closed markets have all contributed significantly to the emergence of a virtually limitless global economy. Multinational enterprises progressed from internalizing cross-border market transactions to orchestrating and coordinating global economic activity networks (Kano, 2018).

Firms must acquire expertise and learn about the institutions they will encounter in the market they are entering (Jonsson & Lindbergh, 2010). It is required in order to establish, develop, and sustain foreign partnerships, which

are at the heart of a firm's internationalisation process (Forsgren et al., 2005). Before expanding its operations internationally, a company must use these strategies with caution, because those strategies can occasionally backfire and cause a loss of revenue or even the company's closure (Joshi, 2022).

It is also widely recognized that, while SMEs differ fundamentally in their characteristics and needs, they face common challenges such as limited access to finance, lack of managerial skills, and difficulties in accessing new markets, they must face similar internal and external constraints during the internationalisation process (García-Álvarez de Perea et al., 2019).

Over the years, international business researchers have focused on firm internationalisation as a complicated process requiring specific types of expertise and other assets, product-market features, prior international experience, and existing networks (Welch & Paavilainen-Mäntymäki, 2014). The majority of the individuals' roles have been revealed as company-level internationalisation methods and processes (in collecting experiential knowledge for future international commitment and decision-making on international expansion) (Schweizer & Vahlne, 2022).

According to (Jansson, 2007), the opening of emerging markets over the past few decades is the major force behind a predicted third wave of corporate internationalisation.

This comes after two previous waves of internationalisation brought on by industrialization and the rise of market economies, which led to the development of huge multinational enterprises across international borders (Jansson, 2007) . Smaller businesses tend to be more involved in international commerce than

they previously were in this third wave, from both established and emerging economies (Jansson, 2007). This could be because of the increased business prospects brought forth by these economies' rapid economic expansion and the decreased risk associated with lower barriers in a worldwide market economy (Jansson, 2007). According to Jansson (2007), who conceptualised these events as the third wave of firm internationalisation, SMEs with origins in both develop and emerging markets internationalise their business operations, and internationally successful companies shift their marketing behaviour from develop to emerging markets. The developing markets are appealing since they have exceptionally rapid economic growth and hence are crucial in the current global market (Cavusgil et al., 2002).

They have enormous commercial possibilities for both major companies and SMEs (Jansson, 2007; K. Meyer & Skak, 2002). Yet, businesses could diverge from the conventionally advised methods of internationalisation when dealing with the distinctive setting of developing economies. So, these markets present an opportunity to reevaluate and supplement the conventional approaches to researching international market entry (Child & Rodrigues, 2005; K. E. Meyer & Gelbuda, 2006).

Since the firm and its internationalisation process are greatly influenced by its surrounding network, market positions are not created as a result of a few strategic decisions made by a single firm alone (Håkansson & Ford, 2002). Therefore, the level of internationalisation of the firm's network environment,

such as the sector in which it operates, influences the level of internationalisation of the firm (Johanson & Mattsson, 2015).

According to (Johanson & Mattsson, 2015) there are four of these situations and types of internationalizing enterprises: the late starter, where the network environment is highly internationalised but the firm's internationalisation is low; the early starter, where the firm is still operating primarily in a domestic industry and the degree of internationalisation and network setting are both low; the lonely international, that is an internationally experienced company with a low degree of internationalisation and, by last, the international among others where both the firm and the network setting have a high degree of internationalisation (Johanson & Mattsson, 2015).

Many businesses choose to export their products to at least some of their international markets because many nations do not provide a significant enough market for local production and by centralising production for multiple markets, a business can achieve economies of scale (Joshi, 2022).

Export growth is one of the most effective ways to boost business growth and, by extension, positive economic impacts. Increased exports have a direct, positive impact on job creation and economic growth, supporting sustainable and balanced growth in a nation or region (Los et al., 2015).

Businesses must consider their geographic expansion carefully if they want to succeed in global market by selecting a posture that can range from being entirely domestic with no international involvement (domestic focus) to having a global reach, a firm can make a decision about the degree of its globalization (Joshi, 2022).

Each level of globalization will fundamentally alter how a company competes, necessitating distinct strategies for marketing initiatives, planning, organizing, and managing the global marketing effort (Joshi, 2022). When using various strategies, it's also important to consider the industry in which a company competes. strategies for entering foreign markets Exporting as a tactic for entry (Geringer et al., 2020).

The choice to go international is still a significant and challenging one for many businesses, and typically, there are several reasons why a company decides to start competing in foreign markets (Joshi, 2022). Choosing markets that offer viable opportunities in terms of products and markets is difficult for exporters (Calof & Viviers, 2020).

The capacity to adjust, manage, and coordinate a smart plan in an unfamiliar foreign environment is essential for any organization, whether it be a multinational corporation or a small entrepreneurial venture and there are many good reasons why companies decide to explore international markets (Geringer et al., 2020). Comparative advantage, economic trends, demographic trends, domestic competition, the stage in the product life cycle and tax structures are a few additional factors that could be mentioned (Joshi, 2022).

1.1.1. Internationalisation process theories

According to views regarding the internationalisation process, this process develops gradually and is motivated by a commitment to foreign markets and knowledge of international business practices. The Uppsala model is the most well-known and widely used process model (N. Coviello et al., 2017; N. E. Coviello & McAuley, 1999), and businesses initially relocate to markets that are close by. The firm's uncertainty decreases as they gain more internationalisation expertise and experience, as they relocate to more distant markets (Johanson & Vahlne, 1977). In the US, concurrent innovation-related process models were also created to show the several sequential steps in a firm's internationalisation process.

The Uppsala model of internationalisation

Four Swedish multinational corporations that were modestly sized when they began operations more than a century ago served as the empirical foundation for the Uppsala model (Johanson & Wiedersheim-Paul, 1975). But, by the time they were researched in the 1970s, they had expanded to 22 larger enterprises (Johanson & Wiedersheim-Paul, 1975).

Two empirical starting points from these researches served as the Uppsala model's cornerstone (Björkman & Forsgren, 2000). First, while still modest, the businesses started to become global, extending foreign commercial activities enabled firm expansion, which was a result of the company's capacity to use, combine, and expand resources (Penrose, 1995). Second, because based on the

company's restricted capacity for decision-making, this had an impact on its ability to make decisions (Cyert & March, 1963). As a result, a company's international activities are mostly carried out with the intention of gaining and developing experiential knowledge, which supports an iterative process of internationalisation (Björkman & Forsgren, 2000).

Researchers at Uppsala created a model of internationalisation processes based on commitment to foreign markets and knowledge growth (Johanson & Vahlne, 1977). The model's premise is founded on the idea that globalization is a process driven by the growth of knowledge when conducting business in a market, providing the chance to better capitalize on opportunities emerging in that market (Johanson & Vahlne, 2006). Due to the gradual growth of knowledge, globalization occurs.

Two unique empirical patterns were found to demonstrate this. Before extending to far areas, 23 internationalizing firms first established themselves in close-by, well-known country marketplaces (Johanson & Vahlne, 2006). Psychological distance is the root cause of this as "factors obstructing or disturbing the flows of information between company and market" (Johanson & Wiedersheim-Paul, 1975, p. 308).

These findings indicate that comprehending foreign markets and operations is crucial for a company's internationalisation (Johanson & Vahlne, 2006).

According to Forsgren (2002), the most essential knowledge is experiential knowledge, which is gained through hands-on practise. Not sticking to the establishing structure does not mean that the company's internationalisation

process is not gradual (Madsen & Servais, 1997); rather, it signifies an incremental commitment of resources to the market as a consequence of operational lessons learned. The more nations a company does business with, the more expertise it has, and as consequently, physical distance is perceived to be smaller (Johanson & Vahne, 2009).

Johanson and Vahlne (1977) propose three scenarios in which exceptions to the incremental market commitment are most likely to occur: (1) when businesses with substantial resources take longer actions due to the restricted effects of their commitment; (2) when market expertise is obtained other than through personal experience, such as for solid and/or consistent markets or acquisitions; and (3) when significant expertise from similar markets is acquired because the knowledge can then be applied to the firm's own market.

Johanson & Vahlne (2009) claim that revisiting their 1977 Uppsala model requires revisions due to changes in business practice and theoretical breakthroughs. The Uppsala model develops into a "business network internationalisation process model" under the influence of the market-as-network approach (Johanson & Mattsson, 2016).

Innovation-related internationalisation models

A variety of process models were created in the United States concurrently with the Uppsala internationalisation process model, such as those by Bilkey & Tesar (1977), Cavusgil (1980), Reid (1981), Czinkota (1982). These models, like the Uppsala model, were mostly based on empirical research done on American SMEs (Leonidou & Katsikeas, 1996) and were also influenced by the behavioral theory of the business (Cyert & March, 1963). An incremental involvement in

international markets shapes and influences the manager of the company's perceptions and attitudes. Hence, a series of management innovations that take place within the company ultimately lead to the initial mechanism for international market entry, with each stage being viewed as an act of innovation (Gankema et al., 2000).

All three generic stages—the pre-export stage, the initial export stage, and the advanced export stage—are present (Leonidou & Katsikeas, 1996). The Uppsala model and Bilkey and Tesar's (1977) model both had an impact on the creation of Cavusgil's five-stage model in 1980. The learning process is highlighted, with an explanation of how various components are proven to fluctuate in relevance within each of the five stages (Gankema et al., 2000). The stages were operationalized using export shares and are specified by firm activity characteristics as a five-stage internationalisation process (Gankema et al., 2000).

Businesses concentrate on the home market in the initial stage and the ratio of sales to exports is zero (Gankema et al., 2000). The pre-export phase comes next, during which the company assesses its options for beginning exports and the ratio of exports to sales is close to zero (Gankema et al., 2000). Exporting is still a marginal activity in the third stage of experimental involvement since the export/sales ratio ranges from 0 to 9 percent (Gankema et al., 2000). When doing business internationally is a routine activity and a major portion, 10-39 percent of the total revenue, is exported, the fourth stage is active involvement (Gankema et al., 2000). For this task, a proper organizational structure is also in place. The

commitment to exporting is the fifth and final stage. The company is now considered worldwide since it depends so significantly on foreign markets, with an export/sales ratio of more than 40% (Gankema et al., 2000).

1.1.2. Internationalisation limitations and government role and influence

An increasing number of businesses in developing nations focus on international markets (Winckler et al., 2022). Due to the disadvantages of their home economies, such as economic instability and high operating costs, emerging countries' SMEs enter the global market later than companies in developed countries (Fleury, 2007).

They also experience other restrictions as SMEs, such as more constrained access to resources (Gaur et al., 2014), which makes the start of the internationalisation process dependent on a small domestic market's demand (Winckler et al., 2022). Lack of information and the absence of an appropriate decision-making methodology are the two main issues that arise when trying to identify potential markets. Early-stage exporters are unable to locate the necessary information about the global market (Calof & Viviers, 2020).

When businesses want to enter new international markets or grow their current export operations, one of the most difficult export barriers to overcome is the lack of knowledge about where to find information on potential export markets (Leonidou, 2004).

By conducting market research, allocating their financial and human capital, adapting their business units for a new market, and becoming familiar with internationalisation law, SMEs can prepare themselves to operate internationally (Wu & Deng, 2020).

They should consider the industry they are in, the company's infrastructure, their ability to sell their goods or services internationally, and the expenses related to doing so (Wright et al., 2007).

Many SMEs encounter obstacles, such as a lack of incentive to export or reluctance to commit resources abroad, because they lack products and services that can be traded in foreign markets (Wright et al., 2007). When compared to businesses in developed nations, those in emerging markets use non-traditional resources (Wright et al., 2007).

International experience, technological advancements, and market potential are a few examples of traditional resources available to businesses in developed economies while the firm's dominant position in the domestic market or cheap labour are examples of non-traditional resources (Gaur et al., 2014).

Due to its policies, the government has a crucial role to play in assisting and influencing the internationalisation path of SMEs (Saad & Najib, 2014). For SMEs lacking internal and external resources, such as connections to other upstream and downstream businesses abroad, government support is essential (Kang & Park, 2012). Additionally, a lot of government agencies have a responsibility to help SMEs access foreign markets, especially in nations with corrupt or

ineffective legal systems where they may be exposed to political and other risks that aren't present in the domestic market (Saad & Najib, 2014).

Government initiatives that directly assist small businesses in overcoming challenges related to their size can have an impact on SMEs (Saad, 2021). Government support programmes for entrepreneurial endeavours include funding provided through government procurement initiatives, tax subsidies, business development support, and government export assistance programmes, to name a few (Saad, 2021).

Network interactions can help businesses access resources, strengthen their strategic positions, control transaction costs, acquire new skills, gain legitimacy, and adapt well to rapid technological change (Hsieh et al., 2019). Fernhaber (2008) asserted that networks aid "born global," or founders of international new businesses, in discovering opportunities abroad and having an impact on their home nation. The best way for governments to support SMEs is through direct assistance policy initiatives and programmes that help small businesses overcome size-related challenges (Smallbone & Welter, 2001).

Governments and policymakers must implement export assistance programs or information services that prioritize the intelligence requirements of exporters at the macrolevel (Calof & Viviers, 2020). These requirements relate to identifying the ideal markets for their nations and businesses and receiving assistance in accessing them, for instance through trade agreements negotiated by governments and the creation of suitable policies and related measures (Cameron & Viviers, 2017). Given the growing significance and expansion of international business over the course of time, it is not remarkable that there has

been an associated rise in the quantity of knowledge available for use in the selection of markets for export (Cameron & Viviers, 2017).

Therefore, exporters and policymakers face a challenge in utilizing and correctly interpreting the vast amounts of information that are unstructured, uncoordinated, and, furthermore, are constantly being revised and enhanced (Cameron et al. 2017). Even though all businesses need information to make wise business decisions, exporters have an even greater need for accurate information due to the complexity of both the export process and the global business environment (Kühn & Viviers, 2012).

1.1.3. International Market Selection

The selection of an international market is strategic as it is one of the most important and complex choices in the internationalisation process (Mersland et al., 2020). This procedure, known as international market selection (IMS), is an approach of decision-making that entails narrowing down the markets that are under scrutiny for expanding internationally and ultimately selecting the most advantageous and tempting ones (Clark et al., 2018).

International Market Selection (IMS) has been a popular topic of study since the 1960s, and numerous studies have been carried out on the subject and despite the existence of such a large body of research, there is no consensus in the literature regarding which selection criteria should be utilised and how they could be adjusted to reflect how significant they are (Nandialath et al., 2015).

Market selection is crucial to the success of businesses because it impacts the development of target markets, the success of marketing strategies, the integration of external operations, and strategies for positioning (Farzipoor Saen, 2011). Market selection involves uncertainty as well as complexity due to factors such as marketing mix (product, price, distribution, and promotion), factors affecting the environment, share of the market, potential revenue, and strategic importance of the market; therefore, it is a time-consuming problem requiring multi-criteria methods for making decisions (Farzipoor Saen, 2011).

In order to construct a market selection framework that improves upon traditional analysis, it is essential to integrate into the evaluation process tools created by a variety of researchers (Sakarya et al., 2007). These techniques include an evaluation of the long-term market potential based on demand-driven models, the cultural dimensions of Hofstede for measuring culture, and Porter's competitive analysis of an industrial sector (Sakarya et al., 2007).

In the internationalisation paradigm, market selection and entry mode selection are regarded as a single decision, with entry mode selection taking priority since the need for market information is the primary determinant of market entry mode selection (Sakarya et al., 2007). It is presumed that the firm will make an informed entry choice based on cost data and evaluation (Sakarya et al., 2007).

Despite its significance, knowledge about the initial market entry decision remains scarce while this is due to the fact that the increasing reliance of businesses on international business and growth as well as the intensity of

competition make the selection of non-domestic markets among the most crucial decisions in international strategy (Ellis, 2000).

As one of the selection criteria for the screening and identification phases of normative selection models, information on competitive rivalry and competition analysis is suggested (Johanson & Mattsson, 2015). Traditional models of market selection analysis, on the opposite hand, aren't product market/industry-specific and do not include competitor analysis (Johanson & Mattsson, 2015). The third additional factor proposed by the approach is the competitiveness of the sector in the country being considered for international expansion (Sakarya et al., 2007).

In International Market Selection Guidelines, market-based factors are defined as all variables that are external to the company and related to the business environment (Nandialath et al., 2015). Assuming the significance of market-related factors in determining a company's competitive advantage a company's success in a foreign market is dependent on the consideration of market-related criteria (Nandialath et al., 2015).

Czinkota & Ronkainen, (2012) proposed a multi-level process model for international market selection. Identification and thorough screening: This entails determining the attractiveness of the industry and forecasting the costs and revenues associated with the nations that made the short list.

Final selection: This entails making the market choice that most closely aligns with the company's goals and makes the best use of the resources at its disposal,

as a result of increased globalization and hyper competition, internationalisation significance has increased (Czinkota & Ronkainen, 2012).

Both large and small businesses have investigated topics like global decision-making and management, the growth of global activities, and the factors encouraging or discouraging globalization (Abdullah & Zain, 2011).

