EXPOSITO PASTA

Danemark

Hello Mrs. Kristensen, thank you for welcoming us to your offices today. We recently connected on LinkedIn, and you requested a meeting. We are pleased to meet you and to have the opportunity to introduce our products.

- 1: The south of France is quite different from here! What type of climate are you more accustomed to here?
- 2: Can you tell me a little more about Føtex?
- 3: What are the core values at Føtex that are important to your customers?
- 4: We noticed that you currently don't have food products on your website. Is this an area you plan to develop?
- 5: What type of products would you like to offer in your international gourmet sections?
- 6: When you think of a ready-to-eat product like our pasta, what seems the most important to you?
- 7: Do you already work with ready-to-eat products like ours?
- 8: If you had to choose a flavor, between our Bolognese pasta or our Arrabiata pasta, which one do you think would be more appropriate for Føtex?
- 9: What do you like most about our product?
- 10: How do you select new products to add to your gourmet range?
- 11: Have Italian and French products performed well at Føtex in recent years?

REPHRASING to be done orally

If i well understand ...

I would like to briefly remind you about our company. Since 1926, the company ESPOSITO PASTA has been crafting, with passion and expertise, high-quality pasta in the heart of Provence. With a team of 35 people currently, the company continues an ancient culinary tradition, combining the best durum wheat semolina with authentic regional recipes. It has also successfully implemented a diversification strategy by developing ready-to-use sauces to accompany its pasta. In September 2017, the company moved to Tarbes.

ARGUMENTATION

CAP & SONCASE table for Pasta

	Characteristics	Advantage	Proof	SONCASE
--	-----------------	-----------	-------	---------

Artisanal Pasta	Traditional production method ensuring perfect texture.	Handcrafted pasta with strict quality control to guarantee consistent texture and taste.	S (Security): "Our pasta is made traditionally with strict quality control to ensure consistent texture and taste."
Fresh, Quality Ingredients	High-quality tomatoes, beef, and fresh spices.	Carefully selected, fresh, and premium ingredients like sun-ripened tomatoes, quality beef, and fresh spices.	O (Pride): "Offer your customers products made with the best practices, sure to impress food lovers."
Authentic Recipes	Respecting traditional Italian recipes for an authentic taste.	Family recipes passed down and validated by Italian culinary experts.	N (Novelty): "Discover our authentic recipes, updated with fresh ingredients for a unique taste and new experience."
Quick and Convenient	Ready to prepare in just 2 minutes and 30 seconds in the microwave.	Easy to prepare, perfect for quick and tasty meals.	C (Comfort): "Prepare a delicious meal in just 2 minutes and 30 seconds—quick and stress-free!"
Balanced and Nutritious Product	Provides proteins and carbohydrates for a complete meal.	Balanced nutritional value, ideal for a nourishing lunch or dinner.	A (Affordability): "An affordable product that offers great value while being nourishing and balanced."
Variety of Options	Wide selection of sauces and pasta types (Bolognese, Arrabbiata, etc.).	Different sauces and pasta varieties for all tastes.	S (Sympathy): "With a wide variety, there's something for everyone. Our products are designed to satisfy the whole family."
Easy to Store	Can be stored in the refrigerator for several days without losing quality.	Can be stored conveniently without a loss in quality.	S (Security): "Our products are easy to store and guarantee prolonged freshness, so you can keep them longer."

Adapted to	Meets current	Made without	N (Novelty): "Our
Current Food	consumer	artificial	products follow modern
Trends	preferences (no	preservatives,	trends, with healthy
	preservatives,	healthy and modern	recipes, no
	practical,	recipes.	preservatives, meeting
	balanced).		today's consumer
			demands."

REFORMULATION to be done oraly

OBJECTIONS

Price

Response: Emphasize the quality of the products, their origin (Made in Provence), and the prestige associated with the French brand. Explain that the added value of quality justifies the investment.

Approach: Compare with similar high-quality products and show the long-term value for money (durability, customer satisfaction).

Quantity

Response: Offer flexible volumes, suitable for a gradual launch or a first trial order. Explain that we can adapt to their needs and adjust the quantities according to market demand.

Approach: Highlight a stable supply capacity and the ability to adapt volumes as the partnership evolves.

• Billing Currency

Response: Discuss the possibility of billing in Danish kroner, the currency of Denmark, or in euros, depending on FOETEX's preferences.

Approach: Highlight a flexible solution that facilitates transactions and minimizes currency fluctuations. If needed, discuss currency hedging to secure amounts.

Delivery Times

Response: Clarify the production and transport timeframes, committing to reliable delivery that meets their expectations. Explain the logistics in place to ensure product freshness.

Approach: Assure them that deadlines will be met and the process will be smooth, with solutions for any potential urgency.

REFORMULATION / VALIDATION OF AGREEMENTS

Contract / Quote / Invoice / Follow-up Appointment

Danemark

Intercultural Aspect: Cultural and Professional Guide and Conclusion

1. Communication

Direct style: Danes appreciate honest and direct communication. Avoid insinuations or euphemisms; express your ideas clearly.

Professional and neutral tone: While warm, the tone remains neutral and professional, especially during initial interactions.

Importance of language: Danish is the official language, but a large part of the population speaks fluent English, particularly in professional settings. Learning a few Danish words is appreciated.

2. Relationships and Hierarchy

Strong egalitarianism: Danish society is highly egalitarian. Mutual respect is more important than titles or status. Professional relationships are often informal.

Horizontal hierarchy: Decision-making is collective. Managers often work closely with their teams and do not position themselves as absolute authority figures.

Limited personal relationships: Personal relationships play a secondary role in business. Danes prefer to maintain a clear separation between professional and private life.

3. Time Management

Strict punctuality: Punctuality is a sign of respect. Being late for a meeting is frowned upon. **Efficiency in meetings:** Meetings are structured, short, and focused on concrete results. Unnecessary or overly long discussions are avoided.

Respect for schedules: Danes place great importance on work-life balance. Working hours are respected, and professional activities rarely extend beyond these limits.

4. Professional Etiquette

Greetings: A firm handshake, accompanied by a smile and eye contact, is the norm. Greetings are brief and respectful.

Dress code: The dress style is formal yet simple and functional. Clothing should reflect a neat appearance without extravagance.

Interactions: Danes appreciate a discreet and professional approach, with an emphasis on politeness and mutual respect.

5. Negotiations and Agreements

Pragmatic approach: Negotiations are based on facts and rational arguments. Avoid emotions or aggressive tactics.

