

## Conclusions and Proposals

1. After the Russian embargo in 2014, not only Latvian dairy companies, but also many EU companies had to reorient themselves from the Russian market and had to look for new outlets, which intensified competition in the world market. Latvian producers did this in a short time and have regained lost volumes in other markets.
2. As more than a year elapsed between the preparation of the program application and the start of operations, the market situation had changed rapidly. Cardinal changes in the economy and politics took place in the largest target country market - Azerbaijan, which radically changed export opportunities. In turn, the value of the base export remained the same, which included the export indicators for next years. This had a significant impact on the revenues of the programme.
3. The implementation of the Taste Milk program in China is ambiguous, as the program achieved the target of 6% of the planned export value of the program. In turn, other significant unforeseen results have been achieved. Investments have been attracted and new production facilities are planned to be opened.
4. The objectives of the project have been too optimistic for the Chinese market, despite the specificities of this market. In such a short period of the program, it is difficult to achieve significant increases in export indicators, therefore it should be assessed at least after the results of 2020.
5. The Taste Milk program has had a positive effect on the growth of dairy exports to the United Arab Emirates, as the program achieves its target of 81% of the planned export value of the program, but with a significant increase in volume of exports.
6. The Taste Milk program has had a significant positive impact on the growth of dairy exports to the United States, as the program achieves its target of 176% of the planned export value of the program.
7. The implementation of the Taste Milk program in the United States has benefited the market in the common region and the attraction of new customers, for example in Canada.
8. The implementation of the Taste Milk program in Azerbaijan is ambiguous, as the target to be achieved by the program has been met by 31% of the planned export value. In turn, due to the operation of the program, Latvian dairy exports increased again after a significant decline.
9. The Taste Milk program has had a significant positive impact on the growth of dairy exports to Israel, as the programme's target of the planned export value of the program has been met of 288% rate. As a result of the programme, the additional contribution to the export of Latvian dairy products was almost 2.5 million euros.
10. Taste Milk's planned and implemented product promotion activities (exhibitions, trade missions, product tastings) have been selected to achieve the

objectives of the program in accordance with international marketing theory and practice in export promotion.

11. In countries (UAE, USA, Israel), where more activities were implemented than originally planned, there is a positive impact on the achievement of the goal of the program. The targets have been met or are close to meeting the targets.
12. In countries (Azerbaijan, China) where activities were postponed from Year 1 to Year 2 or Year 3 and only the number of activities originally planned was implemented, there is no positive impact on the achievement of the objective of the program.
13. In Israel, during the first two periods, set of three envisaged product promotion activities (exhibitions, trade missions, product tastings) were implemented each year. As a result, export targets were reached and even exceeded each year. It is recommended that such an integrated approach be considered in the planning and implementation of programs in the future.
14. The program has contributed to improving the competitiveness of export-oriented enterprises in the dairy sector, as the total value of the sector's exports has increased significantly over the program period and reached its highest value in recent years.
15. Companies have invested in improving the production processes and product quality, which increases their competitiveness in global markets.
16. Employees have significantly improved their sales skills in export markets.
17. Cooperation partners have been found in new export markets.
18. The overall assessment of the Taste Milk program as regards the promotion of products and sales is positive. It would be useful to continue the program and its activities.