Ozturk (2015) reviewed the literature on international market selection and categorized the criteria into six main groups: i. The environment's demographics, which include factors like the population, age and gender demographics, income distribution, market size, infrastructure, physical distance from competitors, market similarity, and human resources. ii. Political environment, such as corruption, risk to the nation, and political climate and stability. iii. The economic environment, which involves the stability of the economy, market growth, market intensity, consumption by the middle and upper class, economic freedom, potential markets over the long term, agreements on trade, barriers to trade, incentives for investment, tax advantages, and financial risk factors. iv. sociocultural environment, which includes factors like education level, literacy rate, and cultural, psychical, and linguistic distances. v. Sector or product-specific indicators, such as, for instance, the competitive environment, consumer receptivity, demand potential, and individual consumer values. vi. Indicators that are specific to a given company, such as its reputation, network connections, and strategic orientation, as well as its entry barriers and growth drivers (Ozturk et al., 2015).

1.2. GLOBAL MARKETING IN INTERNATIONALISATION

The process of concentrating an organization's resources on the identification and exploitation of global market opportunities that are supportive of and consistent with its short- and long-term strategic objectives and goals is known as global marketing (Joshi, 2022).

Internationalisation and the use of global marketing are crucial for many countries due to their contribution to economic growth, as well as the nation's welfare and reputation abroad (Saad & Najib, 2014).

Global marketing takes place when a business directs its products and services towards consumers in a country other than the one in which it is located (Cunha, 2005). Although the fundamentals of marketing are the same everywhere, the circumstances in which a marketing strategy is put into action can vary greatly from one region to another (Joshi, 2022).

Marketing a company's products and services to clients in countries other than the one in which it is based is, therefore, considered to be the key to success (Cameron & Viviers, 2017).

Input costs, price, advertising, and distribution are typical marketing considerations that are likely to vary significantly depending on the nations in which a company chooses to market its products or services (Joshi, 2022).

Marketers must carefully assess all market segments in which they expect to compete because market sizes, consumer behaviour, and marketing strategies all vary from country to country (Joshi, 2022). The strategic choice of whether to compete internationally will have a fundamental impact on the company,

including its management and operations (Geringer et al., 2020) and also the ways in which a company's abilities and willingness permit various ways to enter the global market, the challenges the company faces in doing business internationally, and how the consumer will benefit from global marketing all influence the choice of tactic (Joshi, 2022).

1.2.1. Positioning and segmentation in international markets

Designing the company's image and offering to occupy a specific space in the target market's mind is known as market positioning (Adıgüzel, 2020).

According to Adıgüzel (2020), positioning entails choosing and emphasizing the appropriate product features while concentrating on segmentation and image-building. While brand positioning identifies the distinctive qualities of the brand throughout light of the requirements and expectations of the target market as well as the rivalry, it is crucial to ensure that the brand's positioning is consistent across all marketing channels and communication touchpoints (Adıgüzel, 2020). This consistency helps to build a strong brand image and increase brand recognition among consumers (Janiszewska & Insch, 2012).

As a result, it is a practical strategic tool that can be beneficial when used when overseeing an administrative unit (Janiszewska & Insch, 2012). Instead of informing the masses, which would have reduced their return on investment and increased their costs, businesses now prioritize reaching their potential customers (Adıgüzel, 2020). As a result of the technological revolution, digital

and social media have grown to be an integral part of almost every person's everyday existence, providing businesses with an immense opportunity to introduce and express themselves about their products to their target audience (Adıgüzel, 2020). Given that it enables a business to differentiate its products and services from those of competitors, the brand is crucial in modern internationalised environment (Janiszewska & Insch, 2012). Beyond simply being a name in today's marketplace, the brand emerges as a corporate entity that gives the product identity and personality, is shaped by consumer perceptions, and foreshadows consumer product preferences (Adıgüzel, 2020).

The other marketing concept that is most generally recognized is market segmentation (Adıgüzel, 2020). Its key tenet is that companies must (1) identify demand segments, (2) target particular segments, and (3) create tailored marketing "mixes" for each targeted market segment to gain a competitive advantage and, consequently, superior financial performance (Adıgüzel, 2020).

According to Adıgüzel (2020) there are three fundamental presumptions form the foundation of all market segmentation strategies. (1) Because many markets are significantly, but not entirely, heterogeneous in terms of consumer needs, use requirements, tastes, and preferences, it is possible to divide them into more compact, significant, and generally homogeneous consumer segments. (2) It is frequently possible to tailor a firm's market offerings (such as price, promotion, and channels) to suit the needs, wants, tastes, and preferences of such segments. And (3) for many businesses, a segmentation strategy can result

in market competitive advantages and, consequently, better financial performance (Adıgüzel, 2020).

One should be aware of the four main types of market segmentation: demographic, geographic, psychographic, and behavioral segmentation (Hunt & Arnett, 2004). The business to achieve long-term success, it's crucial to comprehend what these four segments are (Hunt & Arnett, 2004). Once it is done the necessary research, companies can effectively meet the needs and wants of each segment of customers created and every business should gain from using market segmentation in order to use its resources more effectively and to make more informed marketing decisions (Adıgüzel, 2020).

1.2.2. Market Criteria: A procedural perspective

The substantial rise in consumer demand, the recent growth of large enterprises, and the fact that businesses view exporting as a way of acquiring information about foreign markets have resulted in an increase in export interest (Cheng & Huang, 2019). Entering a new export market has become an essential strategy for businesses and nations seeking to preserve competitiveness and increase volume of production (Azar & Drogendijk, 2014). Consequently, choosing the proper market is essential, as it enables businesses to develop short-, medium-, and long-term plans while making efficient use of time, funds, and other resources (Shabani & Saen, 2016).

The intense competition and rapid market changes have increased the need for prognostic information regarding the general market demand (Pilinkienė, 2008). Lack of experience in forecasting market demand under dynamic market conditions predetermines erroneous market research outcomes and unfounded enterprise operations decisions (Pilinkienė, 2008). Pilinkienė (2008) said that it is possible to reduce the uncertainty of solutions through the effective selection and application of market demand forecast methodologies.

Cavusgil (2002) suggests that businesses determine their own indicators that are suitable alternatives for assessing demand and implement a more methodical strategy for evaluating long-term market potential, finding opportunities for their business, and predicting future revenue. Cavusgil et al. (2002) propose a model that enables a step-by-step process with successive, increasingly discriminatory phases of assessment to reduce possible country-markets. This model prioritises long-term potential for markets over country risk and revenue conversion potential and is based on increasingly detailed and market-specific information, beginning with restricted economic and demographic measures of future demand, and advancing to product/country market information (Sakarya et al., 2007). When conducting market demand analysis, one is frequently confronted with the issue of the unsuitable selection of a method and in every actual projected situation, methods have their benefits and drawbacks, therefore, it is essential to define and analyse method selection criteria (Pilinkienė, 2008). Researchers define typical presumptions for method implementation based on the accuracy of the methods (Pilinkienė, 2008).

According to Silva et al. (2018), a methodical approach is a formal and logical decision-making process that employs concrete selection criteria and statistical methods to analyse a potential target market.

Geringer et al. (2020) proposed a six-step method that includes an initial assessment, a financial and economic assessment, a political and legal assessment, a sociocultural assessment, and an assessment of competitive forces, followed by a final selection. The initial evaluation seeks to determine if there is a fundamental need for the enterprise's product or service; if there is no need, no reasonable investment of time and money will enable the firm to successfully market its product (Geringer et al., 2020).

During the second stage, the economic and financial assessment, the remaining markets will be evaluated according to trends in currency exchange rates, interest rates, inflation rates, and consumer payment habits, among other factors (Geringer et al., 2020). Then, the political and legal evaluation could consider forces such as political stability, profit export barriers, and entry obstacles (Geringer et al., 2020).

Favourable markets are typically characterized by high levels of political stability and low regulatory obstacles for entering and investment (Whitelock & Jobber, 2004), with entry barriers such as formalities, corruption, quotas, tariffs, and regional regulations (Hill & Hult, 2019). On contrary, political instability has an immediate adverse effect on perceptions of risk and uncertainty and is believed to have a negative impact on market growth (Nandialath et al., 2015). In the fourth phase, Geringer et al. (2020) advised businesses to analyse the sociocultural environment of the remaining markets.

During the fifth stage, a company will focus on accumulating data on the presence and potential threats posed by remaining competitors in the rest of the markets (Geringer et al., 2020). This is accomplished by analysing factors such as the market share of competitors, the quality of their line of products, their service after the sale, and their market reach (Geringer et al., 2020). Using this type of analysis, a company can determine its market competitiveness by comparing its product offering to the relative advantages of its competitors (Nandialath et al., 2015). Even if a market has been considered saturated, businesses can still enter if they think doing so will disrupt their primary competitors or if they employ a strategy of entering the same markets as their main competitors (Geringer et al., 2020). In the final stage, a business will decide, but only after conducting field visits to the remaining markets to verify the study data (Geringer et al., 2020).

Literature provides predominantly two normative market screening models for evaluating and selecting attractive markets for international marketers seeking to expand abroad (Knight & Cavusgil, 2004). Based on enormous amounts of secondary statistical data, they either combine countries based on similarities or differentiate them based on their market potential (Knight & Liesch, 2016). Combining models cluster countries based on the similarities of social, economic, and political variables and do not measure demand levels, whereas the similarities aid managers in comparing countries and evaluating potential partnerships (Knight & Cavusgil, 2004).

2. METHODOLOGY

2.1. EMPIRICAL CONTEXT AND OBJECTIVES

The Ribatejo region of Portugal is known for its small and medium-sized enterprises (SMEs) that play a significant role in the region economy. However, these businesses face challenges when it comes to exporting their products to international markets.

Therefore, it is crucial for SMEs in the Ribatejo region to conduct a thorough analysis of the international market before expanding their business overseas, since it will help them to identify potential challenges and opportunities and develop effective strategies to compete with other players in the global market.

One of the key challenges they face is the lack of a comprehensive market study that can provide SMEs with crucial information about their target markets, including market trends, cultural differences, market analysis, and competitor analysis.

This research focus on the Ribatejo International Promotion, which is a business association financed by the Portuguese government to enhance the competitiveness of small and medium-sized enterprises and to promote the region's businesses and products on an international scale.

In this instance, 2 market study reports were made over the course of 5 months by the markets department of CH Business Consulting, a Portuguese

consultancy firm in the Group CH, a recognized consultancy firm, where the author of this dissertation worked as a member during the internship.

This dissertation was developed under the context of an internship from September 2022 until January 2023.

This study aims to develop a market study to support the internationalisation of companies from the Ribatejo region to two target countries (Cameroon and Qatar). To accomplish this goal, two specific objectives were defined:

(a) to compare and understand the markets differences between the two target countries

(b) to identify 20 products from the Ribatejo region with high export potential to each of the two target countries.

2.2. METHODOLOGICAL APPROACH

The qualitative methodology approach is the most appropriate given the exploratory nature of the research objective of this dissertation.

Qualitative research examines the nature of phenomenon, including their quality, various forms, the context in which they appear, or the viewpoints from which they can be perceived, but does not include information about their range, frequency, or location in an objectively determined chain of cause and effect (Ugwu & Eze, 2023). In this case, this entails knowing the business environment in the Ribatejo region and the corresponding SME's.

The goal of qualitative research is to better understand contexts and perspectives by collecting and analysing non-numerical data, such as text (Ugwu & Eze, 2023) as is the case in the current study, which focuses on analysing a variety of documents to develop the two market research reports.

To seek convergence and corroboration using various data sources and research techniques, the qualitative researcher is supposed to use at least two sources of evidence (Bowen, 2009).

Overall, this project adopts documentary analysis as the qualitative method research.

Documentary analysis is a methodical process for studying and assessing secondary data. It is appropriate when the objective of a study is to offer background and context for a phenomenon, identify areas for further research, provide supplementary data, or examine change through time (Bowen, 2009).

Documentary analysis is ideally suited as a research approach for qualitative studies that produce detailed descriptions of a single occurrence, event, organization, or programme (Bowen, 2009). Non-technical literature, such as reports, can provide case studies with actual data (Mills et al., 2006). Typically, market research is conducted in natural settings without the use of experiments or control groups; instead, things are observed as they are (Ugwu & Eze, 2023), whereas documentary analysis requires that data be examined and interpreted to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008).

2.3. DATA SOURCES AND COLLECTION TECHNIQUES

In this case, documentary analysis allows the researcher to collect a large amount of information on the Ribatejo region's market and internationalisation process from existing sources, such as reports and statistical data.

Secondary data analysis is appropriate for examining long-term market trends and patterns, which is essential for comprehending the internationalisation process. It permits the researcher to interpret market report data and to identify and eliminate irrelevant information from data sources. To achieve this goal, this study adopted a two-step process.

The first sept involves gathering secondary data from viable sources. As data is quickly accessible and can be obtained with a single click, the Internet is one of the most common methods for gathering secondary data (Ugwu & Eze, 2023). A modest fee may be required to download data that is already accessible, but this data is essentially free. Businesses and organisations can use the abundance of information on websites to conduct research. However, organisations must only collect information from reputable, authentic websites (Ugwu & Eze, 2023).

The data analysed in this study was collected through secondary to develop the market research reports. The following table provides all the sources used in each of the market research reports:

Source Name	Content Explanation	Reference
Aicep Portugal Global	is a government body focused on the development of a competitive business	(<i>Aicep Portugal Global</i> , n.d.)

	environment that contributes to the globalisation of the Portuguese economy	
International Trade Centre	multilateral agency with a joint mandate with the World Trade Organization and the United Nations through the United Nations Conference on Trade and Development.	<i>(ITC - International Trade Center, n.d.)</i>
Trade Map	Trade statistics for international business development	<i>(Trade Map - Trade Statistics for International Business Development, n.d.)</i>
ICEX	ICEX España Exportación e Inversiones is a national public business entity whose mission is to promote the internationalisation of Spanish companies and the promotion of foreign investment	<i>(ICEX España Exportación e Inversiones, n.d.)</i>
INE	The Portuguese national institute of statistics	<i>(Statistics Portugal - Web Portal, n.d.)</i>
Countrymeters	Population of the world and countries	<i>(Current World Population by Country. Population Data for Every Country as of 2023, n.d.)</i>
Countryeconomics	latest published data on the main economic and sociodemographic variables by country and region	<i>(Countryeconomy.Com - Economic and Sociodemographic Information, n.d.)</i>
The GlobalEconomy	serves researchers, business people, academics, and investors who need reliable economic data on foreign countries	<i>(Global Economy, World Economy TheGlobalEconomy.Com, n.d.)</i>
Trading Economics	Provides its users with accurate information for 196 countries including historical data and forecasts for more than 20 million economic indicators, exchange rates, stock market indexes,	<i>(Trading Economics 20 Million Indicators from 196 Countries, n.d.)</i>

	government bond yields and commodity prices	
European Commission		<i>(European Commission, Official Website, n.d.)</i>
Policy Trade.Eu	The European Union manages its trade and investment relations with non-EU countries through its trade and investment policy	<i>(Making Trade Policy, n.d.)</i>
European Parliament	The European Parliament is an important forum for political debate and decision-making at the EU level	<i>(European Parliament, n.d.)</i>
DGAV	Portuguese general direction of food and veterinary	<i>(DGAV – Direção-Geral Da Alimentação e Veterinária, n.d.)</i>
Intertek Portugal	Intertek is the leading provider of Total Quality Assurance to industries around the world.	<i>(Intertek, n.d.)</i>
Doing Business	Measured business regulations for local firms in 190 economies	<i>(Doing Business, n.d.)</i>
Stanbic Bank Trade club	Worldwide trade network	<i>(Business Club, n.d.)</i>

Table 1 - Sources used in the market research reports

Source: Own Elaboration

After collecting information from the data sources, the second process was to identify the Ribatejo products with the greatest potential to enter the 2 defined markets (Cameroon, Qatar). In this stage the sequential analysis methodology was used, which entails examining data at regular intervals as it is collected, as opposed to waiting until all data has been collected before analysing it. It is utilised frequently in research studies, quality control, and other purposes where data is collected over time (Barnard et al., 1947).

2.4. DATA ANALYSIS PROCESS

The data analysis process is a crucial component of any research study, as it is where the researcher extracts meaning from the collected data. So, in this study, it will be used one type of data analysis techniques: content analysis.

Content analysis is the process of classifying information according to the research's fundamental questions (Bowen, 2009). Some qualitative research specialists may object to content analysis on the grounds that it hides the interpretive processes that transform speech into text, however, these specialists must remember that documents include more than just transcriptions of interviews and other forms of speech (Bowen, 2009).

It involves a first-pass document evaluation in which significant and pertinent passages of text or other data are identified, and it must demonstrate the ability to identify relevant information and separate it from irrelevant information (Corbin & Strauss, 2008). On the basis of the characteristics of the selected data, the reviewer conducts coding and categorization construction to identify themes important to a phenomenon (Bowen, 2009). In the selection and analysis of data from documents, the researcher is expected to demonstrate objectivity (striving to represent the research material fairly) and sensitivity (responding to even subtle signals of meaning)(Bowen, 2009). In this case, it will be used to examine the market research reports and extract relevant information about the target countries and the Ribatejo region's small businesses.

