DISSEPTION
The International expansion of Tea- business in Agriculture Industry

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DECLARATION BY CANDIDATE

I hereby declare that this dissertation is my own work and effort. The other sources of information that has been used are acknowledged within the text of my work.

This dissertation has not been submitted before, in whole or in part for any degree or examination at any other institution.

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Date:

20th August, 2015
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Abstract

The main objective of this research is to understand the impact of internationalization strategies and to analyze, in order to expand Tea business globally. Internationalization has consequences for every Tea brand willing to expand and its legacy will be measured by future generations. Much debate has ensured the perceived necessity of internationalization strategies in Tea companies yet no study has ultimately proven the fact that whether advancement in internationalization strategies will create massive impact in Tea brand’s performance and ensures success.

The aims of this research are to establish understanding of internationalization of Tea and its expansion in Agriculture industry, how internationalization models are used to improve Tea brand’s quality and production, do current marketing strategies of Tea companies fully satisfy the key needs of internationalization and whether future internationalization strategies can be used among the Tea companies to facilitate an increase in the productivity of the Tea.

The research uses in-depth semi-structured interview, which is a qualitative method. Interviews involved Tea estate manager and Tea company owner from different Tea organizations. The interviews were recorded, transcribed and analyzed according to the thematic analysis. This research establishes that advancement in current marketing strategies lead Tea brand in Agro sector to ensure successful internationalization of Tea rather than to implement future internalization strategies, which experiences unsustainable level of barriers both politically and technologically.

The researcher through secondary research, which is supported through primary research, acknowledges the need of three important theories that should be acknowledged by Tea Brand i.e. Uppsala model theory, Entry mode theory and Network theory. Advancement in the present internationalization strategies such as online sales and mobile application sales has a more profound positive effect in the success and development of internationalization projects.
In the conclusion, the researcher recognizes the advancement in current internationalization strategies. On that note, online marketing of Tea products response to internationalization challenges faced by Tea organizations. The research also founds that mobile application can be used to connect to the Tea consumer and can also satisfies the key needs of the internationalization project.

**Keywords:** Internationalization, Tea Brand, Internationalization models, Uppsala Model, Entry Mode, Network Theory, Online marketing, Vision, Conceptual framework (CF).
1.0 Introduction

This research focuses on the global expansion of Tea-Business in agro industry, specially focusing on Tea industries in Assam (India). The study will also explore specific strategies for this emerging market that tea manufacturer could look into. The proposed strategic will be based on the analysis of forces such as Supplier relationships, market environment, consumer characteristics and competition. In understanding, the hugely advanced tools and techniques in Tea -business in India, the feasibility and ease of implementation of these techniques in the world market.

A section of this study also focuses primarily on what prevents or supports the plans of foreign investors in making their presence felt in the country with the promise of bigger growth. In this era of globalization, the world slowly moves towards the organized Tea sector, a lot of political and operational challenges undermine the utilization of the same basic strategies that Tea companies have so successfully mastered over the past 50 years. Finally, a sample model for business growth of Tea industry in India will be devised. This research will rely on interviews, surveys, materials from the past projects, retail news articles, websites and journals.

1.0.1 Topic Description:

The research area I am focusing is “Internationalization expansion” topic for MBA dissertation is:

**The International expansion of Tea business in Agricultural industry**

Internationalization is a fundamental element for a successful Tea business. Since the globalization have facilitated Tea organizations to integrate and collaborate via geographical and economic territories internationalization got the wings to change the traditional business format worldwide and internationalization is key driver. Thus, internationalization has become the limelight focus for those Tea organizations that are willing to explore the business globally and produce what market needs and also beyond the customer's imagination and revolutionized. There is a significant and substantial quantity of literature available on Internationalization and successful marketing strategies for Tea brands. Nevertheless, a limited number of studies have been undertaken to evaluate the awareness and attitudes of internationalization techniques on the Tea industry to ensure project success.
The research expands on the previous studies by investigating the awareness and perception of internationalization of Tea amongst Tea estate managers and owners of different Tea brands in the Agro industry.

1.1 Research Questions

The research question is one of the most critical parts of any research. Saunders et al. (2009) argue that the clarity of the research question is determined by the extent to which a clear set of conclusions are drawn from the data collected. Additionally, it is very important to develop a research question that the researcher is concerned and interested in so that the researcher can completely focus on the research. (PMI, 2013)

**What are the benefits and problems in Tea brand due to internationalization in Agricultural Industry?**

Sub Questions:

- Are there any significant relationships between performance of Tea brands and application of Internationalization strategies?
- What are the successful marketing strategies used by Tea companies to internationalize globally?
- Do present Tea marketing strategies satisfy key needs of Internationalization in Agro sector?

The purpose of the research is to understand the role of marketing and branding strategies that influence international expansion of Tea business in the Agro industry. The above question is accompanied by further research and figuring out importance of internationalization of Tea and simultaneously examine the circumstances that influence the expansion of Tea business in the Agro industry.
What are the future internationalization strategies to enhance the productivity of the Tea in Agro sector?

Sub Questions:

- What kind of impacts does future strategies create in Tea brands?
- What are the most likely barriers that will forbid the implementation of the future internationalization strategies?

The intent of the above research questions is to identify whether future internationalization strategies increase the productivity of Tea and most likely barriers.

1.2 Research Objective

Saunders et al (2009) defines research objectives as clear, specific statements that identify what the researcher wishes to achieve as a result of doing the research. The following objectives are the focal point of the research dissertation:

A. To identify the theoretical basis and practical implementation of Tea Internationalization as recognized in Media richness theory and previous studies of the internationalization of Tea in Agro industry.

B. To determine the benefits and problems in Tea brand due to internationalization, and to identify which marketing strategy fully satisfies the key needs of internationalization in Agro industry.

C. To compare the difference between future and present internationalization strategy.

1.3 Researcher suitability

The researcher holds a degree in Bachelor of Engineering from PES University, India and has family business on Tea plantation therefore have prior knowledge and experience of working with Tea organizations, Assam (India). The researcher is presently undertaking the Masters of Business Administration (MBA) program in Dublin Business School and will utilize the vast knowledge obtained in the course modules, specifically the modules in Project Management, International Management and Research Methods for the inquiry. This is combined with the
knowledge and research skills gained from the MBA program

1.4 Recipient for the research

The research thesis is submitted as part of the curriculum of the MBA program at Dublin Business School in association with Quality and Qualifications Ireland (QQI). The principal recipient of the proposed dissertation will be Dublin Business School. As the research is mainly intended to perform an investigation to understand the impact of international expansion of Tea in the Agriculture industry, it is anticipated that many of the respondents interviewed will be interested in the outcome of the research. Hence, a copy of the research results will be made available to the respondents following assessment of the thesis by the examinations board.

1.5 Organization of Research

The illustrated structure of study below (Figure 1.0). Section 3.0 will describe sensible rationale of research design selection and choices that is interpretive philosophy, inductive approach, qualitative data collection via in depth interviews and questionnaire survey.

Figure 1.0: Structure of Research View
Section 4.0 will be data analysis discussion and deep insight of data discussion and findings will be presented in general in bullet points at commencing of the section. Narrative analysis selection will made this section more interesting as conversation and interpretation.

Section 5.0 is research conclusion furnishing main findings at first juncture, following with contribution, implication, and then limitation of research, after that further research recommendation and lastly personal reflection upon dissertation will be described.

2.0 Literature Review

2.1 Overview

This part gives a decent learning of exploration point as expressed. This research is to investigate and composing writing, which is to give sensible downplaying of contemporary research in same range and clarifying the crevice for leading this research. Figure 2.0 shows the structure review of segment 2.0. The researcher has characterized and talked about overseeing advancement in segment 2.2 where the reader will have a thought of Uppsala model role in Tea industry, and the devices and systems that are utilized by the Tea companies. Taking after segment 2.3, it has been characterized and defined Entry modes. The Entry modes can be divided into two modes, one is Basic Entry Decisions which is defined in segment 2.3.1 and the other one is Foreign Entry mode which is defined in segment 2.3.2. Further, Segment 2.3.1.1 is going into research point about examining foreign markets, Segment 2.3.1.2 about timing of Entry and Segment 2.3.1.3 about Scale of Entry and strategic commitments. Segment 2.4 highlighting the relationship between consumer and Tea brands. Pest analysis of Tea industry and Porter’s five forces model are depicted in Segment 2.5 and 2.6 respectively. The next Segment 2.7 demonstrates the key components of Tea industry’s internalization behavior, followed by the Segment 2.8 the network approach to internalization. After considerable literature review, Conceptual framework is represented in segment 2.9 by the concept of establishment chain methodology model. In the last segment 2.10, Conclusion of the literature review.
With growing globalization, free trade agreements, Tea companies are more than ever turning the focus towards internationalization. However, internationalization, although bringing several opportunities, is a challenging process. Perhaps the main challenge for companies is to overcome the liability of foreignness (Peng, 2006). Porter (1985) and Dawson et al. (2006) divide the internationalization process (entry of new markets) into four phases (figure 3).
Figure 3.0 – Internationalization phrases

From the above figure, it can be seen that in the pre entry phase the competitor is undertaking a study to understand the potential markets, the industry, and needs to make several key decisions (Porter, 1985). According to Lasserre (2007) Peng (2006), Hollensen (2004) and Dawson et al. (2006), three main questions need to be answered.

- Where to go;
- When to enter that specific market;
- How to enter that specific market.

In particular, the last question, which requires a study of entry modes, is of key importance. Lasserre (2007), Peng (2006) and Hollensen (2004) cover this topic from a general perspective; hence their research is suitable to give a general overview. Pelle (2007), Zang and Wang (2006) and Cavusgil et al. (2002) on the other hand look upon entry modes in Emerging Markets while Alexander and Doherty (2009) and Dawson et al (2006) cover entry modes from a Tea retailer perspective. Although the literature covering entry modes has several advantages, most entry mode theories however explain entry mode choices in a statistical way, meaning that the
respective authors only explain how to enter the market, but are not focusing on the dynamic process after the pre entry strategy. Furthermore, a linkage between choices of entry modes regarding emerging markets could have been more clearly defined. Compared with developed markets, emerging markets differ in the external environment as well as in firm characteristics; therefore an understanding of entry mode choices for emerging markets needs to be clarified. Cavusgil et al. (2002) explains the importance of external environment analysis when entering emerging markets but unfortunately fails to link the characteristics of emerging markets to the choice of entry modes. Zang and Wang (2006) on the other hand look at entry mode options from an emerging market perspective, and although the respective authors often tend to speak about entry modes in general, a linkage to emerging markets is given. The mechanics of entry modes are more or less a "fact"; therefore every author covering this topic is mentioning similar modes of entry. However, the interesting part is what lies behind the decision of specific entry modes and whether some of the entry modes are more preferred than others in specific industries and markets.