Collective decision-making: Expect a consultation process where every voice is heard

before reaching a decision.

Clarity and formality: Danes prefer clear and detailed agreements. Implicit promises or ambiguities are avoided.

6. Cultural Sensitivity and Values

Equality and respect: Danish society values equality between genders, generations, and social statuses. Avoid behaviors perceived as discriminatory or condescending.

Sustainability and ecology: Danes take pride in their environmental commitment.

Demonstrating ecological awareness is beneficial in business relationships.

Modesty and simplicity: Modesty is a fundamental value. Avoid boasting or excessively highlighting personal achievements.

7. Behavior and Expectations

Collaboration and transparency: Open collaboration is valued. Share ideas and involve others in the decision-making process.

Listening and respect: Be attentive and avoid interrupting your interlocutor. Showing respect for others' opinions is essential.

Prefer a calm approach: Conflicts are rarely addressed head-on. A constructive and discreet approach is preferred for resolving disagreements.

8. Traditions and Celebrations

Hygge: This Danish concept of coziness and conviviality is central to the culture. It is reflected in relaxed professional relationships and the importance placed on workplace well-being.

Important celebrations:

- **Christmas (Juleaften):** The most significant holiday, marked by family traditions and abundant decorations.
- Danish Constitution Day (June 5): A key moment to celebrate democracy and unity.
- Midsummer's Eve (Sankthansaften): Celebrated in June with bonfires and festivities.

Key Figures

Population: 5.8 millionOfficial language: Danish

• Capital: Copenhagen

- Religion: Predominantly Evangelical Lutheran, though society is largely secular
- **Happiness Index:** Denmark is consistently ranked among the happiest countries in the world (World Happiness Report)
- Life expectancy: 81 years on average

Consumption Habits in Denmark

Danish consumption habits are influenced by various factors, including culture, public policies, and social trends. Here is an overview of the key characteristics of Danish consumer behavior:

1. Sustainable and Responsible Consumption

Denmark is one of the most advanced countries in terms of sustainability and responsible consumption. Danes are highly concerned about the environmental impact of their purchases and often favor ecological and sustainable products. Organic food, recycled products, and ethically manufactured goods are popular. Danes also consume a lot of local products to support businesses and reduce their carbon footprint.

2. Food Consumption

Danish cuisine emphasizes local and seasonal products. **Smørrebrød** (rye bread topped with various ingredients) is a traditional dish. Fish, particularly herring and trout, are widely consumed due to the country's geographic location. Organic, vegetarian, and vegan products are increasingly popular.

Denmark is also known for embracing the **hygge** movement, which values conviviality around food in a warm setting. As a result, family and social meals, often enjoyed at home, remain important.

3. Technology and Online Shopping

Danes are tech-savvy consumers with high internet penetration. E-commerce is very popular, especially for fashion, electronics, and everyday consumer goods. Online shopping is often accompanied by fast and efficient delivery.

Mobile apps and digital payment platforms, such as **MobilePay**, are widely used in everyday transactions.

4. Fashion Consumption Habits

Danish fashion is influenced by local brands and a minimalist attitude. Danes favor high-quality, durable clothing, with a strong preference for neutral colors and simple designs. The ethical fashion market is growing, with increasing awareness of production conditions.

5. Energy Consumption

Denmark is a global leader in the energy transition, and Danes are highly conscious of their energy consumption. Homes are well insulated, and many families use eco-friendly heating systems. Wind energy plays a crucial role in Denmark's renewable energy mix.

6. Beverages and Leisure

Denmark has a strong beer culture, with local brands like **Carlsberg** and **Tuborg** being widely consumed. Wine and non-alcoholic beverages are also popular.

Danes enjoy spending their free time outdoors, visiting cafés, and socializing in cozy environments. Coffee culture is well established, with regular breaks and a preference for high-quality coffee.

7. Recycling and Deposit System

Denmark has a strict recycling system and encourages environmentally responsible behavior. A **deposit system** for plastic bottles and cans is in place, and Danes are diligent in sorting and recycling waste.

8. Mobility and Transport

Bicycles are a preferred mode of transport, particularly in **Copenhagen**, where an extensive cycling infrastructure exists. Public transport is also highly efficient, and many Danes favor it for daily commuting.

9. Digital Consumption and Online Services

Streaming services like **Netflix** and **Spotify** are widely used. Danes have a strong interest in online gaming, as well as digital content consumption due to the country's excellent internet connectivity.

10. Healthcare and Wellness Consumption

Denmark has a **universal healthcare system** funded by taxes. As a result, Danes prioritize preventive healthcare and regular medical check-ups. Mental health and wellness are also growing concerns, with increasing interest in meditation, psychology, and fitness.

Pasta Consumption in Denmark

While pasta is not a traditional staple in Danish cuisine (compared to rye bread or potatoes), it is widely consumed, particularly among those adopting a more international or convenient diet.

1. Pasta as a Quick and Practical Meal

Danes frequently eat pasta as an easy and quick meal, particularly for dinner. It is especially popular among young professionals and busy families. Common pairings include tomato-based sauces, meats, vegetables, or cheese.

2. Influence of Italian Cuisine

Italian cuisine is highly popular in Denmark, and pasta is a key part of this trend. Dishes like **spaghetti Bolognese**, **lasagna**, **and carbonara** are common in Danish households. Italian restaurants are widespread, particularly in cities like **Copenhagen**.

3. Health-Conscious Pasta Consumption

Danes are increasingly mindful of healthy eating. As a result, they seek alternatives such as whole wheat pasta, legume-based pasta (lentil or chickpea pasta), and gluten-free options. Organic pasta is also gaining popularity.

4. Pasta in Danish Supermarkets

Supermarkets in Denmark offer a wide variety of pasta, including classic Italian types (spaghetti, fusilli, penne), artisanal or fresh pasta, and specialty options like vegan or gluten-free pasta.

5. Pasta and the "Hygge" Culture

Sharing a comforting pasta dish with friends or family aligns with the **hygge** lifestyle, emphasizing warmth and coziness.

Pasta is a well-integrated part of modern Danish cuisine, valued for its convenience, variety, and adaptability to health-conscious diets.

In summary, adapting your French product to the Danish market is often necessary to meet the specific expectations of Danish consumers. This includes both the adaptation of the product itself and the way it is presented and marketed. By emphasizing sustainability, simple de

sign, transparency, and quality, you will be better positioned to enter this demanding market.

