

Atlas Grove Foods

Export Growth Playbook

Preserved Moroccan lemons in brine · Existing markets: United Kingdom, France, Belgium & Netherlands

A management-level growth strategy for an exporter that already has customers and market presence: where the next stage of growth is most realistically likely to come from, what to prioritise first, what to stop spreading resources across, and which milestones should determine whether further investment is justified.



CLIENT

Atlas Grove Foods SARL

Fictitious sample client · Morocco

CURRENT EXPORTS

Approx. £1.06m

14 active export customers

24-MONTH AMBITION

£1.50m

Protect margin · reduce concentration

Where should the next stage of export growth come from?

Existing business → evidence → priorities → milestones → selective scale

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Purpose, Benefit & Scope

What this £350 growth assessment is designed to do — and how its evidence becomes a focused growth strategy

R7 is not a collection of growth ideas. It is a decision tool for an exporter that is already trading and needs to know where its next stage of export growth should come from, which opportunities deserve management time and investment now, and which should wait.

Purpose

The purpose of R7 is to assess Atlas Grove's existing export business on a consistent evidence base and answer one practical question: **where should the next £400,000–£500,000 of annual export growth most realistically come from, and what should management prioritise first to capture it?** It combines the client's actual trading experience with current market demand, competitive position, channel opportunity, financial capacity, logistics scalability and external trade conditions before a growth recommendation is made.

Benefit — why this work is worth paying for

The information needed to decide how an established exporter should grow does not sit in one place. A client would have to reconcile its own customer and repeat-order evidence with market demand, distributor performance, channel opportunities, product and pack feedback, investment capacity, working-capital pressure, logistics constraints and current external market conditions.

The value of R7 is therefore not simply producing more growth ideas — and it is not assuming that growth means finding more customers. It is knowing which evidence matters, exposing the trade-offs and converting that evidence into a defensible order of priorities. A £350 growth assessment can repay itself many times over if it prevents scarce management time and investment being spread across the wrong initiatives.

Scope — the six dimensions behind the growth decision

R7 assesses Atlas Grove across six weighted dimensions. Each answers a different question about whether growth is attractive, achievable and supportable from the company's current position. The weighted scores are then combined with the current evidence to produce the overall ACCELERATE / CONSOLIDATE / DEVELOP verdict, growth priorities and Milestone Engine.

01 Political Stability & Expansion Confidence

Is the external trade and country environment stable enough to justify further growth investment?

02 Market Growth & Demand Trajectory

Do the existing markets show enough demand headroom to support further growth?

03 Competitive Position & Differentiation

Does actual trading evidence show a defensible position that can support more sales?

04 Channel Expansion Feasibility

Can growth be captured through existing or adjacent channels without spreading resources too thinly?

05 Financial & Investment Viability

Can the growth plan be funded while protecting margin and working capital?

06 Logistics & Supply Chain Scalability

Can production, stock, lead times and fulfilment scale reliably as export volume grows?

Scope boundary

R7 does not identify named prospective buyers and does not conduct a full assessment or entry plan for a new country. If either becomes necessary, R7 identifies the requirement for follow-on R4 Buyer Intelligence or R1/R2 market assessment and entry work.

Client Brief · Questionnaire & Readiness Summary

Questionnaire summary · what the client told us before research began

This page records the client-supplied starting point used to shape the R7 research. It separates what Atlas Grove Foods told us from the independently researched market evidence and conclusions that follow.

Company & product

Atlas Grove Foods SARL

Preserved Moroccan lemons in brine · 3 kg and 5 kg foodservice packs plus 350 g and 720 g retail jars · Morocco.

Scale & positioning

Approximately **1,800 tonnes/year** processing and packing capacity, currently around 68–70% utilised, leaving **500–550 tonnes** of practical spare capacity. Foodservice is the stronger export line.

Export readiness

BRCGS Food Safety, HACCP and Halal certification. An organic-certified line is already available, although it currently represents less than 10% of export volume.

Export experience

Approximately **six years** exporting preserved lemons. **14 active export customers**; around 75% placed a repeat order in the last 12 months. Largest customer represents approximately 31% of export revenue.

Current export markets

United Kingdom ~£520k and growing; France ~£310k and stable; Belgium ~£140k and slightly declining; Netherlands ~£90k and growing from a smaller base.