In generic terms, for this study we consider a process that can be described in 3 phases:

In the first phase was calculated the IRCA (Index of relative comparative advantages in international trade, in Portuguese, IVCR Índice de vantagens comparativas relativas no comércio internacional) do Ribatejo and the IRCD (Index of relative comparative disadvantages in international trade, in portuguese, IDCR Índice de desvantagens comparativas relativas no comércio internacional) of the target market for each product at a 6-digit level of the Combined Nomenclature (NC6), aiming to identify the products where Ribatejo has a comparative advantage in exports and the products where the destination country has a comparative disadvantage in imports.

In a second phase, to select a total of 20 Product Categories per country, the products already exported to the target market were identified, where it was found that in the vast majority of Product Categories the Region has penetration rates with potential for growth. Then, in the products that the Region exports to the world - but not to the target market under analysis and that nevertheless present comparative advantages in exports to the country were analysed (positive relationship in the comparative advantages index revealed by the region - IRCA of Ribatejo vs IRCD of the target country).

Finally, a sensitivity analysis was carried out to definitively identify the 6-digit Combined Nomenclature (NC6) products that represent a higher export potential of the Ribatejo Region for each of the 5 priority countries of the project. It was verified that in some chosen products, the target market did not present a significant value of imports, or the Ribatejo Region did not have productive

capacity in relation to the average imports of the target market; in these cases, its permanence or substitution was analysed.

In summary, a sequential and pragmatic approach was chosen for their selection, based on the application of objective criteria complemented with a subsequent sensitivity analysis. Sensitivity analysis is an empirical method used to determine how changes in model inputs or parameters impact the model's results or outputs. It is a crucial phase in evaluating the accuracy and robustness of model predictions and may provide insight into the sources and values of uncertainty in a model (Tian, 2013).

3. DATA ANALYSIS AND RESULTS

The culmination of the research process is the data analysis and results, where the findings and insights from the empirical work are presented and discussed. In this section, it is delve into the outcomes of this study, focusing on the economic data and the list of the final products for each country, fulfilling the objectives of this thesis.

The data analysis process generated the analysis of two comprehensive reports, named **“Study to identify the products of the Ribatejo region with the greatest potential to enter the 5 markets – Cameroon”** and **“Study to identify the products of the Ribatejo region with the greatest potential to enter the 5 markets – Qatar”** representing an in-depth examination of the

market of the selected countries. The cover pages of these reports are presented in Figures 1 and 2.

For the purpose of this thesis, and to align with the research objectives, the focus is primarily on the economic data and the final list of products with the highest export potential to Qatar and Cameroon. The aim is to extract meaningful insights and implications that can guide the internationalisation efforts of businesses in the Ribatejo region of Portugal. The economic data provides valuable information on market size and key economic indicators, while the list of products will serve as a foundation for identifying potential export opportunities.

The following section presents and discuss the key findings and results derived from this data analysis.

The first report focuses on the market of Cameroon and was conducted in 2022.



Figure 1 - Cover of the market report for the Cameroon market

Source: Own Elaboration

The second report focuses on the market of Qatar and was conducted in 2023.



Figure 2 - Cover of the market report for the Qatar market

Source: Own Elaboration

Two market research reports were conducted by the company CH Business Consulting resulted of the information analysed and interpreted from the secondary sources listed in Table 1. These secondary sources were used to gather relevant data and insights for build-up of the final reports.

The information presented in the reports is based on the findings and interpretations derived from these sources.

3.1. ECONOMIC DATA

	Unity of measure	Qatar 2020	Qatar 2021	Cameroon 2020	Cameroon 2021
Population	Million	2,85	2,99	26,2	26,8
GDP by market	Millions (€)	144,4	179,6	35.804	38.352
GDP per capita	EUR. (€)	50.124	61.276	1.349	1.409
Real GDP Growth	Var. %	-3,64	1,52	0,49	3,49
Unemployment rate	%	0,21	0,26	3,84	3,87
Inflation rate	%	-2,5	2,3	2,4	2,3
Public Debt	% of GDP	72,61	58,36	44,86	45,54
External Debt	% of GDP	n/a	n/a	34,73	n/a
Balance of payments	% of GDP	-2,1	-14,7	-3,5	-4,1

Table 2 - Economic Data of Qatar and Cameroon

Source: *Countryeconomy.Com - Economic and Sociodemographic Information*, (n.d.); *Current World Population by Country. Population Data for Every Country as of 2023*, (n.d.); *Global Economy, World Economy | TheGlobalEconomy.Com*, (n.d.)

With a population of over 26 million inhabitants, Cameroon is one of the states of sub-Saharan Africa.

According to Table 2 after having registered in 2020 a GDP growth of only 0.49%, in 2020 due among other things to the pandemic (coronavirus) and the consequent drop in the oil price, combined with the decrease in demand, they

saw in 2021 their economy grow by 3.49% driven by the increase in liquefied gas production.

Cameroon has had sustainable GDP growth, currently around 40 billion Euros (38.352 billion in 2021) and is one of the best countries in sub-Saharan Africa in terms of per capita income (1,409 Euros in 2021). However, the current growth of the Cameroonian GDP, despite being positive, continues at a rate below that expected and, despite the low level of unemployment (3.87% in 2021), more than 1/3 of the population lives below the poverty line, which is a major social problem in the country.

Qatar is a Southeast Asian Arab country located on the coast of the Arabian Peninsula, in the Middle East, with a population of around 3 million inhabitants, registering a high annual GDP per capita of around EUR 61,000 in 2021 and a total GDP of around EUR 180 billion, according to Table 2.

Qatar's GDP grew by 1.52% in 2021, corresponding to a value of EUR 179 billion after a decrease in 2020 of 3.64% taking into account the pandemic and the dependence and importance of the oil industry in Qatar's economy. Qatar recorded 2021 unemployment of only 0.26% and an inflation rate of just over 2%.

According to Table 2, both countries (Qatar and Cameroon) have a negative balance of payments which means that both countries import more than they export and are very dependent on foreign countries.

3.2. INTERNATIONAL TRADE QATAR AND CAMEROON

For a more consistent analysis, in this section, it will be analysed the two last years of each study being them 2020 and 2021 although, the final study of the two market reports done by CH Business Consulting makes an analysis of the last five years available from 2017 to 2021.

Imports of goods from abroad – Qatar / Cameroon (thousands €)

Exporter	Qatar 2020	Qatar 2021	Cameroon 2020	Cameroon 2021
World	22.635.039	23.656.437	4,911,584	5,904,449

Table 3 - Imports of goods from abroad

Source: *Trade Map - Trade Statistics for International Business Development*, (n.d.)

According to Table 3, Imports of goods by Qatar increased from 2020 to 2021 making a value close to €24 billion in 2021.

Imports of goods by Cameroon increased from 2020 to 2021, by 20,2% making a value close to €6 billion in 2021, according to Table 3.

Imports of goods by country – QATAR

Rank	Exporter	2020	2021	% share 2021
1.	China	3.373.365	3.846.225	16,26%
2.	U. S	3.556.273	2.799.803	11,84%
3.	India	1.175.830	1.502.228	6,35%
4.	Germany	1.386.317	1.367.369	5,78%
5.	United Kingdom	1.585.900	1.336.834	5,65%
...				
48	Portugal	47.376	56.879	0,24%

Table 4 - Imports of goods by country – Qatar

Source: *Trade Map - Trade Statistics for International Business Development*, (n.d.)

According Table 4, the following stand out as Qatar's main supplier countries: China as the main supplier of this market, with a 16.26% share of Qatari imports in 2021 (3 846 225 million Euros) followed by the U.S, with a 11.84% share in 2021 (2 799 803 million Euros) and which has been solidifying its position. These two countries make almost 1/3 of the total supply to Qatar (28,1% in 2021).

India, Germany and the United Kingdom are in a 2nd tier in terms of supply of goods to Qatar. Portugal is positioned as the 48th supplier country of Qatar, having a value of 0.24% in 2021 of exported goods (See Table 4).

Imports of goods by country – CAMEROON

Rank	Exporter	2020	2021	% share 2021
1.	China	859,540	1,005,194	17,02%
2.	France	467,854	549,927	9,31%
3.	India	244,956	427,294	7,24%
4.	Russia Federation	147,368	402,320	6,81%
5.	Belgium	276,224	225,717	3,82%
...				
27.	Portugal	33,290	25,383	0,43%

Table 5 - Imports of goods by country – Cameroon

Source: *Trade Map - Trade Statistics for International Business Development*, (n.d.)

The following stand out as Cameroon's main supplier countries: China, with a share of 17.02% in 2021 (€1 billion) and which has been solidifying its position; and France as Cameroon's 2nd main supplier, with a share of 9.31% in imports in 2021 (€550 million) (Table 5).

India, Russia Federation and Belgium are in a 2nd tier in terms of supply of goods to Cameroon. Portugal is positioned as the 27th supplier country of Cameroon, always having a value inferior of 1% (in 2021) of the value of goods exported to this market, according to Table 5.

Exports of goods from abroad - Qatar / Cameroon (thousands €)

Importer	Qatar 2020	Qatar 2021	Cameroon 2020	Cameroon 2021
World	45.124.977	73.714.112	2,764,313	3,650,992

Table 6 - Exports of goods from abroad

Source: *Trade Map - Trade Statistics for International Business Development*, (n.d.)

According to Table 6, Cameroon's exports in 2021 reached a value of over 3.6 billion euros (€). Cameroonian exports grew by 32% in 2021, a very positive figure for the country's economy and balance of payments.

On the other hand, Qatar's exports from 2020 to 2021 grew by 63.36% representing an increase of more than 25 billion Euros, reaching a value of more than 73 billion Euros (€) in 2021 (Table 6).

Exports from both countries grew during this period, with Qatari exports growing almost twice as fast, compensating Qatari imports.

Export of goods by country - QATAR

Rank	Importer	2020	2021	% share 2021
1.	China	6.847.676	11.388.875	15,45%
2.	Japan	7.005.983	10.011.653	13,58%
3.	India	6.442.134	9.464.923	12,84%
4.	Korea Republic	5.805.445	9.460.686	12,8%
5.	Singapore	3.016.629	4.519.389	6,13%
...				
38	Portugal	55.566	107.427	0,146%

Table 7 - Export of goods by Country – Qatar

Source: *Trade Map - Trade Statistics for International Business Development*,

(n.d.)

According to Table 7, Qatar's top five customer markets in 2021 were China (15,45% of total), Japan (13,58% of total), India (12,84% of total), Korea Republic (12,8% of total) and Singapore (6,13% of total). These markets represented, together, 60,8% of the value of Qatari exports. Portugal is positioned as the 48th country in terms of Qatar's destination market, with a share of 0.146% in 2021 - see Table 7.

Export of goods by country - Cameroon

Rank	Importer	2020	2021	% share 2021
1.	China	595,555	943,202	25,83%
2.	The Netherlands	258,403	454,060	12,44%
3.	India	111,455	352,171	9,65%
4.	Italy	277,659	260,758	7,14%
5.	Spain	186,753	222,579	6,1%
...				
29	Portugal	6,856	7,522	0.21%

Table 8 - Export of goods by country - Cameroon

Source: *Trade Map - Trade Statistics for International Business Development*, (n.d.)

According to Table 8, China is the main destination market for Cameroonian exports, with a share of 25.8% in 2021. Other major destinations are: The Netherlands, India, Italy and Spain with 12,44%, 9,65%, 7,14%, 6,1% share respectively. China makes up 1/4 of Cameroon's total exports. The remaining 4 countries make up a total of 35.3%. In total, these 5 countries account for 61.1% of Cameroon's total exports. Portugal ranks as the 29th country in terms of Cameroon's destination market, with a share of 0.21% in 2021 – see Table 8.

China is a reference country for both countries in terms of imports and exports and has a great weight in the economy of both countries. Portugal, on the other hand, has a low relevance in both countries where the weight in the economy of both countries does not exceed 1% in all indicators.

3.3. INTERNATIONAL TRADE WITH PORTUGAL

Imports of goods from Portugal

Qatar was the 48th client of Portuguese exports of goods in 2021, with a share of 0.1% in the total, occupying the 38th position at the level of imports (0.1%). The trade balance of goods was unfavourable to our country, showing a deficit of 42.4 million euros in 2021. Portugal tends to show a deficit Trade Balance of Goods with Qatar.

Portugal exported almost 60 million euros to Qatar in 2021. There was a 20% increase compared to the exports made in 2020. The improvement in this figure is related to the opening of trade and free movement post pandemic coupled with the ease of doing business with the country.

The Categories that stand out in terms of Portuguese exports to the Qatari market are the following: electrical machinery and equipment; sound recorders and reproducers, television (15%); furniture; bedding, mattresses, mattress supports, pillows (12%); articles of clothing and clothing accessories, not knitted or crocheted (12%); articles of clothing and clothing accessories, knitted or crocheted (11%); articles of stone, plaster, cement, asbestos or similar materials (10%). These 5 categories together make up 60% of the total value of goods (€) imported by Qatar from Portugal.

Imports of goods from Portugal - Qatar (thousand euros)

	Imported by Qatar 2020	Imported by Qatar 2021	VAR % 21/20	% share
All Products	47.376	56.879	20%	100%
Electrical machinery and equipment; sound recorders and reproducers, television .	9.134	8.763	-4%	15%
Furniture; bedding, mattresses, mattress supports, pillows;	2.727	6.623	143%	12%
Articles of apparel and clothing accessories, not knitted or crocheted	3.420	6.591	93%	12%
Garments and clothing accessories, knitted or crocheted	4.616	5.978	30%	11%
Articles of stone, plaster, cement, asbestos or similar materials	6.041	5.887	-3%	10%

Table 9 - International trade with Portugal, products imported by Qatar

Source: Imports 2020 and 2021: *Trade Map - Trade Statistics for International Business Development*, (n.d.); Var % 21/20 and % share: Own Elaboration

On the other hand, Portugal tends to present a Goods Trade Balance with Cameroon in surplus: according to the international trade data made available by ITC - INTRACEN, Portugal exported more than 25 million Euros in goods to

Cameroon in 2021 and imported in that same year 7.5 million Euros in goods from Cameroon, with emphasis on coffee, tea, mate and spices.

The Categories that stand out in terms of Portuguese exports to the Cameroonian market are the following: Salt; sulphur; earth and stone; gypsum, lime and cement materials, paper and cardboard, plastics and mineral fuels. These 4 categories together account for 71% of the total value of goods (€) imported by Cameroon from Portugal. - See Table 10.

Imports of goods from Portugal - Cameroon (thousand euros)

	Imported by Cameroon 2020	Imported by Cameroon 2021	VAR % 2021/2020	% share
All Products	33,267	25,383	-23,7%	100%
Salt; sulphur; earths and stone; plastering materials, lime and cement	15,494	11,930	-23%	47%
Paper and paperboard; articles of paper pulp, paper or paperboard	2,004	2284	14%	9%
Plastics	1,706	2030	19%	8%
Mineral fuels, mineral oils and products of their distillation; bituminous substances; mineral...	323	1776	449%	7%
Machinery, mechanical appliances, nuclear reactors, boilers;	1,834	1522	-17%	6%

Table 10 - International trade with Portugal, products imported by Cameroon

Source: Imports 2020 and 2021: *Trade Map - Trade Statistics for International Business Development*, (n.d.); Var % 21/20 and % share: Own Elaboration

3.4. MAIN PRODUCTS FROM RIBATEJO WITH THE GREATEST MARKET POTENTIAL – QATAR AND CAMEROON

In order to select 20 representative products from Santarém - Ribatejo, which translate a higher export potential of the region to each of the 2 target countries, it was decided to use a sequential analysis methodology, as already explained in the methodology chapter. For this purpose, international trade data was used between all 21 municipalities of the region and each of the markets under study (data from (Statistics Portugal - Web Portal, (n.d.))).

The analysis criteria were chosen with the objective of identifying the products with the highest export potential from the Ribatejo region in each of the target markets under study: Cameroon and Qatar.

Objective criteria were defined based on international trade indicators of Ribatejo and the 2 countries under study, with emphasis on: exports, imports and respective revealed comparative advantages.

The result of the application of the criteria made it possible to select products with high export potential by the region of Santarém - Ribatejo, in each of the 2 target markets. Subsequently, a sensitivity analysis was carried out which focused on specific products and finalised the respective final list of 20 6-digit products selected in each country.

Through a sensitivity analysis, in the final phase, some products with high export potential to a certain target market were identified, but which presented, in general terms, a relatively small import value in that market (in the case of Qatar, less than 5 Million Euros / year and in the case of Cameroon, less than 2 Million Euros / year). The pertinence of keeping this product in the final selection or, alternatively, excluding it or replacing it by another relevant product in the ranking made for this target market was assessed on a case-by-case basis.

After this sensitivity analysis, the 20 main products of Ribatejo were finally defined at the 6-digit level of the Combined Nomenclature (NC6) that best represent the export potential of the region in each of the 2 target markets under study.

The sources of information and the time period of the data underlying the analysis that allowed the calculation of the indicators supporting the "Objective Criteria" should also be mentioned:

- the average value (€) of Ribatejo Exports was used, by product, for the World and for each of the 2 target markets, through data from INE - National Statistics Institute, corresponding respectively to the years 2017, 2018, 2019, 2020 and 2021 (the 5 most recent years available) in the case of both countries.

- In order to calculate Ribatejo's penetration in the target markets by product and the relation IRCA Ribatejo / IRCD Country, it was also necessary to obtain the average value (€) of the global Imports and by product of each of the 5

countries under study, using ITC - Intracen (International Trade Centre) data for the same period.

