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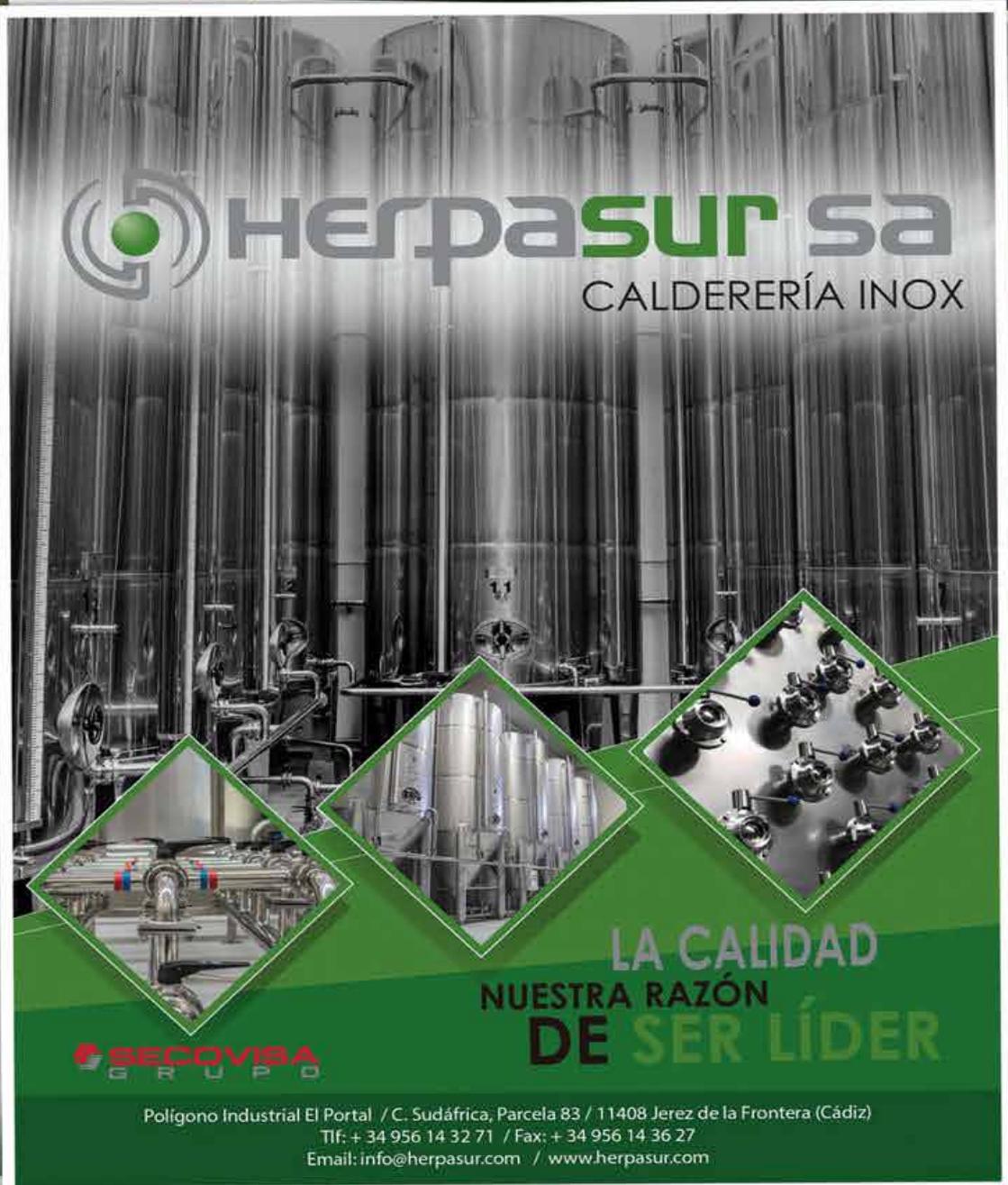
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ESPAÑA



Goya Spain (or how to export the Mediterranean essence to all corners of the world)

"If it's Goya...it has to be good!" is the motto of this Spanish company with a global presence. It was founded in Manhattan, New York in 1936 by the emigrant Prudencio Unanue who, from his headquarters in the heart of Andalusia, valued passion and tradition, offering an exquisite selection of Spanish products. Goya is a leader in the production and sale of olive oil, olives and capers, with a global presence in over 20 countries. It is the largest Hispanic-owned food company in the U.S., where its high-quality products are firmly established.

