Strategic planning for exports: Methodologies applied for insertion in the international market

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ABSTRACT
For a company to be successful in its internationalization process, it is necessary to have a careful evaluation of its export capacity, having established its mission, vision and values, it is possible to observe more clearly all the pillars of the company's organizational culture. It is also necessary to identify the main challenges encountered both in the internal and external environment. Defining your market positioning and bargaining power is crucial for you to be able to export competitively and in a competitive manner, monitor export performance, evaluate results and make adjustments as necessary, standing out internationally. Technical planning for export is essential to ensure the success and sustainability of the operation, maximizing growth opportunities in the international market. Based on this, this work presents a theoretical discussion about the importance of an export plan, based on analysis and corporate management techniques.

Keywords: Export capacity, Export, Market analysis, Strategic planning.

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INTRODUCTION

The internationalization process is extremely important for companies that seek to expand their business using their insertion in the foreign market. As it is a procedure in which the company will be exposed worldwide, it is necessary to develop a strategic plan, where it will be possible to evaluate crucial issues, such as; the export capacity, the degree of competitiveness and the differentials it will present against its competitors.

According to Minervini (1997), it is essential that the company evaluates its capacity for export, so that it is possible to position itself in the market, after analyzing its environments, both internal and external.

Strategic export planning (PEE) consists of the elaboration of an organized and systematic process that aims to develop strategies for the success of an export. With it, the entrepreneur will acquire knowledge about the strengths of his company, information about the market he wants to enter and what improvements should be made before effectively starting the export process.

The plan will also allow the company to clarify its position in the market, through the use of analyses that allow the identification of the main risks involved and, thus, be able to mitigate potential problems.

Based on the methodologies of SWOT analysis, Porter's 5 forces and Mintzberg's Strategy Conception, the present work presents a theoretical discussion about the importance of strategic planning for exports so that the potential exporter can face the world market, overcoming the challenges present in the export process and remaining active in the foreign market.

This work also has information on international trade procedures of public and private institutions in Brazil and how the elaboration of an export plan takes place with the help of the Operational Center (NO) created by the Federal Government and provided through the performance of the Brazilian Agency for the Promotion of Exports and Investments (APEX).

STRATEGIC PLANNING

Strategic planning for exports is a complex process that involves several steps and requires specific knowledge. According to Mintzberg et al., (2006, p. 23.) "There is no single, universally accepted definition" so different scholars present different concepts regarding the definition of strategy. It is worth mentioning that the strategy must be analyzed within a specific context, in our case within the export scenario.

According to Porter (1986), strategy consists of developing different activities, placing oneself in a unique position of value, which will provide prominence to the company, in order to obtain competitive advantage.

For Oliveira (2002), it is necessary that planning is based on the analysis of previously obtained results, so that a more efficient way to reach the desired point can be found, using all the resources available within one's current situation.

Research and preparation can offer valuable insights into strategic planning best practices for export, as well as provide up-to-date information on the international market and industry trends.

SWOT ANALYSIS

In the previous paragraphs it was possible to introduce the analysis of some aspects of strategic planning, in them we saw how several authors see strategic planning and now we can interpret and apply them in the context of exports.

When Minervini says that it is essential that the company evaluates its export capacity, in order to be able to position itself in the market, through the analysis of its internal and external environment. It can be concluded that without a full view of the internal and external environment, it is impossible for the company to position itself in the market.

To identify the internal environment, it is necessary to understand everything that is under the company's command and can be changed by it, such as: staff, administrators, organizational culture, technological development, organizational structure and physical facilities.

In the characterization of the external environment, it is necessary to identify and understand advents that have the potential to impact the company and the situation in which organizations exist and operate, it is composed of elements that are external to the limits of the organization, such as economic crises, legislative changes and market competitors.

Having the definition of internal and external environment, the next step is the elaboration of the SWOT analysis, the SWOT analysis is a strategic planning technique used to help people and/or organizations. SWOT analysis was developed in the 1960s by Albert S. Humphrey, a management consultant at the Stanford University Research Institute. He understood that strengths and weaknesses are directly linked to events in the internal environment, so they are under the company's control and decisions. However, opportunities and threats are related to events in the external environment, so they are not under the control and are not defined according to the institution's decision-making.

Figure 1: SWOT analysis.