In the second phase (entry phase), the competitor is becoming established in the new market. This is a critical phase where an evaluation of the entry needs to be undertaken. Based on the market reaction, implementation of the entry mode and other issues being important for the company, a decision whether to withdraw or continue on a large scale is to be made (Dawson et al, 2006). In the growth phase (also referred to as sequencing phase by Porter (1985)), the company is establishing its position on the market and is most likely to experience growth. Finally, in the last phase the company is fully established and has to defend the position (Porter, 1985). At a certain point the company will experience a maturity where market share will be lost and it needs to evaluate how to reposition itself successfully (Dawson et al, 2006).
2.2 Uppsala model

The Uppsala Model has been one of the most discussed in the Nordic countries school dynamic theories and international business studies and has affected many investigations in the way of explaining the process of internationalization of companies. However, this model is a result of research carried out at the University of Uppsala in the middle of 70’s. The studies of several Swedish companies (Johanson and Vahlne, 1977) explained some patterns according to which firms made gradual investments in foreign markets.

Swedish researchers (Johanson and Wiedersheim-Paul, 1975;) Johanson and Vahlne 1977) of Uppsala University had huge criticism of theories, which explained the international participation. They believed that the greater part of existence theorizes then mitigated the problems of cultural differences and ignored the necessary internal foundations so that companies could handle international activities. Therefore Swedish researchers developed their own model as a more independent model to explain the sequential steps in the direction of increased foreign dedication (Johanson & Vahlne 1977; 1990)

The Uppsala Internationalization model distinguishes four different steps of entering on the international market, which cannot be considered independently of the situation of the company, the market and the knowledge of the market. (See the Figure 4 below)

- Step 1: No regular export activities (sporadic export).
- Step 2: Export via independent representative (export mode).
- Step 3: Establishment of a foreign sales subsidiary.
- Step 4: Foreign production/manufacturing.
From the observation, they find out that Tea companies or any other companies often start their expansion at a nearby market. There, they have a greater knowledge of the market and greater control of resources, gradually to the extent that companies have acquired more experience and better resources; these are expanded as far away. (By distance, so refer both to the cultural distance; as well as differences in language, policy, geographical and the difficulty of acquiring knowledge and market information) Secondly, most of the time the companies introduce a new market through export before the establishment of relations subsidiary of sales or foreign production. The model aims to explain management’s decisions, on opportunity and risk taking, based on the 16 firm’s level of commitment to a foreign market. Furthermore it explains how the experience and learning processes within the firm affect management’s decisions. The Uppsala Model of internationalization processes explains how the learning- and opportunity perception affect, and is affected by the current environment of the firm. The model is considered to be dynamic by its authors; the result from one process is the input for the next step of the process,
which will provide input for the next one, and so forth. The circular relationship between the concepts states that the process does not have a beginning or an end.

In their study, they were referring to (Aharoni, 1966) about the interdependence of market knowledge and commitment to market and develop a matrix model to illustrate the positive correlation between market knowledge and commitment decisions, as well as to highlight the sequential development of market activities and its positive correlation with market commitment. The explanation of the model is that the greater knowledge of the market will lead to a greater commitment to market, and vice versa. (Andersen, 1993)

![Figure 5.0 – The Basic of Internationalization-State and Change Aspects](image)

They make a distinction between general and specific knowledge. The first, which is more about the operation in the overseas market, can be easily transferred from a market to another. It is important to note that the special knowledge, which are more specific to a market in particular, cannot be achieved without specific activity in the market and that it would be difficult to use
this knowledge in other markets. While the model of Uppsala has contribute greatly to a better understanding of the process of internationalization of companies, but the model itself suffers in some fundamental basics to describe the process of internationalization, since it is intended to be its unit of analysis, even before considering the changes in the world of environmental business over the past 20 years and its impact on the development of the theory.

The model distinguishes between the State and change variables each of which is divided into two aspects. In the original model focused on a specific company and its activities in foreign markets and that degree of uncertainty (Johanson and Vahlne 1977). In the new model year 2009, the relationships and networks are taken into account more widely. The network perspective was added to the original model of Uppsala, due to the increasing globalization and new technologies of information and communication (Johanson and Vahlne 1990, 2009). Research has shown that the choice of the country and the input mode is affected by the company network and its position within the same (Coviello and Munro 1995, 1997; Martin, Swamminathan and Mitchell 1998; Ellis 2000). In the updated version of the Uppsala Model the business climate is considered as an international network of relationships, due to the fact that the boundaries between firms and the markets became vaguer in recent decades (Johanson and Vahlne 2009). The following core arguments by Johanson and Vahlne are based on the theory of networks. Companies to participate in the different networks that are linked in ways that differ in their complexity and the proximity to other companies. To succeed in foreign markets is necessary to be part of a large network. The relations of the company were formed as a result of social relationships with other companies, in which the companies sequentially and interactively develop their relationship. As the relationship evolves, companies accumulate knowledge and create a climate of confidence. By participating in networks business to expand their knowledge of the markets and, therefore reduce uncertainty (Johanson and Vahlne 2009).
2.3 Entry modes

Entry Modes can be classified into two types, Basic entry Decisions mode and foreign entry mode. They are described in detailed below:

2.3.1. Basic Entry Decisions

Charles W.L. Hill (2007), in his book International Business—competing in the global market place, discussed three basic entry decisions which a company must make if it wants to enter the foreign markets. They are which foreign markets, timing of entry and also scale of entry and strategic commitments respectively. Here are the details:

2.3.1.1. Which Foreign Market:

According to Hill (2007), if a Tea firm wants to extend its business to overseas markets; it must first evaluate the long-run profit potential of a nation. If the benefits, costs and risks can be balanced well when it does business in a country, then this country can just be considered an attractive market.

The long-run economic benefits of running business in a foreign market mainly rest on the market size, the present purchasing power of customers of this market and also the possible purchasing power of consumers in this market. In this case, world today which has huge market with booming middle class income resulting in increased GDP and purchasing power. As per several researches, trend shows a concrete rise in the purchasing power during the coming years.

The long-term economic benefits of the business in a country are a function of factors such as the size of the market (in demographic terms), the current wealth (purchasing power) of consumers in the market, and probably in the future the wealth from consumers. While some markets are very large when measured by the number of consumers (for example, China and India), low life may involve limited purchasing power and the market is relatively small when measured in economic terms. Also argued that the costs and risks associated with doing business in a foreign country tend to be lower in economically advanced countries and politically stable democratic nations, and are higher in less developed countries and politically unstable nations.

However, this calculation is complicated by the fact that the potential benefits to long-term bear little relationship to the nation's current stage of economic development or political stability.
Long-term benefits depend on that might occur in the future economic growth rates, and economic growth appears to be a function of a free market system and the ability of countries to growth (which may be higher in the less developed nations). This leads to the conclusion that, other things being equal, the benefit - cost - risk trade-off is probably the most politically stable favorable in both developed and developing nations that have free market systems, and where there is not a significant increase in the rates of inflation or borrowing from the private sector. The trade-off is likely to be the least favorable politically unstable developing nations, which run on a mixture or command economy or in developing nations where financial speculative bubbles have led to excess loans. By applying the reasoning processes, a firm can rank countries in terms of their attractiveness and long-run profit potential. Also a firm can give priorities to the countries, where Tea lovers and drinkers are comparatively more. Then give them preference to enter the high-value markets.

2.3.1.2. Timing of Entry

After a firm has chosen a foreign market to enter, the next thing it needs to consider is the time of entry. If the Tea firm enters a foreign region before other foreign Tea firms, then it can be thought an early entrant. Companies often prefer to be the first to enter the markets and enjoy the first mover advantages. However, first movers might also encounter disadvantages, which become late mover advantages for their competitors, (Peng, 2006). In the aspect of advantages, they are the brand of the first mover will be known and accepted by customers much earlier, which can make this first mover capture the market demand. Also the early entrant has the advantage of cost, which can be used to cut the price to kick the rivals out of the market. Further, the switching cost can be created by the first mover. As for the disadvantages, the first one is that the pioneering costs are needed if a firm enters a foreign market earlier than others. That is to say, a firm has to pay much effort, time and expense to learn the game of that foreign market which is quite different from its home country. However, for the late entrant, it does not pay such costs, because it can learn from the success or failure of the former ones. Therefore, it is important to consider the timing of entry.

One of the first competitors can be at a serious disadvantage, with respect to a participant later, if regulations change in a way that diminishes the value of one of the first investments of the
company. This is a serious risk in many developing countries where the rules that govern the practices of business one of the first competitors may be at a severe disadvantage, with respect of the United Nations participating later, if regulations could say in a way that diminishes the value of one of the first investments of the company. This is a serious risk in many developing nations in which the rules governing business practices is still in process of evolution.

2.3.1.3. Scale of Entry and Strategic Commitments

Apart from the above mentioned two decisions, there is still one thing a Tea firm has to take into consideration--- the scale of entry. That is to say, a firm can enter a foreign market on a large scale, which requires a strategic commitment or it can enter that market slowly. For the firm which enters a foreign market on a large scale, it can get the first mover advantage. However, at the same time, it must face the resulting risks and also the inflexibility. As for the small scale entry, it can give the firm more time to gather information about a foreign market and then help reduce the risks. Yet, it may not enjoy the first mover advantages. Therefore, the last question that an international business must consider when it should consider to enter on the market is the entry scale. Entering a large-scale market it implies the commitment of important resources. Not all the companies have the necessary resources to enter a big scale, and even prefer some of the big companies to gain access to the foreign markets to small scale and, next, to construct slowly as they become more familiar with the market. Merrill Lynch for the original entry in the market of clients deprived in Japan went to small scale, of only a few branches. In contrast, the return of the company in 1997 went to a significant scale, as Amway was the entry in the Chinese market.