The sequential methodology and criteria are explained in more detail in Table 11.

Objective Criteria	IRCA Ribatejo vs IRCD Country (IVCR Ribatejo vs IDCR País, in portuguese) Index of relative comparative advantages in international trade / Index of relative comparative disadvantages in international trade, a relation that allowed the identification of specific competitive advantages for the export of products from the Santarém - Ribatejo region, for each target market, being particularly useful for the choice of Product Categories in countries where Ribatejo has little export diversity.
	<p>Firstly, identification of product categories already exported to the country and calculation of penetration rates with growth potential.</p> <p>Secondly, analysis of the products that the Region exports to the World - but not to the Country, in order to understand in which ones, it has comparative advantages in exporting to that market.</p> <p>Lastly, the final list highlighting those products that best represent Ribatejo's export potential.</p>
<p>Result: from the articulated application of these criteria, in the first phase, products were identified - 28 in the case of Qatar and 32 in the case of Cameroon - at a 6-digit level of the Combined Nomenclature (NC6), ordering them according to the Value of Exports (€) from Ribatejo to the World.</p> <p>Through a sensitivity analysis, at a later stage, the 20 most representative products of the Santarém - Ribatejo region, which present a greater potential for entry in each of the 2 target markets, resulting in 20 products for the Qatari market and 22 products for the Cameroon market.</p>	

Table 11 - Sequential Analysis Methodology

Source: Own Elaboration

3.4.1. Ribatejo's Exports to each Country and respective Product Penetration

This analysis, which corresponds to the initial Objective Criteria of the Sequential Analysis Methodology, allowed the identification of the main 6-digit Product Categories (NC6) exported by Ribatejo to each of the 2 target markets. Through their comparison with the Country's imports, it also allowed to understand the current situation of Ribatejo's penetration by product (share) in the target Country: comparison of the penetration rate of the products exported by the region in each Country's imports with the similar penetration rate worldwide.

This analysis was based on the average export value of the Santarém - Ribatejo region and the average import value of each country in the last 5 years available, by Product Category NC6, using data from INE - Instituto Nacional de Estatística and ITC - International Trade Centre.

The other objective criterion of the methodology is to match the specific advantages of the Ribatejo region with the needs and/or weaknesses that need to be addressed in each of the two countries under study. If on the one hand, the IRCA of Ribatejo corresponds to the comparative advantages revealed by the exports of the region, on the other hand, the IRCD or Revealed Comparative Disadvantages Index focuses on the comparative structure of imports of each country with world imports. This indicator evaluates whether the relative weight of imports of a given country's product in total imports of that country is higher (or not) than the relative weight of international imports of the same

product in total world imports. If it is greater than 1, then the country under analysis has a revealed comparative disadvantage in that product.

This comparative indicator (IRCA Ribatejo >1 vs IRCD Country >1) allowed to cross-check the comparative advantages of Ribatejo revealed by the exports in value of the 6-digit Product Categories (NC6) of the region, with the comparative disadvantages of each of the countries revealed through their imports in value. It was especially useful to select Product Categories in countries where there are little diversified Ribatejo exports, identifying products with export potential by Ribatejo that is not yet being exploited.

The integrated analysis of the IVCR of Ribatejo vs IDCR by Country, was carried out based on the average value of Ribatejo exports in the last 5 years available per product category NC6, using data from INE - Instituto Nacional de Estadística; and with identical values for world trade and imports per Country, using data from ITC - International Trade Centre.

Following the application of objective criteria to identify the offer of the region of Santarém - Ribatejo, most suitable for export to each destination market, it was found useful to perform a sensitivity analysis for the final selection of 6-digit products to be considered in each of the 2 countries under study.

This sensibility analysis, passed essentially by identifying in each target market products whose import value was insignificant.

From this evaluation, it was obtained the First List of products with a six-digit Combined Nomenclature (NC6) detail, which best represent Ribatejo's export potential in each of the 2 markets under study: Cameroon and Qatar (**See**

appendix 1 and appendix 2), that resulted in 42 product categories for Qatar and 154 product categories for Cameroon.

In the first phase, it was described the average value of Ribatejo's exports of goods to Qatar in the last 5 years was 820 thousand Euros, in a total of 42 exported NC6 Product Categories **presented in Appendix 1**. In the year 2021, the value of Ribatejo's exports to Qatar was approximately 1.3 million Euros, being the year in which the Region exported the most to this target market.

This analysis allowed to identify 20 Product Categories NC6 in which Ribatejo has a Comparative Advantage in Exports and Qatar has a Comparative Disadvantage in Imports.

In the case of Cameroon the value of exports of goods from Ribatejo to Cameroon in the last 5 years was 4.43 million Euros, in a total of 154 exported NC6 Product Categories **presented in Appendix 2**. The year 2019, the value of Ribatejo's exports to Cameroon was, approximately, 2 million Euros, having been the year in which the Region exported the most to this target market.

This analysis allowed the identification of 15 NC6 Product Categories in which Ribatejo has a Comparative Advantage in Exports and Cameroon has a Comparative Disadvantage in Imports.

3.4.2. Imports from Qatar with identification of the Comparative Advantages of Ribatejo

After the first analysis of the NC6 product categories exported from Ribatejo to Qatar, in the second phase, the imports from Qatar were analysed (average of last 5 years). Simultaneously, the comparative advantages of Ribatejo in these same Categories were analysed, being that in some of them there were no sales from Santarém - Ribatejo to Qatar (*Statistics Portugal - Web Portal*, n.d.).

Thus, considering the productive capacity of Ribatejo (average of exports in the last 5 years) in each NC6 Product Category and the respective IRCA, a sensitivity analysis was then carried out in order to identify the NC6 Product Categories in which Ribatejo has a comparative advantage in Exports where the respective country has a comparative disadvantage in Imports.

This analysis allows the identification of 22 NC6 Product Categories in Qatar and 17 NC6 Product Categories in Cameroon which stand out for the potential they represent for Ribatejo in terms of entry into Qatar and therefore comply with the above-mentioned criteria. These products translate specific advantages of the region in exports, which meet the disadvantages of the target market generating imports of these same products (IRCA Ribatejo >1 and IRCD Qatar >1). Product Categories NC6 where Ribatejo has a very low productive capacity compared to Qatari imports were excluded **(See Appendix 3 and Appendix 4)**.

3.4.3. Selection of the final 20 6-digit products (NC6) most representative of Ribatejo’s Export potential to each country

In the third phase, once the main Product Categories NC6 were identified, a list of these products ordered according to Ribatejo's exports was built, according to the value of Ribatejo's exports (€), first to the World and then to both countries, between 2017 and 2021, in order to highlight those products that best represent Ribatejo's export potential **(See Appendix 5 and Appendix 6)**.

Next, the final list with the 20 main products that stood out in the application of the criteria in the Qatari market as shown in Table 12 and the 22 final products selected in the Cameroonian market as show in Table 13.

List of Ribatejo Products with Potential for Export to Qatar

Value: (Thousands of Euros)

Code NC6	Product description	Average Exp Ribatejo	IRCA	Average Imp Qatar	IRCD	Total Exp. Ribatejo to Qatar
680292	Limestone (except marble, travertine and alabaster)	72 292	2664,40	12 464	6,60	1115
680291	Marble, travertine and alabaster	49 346	172,26	135 718	8,51	899
730900	Reservoirs, tanks, vats and similar containers	19 523	53,51	59 619	2,58	557

20742	Ducks, not cut in pieces, frozen	8 851	486,76	5 117	4,99	494
680229	Natural stone, monumental or building stone (other than limestone)	7 279	181,67	34 404	15,84	231
190110	Preparations for infant feeding	64 163	66,50	133 945	1,78	162
680221	Marble, travertine and alabaster and their works	18 616	132,52	295 815	35,43	145
940161	Wooden frame seats, upholstered	2 747	1,52	315 113	2,55	119
761090	Aluminium structures, constructions and parts thereof, not specified	37 047	41,79	158 428	2,94	109
940360	Wooden furniture (except for offices, kitchens)	68 352	26,81	312 642	1,89	98
940350	Wooden bedroom furniture	2 699	2,56	223 533	3,05	4
681019	Tiles, flagstones, slabs and similar articles	196 371	966,45	11 634	1,50	1
392410	Tableware and kitchen utensils	313 447	281,75	170 953	2,42	0
870422	Motor vehicles for the transport of goods	456 759	253,29	124 584	1,06	0
10410	Live ovine	16 380	119,59	462 572	47,24	0
940690	Prefabricated buildings, whether or	50 341	74,56	67 215	1,82	0

	not incomplete					
190590	Bread, pastry, cakes, confectionery and other baker's wares	134 031	63,08	223 623	1,48	0
340220	Surface-active preparations, washing and cleaning preparations	86 361	59,44	313 413	3,06	0
730890	Structures (excluding prefabricated buildings of heading and parts, of iron or steel)	61 539	17,46	855 557	3,87	0
100630	Semi-milled or wholly milled rice, whether or not polished or glazed	20 209	10,67	674 691	5,36	0

Table 12 - List of Ribatejo Products with greatest potential for Export to Qatar

Source: Own elaboration

List of Ribatejo Products with Potential for Export to Cameroon

Value: (Thousands of Euros)

Code NC6	Product description	Average Exp Ribatejo	IRCA	Average Imp Cameroon	IRCD	Total Exp. Ribatejo to Cameroon
761010	Aluminium doors and windows	34495	15,85	16407	2,39	611
680291	Marble, travertine and alabaster	49346	34,45	10791	2,39	254

730890	Structures (excluding prefabricated buildings of heading and parts, of iron or steel)	61539	3,49	189737	3,42	84
190110	Preparations for infant feeding	64163	13,30	92801	6,10	26
381600	Cements, concrete and similar compositions	1206	1,11	10399	3,02	14
481820	Tissues, hand towels	113040	51,66	12727	1,85	5
730830	Doors and windows of iron or steel	13119	7,02	10960	1,86	2
391721	Tubes, pipes and hoses, rigid, of polymers of ethylene	2355	2,16	11841	3,44	0
391723	Tubes, pipes and hoses, rigid, of polymers of vinyl chloride	4388	6,17	11216	5,01	0
480300	oilet paper, towels, napkins and similar paper of a kind used for household or sanitary purposes	81016	42,44	16783	2,79	0
340220	Surface-active preparations, washing and cleaning preparations	86361	11,89	29755	1,30	0
940360	Wooden furniture (except for offices, kitchens)	68352	5,36	271447	6,76	0
380891	Insecticides put up in	16894	3,82	104193	7,47	0

	forms or packings for retail sale					
640399	Footwear with outer soles of rubber, plastics or composition leather	13830	1,12	97361	2,50	0
100640	Rice	10944	11,77	73035	24,92	0
220421	Wine of fresh grapes	162302	13,78	64583	1,74	0
392330	Carboys, bottles, flasks and similar articles	31603	7,02	59119	4,17	0
210390	Sauces and preparations, mixed condiments and mixed seasonings	13175	2,54	54031	3,30	0
690722	Tiles and flagstones for paving or facing	25042	16,84	44638	9,52	0
392410	Tableware and kitchen utensils	313447	56,35	37876	2,16	0
220300	Beer made from malt	202429	28,22	36231	1,6	0
200290	Prepare dor preserved tomatoes	496281	328,64	35185	7,39	0

Table 13 - List of Ribatejo Products with greatest potential for Export to Cameroon

Source: Own Elaboration

After the analysis, it is concluded that 20 final products for Qatar and 22 final products for Qatar have significant market potential. Among these products, the five with the greatest potential for success in each country are highlighted.

In the case of Qatar, the five products identified as having the greatest potential are:

- 680292 Limestone (except marble, travertine and alabaster)
- 680291 Marble, travertine and alabaster
- 730900 Reservoirs, tanks, vats and similar containers.
- 20742 Ducks, not cut in pieces, frozen.
- 680229 Natural stone, monumental or building stone (other than limestone)

These products have shown consistent demand, have a solid consumer base and are aligned with local market trends. In addition, they offer opportunities for competitive advantage that can drive their success in the Qatari market.

As for Cameroon, the five products with the greatest potential are:

- 761010 Aluminium doors and windows
- 680291 Marble, travertine, and alabaster
- 730890 Structures (excluding prefabricated buildings of heading and parts, of iron or steel)
- 190110 Preparations for infant feeding
- 381600 Cement, concrete and similar compositions

These products stand out for their relevance to the local economy and their ability to meet the needs of Cameroonian consumers. They represent promising opportunities for companies in Ribatejo wishing to explore the Cameroonian market and benefit from its growth potential.

In addition to the products identified as having the greatest potential in each country, it is interesting to note that there is an overlap of opportunities between Qatar and Cameroon. Five products have shown potential to be sold in both

markets, offering an expansion opportunity for companies in the Ribatejo region that produce these products.

The following products: 680291 - Marble, travertine and alabaster of any shape, polished; 190110 - Preparations for infant feeding; 940360 - Wooden furniture (except for offices, kitchens); 392410 - Tableware and other kitchen utensils; 340220 - Surface-active preparations, washing and cleaning preparations; 730890 - Constructions and parts thereof, of iron or steel.

These five products present similar characteristics and demand in both countries providing a strategic advantage for Ribatejo companies wishing to explore both international markets.

In this way Ribatejo SMEs have the possibility to take advantage of its export potential by offering these competitive products in the Qatari and Cameroonian markets. This creates valuable opportunities for Ribatejo companies to expand their presence and contribute to both regional and international economic development.

4. CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

The objective of this study was to develop a market study to support the internationalisation of companies from the Ribatejo region to two target countries (Cameroon and Qatar). To accomplish this goal, two specific objectives were defined: (a) to compare and understand the markets differences between the two target countries, and (b) to identify 20 products from the Ribatejo region with high export potential to each of the two target countries.

In terms of imports and exports, China is a reference country for both countries and has a significant economic impact on both nations. The weight of Portugal in the economies of both nations does not exceed 1% in any indicator. In 2021, 25.8% of Cameroonian exports will be destined for China, while 15.45% of Qatari exports will be destined for China. The five most important export markets for both nations account for 61.1% of Cameroonian exports and 60.8% of Qatari exports, respectively.

In 2021, Qatar was the 48th market for Portuguese exports of goods, accounting for 0.1% of the total while Portugal's trade balance in goods was negative. In 2021, Portugal exported to Qatar nearly 60 million euros having a large potential for increasing in the next few years.

Compared to exports in 2020, there was an increase of 20%. The increase in this number is attributable to the resumption of trade and unrestricted movement following the pandemic, as well as the easiness of conducting business with the country.

On the other hand, Portugal tends to present a surplus Goods Trade Balance with Cameroon, as Portugal ranks 29th in terms of Cameroon's destination market in 2021, with a 0.21 percent share, leaving a lot of room for increase in the next few years for the Portuguese companies that want to explore this market.

In 2021, Qatar's imports of goods are worth close to €24 billion, while Cameroon's imports of goods will be worth close to €6 billion, an increase of 20.2% from 2020 to 2021. In 2021, China is the primary supplier for both nations, accounting for 16,26% of Qatari imports and 17,02% of Cameroonian imports.

The second part of this study was to identify the 20 greatest export products from the Ribatejo Region for both countries.

The methodology of sequential analysis developed in this study, allowed the identification of the products of the Santarém - Ribatejo region, with greater potential to enter the Qatari market.

The various objective criteria were applied sequentially, with emphasis in the first phase on the calculation of IRCA Ribatejo and the respective countries IRCD, in order to identify the products in which Ribatejo has a comparative advantage in exports and the products in which the destination country has a comparative disadvantage in imports.

In a 2nd phase, the products already exported to Qatar and Cameroon in recent years were identified, in order to understand in which products the Region has a positive relation in the comparative advantage index revealed by

the region - IRCA of Ribatejo vs IRCD of the target country in products already exported. From this application resulted the selection of 11 and 15 Product Categories defined at 6-digit Combined Nomenclature (NC6) (Qatar and Cameroon respectively), representative of Ribatejo's export potential to Qatar.

After that, 18 Categories defined at 6-digit of Combined Nomenclature (NC6) were chosen for Qatar and 16 for Cameroon, of products that Ribatejo exports to the World, but does not export to Qatar, and there is a positive relation in the comparative advantages index revealed by the region in all of them.

Finally, a sensitivity analysis was carried out on the 23 products pre-selected for Qatar versus the 32 products pre-selected for Cameroon, based also on the penetration rate of Ribatejo (market share) and on the size of imports from the respective countries, and then a final list was drawn up with the 20 6-digit products (NC6) for Qatar and 22 final products for Cameroon that sustain a high export potential of Ribatejo to Qatar, the remaining being excluded for the reasons mentioned above. In addition to the products identified as having the greatest potential in each country, it is interesting to note that there is five products that have shown potential to be sold in both markets, offering an expansion opportunity for companies in the Ribatejo region that produce these products. These five products present similar characteristics and demand in both countries providing a strategic advantage for Ribatejo companies wishing to explore both international markets.

The selected products are in good growth sectors in both countries, reflecting not only the export potential of the Santarém - Ribatejo region, but also the national export profile for these markets.