Source: https://resultadosdigitais.com.br/marketing/analise-swot/#:~:text=As%20forças%20e%20fraquezas%20dizem,interno%20e%20ambiente%20externo%2C%20respectivamente

Strengths – These refer to the advantages that the company has over the competition. Your competitive differentiators, stronger business skills. They also concern internal elements that benefit the enterprise and/or factors that are under the company's control. In which, she can decide to keep or not.

Weaknesses – Includes points that may harm and/or negatively interfere with the company's progress and performance. The weaknesses found, then, must be examined and observed on an individual basis. Thus, it will be possible to solve the problems generated by them. If a short-term solution is not possible, it is recommended to try to reduce its effects, or at least circumvent them. By making these weaknesses have the opportunity to become a strength for the institution.

Opportunities – This refers to any and all external forces that positively impact the company. It is not possible to have control over them, but there is the possibility of enjoying them. As long as they are real and have a basis in research and studies. In addition, they can arise at any time, such as: A partnership with the competition, a passing fad that results in an increase in consumption of the products offered by the company, government incentives, among others.

Threats – Opposing opportunities, threats are considered to be all external forces and/or changes with the potential to negatively influence the business. Any events that could harm profits and ventures as a whole. We can take economic crises, pandemics, market saturation, etc. as examples.

Having defined the main points related to the business reality within the parameters of the SWOT analysis, it is possible to start questioning the business situation in the macro environment. For a better visualization of the important points, it is necessary to structure a framework that represents the relevant aspects regarding the strengths, weaknesses, opportunities and threats of the company.

Table 1: SWOT analysis.

FORCES	WEAKNESSES
What is the level of quality of the service and/or product offered by the company? Is the chosen location suitable? Does the company have relevance in the market? What are the competitive advantages? Is the team competent enough?	What are my company's weaknesses? Is my communication efficient? Is the team fully empowered? What is the company's market positioning? Why did my client choose the competition? Were there any flaws in the planning?
OPPORTUNITIES	**THREATS**
What are the market trends? What innovations can add to my business? Where do competitors fail? In which countries is there a market for my product and/or service?	What are the impacts of the economy on the development of the company? Who are my direct competitors? Do I agree with the legislation in force in the country?

Source: Survey Data

The example above demonstrates possible questions that can be asked for the elaboration of a SWOT analysis. It is worth mentioning that these questions may not match the reality of your company, as the variables used as a parameter refer to specific details of each institution. For example: Companies that operate in the same sector are not necessarily direct competitors, the market niche in which it is inserted has more influence than necessarily the sector in which it operates.

Companies that operate in the same field can propose to serve different audiences. A company that proposes to serve the class A public does not compete directly with a company that proposes to serve a class C public, although both may operate in the same field and have the same type of product. Therefore, it is extremely important to identify and define your place of operation in the market to also be able to identify your direct currents, among other possible threats.

After the clear definition of the impacting points in relation to the internal and external environment of the company and its positioning in the market. To define in depth the external elements that substantially affect the organizational environment in which the company is inserted, the 5 forces defined by Porter can be used as a parameter of analysis.

PORTER'S 5 FORCES

Figure 2: Porter's 5 forces

Source: https://blog.egestor.com.br/5-forcas-de-michael-porter/

1 – Threat of substitute products

- What is it?

  Competing products that meet the same needs as your customer, either in the same way or even better.

- How to identify?

  In general, substitute products are goods that are not necessarily part of the same market as another product, but that compete for the same type of consumer, as they have the ability to partially and/or completely satisfy a specific customer need.

- How to solve?

  Through market research focused on the competitor's product, it is possible to establish the strengths and/or weaknesses of the product offered. Thus, it is possible to structure improvement and innovation strategies based on the embezzlement found.

2 – Threat of entry of new competitors

- What is it?

  This threat refers to the likelihood that a new company will enter the existing market and start competing with the incumbents in it. The intensity of this threat varies depending on the factors of the product and/or service offered.

- How to identify?

  The identification of new entrants in the market can be done through analytical techniques, such as: monitoring news and media related to the specific product or service, market research, professional networks and industry groups, searching for existing patents, and analyzing the competition – whether physical or online.

- How to solve?

  Through the drafting of patents, it is possible to establish a higher barrier to entry for competition, using specific technologies for product development and/or alternative forms of service provision.

3 – Clients' bargaining power

- What is it?

  Defined as the ability to choose between divergent companies that offer similar products or services, it is based solely and exclusively on the customer's perception of the chosen option.