The product that we propose to you:

DENMARK: Bolognese Pasta and Arrabiata Pasta - Danish Market

Our artisanal Bolognese and Arrabiata pasta range is crafted to meet the tastes and high standards of the Danish market, particularly for gourmet food retailers like Føtex, which is part of the Salling Group Denmark. With a strong emphasis on quality and international flavors, our product lineup is an excellent addition to the gourmet food section of Føtex, especially given the growing demand for French and Italian products.

Bolognese Pasta – A Taste of Italy for Danish Consumers

Our traditional Bolognese pasta combines the best ingredients, including grass-fed beef, ripe tomatoes, and fresh herbs like basil and oregano, to deliver an authentic Italian experience. To cater to the Danish market's preference for simple, quality-driven products, we have kept the Bolognese sauce rich and comforting while ensuring it meets the highest standards of gourmet food.

Varieties:

- Classic Bolognese: A rich and comforting dish, ideal for Danish consumers who appreciate simplicity and authenticity in their meals.
- Vegetarian Bolognese (with plant-based meat): A lighter alternative that caters to the growing demand for plant-based options in Denmark, without compromising on flavor.
- **Gratinated Bolognese:** A decadent version, perfect for those looking for indulgent, premium options with a creamy cheese topping.

Arrabiata Pasta - Bold Flavors for Danish Palates

Our Arrabiata pasta offers a spicy and flavorful alternative, made with fresh chilies, garlic, and extra virgin olive oil. Denmark's increasing interest in international, bold flavors makes Arrabiata an excellent choice for consumers who enjoy a bit of heat in their meals. This pasta perfectly aligns with the growing trend toward adventurous eating, while still staying true to the classic Italian roots.

Varieties:

- Classic Arrabiata: The perfect balance of heat from fresh chilies, with rich garlic and olive oil to provide a true Italian experience.
- **Arrabiata with Parmesan:** A twist on the classic, adding creamy Parmesan cheese for a more indulgent version that will appeal to Danish cheese lovers.
- **Vegetarian Arrabiata:** Made with fresh vegetables or tofu, offering a healthy yet spicy option for those seeking a plant-based meal.

Føtex's Requirements and Danish Market Trends

Føtex is looking to update its range of international gourmet food products, with a particular focus on French and Italian products, which have seen an increase of 10% in sales over the past three years. Our Bolognese and Arrabiata pastas are a natural fit for this growing interest, bringing authentic Italian flavors to Danish consumers who appreciate high-quality international products.

Danish consumers tend to favor high-quality, simple products that reflect their values of sustainability and health-consciousness. Our pasta offerings, which include a range of options from traditional to vegetarian and gratin versions, cater to the diverse dietary preferences in Denmark. Moreover, as the Danish retail market is increasingly oriented toward premium, gourmet food, our premium pasta sauces align well with Føtex's target demographic.

Cultural Fit with Denmark's Gourmet Food Culture

Danish food culture emphasizes fresh, simple, and high-quality ingredients, with a growing interest in international culinary traditions. France and Italy are particularly admired for their culinary heritage, and there is strong demand for authentic products from these countries. Our pastas offer the rich and comforting flavors that Danish consumers crave, while the spiciness of the Arrabiata caters to the more adventurous tastes that have become increasingly popular in Denmark.

In addition, Danish consumers are becoming more health-conscious, leading to a demand for healthier food options, including plant-based alternatives. Our vegetarian Bolognese and Arrabiata pastas provide a solution to this demand, offering healthier yet flavorful choices without sacrificing authenticity.

Conclusion

Our Bolognese and Arrabiata pasta range offers a perfect blend of Italian authenticity and contemporary appeal, making it an ideal addition to Føtex's updated assortment of international gourmet products. With the Danish market's growing preference for French and Italian products, our pastas cater to both traditional tastes and the desire for bold, spicy flavors. Whether it's the comforting Bolognese or the fiery Arrabiata, our products are designed to appeal to Denmark's discerning consumers who seek high-quality, international cuisine.

We are confident that our pasta range will complement Føtex's gourmet food section, meeting both consumer demand for authenticity and quality, while providing new options for adventurous and health-conscious Danish eaters.

Legal Constraints – Authorizations

To export and sell our ready-to-eat pasta in Denmark, we must comply with the country's food safety and import regulations. Key authorizations and requirements include:

- Danish Veterinary and Food Administration (Fødevarestyrelsen): The main regulatory authority overseeing food safety and hygiene standards.
- **EU Food Safety Regulations**: As Denmark is part of the EU, our products must comply with EU-wide food safety standards, including Regulation (EC) No 178/2002 on food law and Regulation (EU) No 1169/2011 on food information to consumers.
- **Organic and Health Certifications**: If marketed as organic, the product must be certified under EU organic regulations and approved by the Danish authorities.
- Import Documentation: Necessary documents include a commercial invoice, certificate of origin, and health certificates for products containing animal-based ingredients.
- Tariffs and Duties: As part of the EU, Denmark applies the Common External Tariff (CET), but preferential tariffs may apply under EU trade agreements.

Labeling - Translation and Logo Requirements

Denmark enforces strict labeling regulations to ensure consumer transparency:

- **Danish Language Requirement**: Labels must be in Danish, though a bilingual label (Danish/English or Danish/French) is allowed.
- **Ingredient List and Allergens**: Must clearly disclose all components, including allergens like gluten, dairy, and nuts.
- Nutritional Facts: Compliance with EU nutritional labeling standards, including mandatory energy, fat, saturated fat, carbohydrates, sugars, protein, and salt content per 100q.
- Mandatory Mentions:
 - Expiry date
 - Storage instructions
 - Preparation instructions
 - Name and address of the Danish importer or distributor
- Logos and Certifications:
 - EU Organic logo (if applicable)
 - o "Produceret i Frankrig" (Produced in France) label to emphasize French origin
 - o Danish Keyhole (Nøglehul) logo if the product meets health criteria

Market Potential – Growth Forecast

Denmark's ready-to-eat meal market is growing, driven by:

- **Busy Lifestyles**: Increasing demand for convenient, high-quality meals, particularly among urban professionals.
- **Health and Sustainability Trends**: High consumer interest in organic, plant-based, and sustainable food options.
- **Growing Interest in International Cuisine**: Italian and French dishes are popular, perceived as high-quality and gourmet.
- Market Growth Rate: The ready-to-eat meal segment in Denmark is growing at an estimated 5-7% annually, with strong opportunities in gourmet food retail.