Decision this report must support

Identify the two or three strongest routes to grow annual exports from approximately **£1.06m to £1.5m within 24 months**, explain what should be prioritised first, and identify what should be deferred or deprioritised.

How the questionnaire shaped the analysis

Atlas Grove's repeat-order record, customer concentration, UK foodservice traction, France distributor dependence, Belgium slowdown, Netherlands growth, spare production capacity and £50,000–£75,000 investment appetite are used throughout the six-factor assessment and in determining which growth routes are realistic enough to enter the Milestone Engine.

Readiness check — AMBER

Atlas Grove is ready to pursue **selective** export growth, but three issues must be controlled as growth accelerates: UK service/stockholding economics, working-capital and margin discipline, and the productivity of limited sales/distributor resources. These are manageable constraints rather than blockers. The company already has meaningful spare capacity, strong repeat ordering, relevant food-safety certification and an existing organic line on which to build.

Readiness scale: GREEN = proceed from a strong base; AMBER = proceed with defined conditions/controls; RED = do not proceed until a blocking issue is resolved. The ~75% repeat-order figure is client-reported and means any repeat order within the last 12 months; it does not by itself prove repeat volume at the same SKU or value.

Source: client questionnaire information preserved for this fictitious sample report. Client-supplied facts are not treated as independently verified market evidence.

Section 1 — Executive Summary & Growth Verdict

The management answer first — and the six factors that determine it.

£1.06m current annual exports	£1.50m 24-month target	~75% customers reordering	500–550t practical spare capacity
73.5 _{/100} ACCELERATE SELECTIVELY	OVERALL GROWTH VERDICT Bottom line: Atlas Grove has sufficient demand evidence, repeat ordering, capacity and financial headroom to grow. The case is not to expand everywhere. The case is to concentrate resources first on proven UK foodservice demand, develop the Netherlands in a controlled way, test a focused product/channel intervention in France, and put Belgium on a measurable recovery-or-deprioritise pathway.		

Growth factor	Weight	Score	Executive reading
Factor 1 · Political Stability & Expansion Confidence	20%	8/10	Stable UK/EU trade relationships, no country-level sanctions blocker and positive Moroccan macro momentum.
Factor 2 · Market Growth & Demand Trajectory	22%	7/10	UK and France broad-category evidence is positive; Netherlands is growing from a small client base; Belgium is weaker in the client portfolio.
Factor 3 · Competitive Position & Differentiation	18%	7/10	High repeat ordering, good product feedback and foodservice traction are strengths; brand reach outside existing relationships remains limited.
Factor 4 · Channel Expansion Feasibility	15%	8/10	Existing distributors and customer relationships provide low-friction growth routes; route-to-market productivity must be managed more actively.
Factor 5 · Financial & Investment Viability	13%	7/10	£50k–£75k of investment capacity is meaningful, but stockholding and longer terms must be tested against cash conversion and margin.
Factor 6 · Logistics & Supply Chain Scalability	12%	7/10	Spare production capacity supports growth; UK service consistency, 5 kg availability and any stockholding model require disciplined operational design.

Management conclusion. Grow by exploiting proven demand before adding complexity. The company's problem is not an absence of opportunity; it is the need to choose what deserves attention.

Section 2 — Factor 1 · Political Stability & Expansion Confidence

Is the external trade and country environment sufficiently stable to justify growth investment?

8 _{/10} STRONG	FACTOR 1 VERDICT Bottom line: No country-level political, sanctions or trade-access blocker has been identified. The correct posture is normal commercial diligence rather than strategic restraint.
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Area	Status	Current finding	Growth implication
Morocco macro environment	GREEN	IMF estimated 2025 growth at 4.9% and, in its March 2026 Article IV update, projected 4.4% growth for 2026. The outlook remains positive, but the IMF also highlights external uncertainty and commodity-market risks.	No macro reason to hold back ordinary export growth; investment discipline still required.
UK trade relationship	GREEN	The UK-Morocco Association Agreement is being applied provisionally; its origin protocol was amended in March 2026.	Preferential treatment remains potentially available subject to correct classification and origin compliance.
EU trade relationship	GREEN	The EU-Morocco Association Agreement remains the core trade framework. A new protocol amendment covering tariff preferences for Western Sahara-origin goods has been provisionally applied since October 2025; Atlas Grove states that its lemons are sourced in Souss-Massa and Marrakech-Safi, so that territorial issue is not currently part of the product origin, but origin should be rechecked if sourcing changes.	France, Belgium and Netherlands remain structurally accessible markets.
Sanctions	GREEN	Morocco is not listed as a country-specific UK sanctions regime; normal thematic/counterparty screening still applies.	No country-level sanctions blocker identified.