- How to identify?

  The analysis of customer behavior is essential to understand their choices, it is fully possible that, even when faced with options that better meet their needs, the customer chooses the company that he already has a positive opinion about.

- How to solve?

  It is possible to change the customer's perception of the product or service offered by investing in marketing, differentiation, quality improvement, application of sustainable practices, customer loyalty techniques, among others.

4 – Bargaining power of suppliers

- What is it?

  Factors that can increase or decrease the bargaining power of suppliers can vary from the degree of differentiation between them, production cost.

- How to identify?

  The supplier's bargaining power is directly linked to the number of suppliers available in the market and how dependent the company is on them. A company that establishes vertical integration with only one supplier is in a position of dependence on it, increasing the supplier's bargaining power. If it decides to change its price or fails to deliver, all other processes of the company will be compromised.

- How to solve?

  The adoption of strategies that aim to balance or reduce the influence of the supplier in negotiations is the main way to equalize this situation, these attitudes can be taken through diversification of suppliers, strategic partnerships, elaboration of rules regarding price and contractual definitions.

5 – Rivalry between competitors

- What is it?

  The greater the rivalry and saturation of the sector, the more difficult it will be for new competitors to enter, given the fact that companies that are already in the market already have a defined audience with large investments in market research and marketing, in addition to the practice of lower margins.
- How to identify?

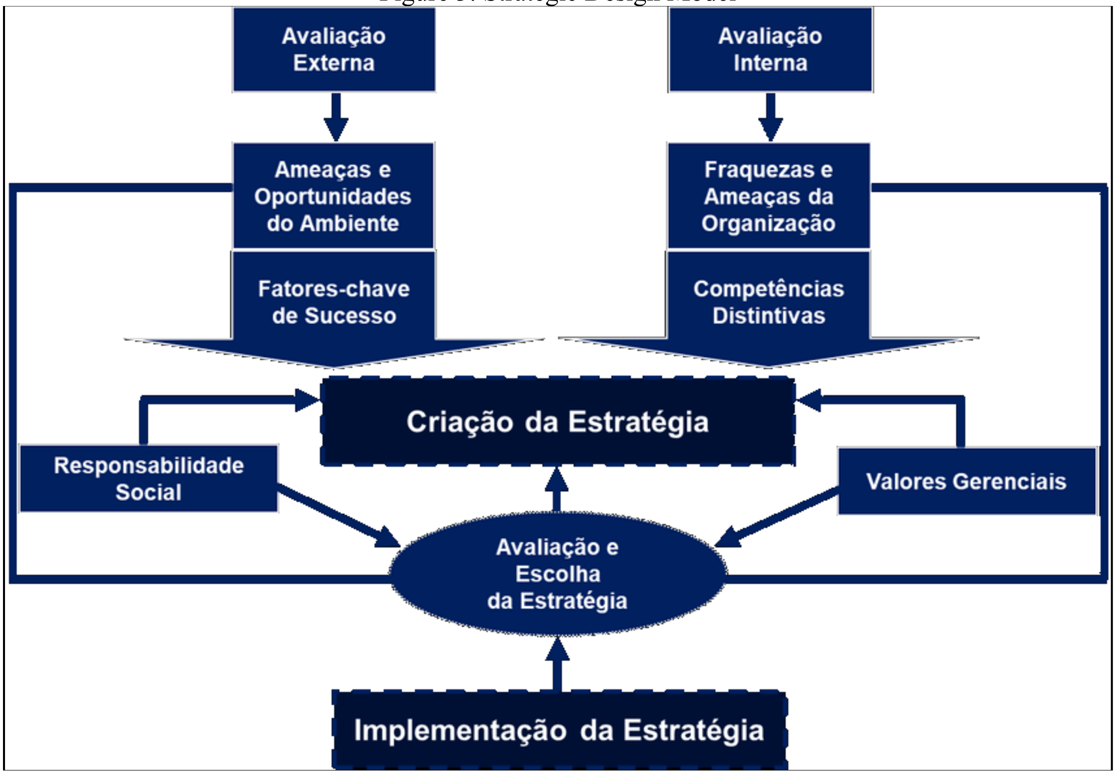
  A company only puts itself in a position of rivalry with companies that are at its level of direct competition. This definition is mainly based on the analysis of its market positioning, specifically evaluating the environment in which the company operates.
- How to solve?