Price:

*

TARIF			
Produit	Quantity	U.P	Total cost (Product)
BOLOGNESE	1400	0,99€	1388,25€
ARABIATA	5000	0,99€	4958,03€
SPECIAL	2000	0,99€	1983,21€
Global	8400		8 329,49 €
TRASPORT	POIDS	U.P	Global
FCA Tarbes	120,00€		
Packaging	120,00 €	0,0100€	84,00 €
FOB LE HAVRE			
Packaging	1224,00€	0,0100€	84,00 €
Transport		0,1357 €	1140,00€
DDP DANEMARK			
Packaging	5949,00€	0,0100€	84,0000 €
Transport		0,1030€	865,0000 €
MRS - DANEMARK		0,5952€	5000,0000€
GLOBAL		0,8639€	15586,49€
WEIGHT	2772000,00		27,7
		13,84 kr.	116 275,22 kr.



CONTEXT

Hello Ms. Gutierrez.

We're delighted to welcome you to our company today. Following our meeting in Paris, we sent you a brochure about our products, and you seemed quite interested. Let's talk about it today.

- How has your visit to France and Spain been so far?
- Have you had the opportunity to taste any new French specialties during your stay?

QUESTIONS

- Can you tell me about your clients and their expectations?
- What types of products are you looking for to diversify your offering?
- What are the expectations in terms of quality and product origin?
- Why seek a French supplier?
- What do you think makes the difference between a high-end product and a standard product in your sector?
- If you had to choose between our Bolognese pasta or our Arrabiata pasta, which one do you think would be more appropriate for your market?
- Do you have any preferences in terms of formats or packaging?
- What logistical constraints and lead times should we take into account?
- How do you envision adapting the products to your local market?
- What volume of orders would you envisage to start this partnership?

REFORMULATION

Objections:

Logistics / Incoterms

- Find intermediaries between the two destinations
- Outsourcing stock if capacity is high
- Establish an external stock structure halfway, with raw material routing for customized composition according to expectations on an assembly platform (Singapore, Japan, China, etc.)

Prices

- Transparent pricing policy
- Cost price of €0.76 -> no more than 18%
- Play on cost reduction through product quality

Terms and Conditions of Sale

Conclusion

- Reformulation of documents
- Presentation of documents
- Clarification of terms

Summary of Cultural Differences between Mexico and France

1. Communication:

- Mexico: Communication is more indirect and polite, favoring a warm and friendly tone. While Spanish is the primary language, English is also used, but efforts to speak Spanish are appreciated. Mexicans prefer to avoid direct confrontations.
- **France:** Communication is more direct, especially in professional settings, and French is the official language. Politeness remains important, but the approach can be more straightforward.

2. Relationships and Hierarchy:

- Mexico: Personal relationships are essential in business. It is common to start with informal exchanges before discussing work. Hierarchy is strong, with respect for titles and centralized decision-making. Decision-making is often slower, involving multiple consultations.
- France: While hierarchy is also respected, there is a clearer separation between professional and personal life. Decisions are often more decentralized and can be made more quickly.

3. Time Management:

- Mexico: Time is managed more flexibly. While punctuality is appreciated, delays or schedule changes during the day are common.
- **France:** Punctuality is strict and respected in professional settings. Schedules are more rigid, and meeting deadlines is crucial.

4. Professional Etiquette:

- Mexico: Greetings begin with a firm and friendly handshake, and more personal
 contact, such as an embrace, may follow. Professional attire is formal and
 well-maintained. It is important not to be too direct in initial meetings; relationships
 should first be personal.
- **France:** Greetings are often formal, especially in initial professional exchanges. Professional attire is also important but may be slightly less "rigid" than in the Mexican context.

5. Negotiations and Agreements:

- **Mexico:** The negotiation process is slower and based on compromises. Mexicans place great importance on personal trust in addition to formal agreements. It is advisable not to rush things and to first build a trusting relationship.
- **France:** Negotiations can be faster but still rely on principles of rationality and contract adherence. Establishing a trustful environment is essential, but this can happen more quickly than in Mexico.

6. Cultural Sensitivity and Values:

- Mexico: Mexicans deeply respect their traditions, such as Día de los Muertos and Christmas, and family holds a central place. The majority are Catholic, and sensitivity to religious beliefs is important. Hospitality is essential, and small gestures of respect are highly appreciated.
- France: While family is also important, professional and personal life are more separate. France is secular, and religious discussions are less common in professional settings.

7. Cuisine:

- Mexico: Mexican cuisine is rich, with dishes like tacos, enchiladas, and mole. Meals
 are often social events and may include music and festivities. Conviviality is at the
 heart of meals.
- France: Gastronomy is refined, meals are often more structured and formal, but they are also moments of sharing. Each region of France has its culinary specialties, but meals are generally more intimate than in the Mexican context.

8. Holidays and Traditions:

- Mexico: Holidays are moments of great conviviality and community gathering, with celebrations like Día de los Muertos and major religious festivals. The culture values collective expression and a festive spirit.
- **France:** Celebrations are generally more discreet and institutional, such as Bastille Day (July 14). Family gatherings are less spectacular, though events like Christmas and New Year's remain important moments of reunion.

9. Music and Arts:

- Mexico: Traditional music (mariachi, cumbia) and arts, influenced by a mix of indigenous and Spanish culture, play a central role in society. Social gatherings often include music and dance.
- France: Music and arts are also highly respected but more often associated with formal events or professional performances. The arts are a cultural pillar but are less connected to daily social gatherings.

10. Respect for Nature and the Environment:

 Mexico: While there is great respect for nature and ecological traditions, the country faces environmental challenges such as pollution. Ecological awareness exists but may be less regulated than in France. • **France:** There is strong environmental awareness, with visible sustainable policies and practices at both governmental and societal levels.

11. Behavior and Expectations:

- Mexico: Patience and listening are essential, and interrupting someone is frowned upon. In case of misunderstandings, it is important to apologize and clarify calmly. Compromise is favored to avoid open conflicts.
- **France:** Listening is also valued, but disagreements may be addressed more directly. Expressing differing opinions openly is more acceptable.

Negotiation Strategy

Relational Approach

- Prioritize a cordial exchange and start the discussion with general topics before addressing business aspects.
- Maintain a warm yet professional tone, avoiding overly direct communication.

Managing Expectations

- Accept a longer validation process, with multiple levels of decision-making.
- Show adaptability in formats, packaging, and local market specifications.

