

Export Procedures and Organizational Efficiency in a Palm Oil-Producing Company in Tomé-Açu, Pará: A Case Study

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Abstract: *The state of Pará has emerged as a prominent actor in the production and commercialization of palm oil, a commodity of considerable significance in both national and international markets. For companies seeking to enter foreign markets, the formulation of well-structured export strategies is essential to address export-related challenges. In this context, this study analyzed the export procedures of a palm oil-producing company based in Tomé-Açu, Pará, aiming to identify opportunities for improvement and enhance organizational efficiency. Methodologically, the research was characterized as a descriptive, qualitative case study supplemented by bibliographic research. Data collection instruments included a protocol and a semi-structured interview guide divided into two sections: Block I, which addressed sociodemographic issues, and Block II, which focused on the specific research questions. Three participants took part in the study: two company analysts and one agricultural supervisor. The most salient findings indicated that the principal challenges faced by the company in the export process are consolidation in the international market, driven by intense global competition that demands differentiation; compliance with diverse international regulations and standards; and the logistical complexity involved in product transportation. The study concludes that these challenges can be overcome through organizational investment in export strategies and the adoption of effective tools to mitigate the identified obstacles.*

Keywords: Export Procedures, Palm Oil, Pará, International Market, Organizational Efficiency, International Regulations, Logistical Complexity, Case Study.

1. INTRODUCTION

Exports in Brazil began during the mercantilist period, characterized by the trade of various commodities, such as brazilwood, sugar, tobacco, cotton, gold, and precious stones (Batista; De Araújo, 2023).

With the country's independence in the 19th century, relations with international trade expanded more and more due to the high activity that has developed over the years up to the current scenario (Nascimento, 2023).

Klein and Luna (2020) highlight that the quality of commodities has been a major driver in strengthening international relations. In this context, companies that carry out such processes need to stay innovative, in addition to adopting practices that benefit both the company and society (Maia et al., 2023).

In this way, the palm oil market has been standing out in the national and international economy. This crop is recognized for its high productivity, being able to yield 3 to 4 tons of oil per hectare (De Castro, 2018).

In 2022, the Brazilian Institute of Geography and Statistics (IBGE) recorded a palm oil production value of 1,233,888.00 thousand reais in Brazil and showed positive growth prospects for the coming years.

Regions in the Pará context have become widely known for their significant agricultural activity focused on extensive palm oil cultivation as a strategic part of this constantly evolving market (Monteiro, 2023).

Do Nascimento et al. (2023) support this idea, demonstrating that this business sector encompasses the food, cosmetic, and biofuels industries, especially in biodiesel production, which will lead to the establishment of industries in the municipality of Tomé-Açu/PA that export their products to the international market.

Thus, the following research question arose in this study: What are the main obstacles faced by a large palm oil producing company located in Tomé-Açu, Pará, during the export process, and how do these challenges influence the organization's strategic management?

To address this issue, the following general objective was established: to analyze the export procedures of a palm

oil producing company based in Tomé-Açu, Pará, aiming to identify opportunities for improvement and enhancement of organizational efficiency.

With the following specific objectives: (i) To investigate the main export destinations of palm oil produced by the company in Tomé-Açu, Pará; (ii) To examine the logistical processes involved in palm oil export, including transportation modes, cost reduction, and time; (iii) To propose suggestions for improving the export processes of the palm oil producing company in Tomé-Açu, Pará, with an emphasis on optimizing the supply chain, reducing costs, and increasing organizational efficiency.

The study proved relevant for Brazilian companies engaged in international activities, as it is known that entering unknown scenarios is a challenge that requires well-structured strategic planning, encompassing a series of procedures to ensure the achievement of established objectives.

In the specific case of the company under analysis, it can put into practice a series of recommendations that will help it ensure its consolidation in the palm oil market and other important factors.

For students, this research is important because it allows them to apply the theoretical concepts learned in the classroom, understanding the complexities of international trade, in addition to developing analytical and problem-solving skills.

From the university's perspective, the study contributes to the quality of teaching and research, strengthening the links between the academic institution and the business sector.

In summary, the study has shown potential to contribute to the company's development, proposing solutions to increase organizational efficiency, optimize the supply chain, and reduce costs.