The consequences of entering on a significant scale are associated with the value of the resulting strategic commitments. A strategic commitment is a decision that has long-term effects and is difficult to reverse. Deciding to enter a foreign market to large scale is an important strategic bet. Strategic commitments, such as entering the market to large scale, can have a significant impact on the nature of competition in a market. For example, by entering into the business of private customers from Japan on a significant scale, Merrill Lynch has stated their commitment to the market. This will have several effects. On the positive side, it will make it easier for the company to attract customers. The input scale gives potential customers reason to believe that Merrill Lynch will remain in the market for long-term.
The benefits of access to small scale are balanced against the value and risks of large-scale, income-related commitments. Access to small scale allows a company to obtain more information about a foreign market by limiting the exposure of the company to the market. Access to small scale can be seen as a way to collect information on a foreign market before deciding whether to introduce on a significant scale and the best way to go. To give the company time to gather information, access to small scale reduces the risks associated with the subsequent enrollment on a large scale. But the lack of commitment associated with access to small scale can do to make it harder for small operators to increase their market share and to capture first mover or early advantages. The risk aversion of company entering a foreign market on a small scale can limit their potential losses, but may also lose the opportunity to capture first advantages.

2.3.2. Foreign Entry Mode

Only a few empirical studies have attempted to investigate what entry modes Tea-business companies choose. As my family business is in Tea I can relate lot of things with regards to the Foreign Entry mode. In 2012, my family Tea estate expanded into Dubai with the acquisition of the direct sales of tea brand. It decided against a Greenfield investment because the risk of failure due to substantial differences in culture and market was too high. Later, the UAE subsidiary is further responsible for serving the UAE market. Expansion of Tea brand into other foreign markets can be achieved by the following mechanism:
-Exporting: It is the marketing and direct sale of domestically produced goods in another country. Exporting is tradition and well established method of reaching foreign markets. It commonly requires co-ordination among four players-Importer, Exporter, Transport Provider, and Government.

-Licensing: It essentially permits a company in the target country to use the property of the licensor. Such property usually is intangible, such as trademarks, patents and production techniques. The licensee pays a fee in exchange for the rights to use the intangible property and possibly for technical assistance.

-Joint venture: There are five common objectives in a joint venture: market entry, risk, reward sharing technology sharing, joint product development and conforming to government regulations. Other benefits include political connections and distribution channel access that may depend on relationships.

The key issues to consider in a joint venture are ownership, control, length of agreement, pricing, technology transfer, local firm capabilities and resources and government intentions.

-Direct Investment: Foreign direct investment is the direct ownership of facilities in the target country. It involves the transfer of resources including capital, technology and personnel. FDI can be made through the acquisition of an existing entity or the establishment of a new enterprise. Direct ownership provides a high degree of control in the operations and the ability to better known the consumers and competitive environment.

2.4 Relationship between consumers and Tea firms

Regarding the concept of marketing and factors affecting Tea consumer’s attitude and behavior, researchers have devoted considerable amount of time to study them and understand the elements influencing the relationship between Tea consumers and Tea firms. As per Alvandi et all. (2014) in this digital age the mode of communication between the company and the firm is a two way channel now instead of the traditional one-way. It has altered the market environment and brands are ready to spend big bucks trying to interact with Tea consumers to know their opinion about offered Tea products.
Another paper by Sashi (2012) states that social media has helped brands to build strong relationship with their customers and has encouraged marketers globally across industries. In general the theoretical foundation is relatively underdeveloped and a better understanding of this concept is essential to develop strategies for customer engagement. Customer loyalty, as we conceptualize it, focuses on a customer’s repeat purchase behavior that is triggered by a marketer’s activities. As per Uncles et all. (2003) Customer Loyalty can be influenced significantly using proper customer relationship management activities such as the loyalty and affinity programs. It is more inclined towards passive acceptance of the brands rather than the attitudes towards the brands. The aim is to define a conceptual framework within which to analyze the relationships between attitudes, behavior, and profitability of the customers to create brand loyalty.

2.5 PEST Analysis of Tea Industry

Pest analysis is concerned with the macro environmental factors. It discusses the issues directly affected with strategic development of business. PEST analysis helps in determine the external environment which affects the business. As my family business is based on Tea industry and we export Tea in Dubai (UAE), therefore i have done the pest analysis of Tea in UAE and tried to gather information about internalization of tea in UAE

2.5.1. Political

The policies related to industrial and manufacturing sector in UAE has a strong policy formulation and implementation. Due to lack of democracy there would be challenges for better development of manufacturing sector UAE has a better foreign relationship with different countries namely US, UK, India, China, Japan etc which helps in increase foreign investment in country. The country is one of the foremost Gulf countries to have conducted partial elections in the region.

2.5.2. Economical

Tea industry sector has become very well aware about the needs to develop the sector, keeping in mind the environmental factors also and move towards the long term benefits. Many industries
have been investing their resources to show the environment issues and find out new business opportunities.

Tea is one of the most popular and widely consumed hot beverages worldwide. More than 30 countries grow tea. Tea Industry has seen a lot of changes in the past few years, the world’s largest tea producer, India, lost its position to China for the first time, in the last 110 years. Despite its fluctuating position in the world market, India is a key source for tea as well as the largest market. There is a need to understand the factors which influence the demand and supply scenario in the Indian Tea Industry, in order to facilitate, practitioners’ ability to modify and adapt to the changing environment.

2.5.3. Social

Social factors have a great impact on business and its overall environment. With the change in society the business has also to change accordingly to stand out in the market. Electronics industry is in continuous research about the social factors like culture adopted in the country, taste of customers, beliefs for the products etc.

2.5.4. Technological

In electronics industry, producers are consistently engaged in making new products and such type of products which are easily accepted by consumers. With the changing environment and trends and also changing consumer demand there is urge of inventing new things, new innovation and research has become a crucial task for the development of this sector. With the crunch in the customer electronics industry, manufacturers, producers are under tremendous pressure to make new products. The consumer electronics equipment and machinery industry has seen a wave of innovation sweeping the industry.

2.5.5. Global Tea scenario

Tea is one of the most popular and widely consumed hot beverages all over the world. Today cultivation of tea is spread over all the continents wherein more than 30 countries are into tea production. The estimated global production is 3800 million kg, out of which 43% is exported. Global Country Report on UAE 107 and the world consumption being 3700 million kg approx.,
the global production and consumption are finely balanced with production little ahead of demand. Tea, being an agricultural commodity, its production is bound to fluctuate due to vagaries of nature; the prevailing difference between production and demand is well below any reasonable limits. Amongst all tea producing countries, the major producers are India, China, Sri Lanka, Kenya and Indonesia. These five countries contribute 77% of the total world production and 80% of global exports. In the past few decades, many new entrants have joined the tea family; notable among them are African countries like Kenya, Malawi and Turkey etc. In the international market, the Vietnam and China have emerged as the prominent forces to reckon with, during the last decade. Across various countries, the average per head consumption of tea varies widely, from more than 2 kg in Ireland and the U.K. and around 1 kg in Sri Lanka and Pakistan to only 800 grams in India. Still despite having one of the lowest per head consumption in the world, the total consumption in India is the largest due to its population size.
The figure above (figure-6) depicts the tea production rate worldwide; China got the largest tea producer in the world followed by India and Kenya.

This distinct position is in sharp contrast with other producing countries, which hardly have any domestic demand. In the last decade, there has been a relative decline in the production of black teas and an increase in the production of green tea which has more than doubled from 692 m.kgs in 1998 to 1490 m.kg in 2007; this is mainly due to a huge expansion in China. Over the past ten years, the entire increase in global production is accounted by the Green Tea since the black tea production remained static around 2300 million which could be attributed to the scientific studies linking green tea drinking with reduced cancer risk whilst the latest studies have proved that black teas too have the same healthy properties as that of green tea. Since 2001 China’s production has grown by 464 m.kgs i.e. 8.8% cumulative annual growth and because of this
steady growth, India’s position has been pushed to 2nd place since 2006 when China’s production exceeded India’s for the first time in 110 years and has continued to be higher since then.

2.6 SWORT analysis of Tea Industry:

**Strengths:**

1) The diverse agro climatic conditions prevailing in the tea growing areas of India lend themselves to the production of a wide range of teas – black, (CTC, orthodox), green teas and organic teas.

2) A one stop shop for high quality specialty teas e.g. Darjeeling, Assam, orthodox, high range Nilgiris, etc.

3) Strong production base with 75 per cent of the production being accounted for by organised sector covering 1,600 gardens owned by nearly 1,100 entities.

4) Competent managerial manpower.

5) Strong research backing from well established research institutions.

6) Availability of modernised and upgraded manufacturing facilities.

7) Labour welfare laws protecting workmen.

8) Emerging small grower sector with young plantation profiles.

9) Availability of training facilities for plantation managers, supervisory staff and workers for continuous upgradation of their skills.
Weaknesses:

1) Old age of the tea bushes – nearly 38 per cent have crossed the economic threshold age limit of 50 years and another 10 per cent on the verge of crossing this limit shortly.

2) High cost of production mainly due to low productivity, high energy cost and high social cost burden.

3) Diminishing availability of workforce particularly in South India.

4) Remote location of the plantations and transportation of teas over long distances from tea gardens to sale points.

5) Poor infrastructure – approach roads to gardens, inadequate warehousing at ports, constrained availability of containers, placements of vessels and high ocean freight charges (due to feeder–mother vessel transfers).

6) Difficulties in introduction of mechanization of field operations due to topographical and quality limitations.

7) Unorganized nature of small growers with fragmented small and scattered holdings leading to production of poor quality teas mainly due to non availability of technical knowhow at the doorstep – weak extension service.

8) Lack of quality monitoring mechanism for teas particularly sold through private sales.

Opportunities:

1) Good awareness level world over as to the health attributes of tea leading to growing demand for good quality teas and specialty teas such as organic teas, green teas.

2) Narrowing down of the gap between supply and demand due to increased growth rate of consumption in the major producing countries.
3) Producing countries reaching an agreement for forming an exclusive forum for resolving their differences over common issues.

4) Positive response by the tea industry responding to the Government towards renovation of fields and processing factories. (Special purpose tea fund and quality upgradation initiative).

**Threats:**

1) Round the year production in countries such as Sri Lanka, Vietnam.

2) Low cost of production of teas from Kenya, Vietnam and Indonesia etc. 3) Younger age of bushes (better quality of tea) of other producing countries.

4) Consistency in quality commitment and high service quality perception of exporters of other countries.

5) Better developed packaging and bagging capacity of Sri Lanka.
2.7. The Network Approach to Internationalization

According to Holm et al. (1996: 1049) “While most research on foreign market entry has focused on entry mode selection, our findings indicate that the development of cooperative relationships with customers, suppliers or other business partners may be critical.” The network model of internationalization (Johanson and Mattsson, 1988) allows for the influence of external actors or organizations on the internationalization of the firm. Comprising two dimensions, the degree of internationalization of the firm and the degree of internationalization of the market, the network model enlarges on the process model by allowing for multilateral influences on the international decision making of the firm (Johanson and Mattsson, 1988; Johanson and Vahlne, 1990). Johanson and Mattsson (1988) explain the internationalization of industrial firms with aid of the network model, which describes markets as networks of
relationships between players. The authors claim that this approach is superior to transaction cost based internalization theory and to the Uppsala internationalization process model.

