

Problems in export activities; target country selection and entry strategy. The case of HollandiaMatzes



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Date: 13 June 2012

Preface

In this research in order of HollandiaMatzes; an export strategy for their matzos will be discussed. A selection of the target country and a literature review of different entry strategies will lead to the best possible export strategy for HollandiaMatzes.

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1. Introduction

1.1 About HollandiaMatzes

HollandiaMatzes is one of the few independent bakeries in The Netherlands. Perhaps the smallest A-brand in the Netherlands. Since 1933, in downtown Enschede, Hollandia bakes various types Matzos by traditional recipe. Arisen from an ancient custom, whereby large Matzos – in the familiar orange bag – are served with Easter. The smaller version Matzos Crackers, handy packaged in a unique hexagonal box, is nowadays eaten all year long. One of the characteristics of Hollandia is that they are round of the matzos and the traditional packaging of the matzos.

Matzos found their origin in the exodus from the Jewish people out of Egypt according to the bible. The people have to escape the country and don't have any time to put yeast in the bread to make it rise. Bread without yeast is the traditional recipe for matzos, and still 3000 years later the recipe is just flour and water.

HollandiaMatzes is a very small company and is the market leader in the Dutch market for matzos. The market position at het Dutch market is very strong, but they don't have any significant market share in other countries. The costumers in others countries consist of Jewish communities, and mostly in the period around the Jewish Easter (Pesach). In the Netherlands there are also religious people who are costumers of HollandiaMatzes, and there is a tradition in the Netherlands around Easter with the big round matzos of Hollandia.

HollandiaMatzes produces several products, normal and biological matzos in different sizes and they have the special Pesach matzos which are produced with supervision of a rabbi. Around the Pesach and during the year the Jewish and Christian people bring in a big part of the cash inflow.

The structure of Hollandia consists of 14 employees which fulfil 10 full time employees. There are two owners, two office employees en 6 Fte's in the production area. One of the owners is the commercial manager and the other one is the production manager. The two office managers take care of the orders, the human resource management and the keeping of the books.

The mission of HollandiaMatzes is to keep traditionally authentic brands like HollandiaMatzes as culinary heritage, to the next generations. Other brands which are authentic and are managed by HollandiaMatzes are Kuipers (Dutch cinnamon biscuit) and Vegters, which is the producer of the New Year's cookies which also have a long tradition in the Netherlands.

The planning for the next 5 years is for HollandiaMatzes to grow to a stable professional marketing and sales company for more or less 5 authentic brands. De strategy is focused at a strongly growing turnover of the export. Matzos is original a product produced outside the Netherlands, but today it is not very common known outside the Dutch borders.

1.2 Problem statement

The main problem for HollandiaMatzes is that the company is too dependent on the big Dutch distributors. There are several costumers for Hollandia, but most of them are very small, except two big customers, the Albert Heijn and the Superunie. These two distributors are very big and have many negotiation powers against a small production company like HollandiaMatzes. When one of these two costumers will stop as a trading partner Hollandia have high changes to go bankrupt. This gives these two costumers a very high negotiation power and bargaining power to Hollandia. This power can lead to lower prices for these two costumers. This is also very bad for the revenues of HollandiaMatzes.

It is important to increase the bargaining power of HollandiaMatzes en decrease the dependency on the Dutch retail industry. This is for a part the same, because when the dependency on the big retail companies is lower, the negotiation power will be higher. A way to decrease the dependency is to find more revenue out of the two big retail companies.

Another problem for HollandiaMatzes is that their biggest and most important market is saturated. The most important market is the Dutch Fast moving consumer goods market. In this market almost every costumer is common with the product matzos. Most people in the Netherlands know the tradition with the matzos around Easter, and the people who really like the matzos eat them during the year. But it is very difficult to find new partners in the market of retail, most retail companies are costumer of HollandiaMatzes.

Matzos aren't a highly innovative product which makes it easy to gain market share with an innovation. Matzos have their tradition which makes it difficult to innovate the product. One of the unique selling points is the history and the purity of matzos. If the tradition will be fuzzy, many costumers don't recognize themselves with the product any more. There isn't that much turnover to win in the Dutch market. It is impossible for Hollandia Matzos to grow very hard in the Fast Moving Consumer Goods in the Netherlands. Because grow is necessary to create a better negotiation position and more bargaining power.

So it is necessary for Hollandia to look for new opportunities outside the market in the Netherlands. To prevent problems with exchange rates and other entrée barriers the first intention is to look for new markets in the euro zone. A Problem with export is that the customer outside the Netherlands doesn't know the products of HollandiaMatzes. In the Netherlands Hollandia builds upon a tradition around Easter, but this isn't possible in other countries. Markets which have priority are the countries with geographical close lines are Belgium and Germany. In Belgium HollandiaMatzes have already have some export activities, but this is not the success the directors expected and need. Another option with a low geographic distance is Germany.

Germany is a country with a large Jewish community (biggest in Europe after France and the United Kingdom) and the only country in Europe which a growing Jewish community. (Agentschapnl). There are already some Jewish communities who order their Pesach matzos in the Netherlands at Hollandia. In the first sight it should be possible to find more Jewish communities and other costumers who will like the matzos from Hollandia.

In Germany there is also a large market for biological products like the eco matzos of HollandiaMatzes.

1.3 Research purpose

The purpose of this research is to help the export activities of HollandiaMatzes with a proper market selection, and a clear market entry mode for this target market.

1.4 Research questions

According to this problem statement of HollandiaMatzes, the main research question will be:
To what extent can HollandiaMatzes be successful in their export activities?

Sub questions which can possibly help in answering the main research question are:

1. Which market has the best circumstances for HollandiaMatzes to extent their export activities?
2. What are the main characteristics of the target market that have to be taken into account for HollandiaMatzes?
3. How can Hollandia enter the target market in the best possible way?
4. What preparations are necessary for Hollandia to start the export activities?

2. Theoretical framework

In this chapter the most important theory in export research will be discussed. First some general export theory, then some target country selection theory and at the end of this chapter the entry strategy will be discussed.

In the first place it is important to focus at export in Small and medium sized enterprises, what are the possibilities for these companies which doesn't have that much investment opportunities. In the article of Susan Hart and Nikolaos Tzokas The Impact of Marketing Research Activity on SME Export Performance: Evidence from, the UK (1999) the authors describe the effect of market research on export performance in SME and see that there are definitely possibilities for SME being successful in export performance. The puzzle for geographical distance is important according to Buch, Kleiner and Toubal (2004); in this article he describes a formula in which geographical distance will affect the export performance negatively.