2. THEORETICAL FRAMEWORK

2.1 Growth of Exports in Brazil

The growth of exports in Brazil is deeply rooted in its colonial history, where the economic and social structure was shaped to serve the interests of the Portuguese metropolis (Cardoso, 2023).

In the 16th and 17th centuries, Brazil saw the emergence of complex activities such as sugar production and mining, driving colonial development. In the 19th century, coffee became the main agricultural product, leading Brazilian exports and the imperial economy, initially concentrated in the Paraíba do Sul Valley, in the current state of Rio de Janeiro, and later expanding to meet global demand (Xavier et al., 2023).

Until the 1930s, sugar, coffee, cotton, and other commodities remained at the top of international exports. This trend continued until the JK years, in the 1950s, representing approximately 70% of the national export basket. However, significant diversification of the export basket between the 1960s and 1970s, driven by industrial growth, resulted in relevant changes in the main products traded by the country (Cedra, 2022).

In this context, foreign trade has stood out as one of the most prosperous sectors in the Brazilian economy, driven by the remarkable growth of exports, which increased by approximately 110% between 1999 and 2004. Simultaneously, this factor drove the growth of commodity exports, and Brazil strengthened its commercial and international relations (Da Silva et al., 2021).

In light of this, the agricultural sector has benefited from investments in technology, including the adoption of modern machinery, advanced cultivation techniques, and genetic improvement, resulting in a significant increase in efficiency and productivity (Quintam De Assunção, 2023).

Thus, Lopes et al. (2024) state that during the modernization process of Brazilian agriculture in the 1970s and early 1980s, rural credit played a crucial role. Through financing programs, farmers were able to acquire modern machines, equipment, and technologies, which resulted in a substantial increase in agricultural production and its efficiency.

Today, Brazil is a diversified economy; its territorial extension, abundant natural resources, industrial

diversification, and global integration have enabled its effective insertion into commercial relations worldwide (Senger, 2024).

In general, the international market plays an increasingly crucial role in the country's development, driving economic growth and improving social well-being (Christ et al., 2022).

2.2 Palm Market

The oil palm, scientifically known as *Elaeis guineensis*, is native to Africa, introduced to the Americas in the 16th century, and has been cultivated by traditional peoples and communities. Today, it is recognized as one of the main commodities for the production of oil and its derivatives. Its importance is also highlighted in both the gastronomic and energy markets, both nationally and internationally (Silva, 2021).

As a result of the advances of the Industrial Revolution in Europe. The vigorous trade in palm oil found an already established market among soap manufacturers; however, its success would not have been as significant without the important scientific advances made around the same time (Silva, 2022).

Furthermore, the palm performs various functions, being considered a flexible crop with both food and non-food applications, including food, feed, fuels, and industrial materials (Lody, 2024).

It is worth noting that the palm highlights an innovative production capacity with specific characteristics, namely the viability and effectiveness of the approach in obtaining the raw material, which can be used in various ways (Filgueiras et al., 2024).

Thus, in recent years, the cultivation of the oil palm has stood out in the state of Pará, driven by the understanding of its economic importance, especially highlighting its ability to produce sustainable fuel, which has led Brazil to be a relevant protagonist in the international production of biofuels and various other products derived from palm oil (Correa, 2024).

According to EMBRAPA (2020), palm oil production in Brazil is significant and is concentrated mainly in the state of Pará, with emphasis on the municipalities of Bonito, Acará, Moju, Tomé-Açu and Tailândia.

The state of Pará holds a prominent position as the main producer of this raw material in Brazilian territory, starting in 1988, contributing approximately 50% of national production (Venturieri et al., 2021). It is worth noting that other Brazilian states have advanced in cultivation with investments and incentives for palm farming, such as the state of Rondônia, diversifying the market and national economy and generating jobs (Sidra, 2021).

2.3 Export Strategies

When entering the international market, companies face new challenges. Although their products or services remain the same, adapting to the new geographical environment will bring additional variables. These variables need to be carefully considered in the development of the business strategy. In this context, a well-planned strategy becomes essential in a constantly evolving market (Ferreira et al., 2023).

Mandarino and Gomes (2021) emphasize that export strategies in the context of global entrepreneurship are characterized by the adoption of innovative, proactive, and risky behaviors, transcending national borders with the purpose of adding value to organizations.

