**Goya Recognizes Market Opportunities**

**General environment, external environment, internal environment, competition**

Description: This video features Goya Foods, now the largest Hispanic-owned company in the nation. Goya was founded by immigrant Prudencio Unanue Ortiz who purchased the name Goya from a Moroccan sardine manufacturer for $1. Today Ortiz’s descendants continue to run the firm successfully. They are adamant about keeping it private for the future. Their lofty goal is to have Goya on every kitchen shelf in America.

Please share your thoughts on the following issues as you watch a clip about Goya Foods, now the largest Hispanic-owned company in the nation. Goya was founded by immigrant Prudencio Unanue Ortiz who purchased the name Goya from a Moroccan sardine manufacturer for $1. Today Ortiz’s descendants continue to run the firm successfully. *Use with:* <https://www.youtube.com/watch?v=01lMmyLCtKI>

1. What did founder Prudencio Unanue Ortiz recognize about the environment that supermarkets did not?
2. How does the external environment impact Goya Foods today?
3. There was a family conflict about taking the company public. If this conflict contributed to a negative internal environment, how could this have impacted the long-term well-being of the firm?
4. What aspects of the sociocultural dimension of the general environment do you believe contribute to Goya’s success?
5. How much power do you believe the customer has in Goya’s operations?
6. How readily available are substitutes for Goya’s products?
7. What has Goya done to differentiate its products from those of competitors?
8. How will keeping the company private impact future managerial decisions?
9. Describe the chain stores and mom-and-pop supermarkets to which Goya delivers products. What type of stakeholder are they? How does Goya take their interests into account?
10. What is the external environment like for Goya products? Is the environment stable or changing? Simple or complex?