Sources: [IMF Morocco Article IV, March 2026](#); [UK-Morocco agreement](#); [UK-Morocco 2026 origin decision](#); [EU-Morocco trade](#); [UK sanctions regimes](#).

Supply-side watch: Morocco remains exposed to recurrent drought and water scarcity. This does not block the current growth plan, but a lemon exporter should track grower availability, crop quality and procurement cost alongside sales growth rather than assuming spare packing capacity automatically guarantees raw-material supply. Source: World Bank, July 2026 Morocco growth/climate context; FAO 2026 country brief.

Section 3 — Factor 2 · Market Growth & Demand Trajectory

Where is demand moving, and which existing markets deserve more or less management attention?

7/10 POSITIVE, UNEVEN	FACTOR 2 VERDICT Bottom line: The portfolio contains enough demand to support growth, but the opportunity is not evenly distributed. UK is the strongest immediate engine; Netherlands merits development; France needs channel/product conversion; Belgium needs a recovery test. The 7/10 is therefore a portfolio-level score across uneven market trajectories, not a statement that demand is uniformly strong in every country.
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A profitable but uneven portfolio with enough headroom to justify selective investment.

Market	Current sales	Client trend	Growth route	Current strategic reading
United Kingdom	~£520k	Growing	ACCELERATE	Largest market; strongest foodservice repeat demand; service-level and stockholding opportunities already visible.

France	~£310k	Stable	CONSOLIDATE → DEVELOP	Meaningful business but concentrated through one longstanding distributor; external market evidence is stronger than Atlas Grove's current sales trajectory.
Belgium	~£140k	Slight decline	RECOVER / DEPRIORITISE	Distributor performance is the immediate issue; management should require evidence of recovery before allocating more resources.
Netherlands	~£90k	Growing	DEVELOP	Small but positive base in a larger broad-category market; suitable for controlled development.

Portfolio concentration



The country mix is not dangerously concentrated by itself, but customer concentration matters: the largest single customer accounts for approximately 31% of export revenue. That is high enough to warrant monitoring, though it is below the >50% level at which concentration would become a hard Phase 1 diversification trigger under the original R7 framework.

Commercial implication: Atlas Grove does not need growth for its own sake. It needs **better-quality growth**: repeatable, margin-protective, operationally supportable and less dependent on a single relationship.

Where the evidence says management effort should go — and where it should not.

United Kingdom — ACCELERATE

The UK is Atlas Grove's strongest immediate growth route because three kinds of evidence point in the same direction: current revenue is already the largest in the portfolio; the client reports growing foodservice demand and high repeat ordering; and external data show a sizeable broad prepared/preserved citrus market. UK imports under HS 200830 were about US\$36.92m / 19.14m kg in 2024. The category is broader than preserved lemons, so it is used as directional context rather than a preserved-lemon market size.

Foodservice conditions are also supportive. NIQ's Contract Catering Tracker reported Q1 2026 sales 10.5% above Q1 2025 among leading British contract caterers, continuing the sector's strong 2025 momentum. Atlas Grove therefore has a plausible opportunity to grow inside a channel where it already has proof of repeat demand.

Priority action: solve availability and lead-time friction before adding complexity. Test limited UK stockholding, secure 5 kg format availability, set a service-level target with the two strongest foodservice distributors and use the organic line selectively where customers show willingness to pay.

Sources: [WITS UK 2024](#) (including major suppliers Spain and Turkey); [NIQ UK catering Q1 2026](#)

France — CONSOLIDATE, THEN DEVELOP

France should not be treated as a weak market merely because Atlas Grove's own sales are flat. Broad HS 200830 imports rose from about US\$16.49m in 2023 to US\$18.24m in 2024. More importantly for a Moroccan

exporter, French imports recorded from Morocco increased from about US\$1.96m / 1.01m kg to about US\$2.45m / 1.18m kg over the same period.

This suggests a specific diagnostic: **the French market may have more momentum than Atlas Grove's current distribution model is capturing.** The client says the existing relationship functions almost as if it were exclusive despite no formal exclusivity. That makes distributor productivity, not generic market demand, the first question to test.