Goya's origins date back to the 1920s. During those years, many Spaniards embarked for America in search of dream. One of them was Don Prudencio Unanue, originally from Burgos, who along with his wife Carolina, migrated to Puerto Rico from Spain looking for new business opportunities. In 1936, Mr. Unanue founded the Goya company in Manhattan (New York), importing olive oil and Spanish olives, which even

Once established, the Unanues became aware of the existence of a growing market for quality Hispanic food, and so they began to provide food to local Hispanic families, bringing different Spanish products to their tables, most notably olive oils, olives and sardines.

In 1949, after founding Goya, the Unanue family acquired a small processing and packaging factory in San Juan, Puerto Rico (in the Río Piedras area) for pigeon peas destined for the United States.

Two years later, in 1951, Goya began selling its products in Puerto Rico as Goya Puerto Rico, now the largest manufacturing plant in Latin America and the Caribbean. With a staff of over 600 employees, its facilities produce and package several of the most famous Goya products, such as juices and nectars, tomato sauce, marinade, string beans, sofrito and spices. The company grew, and in 1953, due to increased sales and the need to expand its production, Goya acquired new land in the municipality of Bayamón.



The Goya España factory is located in Alcalá de Guadaíra (Seville), in the heart of the largest olive and olive oil production center in the world.



At Goya, everyone contributes the best version of themselves and their passions, which contributes to the employees' personal development as well as to the company's growth.

Four years later, in 1957, the company requested and received authorization from the United States Department of Agriculture (USDA) for processing meat. This allowed the expansion of packaged string beans and kidney beans to include other typical Puerto Rican foods such as tripe, meat stew and various pies. In the 1960s, Goya expanded its facilities, and for the first time began production of its tomato sauce and tropical nectars in Puerto Rico. In 1966, it began production of the Goya marinade and other spices that were very well received by consumers from Puerto Rico and the United States. Later, in the 1970s, Productora Quisqueyana S.A. (1971) was established in the Dominican Republic, consisting of four partners: Joe and Frank Unanue, Augusto Ledesma and Carlos Portela; as such, the name Goya Santo Domingo wasn't created until 1996. This subsidiary specialized in the planting and processing of pigeon peas and tropical fruits, focusing on the production of coconut milk, coconut cream and fruit pulps, juices and nectars. Later, in 1974, Goya España was established, which meant a return to the Unanue family's origins.

At present, Goya España stays true to its founder's Spanish origins and essence. Its facilities in Alcalá de Guadaíra (Seville) are comprised of an olive oil and olive processing and packaging plant, created to control the quality of raw materials and the supply chain, and are used to process and package their oils, capers, vinegars and gazpacho for export to the five continents.

Available on all five continents, Goya exclusively targets the retail sector, since it does not manufacture for other brands.

"Goya's evolution is based on the work of all of us who belong to this great family that is constantly growing. The love and passion that we put into our work is conveyed to our customers and suppliers, and this is the key to our success. We at Goya fully trust our employees and their potential for development and growth in areas where they can contribute the most and feel happy and fulfilled. In that regard, each person contributes the best version of themselves and their passions, which contributes both to the employee's personal development and to the company's growth," says Antonio Carrasco, general manager of Goya Spain.

A firm defender of the Mediterranean Diet (its goal being to spread its origins and flavors all over the world) as a foundation for a healthy and balanced diet, Goya Spain's range of products—olive oils, olives, capers, vinegars and gazpacho—are based on this diet standard recognized by UNESCO as an Intangible Cultural Heritage of Humanity. The company also offers a specific line of products with low sodium content for consumers

who are seeking an even healthier diet, without sacrificing flavor and quality. "We are continuously working on launching new products that provide a wider range of flavors and health, so that more and more people around the world can enjoy our products," says Carrasco.