Gouvea Neto (2023) adds that an effective strategy concerns the creation of policies and practices that promote export diversification; however, equitable distribution is necessary because regions that already have a significant presence in the export market, especially when supported by government assistance, will tend to benefit more than those whose production is far from the primary objectives outlined by such an export policy.

Given this premise, the situation faced by most small and medium-sized enterprises in Brazil is contrary to that observed in large corporations. Endowed with limited financial resources for investments and often deficient in working capital, in addition to a lack of knowledge about the need for strategies, this leads to a series of adverse consequences for these companies (Vasconcelos; Vasconcelos, 2020).

Furthermore, incoterms processes highlight standards for exporting companies; this synthesis emphasizes the importance of following them to mitigate challenges and establish clear strategies in the context of international trade (Andrade, 2023).

In light of the above, it is advisable to implement effective strategies, such as improving organizational culture focused on innovation and, above all, continuous learning. Similarly, investing in technology and innovation to enhance operational efficiency and offer competitive advantages in national and international markets, enabling them to overcome these obstacles and achieve more solid and sustainable performance, capable of identifying opportunities and anticipating threats (Damian; Cabero, 2021).

In this sense, the use of management tools is of great importance, as it provides the organization with a comprehensive and detailed analysis of its position in the organizational context through the evaluation of internal and external factors that influence it. Through these tools, it is possible to identify patterns and trends to increase operational efficiency (Barros et al., 2020).

3. METHODOLOGY

3.1 Research Nature

The research was characterized as a case study. According to Yin (2015), this method is an empirical investigation that seeks to examine a contemporary phenomenon (the case itself) in depth and within its real-world context.

Thus, considering that there are certain factors for which the case study is recommended—such as in the initial phase of an investigation into complex topics, where the construction of hypotheses or reformulation of the problem is required (Gil, 2002).

The study employed a descriptive approach. Vergara (2000) states that this modality exposes the characteristics of a particular population or phenomenon, establishes correlations between variables, and defines its nature.

In addition to the qualitative approach. Moura (2021) considers that qualitative research aims to understand and interpret the meanings of a specific social group, and it is based on an interpretive perspective.

3.2 Study Area

The research was conducted in the municipality of Tomé-Açu, Pará, in April 2024. According to the 2022 demographic census by the Brazilian Institute of Geography and Statistics (IBGE), the city is located in the Northeast Pará Mesoregion, northern Brazil, with geographical coordinates of 02°25'08" south and 48°09'08" west, at an altitude of 45 meters above sea level. Tomé-Açu has an estimated population of approximately 67,305 inhabitants.

The company analyzed in this study operates in the cultivation and processing of oil palm. The organization carried out its first plantings in 2010, and its headquarters is located in the state capital, Belém/PA.

The organization currently has more than 40 thousand hectares (ha) of its own plantations and family farming, distributed between Thailand and Tomé-Açu, its industrial hubs, with approximately over 2,400 thousand employees.

Its products serve the international and national palm oil markets, destined for various industries and used in key segments: bakeries, culinary, cosmetics, and chemical oils.

3.3 Technique and Sampling

The research employed a semi-structured interview protocol and script, a methodology aimed at minimizing researcher interference, provided that the procedures established in the instrument are strictly followed.

Three company volunteers participated in the study: two production analysts and one agricultural supervisor. The protocol contained 15 questions—5 of a sociodemographic nature and 10 focused on the research objectives—the scope was sent one week in advance, addressing topics such as export, logistics, organizational structure, strategy,

and challenges. The advance sending aimed to allow participants to prepare adequately.

The questions were carefully formulated based on the study's premises, aiming to capture essential information for a deeper analysis of the company's management. The analysis of the collected data followed a qualitative approach, focusing on identifying patterns and trends through content analysis. According to Bardin (1977), this process occurs in three stages: pre-analysis, exploration of the material, and interpretation of results.

The interviews were conducted in person and individually, with an approximate duration of 30 minutes each. Participants' responses were manually noted for later analysis, then coded and organized into categories using Word Software version 2016, facilitating the identification of significant common and divergent points among the interviewees.

In the results section, the discussions were presented in a structured manner, divided into thematic blocks, with the aid of tables that synthesize the obtained responses. The tables will highlight the main identified patterns, using colors to indicate agreements or divergences in the analyzed aspects.

4. RESULTS AND DISCUSSIONS

This section was divided into two blocks: Block I presents the sociodemographic characteristics of the interviewees in percentages, accompanied by their analysis.