  Rivalry between competitors is one of the fundamental parts within market competition, so it cannot be solved in the sense of eliminating it. However, companies can adopt strategies that allow them to deal with this rivalry effectively while maintaining or improving their competitive position. This can be achieved through actions such as: differentiation of products and services, culture of innovation, expansion aimed at reaching new markets and improving operational efficiency.

STRATEGIC DESIGN

Given the definitions of the main aspects that influence the organizational environment and establishing which are the most relevant in the field in which the company is inserted. It is necessary to start the process of elaboration of the strategic planning for insertion in the international market, as a basic structure for the conception of strategy, the model proposed by Mintzberg can be used:

Figure 3: Strategic Design Model



Source: Scheuer, Luciane. (2020). Manual of the Individual Microentrepreneur - Guidelines for coping with Covid-19.

According to Mintzberg, for the design of an efficient corporate strategy it is necessary to ensure that it is in accordance with the social responsibilities and managerial values of the company, these pillars can be defined as:

- Social Responsibilities:

  A company's social responsibility is its commitment to act responsibly and ethically through the social, economic and environmental impacts caused by its operation. These approaches must take into account the interests of all parties belonging to the corporate hierarchy, as well as local communities and the environment.

- Managerial Values:

  They are defined through the ethical principles and beliefs that guide the decisions and actions taken by the institution's leadership. The act of establishing solid values is extremely important for the company, since they are able to determine the organizational culture and influence employee behaviors.

Having defined these points according to the company's vision, the strategy moves on to the evaluation and choice phase, Mintzberg emphasizes that the process of evaluating and choosing a strategy is not purely rational and analytical, and must often emerge in an organic and not strictly logical way. Mintzberg categorizes the strategy as either deliberate or emergent.

A deliberate strategy is one that is planned in a systematic and conscious manner. It is usually taken in response to analysis and consideration of previously observed patterns. In turn, the emerging strategy is developed organically as the organization interacts with the challenges that exist in its operating environment.

The importance of analysis in the process of designing a strategy is undeniable, but it must be in accordance with the context and reality of the organization itself. This means that the data and information that provide the basis for the analysis must be complemented by knowledge of the organizational culture and the internal dynamics of the institution. Finalizing the process with the long, medium or short-term implementation of the defined strategy.

EXPORT

EXPORT CONCEPT

Export is defined as the sale of products, goods, or services from one country to another, being a fundamental operation for the economy of any nation. When domestic companies decide to export, they not only sell their products abroad, but also engage in a process that increases productivity, innovation, and competitiveness. This process involves the temporary or permanent departure of these products from the customs territory, subject to criteria established by the importing country.

The decision to export brings a number of internal benefits to companies, including increased production, both in quantity and quality. This occurs through the revision of production processes and the reduction of idle capacity. In addition, by adapting their products to the requirements of foreign markets, companies significantly improve the quality of their products. Entering the international market also allows companies to acquire new technologies and adopt new managerial and technological standards, which improves their image both internally and externally. This internationalization process requires greater competence and quality from companies, since they need to meet the standards of the foreign market, managing new conditions and obtaining gains in competitiveness.

ADVANTAGES OF INSERTION IN THE INTERNATIONAL MARKET

Exporting allows companies to reach new markets and audiences, strengthening their position in the market and establishing their brand internationally. Among the advantages of starting the export process are increased sales, productivity growth, tax incentives, improved product quality, increased market share, decreased dependence on the domestic market and access to new technologies. In addition, the strategy of dividing production between domestic and foreign markets allows companies to expand their customer base, reducing risks and becoming less dependent on a single market.

Exports not only benefit companies, but also the country as a whole, promoting the inflow of foreign currency, job creation, an increase in the qualification of human resources and the growth of the industrial park. In the Brazilian context, where the domestic market has already been considered sufficient for many companies, exporting emerges as an important strategic decision for business development. Internationalization therefore represents an opportunity for companies to expand and become more competitive, not only in the domestic market but also on the global stage.

GETTING STARTED WITH EXPORTING

INTERNATIONAL MARKET RESEARCH

Before starting exporting, it is essential to conduct an international market study. This study should consider aspects such as market potential, purchasing power, and lower risk offered by the target country. Analyzing demographics, age group, and audience segmentation are key to identifying the similarities between the domestic market and the target market, facilitating expansion with minimal adaptation. Additionally, it is important to analyze the economic, social, and technological aspects of the country, as well as its existing trade practices and trade barriers.