Internal factors for export success will be really important for a SME to be successful in export activities. An article of Tammo Bijholt and Zwart 1994 (The impact of internal factors on the export success of Dutch small and medium sized firms) Describes internal factors which are important for export success for SME's in the Netherlands. If HollandiaMatzes will have success with their export efforts, it is necessary to link their internal factors to these theories.

SME's that want expand their export activities first have to choice a target country for these activities. According to Brouthers and Nakos (2005) companies who select their market systematic have an advantage to companies which choose their target market ad hoc. These authors conclude that the more systematic an SME is in selecting foreign target markets, the higher its export performance, even controlling for other variables previous studies found to be related to SME export performance. Brouthers and Nakos (2005) also found that older companies, firms that adapted their products prior to exporting them to foreign markets, companies depending on foreign markets for a large percentage of their sales, and firms that concentrated in fewer foreign markets performed better internationally. But these authors didn't note characteristics that have to be analyzed in a systematic international market selection.

Also other authors wrote about the use of structured international market selection. International market selection (IMS) is the first and most important step in export strategy (Root, 1994), making it a critical success factor for both smaller exporters and mature multinational firms. Systematic IMS contributes to export success while wrong choices can put the firm in an unfavourable strategic position (Papadopoulos et Al. (2002)) but they also wrote that countries that seem promising at one time may perform very poorly in subsequent years (Papadopoulos et Al. (2002))

The article of Minifie and West (1998) describes a systematic market selection. The authors wrote that the three most important factors for new markets are political stability, government control and cultural differences. Political stability is important for exporting activities because in case of (civil) war a business isn't safe and it isn't possible to gain

profits. Government control is important because with it is difficult to expand your business to countries with high government control. In these countries it is impossible to grow your business with the western capitalism. The cultural differences are important according to Minifie and West because it's easier to sell your product to countries with low cultural differences with the companies' home market.

Minifie and West (2005) also state that the market opportunities are important for the exporting company. Market opportunities can be analyzed by the economic environment, the competitive environment and the technological environment. A country's current and potential levels of economic development determine its capacity for producing and consuming products. Because different nations are at different stages of economic development, each must be evaluated in terms of its attractiveness as a potential market. Here the standard of living is important, the distribution of income and the stages of economic development in the target country. Because these last parts of the model are really important for a company it is strange these aspects aren't put into the starting model.

Another more systematic market selection is described in the article of Anderson & Buvik (2002). In this article the authors describe a systematic market selection before the market entry strategy. According to this article the decision maker has to select criteria which could be important for the target country for export. Criteria of selection could be: political characteristics, cultural differences, purchasing power parity, macro economic factors, market size, and competition and distribution channels in the target country.

After selecting these criteria it is according to Anderson and Buvik (2002) important to give weights to these criteria. The more important a criterion is for the company the higher the weight factor in this model. For HollandiaMatzes the most important criteria are geographical distance and cultural differences. Because matzos are cheap it is difficult to earn high transport costs back on the revenues. And transportation costs will be higher when there is more geographical distance. The cultural differences are important because the product of HollandiaMatzes is a product with a long tradition, and it will be less difficult to export to a country with low cultural differences according to a country with high cultural differences. It is also important that the target market customers are common with crackers, so their eating habits will be important.

The third step according to Anderson & Buvik (2002) is to select target countries for the companies exporting activities. In their article they describe an optimal search for these target countries. This optimal search will take place for HollandiaMatzes in the euro zone to don't have exchange rate problems.

After the country selection is there, the countries should get a score for every criterion which is set in the first place of the structured international market selection, set by Anderson and Buvik (2002). When the scores are set, they have to be corrected with the weights and an optimal solution can be computed by the company. With this calculation the decision maker can make his decision which country will be the target market for their export activities.

2.1 Entry Strategy

After the selection of the market is present it is important to choose a market entrance strategy to enter the selected market. Root (1994) classifies entry modes as follows: export entry modes, contractual entry modes, and investment entry modes. Contractual entry modes are defined as long-term non-equity associations between an international company and an entity in a foreign target country that involve the transfer of technology or human skills from the former to the latter (Root, 1994, p. 27).

The exporting entry mode means the product is manufactured outside the target country and is transferred to it. The investment entry mode means the company has the ownership of a production unit in the foreign target country. Typically, there is an increasing degree of resource commitment from the export entry mode to the investment entry mode.

Many of the entry modes are classified as export entry or investment entry mode implies, however, a relationship with an external identifiable exchange partner. For instance, indirect export could be perceived as a working partnership with an external agent or importer, involving no or little investment. In the same vein, joint venture can be regarded as a relational contracting with modest to high degree of investment. Direct exporting (e.g. sales subsidiary) and wholly owned subsidiaries are internalized (integrated or full control mode) or non-contractual entry modes. (Anderson & Buvik (2002))

This mode has some advantages but also some shortcomings, in the next part the export entry mode will be discussed.

Export entry mode.

Because HollandiaMatzes is a really small company it would be very difficult to gain enough investment to choose the investment exporting entry mode. For an indirect market entry mode no or little investment is necessary. Contractual entry modes are long term modes to transfer technology and human skills. In the case of Hollandia there aren't many technologies or human skills which have to be transferred, but only the products have to be transferred into the foreign market. So the only entry strategy which makes sense for Hollandia is the exporting entry mode. This also needs an investment of time and money for HollandiaMatzes.

The fastest way to entry the foreign market is with an external agent, but an external agent or importer also want to earn something, so the margins should be lower than with a direct market entry strategy. As with other types of ventures, appropriate preparation is a critical ingredient in foreign market entry. This is particularly true in resource-poor SME's that may lack the means to sustain a prolonged entry process or one that fails in the early stages due to insufficient market research or other such grounding. (Knight 2001) So in the case of HollandiaMatzes the preparation is the selection of the target country for their export activities and an external agent in this target country are crucial for export activities. Hollandia has to focus on the exporting entry strategy mode according to Root (1994)

An important aspect in the export entry mode is the middleman position. If this position is filled in Root (1994) speaks about indirect exporting, and if there is not a middleman in the entry mode the company uses a direct exporting strategy. In the case of an indirect exporting strategy the control of the company is lower than with a direct exporting, but the revenues and the long term export success could be better with a middleman or agent. (Root 1994)

The exporting entry mode in general requires a low resource commitment for the company and has a low risk involved. Many companies gain their first international experience in the exporting entry mode because of the low risk involved with this entry mode. This is definitely an advantage for this kind of exporting, because Hollandia doesn't have experience in exporting and an exporting entry mode could be a first step to gain experience. Also the low resource commitment is an advantage because of the low resources there are available in this company.

A disadvantage of the export entry mode is the long term competitiveness of the company in the foreign market. The company lacks enough strategic control and flexibility to be competitive in the long term in exporting. Also the high variable costs due a high transportation costs will be a real problem for a long term successful export performance.

