

# Using An Ambidextrous Strategy For International Market Selection For Fresh Fruit Exports

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## Abstract

**Purpose:** The aim of the paper is to present international market selection criteria that can assist in the joint achievement of biospheric, altruistic and hedonic values and to illustrate the type of information it would provide once used.

**Design/methodology/approach:** The study used the dominant product-dominant country approach to match product value propositions to South Africa's fresh peach and nectarine industry's international markets. The core value propositions were determined indices derived from factor analysis performed on cultivar characteristics of fruit varieties that were used for export between 2001 and 2018. Secondary data on percentage use of each cultivar in each of the seven identify export regions were used to weight the indices.

**Findings:** The study's results show that latent markets for eco-efficient value exist in South Africa's oldest, dominant, high-income markets which happen to be declining such as the United Kingdom and the European markets. A demand for eco-efficient value was also found in the newer and fast-growing markets, such as the Middle East and Africa. The results also show a resolute market for unsustainable production in the same markets as well as in Asia.

**Research implications:** The findings point to ways in which growth could be revived in declining markets and accelerated in newer markets. Different from previous research which encouraged export increase to Asia due to its high growth rate, it warns of unintended consequences of not pursuing this route without considering the sustainability aspects.

**Originality:** The study's findings provide a basis of motivating for value-orientated investments.

**Keywords:** portfolio analysis, differentiation strategy, green marketing, competitiveness, value analysis, sustainability