Assessing the company's production capacity is crucial to ensure that it can meet the demand generated by exports. It is necessary to check if there is idle installed capacity that can be used or if investments are needed to expand this capacity. Additionally, consideration should be given to the logistics involved in the export process, including choosing the most appropriate mode of transport to ensure the safe and on-time arrival of the cargo.

To export, it is necessary to comply with a series of regulations and obtain specific certifications. Documents such as the Single Export Declaration (DU-E) and license verification are essential to the process. Certificates of origin, both preferential and non-preferential, are also important to prove the origin of goods and can influence the reduction or exemption of import taxes in destination countries. Additionally, it is crucial for businesses to make sure that all necessary documents are notarized and verified by trusted entities. These initial steps are critical for businesses that want to start the export process and expand their operations internationally.

PRODUCT ADAPTATIONS

Before starting the export process, it is essential for companies to consider adapting their products to the requirements and particularities of the international market. This involves analyzing a variety of factors, such as technical standards, cultural preferences, and trade barriers. Adapting products to meet the legal, regulatory, and cultural requirements of different countries is a crucial step in ensuring compliance and success in the foreign market. Additionally, it is important to check if the product is naturally competitive by evaluating attributes such as quality, design, innovation, and price.

Choosing the right packaging is critical to the success of the export, as it must not only protect the product during transport, but also comply with all the legal and cultural requirements of the destination market. Packaging must be designed to withstand handling during transport and ensure the integrity of the product to the end consumer. It is necessary to consider technical specifications, such as backlight, water and gas barriers, and choose materials that can withstand transport conditions. In addition, labelling should include clear and precise information, respecting the labelling standards of the destination country, and may need to include details such as the origin of the product and instructions for use in the local language.

To ensure the quality of exported products, it is essential to implement strict quality control during the production process. This includes the adoption of systems and concepts aimed at reducing inventories, times between production steps, and product defects. These practices not only improve quality but also reduce costs and increase error traceability, which is crucial for meeting international customer expectations. In addition, it is important to consider quality management as a competitive advantage in the international market, requiring stricter control to meet the demands of a more demanding public.

INTERNATIONAL MARKETING STRATEGIES

Brand positioning in the international market is crucial for the success of marketing strategies. It is essential for companies to create a global brand plan, considering the cultures and countries in which they want to operate. This planning must be flexible enough to adapt to local specificities, as is the case with Coca-Cola, which even adapts the taste of its products to specific markets. In addition, it is important that the brand conveys its core values, such as quality and responsibility, in a way that is clear and adapted to local perceptions and language.

The choice of distribution channels is critical to success in international marketing strategies. Companies can opt for direct export, where the sale is carried out directly between the manufacturer and the final consumer abroad, or indirect export, using local intermediaries. This choice will depend on several factors such as the size of the market, the structure of the company and the knowledge about the foreign market. Additionally, it is important to establish strategic partnerships with local distributors, who can facilitate the entry and adaptation of products to international markets.

EXPORT ADMINISTRATIVE REQUIREMENTS

After the conclusion of the initial structuring of the export, the feasibility of the operation is defined based on several factors that may interfere with the company's productive capacity and the peculiarities existing in the selected destination are understood. One of the main priorities to ensure the success of the operation is to be aware of the legal regulations and administrative requirements related to the export process.

RADAR

The Environment System for Registration and Tracking of the Performance of Customs Agents – RADAR – is a system that makes it possible to monitor, in real time, information of a customs, tax and accounting nature of companies operating in Foreign Trade.

This platform is a fundamental tool in the fight against fraud, as it allows the inspection and identification of risks in operations.

So that a company can operate in the international market. It is necessary to obtain authorization from the Brazilian Federal Revenue Service (RFB) by registering with RADAR. The main documents required are:

a) Personal identification document of all partners of the company (RG and CPF);
b) The company's articles of incorporation;
c) Certificate of Registration of the Company with the Board of Trade;
d) Operating License Permit;
e) Lease agreement and/or deed of the property in which the company is located;
f) Electricity and/or telephone bill;
g) Proof of payment of property tax for the previous year;
h) Declaration of Federal Tax Debts and Credits (DCTF);

The RADAR is valid for 6 months if the company does not carry out any import and/or export operations during this period. In cases of movement, the registration is automatically renewed.