In the exporting entry mode there are two different kind of exporting, with the middle man, or without the middleman. Without a middleman the effect for the first international export experience is way bigger. Because a middleman will not have the companies commitment with the target country. It is easier to make mistakes with a middleman, because the middleman can help the company with his exporting experience. So for the first experience a middleman can be both good and bad.

Root (1994) states that long term export performance will be more successful without a middleman, because without a middleman the company will have more control. All of the marketing p's can be managed by the exporting company. Also the reaction time to the market is faster, and the intangible property is better protected without a middleman. Summarized is the control of the company better without a middleman, but it is quite safe to use a middleman when a company doesn't have any exporting experience. For the long term it should be better to use a direct exporting mode, because the long term revenues should be higher.

Another article about entrance strategies comes from Bello and Williamson (1985). They wrote about the middleman in export activities. Many of the indirect export middlemen fail to satisfy the needs of their manufacturer clients in the long run because of inadequate resources and ineffective marketing. (Bello and Williamson, (1985)) There are also many problems with the congruence between the suppliers marketing requirements and the middleman's abilities. An initial problem occurs when the middleman's organizational orientation and resources are incompatible with the supplier's marketing requirements. Many of the agents over commit their limited resources. Many agents represent more than 5 product lines and they have six or more suppliers to represent. So there is a priority problem for the suppliers. The middleman doesn't have the same priorities than the suppliers.

According to Bello and Williamson (1985) one of the most common difficulties occurs when the agent (middleman) lacks enough familiarity with the target country. Most agents know very few countries first hand and sell by travelling overseas for direct personal contact. In the time of internet it becomes easier to have contacts overseas without visiting, but the personal contacts with foreign distributors is always better with a visiting agent. (Bello and Williamson, 1985)

It is also difficult to look objective to the performance of the middleman in the target country. If foreign sales fail to materialize, in spite of major efforts, the agent might be dropped for non performance. In this case the agent could lose resources on his efforts, because he doesn't receive his commissions. It is also possible that without many efforts the sales are outstanding. If sales materialize, again the agent risks being dropped as the supplier absorbs the export function to gain control and save commissions. Because there is a possibility the agent will lose in both scenarios it is also difficult to find an agent in the country of choice. (Bello and Williamson, 1985)

Agents with short term contracts could see their suppliers as potential future competitors. Because the production company could sell the product in the target market themselves in the future. As a result, these middlemen are unlikely to risk pioneering a brand only to be dropped once the brand is fully established. A solution for this is according to Bello and Williamson (1985) is to use long term contracts. Suppliers using the administrative channel gain many of the efficiencies associated with the contractual channel without making long-term commitments to particular exporters. By establishing an informal agreement, a supplier retains distributional flexibility while minimizing the cost and effort required for an international transaction.

An important element in the distribution channels of the middleman is the way it is structured. "Structure within a marketing channel will influence the economic and socio-political processes which take place" [Stern and Reve 1980, p. 59]. But this structure is very difficult for an agent since these middlemen represent many more suppliers than their counterparts in other export channels. The majority of these exporters operate without any form of geographic exclusivity and tend to negotiate price with suppliers on every transaction. For an agent it is necessary to have more suppliers, because an agent cannot earn enough with just HollandiaMatzes, because the product market is too small.

Contractual entry mode

The contractual entry mode is another market entry mode without equity involved in the market entry strategy. The start of this strategy is to gain long term contracts with partners in the target country. This entry mode is mostly used in the markets where it is necessary to transfer human skills or transfer of technology, and is mostly not related to the transfer of goods. The three kinds of contractual entry modes are, according to Root (1994) licensing, direct transfer of services and franchising. Licensing is concerned with the transfer of intangible goods like patents and human knowledge. And franchising is focused on services. Examples of franchising are assistance in management, administration, marketing and

technical assistance. The direct transfer of services means the exporting company takes on activities in the target country in exchange for money.

The contractual entry mode has the advantage there is a low risk involved, because there isn't equity involved in this kind of exporting. Whereas there is a low financial risk there is also a low political risk with the contractual export mode. The most of the import barriers are not working for this kind of exporting. Another advantage of contractual entry modes are the way of adaption to the target country. Every contract can be unique without many more costs for the company. (Root, 1994)

The contractual entry mode also has some negative effects on the export performance of the exporting country. There is a total lack of control of the target market. And the total revenues in this kind of market entry are lower than the total revenues of the other market entry modes due to the difficulty in gaining enough volume in the export activities. (Root, 1994)

Investment entry modes

The main characteristic of the investment entry mode is the ownership of a business unit in the target market. The company doesn't export only from their domestic country, but also has a production unit in the target country. It isn't fixed which activities are out sourced, but in an investment entry mode the domestic country should have some ownership in the target market. Also not all the ownership has to be taken by one company, a common known form of the investment entry mode is the joint venture.

A joint venture is a company which ownership is split in more than one company. There are equal joint ventures and majority-minority joint ventures, in which one company holds more ownership than the other. Another important form of the equity entry mode is the sole venture in which a company starts or buys a company themselves in the target country. A joint venture divides the risk between the two companies and with the sole venture takes all the risk is taken by one company. This is because the total investment comes from one company, but all the revenues and all the control is in hands of the domestic company.

Advantages of the investment entry modes are the control there is at the target market, which is a way better control than the other market entry strategies. Also the total revenues of the exporting activities of the domestic country are way higher compared to the other market entry modes. There are differences here between the sole venture and the joint venture, because the risk in the joint venture is lower, but the control is also lower than for the sole venture. Because the control of a sole venture is very high and the time to market is very close the long term export performance of the sole venture is better. (Root, 1994)

A disadvantage of the investment entry modes is the risk which is involved with these entry strategies. There is an investment risk, a political risk and a return on investment risk. The investment risk is the way you get the investment together, if the bank will stop the investment, or will have a high return on their investment. The political risk is involved because there are two governments involved in a construction like above and if one of these governments will change something the whole venture can lose revenues. The return on

investment risk mean that there is a possibility the revenues isn't as good as expected and the investment can't be paid back in the time they expected.

The company also have to find a good acquisition candidate which is also quite a big risk for the joint venture.

In the analysis the entry strategy is calculated at hand of many different factors, internal external factors which is visualised in the next visualization.

