

THE GEX PROGRAM GROUP I EXPERIENCE:

GOURMEX

A positive approach to joint
internationalization of SMEs

- THE MARKET (Food Sector)
 - Detected opportunity: Mexican Gourmet Market
 - Growing healthy layers of population, therefore
 - Growing demand for European Gourmet Products, and
 - Growing demand for Spanish Gourmet Products.
 - A market with a bold spanish cultural background
 - Hughe Basque–Navarre cultural/gastronomical heritage through large amounts of inmigrants from our region in the early 20th Century and after the spanish Civil War

• **THE COMPANIES:**

	Jobs	–	TO
– Embutidos Larrasoña SL: sausages & meat products	16	–	1,54
– Panadería Arrasate SL: rusk specialities	70	-	5,56
– El Caserío SL: candies	25	-	3,35
– Antonio Anaut SL: tradit. spanish cookies & cakes	7	-	0,75
– Hacienda Queiles SL: extra virgin olive oil	4	-	0,57
– Arriezu Vineyards SL: wines	7	-	2,23
– Salazones Udana SL: dry codfish	5	-	1,87
– Sanae SL: ready meals for special diets	4	-	n.a.
– Etxenike SL: foie-gras, duck & goose food products	18	-	2,0
– INACO SL: cookies, cakes & pastry	22	-	3,9
– Danza SL: canned vegetables	52	-	21,0
• TOTAL	230	-	42,1

- GEX PILLARS:

- Market opportunity/nische
- At least non competing 3 SMEs willing to exit & cooperate
- A clear, rigorous and quick methodology i.o. to
 - Motivate & dynamize the companies
 - Foresee possible issues & deactivating them
 - Getting forward in Group Consolidation

- **THE GOURMEX CASE**

BENEFITS

- **LEARNING FROM EACH OTHER**
- **COST SHARING**
- **MORE ATTRACTIVE PORTFOLIO**
- **SCALE INCREASE**
- **FIRST STEP FOR GLOBALIZATION**

- THE GOURMEX CASE

MAIN ISSUES

- OVERCOMING INITIAL MISTRUST
- COST PROPORTION Vs SALES
- FINDING THE RIGHT STAFF
- ENTRIES & EXITS OF COMPANIES

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MOST VALUABLE INSTRUMENTS

- THE MEETING WORKSHOP
- THE GROUP DYNAMICS
- CREATING SUBCOMMISSIONS
- A GOOD STATUTORY ROADMAP
WITH DETAILED CASE DESCRIPTION
- THE RIGHT STAFF

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October 2018 – Present project status

- Gourmex has a Sales Director since July 2018 with huge experience both in the food sector and the Mexican market.
- Market activities have begun in the target market.
- First introduction of the portfolio was performed in last September to selected mexican distributors
- The overall reception was encouraging and first samples were ordered
- Next Friday September 5th the Group will set up a spanish LLC
- For the time being, Gourmex will subcontract the secretary work to a suitable local company

Questions?

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Thanks for your attention