Presence on all five continents

Goya's products are available on all five continents, offering the best possible quality and exclusively targeting the retail sector, since Goya does not manufacture for other brands. Due to the high level of demand by consumers who have remained loyal to the brand for four generations, the company has sought out the best ingredients from their countries of origin and has streamlined its supply, production and distribution logistics to be as efficient as possible in order to reach a reasonable price. In short, an atypical marketing mix consisting of selling premium products at a reasonable price, allowing it to compete with full assurance in the consumer goods sector. The jewel in the crown is the U.S. market, where Goya appeals to all consumers looking for a premium product at a reasonable price.

"The American consumer recognizes Goya as the leading brand in Hispanic food. From Spain, we enhance Goya's Mediterranean flair and we target consumers who are faithful to Spain and who have taken notice of our high-quality olive oils and olives," explains Antonio Carrasco. At present, Goya Spain follows the same internationaliza-



Goya products are part of the Mediterranean Diet and are recognized by UNESCO as an Intangible Cultural Heritage of Humanity.



Goya Spain's stand at Alimentaria 2018 in Barcelona.



In addition to the U.S., China and Japan are other strategic markets for the company. In this image, Goya Spain is at SIAL China and at Olive Marche 2018, the open-air market at the Olive Japan International Extra Virgin Olive Oil Contest.

tion strategy as its founder: with low export Spanish olive oil and olives to markets and destinations where they appreciate the quality of its products—endorsed by international certifications (BRC “Grade AA,” IFS, USDA Organic, etc.) and quality label institutions (ChefsBest, NAOOA, Laur Konsumenta and iTQi)—and the importance of the brand. In this search, apart from choosing those who have remained loyal to the brand, the company has selected the relevant markets of each continent—or area of trade agreements—such as Australia, Mexico, Brazil, China, Japan, Korea or even cities that have a similar population to other countries. Once a market is established, the second phase includes those around it, creating an export model via distributors of international brands.

As explained by Luis Domingo Sáenz, from Goya Spain's marketing department, "we are positioning Goya products mixed between the luxury segment and the mass market. However, we are in markets where extra

virgin olive oil is accepted at the price that it's actually worth, markets where it is not a basic commodity and markets where those with purchasing power can buy it. The operating model is via distributors, since they help maintain our image in the market and on the shelf and have control over our marketing and communication strategy."

"The support we offer to our distributors," Sáenz continues, "is at the marketing and communication level; at first, working in B2B (event marketing), trying to gain the attention of the country's professionals, and also strengthening our presence in these markets by participating in trade fairs." At Foodex Japan, where the company participated in 2013, Goya Spain was invited to participate in Olive Japan and was awarded a gold medal for its extra virgin olive oil, with a production between 3.5 to 4.5 million kilograms. Two years later, it won another gold medal. From then on, the company began to participate in international competitions with all its oils, including Goya's most popular EVOO and Goya Unico and Goya

Organics premium oils.

In 2018, Goya Spain presented at the main international competitions, winning 40 prizes in the last quarter of the year, including 20 gold medals. "We were aware of the quality of our products, but we have discovered that we package some of the best extra virgin olive oils and olives," says Antonio Carrasco proudly. It was not said in vain because since 2018, Goya Spain has been included in the list of Top 10 best olive oil companies and its two premium EVOOs have placed in the list of Top 10 EVOO, according to the EVOO World Ranking, due to all the recognitions received throughout the past year. Likewise, the Extra Virgin Olive Oil World Ranking (WREVOO) placed Goya premium oils on the Top 10 list and its factory is one of the best in the world. 2019 is following the same trend in terms of the awards the company has won: prizes awarded in the first quarter of the year include winning three gold medals for their oils at the Los Angeles IOOC and winning second prize for Goya's Unico oil in the



Medium Green Fruitiness category of the Mario Solinas Quality Awards by the International Olive Council.