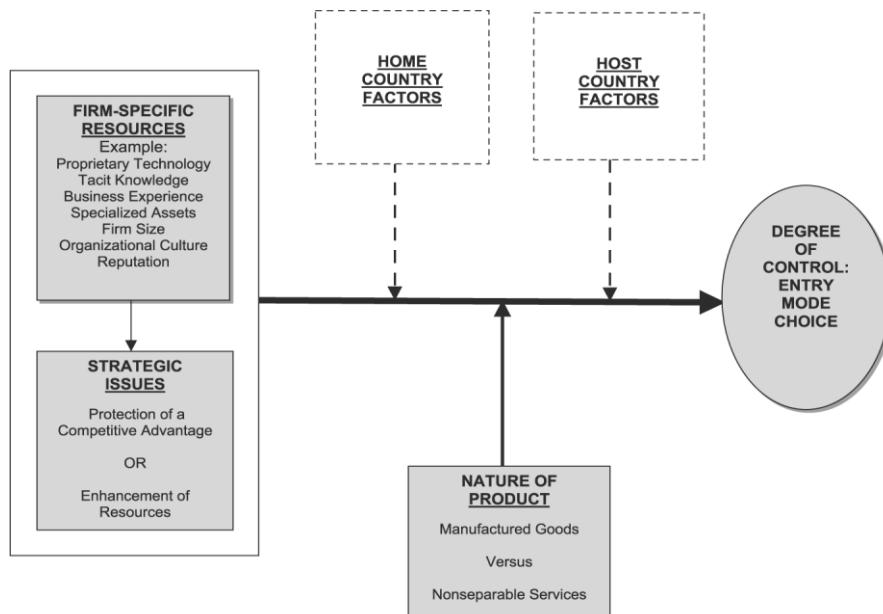


Figure 1: model of Root (1994)

External factors

There are several factors which are influencing the market entrance strategy, internal and external factors. Root (1994) distinguishes several external factors which influences the external market entrance strategy. The four most important external factors are, according to Root (1994) target country market factors, country market environmental factors, target country production factors, and home country factors. In this section these external factors will be explained.

The target country market factors are specified as the market size and the market growth of the target market, the competitive structure and the infrastructure of the marketing. The target market determines the amount of investment is justified for this market, and the return on investment is determined by the market size. Also the market growth is important here; because the market growth determines the market size of the future, and investment is always mend for the future. The competitive structure is important because of the competitive structure of a market also determines the amount of revenues which can be gain in this market. And the structure in this market is really important for the exporting entry mode. A good competitive structure makes this entry mode possible, but without a clear structure this entry mode is impossible. The infrastructure of the market is important here, because the marketing structure determines the importance of the middleman.

The target country production factors are specified as the quality, quantity, cost of labour, raw materials and secondary production factors like energy and other production input. Low cost, high quality and availability of these production factors make the investment entry mode favourable.

The target country environmental factors are important to the entry strategy because of these implies political, economic, and socio economic factors. Political factors are most important to the joint venture and the sole venture of the investment entry mode. The economic factors are determined by the GDP, the GDP per capita and the growth of the economy which depends the future GDP. Socio economic factors are important because according to Root (1994) first international activities can be gained in the best possible way in a country with a small cultural difference from the domestic country. The geographical distance is also an important factor because the transportation costs are mostly dependent of the geographical distance. So the target country environmental factors are quite important in the determination of the best suitable market entry strategy.

The home country factors are important to see the differences with the target country. The smaller the difference between the home country and the target country, the better the company strategy fits with the target country. It will help if the political factors are similar to the political factors in the target country. The same fits for the market size and the technological level of the country.

Internal factors

The internal factors which are specified by root (1994) are product factors, resource commitment factors and international experience. In this chapter these factors will be explained.

Product factors of the domestic firm are really important to the entry mode to the target country. Are the products the domestic firm want to sell tangible or intangible. Tangible goods are products which actually exist and are possible to touch or experience. An intangible good could be a service like taxi driver or hairdresser.

The degree of differentiation of the products is important because a high differentiation level of a product means a different market entry strategy for the target country. Also the price and the quality of the product are really important product factors to set a market entry strategy. A high price will mean there are many costs in the exporting activities and maybe it should be good to invest to gain more return on investments. Differentiated products have a higher ability to absorb transportation costs.

Resource commitment is the amount of resources there is available in the domestic country and the willingness to invest in the export activities. The resources can be financial, but also resources in management, technology, production and marketing skills. The higher the amount of resources is available and willing to invest the wider the amount of entry modes are possible for the domestic company. An investment entry mode needs financial investments, but also needs management and marketing skills.

International experience of the domestic firm is very important for the learning process of Hollandia in the international market entry mode. The higher the amount of international experience the higher the risk is the company wants to take. The amount of international experience tells about the market knowledge and about the knowledge which actions should be taken to be successful in the target market. If there is many international experience it is also possible to gain more credit from foreign investors and find external partners for exporting more easily than without many international experience.

2.2 Entry strategy implementation.

After the selection of the market is present it is important to choose a market entrance strategy to enter the selected market. Root (1994) classifies entry modes as follows: export entry modes, contractual entry modes, and investment entry modes. Contractual entry modes are defined as long-term non-equity associations between an international company and an entity

In a foreign target country that involve the transfer of technology or human skills from the former to the latter (Root, 1994, p. 27). The export entry modes are the export modes which have low risks because in these modes the firms produce in the Netherlands and use their own channels to sell their products in the target market. The highest risk is involved with the investment entry mode, because when the exporting activities fail the investment in the target country is lost.

Typically, there is an increasing degree of resource commitment from the export entry mode to the investment entry mode. Some of the entry modes classified as export entry or investment entry mode implies, however, a relationship with an external identifiable exchange partner. For instance, indirect export could be perceived as a working partnership with an external agent or importer, involving no or little investment. In the same vein, joint venture can be regarded as a relational contracting with modest to high degree of investment. Direct exporting (e.g. sales subsidiary) and wholly owned subsidiaries are internalized (integrated or full control mode) or non-contractual entry modes. Anderson & Buvik (2002).

Because HollandiaMatzes is a really small company it would be very difficult to gain enough resources to choose the direct exporting entry mode or the investment entry mode Root (1994) classified. Resource availability refers to the financial and managerial capacity of a firm for serving a particular foreign market. The resource availability of Hollandia is very low. If the investment entry mode will not be possible to use there are two entry modes classified by root left, the export entry modes and the contractual entry mode.

The export entry mode is the mode with the lowest risk involved, but according to Agarwal and Ramaswami (1992) most of the companies doesn't use this entry mode when there is a high market potential. These companies do use a joint venture or a licensing strategy. This type of firm behaviour can be better explained if the joint effect of ownership advantages of the firm and location advantages of the market is examined. The disadvantage of the exporting entry mode is the returns in this mode. The risk is very low, but there is also a low

returns alternative. The returns are low because this mode lacks in providing marketing control that may be essential for market seeking firms.