Anticipating Objections During the Oral Presentation

Price

Response: Emphasize the quality of the products, their origin ("Made in Provence"), and the prestige associated with the French brand. Explain that the added value of quality justifies the investment.

Approach: Compare with similar high-quality products and highlight the long-term value (durability, customer satisfaction).

Quantity

Response: Offer flexible volumes, suitable for a gradual launch or an initial trial order. Explain that we can adapt to their needs and adjust quantities based on market demand. **Approach:** Highlight stable supply capacity and the ability to adjust volumes as the partnership evolves.

Billing Currency

Response: Discuss the possibility of invoicing in US dollars, the common currency for international transactions, or in euros, depending on GRUPO HERDEZ's preference. **Approach:** Emphasize a flexible solution that facilitates transactions and minimizes exchange rate fluctuations. If necessary, discuss hedging options to secure amounts.

Delivery Times

Response: Clarify production and transportation timelines, ensuring reliable delivery that meets expectations. Explain the logistics in place to guarantee product freshness. **Approach:** Assure that deadlines will be met and that the process will be smooth, with solutions for any urgent needs.

In conclusion, our negotiation with Grupo Herdez requires a tailored approach that takes into account the cultural, logistical, and commercial differences between France and Mexico. Establishing a strong and trustworthy business relationship is key, as Mexican business culture values personal connections and long-term collaboration.

To successfully position our products in the Mexican market, we must emphasize their high quality, French heritage, and adaptability to local preferences. Addressing potential objections—such as pricing, order quantities, currency exchange, and delivery timelines—through clear, transparent communication and flexible solutions will be crucial.

By aligning our approach with Grupo Herdez's expectations and demonstrating our commitment to a long-term partnership, we can create a mutually beneficial agreement that allows for sustainable business growth in Mexico.

MEXICO: Bolognese Pasta and Arrabiata Pasta – Mexican Market

Our artisanal Bolognese and Arrabiata pasta range is tailored for the discerning tastes of the Mexican market, particularly for high-end restaurants in Mexico City that value quality, authenticity, and a touch of innovation in their offerings. Mexico's rich culinary tradition, combined with its demand for international products that elevate the dining experience, provides a perfect opportunity for our premium pasta line.

Bolognese Pasta – Classic with a Mexican Twist

Our traditional Bolognese pasta is made with the finest ingredients, including grass-fed beef, ripe tomatoes, and fresh herbs like basil and oregano, ensuring an authentic Italian experience. However, we've added a distinctive Mexican touch to the classic by incorporating a hint of chili. This addition provides a subtle layer of heat that aligns with the Mexican preference for bold flavors. Our classic Bolognese is perfect for upscale restaurants seeking to serve hearty, comforting dishes with a high-end twist.

Varieties:

- Classic Bolognese: Traditional, hearty, and comforting with a mild chili flavor to enhance depth.
- Vegetarian Bolognese (with plant-based meat): A lighter, plant-based option for those preferring vegetarian dishes but still craving the depth and spiciness of the original.
- **Gratinated Bolognese:** A richer version with a touch of melted cheese, perfect for more indulgent dining occasions.

Arrabiata Pasta – Bold and Spicy

Our Arrabiata pasta is a tribute to Italian boldness, with fresh chilies, garlic, and extra virgin olive oil. This pasta provides a fiery and flavorful experience, perfectly suited to the Mexican palate, where spice plays a central role in the cuisine. This spicy option brings a blend of heat and rich flavors that will satisfy even the most adventurous consumers.

Varieties:

- Classic Arrabiata: A vibrant mix of fresh chilies and garlic, offering the perfect balance of heat and flavor.
- **Arrabiata with Parmesan:** For cheese lovers, this version offers the boldness of Arrabiata with a creamy, cheesy twist.
- **Vegetarian Arrabiata:** Made with fresh vegetables or tofu for a healthy yet spicy option, providing a lighter alternative that still packs a punch.

Tailored for GRUPO HERDEZ's Requirements

GRUPO HERDEZ supplies upscale restaurants like *El Jardín Secreto*, *La Table de France*, and *Casa de Campo* in Mexico City, known for their innovative approach to international cuisine. These establishments prioritize quality, authenticity, and the use of high-end

ingredients. Our Bolognese and Arrabiata sauces fit seamlessly into this philosophy, offering a premium product that complements the refined tastes of their patrons.

The Mexican market has a strong demand for French products, particularly in sauces and condiments, which are seen as synonymous with "haute gastronomie" and superior quality. Our offering, with its fusion of Italian tradition and Mexican spice, delivers the authenticity and excellence that GRUPO HERDEZ's customers seek.

Aligning with Mexican Culture and Market Preferences

Mexico's culinary scene thrives on fresh, locally sourced ingredients, but there's also a growing demand for international flavors, especially French and Italian influences. French products are regarded with high esteem in Mexico, symbolizing sophistication and quality, while Italian cuisine is cherished for its rich, comforting flavors. Our sauces offer both French authenticity and Italian tradition, making them ideal for the fine-dining sector that GRUPO HERDEZ serves.

Moreover, Mexican consumers have a strong preference for spicy dishes. Our Arrabiata pasta, enriched with chili, aligns perfectly with this taste profile. Offering products that cater to this love for heat, alongside the rich and comforting Bolognese pasta, gives restaurants the flexibility to provide varied options to their customers, ensuring both authenticity and innovation.

Conclusion

Our Bolognese and Arrabiata pasta sauces represent a perfect blend of Italian tradition, Mexican spice, and French culinary heritage. By offering premium, high-quality products tailored to the demands of the Mexican market, we help elevate the dining experience in the upscale restaurant sector. Our Bolognese sauces—whether classic, vegetarian, or gratinated—and our spicy Arrabiata variants provide the ideal balance of tradition and boldness, perfect for customers who appreciate fine dining with a touch of spice. We are confident that our products will meet the needs of GRUPO HERDEZ's high-end clientele, enhancing the already exceptional menus at their partner restaurants.

Legal Constraints – Authorizations

To export and sell our ready-to-eat pasta in Mexico, we must comply with the country's food safety and import regulations. Key authorizations and requirements include:

- COFEPRIS (Comisión Federal para la Protección contra Riesgos Sanitarios):
 The regulatory authority overseeing food safety. All imported food products must be registered and approved by COFEPRIS.
- NOM Standards (Normas Oficiales Mexicanas): Food products must comply with relevant NOM standards, particularly in terms of hygiene, labeling, and nutritional information.