Block II focuses on the specific research results, analyzing participants' responses and identifying patterns of agreement and disagreement. The statements were synthesized and visually represented using colors (green, blue, and yellow), where the same colors indicate agreement, while different colors symbolize disagreement between responses.

4.1 Block I - Sociodemographic Result

The most evident results indicate that the majority of interviewees are female (67%) and all have completed higher education (100%). Additionally, 67% are between 31 and 35 years old and belong to marital statuses other than single.

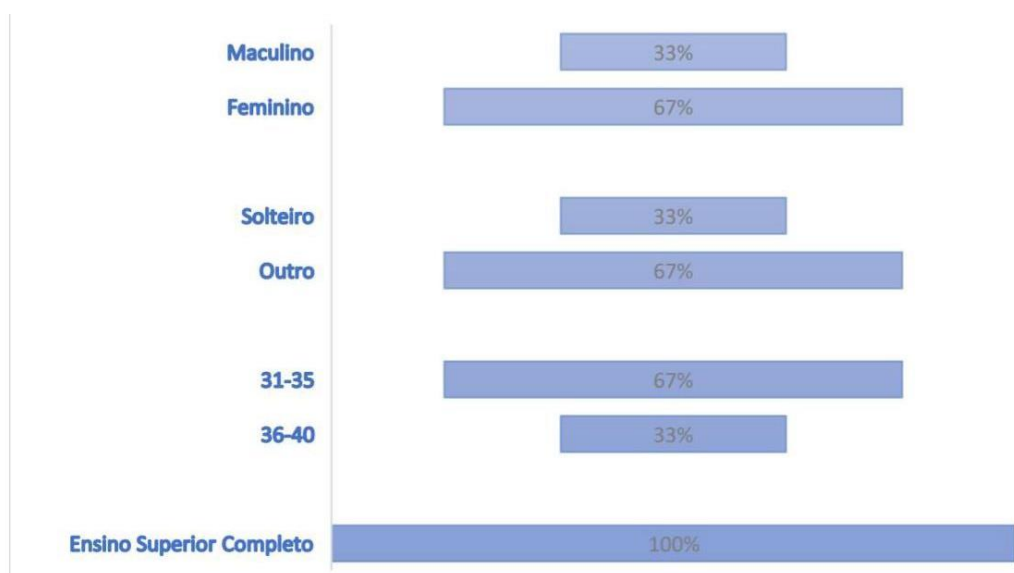


Figure 1: Sociodemographic information of participants

The result reflects a predominantly female team and consequently qualified by educational level, which highlights the importance of people management in making diversity tangible and developing talent in the company.

However, it is worth noting that new profiles can contribute significantly to increasing operational efficiency, suggesting that the company may consider this issue as a management strategy.

4.2 Block II - Specific Questions of the Study

Table 1: Challenges in the product export process

Participants	Description	Analysis
Interviewee 01	To conquer new markets linked to palm oil in the international context, considering that this sector has been growing more and more.	
Interviewee 02	Guarantee of product quality and safety during transportation international, compliance with phytosanitary and foreign trade regulations, logistics costs, and exchange rate fluctuations of the product.	
Interviewee 03	Consolidate its position as an important palm oil exporter, expanding its participation in international markets.	

Interviewees 01 and 03 agree that the main challenges in the export process are for the company to consolidate in the international market and become a major palm oil producer.

Interviewee 02, on the other hand, highlights that the main challenge in the export process is ensuring that the product is safe and of quality at all stages, from logistics to entering new markets, which are also challenges related to the company's market consolidation but from a different perspective.

Ferreira et al. (2023) emphasize the complexity faced by companies operating in foreign markets, stressing that new challenges can only be overcome through well-structured business strategies.

In this way, the company can use management tools that effectively contribute to increasing operational efficiency. Barros et al. (2020) suggest the use of the SWOT Matrix, which helps to enhance the internal and external flows of any company.

Table 2: The impact of challenges on organizational efficiency.

Participants	Description	Analysis
Interviewee 01	The different regulations and quality standards create complexity in internal processes, making it more difficult for the organization to be agile and its ability to respond quickly to market changes.	
Interviewee 02	The challenges of financial management and the production process. Following the importing country's norms regarding quality standards is undoubtedly also one of the main adversities that prevent greater efficiency on the part of the company.	
Interviewee 03	Exporting expanded production and requires acquiring knowledge that capitalizes on the benefits of specialization in different parts of the company, but does not directly impact organizational efficiency.	