Future research should consider analysing additional nations or regions where Portugal, specifically the Ribatejo region, have a greater influence on the import market resulting in a deeper comprehension of the export potential and opportunities for Ribatejo-based enterprises. It could be beneficial from the incorporation of qualitative research methods, such as interviews with country natives, this would provide insights into market preferences, consumer behaviour, and specific obstacles encountered by Ribatejo businesses in expanding into target markets and it is also recommended that future studies collaborate with industry experts, trade associations, and relevant stakeholders to improve their applicability and relevance. Their insights and knowledge can provide invaluable direction and ensure that the research findings correspond with the requirements and interests of Ribatejo enterprises.

Given the significance of market research on internationalisation processes, the organisation should invest in improving their market research capabilities. This includes keeping up-to-date of market trends, consumer preferences, and the competitive landscape in order to make informed business decisions, as well as developing strategic partnerships and networking with key stakeholders, such as trade organisations, chambers of commerce, and business associations, which can provide valuable market insights, potential collaborations, and access to new business opportunities.

Market adaptation strategies is also crucial for the Ribatejo companies, as each target market presents unique challenges and opportunities. This may entail customising products, marketing strategies, and distribution channels to

meet the specific needs and preferences of the target market, as well as continuous monitoring and evaluations, as it is essential for the company to continuously monitor and evaluate its internationalisation efforts. Include a thorough analysis of the competitors operating within the target markets by identifying their market positioning, strategies, strengths, and weaknesses since this information will assist Ribatejo enterprises in differentiating themselves and gaining a competitive edge in the country chosen to go international. Consider e-commerce and digital marketing strategies, recognising the increasing significance of digital platforms and e-commerce in global trade. Future research should investigate how businesses in Ribatejo can utilise digital marketing strategies, online marketplaces, and e-commerce channels to expand their reach and facilitate international sales.

Create a unique market entry strategy for each target market based on the thesis's findings to maximise market penetration and customer engagement, consider pricing, distribution channels, promotional activities, localization and explore the government programmes, grants, and incentives available to support the internationalisation efforts of Ribatejo enterprises engaging with relevant government agencies and trade organisations to gain access to resources and direction that can promote export expansion.

These additional suggestions are intended to provide a broader perspective and important insights for future research and the company's internationalisation efforts.

Companies in the Ribatejo region must prioritise market research and analysis so that they can make informed decisions and develop effective

strategies based on a comprehensive understanding of target markets, customer preferences, and market trends including conducting extensive market research, identifying key market segments, and evaluating the competitive landscape. They also should prioritise establishing strong relationships and partnerships with distributors, suppliers, and trade associations that can open doors to new opportunities and facilitate market entry in both nations. Additionally, they should invest in R&D to enhance product offerings, improve and differentiate themselves from competitors by continuously adapting to market demands and introducing new solutions, Ribatejo businesses can maintain a competitive edge in the global market. By implementing these recommendations, businesses in the region of Ribatejo can enhance their international presence, expand their export capabilities, and capitalise on new business opportunities.

A limitation of this research is Portugal's low export weight in Qatar and Cameroon. In comparison to other nations, Portugal may have limited trade relations and a lesser market share in these countries. It was therefore difficult to identify 20 products with significant export potential in each country. It is possible that the limited presence and market size of Portuguese exports in Qatar and Cameroon restricting the analysis and selection of viable products.

It should be taken into account when interpreting the results, and it may indicate the need for further research of market entry strategies and potential trade barriers that impact Portugal's export performance in these specific markets. While Qatar and Cameroon were selected for analysis based on specific criteria and considerations, it is important to recognise that the influence of

Portugal, and specifically the Ribatejo region, on the import markets of these countries may be relatively limited in comparison to other potential target markets.

Another limitation was that the analysis relied largely on secondary data sources including market reports and trade statistics. The accessibility and dependability of data may vary between countries and sources. This limitation may impact the findings' precision and comprehensiveness. Using comparative advantage indices and predefined product categories, the analysis made a number of assumptions and simplified the methodology. The decision-making process for SMEs may be oversimplified if these assumptions do not capture the complete complexity and nuance of market dynamics.

This study's timeframe of analysis, which predominantly focused on the years 2020 and 2021, is another limitation. It is essential to note that the global pandemic had a significant impact in 2020, leading to disruptions in international trade and restrictions on economic activities. Consequently, the region's exports during this period may not accurately reflect its true potential or performance in its target markets. In addition, while 2021 saw a gradual recovery and return to relative normalcy, it is essential to note that data for the following year, 2022, was not available at the time this study was conducted. The omission of data for 2022 hinders a comprehensive comprehension of recent developments and potential shifts in market dynamics, which may impact the export potential of the Ribatejo region. Consequently, this temporal limitation must be considered when interpreting the study's findings and recommendations in order to provide a more accurate and current assessment

of the export potential and market opportunities for the Ribatejo region in Qatar and Cameroon, it would be prudent for future research to incorporate more recent and comprehensive data, extending beyond 2022.

This study's methodology is also limited by its emphasis on imports, exports, and the calculation of revealed comparative advantages. While these indicators provide insights into the competitive position of the Ribatejo region in the target markets, they do not account for all of the factors that affect the dynamics of international commerce. Certain crucial aspects, such as market demand, consumer preferences, regulatory frameworks, and the competitive landscape, may not have been completely captured by the analysis if it only considered imports, exports, and RCAs. These factors have a significant impact on market entry decisions and the profitability of products in international markets. Consequently, it is essential to recognise that the methodology employed in this study provides a limited understanding of the complexities of international market dynamics. Future research should consider incorporating additional variables and qualitative components to provide a greater comprehension of the factors influencing market selection and export potential of the Ribatejo region in Qatar and Cameroon. By contemplating a broader range of factors, a more robust and complex evaluation could be attained.

Recognising these limitations facilitates in defining the scope and limits of the current study and identifies areas where additional research and refinement are required to advance our understanding of market selection and export strategies for small and medium-sized enterprises (SMEs) in the Santarém-Ribatejo region.

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APPENDICES

APPENDIX 1 - EXPORTS FROM RIBATEJO TO QATAR BY PRODUCT AND RESPECTIVE IRCA AND IRCD

Código NC6	Descrição do Produto	Média Exp. Ribatejo 2017-2021 (Milhares de Euros)	IVCR	Média Imp. Qatar 2017-2021 (Milhares de Euros)	IDCR	Média Exp. Ribatejo para Qatar (Milhares de Euros)	Quota
681019	Telhas, ladrilhos, placas (lajes) e artefactos semelhantes, de cimento, de betão	39274	6,22	2327	1,50	0	0,01%
680292	Pedras calcárias (exceto de mármore, travertino e alabastro), de qualquer forma	14458	966,45	2493	6,60	223	8,94%
940360	Móveis de madeira (exceto para escritórios, cozinhas ou para quartos de dormi	13670	5,73	62528	1,89	20	0,03%
190110	Preparações para alimentação de crianças, acondicionadas para venda a retalh	12833	172,26	26789	1,78	32	0,12%
901890	Instrumentos e aparelhos para medicina, cirurgia ou veterinária, não especifi	11132	0,05	61657	0,80	0	0,00%
680291	Mármore, travertino e alabastro de qualquer forma, polidos, decorados ou tra	9869	2664,40	27144	8,51	180	0,66%
441520	Paletes simples, (paletes-caixas) e outros estrados para carga, de madeira; taip	9695	1,45	1106	0,30	0	0,00%
392321	Sacos de quaisquer dimensões, bolsas e cartuchos, de polímeros de etileno	9546	0,13	6433	0,43	0	0,00%
761090	Construções e suas partes, de alumínio, não especificadas nem compreendida	7409	41,79	31686	2,94	22	0,07%
732690	Obras de ferro ou aço, não especificadas nem compreendidas noutras posiçõe	4736	139,08	57586	0,93	0	0,00%
730900	Reservatórios, tonéis, cubas e recipientes semelhantes para quaisquer matéri	3905	26,81	11924	2,58	111	0,93%
680221	Mármore, travertino e alabastro e suas obras, simplesmente talhadas ou serra	3723	161,97	59163	35,43	29	0,05%
392329	Sacos de quaisquer dimensões, bolsas e cartuchos, de plástico (exceto de poli	2331	0,44	4933	0,77	0	0,00%
20742	Patos, não cortados em pedaços, congelados	1770	66,50	1023	4,99	99	9,65%
680229	Pedras naturais de cantaria ou de construção (exceto calcárias, granito e ardósi	1456	10,61	6881	15,84	46	0,67%
392099	Chapas, folhas, películas, tiras e lâminas, de plástico não alveolar, não especifi	1347	0,51	4562	0,51	0	0,00%
392690	Obras de plástico e obras de outras matérias das posições 3901 a 3914, não esp	1000	84,20	52478	0,60	0	0,00%
20745	Pedaços e miudezas comestíveis, de patos, congelados	987	132,52	325	0,74	12	3,62%
760711	Folhas e tiras, delgadas, de alumínio, sem suporte, simplesmente laminadas, d	699	0,25	6323	0,83	0	0,00%
251690	Pórfiro, basalto e outras pedras de cantaria ou de construção, mesmo desbasta	598	0,43	240	0,88	0	0,00%
940161	Assentos com armação de madeira, estofados (exceto assentos transformáveis	549	42,99	63023	2,55	24	0,04%
940350	Móveis de madeira, para quartos de dormir (exceto assentos)	540	181,67	44707	3,05	1	0,00%
844391	Partes e acessórios de máquinas e aparelhos de impressão por meio de blocos	529	0,68	6258	1,87	0	0,00%
940320	Móveis de metal (exceto para escritórios, assentos e mobiliário para medicina	489	486,76	44337	1,94	2	0,00%
940510	Lustres e outros aparelhos de iluminação, elétricos, próprios para serem suspe	263	118,52	72203	3,37	1	0,00%
630710	Rodilhas, esfregões, panos de prato ou de cozinha, flanelas e artefactos de lim	197	0,44	1947	0,67	0	0,00%
450490	Cortiça aglomerada, com ou sem aglutinantes, e suas obras (exceto calçado e s	178	0,16	95	0,34	0	0,05%
848180	Torneiras e válvulas e dispositivos semelhantes para canalizações, caldeiras, re	162	4,15	146502	2,11	0	0,00%
392062	Chapas, folhas, películas, tiras e lâminas, de poli[tereftalato de etileno] não al	108	0,03	1925	0,16	0	0,00%
420292	Sacos de viagem, sacos isolantes para géneros alimentícios e bebidas, bolsas d	85	0,18	10850	0,48	0	0,00%
700992	Espelhos de vidro, emoldurados (exceto espelhos retrovisores para veículos, e	56	0,81	5370	2,36	1	0,01%
420221	Bolsas, mesmo com tiracolo, incluídas as que não possuam pegas, com a super	51	11,57	49970	2,47	0	0,00%
442199	Obras de madeira, não especificadas nem compreendidas noutras posições (e	47	10,69	1040	0,14	1	0,06%
848140	Válvulas de segurança ou de alívio	35	1,46	18688	3,41	0	0,00%
848110	Válvulas reductoras de pressão	25	53,51	17332	3,63	14	0,08%
950659	Raquetas de badminton e raquetas semelhantes, mesmo não encordoadas (ex	18	1,52	180	0,37	0	0,13%
630291	Roupas de toucador ou de cozinha, de algodão (exceto de "tecidos turcos", ass	12	2,13	2201	2,32	0	0,00%
621040	Vestuário confeccionado com borracha ou impregnados, revestidos ou recobert	9	0,33	2635	0,62	0	0,00%
902690	Partes e acessórios de instrumentos e aparelhos para medida ou controlo do c	4	22,14	10077	1,67	2	0,02%
820190	Foices, foicinhas, facas para feno ou para palha e outras ferramentas manuais	2	2,56	193	0,34	0	0,06%
950651	Raquetas de ténis, mesmo não encordoadas (exceto raquetas para ténis de me	2	0,77	212	0,51	0	0,03%
950619	Equipamentos de esqui para esqui na neve (exceto esquis e fixadores para e	0	1,27	40	0,12	0	0,00%

Appendices 1 – Exports from Ribatejo to Qatar by product and respective IRCA and

IRCD

APPENDIX 2 - EXPORTS FROM RIBATEJO TO CAMEROON BY PRODUCT AND RESPECTIVE IRCA AND IRCD

Descrição Produto	Código NC6	Total Exportação Ribatejo 2017-2021 (Milhares de Euros)	IVCR	Total Importação Camarões 2017-2021 (Milhares de Euros)	IDCR	Exportações Ribatejo para Camarões Total (milhares de euros)	Quota
Adubos (fertilizantes) minerais ou químicos, contendo os dois ele	310590	4 900	4,701	2 015	0,613	627,57	31%
Portas e janelas, e seus caixilhos, alizares e soleiras, de alumínio (761010	34 495	15,849	16 407	2,392	611,33	4%
Borracha de etileno-propileno-dieno não conjugada [EPDM], em f	400270	589	0,805	640	0,278	583,60	91%
Dolomite calcinada ou sinterizada (exceto dolomite britada para b	251820	1 615	20,610	1 672	6,769	391,04	23%
Mármore, travertino e alabastro de qualquer forma, polidos, deco	680291	49 346	34,452	10 791	2,391	254,25	2%
Chapas, folhas, películas, tiras e lâminas, de poliuretanos alveolar	392113	479	0,239	1 121	0,177	150,00	13%
Pedras naturais de cantaria ou de construção (exceto calcárias, gra	680229	7 279	36,335	459	0,727	143,06	31%
Artigos e equipamentos para cultura física, ginástica ou atletismo	950691	454	0,080	5 139	0,286	109,09	2%
Tubos flexíveis, de plástico, reforçados ou associados com outras r	391739	1 144	0,547	22 633	3,434	107,00	0%
Resinas amínicas, em formas primárias (exceto resinas ureicas, ind	390939	111	0,687	172	0,339	94,80	55%
Construções e suas partes, de ferro fundido, ferro ou aço, não esp	730890	61 539	3,493	189 737	3,417	83,68	0,04%
Aparelhos mecânicos, mesmo manuais, para projetar, dispersar ou	842482	3 337	3,519	605	0,202	67,79	11,20%
Aparelhos para filtrar ou depurar água	842121	3 665	0,840	18 386	1,337	61,78	0,34%
Resinas fenólicas, em formas primárias	390940	66	0,072	99	0,034	61,50	62,12%
Colchões com molas ou guarnecidos interiormente de quaisquer r	940429	94 069	73,585	6 145	1,525	61,47	1,00%
Construções e suas partes, de alumínio, não especificadas nem co	761090	37 047	8,358	12 350	0,884	58,40	0,47%
Colas e outros adesivos preparados, não especificadas nem comp	350699	332	0,440	4 274	1,797	50,25	1,18%
Revestimentos de pavimentos de plástico, auto-adesivos ou não,	391890	275	0,328	2 322	0,878	48,00	2,07%
Cortadores de relva motorizados, cujo dispositivo de corte gira nu	843311	183	0,085	1 032	0,152	45,37	4,40%
Tintas e vernizes, à base de polímeros sintéticos ou de polímeros	320990	120	0,089	3 916	0,919	45,33	1,16%
Obras de plástico e obras de outras matérias das posições 3901 a 3	392690	4 998	0,161	60 964	0,625	43,96	0,07%
Artigos e equipamentos para modalidades desportivas ou jogos ac	950699	579	0,181	2 898	0,287	38,59	1,33%
Acessórios, p.ex. juntas, cotovelos, flanges, uniões, de plástico, p	391740	404	0,130	14 590	1,492	31,24	0,21%
Ladrilhos e placas (lajes), para pavimentação ou revestimento, de	690721	2 620	0,522	45 394	2,871	31,16	0,07%
Fungicidas apresentados em formas ou em embalagens para vend	380892	142	0,034	74 672	5,673	28,20	0,04%
Caixas, caixotes, engradados e artigos semelhantes de transporte	392310	5 802	1,005	17 143	0,943	27,96	0,16%
Tapetes e outros revestimentos para pavimentos (pisos), de maté	570292	44	0,173	903	1,132	27,80	3,08%
Veículos conduzidos manualmente e outros veículos não autoprop	871680	634	0,422	11 835	2,502	26,48	0,22%
Preparações para alimentação de crianças, acondicionadas para ve	190110	64 163	13,299	92 801	6,104	25,76	0,03%
Torneiras e válvulas e dispositivos semelhantes para canalizações	848180	808	0,033	66 330	0,859	25,07	0,04%
Partes de máquinas para colheita, máquinas para debulha, ceifeira	843390	113	0,041	1 419	0,165	23,06	1,63%
Revestimentos de pavimentos (pisos), mesmo autoadesivos, em r	391810	92	0,022	10 858	0,809	22,74	0,21%
Aparelhos para filtrar ou depurar bebidas (exceto água)	842122	39	0,234	2 153	4,148	21,62	1,00%
Distribuidores de adubos "fertilizantes" (exceto pulverizadores e	843242	61	0,458	90	0,216	20,83	23,14%
Candeeiros de cabeceira, de escritório e lampadários de interior, d	940520	350	0,151	2 562	0,351	19,81	0,77%
Condutores elétricos, isolados, para tensões < 1 000 V, não muni	854449	1 488	0,107	118 077	2,688	19,51	0,02%
Portas e respetivos caixilhos, alizares e soleiras, de madeira	441820	30 139	16,369	3 836	0,661	18,62	0,49%
Argamassas e betão (concreto), não refratários	382450	3 041	5,778	2 587	1,560	18,03	0,70%
Móveis de madeira, para quartos de dormir (exceto assentos)	940350	2 699	0,512	7 146	0,430	17,35	0,24%
Assentos com armação de metal, não estofados (exceto assentos)	940179	119	0,049	4 030	0,520	16,70	0,41%
Pulverizadores, para agricultura ou horticultura (exceto portáteis)	842449	147	0,408	136	0,120	16,61	12,21%
Papel higiénico, em rolos de largura < 36 cm	481810	135 509	70,103	4 866	0,799	15,41	0,32%
Máquinas e aparelhos de uso agrícola, hortícola ou florestal, para	843280	1 302	2,261	1 140	0,628	14,95	1,31%
Cimentos, argamassas, betão (concreto) e composições semelhan	381600	1 206	1,105	10 399	3,022	13,99	0,13%
Toalhas de mesa e guardanapos, de pasta de papel, papel, pasta (481830	50 207	92,888	1 514	0,889	11,40	0,75%
Barras e perfis, de ligas de alumínio (exceto perfis ocios), não espe	760429	481	0,093	14 187	0,871	11,30	0,08%
Suportes para armações de camas (sommiers) (exceto molas metá	940410	163	0,264	973	0,498	11,05	1,14%
Ladrilhos e placas (lajes), para pavimentação ou revestimento, de	690723	1 118	0,860	22 635	5,521	10,59	0,05%
Bebidas não alcoólicas (exceto águas, sumos de frutas ou de produ	220299	85 188	16,169	2 494	0,150	10,23	0,41%
Produtos laminados planos, de ferro ou aço não ligado, de largura	720851	640	0,138	3 326	0,228	10,18	0,31%
Semeadores, plantadores e transplantadores (exceto de plantio d	843239	40	0,083	537	0,350	8,28	1,54%
Grades, escarificadores, cultivadores, extirpadores, enxadas e sac	843229	297	0,448	234	0,112	7,72	3,30%
Faróis e projetores, em unidades seladas	853910	34	0,153	916	1,291	7,58	0,83%
Granito e suas obras, simplesmente talhadas ou serradas, de supe	680223	336	0,576	1 037	0,565	7,43	0,72%
Partes e acessórios para tratores, veículos automóveis para o trans	870899	52 801	1,324	103 772	0,826	7,20	0,01%
Produtos laminados planos, de ferro ou aço não ligado, de largura	720852	185	0,111	3 893	0,746	5,57	0,14%
Facas e lâminas cortantes, de metais comuns, para máquinas para	820840	11	0,048	132	0,185	5,10	3,86%
Pedras calcárias (exceto de mármore, travertino e alabastro), de q	680292	72 292	532,879	92	0,215	4,89	5,31%
Ferramentas, de uso manual, hidráulicas ou com motor não elétric	846789	67	0,066	2 177	0,683	4,77	0,22%
Guarnições, ferragens e artigos semelhantes para construções, de	830241	444	0,125	13 118	1,177	4,73	0,04%
Reservatórios, sistemas, cubas e recipientes análogos, de plástico	392510	2 593	5,428	1 425	0,947	4,62	0,32%
Lenços, incluídos os de desmaquilhagem, e toalhas de mão, de pa	481820	113 040	51,657	12 727	1,846	4,57	0,04%
Material para andaimes, para cofragens ou para escoramentos, de	730840	1 308	0,556	16 103	2,172	3,80	0,02%