For an indirect market entry mode little investment is necessary. But indirect export needs an external identifiable exchange partner which could be an external agent or importer. This also needs an investment of time for HollandiaMatzes and with this strategy the owner advantages could not be realized. And an external agent or distributor also wants to earn his share, so the margins should be lower than with a direct market entry strategy. As with other types of ventures, appropriate preparation is a critical ingredient in foreign market entry. This is particularly true in resource-poor SME's that may lack the means to sustain a prolonged entry process or one that fails in the early stages due to insufficient market research or other such grounding. (Knight, 2001) So in the case of HollandiaMatzes the preparation is the selection of the target country for their export activities and an external contact in this target country are crucial for export activities.

Agarwal and Ramaswami (1992) describes that an indirect market penetration strategy is not the best way for an SME. These articles discuss the importance of ownership advantages with superior skills and knowledge which are crucial to compete with host companies in their own country. Agarwal and Ramaswami (1992) state that if a company wants to have long term market presence it is necessary to use the investment entry mode. Especially in market with a high potential (big size and growth) investment modes are expected to provide greater long-term profitability to a firm, compared to non-investment modes. The investment risk in a host country reflects the uncertainty over the continuation of present economic and political conditions and government policies which are critical to the survival and profitability of a firm's operations in that country

Firms need asset power to engage in international expansion and to successfully compete with host country firms. Resources are needed for absorbing the high costs of marketing, for enforcing patents and contracts, and for achieving economies of scale (Agarwal and Ramaswami, 1992). Companies without exporting experience have been observed to overstate the potential risks, while understating the potential returns of operating in a foreign market (Young, 1979).

Firms that are smaller and have lower multinational experience are not expected to have sufficient resources or skills to enter a large number of foreign markets. They therefore can be expected to use a selective strategy and concentrate their efforts in the more potential foreign markets. This is because their chances of obtaining higher returns are better in such markets. In addition, resource limitations (including size) make them prone to utilize proportionately more joint ventures than do industry leaders. Joint venture arrangements allow them to share costs and risks, as well as complementary assets and skills with host country partner firms. By doing so, a firm is able to reduce the long-term uncertainty at a lower cost than through pure hierarchical or market approaches (Beamish and Banks, 1987).

Firms that are smaller and that have lower multinational experience are more likely to choose a joint venture mode in countries that have a higher perceived market potential.

Smaller and less multinational firms have a higher propensity for no entry or entry through a joint venture mode in high potential markets. These firms are interested in expanding into high potential markets, but do not have the requisite resources to do so by themselves.

The direct effect of high market potential indicates a choice of investment modes, while low market potential indicates a choice of no entry. On the other hand, the direct effect of high investment risk indicates a choice of no entry while low investment risk indicates a choice of investment modes. The combined effect of market potential and investment risk, therefore, for high/low combination should be an investment mode. (Agarwal and Ramaswami, 1992). If there is a high market potential without a low risk combination a contractual or an exporting strategy should be the best solution for market entry.

But well-formulated strategies only produce superior performance if they are successfully implemented around a framework distinguishing between performance for the firm when they are success- structural and interpersonal process views of the nature of fully implemented (cf. Bonoma, 1984). So it is really important for long term export performance to implement the strategy in a good way. An article of Green et al distinguishes elements of an export strategy which have a positive or negative influence on long term export performance.

So there are several entry strategies possible for HollandiaMatzes. In this research the optimal entry strategy will be calculated.

3. Methodology

In this chapter the method of this research is explained. The First section in this research is the selection of the best target country for HollandiaMatzes. The country selection of this research is an important part of the entry strategy for the company HollandiaMatzes. This country selection will be done with the structural selection process by Anderson and Buvik (2002) as described in their article Firms' internationalization and alternative approaches to the international customer/market selection.

After this Operationalization this chapter will describe the way of testing different entry strategies and the relevance of it.

3.1 Operationalization structured country selection

3.1.1 Country selection

According to Anderson and Buvik (2002) the best way to make a structured country selection is to do an optimal search. An optimal search is a search, continuing to generate alternatives until the cost of search that outweighs the value of the added information (a screening process). Such a screening process should knowledge about costs and consequences of the variables. (Anderson & Buvik, 2002). In this optimal search also the export barriers and barriers to entry have to be taken into account. The countries in the EU will have an advantage above other countries because of the trade contracts there exist, and the absence of exchange rate problems. The optimal search for HollandiaMatzes will take place in the European Union Euro zone. So the optimal search for HollandiaMatzes could be Germany, Austria, France, Italy, Spain and Portugal. Belgium is past in the optimal search, because HollandiaMatzes has negative experience in exporting to Belgium.

3.1.2 Which variables are included/excluded in the model?

The scores which are set by Anderson and Buvik (2002) are: political characteristics, market size, cultural differences, purchasing power parity, macro economic factors, competition in target market, and distribution channels in target market. All of these characteristics are included in the optimal search for the export activities of HollandiaMatzes.

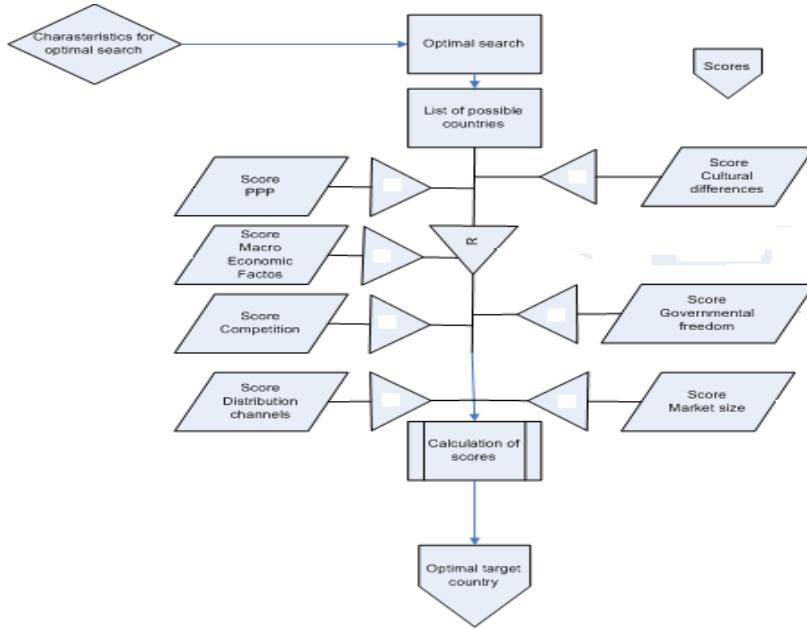


Figure 2: original model by Anderson and Buvik (2002)

Another important variable for the company is the geographical distance to the target market. This variable is important for HollandiaMatzes, because high transportation costs will give a high sales price. Matzos are originally cheap and these transportation costs will be not easily earned back on the revenues. This variable is a point in every exporting strategy. A high geographical distance will result in high transportation costs. Also in the article of Buch, Kleiner and Toubal (2004) the geographical distance is an important variable, so this variable will be included in the structural market selection in this research.