EVOO, flagship product

Since the very beginning, olive oil has always been Goya's flagship product and its most popular product. In a catalog containing more than 2,700 references, olive oil occupies a prominent role in all of the brand's business documents and communication policy. Currently, Goya Spain retains the essence of the Andalusian olive groves, using the best raw materials to produce its six olive oils: Unico, Organics, Classic Extra Virgin, Robusto/Fruity, Pure and Light Flavor. A wide range of products made for different uses depending on how much flavor you want to add to recipes, with the goal being that customers have as many options as possible in the kitchen. The first two, Goya's premium EVOOs and Robusto/Fruity, come in 250 ml and 500 ml glass bottles, while the rest are also available in 89 ml and 750 ml glass bottles, 1 L



1.5 L PET bottles and 500 ml, 710 ml, 1 L and 3 L tin canisters. Goya Unico is a coupage of the Hojiblanca and Picuda olive varieties, carefully selected and handpicked at the end of October. This premium EVOO with an intense fruity green aroma of fresh herbs, fruit trees and tomato gardens, and a reminiscence of almonds and apple. It is the culmination of exhaustive and rigorous inspection from tree to table. In order to produce one quart (liter),

This organic extra virgin olive oil is a blend of Picual, Hojiblanca and Picuda varieties. It has an intense fruity green aroma, with notes of herbs and green leaves. There are also hints of tomato, apple, green almonds and artichokes, and a balance between a bitter and peppery taste on the palate, which is both harmonious and elegant. Goya Extra Virgin Olive Oil is another blend mainly extracted from the Hojiblanca, Lechín, Picual, Arbequina and Manzanilla varieties, with very pronounced aromas of freshly cut herbs, tomato, green fruits such as apples and ripe fruits such as bananas, and its delicate almond flavor, it stands out for the balance and harmony between its subtle peppery taste and bitterness. Goya Puro Olive Oil is ideal for cooking, with a smooth flavor and intense fragrance. It stands out due to its versatility since it is made with high-quality refined olive oil and extra virgin olive oil. Light Flavor Olive Oil is also a blend of high-quality refined olive oil and EVOO. It is ideal for frying, baking and sautéing, in traditional local recipes and baking.





It is characterized, as its name suggests, by its great smoothness and neutral flavor, suitable for all kinds of palates. Its healthy properties stand out when compared to other vegetable oils and seed oils, with a higher oleic acid content and resistance to higher temperatures. Lastly, Goya's Robusto/Fruity EVOO, which launched in the Japanese market on October 18, is an intense olive oil with fruity green aromas. Obtained from early-harvest Hojiblanca and Arbequina olives, with aromas of freshly cut grass, leaves, aromatic herbs, green tomatoes and artichokes. A well-balanced oil, with a sweet mouth and light peppery taste and slight bitterness, perfect for salad dressings, sauces, meats and fish.

Marketing plan and social media activity

Goya Spain's marketing department supports distributors of each market so that they have the necessary resources and materials to communicate and position the brand. After creating a websites in several



Goya's Robusto/Fruity EVOO was launched to the Japanese market on October 18, 2018.

Since the very beginning, olive oil has always been Goya's most iconic and most popular product.

languages and localizing it for each country the company is located in, an Intranet was subsequently developed to communicate internally with international clients and partners on Goya's other commercial platforms. Likewise, a corporate identity manual was developed to standardize the criteria for using the brand, as well as multimedia educational materials in order to generate and maintain a constant flow of communication so that the brand's presence would be permanent and would reach a greater number of professionals. Finally, Goya became active on social media, creating profiles on Facebook, Instagram, LinkedIn and YouTube. The quality and frequency of its publications are increasing Goya's brand awareness so that its products are being recognized more and more around the world by consumers, bloggers and influencers...but what about future projects? Goya Spain's main objective is "to become a leading food brand in the markets where we currently operate and to continue our global expansion by promoting the quality of Goya's products," concludes Antonio Carrasco.



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