The interviewees presented different perspectives on the factors that affect organizational efficiency. Interviewee 01 emphasized that various regulations and quality standards increase the complexity of internal processes, making the organization less agile and hindering its ability to respond quickly to market changes. For them, these external factors are the main responsible for the reduction in organizational efficiency.

Interviewee 02 partially agrees with this view, also mentioning regulations as one of the main challenges. However, they go further by highlighting that, in addition to the obstacles imposed by the quality standards of the importing country, the company faces challenges related to financial management and the production process. For them, these internal issues combined with international standards prevent the company from achieving a higher level of efficiency.

On the other hand, Interviewee 03 presents a different view. They state that although exporting brings expansion opportunities and requires a higher level of specialization in different areas of the company, this does not directly impact organizational efficiency. According to them, exporting requires the acquisition of new knowledge, but the factors that most influence efficiency are related to other internal issues that were not directly associated with quality standards or financial management.

Mandarino and Gomes (2021) state that national companies operating in foreign trade need to adopt innovative and proactive behaviors to add value to organizations both internally and externally. Such issues should be taken into consideration by the company to increase its administrative and operational efficiency.

Table 3: Influence of transportation on the company's exports.

Participants	Description	Analysis
Interviewee 1	With quality road infrastructure, it is possible to achieve a reduction in logistics costs as well as in transport maintenance.	
Interviewee 2	Efficient infrastructure facilitates the agile transport of products, reducing logistics costs and delivery time. Modern port facilities also speed up loading, increasing the company's competitiveness.	
Interviewee 3	Yes, because it improves distribution efficiency, making it possible to reduce logistics costs. At the same time, there is an evident increase in sectors that are highly dependent on logistics infrastructure.	

The three interviewees agree that logistics infrastructure has a direct impact on transport efficiency and cost reduction. Interviewee 2 goes further by mentioning the role of modern port facilities in accelerating loading, which in turn strengthens the company's competitiveness.

Lopes et al. (2024) state that agricultural companies need to keep up with modernization processes, including modern machinery and technologies to facilitate and increase production efficiency.

This reference emphasizes the importance of investments in infrastructure and technology to boost productivity, highlighting the relevance of logistics infrastructure for the company's export processes.

Table 4: The company's main consumer markets

Participants	Description	Analysis
Interviewee 1	One of the main consumers of palm oil is the Asian continent. The high demand for the product comes from the cosmetics, food, pharmaceutical, and biofuel markets.	
Interviewee 2	Palm oil covers the food, cosmetics, chemical, pharmaceutical, and biofuel sectors, both in the national and international scenarios.	
Interviewee 3	The company has always had a very comprehensive market. Palm oil can be used in various ways. However, the biofuel market is achieving high indicators in our company.	

The three interviewees show general agreement on the scope of the palm oil market, with significant use in the food, cosmetics, pharmaceutical, and biofuels sectors, both nationally and internationally (Lody, 2024). The interviewees' agreement is clear regarding the diversification of sectors that use palm oil.

However, Interviewee 03 places a different emphasis by highlighting the specific growth of the biofuels market, suggesting that within this broad scenario, biofuel has become increasingly important for the company, a point not mentioned by the other interviewees.

In this way, the first specific objective of the research was achieved: "Investigate the main export destinations of palm oil produced by the company in Tomé-Açu", Pará. Analysis of the interviews revealed that the Asian continent is one of the main consumers of palm oil, with emphasis on the cosmetics, food, pharmaceutical, and biofuels markets.

Table 5: Bureaucracy in the export process

Participants	Description	Analysis
Interviewee 01	The company's commercial sector faces challenges related to international trade laws and regulations, such as the equivalence of health inspection processes, the imposition of minimum prices, and embargoes. Some of these embargoes have political or retaliatory reasons.	
Interviewee 02	The company has a specialized team in foreign trade (commercial) to handle the necessary paperwork, such as commercial invoices, phytosanitary certificates, price fluctuations, customs declarations, and other documents required by importing countries.	
Interviewee 03	There is a sector responsible for handling the company's bureaucratic issues. I cannot say exactly how this process works.	