- SAGARPA (Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación): Ensures compliance with agricultural and sanitary regulations, especially for animal-based products.
- Import Permits: Certain food products require prior import permits from the Servicio Nacional de Sanidad, Inocuidad y Calidad Agroalimentaria (SENASICA), particularly if they contain animal-based ingredients.
- Tariffs and Duties: As Mexico is part of the USMCA (United States-Mexico-Canada Agreement) and has trade agreements with the EU, preferential tariffs may apply depending on the product classification.

Labeling – Translation and Logo Requirements

Mexico enforces strict labeling regulations under **NOM-051-SCFI/SSA1-2010**, which mandates:

- 1. **Spanish Translation**: All information must be in Spanish, though a bilingual label (Spanish/English or Spanish/French) is allowed.
- 2. **Ingredient List and Allergens**: Clear disclosure of all components, including allergens such as gluten, dairy, or nuts.
- 3. **Nutritional Facts**: Compliance with Mexico's front-of-pack nutritional labeling system, which requires warning labels if the product exceeds established thresholds for calories, sugar, sodium, or saturated fat.
- 4. Mandatory Mentions:
 - Expiry date
 - Storage instructions
 - Preparation instructions
 - Name and address of the Mexican importer or distributor
- 5. Logos and Certifications:
 - o Black warning seals (Exceso Calorías, Exceso Azúcares, etc.) if applicable
 - o Organic or gluten-free certification if relevant
 - "Hecho en Francia" label to emphasize French origin

Market Potential – Growth Forecast

Mexico's **ready-to-eat meal market** is experiencing rapid expansion, driven by:

- Urbanization and changing consumer habits: The growing middle and upper-class population in cities like Mexico City, Monterrey, and Guadalajara is increasing demand for premium, convenient meals.
- High demand for international cuisine: Mexican consumers appreciate authentic foreign flavors, particularly Italian and French dishes, which are associated with high quality and prestige.
- Rising health-consciousness: There is a growing preference for natural, organic, and preservative-free foods, making premium European products attractive.
- **Market Growth Rate**: The ready-to-eat meal segment in Mexico is growing at an estimated **6-8% annually**, with strong opportunities in the high-end restaurant sector.

PRICE:

*

TARIF			
BOLOGNESE	1400	0,99€	1388,25€
ARABIATA	5000	0,99€	4958,03€
SPECIAL	2000	0,99€	1983,21€
Global	8400		8 329,49 €
TRASPORT	POIDS	U.P	Global
FCA Tarbes	120,00 €		
Packaging	120,00 €	0,0100€	84,00 €
FOB Marseille			
Packaging	949,00 €	0,0100€	84,00 €
Transport		0,1030 €	865,00 €
DAP TAMPIMO			
Packaging	3949,00€	0,0100€	84,00 €
Transport		0,1030 €	865,00 €
MRS - SING		0,3571 €	3000,00€
DDP MEXICO			
Packaging	5949,00€	0,0100€	84,0000€
Transport		0,1030 €	865,0000€
MRS - MEXICO		0,5952€	5000,0000€
GLOBAL		1,3013 €	19260,49€
WEIGHT	2772000,00		27,7
		PESOS48,70	PESOS409 092,81

New Zealand

Strong History and National Pride:

Maori warriors and traditions, similar to neighboring Pacific islands, with a strong presence of dance, song, and Catholic religious practices. The Maori identity is defended worldwide, particularly in sports (famous HAKA) and communal celebrations, where it strengthens social bonds and unites people.

- Weddings
- Communions
- Funerals
- Masses

British Colony:

- Main language: English
- Small island with a strong New Zealand influence (a significant community attached to customs and traditions).
- Traditional language: Maori (comparable to regional dialects in our country).
- Trade relations with the English, influenced by British adaptation during colonization (1841).
- Cultural conflicts arose with the establishment of British colonies but were resolved in the 19th century with the creation of a parliament to facilitate exchanges.

Strong Hierarchical Respect:

In Maori culture, respecting elders is paramount. The elder represents the top of the hierarchy and holds social status based on age and experience.

• Elders often sit separately from the group, easily recognizable by their traditional attire and necklaces.

Local Infrastructure:

New Zealand is not known as a highly developed country, and its infrastructure makes access to certain areas difficult.

- Travel times are longer—similar to Corsica—where distances do not always reflect the actual time spent on the road.
- Airports and ports were developed during British occupation, providing access to the island for prospect supply chains:
 - Auckland
 - Tauranga
 - Lyttelton

Food Culture:

Historically, New Zealanders consume hearty, starchy, and high-calorie meals. Pork and beef, often served with side dishes, are common.

- Meals are typically shared in large groups, as a moment of communion.
- Since a significant portion of the population is European, our Bolognese and Arrabbiata pasta products will appeal more to the European community rather than the Maori population.
- People tend to prefer fresh products. Since our exports require a long journey, costs will increase. Additionally, locals favor locally sourced goods.
- Italian-style food is generally appreciated, meaning our products could meet local expectations with some adaptation.

Business Relationships:

1. Building Trust

- New Zealand business culture is relaxed but professional. Avoid being too formal and prioritize an authentic exchange.
- Humility and sincerity are valued—avoid aggressive sales tactics.
- A bit of small talk (weather, sports, nature) at the beginning can help ease the conversation.

2. Using a Direct and Clear Approach

- New Zealanders appreciate transparency and honesty. Avoid exaggerated marketing claims and be straightforward.
- Prepare factual arguments and evidence to support your statements (case studies, testimonials, concrete figures).

Key Figures:

- 14% of New Zealand's population is Maori (over 700,000 people), primarily located on the North Island.
- 68% of the population is of European descent.
- Historic name of the island: "Land of the Long White Cloud."
- Population: **5.8 million inhabitants.**
- The island's name originates from a Dutch province.
- 1841: Establishment of the British colony.
- April 25: Celebration honoring New Zealand soldiers who went to war.
- The North Island is considered the cultural heartland of the Maori people.

Conclusion

New Zealand's rich cultural heritage and historical ties to both the Maori and British influences shape its societal and business environment. The strong sense of national pride, reflected in traditions, ceremonies, and sports, highlights the importance of identity and respect for hierarchy within the community.

While trade relations remain influenced by British colonial history, the local infrastructure presents logistical challenges that must be considered when entering the market. New Zealanders value fresh, locally sourced food, meaning our Bolognese and Arrabbiata pasta products would likely appeal more to the European-descendant population rather than the Maori community.