France also offers a credible organic test rather than an assumption. Agence Bio reports a €13bn French organic food market in 2025, up 3.6% year on year, with €887m of organic purchasing in foodservice. Atlas Grove already has an organic-certified line, so the strategic question is whether its current distributor can convert that capability into repeat commercial demand.

Recommended test: agree a six-month France development plan with the existing distributor covering organic samples/listings and two target customer segments. Continue investment only if the test produces at least one repeat commercial order **and** a qualified annualised pipeline of at least £25k at an acceptable contribution margin. If the distributor cannot execute, the route-to-market structure should be reconsidered.

Sources: [WITS France 2023](#); [WITS France 2024](#); [Agence Bio France](#)

Belgium — CONSOLIDATE OR DEPRIORITISE

Belgium's broad HS 200830 import market was about US\$5.20m in 2024 — materially smaller than the UK and France — and Atlas Grove's own Belgian sales are already slipping. This does not prove Belgium is unattractive, but it weakens the case for spending scarce senior-management time there without a distributor recovery plan.

Decision rule: give the current Belgian distributor a defined recovery milestone. If the distributor has not generated at least £30k of qualified annualised pipeline and one incremental commercial order by month 6, reduce management attention and redeploy effort to UK/Netherlands/France priorities. "Keep trying" is not a strategy.

Source: [WITS / UN Comtrade, Belgium import-side total for HS 200830, 2024](#).

Netherlands — DEVELOP

The Netherlands deserves more deliberate attention. Atlas Grove's £90k base is already growing, and the broader prepared/preserved citrus category is substantial. Dutch food-and-beverage outlet turnover increased 4.8% in 2025, while canteens and catering recorded 6.2% year-on-year turnover growth in Q4 2025.

The recommendation is controlled development rather than a large market-entry spend: strengthen the existing relationship base, test foodservice and specialist distribution propositions, and set a revenue/reorder milestone before adding dedicated resources.

Priority action: move the Netherlands from "small incidental market" to a managed growth account cluster with a defined 12-month revenue target and repeat-order threshold. Before adding dedicated resource, verify that average order size, MOQ and freight cost at the current £90k base produce acceptable contribution economics.

Sources: [CBS Netherlands foodservice](#); [WITS world 2024](#)

Evidence limitation: public HS 200830 figures cover a broader prepared/preserved citrus category and are used directionally, not as a preserved-lemon-only market size.

Section 4 — Factor 3 · Competitive Position & Differentiation

Does Atlas Grove have a credible position that can support profitable growth without relying on generic “quality and service” claims?

7₁₀
VIABLE

FACTOR 3 VERDICT

Bottom line: Actual trading evidence is stronger than theoretical positioning: repeat ordering, good product feedback and traction in foodservice formats demonstrate a defensible base. The weakness is limited brand visibility and dependence on distributor relationships for local market development.

Observed evidence	Competitive meaning	Growth implication
10 of 14 active customers reordered in the last 12 months.	The offer is generating repeat commercial value, not just first-order trial.	Existing-account growth is credible and should be prioritised before broad acquisition.
3 kg foodservice format is already the strongest export line; 5 kg availability is requested.	Atlas Grove has a format/channel combination with demonstrated pull.	Deepen the foodservice proposition rather than over-invest in weaker retail economics.
Organic-certified line exists but is below 10% of export volume.	There is a real capability that could differentiate selectively, but demand is not yet proven at scale.	Test organic through existing/adjacent channels with repeat-order criteria.
Brand awareness is limited outside established relationships.	Competitive strength is relationship-led rather than brand-led.	Avoid assuming that expansion can be achieved through brand spend alone.

External competitive context: broad HS 200830 data show large incumbent supply from Spain and Turkey in important European channels. In the UK in 2024, Spain and Turkey were the two largest suppliers of the broad category; Spain was also France's largest supplier. This does not measure preserved-lemons competition precisely, but it means Atlas Grove should assume strong established-origin competition and compete on service reliability, Moroccan provenance, format fit and selective organic value rather than on generic quality claims alone. Source: WITS / UN Comtrade HS 200830, 2024.

R7/R4 boundary: if the strategy later requires customer diversification or development of a specific segment, R7 defines the segment and commercial objective. R4 should then identify and profile the actual named buyers.

Section 5 — Factor 4 · Channel Expansion Feasibility

Can Atlas Grove grow through routes it can realistically access and manage?