The syntheses of Interviewees 01 and 02 are in agreement, as both recognize the importance of the commercial sector and the regulatory challenges involved in international trade. The difference is that the first participant focuses on legal and regulatory challenges, while the second focuses on the work of the technical team; this same result was found in the study by Galvão et al. (2024).

Corroborating Andrade (2023) in stating that incoterms are essential standards within exporting companies to regulate the international trade of goods, specifying responsibilities such as freight payment, insurance, and place

of delivery.

The last testimony indicates a divergence or knowledge gap, recognizing the existence of a foreign trade sector but lacking detailed information about its operation, unlike the other interviewees who showed greater clarity about the process.

Table 6: Characteristics that differentiate the company

Participants	Description	Analysis
Interviewee 01	The way management, extraction, and refining are carried out, both generated sustainably, ensuring certifications such as RSPO	
Interviewee 02	The company's capacity for innovation, through the application of advanced technologies in the palm oil production chain, which significantly differentiates the company from competitors.	
Interviewee 03	Management, extraction, and refining are carried out sustainably, following certifications such as RSPO, which certify environmentally responsible practices. This ensures the conscious use of natural resources, contributing to environmental preservation and the well-being of local communities.	

Interviewees 01 and 03 agree in stating that the management, extraction, and refining of palm oil are carried out sustainably, with certifications such as RSPO ensuring environmental responsibility.

The statement of Interviewee 02 brings a point of divergence or different emphasis, focusing on technological innovation as the main factor that differentiates the company from competitors. Although sustainability is mentioned by the other interviewees, this one focuses on this guideline as a competitive differential, which aligns with Damian and Cabero (2021) in presenting that such technological and innovation items guarantee competitive advantages over other companies.

Table 7: The company adopts control and evaluation practices

Participants	Description	Analysis
Interviewee 01	Yes, through Production Metrics, and/or process management that should cover: Efficiency - related to the means and resources applied to processes; Effectiveness - related to process performance; Monitoring - to ensure that the expected results are being achieved.	
Interviewee 02	Yes, the company works with performance indicators, cost analysis, Customer Feedback, Internal Audits, Benchmarking	
Interviewee 03	Yes, the company implements practices to monitor and evaluate the efficiency of its export processes, focusing on optimizing resource use and procedure performance. This continuous supervision is fundamental to ensuring that the expected results are achieved.	

The three interviewees show general agreement in stating that the company adopts monitoring and evaluation practices for its processes. All agree that the company uses performance metrics and indicators Interviewee 01 emphasizes the importance of process management through indicators related to efficiency, effectiveness, and continuous monitoring, while Interviewee 03 complements this view, highlighting that constant supervision is essential for resource optimization and achieving expected results.

Although Interviewee 02 brings a broader perspective, including indicators such as cost analysis, customer feedback, internal audits, and benchmarking, their approach does not contradict the observations of the other interviewees. On the contrary, it enriches the discussion by incorporating elements of external evaluation and comparison with competitors, aligning with the common goal of improving company performance (Barros et al., 2020).

Table 8: Company strategies in foreign trade

Participants	Description	Analysis
Interviewee 01	Innovation is fundamental as one of the company's strategies and its internationalization, to consolidate a global brand and become a reference in quality. This increases the organization's credibility, expands the search for new markets, and strengthens brand recognition among global consumers.	
Interviewee 02	It aims to understand the target market, adapt the product and its presentation, establish local partnerships, ensure quality and compliance, efficient logistics, Marketing and promotion. Customer service, Monitoring and adaptation.	
Interviewee 03	Innovation is one of the company's main strategies and its global expansion, consolidating it as a reference in quality. This raises the organization's credibility, expands its search for new market opportunities, and reinforces brand recognition among consumers around the world.	

A clear agreement was observed between interviewees 01 and 03 regarding the importance of innovation as a central strategy for the company's internationalization. Both emphasize that innovation solidifies the brand as a quality reference, increasing credibility, attracting new markets, and strengthening global recognition.

On the other hand, interviewee 02 adopts a more practical approach, focusing on operational strategies for success in foreign markets, mentioning the need to understand the target market, adapt the product, establish local partnerships, ensure logistical efficiency, and invest in marketing and customer service. Unlike the others, he does not highlight innovation as a main pillar, but rather adaptation to local demands and operational efficiency.