When conducting business in New Zealand, a direct yet personable approach is essential. Trust, authenticity, and transparency are highly valued, making it crucial to build relationships through open communication and clear, fact-based arguments. By adapting our strategy to align with these cultural and logistical considerations, we can successfully position our products in the New Zealand market.

So What we propose to you:

NEW ZEALAND: Ready-to-Eat Bolognese Pasta and Arrabiata Pasta – New Zealand Market

Our ready-to-eat Bolognese and Arrabiata pasta range is crafted to bring an authentic French culinary experience to New Zealand, with a focus on high-quality ingredients and gourmet flavors. With the growing interest in diversifying food offerings, particularly with French recipes, our pasta products are an excellent opportunity for Woolworths to introduce premium French cuisine to New Zealanders who are familiar with English-style pasta dishes.

Bolognese Pasta – Authentic French Craftsmanship for New Zealand

Our Bolognese pasta combines premium, carefully sourced ingredients, including grass-fed beef, ripe tomatoes, and fragrant herbs such as basil and oregano. The rich, comforting sauce offers a truly authentic French touch, perfect for New Zealand consumers who appreciate quality and flavor in their meals.

Varieties:

- Classic Bolognese: A rich and hearty pasta dish that brings the essence of traditional French cooking, ideal for New Zealand consumers seeking a simple yet indulgent meal.
- Vegetarian Bolognese (with plant-based meat): A lighter, more modern option that
 caters to the growing demand for plant-based alternatives, offering the same rich,
 comforting taste without meat.
- **Gratinated Bolognese:** A luxurious version, topped with a layer of melted cheese, perfect for those seeking a more indulgent meal.

Arrabiata Pasta – Bold Flavors to Excite the Kiwi Palate

Our Arrabiata pasta offers a zesty and spicy alternative, made with fresh chilies, garlic, and extra virgin olive oil. With New Zealand's evolving interest in international flavors, especially those with a bit of heat, this pasta is a great way to introduce bold, exciting flavors into the market.

Varieties:

- Classic Arrabiata: A simple yet fiery dish, where fresh chilies and garlic blend harmoniously to create a spicy but balanced flavor.
- Arrabiata with Parmesan: A creamy twist on the classic, adding Parmesan for a richer, more indulgent flavor profile that will appeal to New Zealanders who love cheese.
- **Vegetarian Arrabiata:** Made with fresh vegetables or tofu, this is a healthy and plant-based option that still packs the heat and excitement of the traditional recipe.

Woolworths' Requirements and New Zealand Market Trends

Woolworths New Zealand, one of the largest supermarket chains in the country, is looking to diversify its range of ready-to-eat pasta offerings. With increasing demand for high-quality, gourmet, and international food products, Woolworths sees an opportunity to introduce premium French cuisine to the New Zealand market, particularly in the pasta category. Currently, New Zealand consumers are more familiar with pasta recipes from English gastronomy, so the market for French recipes is still underdeveloped. Our ready-to-eat Bolognese and Arrabiata pastas are perfect for filling this gap.

Cultural Fit with New Zealand's Food Culture

New Zealand's food culture is influenced by a strong emphasis on fresh, high-quality ingredients, with an increasing focus on global culinary traditions. While pasta is well-loved, there has been a growing interest in introducing new and diverse international cuisines. France, known for its rich culinary history, offers a perfect opportunity to expand New Zealand's pasta options with gourmet, ready-to-eat dishes.

The demand for ready-to-eat meals is also on the rise in New Zealand, driven by busy lifestyles and a preference for convenience without sacrificing quality. Our Bolognese and Arrabiata pastas align perfectly with this trend, offering a premium and convenient option for consumers who want high-quality, ready-to-eat meals without having to cook from scratch.

Conclusion

Our Bolognese and Arrabiata pasta range offers a unique opportunity to introduce premium French recipes to the New Zealand market, particularly in the ready-to-eat category. With Woolworths' desire to diversify its pasta offerings and meet the demand for high-quality international food, our pastas provide an ideal solution. They offer the authenticity, richness, and high culinary standards that Woolworths is looking for, while aligning with the tastes and preferences of New Zealand's food-conscious consumers.

By introducing these French-inspired pasta dishes, Woolworths can not only differentiate itself in the competitive New Zealand market but also meet the growing demand for premium, ready-to-eat, and internationally sourced food products. We are confident that our pastas will be a hit with New Zealanders who are eager to explore authentic French flavors and enjoy a high-quality, convenient meal option.

Legal Constraints – Authorizations

To export and sell our ready-to-eat pasta in New Zealand, we must comply with the country's food regulations. Key authorizations and requirements include:

- Food Act 2014: Any business selling food in New Zealand must comply with this law and register with the Ministry for Primary Industries (MPI).
- **Importing Food into New Zealand**: Our products must meet MPI's import regulations, including food safety and labeling requirements.

- Food Standards Code (FSANZ): Regulates product composition, contamination limits, food additives, and packaging standards.
- **Biosecurity Requirements**: Imported food undergoes strict controls to prevent biosecurity risks. A declaration and, in some cases, a health certificate are required.

Labeling – Translation and Logo

Our product labeling must comply with **Food Standards Australia New Zealand (FSANZ)**, including:

- 1. **English Translation**: All mandatory information must be provided in English, with an optional French version.
- 2. **Ingredient List**: Precise listing of all components, including potential allergens (gluten, lactose, etc.).
- 3. **Nutritional Values**: Must follow New Zealand standards, including serving sizes and measurement units.
- 4. Mandatory Mentions:
 - Expiry date
 - Storage instructions
 - Preparation instructions
 - o Information about the local importer/distributor
- 5. Logos and Certifications:
 - FSANZ compliance logo
 - Additional certifications (Organic, Halal, Gluten-Free, etc.)

Market Potential – Growth Forecast

The New Zealand ready-to-eat meal market is expanding, driven by several key trends:

- **Increasing demand for convenience foods**: Due to urban lifestyles and the need for quick meal solutions, consumers are looking for high-quality, ready-to-eat options.
- **Growing interest in international cuisine**: New Zealanders are becoming more open to global flavors, including European dishes.
- Rising demand for premium products: Consumers are willing to pay for high-quality ingredients with authentic flavors and traceability.
- Annual Market Growth: The ready-meal segment in New Zealand is growing at an estimated rate of 5-7% per year.

Annexes

Technical datasheets:

TECHNICAL SHEET: Bolognese Pasta

Dish Description:

Bolognese pasta is a classic Italian dish consisting of pasta served with a rich sauce made from ground meat, tomatoes, garlic, onions, and aromatic herbs. This comforting and flavorful dish is loved for its generous texture and rich taste.