8/10
STRONG

FACTOR 4 VERDICT

Bottom line: The company does not need to invent an entirely new route to market. Existing foodservice, importer and distributor relationships already provide multiple growth paths. The main requirement is better channel productivity and disciplined prioritisation.

UK foodservice

Existing customers are already asking for more reliable lead times, 5 kg availability and possible closer-to-market stock.

Implication: channel growth can come from removing friction, not just adding buyers.

Netherlands

The existing £90k base is growing and can be managed as a deliberate account cluster rather than an incidental market.

Implication: controlled development with revenue and reorder milestones.

France

The route functions almost as if exclusive despite no formal exclusivity. Flat client sales contrast with stronger broad-category market evidence.

Implication: measure distributor productivity and test organic/product development.

Belgium

Distributor performance is weakening and the market is smaller in the broad category.

Implication: recovery deadline or redeploy effort.

Management bandwidth is part of channel feasibility

One Export Director, one part-time administrator and MD involvement in major negotiations are enough for the current business but not enough to pursue every channel, market, pack format and new-country idea simultaneously. Prioritisation is therefore itself a capacity decision.

Customer growth versus buyer acquisition

Atlas Grove specifically does not want every problem translated into “find more buyers”. The current business already provides four lower-friction growth levers: improve availability for existing UK foodservice accounts; increase share of wallet through the 5 kg format; test organic with existing/adjacent relationships; and improve distributor productivity in France and Belgium.

Section 6 — Factor 5 · Financial & Investment Viability

Can the company fund growth without turning revenue expansion into margin erosion or cash strain?

7₁₀

POSITIVE WITH
CASH-CYCLE
DISCIPLINE

FACTOR 5 VERDICT

Bottom line: The £50k–£75k investment envelope is meaningful for targeted growth, but working capital is a real constraint. Stockholding, longer customer terms and additional resource must be staged against contribution margin and cash conversion.

Atlas Grove can fund normal growth but says UK stockholding or materially longer payment terms would require additional working capital. This means growth must be judged on cash conversion and contribution margin, not revenue alone.

Financial issue	Current evidence	Required decision rule
Growth investment	£50k–£75k available over 12–24 months if the case is convincing.	Allocate only to evidence-backed constraints or opportunities with measurable milestones.
UK stockholding	Could improve service but would absorb working capital.	Model inventory days, storage/handling, customer credit terms and reorder velocity before pilot.
Margin protection	Retail jars are more freight/distributor-margin sensitive than foodservice formats.	Track actual contribution margin by priority growth route before scaling.
Resource investment	Management bandwidth is constrained.	Fund support that releases senior export time only where it supports the three priority programmes.

FX and price-realisation test: Atlas Grove has a Moroccan-dirham cost base but significant GBP/EUR export revenue. Every priority route should therefore track invoice currency and realised contribution margin after exchange-rate movement. Where service reliability or organic/format value improves, management should test whether price can be held or selectively improved rather than pursuing volume growth through discounting.

Financial principle: do not use a generic working-capital rule as a substitute for Atlas Grove's actual cash cycle. The correct number depends on inventory, production timing, customer credit, storage and logistics.

Section 7 — Factor 6 · Logistics & Supply Chain Scalability

Can Atlas Grove physically support higher volumes and service expectations without creating a new bottleneck?

7₁₀

SCALABLE WITH
SERVICE
IMPROVEMENT

FACTOR 6 VERDICT

Bottom line: Production capacity is not the immediate ceiling. The key operational challenge is service consistency — especially UK lead times, 5 kg availability and any decision to hold stock closer to market.

Operational factor	Current position	Growth implication
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Production/packing capacity	Approx. 1,800 tonnes annual capacity; 68–70% utilised; 500–550 tonnes practical spare capacity.	Enough headroom for the current 24-month ambition without major capital expenditure.
UK lead-time consistency	Customers have asked for more consistent lead times.	Service-level proof should precede aggressive account growth.
5 kg foodservice availability	Demand signal exists but availability is not consistently strong enough.	Protect core-line availability before broadening range.
Closer-to-market stock	Potential demand benefit; working-capital and storage economics unproven.	Pilot only after a full commercial and cash-cycle model.
Additional packing capacity	Would be needed only beyond current spare headroom.	Do not trigger major capital expenditure in Phase 1.