Descrição Produto	Código NC6	Total Exportação Ribatejo 2017-2021 (Milhares de Euros)	IVCR	Total Importação Camarões 2017-2021 (Milhares de Euros)	IDCR	Exportações Ribatejo para Camarões Total (milhares de euros)	Quota
Partes de extintores, pistolas aerográficas e aparelhos semelhantes	842490	465	0,188	5 137	0,660	3,79	0,07%
Cordas e cabos, de ferro ou aço (exceto produtos isolados para uso	731210	1 417	0,481	10 776	1,162	3,09	0,03%
Elementos estruturais utilizados na construção de pavimentos, pa	392590	750	0,249	8 774	0,925	3,02	0,03%
Aquecedores de água não elétricos, de aquecimento instantâneo	841919	18	0,020	205	0,074	2,93	1,43%
Obras de ferro ou aço, não especificadas nem compreendidas nou	732690	23 682	1,146	54 589	0,838	2,88	0,01%
Peças de acabamento, de cerâmica (exceto produtos cerâmicos re	690740	230	0,674	1 621	1,509	2,71	0,17%
Ferramentas manuais, incluídos os corta-vidros (diamantes de vid	820559	237	0,132	11 553	2,041	2,58	0,02%
Máquinas e aparelhos de ar condicionado, do tipo concebido para	841510	199	0,025	37 550	1,521	2,54	0,01%
Aparelhos de controlo do tempo e contadores de tempo, com me	910690	4	0,037	129	0,435	2,32	1,80%
Polissulfuretos, polissulfonas e outros polímeros e pré-polímeros	391190	65	0,027	351	0,047	2,20	0,63%
Produtos de qualquer espécie utilizados como colas ou adesivos, q	350610	86	0,061	12 701	2,896	1,96	0,02%
Partes de máquinas e aparelhos de uso agrícola, hortícola ou florest	843290	444	0,310	1 432	0,317	1,89	0,13%
Portas e janelas, e seus caixilhos, alizares e soleiras, de ferro fund	730830	13 119	7,018	10 960	1,860	1,87	0,02%
Partes de lâmpadas e tubos elétricos de incandescência ou de des	853990	12	0,031	158	0,131	1,84	1,16%
Alicates, mesmo cortantes, tenazes, pinças não medicinais e ferra	820320	20	0,026	4 995	2,063	1,76	0,04%
Lâmpadas e tubos de diodos emissores de luz (LED)	853950	365	0,113	9 841	0,964	1,61	0,02%
Flanges de ferro ou aço (exceto moldadas ou de aço inoxidável)	730791	9	0,010	4 051	1,410	1,46	0,04%
Partes de móveis, não especificadas nem compreendidas noutras	940390	438	0,059	18 881	0,804	1,42	0,01%
Estatuetas e outros objetos de ornamentação, de madeira (exceto	442010	319	0,544	37	0,020	1,30	3,51%
Chapas, folhas, películas, tiras e lâminas, de plástico não alveolar,	392099	6 736	2,138	3 099	0,312	1,25	0,04%
Arcas, armários, vitrinas, balcões e móveis semelhantes, que inco	841850	32 758	11,409	8 826	0,975	1,20	0,01%
Máquinas e aparelhos para obras públicas, construção civil ou trab	847910	144	0,109	10 920	2,622	1,05	0,01%
Bombas centrífugas, de acionamento mecânico (exceto as das sub	841370	265	0,038	32 861	1,510	1,03	0,00%
Banheiras, "polibãs", pias e lavatórios, de plástico	392210	84	0,106	4 115	1,651	1,02	0,02%
Tubos flexíveis, de plástico, não reforçados com outras matérias, r	391732	1 148	0,552	6 582	1,004	0,94	0,01%
Máquinas e aparelhos de ar condicionado, contendo um ventilado	841583	3	0,003	5 300	1,477	0,92	0,02%
Mós e artefactos semelhantes, sem armação, para triturar, amolar	680422	60	0,046	5 612	1,369	0,86	0,02%
Móveis de madeira, para cozinhas (exceto assentos)	940340	1 287	0,363	2 979	0,266	0,86	0,03%
Perfis ocios de ligas de alumínio, não especificados nem compreen	760421	34	0,014	18 435	2,402	0,86	0,00%
Painéis indicadores com dispositivos de cristais líquidos (LCD) ou d	853120	1 014	0,422	4 606	0,608	0,85	0,02%
Correias de transmissão, de borracha vulcanizada (exceto correias	401039	80	0,117	2 494	1,149	0,82	0,03%
Produtos e artigos, de matérias têxteis, para usos técnicos, indica	591190	81	0,066	1 567	0,409	0,80	0,05%
Partes reconhecíveis como exclusiva ou principalmente destinada	853890	74	0,005	9 477	0,197	0,80	0,01%
Calçado com sola exterior de borracha, plástico, couro natural ou r	640340	28	0,023	5 229	1,415	0,77	0,01%
Acumuladores elétricos (exceto inservíveis, assim como, acumula	850780	64	0,176	2 416	2,093	0,72	0,03%
Assentos com armação de madeira, estofados (exceto assentos tra	940161	2 747	0,303	14 996	0,525	0,60	0,00%
Martelos e marretas, com parte operante de metais comuns	820520	22	0,100	4 566	6,512	0,60	0,01%
Acessórios para tubos, de ligas de cobre	741220	90	0,049	4 202	0,727	0,57	0,01%
Disjuntores para tensão = < 1.000 V	853620	106	0,027	22 288	1,811	0,55	0,00%
Chaves de porcas, manuais, incluídas as chaves dinamométricas, d	820412	19	0,070	1 940	2,284	0,54	0,03%
Tiras, fitas, películas e outras formas planas, autoadesivas, de plás	391910	323	0,106	17 587	1,833	0,54	0,00%
Calças, jardineiras, bermudas e calções (shorts), de algodão, de us	620342	6 193	0,539	14 043	0,388	0,52	0,00%
Telefones para redes celulares e para outras redes sem fio	851712	1 069	0,009	193 570	0,496	0,47	0,00%
Lustres e outros aparelhos de iluminação, elétricos, próprios para	940510	1 314	0,155	13 427	0,502	0,43	0,00%
Chaves de fenda, manuais	820540	9	0,023	2 014	1,642	0,43	0,02%
Chaves de porcas, manuais, incluídas as chaves dinamométricas, d	820411	80	0,121	1 576	0,753	0,42	0,03%
Folhas para serrar, incluídas as folhas para serrar não dentadas, de	820299	40	0,110	1 312	1,131	0,39	0,03%
Bombas de ar e compressores de ar ou de outros gases, assim com	841480	546	0,057	39 823	1,331	0,37	0,00%
Ferramentas de furar, intercambiáveis (exceto ferramentas de pe	820750	175	0,087	1 888	0,299	0,37	0,02%
Ferramentas, intercambiáveis, para ferramentas manuais ou para	820790	363	0,267	3 724	0,867	0,35	0,01%
Parafusos e pinos ou pernos, de ferro fundido ferro ou aço, mesm	731815	423	0,048	15 042	0,541	0,33	0,00%
Instrumentos de medidas de distâncias, de uso manual, não espec	901780	28	0,054	6 456	3,997	0,31	0,00%
Válvulas reductoras de pressão	848110	126	0,089	4 395	0,985	0,29	0,01%
Bidés, sanitários, caixas de descarga [autoclismos] e artigos semel	392290	191	0,232	3 641	1,402	0,29	0,01%
Pneumáticos novos, de borracha (exceto do tipo utilizado em aut	401190	69	0,093	1 140	0,493	0,29	0,03%
Perfis em L, de ferro ou aço não ligado, simplesmente laminados,	721621	50	0,110	34 927	24,307	0,26	0,00%
Fichas e tomadas de corrente, para tensão = < 1 000 V (exceto sup	853669	181	0,020	23 166	0,800	0,25	0,00%
Aduobos (fertilizantes) de origem animal ou vegetal, mesmo mistu	310100	478	1,124	712	0,531	0,24	0,03%
Válvulas de segurança ou de alívio	848140	176	0,086	5 602	0,869	0,23	0,00%
Serras manuais, com parte operante de metais comuns (exceto m	820210	14	0,084	1 824	3,360	0,22	0,01%
T-shirts, camisolas interiores e artigos semelhantes, de malha, de	610990	2 967	0,426	27 261	1,241	0,22	0,00%
Reservatórios, barris, tambores, latas, caixas e recipientes semel	731010	2 530	3,370	2 452	1,036	0,22	0,01%
Camisas de malha, de algodão, de uso masculino (exceto camisas	610510	5 562	2,317	2 885	0,381	0,20	0,01%
Aparelhos para filtrar ou depurar gases (exceto para a separação d	842139	264	0,023	24 919	0,676	0,19	0,00%
Silicones em formas primárias	391000	393	0,143	1 109	0,128	0,18	0,02%
Tubos rígidos, de polímeros de etileno, mesmo com acessórios	391721	2 355	2,158	11 841	3,444	0,17	0,00%
Molas e folhas de molas, de ferro ou aço, incluídas as molas espira	732090	235	0,270	1 857	0,678	0,17	0,01%
Óculos de sol	900410	247	0,079	1 483	0,151	0,16	0,01%
Tubos rígidos, de polímeros de cloreto de vinilo, mesmo com acces	391723	4 388	6,173	11 216	5,007	0,15	0,00%
Luvas, mitenes e semelhantes, de borracha vulcanizada não endu	401519	507	0,097	5 370	0,326	0,13	0,00%

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Bombas manuais (exceto as das subposições 8413.11 ou 8413.19)	841320	8	0,017	3 050	1,919	0,13	0,00%
Partes de aparelhos elétricos de sinalização acústica ou visual, não	853190	78	0,039	2 338	0,370	0,12	0,01%
Papel do tipo utilizado para papel de toucador, toalhas, guardanapos	480300	81 016	42,439	16 783	2,790	0,12	0,00%
Assentos e tampas, de sanitários, de plástico	392220	62	0,153	1 666	1,300	0,11	0,01%
Oculos para correção, proteção ou outros fins, e artigos semelhantes	900490	28	0,017	3 210	0,621	0,10	0,00%
Aparelhos para interrupção, seccionamento, derivação, ligação ou	853690	417	0,023	21 241	0,364	0,09	0,00%
Vestuário e seus acessórios, confeccionados por costura ou colagem	392620	479	0,188	4 817	0,600	0,09	0,00%
Pias, lavatórios, colunas para lavatórios, banheiras, bidés, sanitários	691010	1 280	0,291	29 728	2,146	0,09	0,00%
Penso e tampões higiênicos, cueiros e fraldas para bebés e artigos	961900	643	0,087	73 515	3,147	0,09	0,00%
Luvas, mitenes e semelhantes, de couro natural ou reconstituído (420329	531	0,776	1 657	0,768	0,08	0,01%
Fatos-macacos e conjuntos de esqui (exceto de malha)	621120	20	0,272	22	0,095	0,08	0,37%
Interruptores, seccionadores e comutadores, para tensão = < 1.000	853650	141	0,015	17 899	0,610	0,08	0,00%
Partes e acessórios de carroçarias para tratores, para veículos para	870829	2 972	0,093	10 652	0,106	0,08	0,00%
Filtros de entrada de ar para motores de ignição por faísca ou por	842131	221	0,148	10 448	2,222	0,07	0,00%
Inibidores de oxidação, aditivos peptizantes, beneficiadores de vi	381190	10	0,009	8 481	2,622	0,06	0,00%
Chapéus e outros artefactos de uso semelhante, de malha ou con	650500	156	0,060	5 845	0,718	0,06	0,00%
Transformadores refrigerados por ar, de potência = < 1 kVA	850431	61	0,026	2 670	0,358	0,05	0,00%
Sementes forrageiras, para sementeira (exceto cereais, beterraba	120929	57	0,211	1 005	1,171	0,05	0,01%
Estatuetas e outros objetos de ornamentação, de metais comuns,	830629	169	0,192	2 207	0,797	0,05	0,00%
Monofilamentos cuja maior dimensão do corte transversal seja > 1	391620	311	0,213	908	0,197	0,05	0,01%
Aparelhos mecânicos, mesmo manuais, para projetar, dispersar ou	842489	2 436	0,940	7 688	0,941	0,03	0,00%
Preparações lubrificantes, incluídos os óleos de corte, as prepara	340399	55	0,028	10 161	1,677	0,03	0,00%
Pastas (ouates) de algodão e artigos destas pastas (exceto pastas	560121	138	0,367	1 692	1,432	0,03	0,00%
Cordéis, cordas e cabos, entrançados ou não, mesmo impregnado	560750	12	0,025	2 456	1,572	0,03	0,00%
Preparações tensoactivas, preparações para lavagem, preparações	340220	86 361	11,889	29 755	1,300	0,02	0,00%
Aparelhos para filtrar ou depurar líquidos (exceto para filtrar ou d	842129	426	0,095	14 478	1,023	0,02	0,00%
Fitas de fibras sintéticas ou artificiais, tecidas, de largura = < 30 cm	580632	18	0,018	1 421	0,441	0,01	0,00%
Assentos para veículos automóveis	940120	108	0,080	1 363	0,322	0,01	0,00%
Velas de ignição para motores de ignição por faísca ou por compre	851110	12	0,009	2 276	0,537	0,01	0,00%
Preparações alimentícias, não especificadas nem compreendidas	210690	4 260	0,207	119 455	1,845	0,00	0,00%
Fatos de treino para desporto e outro vestuário, não especificado	621142	604	0,781	895	0,367	0,00	0,00%
Total Geral		1 241 897	-	2 310 331	-	4433,07	0,19%

Appendices 2 – Exports from Ribatejo to Cameroon by product and respective IRCA and IRCD