The network model draws attention to a changing business internationalization situation as a result of its position in a network of companies and related relationships. Johanson and Mattsson (1988) content that an internationalized company is placed inside a foreign network, and therefore has direct relations with foreign players. Having a network orientation and, in consequence, identify the features and the strength of the actors within the company with an understanding of the potential problems and opportunities of its operations (Axlsson and Johanson, 1992; Johanson and Vahlne, 1992). In addition, are positioned within a foreign network allows the company to develop internationalized relations which, in turn, can lead to a stronger link with other actors (Axlsson and Johanson, 1992; Johanson and Vahlne, 1992). Case Study research has shown that the development and completion of network relationships can explain the internationalization of many companies, especially with regard to selection of markets and the mode of entry (Axlsson and Johanson, 1992; Johanson and Vahlne, 1992; Coviello and Munro, 1997). Johanson and Mattsson (1988) use the network framework to suggest an internationalization typology. They describe how the degree of internationalization at both micro and macro levels can be conceptualized as four broad firm level international situations; namely, the Early Starter, the Late Starter, the Lonely International and the International among Others. These typologies form the basis of our theory development efforts.

Johanson and Mattsson (1988) also describes the company International, between others, they enjoyed an internationalization high degree. As the International Solitude, the International, between others, has created and developed the positions and the resources on the foreign markets. Nevertheless, the International one between others also has a much internationalized macro of position, which supports that I provided to him at higher knowledge levels experiential compared to those who feel alone. This, partly, stems from the affirmation of which "... the ambiances diversity in those that a company produces can be a "key element of the multinational company", since it provides the company with a big knowledge base" (Ghoshal, 1987:431, as he arranges to meet in Madhok, 1997:42). This base of top knowledge detaches not only of the company acquisition of competitions that correspond to a country in particular (Porter, 1990), but also of a major interdependence of an internationalization network.
Therefore, the big internationalization macro-position of the International, between others company might happen to provide with major experience in the integration and the coordination of the network positions (Johanson and Mattsson, 1988), therefore, to improve its internationalization level. Also, the need to coordinate and to integrate the positions on the market in a hard internationalized environment supports that the company to accelerate the need to learn in order to maintain and to improve the network positions (I read, 1993; Osland and Yaprak, 1995; Bartlett and Ghoshal, 1991), again encouraging the development of the internationalization knowledge and, hence, its business in the exterior and foreigners institutional knowledge (Eriksson et al., 1997).

2.8. Conceptual Framework

The concept of establishment chain proposed by Johanson and Vahlne (1990) in their article The Mechanism of Internationalization is used as the basic structure to discuss the internationalization process of industry to derive the conceptual framework. That is, “at the start no regular export activities are performed in the market, then export takes place via independent representatives, later through a sales subsidiary” (Johanson and Vahlne, 1990, P 13). Furthermore, many more literatures and models are critically compared and interpreted. The internationalization process model or Uppsala model was based on four case studies of Swedish companies with operations in more than 20 countries. Johanson and Vahlne found that these firms had built their presence in foreign markets incrementally -- “they often develop their international operations in small steps, rather than by making large foreign production investments at single point in time using two variables:

1. Level of commitment in a particular host country
2. Level of market knowledge to steer the direction of the geographic expansion

The number of committed resources is determined by the amount of investment in a given market. The degree of commitment is defined as the difficulty of finding an alternative use of the resources and its transfer to the new location. Organizations enter those markets that are in the best position to know and only move in more distant and unknown markets after feeling that they have acquired sufficient knowledge. Johanson and Vahlne presented "psychological distance" to measure the market of pollen. Psychic distance is defined as "factors that impeded or alter the flow of information between the company and market", including variables, language, culture, political, legal and educational systems. The order of the various phases in the process of internationalization is directly related to the relative distance between psychic
country of origin and the host country: the "other" countries in terms of psychic distance, the fewer resources companies are willing to commit to the markets. Organizations that internationalize enter markets with a growing distance "psychic" (selection of the target market).

The internationalization process consists of the market experience and knowledge of the market. Johanson and Vahlne has created a dynamic model, assuming that market knowledge and experience are problems that affect the decisions of commitment and the form of internationalization activities are carried out. Current commitment decisions and activities in turn change the level of market knowledge and experience in the market. This feedback loop creates a cycle of learning.

In 1990, Johanson and Vahlne three situations when companies don't have the incremental steps of creation: firms with access to a large pool of resources are less susceptible to the consequences of (bad) commitments and conditions on the stage of its internationalization efforts at a much faster rate, market knowledge is available in other forms not through direct experience when the market conditions are stable and homogeneous; Once a company has acquired experience in a market with similar conditions, it is possible that you can generalize this experience and applies to new customers. It is one of the most influential theories on the processes of internationalization in export development plays a central role, is used both by companies and government agencies. The model provides a universal explanation of the internationalization works in the form of sequential phases during the early stages. The companies are often relatively small and do not belong to a multinational company with access to sufficient resources. The subsequent empirical studies showed that many companies around the world have followed the step-by-step process as described by Johanson and Vahlne.

2.9. Conclusion

Literature Review is the core part to understand the research topic and is helpful for forming an own research topic and objectives (Yin 2000). The section 2.0 literature review can be finished up of depiction and discussion of past research, and current ongoing debate. I have commenced this part in from more extensive view by explaining the different theories and modes which helps to internationalize agriculture commodity like Tea and then characterized and described the different network theories along with the home and foreign countries. In particular I have specified the Uppsala model while touching the research subject satisfactorily and bringing issues to light for reader to understand the rationale for conducting this research.
3.0 Research Methodology

Research Methodology is a fundamental part for this research paper as advancement for organization, this is area as should be obvious on structure perspective, is about defining the proper approach. Research is the efficient methodology for gathering of existing information and study and interpretation with clear goal and reason to figure out things which may include value or critique. Though, methodology is the means by which this research ought to be carried out. It is a systematic step taken by the researcher to study the phenomena by means of hypothetical and philosophical assumptions as research area and the questions indicate. Design is a logical thought and focusing for decisions of procedure, whilst completing the research and justifying the choice (Collis & Hussey 2003; Yin 2000; Saunders et al. 2003). Area 3.1 is the over-view of the segment ‘Research Methodology and Design’ by drawing a structure and clarifying the following:

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**Figure 8: Research Structure view**
3.1 Over-view

Author Robson (2002) and a few researchers consistently concurred that applying unseemly research procedure will misguide the research. Subsequently selecting the right research strategy is a crucial part. The researcher has warily designed the research methodology and justified every progression of selection.

Methodology is defined as the way the knowledge is gained and how theories are generated and tested, and also the relationship between theoretical perspectives and research problem (Blaikie, 2000). It also refers to the procedural framework within which the research is conducted. The main purpose of the research methodology is to help the researcher in answering the research question by collecting specific relevant information related to the researcher topic. There are various ways through which the researcher can carry out their research. However, the quality of the research largely depends on the type of the method selected that suits the research. In order to better facilitate this research the researcher has followed the Saunder et al ‘onion’ approach to the methodology followed. The researcher believes that Saunders et al ‘onion’ model would help this research in getting the key questions answered.
3.2 Research Design

According to Saunders (2009), in multi-method quantitative designs the researcher can use more than one quantitative data collection technique with associated statistical analysis procedures. For multi-method qualitative designs he or she uses more than one qualitative data collection technique. For example, semi-structured interviews and observations are used with associated analysis procedures.

Mixed methods design combine both qualitative and quantitative data collection techniques and analysis procedures (Saunders et al., 2009, p.152). As stated by Burns and Burns (2008, p. 18), qualitative research enables researchers to obtain and analyze information conveyed through language and behaviors exhibited in natural settings. It captures expressive information not conveyed in quantitative data about perceptions, values, needs, feelings, and motivations that underlie behavior at an individual level.

3.2.1 Research Philosophy

According to Johns & Clarks (2006) philosophical commitment should be shown by a researcher in the research, it means how a researcher going through are search strategy and obviously it has some great impact on the way of research has been done or investigate and understands.

The research philosophy refers to a combination or set of beliefs concerning the nature of reality that is being studied or investigated and can also be related as an underlying definition of the nature of the knowledge. The assumptions created under the research philosophy provide base for justification of how the research intended will be conducted (Flick, 2011). The type of knowledge to be investigated in the research undertaken defines the choice of research philosophy.
The first layer of the research onion (Figure 9), there are four philosophical categories namely realism, positivism, interpretive and pragmatism. These frameworks can be defined as follows:

- **Positivism** – Positivism can be defined as the philosophical category that generates hypotheses or the research question that could be tested and explained against the accepted knowledge of the world. Positivism creates a body of research that can be reproduced by other authors and researchers for future study and emphasizes on the quantifiable results that can be used for statistical analysis.

- **Realism** – Realism can be defined as the process or belief that the social reality (society) and the researcher are independent of each other and would not generate biased results. Realism theory implies that scientific methods are not perfect and all theory (s) could be revised and researcher’s has ability to know certain what reality may not exist without continually researching and using new methods of research. To summarize, realism may therefore use several types of research methods to triangulate results of the research for more reliable and accurate outcome.

- **Interpretive** – Interpretive can be defined as an approach emphasizing the meaningful nature of people’s participation in social and cultural life. The theory believes that it is necessary to understand difference between humans in our roles as social being and understand the world from the viewpoint of social beings, fascinating different and subjective interpretations of qualitative and non-qualitative questions.

- **Pragmatism** – Pragmatism can be defined as theory that permits the researcher to study the topic from either or both point of views of constructivism and objectivism regarding the influence or role of social beings and use these to create a practical approach to research. The theory may be used to find solutions to the problems.

In relation to the dissertation research, a combination of positivism and pragmatism philosophical approach has been adopted. Positivism has been selected because the research generates hypotheses or the research questions that can be tested and facilitates explanations that can be measured against the accepted knowledge of the world (Sanders et. al, 2009).
Knowledge is developed and theories are built through developing ideas inducted from the observed and interpreted social constructions. For the purposes of this study it has been identified that the research goal is best suited within the framework of the interpretive approach. According to this research, the research philosophy is interpretive under epistemology since the aim of the research is to investigate how Tea companies can successfully expand their business across the world and how Tea business can be internationalize successfully in Agro industry.