Table 9: Stages of the logistics process

Participants	Description	Analysis
Interviewee 01	The oil distribution logistics is associated with planning, as each phase must follow a specific schedule, from supplier selection to customer service; it is necessary to have intelligence, control of activities, and manage risks and unforeseen events very well.	
Interviewee 02	The company operates primarily with strategic partnerships, inventory management, traceability, and an indispensable route planning for monitoring deliveries.	
Interviewee 03	Distribution management is linked to the detailed planning of each stage, preparation of documentation, supplier selection, product packaging, transport organization, and customs clearance. To ensure that everything happens according to the established schedule.	

The content of this table partially addresses its second specific objective, which is "Examine the logistics processes involved in palm oil export, including transportation modes, cost reduction, and time." The analysis of the descriptions highlights the importance of planning and strategic management in logistics stages (Interviewee 01 and 03), although transportation modes are not explicitly discussed.

However, mentions of route planning and transportation organization indicate a concern with the appropriate selection and management of modes. Cost reduction is indirectly suggested by the focus on strategic partnerships (Interviewee 02), inventory management, and activity control, pointing to a pursuit of efficiency, although details on how costs are effectively reduced are unclear.

As for time reduction, it is evidenced by the concern to follow schedules and monitor routes, ensuring deadline compliance, although there are still uncertainties about the effectiveness of these strategies.

Table 10: The company's impact in relation to its industrial hub.

Participants	Description	Analysis
Interviewee 01	The development process of the local agricultural sector is enormous, which results in transformations in its economic structure, labor relations, and the role they play, since large companies are the main ones responsible for the growth of urbanized areas.	
Interviewee 02	The export of the palm oil company's products has a positive impact on job creation in the municipality, economic development, and locally.	
Interviewee 03	The establishment of the company in Tomé-Açu implies substantial changes in the local economy, employment patterns, and social functions.	

Respondents agree that the company contributes to development and benefits agricultural exports, having a significant impact on the local economy and society by generating jobs and sustainable practices.

Gouvea Neto (2023) aligns with the respondents' perspectives, who recognize the importance of agricultural development but also emphasize the need to consider social and economic implications.

Thus, to achieve the final specific objective of the research on improving the export processes of the palm oil company in Tomé-Açu, Pará, it is important to implement strategic measures, such as: optimizing the logistics chain by adopting an integrated management system for real-time monitoring, and partnering with local suppliers and transporters to ensure transport efficiency.

It is necessary to conduct a detailed analysis of logistics costs to identify waste and negotiate more favorable rates, as well as invest in automation and tracking technologies to increase operational transparency.

To improve organizational efficiency, continuous training of the team in logistics and commercial management practices should be prioritized, accompanied by the implementation of performance indicators to monitor process efficiency.

5. FINAL CONSIDERATIONS

The conclusion of this study highlights the importance of optimizing the export processes of the palm oil producing company in Tomé-Açu, Pará, as a way to strengthen its competitiveness in the international market. The study achieved its main objective and opened new perspectives for future research and innovations in the area.

Challenges and opportunities that directly affect efficiency and organizational improvement were identified. Among these, the need to comply with various international regulations and standards stands out, as also observed in the study by Galvão et al. (2023), in addition to the logistical complexity involved in transportation, which demands effective training strategies and reduction of operational costs.

The main findings suggest that the adoption of an integrated management system, the formation of strategic partnerships, and the implementation of automation technologies are fundamental to improving the logistics chain and ensuring efficient product distribution.

These discoveries have practical relevance, as they provide a clear path for the company to improve its export processes and establish itself as an important player in the sector, contributing to local economic development, as noted by Gouvea Neto (2023).

Theoretically, the results enrich the research field on logistics management and foreign trade, highlighting the need for innovative and integrated strategies in globalization contexts (Ferreira et al., 2023; Mandarino; Gomes, 2021).

It is noteworthy that the main limitation identified during the development of this study was the restricted availability of participants, resulting in a limited sample, making new discoveries impossible.

For future studies, it is suggested to expand the sample and include other key actors involved in the export process, such as representatives from the transportation sector and regulatory agencies, to better understand the barriers and opportunities in this sector.

In addition, it would be interesting to explore the impact of specific public policies aimed at strengthening foreign trade in the Tomé-Açu region, as well as conducting a comparative analysis with other palm oil producing regions, both in Brazil and in other countries, using quantitative and qualitative methods.

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