Ingredients: Pasta, Ground beef, Tomatoes, Onion, Salt and Pepper.

Required Equipment: Microwave and Cutlery

Preparation:

1. Partially open the lid.

- 2. Microwave the container for 2 minutes and 30 seconds at 180W.
- 3. Once heated, fully remove the lid and stir the contents using a fork.
- 4. Your meal is ready to enjoy!

Preparation Time: 2 minutes and 30 seconds in the microwave.

Storage: Refrigeration: Can be stored in its airtight container in the refrigerator for 4-5 days.

Tips and Variations:

- Creamier sauce: For a creamier texture, add a bit of fresh cream or milk at the end of cooking.
- Add mushrooms: For an even more flavorful sauce, incorporate sliced mushrooms with the onion and carrot.

Nutritional Value (per serving) (estimate):

• Calories: 500-600 kcal

Protein: 30-35g

Carbohydrates: 60-70g

Fat: 15-20gFiber: 4-6g

Allergens:

- Contains gluten (pasta)
- May contain traces of dairy products (if Parmesan is added)

Recommendations: Bolognese pasta pairs perfectly with a fruity red wine such as Chianti, Cabernet Sauvignon, or Merlot. Garlic bread or a green salad can complement this generous meal.

TECHNICAL SHEET: Arrabiata Pasta

Dish Name: Arrabiata Pasta

Dish Description:

Arrabiata pasta is a classic Italian dish characterized by a spicy sauce made from tomatoes, garlic, chili, and aromatic herbs. This dish is perfect for lovers of bold and flavorful cuisine. The sauce is made from fresh tomatoes and a carefully balanced amount of chili, offering a taste experience that is both spicy and rich in flavor.

Ingredients: Pasta, Ground beef, Tomatoes, Onion, Salt and Pepper.

Required Equipment: Microwave and Cutlery

Preparation:

1. Partially open the lid.

- 2. Microwave the container for 2 minutes and 30 seconds at 180W.
- 3. Once heated, fully remove the lid and stir the contents using a fork.
- 4. Your meal is ready to enjoy!

Preparation Time: 2 minutes and 30 seconds in the microwave.

Storage: Refrigeration: Can be stored in its airtight container in the refrigerator for 4-5 days.

Tips and Variations:

- Add black olives or capers to the sauce for an extra flavor boost.
- For a richer dish, add meat toppings like grilled chicken or Italian sausages.
- Pair with garlic bread for an even more Italian touch.

Nutritional Value (per serving) (estimate):

Calories: 400-500 kcal

Protein: 10-12g

Carbohydrates: 60-70g

Fat: 15-20gFiber: 4-6g

Allergens:

- Contains gluten (pasta)
- May contain traces of dairy products (if Parmesan is added)

Recommendations: Arrabiata pasta pairs perfectly with a light red wine or a dry white wine, depending on your preference. A Chianti or Vermentino wine will complement this spicy dish perfectly.

PRICE

*

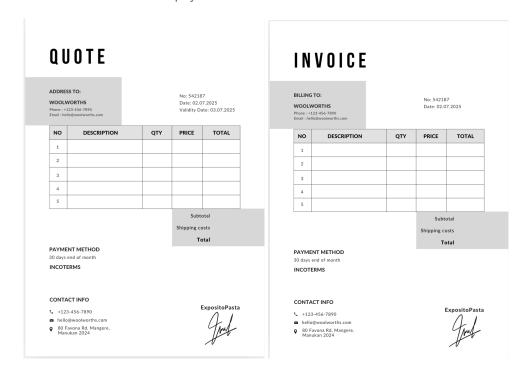
TARIF					
Produit	Quantity	U.P	Total cost (Product)		
BOLOGNESE	1400	0,99€	1388,25€		
ARABIATA	5000	0,99€	4958,03€		
SPECIAL	2000	0,99€	1983,21€		
Global	8400		8 329,49 €		
TRASPORT	POIDS	U.P	Global		
FCA Tarbes	120.00.6				
Packaging	120,00 €	0,0100€	84,00 €		
FOB Marseille					
Packaging	949,00 €	0,0100€	84,00 €		
Transport		0,1030 €	865,00€		
DAP SINGAPOUR					
Packaging	4449,00€	0,0100€	84,00 €		
Transport		0,1030 €	865,00 €		
MRS - SING		0,4167 €	3500,00€		
DDP AUCKLAND					
Packaging	5949,00€	0,0100€	84,0000 €		
Transport		0,1030 €	865,0000 €		
MRS - AUCKLAND		0,5952 €	5000,0000€		
GLOBAL		1,3608 €	19760,49€		
WEIGHT	2772000,00		27,7		
NZ MONEY		NZ\$4,28	NZ\$35964,09		

Quotes and invoices:

Dorleac Elvina - Papayo Chloé - Dufau Maxime - Lascurettes Mathias

QUOTE INVOICE ADDRESS TO: No: 542187 Date: 02.07.2025 Validity Date: 03.07.2025 BILLING TO: FOETEX DESCRIPTION QTY NO 3 4 5 Subtotal Subtotal Shipping costs Total PAYMENT METHOD PAYMENT METHOD INCOTERMS INCOTERMS CONTACT INFO CONTACT INFO +123-456-7890 hello@foetex.com 123 Anywhere St., Any City, ST 12345 +123-456-7890 hello@foetex.com 123 Anywhere St., Any City, ST 12345

QUOTE INVOICE ADDRESS TO: No: 542187 Date: 02.07.2025 Validity Date: 03.07.2025 No: 542187 Date: 02.07.2025 GRUPO HERDEZ 2 2 3 4 4 5 5 Subtotal Subtotal Shipping costs Shipping costs PAYMENT METHOD PAYMENT METHOD INCOTERMS INCOTERMS CONTACT INFO CONTACT INFO ExpositoPasta +123-456-7890 +123-456-7890 Jul Jul Jul ■ hello@grupoherdez.com • 260 San Bartolo, Naucalpan Rd 11230 CDMX 260 San Bartolo, Naucalpan Rd 11230 CDMX



Visit cards:



Commercial brochure:





*Tous les prix sont calculés sur la base 8400 unités au total commandés, une marge de 45% sur notre coût de revient, les incoterms sont proportionnels au nombre d'unités commandées. Si le client choisit un fournisseur, il enlève donc la somme des incoterms restant, ce qui réduit drastiquement le prix.