As this research has collected data from a survey using questionnaire, the research has also selected positivist approach. Also a positivist uses the deductive approach and the questionnaire data collection needs a deductive approach to best analyze the data, the researcher has selected positivism based on these grounds as well. Research based on this approach will result in findings that are law such as generalizations defined as “a pattern or regularity that repeats over different circumstances and that can be described simply by mathematical, graphic or symbolic methods. A pattern that repeats but need not be universal over all circumstances” (Hair, 2003).

3.2.2 Research Approach

As described by Saunders, the inductive approach is the data collected and the theory is developed as a result of data analysis (Saunders et al., 2009, p. 129). As a lawyer by Saunders et al. (2009, p. 126), the investigation using an inductive approach will probably be in particular referred to by the context in which such events occurred. The inductive approach is the approach the upper by the Fund where the data is analyzed, collected and used as a source for developing a theory. The researcher has followed inductive approaches for this research. Saunders (2012) has defined the inductive approach as "a research approach that involves the development of the theory as a result of the analysis of data already met".

A researcher who uses the inductive approach will most likely choose a conduct qualitative research with a small sample of subjects. In this research ,the researcher is clear that ,the approach of this research is inductive as the research will analyze the strategies and techniques involved in successful expansion of Tea internationally , in agriculture sector .Inductive
approach will be followed to the data collected from the well known Tea companies and Tea planters to suggest the best way to improvise international expansion of Tea across the globe.

The second layer of the onion (Figure 9) identifies the research approach known as the inductive. The decision made on this level may be strongly indicated by the decisions made at the previous level. The approach can be outlined as:

Inductive Approach – The Inductive approach can be defined as research undertaken to create a theory. The approach is characterized as moving from the specific knowledge base to the general and has no actual framework that initiates the data collection. The research idea thus can be formed after the data has been gathered (Flick, 2011). The inductive process moves in the opposite direction from that of the deductive approach taking its focus from the working of the research and not the existing theory. This involves the research ranges from the research question to observation, then to description to analysis and finally the result or the theory. The method applies use of more qualitative research where interviews can be conducted on concerning specific phenomena and models and then the data may be examined for patterns between the respondents (Flick, 2011). The approach can be used within positivist methodology, where the analysis of data is done first and followed by use of significant patterns to interpret the generated results.

3.2.3 Research Strategy

The third layer of the onion (Figure 9) identifies the strategy the researcher intends to adopt for the research conducted (Saunders et. al, 2007). The different research strategies identified are the action research, grounded theory, surveys, case study, experiments, ethnography and archival research. These strategies can be defined as follows:

- Action Research – The action research strategy can be distinguished as a practical approach to a specific research problem within a specific community or organization. The approach facilitates collaboration between the researcher and the topic organization. The process of this
strategy involves reflective practice that moves from a clear objective to diagnosis of the problem and systematic generation of course of actions to solve the problem

• Grounded Theory – The grounded theory strategy can be defined as a qualitative methodology that uses inductive methods to predict and explain behavior in order to build theory. The results for the research are fundamentally derived from the research that has been completed and not from where the data is examined to establish pre-existing frameworks (Flick, 2011). The study under this strategy begins with data being collected from the observations and theories and predictions are generated from the data collected and then the predictions are tested for results.

• Surveys – The survey strategy are often used with deductive approach as it offers the researcher a high economical medium for collecting large volume of data on any given topic or issue. The approach is high quantitative research involves sampling a representative proportion of the population and are generally used to examine causative variables between different types of data.

• Case Study – The case study research strategy can be defined as an assessment of one or more individuals or cases in order to establish keys features and draw clear conclusions and generalizations. The data collected under this approach may include observing aspects of behavior or organizing interviews with participants and record the same for future reference.

• Experiments – Experiments or experimental research can be defined as a research process that examines results of an experiment against the expected outcomes (Saunders et. al, 2007). The experimental research examines the relationship between factors or independent variables and determined against the expectation of the research outcomes or the dependent variable.

• Ethnography – Ethnography research strategy can be defined as close observation of people, studying their cultural interaction and anthropological behaviors. In this research process, the researcher conducts the research being a part of the community or situation they are
researching and aims to understand the difference of meaning and importance or behavior from that prospective.

- Archival Research – Archival Research can be defined as research conducted from existing materials or on existing data sets or archive documents (Flick, 2011). This research strategy allows for exploratory, explanatory, descriptive analysis of changes tracked over a period of time and can also be referred as historical research to establish results.

The appropriate research strategy to address the research questions and objectives has to be adopted. For the purpose of this research, action research and surveys methodology was chosen. Considering that the research questions, qualitative methodology is the most appropriate approach for the research. A qualitative methodology is most suitable for research methodology when the research questions are asked with ‘how’ and ‘why’ with regard to contemporary set of events over which the researcher has little or no control (Creswell, 2003). The nature of the survey approach is to collect different data and sources and using them to explain the affects and effects of a theory, analyzing the theory using the literature review, surveys were conducted in form of interviews and questionnaires following the data collection protocols. Several different sources of data would be used to ensure the validity of the research. The research includes a semi structured interview and a questionnaire approach to address the research question.

3.2.4 Research Method

The fourth layer of the onion (Figure 9) identifies the choice of method (quantitative or qualitative) to be used for the research undertaken. The method enables the researcher to actually design his research and data collection. Saunders et al (2009) states various kinds of research methods; they are essentially divided into two main categories with some sub categories. The research methods are divided to mono and multi method. According to Tashakkori & Teddlie (2003) mono method means research done with only one method either qualitative or quantitative. Saunders et al (2009) multi method is divided into two categories; multi-method and mixed-method. Multi-method divided into multi method (Qualitative data)
and Multi method (Quantitative data). On the other hand, mixed-method divided into mixed method research mixed model research. The researcher has followed the mono method research (qualitative method) in this research.

As interview will be taken from Tea estate managers and Tea estate owners, who work in exporting Tea across the globe, to know how they expand Tea business all over the world and what are their strategies in internationalizing Tea. Qualitative data will be collected through qualitative data collection techniques such as interviews and the data will be analyzed through qualitative data analysis procedures.

After collecting the qualitative data, the researcher will analyze them by their data types to recommend various Tea companies in Agro sector on how to improve the international expansion of Tea across the globe by using essential export strategies and technologies.

3.2.5 Time Horizon

The fifth layer of the onion (Figure 9) identifies the choice of time horizons or the time framework within which the project intends to be completed (Saunders et. al, 2007). According to Saunders et al (2009), There are two kinds of time horizon that can considered while undertaking a research; cross-sectional and longitudinal. Predominantly the time horizon for a research mostly depends on the research questions. The restricted timeframe for a research and taking a snapshot of a specific time and conducting the research is called cross-sectional (Robins, 2002). If a researcher takes over a long term to do the research by logging in a diary of events and recording them is called as longitudinal and it’s not time bound. In Business and management research longitudinal research is very rarely used due to its cost and time. The researcher has used Cross Sectional time horizon in this research since the research is time bound and the research had a strict deadline and timeframe to complete the research.
3.2.6 Data Collection

The sixth or the last layer of the onion (Figure 9) moves the research design further into the practicalities of collection and analysis of data. “A strategy for doing research involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”. Both primary and secondary data was used. The primary data in a form of structured and semi-structured phone interviews was collected over a period of a month through Skype, telephone based and face-to-face.

The respective Tea Estate managers and owners who work in Tea export business in Agro sector from different locations were selected by the researcher. By interviewing employees from several locations, it was possible to grab more aspects and differences between the locations. The researcher found out that interviews helps in getting a deeper knowledge about the topic and semi structured informal interviews would in turn further help in answering the research question.

An interview, as a technique of data collection, provides an opportunity to express the respondents’ reality rather than my perceptions and views, and is therefore more efficient than observation, for example. Semi-structured interviews were chosen because it allowed an in-depth view into the subject in a structured way. Semi-structured interview gives a researcher more freedom to explore interesting points or issues that were probably missed out rather than a structured interview with somewhat predetermined answers and no possibility to go into a more interesting relevant topic. The semi-structured nature of the interview still calls for an interview guide that helps to make the interviews consistent, valid, replicable and comparable, enough to draw conclusion, compare and make a sample.

In total of five interviews are conducted with Tea estate managers and owners who have experience in expansion of Tea products in Agro sector intentionally. Interviews will be recorded through the Skype recorder software in Pc and recording software in the mobile. According to Saunders 2009) recording the interviews through tapes have immense advantages as they could be re-listened and if any query arise in the later stage the tapes can be re-played.

The researcher was also aware of the drawback of taking the semi-interview as additional time would be needed to transcribe the audio and video recordings into actual written data. The secondary data included existing literature on the Tea business in Agro sector, international expansion theory and other related topics, everything that could be related or helped to further understand which difficulties and challenges of Tea expansion strategies and technologies in Agro sector are facing and how can the existing body of literature explain it. Secondary data helps to reach an overview of the research area and get an in-depth understanding and knowledge of potential challenges of Tea expansion across the globe. When the secondary data cannot wholly give the overview to answer the research question, the primary data comes into existence – the information particularly and specifically interesting for the chosen topic and the research question addressed (Ghauri&Grønhaug).
3.2.7 Data Analysis Technique

According to Craig&Douglas, (2005), the two data collection techniques are qualitative and quantitative. The selection of the appropriate research techniques may lead to a series of questions. The researcher has chosen qualitative research technique to enhance the information needed to various dimension of the problem, and the accessibility to information. Qualitative research will be used as the principal methodology because it enables to provide the details and information the quantitative research lacks. Qualitative research has the ability to provide the problems in a real-life context which helps in creating real solutions for the workplace. Researcher examines and tries to offer the real managerial implications and guidelines for exporting Tea internationally, how Tea business can be improvised across the globe do and how to increase the Tea consumption. The qualitative data will be analyzed from the interviews and the interviews would be completely be transformed into transcripts into text form. The data from each of the interviews would then be analyzed and summarized and made into abridged or condensed form removing all the needless information. Categorization and unitization from each of the data will be analyzed and interviews taken from the Tea estate managers and owners will be compared consequently and conclusions will be drawn based on all of the interviews. The researcher prefers analyzing the qualitative data manually. The final footstep is to compare the findings of qualitative data and compare it with the secondary data.