APPENDIX 3 - IMPORTS FROM QATAR WITH IDENTIFICATION OF THE COMPARATIVE ADVANTAGES OF RIBATEJO

Código NCG	Descrição Produto	Média Exp. Ribatejo (2017-2021)	IVCR	Média Imp. Qatar (2017-2021)	IDCR
711319	Artefactos de joalheria e suas partes, de outros metais	9	0,01	1 961 266	4,17
880330	Partes de aviões ou de helicópteros, não especificadas	2	0,00	3 332 297	6,85
730511	Tubos do tipo utilizado para oleodutos ou gasodutos, d	0	0,00	996 097	50,23
870210	Veículos automóveis para o transporte de => 10 pessoa	4	0,02	366 711	4,39
848180	Torneiras e válvulas e dispositivos semelhantes para ca	162	0,16	732 508	2,11
730890	Construções e suas partes, de ferro fundido, ferro ou a	12 308	17,46	855 557	3,87
740811	Fios de cobre afinado, cuja maior dimensão da secção t	0	0,00	1 155 877	12,55
870240	Veículos automóveis para o transporte de => 10 pessoa	0	0,00	155 425	29,92
852610	Aparelhos de radiodeteção e de radiosondagem (rad	0	0,00	168 119	5,00
841199	Partes de turbinas a gás, não especificadas nem compr	1	0,00	692 634	5,30
382200	Reagentes de diagnóstico ou de laboratório em qualqu	29	0,05	351 542	1,44
841510	Máquinas e aparelhos de ar condicionado, do tipo conc	40	0,13	538 989	5,53
853710	Quadros, painéis, consolas, cabinas, armários e outros	332	0,29	564 501	1,46
940360	Móveis de madeira (exceto para escritórios, cozinhas o	13 670	26,81	312 642	1,89
940540	Aparelhos elétricos de iluminação, não especificadas n	133	0,28	402 442	3,45
100630	Arroz semibranqueado ou branqueado, mesmo polido	4 042	10,67	674 691	5,36
910221	Relógios de pulso, mesmo com contador de tempo incc	0	0,00	332 987	4,13
841191	Partes de turborreatores ou turbopropulsores, não esp	0	0,00	451 210	1,03
730424	Tubos para revestimento de poços, de suprimento ou p	1	0,03	271 564	33,86
330300	Perfumes e águas-de-colônia (exceto preparações para	484	1,34	416 781	3,37
940510	Lustres e outros aparelhos de iluminação, elétricos, prd	263	0,77	361 013	3,37
381519	Catalisadores em suporte, não especificadas nem compr	0	0,00	346 040	12,30
20712	Galos e galinhas, não cortados em pedaços, congelados	88	1,66	439 768	22,12
100390	Cevada (exceto para sementeira)	29	0,20	131 490	2,57
940161	Assentos com armação de madeira, estofados (exceto	549	1,52	315 113	2,55
853720	Quadros, painéis, consolas, cabinas, armários e outros	95	0,80	569 923	15,03
20714	Pedaços e miudezas, de galos ou de galinhas, congelad	45	0,18	389 579	4,56
842810	Elevadores e monta-cargas	44	0,38	263 823	7,09
940320	Móveis de metal (exceto para escritórios, assentos e m	489	1,46	221 685	1,94
842952	Pás mecânicas, autopropulsionadas, cuja superstrutura	350	0,81	200 821	1,37
290121	Etileno	0	0,00	274 441	5,61
721049	Produtos laminados planos, de ferro ou aço não ligado,	23	0,05	173 497	1,08
280469	Silício, contendo, em peso < 99,99% de silício	0	0,00	178 889	8,01
841490	Partes de bombas de ar ou de vácuo, compressores de	20	0,07	308 613	3,04
690721	Ladrilhos e placas (lajes), para pavimentação ou revesti	524	2,61	109 299	1,85
930690	Bombas, granadas, torpedos, minas, mísseis e outras m	0	0,00	107 920	6,68
854460	Condutores elétricos, para uma tensão > 1 000 V, não e	9	0,06	215 614	5,05
854449	Condutores elétricos, isolados, para tensões = < 1 000 V	298	0,53	452 631	2,53
680291	Mármore, travertino e alabastro de qualquer forma, po	9 869	172,26	135 718	8,51
910121	Relógios de pulso, mesmo com contador de tempo incc	0	0,00	355 615	7,11
901420	Instrumentos e aparelhos para navegação aérea ou esp	0	0,00	67 827	2,24
401120	Pneumáticos novos, de borracha, do tipo utilizado em	152	0,35	306 294	2,04
281820	Óxido de alumínio (exceto corindo artificial)	0	0,00	1 211 328	13,13
841370	Bombas centrífugas, de acionamento mecânico (exceto	53	0,19	303 492	3,37
271312	Coque de petróleo, calcinado	0	0,00	307 551	12,88
848190	Partes de torneiras e válvulas de regulação e aparelhos	16	0,05	332 862	2,82
720711	Produtos semimanufaturados de ferro ou aço não ligad	0	0,00	207 039	3,49
870422	Veículos automóveis para transporte de mercadorias, c	91 352	253,29	124 584	1,06
880320	Trens de aterragem e suas partes, para veículos aéreos	1	0,01	304 161	6,33
330499	Produtos de beleza ou de maquilhagem preparados e p	1 996	2,27	366 684	1,19
843143	Partes das máquinas de sondagem ou de perfuração da	69	0,36	412 451	7,08
381512	Catalisadores em suporte, tendo como substância ativa	4	0,02	413 433	5,46
80610	Uvas frescas	7	0,04	79 691	1,27
20410	Carcaças e meias carcaças de borrego, frescas ou refrige	29	1,48	585 035	93,07
691010	Pias, lavatórios, colunas para lavatórios, banheiras, bid	256	1,46	107 619	3,89
841869	Material, máquinas e aparelhos para a produção de frio	671	4,06	205 266	3,17
20130	Carnes desossadas de bovinos, frescas ou refrigeradas	36	0,11	169 992	1,53
401110	Pneumáticos novos, de borracha, do tipo utilizado em	48	0,06	316 595	1,18
680221	Mármore, travertino e alabastro e suas obras, simplesn	3 723	132,52	295 815	35,43
441233	Madeira contraplacada constituída exclusivamente por	6	0,05	62 401	2,26
20230	Carnes desossadas de bovinos, congeladas	22	0,05	169 518	1,14
940350	Móveis de madeira, para quartos de dormir (exceto ass	540	2,56	223 533	3,05
420221	Bolsas, mesmo com tiracolo, incluídas as que não possu	51	0,18	249 850	2,47
841950	Permutadores de calor (exceto caldeiras)	20	0,10	202 541	3,06
841391	Partes de bombas para líquidos, não especificadas nem	32	0,12	233 150	2,17
940390	Partes de móveis, não especificadas nem compreendid	88	0,29	130 841	1,42
903120	Bancos de ensaio para motores, geradores, bombas, et	2	0,05	41 969	4,04
180690	Chocolates e preparações alimentícias contendo cacau,	20	0,07	196 495	2,21

Código NC6	Descrição Produto	Média Exp. Ribatejo (2017-2021)	IVCR	Média Imp. Qatar (2017-2021)	IDCR
390410	Poli[cloreto de vinilo], em formas primárias, não mistu	12	0,05	123 555	1,46
10410	Ovinos vivos	3 276	119,59	462 572	47,24
842619	Pontes e vigas, rolantes, pórticos e pontes-guindastes (1	0,02	37 443	2,68
270810	Breu obtido a partir do alcatrão de hulha ou de outros	0	0,00	392 148	56,98
340220	Preparações tensoactivas, preparações para lavagem, p	17 272	59,44	313 413	3,06
842199	Partes de aparelhos para filtrar ou depurar líquidos ou	33	0,12	166 862	1,80
961900	Penso e tampões higiênicos, cueiros e fraldas para be	129	0,43	203 790	2,05
940690	Construções prefabricadas, mesmo incompletas ou ain	10 068	74,56	67 215	1,82
721391	Fio-máquina de ferro ou aço não ligado, em rolos irreg	35	0,23	77 505	1,36
842121	Aparelhos para filtrar ou depurar água	733	4,20	146 179	2,53
870530	Veículos de combate a incêndio	0	0,00	49 732	7,01
730840	Material para andaimes, para cofragens ou para escora	262	2,78	168 090	5,17
841790	Partes de fornos industriais ou de laboratório, não elét	113	2,98	49 070	4,69
940171	Assentos com armação de metal, estofados (exceto ass	34	0,20	67 310	1,74
190590	Produtos de padaria, pastelaria ou da indústria de bola	26 806	63,08	223 623	1,48
70200	Tomates, frescos ou refrigerados	649	3,59	125 943	2,04
680293	Granito de qualquer forma, polido, decorado ou trabal	163	2,00	99 353	4,18
870290	Veículos automóveis para o transporte de => 10 pessoa	0	0,00	30 094	2,33
40291	Leite e nata, concentrados, sem adição de açúcar ou de	1	0,03	180 616	17,83
40721	Ovos com casca, frescos, de aves da espécie Gallus do	1 675	42,19	169 920	11,97
880529	Aparelhos de treinamento de voo em terra, e suas part	0	0,00	78 730	9,50
761090	Construções e suas partes, de alumínio, não especifica	7 409	41,79	158 428	2,94
910111	Relógios de pulso, funcionando eletricamente, mesmo	0	0,00	91 009	4,98
841590	Partes de máquinas e aparelhos de ar condicionado, co	1 479	4,05	139 593	1,04
890520	Plataformas de perfuração ou de exploração, flutuante	0	0,00	766 351	9,72
852859	Monitores (exceto com recetor de televisão, com tubo	36	0,17	86 615	1,49
850710	Acumuladores de chumbo, para o arranque dos motore	26	0,13	153 200	2,25
850213	Grupos eletrogéneos de motor de pistão, de ignição po	7	0,08	158 850	5,41
730300	Tubos e perfis ocos, de ferro fundido	56	2,31	252 942	24,99
730630	Tubos e perfis ocos, soldados, de secção circular, de fer	12	0,08	109 154	2,47
610910	T-shirts, camisolas interiores e artigos semelhantes, de	1 772	3,14	206 517	1,17
910211	Relógios de pulso, funcionando eletricamente, mesmo	1	0,01	174 748	3,11
392410	Serviços de mesa e outros utensílios de mesa ou de coz	62 689	281,75	170 953	2,42
841582	Máquinas e aparelhos de ar condicionado, com disposi	6	0,07	113 653	3,49
210390	Preparações para molhos e molhos preparados, condin	2 635	12,69	111 871	1,68
730429	Tubos para revestimento de poços, de suprimento ou p	8	0,09	174 675	4,84
847141	Máquinas automáticas para processamento de dados, c	15	0,08	70 786	1,11
851769	Aparelhos para transmissão ou receção de voz, imagen	129	0,97	50 465	1,01
842890	Máquinas e aparelhos de elevação, de carga, de descar	1 139	5,07	89 494	1,04
950691	Artigos e equipamentos para cultura física, ginástica ou	91	0,40	125 607	1,64
731815	Parafusos e pinos ou pernos, de ferro fundido ferro ou	85	0,24	136 775	1,12
230230	Sêmeas, farelos e outros resíduos, de trigo, mesmo em	215	10,66	176 803	21,76
70999	Produtos hortícolas, frescos ou refrigerados (exceto ba	257	4,62	94 110	4,83
640359	Calçado com sola exterior e parte superior de couro nat	583	7,41	142 106	5,21
151219	Óleo de girassol ou de cártamo e respetivas frações, m	85	1,14	42 719	1,71
850434	Transformadores refrigerados por ar, de potência > 500	43	1,64	107 814	11,35
70310	Cebolas e chalotas, frescas ou refrigeradas	135	1,91	130 553	5,60
730830	Portas e janelas, e seus caixilhos, alizares e soleiras, de	2 624	35,09	120 149	5,14
330510	Champôs	128	1,22	128 683	3,44
842833	Aparelhos elevadores ou transportadores, de ação cont	4	0,05	42 093	1,87
390791	Poliésteres alifáticos e outros poliésteres, não saturados	2	0,05	92 986	5,38
761010	Portas e janelas, e seus caixilhos, alizares e soleiras, de	6 899	79,24	59 588	2,38
20110	Carcaças e meias carcaças, de bovinos, frescas ou refrig	25	0,69	59 806	4,45
680223	Granito e suas obras, simplesmente talhadas ou serrad	67	2,88	70 970	15,54
940330	Móveis de madeira, para escritórios (exceto assentos)	86	1,10	108 781	4,84
151521	Óleo de milho, em bruto	34	5,64	35 221	14,84
940389	Móveis de vime ou matérias semelhantes (exceto de b	64	1,06	37 635	2,25
852560	Aparelhos transmissores (emissores) para radiodifusão	186	4,18	31 586	1,44
901819	Aparelhos de eletrodiagnóstico, incluídos os aparelhos	54	0,22	105 246	1,31
721070	Produtos laminados planos, de ferro ou aço não ligado,	25	0,11	106 875	1,50
842641	Gruas móveis e carros-guindastes, de pneumáticos (ex	114	2,92	81 269	5,70
80810	Maças, frescas	22	0,16	116 763	2,27
940310	Móveis de metal, para escritórios (exceto assentos)	89	1,65	133 451	7,35

Appendices 3 – Imports from Qatar with identification of the comparative advantages of Ribatejo

APPENDIX 4 - IMPORTS FROM CAMEROON WITH IDENTIFICATION OF THE COMPARATIVE ADVANTAGES OF RIBATEJO

Cód. Iq. o NCE	Designação NCE	Total Exportações Ribatejo 2017-2021	IVCR	Total Importação Camarões 2017-2021 (Milhares de Euros)	IDCR
890800	Embarcações e outras estruturas flutuante	0	0,000	1 158 443	788,379
100630	Arroz semibranqueado ou branqueado, me	20 209	2,133	1 149 286	38,501
271019	Óleos médios e preparações de petróleo o	30 950	0,169	1 052 178	1,819
100199	Trigo e mistura de trigo com centeio (exce	56	0,003	853 478	14,440
890520	Plataformas de perfuração ou de exploraçã	0	0,000	810 944	45,762
300490	Medicamentos constituídos por produtos	7 833	0,058	679 498	1,591
271012	Óleos leves e preparações de petróleo ou	187	0,002	594 766	1,628
252310	Cimentos não pulverizados, denominados e	0	0,000	470 864	87,773
630900	Artefactos de matérias têxteis, tais como,	8	0,004	369 538	56,622
030355	Carapaus (<i>Trachurus spp.</i>), congelados (exce	542	1,534	278 792	250,143
940360	Móveis de madeira (exceto para escritório)	68 352	5,362	271 447	6,757
030389	Peixes congelados (exceto salmonídeos, til	311	0,166	217 366	36,805
380893	Herbicidas, inibidores de germinação e reg	99	0,016	202 687	10,484
170199	Açúcares de cana ou de beterraba e sacaro	142	0,026	199 282	11,453
640299	Calçado com sola exterior e parte superior	441	0,037	199 171	5,334
730890	Construções e suas partes, de ferro fundid	61 539	3,493	189 737	3,417
720711	Produtos semanau futurados de ferro ou	0	0,000	187 232	15,472
110710	Malte não torrado	0	0,000	184 435	35,494
330210	Misturas de substâncias odoríferas e mistu	926	0,131	183 410	8,209
401120	Pneumáticos novos, de borracha, do tipo u	760	0,069	175 071	5,049
281820	Óxido de alumínio (exceto corindo artificial	1	0,000	169 438	8,240
040221	Leite e nata, em pó, grânulos ou outras for	5	0,001	164 074	11,477
870120	Tratores rodoviários para semirreboques	438	0,029	158 296	3,342
871120	Motocicletas com motor de pistão alternat	1	0,000	157 279	10,274
271113	Butanos liquefeitos (exceto de pureza => 9	4	0,001	136 543	6,818
210690	Preparações alimentícias, não especificadas	4 260	0,207	119 455	1,845
854449	Condutores elétricos, isolados, para tensõe	1 488	0,107	118 077	2,688
721391	Fio-máquina de ferro ou aço não ligado, em	176	0,046	115 803	9,620
220710	Álcool etílico não desnaturado, com um tee	1 124	0,327	112 281	10,350
870421	Veículos automóveis para transporte de m	201 708	8,183	108 586	1,398
870423	Veículos automóveis para transporte de m	203	0,026	106 567	4,406
520852	Teóidos de algodão, contendo, em peso =>	2	0,002	105 754	25,425
300220	Vacinas para medicina humana	54	0,003	104 351	1,562
380891	Inseticidas apresentados em formas ou em	16 894	3,819	104 193	7,474
240220	Cigarros contendo tabaco	4	0,000	101 902	3,121
151110	Óleo de palma, em bruto	863	0,207	100 576	7,666
271320	Betume de petróleo	69	0,015	99 873	6,965
640399	Calçado com sola exterior de borracha, plás	13 830	1,118	97 361	2,498
871410	Partes e acessórios de motocicletas, incluid	16	0,003	96 314	6,670
870422	Veículos automóveis para transporte de m	456 759	50,859	95 181	3,350
190110	Preparações para alimentação de crianças,	64 163	13,299	92 801	6,104
230400	Bagaços e outros resíduos sólidos, mesmo	504	0,042	90 457	2,409
721070	Produtos laminados planos, de ferro ou aço	126	0,021	87 287	4,618
310210	Ureia, mesmo em solução aquosa (exceto e	94	0,015	86 737	4,282
870210	Veículos automóveis para o transporte de	19	0,003	86 662	4,745
690890	Bandeiras e ladrilhos de cerâmica vidrada;	0	0,000	83 402	172,953
300420	Medicamentos contendo antibióticos, apre	780	0,113	78 937	3,635
620433	Casacos de fibras sintéticas, de uso feminin	2 400	1,145	78 760	11,918
620432	Casacos de algodão, de uso feminino (excet	34	0,018	78 492	13,361
190190	Extratos de malte; preparações alimentícia	303	0,076	76 947	6,142
852872	Aparelhos receptores de televisão, a cores,	391	0,017	75 854	1,029
380892	Fungicidas apresentados em formas ou em	142	0,034	74 672	5,673
961900	Pensos e tampões higiénicos, cueiros e frat	643	0,087	73 515	3,147
100640	Trinças de arroz	10 944	11,770	73 035	24,923
843149	Partes de máquinas e aparelhos das posiçõ	2 111	0,184	71 807	1,987
230990	Preparações do tipo utilizado na alimentaç	6 679	0,866	67 152	2,763
842230	Máquinas e aparelhos para encher, fechar,	441	0,104	66 602	5,004