Variables which will also be included in the model are the standards according to private labels and the market share of discount retailers. These variables are important for HollandiaMatzes because they don't want to deliver for a private label and for discount retailers. They won't do this because they want to put their product into the market on their own brand and for a long term policy. These variables are taken into account in the section of market size, because with a big private label market the market size for Hollandia will be smaller.

3.1.3 Operationalization of the variables

In this section the variables of the country selection used in this research are operationalized.

Governmental control

Governmental control will be measured by an index of The Heritage Foundation. This foundation is a research and educational institution, a think tank, whose mission is to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional values of capitalism, and a strong national defence. These scores will be converted to a score on a scale from one to ten. A ten is for a country with only a bit governmental control in the market and a 1 is for a country with many governmental controls. Heritage scores the countries on the following

points: business freedom, trade freedom, fiscal freedom, government spending, monetary freedom, investment freedom, financial freedom, property rights, corruption and labour freedom. All these score together will give a final score for governmental control. According to these scores of the heritage the score in this research will be presented.

PPP

Purchasing power parity (PPP) is a condition between countries where an amount of money has the same purchasing power in different countries. There is a list by the Heritage foundation of countries all over the world with the PPP in these countries. PPP conversions allow cross-country comparisons of economic aggregates on the basis of physical levels of output, free of price and exchange rate distortions. With the PPP comparison the countries of choice can be easily rated for their customers' purchasing power. The higher the score the better it is for HollandiaMatzes, because a high purchasing power of the consumers will allow the costumer to buy the products of Hollandia.

Cultural differences

The cultural differences will be scored according to the theories of Ball (2004) and Hofstede (1996). The cultural differences scored by Hofstede (1996) will score the attitude and habitats of the inhabitants of the target country. The larger the differences between the home country and the target country the lower the score will be for this variable. This is because low cultural differences are good for the export activities according to the theory of Anderson and Buvik (2002). In the theory of Ball (2004) also the eating habits of the customers of the target country can be scored so with this theory it is possible to score the country if they are common with crackers. If the inhabitants are common with crackers the score will be higher, because people who are common with crackers will like Matzos more.

Macro economic factors.

The macro economic factors will be scored according to more than one value: the gross domestic product, the foreign direct investment, the inflation rate and the rate of unemployment in the target country. The Gross domestic product will give information about the amount of money there is available in the country of choice, the foreign direct investment will tell about the trust there is in this country by other countries. The unemployment rate and the inflation rate will be taken into account to look at the stability of the economy. All these values will be scored to the other countries and will lead to the final score for this point.

Geographical distance

The geographical distance will be scored with the physical distance from Enschede to the border of the target market. The score will be from 1 to 10 were a ten is very close and a 1 is very far from Enschede. The physical distance will be measured with help of Google maps, a web based navigation system.

Competition

The competition will be scored at the amount of known competition in the target country. The more competition there is the lower the score for this variable will be. The information about this will come from websites about cracker and biscuit producers of the country of research. Different websites are used for the different countries.

Market size

The size of the market will be scored according to the inhabitants of the country of choice. The more people live in a country the more they can buy the products of HollandiaMatzes so the score will be higher.

Private label

HollandiaMatzes make the choice not to produce for a private label, this means that Hollandia wants be a brand and not a house product of a supermarket. The more the market consist of private labels the market for Hollandia will be smaller and the score lower. There is also a choice made according to discount retailers by HollandiaMatzes, Hollandia doesn't want to produce for these retailers so the larger this part in the market the smaller the market is for HollandiaMatzes. Discount retailers are retailers like LIDL and ALDI which haven't the best conditions for their suppliers.

Distribution channels

The distribution channels in the selected countries will be analyzed by the way the distribution system is in the target country. In Europe the distribution channels will be able to compare, but there are differences. In this research the distribution channels are analyzed by papers at the internet, most of them have their origin in the Dutch trade organization.

3.1.4 How to score the weights

The weights in the model of Anderson and Buvik (2002) will give a notification of importance for the entrepreneur. The more importance a variable has the higher the weight for this variable should be. The most important for HollandiaMatzes is to select a country in the euro zone, but this is taken into account in the optimal search for the country selection. Two other variables which are really important for HollandiaMatzes are the geographical distance and the cultural difference. The geographical distance is important, because of the price of the logistics. Matzos are really cheap crackers so the price of the transportation gives a big weight on the sales price. The cultural differences are really important because there have to be a market for crackers in the target country to make revenues. When the cultural differences are low the customers in the target country should feel more with the tradition of HollandiaMatzes. People in the target market have to be used to eat crackers, so countries were people are used to eat crackers are preferred for HollandiaMatzes.

The market size isn't of that important, because HollandiaMatzes will celebrate also small revenues on export activities. The PPP isn't of that important because the Matzos aren't expensive so everybody in Europe can buy them even if they don't have that much money. Distribution channels and political stability aren't that important in this research, because they are almost similar because there all in Europe. The macro economic factors are important, but also get weight 1 because it is not of more importance than the rest of the variables. Governmental control is also really important, because with a high governmental control it isn't able to set up export activities in the way is normal in the Netherlands. So governmental control will get a weight of 2

So cultural differences and geographical distance have a weight of 3, governmental control a 2, and the other scores on the variables will have a weight of 1.

The score of the weights isn't that objective in this research, because it is based at the experience and the importance of the entrepreneur. But every entrepreneur can set the weight for his importance and can choose the best target of choice for his company. With a sensitivity analysis it is possible to look to the strength of the weights set. A sensitivity analysis is a study of how the variation (uncertainty) in the output of a statistical model can be attributed to different variations in the inputs of the model. (Saltelli et al., 2008)

In this thesis the sensitivity analysis will be used to test the results of the structural country selection. With changing the weight it is easy to describe the power of the outcome of the structural country selection. If the weights can be changed a lot without a change in the outcome of the structural selection the outcome of the structural country selection will have a greater power. Will the outcome change with a small change in the weight the outcome will have lesser power.

Limitations of the structured country selection

Because the research method for the country selection makes use of not total objective weights there is a limitation in this research method. The weights are set by the researcher on a base of experience of the entrepreneur and the theory behind the country selection used. Another researcher could have set the weight for the country selection in a different way and could have found different results. A sensitivity analysis is used to test the reliability of the weights, and it found that the weights are quite strong, but it is still not an objective determination of the weights.