3.2.8 Population and sample

According to Bryman and bell (2007) sampling methods are relevant in any research work, where it is not possible to cover the entire population due to limiting resources or time constraints. In most of the cases the researcher would be able to draw conclusion based on a particular sample. However in order to do that the sampled population must be relevant and be representative of the entire population. For this research it is highly difficult to survey the entire population hence sampling is considered necessary. (Bryman, Bell and Teevan, 2009).Considering the research strategy which is qualitative, the sampling techniques selected for this study are snowball sampling and non-profitability sample for qualitative. Snowball sampling is type of sampling where the initial respondents are typically chosen using Probability methods. In snowball sampling, the initial respondents are used by the researcher to establish relevant additional contacts. (Hair, 2003). The research is also focused on a non probability sample, which provides fruitful information to gain theoretical insights into the research phenomena. The selection of interview candidates was purely based on the experienced experts who have managed Tea business internationally in the Agro industry. For the interview,
the researcher targeted Tea estate managers and owners from TATA TEA, local Tea firms in Assam like Derby Tea estate, Kalian Tea estate etc. The researcher made sure that managers and owners selected have immense experience in expanding Tea internationally.

3.3 Research Ethics

The research ethics concern about the way in which the research topic is clarified, as the researcher wants to collect and preserve the data, evaluate and write the research (study) in a responsible manner and moral (Saunders et. al, 2009). During and after the structured interviews, the different ethical problems, such as the violation of the privacy of the participants actual and potential, the consent and the deception of the participants and the maintenance of the confidentiality of the data provided by individual participants, assurance of anonymity on their employment enterprises, organizations and the seals which are taken into account that they serve and the reaction of the participants that includes telling your stories, the stress, discomfort, pain and the damage was avoided. In order to avoid any form of ethical and moral questions ensure validity of the research, interview questions would not intrusive, and would allow participants the freedom to speak and the right to not correct answers would be accepted. A series of measures to be taken to ensure the reliability of the data (Lincoln, 1985). The interviewers have the assurance that the information obtained would be used exclusively for "educational and research purposes". The purpose of the study and emphasizes the individual experience describes.

The collection of information through interviews and the established of a documentation process were implemented. The permission for the interview was taken prior to the interview through an email and convenient appointment was made.
3.4 Limitations of research methodology

The primary limitations of the methodology relate to difficulties in obtaining sufficient information about the yearly growth and export of Tea in Agro industry because it takes around 6 months for the production of Tea from plucking to packing. Hence it can be concluding that Tea is a half yearly business. Furthermore, workers and managers of the Tea Industry take summer holidays. This presents a significant challenge to ensure an adequate response rate from the interviews to analyze, transcript the recorded interviews and to draw generalizable conclusions from the data obtained. However, the researcher is confident that this obstacle can be overcome by issuing high number of interview questionnaires at an early stage.
4.0 Analysis Discussion and Presentation of Findings:

4.1 Introduction

The primary research was performed at India using multiple data sources from semi-structured interviews with Tea estate Managers, owners, and documentation review.

Interview conducted were transcribed, coded, summarized and simplified and notes from observations, clustering and categorizing results, compared and contrasted data and highlighted relations between common patterns and verified by the participants.

Apart from interviews and in order to gain additional insight into the internalization expansion of Tea, the researcher conducted Questionnaire survey of Tea among the people of different nationalities and the survey protocol was used to take notes during and just after survey. The information that has been generated and gathered by the researcher has been used to see how Tea companies can improvise on expanding the business internationally and globally.

The primary research methodology used for this project was in the format of a semi-structured interview consisting of 10 questions and Questionnaire survey consisting of 20 questions. The interviews were conducted via Skype, phone-recordings to various Tea estate managers and owners with immense experience in Agro sector. The respondents were dispersed throughout the state of India (Assam, West Bengal, and Karnataka), and UAE. Five responses were gathered from participants and the responses are grouped according to each question and analyzed qualitatively.

The interview was designed to get a broad sense of the Tea expansion issues associated with internalization and how they are dealing with these issues. Further specifically, the interview was designed to get a sense of the reasons of Tea organizations to expand internationally, to get an idea of the central issues of Tea internalization strategies and to look for possible future strategies of expanding Tea globally in Agro sector and its most likely barriers. With the responses to the interviews undertaken it was hoped that a determination could be made as to whether there were some fundamental or unexpected differences between the secondary research
data (Literature review) collected and the responses to the interview. This would then potentially lead to some interesting insights into how Tea companies be managed more effectively in order to expand internationally.

4.2 Background on participants:

Participants were mostly selected from a Tea organization and experts chosen had extensive knowledge and immense experience in managing Tea companies in Agro sector. The participants consist of Tea estate Managers and owners who managed different Tea organization, with different levels of business experience and different educational backgrounds.
Job titles of the participants include Tea estate managers, testing sample managers, Tea export managers and Tea estate owners. Ages ranged from 28 - 55 years. All participants in this research held various positions in Tea companies as Estate managers, Tea Testing Managers and Director (owner). In Questionnaire Survey, the participant age ranged from 21-50 years.

4.3 Research Data Analysis and Findings

What are the benefits and problems in international expansion of Tea business in Agriculture Industry?

Respondent A and B say that major problems internalization faces exist in two areas; firstly on the quality perspective of Tea, most Tea companies fails the quality check which leads to create problem for exporting Tea globally and secondly, most of the Tea companies fails to get the export license which is needed to export tea from one country to the other. Most of the respondents mentioned that key benefits of internationalizing Tea are cost performance, quality improvement and expanded availability of experts.

Respondents reflect that internalization can enable Experts to be brought into the creative process without the complexity of relocation or direct employment requirements at a lower cost. All respondents explained that internalization of Tea business improves Tea production and quality to greater extend. This allows ideas to be endlessly explored and evolved regardless of the time zone. Indeed, it also leads to higher quality output as each Tea companies are able to produce different samples of Tea, therefore priced accordingly.

According to Respondent C and D, Tea estates or firms do not share a common location, and are often dispersed geographically or globally in different countries. Also they stressed that since Tea is an Agro based industry it needs to be innovative and try to improve the soil quality and yearly testing of Tea plants to improve production performance. Respondents recommend that data and Information related to internalization must be available for everyone to access at any moment from anywhere on some secured cloud or data-storage platform.
As explained by respondent E and F ‘Tea workers are group of individuals who work across time, space, and organizational boundaries with links strengthened by webs of Tea firms”. Tea organizations seek for a global creative edge which drives towards more extensive use of geographically dispersed. Respondents explain that Tea organization can help the poor Tea estate workers by giving them subsidies and some percentage of profit, if the company gets the international recognition.

Respondent G and H states “International Tea brands are those brands which represents respective regional Tea companies, therefore those companies works really hard to attain specific quality and objective in which they are keen to recognize globally. Both of the respondents believe that there are several potential issues associated with internationalizing Tea:

- Internalization difficulties due to cultural differences.
- Internalization difficulties due to time differences.
- Internalization limitations due to different export polices, different countries have different export polices.
Are there any significant relationships between domestic Tea brands and international Tea brands?

Respondent A and B agree that there are significant relationships between domestic and international Tea brands. Respondents explain that there are certain Tea companies such as Tata Tea, Lyons, Red label etc provide both domestic and international branding of Tea by producing high quality Tea leaves that enhances the reliability among Tea consumers. Respondent B who is the Tea production manager at Tata Tea stresses that production and picking of Tea leaves with regards of international standards that helps Tea companies to increase the productivity and successfully expand the Tea business globally. Respondent A says that quality of decisions taken by domestic Tea brands to internationalize the brand in Agro sector uses international standards and export guidelines to greater extent than the local standards. He also explains that there is a steady relationship between both brands, which means that “the more you provide better quality to consumer in domestic level, the higher chance of recognizing your brand internationally”.

Respondent C and D states that some Tea brands may not significantly pass the international quality test therefore they are limited to domestic level only. The right choice of international Tea brands means that the brand expertise international standards, quality, Tea leaf test and the Tea brand should fit the culture. For some domestic Tea brands in Agro industry, using production techniques, soil check, quality check, proper Tea leaf cutting and proper advertisement of brands might be the best choice to internationalize their Tea effectively, whereas international Tea brands should keep an eye on their competitor’s product.

Rest of the respondent says that, new and emerging domestic Tea brands with their enhanced Tea products like organic TEA, green Tea etc create great chances to successfully represent Tea brands internationally. Local Tea brands in Assam takes effective measurement to export Tea in Middle East, Russia and United Kingdom. Respondents also mention that quality test is one of the most important factor in expanding Tea brands internationally.
**Do present Indian Tea companies satisfy key needs of Internationalizing Tea in Agro Sector?**

Respondent A found that current Tea brands in India almost satisfy the key needs of internationalizing Tea across the globe by increasing the productivity of their resources and improved quality but respondent stresses that current Tea brands still have to maintain international standards and potentially develop a stronger reputation among consumers. On the other hand, Indian soil and climate is significantly preferable for high growth rate of Tea which adds an extra advantage.

Respondent B says no. Respondent explains that not all Indian Tea brands satisfy international quality check. As India is a vast country, there are few drawbacks in some Indian Tea brands such as not all Tea estate produces good quality of Tea; it differs from place to place. In India, Assam and Darjeeling have proper soil and climate to produce high quality Tea whereas other states like Karnataka and West Bengal have low quality Tea.

Respondent B recommends that development of soil and proper treatment of Tea plants in all the Tea estates of India can improve the quality and production which leads to internalization of Tea to other countries. Development of Tea brands should be made based on the consumer feedbacks.

Respondent C and D say Yes. Current Tea brand in India are meeting the needs to export Tea all over the world because not all nation can produce Tea. India is known for the Tea production all over the world therefore Indian Tea brands can play a vital role globally.

**What are the successful strategies and techniques used among Tea companies to expand internationally?**

Respondent A explains that in today’s world there are emergence of different strategies and techniques to internationalize Tea brands. From his experience Respondent A stresses most successful Tea brands market tea products according to the respective country’s Tea consumer taste, which results increasing the Tea consumer growth. Likewise advertisement and online marketing of Tea brands are also used to capture market space in greater extent.

Respondents B and C emphasis that the most successful strategies used by Tea companies today were branding and niche marketing. By branding, the Tea companies secure the loyal customers therefore it’s the best way to retain customers.
Respondent states that “we usually try to gather Tea consumer’s feedback and understand customers preferences and Tea drinking habits” Respondents also states that he leads the Tea company of Assam Tea in Russia, he makes sure all his Tea products which are export from India meets customers needs and preferences.