Operational priority: convert service quality into a measurable growth asset. The UK should not be asked to deliver the largest share of incremental revenue unless fulfilment reliability is demonstrably strong.

Capacity caveat: 500–550 tonnes of spare packing capacity is useful, but it is not the same as guaranteed lemon availability. Moroccan agriculture remains exposed to drought and water stress, so procurement coverage and raw-material cost should be monitored as a separate scale gate.

Section 8 — Overall Growth Priorities & Recommendation

The six factors now converge into one management decision.

A weighted test of whether Atlas Grove should accelerate, consolidate or develop before scaling.

73.5_{/100}

**ACCELERATE
SELECTIVELY**

BOTTOM-LINE VERDICT

Bottom line: No dimension scores 4/10 or below, so the bottleneck override is not triggered. The commercial meaning is **selective acceleration**: invest behind proven channels while making service, working-capital and distributor milestones conditions of further scale.

Dimension	Weight	Score	Weighted points	Evidence-based interpretation
Political stability & expansion confidence	20%	8/10	16.0	Stable trade relationships with UK/EU; no country-level sanctions blocker; positive Moroccan macro momentum.
Market growth & demand trajectory	22%	7/10	15.4	UK/France broad-category evidence is positive; Netherlands foodservice supportive; Belgium weaker in client portfolio.
Competitive position & differentiation	18%	7/10	12.6	Strong repeat ordering, good quality feedback and foodservice format traction; brand awareness remains limited outside existing relationships.
Channel expansion feasibility	15%	8/10	12.0	Existing distributors and customers provide low-friction growth routes; organic, foodservice and adjacent segments can be tested without full new-market entry.

Financial & investment viability	13%	7/10	9.1	£50k–£75k investment capacity is meaningful, but working capital constrains stockholding and longer terms.
Logistics & supply-chain scalability	12%	7/10	8.4	500–550 tonnes spare capacity supports growth; UK stockholding and service consistency require operational design.
Composite score		73.5 / 100		ACCELERATE — selectively, with milestone gates.

Scoring is an analytical judgement based on client evidence plus current external research. It is not a statistical probability of success.

Five routes ranked by evidence, practicality and fit with current management capacity.

1 • UK service-led growth	Increase share of wallet with existing foodservice accounts by improving availability, 5 kg supply and lead-time reliability; test limited stockholding.	ACCELERATE
2 • Netherlands	Build deliberately from the existing £90k base with controlled channel development and a repeat-order milestone.	DEVELOP
3 • France organic / distributor productivity	Test whether the current distributor can convert Atlas Grove's organic capability and broader category momentum into incremental demand.	DEVELOP
4 • Belgium recovery test	Set a time-limited distributor recovery milestone; deprioritise if it fails.	CONSOLIDATE
5 • New country	Keep as a Phase 3 option only after current-market execution and working-capital constraints are stabilised.	DEFER

Illustrative 24-month growth bridge

The following is a management planning envelope, **not a sales forecast**. It shows where incremental revenue would most logically be sought if Atlas Grove is to move from £1.06m toward £1.50m without relying on a fifth major market.

Growth source	Current base	24-month planning range	Indicative increment
UK	£520k	£690k–£730k	+£170k to +£210k
France	£310k	£350k–£380k	+£40k to +£70k
Netherlands	£90k	£180k–£220k	+£90k to +£130k
Belgium	£140k	£120k–£150k	-£20k to +£10k

These four evidence-backed ranges produce an illustrative portfolio of approximately £1.34m–£1.48m. The £1.50m ambition therefore requires either modest outperformance within the priority routes or later, evidence-led adjacent growth. No unsupported balancing figure has been inserted simply to make the arithmetic reach the target.

Recommendation: ACCELERATE selectively. Put the majority of management attention behind UK service-led growth and controlled Netherlands development; use France as a focused distributor/product test; give Belgium a recovery deadline; defer a fifth major market until the Phase 1 and Phase 2 gates are met.

Section 9 — Milestone Engine & Phased Growth Plan

Defined outcomes with success criteria — not a generic task list.