So the weights are not totally objective, but quite strong in the way they are used. So in a future research it is good to set new weights, but there is a change the weight would be comparable.

Another limitation is the completeness of the model; in the structured country selection in this research the most important factors are selected. Not every contingency can be taken in to account in a structured country selection of this size. But with the contingencies which are chosen most of the influences from the country are covered.

2.1.5 Visualization

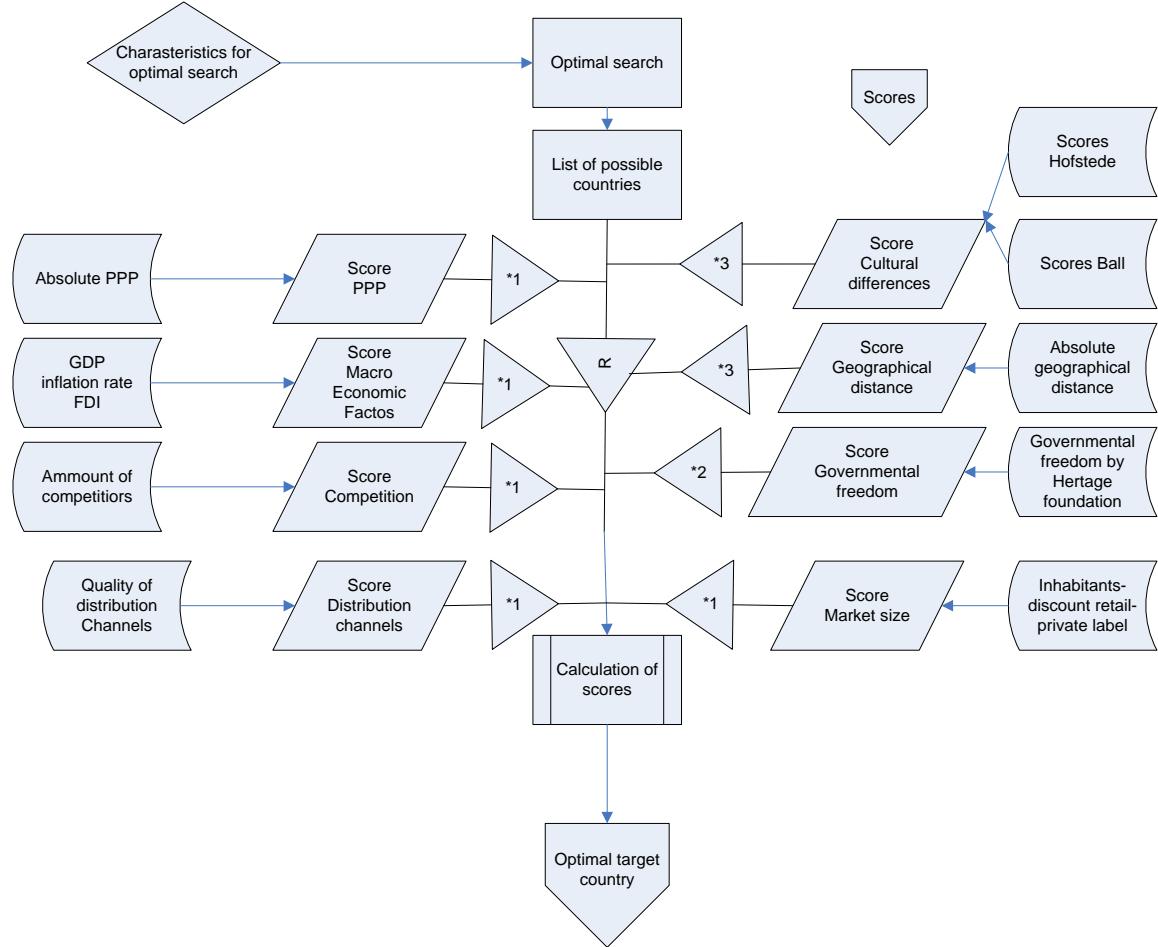


Figure 3: Visualisation of country selection 1

3.2 Operationalization of the entry strategy.

The entry strategy will be analysed by the interviews with people from other SME's which are exporting to Germany. An interview is according to Babbie (2007) a data collection encounter in which one person asks questions of another. The best way to do an interview is in a face to face interface. A qualitative interview is based on a set of topics to be discussed in depth rather than based at the use of standardized questions. An advantage of a qualitative interview is that the answer should be in depth with a background, and it is possible to ask continuous questions. Some answers of the entrepreneur can raise other questions so it is better to do face to face interviews instead of questionnaires were it is impossible to respond immediately on event which aren't foreseen at beforehand. Questions could not be fault interpreted in a face to face interface.

To test the model of Root (1994) to select the best possible entry strategy qualitative interviews will be taken. 10 SME's which are exporting to Germany will be interviewed about their export activities. How did they start their export activities, and when did they do that. An important factor for this research is the way these SME succeed with their export activities. Specifications of the process are able to found out by interviews with people who

are directly involved in the process of the export decisions. The questions in this interview will be open ended to gain a deep qualitative insight in the export activities of the company.

The way they succeed will be measured by the score the entrepreneur gives himself for his export success, the amount of export revenues are gained in Germany and the investment they made in the target country. After the interviews the success is measured and the investment in Germany is taken into account the export performance of this company can be scored and it is possible to analyze the export strategy of this company. After ten companies it is possible to filter some success factors out of these strategies. Which is very important for the entrepreneurs should be the factors risk, return, control, payback time on investment, export experience and resource commitment? In these interviews the entrepreneur can explain why these are important to the company and which of these factors is the most important in their export activities.

In this way this research contains multiple research methods which are positive for the validity of the research. According to Babbie (2007) the best research designs contain more than one research method, so as to exploit more benefits offered by the different methods. According to Shadish Cook and Campbell (2002) the use of multiple research method is necessary to overcome the mono operation bias.

Units of analysis

The units of analysis are, in the entry strategy research, the SME's which would be interviewed. These people will be interviewed about characteristics about the SME and the success what they get in their export performance. But the main subject in the interviews will be the way they gain their export success.

In the country selection the units of analysis are the countries which are selected in the optimal search. These countries are analysed at the factors political characteristics, market size, cultural differences, purchasing power parity, macro economic factors, competition in target market and distribution channels in target market and governmental control.

Information type

Information type in this research is both qualitative and quantitative, the quantitative information is mostly used as input for the selection of the target country, and the qualitative information is the outcome from the interviews and the way the weights are determined in the country selection model. Quantitative information is numeric and objective, which makes it possible to compare data and creates explicit outcomes. (Babbie, 2007, p. 23-24). Qualitative information is more subjective and more subjective, but is easy to use gain in depth information.