Respondent D, who is a Tea production manager at Tata Tea, states that often companies do cost leadership in Tea marketing. The strategy to run the business devoid of managing a huge work force and save time to effectively focus on building a brand, which is a long term business. Therefore building a brand which is marketable.

Respondents E and F: argued that improved branding strategies suit the International Tea brands. Branding strategies such as online marketing, niche marketing, advertisement etc shapes the internationalization and helps in providing quality Tea to the consumer. The remaining respondents reveals that they leads lots of Tea brand marketing team across the world, it is necessary that there is a need of structured strategies to be followed to give consumers high quality of Tea. Respondents also state that successful strategies and models such as Uppsala model, marketing model, and branding strategy etc certainly increases the internationalization rate of Tea across the world.

What are the future strategies to enhance the internationalization of Tea products in Agro sector?

Respondent A emphasizes that General Modern Infrastructures among Tea estates and factories in Agriculture industry will create a larger impact in future. He says that modern infrastructure in a factory or modern Tea outlet is a strategy to connect customer with distributor, and distributor with Tea estate owner thus simplifying lot of problems. Elements include customer’s feedback, online sales and variety of Tea sample. Respondent stresses that when this Strategy brings the vision to reality, the growth of internationalization of Tea products increases significantly. Moreover, it provides the mechanism to overcome previously stated challenges of customer satisfaction. Respondent explains that modern Tea outlets provide extensive availability information of Tea samples to all Tea lovers.

Respondent B and C talks about distributing free Tea samples, door to door sales and cash on delivery strategies that can help companies to hold the consumer and get the knowledge of their
taste. These strategies can also enhance the internationalization of Tea to a greater extent. As one of the key aspects of door to door sales is that the company can track the rate of Tea consumption of respective customers. Respondents conclude that these improved strategies are more effective when Tea companies make proper plan and marketing layouts to execute these strategies.

Respondent D and E stated about newly-developed Tea leaves and plants. Both said that the Tea quality, Tea variety and Tea production will be higher and it will match the international standard conditions. Now its prime time for Tea industries to invest in Tea plants and soil for better production because Tea lovers are growing day by day all over the world. Thus creating a good business globally. Indeed development in Tea plants and leaves increases the chances of Tea brands to expand internationally.

The remaining respondents’ talks about new strategy, a mobile application where the consumer will get all the information about the Tea products and Tea sample of different countries, also the information about the availability of those Tea samples and products will be provided to the customer. Respondents’ states that advancement in present technologies depicts the notion that Tea distributors will know where the customers are present and it can help them to make smarter choices.

Respondents emphasize that advancement in infrastructure, outlets and technologies directly deals in the process of assisting with the customer challenge of information overload and managing twenty-four-hour accessibility. Moreover, advancement in modern Tea outlets and technologies in a long term becomes more sophisticated. It directly addresses Tea industry and improves the internationalization of tea business as well as increases Tea consumption.

What are the most likely barriers that will prohibit the internationalization expansion of Tea brands?

Respondent A explains development of Infrastructures in Tea estates and factories among Tea companies seems to have more barriers than the other development and quality barriers. The barriers include misuse of government subsidies, as Indian government provides subsidies to the Tea Company for development of infrastructure and human resource in Tea estates. Apart from infrastructure barriers respondent A states that there are some political as well as economic
barriers for internationalizing and they are as follows:

- Restrictive national policies (political barrier)
- Financial inequity amongst Tea brands (economic barrier)
- The lack of globally adopted interoperability standards (technology barrier)

Respondent B and C explains that advancement in present technologies may not have technological barriers but economic barriers might arise financial inequity, intellectual capital ownership and most importantly a lack of a large business market to drive technology investments strictly to meet international standards. Respondent B and C stress that Tea companies in Agriculture industry might struggle with the advancements of technology in which there is a easy test of high-standard Tea quality which makes hard for the Tea companies to pass quality test.

Respondent D and E found that the main barrier of Tea internationalization is the cost and high maintenance of Tea. Both the respondent explains that the Tea organization investing in export license requires huge investment, time and cost. Also maintaining Tea estates requires huge investment.

Respondent also says that there are possibilities of low productions due to climate change and soil-borne, which affects the quality as well as inability of all the Tea companies to internationalize.

The remaining respondents say that the following factors would hinder Tea brands to internationalize:

- Cost
- Slow production
- Lack of or improper plucking of Tea leaves
- Huge investment
4.4 Questionnaire survey findings

A survey was conducted among the people of different nationalities in India and Ireland. The purpose of the survey was to discover the interesting facts that can help Tea Industry to internationalize Tea products and also to know the taste of people.

The survey was conducted by means of a questionnaire given to the students, corporate people, and housewives to complete. There were 20 questions, the first section consists 10 questions of the questionnaire dealt with the finding the percentage of people drinking Tea, preference of Tea and Tea consumption rate in an average. The second section, the last 10 questions were concerned with Tea brands and mode of information about new Tea products that can be marketed, the type of Tea products and brand that were preferable.

From the table of data, the most significant items are as follows. In the first section 61% of the students, 81% of the corporate and 77% of Housewives Drink Tea regularly. 70% of students and corporate prefers Regular Tea while other prefers Black Tea. 81% of housewives prefer Green Tea while rest prefers Black Tea and Regular Tea. The following comments can be made about the consumption of Tea in a day and the Tea consumption timing. 75% of students drink Tea in morning while 22% in evening, 89% of corporate and housewives drink Tea in morning while 69% in evening. Very less percentage of students, corporate and housewives drink Tea at night.

The significant information of the first section of the survey are Shown in Bar Charts below:

A) Percentage of people drinking Tea regularly:
B) Preference of Tea:

Green Tea:

From the bar chart above, it can be seen that Green Tea is preferred by Housewives more.
Black Tea:

It can be seen that Black Tea is less appreciated by the Students, Corporate and Housewives.

Regular Tea:

From the bar chart above, it can be seen that regular Tea is more preferable and appreciated by the students and corporate.
C) Tea consumption rate:

From bar chart, it can be concluded that the consumption of Tea is high during morning.

In the second section, not surprisingly, nearly 90% of students, corporate, housewives drink branded Tea. Nearly 76% prefers International Tea brand while 61% prefers home brand where as 25% prefer new Tea products while 81% wants quality Tea.
From the above chart, the survey data shows that foreign Tea brand gets appreciated more by Tea consumer.

If any conclusions may be drawn from the data, they are, perhaps, as follows:

From the chart above it can be concluded that there are high percentage of people who drink Tea in a regular basis and prefers quality Tea from Foreign as well as home country. They also welcome new Tea products from the reliable Tea brands. Therefore new Tea companies willing to internationalize Tea business should brand their Tea in a suitable manner by taking the quality check and marketing or advertizing respective Tea products in a proper way.

4.5 Discussion and conclusion

The above analysis and presentation of findings shows the establishment of contribution to Internationalization have significant evidence. The findings have great overlap between each findings statement due to narrative analysis impact. This research purpose was to find out the successful strategies and techniques to expand Tea business internationally.

Also, this research stands out to distinguish when and why Tea brands should change their marketing approaches. The analysis of primary data indicates that Tea brands should attack Tea consumer across the globe with new marketing and innovative ideas and working on those ideas to acquire fruitful place in Agriculture industry, however the Tea companies trying to internationalize, should develop their brand and the quality with respect to international standards. The questionnaire survey gives a clear picture of internalization- that, Tea business has a very bright future therefore the domestic Tea brands should focus on internationalizing the respective brands, as discussed above. Interpretation from interviews demonstrates that, in a broader sense, Tea companies do change and apply different strategies and techniques throughout the marketing and exporting process stages, but they also confirmed the fact that they use their own innovation and marketing models. Basically the international expansion Of Tea business can drive the Tea industry as well as Agriculture sector in a long term profit.
5.0 Research Conclusion

This research provides a rich picture of internationalization expansion of Tea business in Agricultural context. The findings of this research recommend that advancement in current and future marketing strategies do play a vital role in supporting internationalization globally. The results and findings of this research should be useful for Tea companies trying to expand the business globally.

The main purpose of this research was to investigate the phenomenon of how successful Tea companies in Agro industry use marketing strategies and techniques to internationalize and also to ensure success. Research also involves findings from literature review and semi-structured interviews with Tea estate managers and owners. The researcher transcribed the interview audio and video record available at present and analyzed the results. Research founds that, Literature review on usage of present and future marketing strategies in global Tea market and encountered significant impact on globally distributed Tea brand’s performance.

The research also aimed at making a comparison to future internationalization strategies in order to better understand the barriers behind implementation of internationalization techniques. The key research question was to find out how Tea brands can successfully internationalize Tea business and expand globally, and also do current marketing strategies fully satisfy the key needs of internationalization expansion in Agro industry.

In general in Agro sector the various reasons that influence the success of a domestic Tea brand to internationalize are marketing Strategies, quality and customer satisfaction (Korrapati and Eedara, 2010).

In order to find this out the researcher conducted the primary research primarily focusing on questions from the above perspective, which are the successful marketing strategies and future internationalization strategies and techniques that are directly related to the success of the internationalization of Tea.

Hence, the researcher has furnished the research topic while discussing and breaking the great literature with legitimate justification for completing the research project. Appropriate research methodology has been defined to achieve the objective of the research. Researcher has analyzed the data and presented the results in the previous section. As this segment clarifies the results main conclusions of this research project through the contribution and the limitation of the
research. In addition, it seeks to clarify the ramifications of the research questions, followed by recommendations for future research in similar areas. Finally, the researcher has concluded and expressed his own impression of the realization of this research project.

5.1 Research Main Findings and Contribution

The main findings and contribution of this research are depicted below:

5.1.1 Main Findings:

- The analysis of this research has confirmed that sufficient knowledge about Uppsala model, Entry modes and Network approach helps Tea companies to successfully internationalize Tea business all over the world.
- The study also identified that internationalizing Tea brand is not a short term business in fact it’s a long term profitable business.
- The evidence of research demonstrates that domestic Tea companies should practice different approaches or strategies in order to internationalize their products globally and also to meet international standards.

5.1.2 Contribution

- The study has contributed while exhibiting the knowledge of learning concealed to Internationalization. For instance, helps newly domestic Tea brand to export Tea globally.
- This research has also added to demonstrate that holistic approach of internationalization will effectively and efficiently deal with the innovation projects.
- This study has added to recognize in general the relationship of consumer to deal with internalization process.
5.2 Research Implications

So far, this research has examined the different ways to internationalize the tea business across the globe. Further, the research demonstrates that Tea Company’s uses different innovative ideas and strategies to market respective brands through utilizing distinctive qualities, depending upon necessity.