Phase 1 — Consolidate the base (0–6 months)

Milestone	Success criterion	Owner	Why it matters
Payment cycle stability	Three consecutive export shipments with invoice value of at least £15,000 each paid within agreed terms ± 7 days.	Finance / Export Director	Proves growth is not worsening cash conversion.
Margin verification	Actual contribution margin on the three priority growth routes is tracked for three consecutive shipments of at least £15,000 invoice value and remains within the margin floor approved by management before the programme begins.	Finance	Prevents revenue growth from masking margin erosion.
UK service-level proof	At least 95% of agreed UK priority orders supplied within the agreed delivery window for three consecutive months; no 5 kg stock-out on agreed core lines.	Operations / Export Director	Directly addresses customer feedback already limiting growth.
Belgium distributor recovery decision	By month 6 the distributor has generated at least £30k of qualified annualised pipeline and at least one incremental commercial order; otherwise the account moves to a deprioritised/restructure pathway.	Export Director	Stops indefinite management leakage.
UK stockholding pilot decision	Commercial model completed and pilot launched only if the model shows positive contribution after storage/finance costs, working-capital need remains within the approved £50k–£75k investment envelope, and the pilot does not require more than 60 days of planned inventory cover.	MD / Finance / Export Director	Tests the service opportunity without committing prematurely.

Management-bandwidth sequence: Phase 1 deliberately resolves Belgium first while UK service work proceeds. Netherlands development should remain controlled until the Belgium month-6 decision is made or additional export-support capacity is in place; this prevents the Export Director from carrying three expansion programmes at full intensity simultaneously.

Phase 2 — Expand proven routes (6–18 months)

Milestone	Success criterion	Owner
UK existing-account growth	Priority UK accounts collectively deliver at least 15% annualised revenue growth versus the report-date base, with margin protected.	Export Director
Netherlands development	Netherlands annualised revenue reaches at least £150k by the Phase 2 review and at least two material accounts/relationships have reordered. This is the minimum proof point; the 24-month planning range of £180k–£220k requires continued momentum after that gate.	Export Director / distributor
France organic/product test	Organic or new-format proposition generates at least one repeat commercial order and at least £25k of qualified annualised pipeline at an acceptable contribution margin.	French distributor / Export Director

Management capacity	Add at least 0.5 FTE equivalent export-support capacity, or remove at least 8 hours per week of routine administration from the Export Director, before UK, Netherlands and France are all run as active growth programmes.	MD
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Phase 3 — Scale selectively (18–24 months)

Milestone	Success criterion	Decision triggered
Export revenue target	Annualised export revenue at or approaching £1.5m with no material deterioration in margin or overdue debt.	Continue selective scale.
Customer concentration	Largest customer remains at or below the current ~31% and trends toward below 28% as the portfolio grows.	Confirms growth is not increasing dependency.
New-market readiness	UK service model stable, Netherlands/France milestones achieved, and management capacity available.	Only then activate a structured R1 new-market assessment.

Exit/deprioritisation rule: if a market or distributor repeatedly misses an agreed milestone without a specific, fixable cause, Atlas Grove should redirect scarce management time rather than continue investing because of sunk cost or history.

Section 10 — Strategic Investment, Working Capital & What Not to Do Yet

Translate the factor findings into disciplined resource allocation — including explicit non-priorities.

Use the £50k–£75k envelope to remove the most valuable constraints first.

Priority	Indicative use of funds	Investment logic
1. Working-capital / UK stockholding pilot	Highest priority; exact amount depends on stock days, storage cost and payment terms.	Directly responds to proven UK customer demand and lead-time friction.
2. Export sales support	Part-time/full-time support or outsourced coordination.	Protects senior selling time and enables disciplined follow-through on UK/NL/France programmes.
3. Product/organic commercialisation	Samples, packaging/label adaptation, certification maintenance and launch support.	Only where buyer/distributor evidence confirms a commercial route.
4. Belgium	Minimal incremental spend until recovery milestone is achieved.	Avoids spending behind a channel that has not proved it can recover.

Working-capital principle

The current questionnaire does not provide enough information to calculate a reliable cash requirement for UK stockholding. Before a pilot, Atlas Grove should model inventory days, storage/handling cost, customer credit terms, supplier/production cash timing and expected reorder velocity. The investment decision should be based on cash conversion and contribution margin — not revenue alone.

Do not use a generic “£0.50–£1.00 working capital per £1 of monthly export revenue” rule as a substitute for the client’s actual cash cycle. The right number depends on inventory, production timing, credit terms and logistics.

Growth discipline includes deciding what not to pursue.