SISCOMEX

In Brazil, exports must be registered in SISCOMEX (Integrated Foreign Trade System) to be analyzed, virtually, by the agencies that manage the system. They are: The Federal Revenue Service of Brazil (RFB), the Central Bank of Brazil (BACEN), the Ministry of Development, Industry and Foreign Trade (MDIC) and the Secretariat of Foreign Trade (SECEX). This export registration can be done either by the exporting company itself or through customs brokers, foreign exchange brokers, bank agencies that operate with foreign exchange and other authorized entities.

To gain access to SISCOMEX, the company must register in the Environment System for Registration and Tracking of the Performance of Customs Agents.

At the moment the company registers the first export operation in SISCOMEX, the registration in the REI (Registry of Importers and Exporters) will be automatically completed, once it has it, it is up to the company to classify its goods according to the Mercosur Common Nomenclature.

COMMODITY CLASSIFICATION

In order for a company to be able to market a certain product abroad, it is necessary to be identified. In Brazil, the Mercosur Common Nomenclature – commonly known as NCM – is used to standardize, designate and codify goods.

The NCM consists of 8 digits (all numeric) and its classification structure, which can contain up to 6 levels of aggregation, namely: Chapter, Heading, Simple Subheading, Composite Subheading, Item and Subitem.

1. Chapter – Indicated by the first two digits of the NCM.
2. Position – The position within a given chapter is represented by the first 4 digits of the numeric code.
3. Simple subheading – Represented with the 5th digit of the NCM.
4. Compound subheading – Represented with the 6th digit of the NCM.
5. Item – is the subdivision of the Harmonized System, represented by the 7th item of the code.
6. Sub-item – is the subdivision of the item, represented by the last digit of the NCM.

In addition to its role in the characterization of the product, the selected nomenclature will directly interfere with the tariffs, taxes, costs on the product and its freight.

DOCUMENTATION REQUIRED FOR EXPORT

In order to ensure the success of the export operation, it is necessary that the company has all the mandatory documentation. So that the legality and security of all transactions linked to the export process can be guaranteed.

PRO-FORM FATURA

It is the document resulting from the negotiation process between importer and exporter. The invoice will indicate all the conditions of sale of the goods, and must contain the following information:

a) Name of the parties
b) Description of the goods, quantity, gross weight, net weight, unit price and value;
c) Minimum and maximum quantity of goods allowed for shipment;
d) Type of packaging and presentation of the product;
e) Payment method;

f) Terms and conditions of sale;
g) Date and place of delivery of the goods;
h) Place of loading and unloading of the goods;
i) Deadline and validity of the proposal;
j) Signature of the exporter;
k) Place for the importer's signature (if there is agreement with the proposal);

The invoice can also be replaced by a quotation sent by letter, as long as it contains the information described above.

COMMERCIAL CAPACITY

Considered one of the most important documents in an export operation. This document, which will be used at the time of clearance of the goods (already at the place of destination) must contain all the elements related to the operation. With the following information:

a) Name and address of the exporter;
b) Name and address of importer or purchaser
c) Specifications of the commodity in the official language of the General Agreement on Tariffs and Trade;
d) Marking and numbering of volumes;
e) quantity and type of volumes;
f) Gross weight;
g) Liquid Weight;
h) Country of origin – the country in which the goods were produced;
i) Country of acquisition – the country from which the goods were purchased;
j) Country of origin – where the goods were at the time of purchase;
k) Unit price of the goods;
l) Transportation costs and other expenses;
m) Payment condition and currency;
n) Terms of Sale – Incoterm;

The air bill of lading is equivalent to a commercial invoice, as long as it contains all the information regarding the quantity of goods and values.

PACKING LIST

In order to facilitate the identification of products within the same batch, the packing list is a document used both in the loading and unloading of goods. The packing list should contain a list of the following elements:

a) Document number;
b) Name and address of both parties;
c) Date of issue;
d) Description of the goods containing quantity, unit, gross weight and net weight;
e) Place of loading and unloading of the goods;
f) Carrier's name and date of shipment;
g) Number of packages, identification of them in numerical order, type of packaging, net and gross weight per volume and dimensions of each package.

TAX NOTE

The Invoice must accompany the goods in all stages of the export that occur from the departure of the goods from the exporter's establishment. This document must be issued in national currency, based on the conversion of the FOB price into reais. The Note must be issued in the name of the importing company in cases of direct export.