Código NC6	Designação NC6	Total Exportações Ribatejo 2017-2021	IVCR	Total Importação Camarões 2017-2021 (Milhares de Euros)	IDCR
220421	Vinhos de uvas frescas, incluídos os vinhos e	162 302	13,780	64 583	1,740
390210	Polipropileno, em formas primárias	782	0,063	60 785	1,554
870333	Automóveis de passageiros e outros veículos	37	0,003	60 635	1,553
850610	Pilhas e baterias de pilhas, elétricas, de dióxido	23	0,013	59 650	10,620
392330	Garrações, garrafas, frascos e artigos semelhantes	31 603	7,024	59 119	4,169
310520	Aduobos (fertilizantes) minerais ou químicos	1 040	0,409	58 496	7,302
843143	Partes das máquinas de sondagem ou de perfuração	346	0,071	57 897	3,795
760612	Chapas e tiras, de ligas de alumínio, de espessura	307	0,024	57 631	1,449
420212	Arcas para viagem, malas e maletas, incluindo	224	0,042	55 313	3,309
842911	Bulldozers e angledozers, de lagartas	136	0,091	54 437	11,574
210390	Preparações para molhos e molhos preparados	13 175	2,537	54 031	3,302
640220	Calçado com sola exterior e parte superior de	27	0,022	53 531	14,104
730300	Tubos e perfis ocos, de ferro fundido	278	0,462	51 170	26,929
842951	Carregadoras e pás carregadoras, de carregamento	326	0,067	51 030	3,333
382200	Reagentes de diagnóstico ou de laboratório	143	0,009	49 940	1,038
151190	Óleo de palma e suas frações, mesmo refinado	71	0,006	49 008	1,319
271312	Coque de petróleo, calcinado	0	0,000	48 639	11,786
300410	Medicamentos contendo penicilinas ou seus derivados	354	0,219	48 025	9,423
610432	Casacos, de malha, de algodão, de uso feminino	18	0,015	47 675	12,302
540754	Tecidos estampados, contendo, em peso = > 85%	0	0,000	47 456	12,137
940540	Aparelhos elétricos de iluminação, não especificados	665	0,057	47 287	1,281
390120	Poliétileno de densidade = > 0,94, em formas primárias	3 282	0,240	46 775	1,086
691110	Artigos para serviço de mesa ou de cozinha	1 359	0,381	45 413	4,042
690721	Ladrilhos e placas (lajes), para pavimentação	2 620	0,522	45 394	2,871
610433	Casacos, de malha, de fibras sintéticas, de uso	29	0,031	45 118	15,522
690722	Ladrilhos e placas (lajes), para pavimentação	25 042	16,837	44 638	9,523
390761	Poliuretano de etileno, em formas primárias	0	0,000	44 440	3,333
720916	Produtos laminados planos, de ferro ou aço	0	0,000	44 130	5,579
030368	verdinho ou pichelim (Micromesistius punctatus)	0	0,000	44 124	161,003
902830	Contadores de electricidade, incluídos os aparatos	17	0,010	43 328	8,024
110313	Grumos e sêmolos, de milho	5 650	27,321	42 671	65,480
550130	Cabos, na aceção da Nota 1 do Capítulo 55, de	0	0,000	42 617	40,838
851310	Lanternas elétricas portáteis, destinadas a serem	27	0,017	42 518	8,664
030323	Tilápias (Oreochromis spp.), congeladas (exceto	0	0,000	42 364	91,013
720917	Produtos laminados planos, de ferro ou aço	0	0,000	42 222	4,364
481910	Caixas de papel ou cartão, canelados	3 013	0,688	41 557	3,011
850710	Acumuladores de chumbo, para o arranque de	129	0,025	41 420	2,573
390110	Poliétileno de densidade < 0,94, em formas primárias	14 302	1,171	41 002	1,065
281511	Hidróxido de sódio (soda cáustica), sólido	442	1,368	40 691	39,946
480256	Papel e cartão não revestidos, do tipo utilizado	166	0,061	40 156	4,718
392020	Chapas, folhas, películas, tiras e lâminas, de	534	0,111	39 889	2,635
841480	Bombas de ar e compressores de ar ou de vapor	546	0,057	39 823	1,331
847990	Partes de máquinas e aparelhos mecânicos	1 222	0,127	39 555	1,301
732111	Aparelhos para cozinhar tais como, grelhadores	129	0,050	39 438	4,897
732393	Serviços de mesa, artigos de cozinha e outros	2 075	0,581	38 669	3,439
850211	Grupos eletrogéneos de motor de pistão, de	335	0,399	38 635	14,605
630533	Sacos de quaisquer dimensões, para embalagem	13	0,013	38 264	12,644
490199	Livros, brochuras e impressos semelhantes	1 459	0,226	38 143	1,874
390720	Poliéteres, em formas primárias (exceto polietileno)	0	0,000	37 966	1,850
392410	Serviços de mesa e outros utensílios de mesa	313 447	56,350	37 876	2,161
100620	Arroz descascado (arroz cargo ou castanho)	141	0,177	37 776	15,068
310530	Hidrogeno-ortofosfato de diamónio (fosfato	0	0,000	37 632	4,317
841510	Máquinas e aparelhos de ar condicionado, de	199	0,025	37 550	1,521
392190	Chapas, folhas, películas, tiras e lâminas, de	545	0,076	37 407	1,649
220300	Cervejas de malte	202 429	28,218	36 231	1,603
160413	Preparações e conservas, de sardinhas, sardas	415	0,717	35 981	19,728
200290	Tomates preparados ou conservados (exceto	496 281	328,636	35 185	7,393
721621	Perfis em L, de ferro ou aço não ligado, sim	50	0,110	34 927	24,307
220830	Uísques	622	0,114	34 861	2,024
690490	Tijoleiras, tapa-vigas e produtos semelhantes	8	0,018	34 320	25,579
482010	Livros de registo e de contabilidade, blocos	108	0,090	34 289	9,065
551219	Tecidos tintos, de fios de diversas cores ou	0	0,000	33 988	15,850
890590	Barcos-faróis, barcos-bombas, guindastes flutuantes	42	0,011	33 853	2,741
090220	Chá verde (não fermentado), em embalagem	1	0,003	33 453	23,037
731100	Recipientes para gases comprimidos ou líquidos	251	0,145	33 253	6,098
730820	Torres e pórticos, de ferro fendido, ferro ou	847	0,530	33 211	6,592
701090	Garrações, garrafas, frascos, botões, vasos, e	1 455	0,286	32 967	2,052
841370	Bombas centrífugas, de acionamento mecânico	265	0,038	32 861	1,510
540752	Tecidos tintos, contendo, em peso = > 85%	20	0,005	32 623	2,676
151710	Margarina (exceto a margarina líquida)	411	0,565	32 462	14,171
843810	Máquinas e aparelhos para as indústrias de	472	0,383	32 378	8,345
392350	Rolhas, tampas, cápsulas e outros dispositivos	8 258	2,009	31 734	2,450

Appendices 4 – Imports from Cameroon with identification of the comparative advantages of Ribatejo

APPENDIX 5 - PRODUCTS FROM RIBATEJO (NC6) WITH GREATEST EXPORT POTENTIAL AND RESPECTIVE PRODUCT PENETRATION – QATAR

Código NC6	Descrição do Produto NC6	Média Exportações Ribatejo	Média Importações Mundo	Quota de Mercado Exportações Ribatejo no Mundo	Média Exportações Ribatejo - Qatar	Média Importações Qatar	Quota de Mercado Exportações Ribatejo - Qatar	Penetração Reduzida Produto Ribatejo no Qatar
680292	Pedras calcárias (exceto de mármore, travertino e	14 458	255 956	5,65%	223	2 493	8,94%	Não
680291	Mármore, travertino e alabastro de qualquer form	9 869	2 163 439	0,46%	180	27 144	0,66%	Não
730900	Reservatórios, tonéis, cubas e recipientes semelh	3 905	3 132 794	0,12%	111	11 924	0,93%	Não
20742	Patos, não cortados em pedaços, congelados	1 770	139 068	1,27%	99	1 023	9,65%	Não
680229	Pedras naturais de cantaria ou de construção (exce	1 456	294 429	0,49%	46	6 881	0,67%	Não
190110	Preparações para alimentação de crianças, acondic	12 833	10 199 322	0,13%	32	26 789	0,12%	Sim
680221	Mármore, travertino e alabastro e suas obras, sim	3 723	1 132 147	0,33%	29	59 163	0,05%	Sim
940161	Assentos com armação de madeira, estofados (exc	549	16 752 085	0,00%	24	63 023	0,04%	Não
761090	Construções e suas partes, de alumínio, não espec	7 409	7 304 808	0,10%	22	31 686	0,07%	Sim
940360	Móveis de madeira (exceto para escritórios, cozin	13 670	22 485 082	0,06%	20	62 528	0,03%	Sim
848110	Válvulas redutoras de pressão	25	3 240 715	0,00%	14	17 332	0,08%	Não
20745	Pedaços e miudezas comestíveis, de patos, congel	987	299 034	0,33%	12	325	3,62%	Não
902690	Partes e acessórios de instrumentos e aparelhos p	4	4 100 684	0,00%	2	10 077	0,02%	Não
940320	Móveis de metal (exceto para escritórios, assento	489	15 520 793	0,00%	2	44 337	0,00%	Não
940350	Móveis de madeira, para quartos de dormir (excet	540	9 932 204	0,01%	1	44 707	0,00%	Sim
442199	Obras de madeira, não especificadas nem compre	47	5 139 259	0,00%	1	1 040	0,06%	Não
700992	Espelhos de vidro, emoldurados (exceto espelhos	56	1 542 248	0,00%	1	5 370	0,01%	Não
940510	Lustres e outros aparelhos de iluminação, elétrico	263	14 544 840	0,00%	1	72 203	0,00%	Sim
681019	Telhas, ladrilhos, placas (lajes) e artefactos semel	39 274	1 054 703	3,72%	0	2 327	0,01%	Sim
732690	Obras de ferro ou aço, não especificadas nem com	4 736	41 805 599	0,01%	0	57 586	0,00%	Sim
950659	Raquetas de badminton e raquetas semelhantes,	18	329 214	0,01%	0	180	0,13%	Não
820190	Foices, foicinhas, facas para feno ou para palha e o	2	382 867	0,00%	0	193	0,06%	Não
420221	Bolsas, mesmo com tiracolo, incluídas as que não	51	13 688 415	0,00%	0	49 970	0,00%	Sim

Appendices 5 – Products from Ribatejo (NC6) with greatest export potential and respective product penetration - Qatar

APPENDIX 6 - PRODUCTS FROM RIBATEJO (NC6) WITH GREATEST EXPORT POTENTIAL AND RESPECTIVE PRODUCT PENETRATION – CAMEROON

Código NC6	Descrição do Produto NC	Exportações Ribatejo (Média)	Importações Mundo (Média)	Quota de Mercado Exportações Ribatejo no Mundo	Exportações Ribatejo para os Camarões	Importações Camarões	Quota de Mercado Exportações Ribatejo nos Camarões	Penetração Reduzida Produto Ribatejo nos Camarões
761010	Portas e janelas, e seus caixilhos, alizares e soleiras, de alumínio (exceto de alumínio anodizado)	6 899	3 389 169	0,204%	122	3 281	3,726%	Não
251820	Dolomite calcinada ou sinterizada (exceto dolomite britada para betão)	1 378	183 271	0,752%	78	334	23,387%	Não
680291	Mármore, travertino e alabastro de qualquer forma, polidos, decorados	9 869	2 163 439	0,456%	51	2 158	2,356%	Não
730890	Construções e suas partes, de ferro fundido, ferro ou aço, não especificadas	12 308	29 940 089	0,041%	17	37 947	0,044%	Não
940429	Colchões com molas ou guarnecidos interiormente de quaisquer materiais	18 814	2 274 044	0,827%	12	1 229	1,000%	Não
190110	Preparações para alimentação de crianças, acondicionadas para venda	12 833	10 199 322	0,126%	5	18 560	0,028%	Sim
382450	Argamassas e betão (concreto), não refratários	608	895 116	0,068%	4	517	0,697%	Não
381600	Cimentos, argamassas, betão (concreto) e composições semelhantes, refratários	241	2 255 180	0,011%	3	2 080	0,135%	Não
481820	Lenços, incluídos os de desmaquilhagem, e toalhas de mão, de pasta de papel	22 608	3 857 641	0,586%	1	2 545	0,036%	Sim
730830	Portas e janelas, e seus caixilhos, alizares e soleiras, de ferro fundido, de ferro ou aço	2 624	3 168 178	0,083%	0	2 192	0,017%	Sim
391721	Tubos rígidos, de polímeros de etileno, mesmo com acessórios	471	1 879 829	0,025%	0	2 368	0,001%	Sim
731010	Reservatórios, barris, tambores, latas, caixas e recipientes semelhantes	506	1 360 440	0,037%	0	490	0,009%	Sim
391723	Tubos rígidos, de polímeros de cloreto de vinilo, mesmo com acessórios	878	1 243 797	0,071%	0	2 243	0,001%	Sim
480300	Papel do tipo utilizado para papel de toucador, toalhas, guardanapos e lenços	16 203	3 780 933	0,429%	0	3 357	0,001%	Sim
340220	Preparações tensoactivas, preparações para lavagem, preparações auxiliares	17 272	13 907 208	0,124%	0	5 951	0,000%	Sim
100630	Arroz semibranqueado ou branqueado, mesmo polido ou glaceado	4 042	17 061 736	0,024%	0	229 857	0,000%	Sim
940360	Móveis de madeira (exceto para escritórios, cozinhas ou para quartos)	13 670	22 485 082	0,061%	0	54 289	0,000%	Sim
730890	Construções e suas partes, de ferro fundido, ferro ou aço, não especificadas	12 308	29 940 089	0,041%	0	37 947	0,000%	Sim
870421	Veículos automóveis para transporte de mercadorias, com motor de pistão	40 342	51 950 827	0,078%	0	21 717	0,000%	Sim
380891	Inseticidas apresentados em formas ou em embalagens para venda a retalho	3 379	8 286 819	0,041%	0	20 839	0,000%	Sim
640399	Calçado com sola exterior de borracha, plástico ou couro reconstituído	2 766	24 381 484	0,011%	0	19 472	0,000%	Sim
870422	Veículos automóveis para transporte de mercadorias, com motor de pistão	91 352	15 861 664	0,576%	0	19 036	0,000%	Sim
620433	Casacos de fibras sintéticas, de uso feminino (exceto de malha, assim como de lã)	480	2 117 200	0,023%	0	15 752	0,000%	Sim
100640	Trincas de arroz	2 189	2 610 997	0,084%	0	14 607	0,000%	Sim
220421	Vinhos de uvas frescas, incluídos os vinhos enriquecidos com álcool e outros aditivos	32 460	22 802 243	0,142%	0	12 917	0,000%	Sim
392330	Garrações, garrafas, frascos e artigos semelhantes de transporte ou de armazenamento	6 321	8 172 558	0,077%	0	11 824	0,000%	Sim
210390	Preparações para molhos e molhos preparados, condimentos e temperamentos	2 635	9 037 077	0,029%	0	10 806	0,000%	Sim
690722	Ladrilhos e placas (lajes), para pavimentação ou revestimento, de cerâmica	5 008	2 288 464	0,219%	0	8 928	0,000%	Sim
110313	Grumos e sêmolas, de milho	1 130	379 982	0,297%	0	8 534	0,000%	Sim
392410	Serviços de mesa e outros utensílios de mesa ou de cozinha, de plástico	62 689	9 578 421	0,654%	0	7 575	0,000%	Sim
220300	Cervejas de malte	40 486	14 049 508	0,288%	0	7 246	0,000%	Sim
200290	Tomates preparados ou conservados (exceto em vinagre ou em ácido acético)	99 256	2 642 749	3,756%	0	7 037	0,000%	Sim

Appendices 6 -Products from Ribatejo (NC6) with greatest export potential and respective product penetration - Cameroon