- **Do not open a fifth major market simply because growth is required.** Current markets already contain unexploited opportunity and management capacity is constrained.
- **Do not respond to customer concentration by demanding a generic buyer list.** First grow the portfolio through proven channels; if diversification becomes a defined objective, commission targeted buyer intelligence.
- **Do not invest heavily in retail jars while freight and distributor economics remain relatively weak.** Foodservice formats currently have stronger evidence.
- **Do not treat distributor longevity as proof of distributor productivity.** France and Belgium need measurable commercial outcomes.
- **Do not use broad HS 200830 or 200190 statistics as the precise preserved-lemon market size.** Classification and product aggregation make that method unreliable.

Section 11 — Where Further Intelligence May Be Needed

R7 identifies what deserves attention; specialist reports provide deeper evidence where required.

This Growth Playbook is designed to stand alone. The following reports are relevant only if a specific R7 priority now requires deeper work.

If R7 identifies this need...	Relevant TradeMatch Pro report	What the follow-on work would add
A fifth market becomes a serious option after Phase 2 milestones are met	R1 — Market Opportunity Assessment	Compare and rank potential markets rather than choosing one by instinct.
Management selects a specific new country to enter	R2 — Market Entry Intelligence	Entry economics, route to market, landed cost and action plan.
Competitive pressure or differentiation becomes a barrier	R3 — Competitive Intelligence	Competitor mapping, value position, channel control and differentiation.
Customer diversification or a new buyer segment becomes a defined priority	R4 — Buyer Intelligence	Named buyers, profiles, decision-makers and outreach targets.
UK stockholding/logistics or another operational model requires detailed design	R5 — Market Operations Guide	Operational execution, logistics, compliance and importer/distributor responsibilities.
Political, payment, sanctions or country-risk exposure materially changes	R6 — Market Risk Assessment	Structured risk scoring and mitigation.

Section 12 — Data Sources, Methodology & Limitations

How the factor-based conclusions were built and where the evidence must be treated cautiously.

Method

The report combines (1) client-supplied trading evidence; (2) public trade statistics used only at a broad category level; (3) current official trade-policy, sanctions and macroeconomic sources; and (4) current sector indicators for relevant foodservice/organic channels. Recommendations follow an evidence → interpretation → limitation → action sequence.

Classification and transaction-data limitation

The questionnaire states HS 2001.90, while broader customs guidance indicates that exact classification depends on whether the product is preserved by vinegar/acetic acid, otherwise prepared/preserved, or merely provisionally preserved and not suitable for immediate consumption. Eximpedia mirror-data tests on Morocco under the candidate headings did not provide a clean preserved-lemon transaction series. Consequently, no Eximpedia transaction file is used as quantitative evidence in this version.

Public HS 200830 figures cover **citrus fruit prepared or preserved**, not preserved lemons alone. They are therefore used to understand broad category scale and direction — not to estimate Atlas Grove’s precise addressable market. The 2023 and 2024 WITS figures are trade-flow years (not a substitute year created by publication lag); 2024 is the latest complete public year used here.

Tariff gate: because the product’s exact customs classification remains unresolved between materially different headings, this report does not invent a precise UK/EU duty rate. Before any pricing, stockholding or contract decision, Atlas Grove should confirm the commodity code and then check the current MFN and Morocco-preferential rate in the applicable UK/EU tariff system, together with origin evidence. If classification or preferential origin fails, the non-preferential rate may change the landed economics.

Sources: [HMRC classification guidance](#); [WITS UK 2024](#); [WITS France 2023](#); [WITS France 2024](#); [WITS world 2024](#); [WITS Morocco mirror 2024](#)

Key source register

Source	Use in report
Completed Atlas Grove client questionnaire (fictitious)	Sales, customers, capacity, route to market, constraints, investment appetite and growth objective.
World Bank WITS / UN Comtrade-based HS 200830 data	Directional broad-category trade context for UK, France, Belgium, Netherlands and Morocco; 2023/2024 trade-flow years are used as stated.
HMRC classification guidance	Classification boundary between provisionally preserved fruit and Chapter 20 prepared/preserved products.
UK Government / EU Commission	UK-Morocco and EU-Morocco trade frameworks; current rules-of-origin update.
UK FCDO	Current UK sanctions-regime check.
IMF	Morocco macroeconomic context.
NIQ / CGA	UK contract-catering demand indicator.
Statistics Netherlands (CBS)	Dutch foodservice/catering turnover context.