The research also reflects that internationalization project varies itself; for example, one may concentrate on improving Tea quality while the other is occupied with marketing strategy. Therefore, Tea brands have exceptionally a strong, mature understanding to achieve the objective of internationalization and eventually the vision of organization. These demonstrate the research implications have great connection with this study.

5.3 Research Limitations

This study adopted a standard approach to determine the awareness of international expansion of Tea among domestic and foreign Tea companies. However, it is important to acknowledge the key limitations of this study and they are as follows:

The mode of research undertaken is qualitative in nature. The researcher interviewed five professionals from Tea industry. These samples vary in age, gender, nationality, designation and years of work experience. Researcher chooses Limited approach because the time period was limited. In addition, given that it Research believes that a lot more could have been done if there was more time and resources available (Benet, 204, p. 69).

- The researcher was not successful in getting any Chinese professionals interviewed who play a major role in the development of the Agricultural world and is one of the fastest spreading cultures on the planet today.

- In addition, the respondents hesitate to reveal information about future internationalization strategies which is going to create massive impact in Agro sector.

The study is also limited in terms of its generalization. Since most of the respondents worked in the Tea industry, the findings of the study may not be in agreement with the attitudes of Tea estate managers and owners involved in internationalization of Tea products in Agro industry projects from various countries.
5.4 Further Research Recommendations

As the purpose and objective of this research was to discover the different models, modes and approaches as discussed in literature review, to internationalize the expansion of Tea and to extent discover the relevance to internationalization process, this research succeeded to examine the marketing strategies needed to internationalize Tea business globally.

- Since the research question, “What are the future marketing strategies that can be used among the Tea companies to internationalize and increase in the productivity of the Tea’ has been answered positively; the researcher recommends further research should be done on the same topic. It was observed in the data analysis and finding that the majority of respondents hesitate to reveal the information about future marketing strategies. Also, this aspect is highlighted in the limitations.

- Since most of the respondents hesitate to reveal information about future strategies, it is not possible to access further more information about internationalization of Tea brand.

Therefore, researcher further proposes study on internationalization those are adopting new strategies to improve the productivity of Tea.

- Due to the limitation of time period researcher’s sample consisted of eight professionals, therefore, researcher further proposes study involving larger sample sizes from various Tea organizations that will help to increase the knowledge about Internationalization expansion of Tea business.

5.5 Reflection on learning process

5.5.1 Reflection on learning:

The researcher’s enrolment into the MBA programme was highly motivated by a genuine interest in project management and should be viewed as an important complement to existing management experience. The MBA programme helped the researcher to deepen the understanding of international management theories and tools and techniques of project management. This can be seen as a logical step in order to progress professionally. With the
opportunity of carrying on a research project in MBA program the researcher has developed his skills in the research field.

5.5.2 Learning Process:

Live as if you were to die tomorrow. Learn as if you were to live forever.” Mahatma Gandhi

Synonym of learning in the dictionary is “the act or process of acquiring knowledge or skill”, in the Psychology aspect learning is the “modification of behavior through practice, training, or experience”. (Dictionary.com, 2013). L& Lassen, L. M. (2006) describes learning style, as a way in which each learner begins to concentrate on, process and retain new information.

However, depending on the setting, each individual is likely to use different types of learning styles. Emerald (2013) emphasizes that learning is a process of enlightenment of the mind. It reproduces the knowledge acquired of an individual and how they construct. He also states that “active learning” has taken precedence over various methods. In this type of learning process the student is an active participant by means of regular activities, feedback and discussion etc.

The researcher has gained immeasurable and immense experiences and transferrable skills through learning process and it gives the researcher a sense of accomplishment which has impacted the increase in his self-confidence.

5.5.3 Learning style:

According to Kolb (1984), concrete and immediate experience should serve as a basis for reflection and observation which then leads to the continuation of the learning cycle

Knowledge results from the combination of grasping and transforming experience. Kolb (1984) incorporates various types and styles involved in the learning process as follows:

Diverges (reflective observation) who observe, gather information, and then use imaginative ability to produce possibilities and the values of the experience. The learner can see various viewpoints and are emotional. Diverges are basically ‘why’ question people, social and participative learners with the ability to view the big picture and work productively to achieve it. Diverges can easily be influenced and are receptive of constructive feedbacks. (Kolb, 1984)
Assimilators (abstract conceptualization), who are logical and more interested in abstract ideas. They possess a cognitive approach they are thinkers, they are the ‘what more?’ question people who are accurate in nature with an inductive reasoning ability and prefers organised and planned pattern of learning and gaining knowledge.

Convergers (active experimentation), who are practical problem solvers, decision makers who would like to question “How” the concepts and ideas are unfold and put their ideas into action to practically do the task. The convergers are independent workers who work with facts constantly striving for efficiency by executing the required changes and acts individually. Convergers are technically oriented.

Accommodators (active experimenter), adopts hands-on and practical approach, their ability lies in action oriented. The learner with a “why not?” question are attracted to challenges and practical learning seems to be more effective for these learners. Accommodators are prone to take creative risks whenever opportunity arrives and are found to be quick learners with a problem solving ability through lively and active experiments
These learning styles are similar to Honey and Mumford (1986) preferences of learning – Activist (who learn by doing), Theorist (like to understand the theory behind the actions); Pragmatist (experiment theories in real world) and Reflector (learn by observing and thinking about what happened). The researcher discovered that both of the learning styles were true in a way that the researcher was a logical thinker who also acts rational and prefers to be practical and realistic. But soon after working on the dissertation the researcher undertook interviews, this time the results were slightly different in that the researcher now had a strong preference for reflector. The reflector is one who collects data extensively, which might result in longer research and postpones the formulation of conclusion for as long as possible (learning styles,
The researcher has experienced this throughout the dissertation phase especially in the literature review chapter.

5.5.4 Self-appraisal:

The course MBA program provided great learning in multiple business areas such as project management tools and techniques, planning and control, business strategy, marketing, finance and International Management which taught me about my own skill set, confidence, strengths and weaknesses and prepared me for interviews and public speaking which improved my abilities and helped me gain trust in my abilities as well it gave me knowledge needed to sustain in a professional environment. I struggled a lot at the start of the dissertation, however once I got into the flow I enjoyed it thoroughly because I started feeling my research is capable of adding value. I also believe that I have done a fair job by structuring and using lots of references to the study. On the MBA programme I witnessed myself improving my writing skills in addition to analytical and research skills.

The additional knowledge acquired while undertaking interviews and writing the dissertation addressed some of the gaps in my management skills. I found that the research has developed my knowledge in specific areas such as international management and business strategy. The secondary research undertaken helped me in comparing and understanding the internationalization strategies and techniques used by various Tea companies and how it increases the brand performance. The primary research undertaken not only widened my knowledge on international business management and research skills, but also helped me to overcome the disappointments at the time when participants or respondents did not revealed the exact information, which is needed.

5.5.5 Future Application

The learning and experience of undertaking the MBA program and writing a dissertation have an impact on skills and knowledge that are regarded as most important in today’s work environment. These critical and analytical skills include strategic, analytical, time-management and self-management techniques. Working with new different people for projects and assignments helped me to gain truthful experience and in-depth understanding of the things I required to change my working style and to increase my working efficiency.
MBA and dissertation has brought a holistic change in me and has changed the way I perceive and observe things. The most essential thing, which I learnt from this MBA course and specifically from this dissertation, is to be organized. During the dissertation, the more I kept journals, articles and write-ups organized, the better I could work on it. Indeed this made me realize that being organized makes things function smoothly.

5.5.6 Conclusion:

Overall the MBA program was valuable and helped me to acquire immense knowledge and skills needed for my professional growth and development. It helped me to gain more confidence. The personal experience of undertaking the MBA and writing the dissertation was truly challenging but very rewarding towards the end. I am looking forward to a new learning adventure in my future endeavors. The successful completion of my dissertation accompanied by learning experience at Dublin Business School will always remain a valuable asset in my career and future aspirations.
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- What are the benefits and problems in Tea brands due to internationalization in Agro Industry?
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- What are the successful marketing strategies used in internationalization of Tea?
- Do present marketing strategies satisfy key needs of internationalization of Tea in Agro sector?
- What are the future internationalization strategies to enhance the productivity of Tea?
- What kind of impacts does future Internationalization strategies create in Tea companies?
- What are the most likely barriers that will forbid the implementation of the future internationalization strategies?

3. Questionnaire Questions:

1. Do you drink Tea?

- Yes
- No

2. How often do you drink Tea in a day?

- Once
- Twice
- More than twice

3. What is your primary choice of Tea?

- Tea with milk
- Black tea
- Green Tea

4. When do you drink Tea?

- Morning
- Evening
- Night
5. Are you happy to buy branded Tea?

☐ Yes  ☐ No

6. Where do you buy Tea from?

☐ Retail shop  ☐ Online  ☐ Tea factory

7. How do you feel about receiving information related to new Tea products through email or phone message?

☐ Would like that  ☐ Neutral  ☐ Not at all

8. Which is your preferred channel of communication?

☐ SMS  ☐ Email  ☐ Phone Call  ☐ Post Mail

9. How well, if at all, does the word “Satisfactory” describe the Tea quality of home country’s Tea brands?

☐ Very Likely  ☐ Moderate Likely  ☐ Slightly Likely  ☐ Not like at all

10. How well, if at all, does the word “Satisfactory” describe the Tea quality of foreign Tea brands?

☐ Very Likely  ☐ Moderate Likely  ☐ Slightly Likely  ☐ Not like at all

11. Would you prefer a business with Tea companies from foreign country?

☐ Yes  ☐ No
12. How likely is it that you would recommend a good Tea brand to a friend or colleague?

Not at all likely  Extremely likely

0 1 2 3 4 5 6 7 8 9 10

13. How do you feel about the Tea by Red label, Lyons, Barry's Tea and Tata Tea?

○ Very good  ○ Good  ○ Average  ○ Don't know about.

14. How informative are social media pages or newsletters of Tea Industry?

○ Very  ○ Average  ○ Not at all  ○ Not subscribed to

15. Would you like social media pages and mobile apps to be more informative about Tea products?

○ Yes, Would like that.  ○ Stay the same.  ○ Does not bother me.

16. Would you like to home deliver Tea Products from different countries?

○ Yes  ○ No

17. What is your age?

18. What is your gender?

○ Female

○ Male
19. Are you the primary Tea consumer in your house?

☐ Yes

☐ No

20. Do you have any suggestions for Tea Industry to assist you with the finest Tea?