SINGLE EXPORT DECLARATION (DU-E)

The DU-E is a document that must present information of a customs, commercial, administrative, financial, fiscal, tax and logistical nature that characterizes exports. Its preparation takes place using only the number of the access key of the electronic invoice and the system will automatically load the data imported from the NF-e.

The DU-E shall have the following information:

a) CNPJ of the Declarant;
b) Export terms;
c) Single load reference;
d) Currency of the trade;
e) Clearance unit and corresponding customs area;
f) Boarding unit and corresponding enclosure;
g) Means of transport;
h) Description of Items (Containing NCM, Description, Quantity, Net Weight, Condition of Sale, VMCV & VMCE, Agent's Commission)
i) Name and address of the importer;
j) Country of destination;

BILL OF LADING

The Bill of Lading is a document that aims to formalize the contracting of the transport operation, proving the receipt of the cargo at the origin and guaranteeing the obligation to deliver the goods at the destination. The bill of lading shall contain the following information:

a) Name and address of the parties;
b) Place of loading and unloading of the goods;
c) Quantity, brand and type of packages;
d) Description of the type of packaging;
e) Description of the commodity and its code (NCM)
f) Gross and net weight;
g) Value of the goods;
h) Dimensions of the volumes;
i) Freight cost;

It is also important that this document contains information regarding the conditions in which the goods were shipped, which can be: Shipment without restrictions, goods received apparently in good condition, among others. This statement states that the goods must be delivered to the importer in the same condition in which they were made available by the exporter.

TRANSPORTATION INSURANCE POLICY

In negotiations in which the exporter is responsible for contracting the insurance, it is also necessary to have a policy, proving that it has contracted. The insurance aims to cover possible damages that may occur with the transported cargo.

CERTIFICATE OF ORIGIN

The Certificate of Origin serves to prove that the product does indeed originate in the exporting country. It is extremely important in operations involving countries that grant tariff preferences and are provided by accredited entities. It is the duty of the certificate of origin to contain the following information:

a) Value of national inputs in dollars;
b) Value of imported inputs in dollars;
c) Description of the production process of the goods;
d) Regime and/or rules of origin;

LETTER OF CREDIT

The letter of credit is a payment method that relies on the intermediation of banks, thus ensuring the security of the commercial transaction. The letter of credit guarantees the exporter that the payment will be made in full, in addition to reducing production risks, in cases where the importer cancels the order.

The letter of credit has 5 parties involved, namely: Importer, issuing bank – the one that will issue the credit at the request of the importer, warning bank – has the responsibility of accessing the credit at the request of the issuing bank, confirming bank – the bank that will act as guarantor, confirming the credit and the exporter.

CONCLUSION

According to research carried out through the works already mentioned above, it is concluded that the elaboration of the strategy is not based on a single aspect, but must be adapted to the reality in which the evaluated company is inserted.

In summary, when evaluating the choice of strategy, one must take into account the complexity of the process, which involves both rational elements and intuitive, political and emergent elements. Generally speaking, strategy is something that evolves as the organization learns and adapts to its environment. Therefore, the process of formulating strategies is not strictly linear or predictable, but rather a dynamic and continuous process, elaborated in an organic manner.

Oliveira understands that it is necessary to carry out an analysis of previous results so that the desired results can be achieved in a more efficient way, carrying out the steps already explained for the analysis of its internal and external environment and definition of its market positioning, it is possible to create a solid strategy that contributes significantly to the insertion of the company in the international market.

In this way, using SWOT Analysis, it is possible for the company to obtain a broad view of its market positioning, thus being able to establish specific metrics of the environment in which it operates. By complementing this observation with Porter's 5 forces, the company will be able to mitigate and solve risks present in both its internal and external environments.

Based on the results obtained in the initial analyses, the company will begin the preparation of its specific export planning. Where it will evaluate the best destination options and what are the peculiarities of the chosen country to assess if there will be a need for modifications in the products offered and even have a concrete parameter on the feasibility of the operation.

These methodologies precede the elaboration of a specific strategy so that the export directed to its target audience is carried out with greater assertiveness. In this way, it is possible to regularize according to all the necessary documentation. Thus, it is possible to carry out the entire export process in an assertive way, mitigating errors and ensuring the success of the operation.

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