Validity

The validity is a term describing a measure that accurately reflects the concept it is intended to measure. (Babbie, 2007, p 87) the most important aspect for a research with a high validity is the use of accurate information for this research. Another important aspect in this research is to overcome common validity problems.

One of the common validity problems which are excluded in this research is the mono operation bias. This is the bias in which a researcher makes use of only one research

method, and gets biased results, because with another method the results could be different. In this research there is made use of more than one method, which means the interviews can be validated with the articles and the document studies. The documents used in this research are validated by authorised organizations and the information it can be assumed the information is used is correct.

Interviews

The interviews are taken face to face, to make it possible to ask in depth follow up questions. And is it not possible to misinterpret the questions in a wrong way.

The questions of the interview discuss the main factors of the entry strategy of the company which is interviewed. Most important factors are the amount of success with their export activities and their strategy which is used during their export activities. The questions about the success with their export activities is covered in two questions, the score the entrepreneur give to their export activities and the amount of revenues which are covered by the export activities of the company.

The entry strategy of the entrepreneur is covered in this interview by an amount of question which is necessary to find out the entrance strategy to the German market. Amount of investment is important and if they work with a middleman in Germany and if there are partnerships in Germany.

Also the structural country selection is noted in the interviews, this is done by the question why the entrepreneur chooses Germany as target country. (Which criteria did he use?)

The questions are able to see in attachment 14.

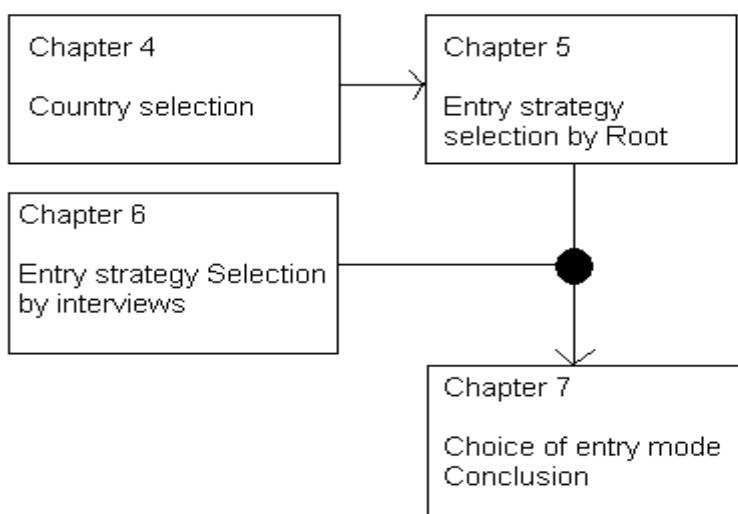


Figure 4: Model of research strategy.

4. Country selection

In this chapter the selection of the target country is described. The target country selection is done at hand of the following variables: political characteristics, market size, cultural differences, purchasing power parity, geographical distance, macro economic factors, and competition in target market and distribution channels in target market.

4.1 Score of Country selection

Scores governmental control

The heritage foundation scored countries by governmental freedom, in this research the scores are noted and rescored. A score between 69 and 73 is scored with an 8, a score between 67 and 69 will be a 7, a six is for a score of 63-67 and scores between the 58-63 the score in this research will be a 5.

In this table there is visualized that Germany Austria and Spain scored an 8 on governmental freedom, and Italy have the lowest score on this item.

| Country | Governmental freedom by heritage foundation | Score |
|----------|---|-------|
| Germany | 71.0 | 8 |
| Austria | 70,3 | 8 |
| Portugal | 63 | 6 |
| Spain | 69,1 | 8 |
| Italy | 58,8 | 5 |
| France | 63,2 | 6 |

Scores PPP

The PPP is scored in this research according to the following score line. A PPP lower than 25000 will give a five, between the 25000 and the 30000 a 6, 30-35 thousand a 7, 35-39 thousand an 8 and a nine is for those countries which have a PPP higher than 39.

In this table is visualized that Austria has the highest PPP and also the highest score, and that Portugal has a very low PPP. The PPP of the countries is scored by the Heritage foundation and the original numbers can be found in attachment 3.

| Country | PPP in \$ | Score |
|----------|-----------|-------|
| Germany | 36.033 | 8 |
| Austria | 39.634 | 9 |
| Portugal | 23.223 | 5 |
| Spain | 29.742 | 6 |
| Italy | 29.392 | 6 |
| France | 34.077 | 7 |

Competition

The competition is scored according to the amount of competition there is found in this research. In Spain and Italy there are many other producers of crackers and biscuits, were in Portugal almost no cracker and biscuit producers are found.

| Country | Competition | Score |
|----------|--|-------|
| Germany | Knäckebröd, many kinds of hard bread, and crackers | 7 |
| Austria | Knäckebröd, just a few crackers *** | 8 |
| Portugal | Almost no Portuguese production | 9 |
| Spain | Dulcecol, Knäckebröd, many other crackers** | 6 |
| Italy | Knäckebröd, crisp stick, many biscuits and breakfast cakes * pretolani | 6 |
| France | Knäckebröd, crisp stick, but no real production in France | 9 |
| | | |

<http://www.alibaba.com/countrysearch/IT/biscuits.html> *

<http://www.sireh.com/es/Spanish/Crackers%20and%20snacks%20Producers/1/> **

<http://at.sireh.com/Austrian/Crackers%20and%20snacks%20Producers/1/> ***

Scores Macro economic factors

The macro economic factors are rated according to the best score on every item of the macro economic factors, for example Germany scored the best of these six countries on GDP and second best score on unemployment rate and foreign direct investment (FDI). This implies Germany has the highest score in this element of the research. The numbers find their origin in the analysis of the Heritage foundation. In the attachment these numbers can be found.

| Country | Macro economic factors | Score |
|---------|---|-------|
| Germany | GDP: \$2.9 trillion 3,5% growth Unemployment: 6.8% Inflation (CPI): 1.2% FDI Inflow: \$46.1 billion | 7.5 |
| Austria | GDP : \$332.0 billion 2.0% growth Unemployment:4.8% Inflation (CPI): 4.4% | 6 |

| | | |
|----------|---|---|
| | FDI Inflow: \$6.6 billion | |
| Portugal | GDP:\$247.0 billion 1.4% growth Unemployment: 10.8% Inflation (CPI): 1.4% FDI Inflow: \$1.5 billion | 4 |
| Spain | GDP:\$1.4 trillion -0.1% growth Unemployment: 20.1% Inflation (CPI): 2% FDI Inflow: \$24.5 billion | 5 |
| Italy | GDP :\$1.8 trillion 1.3% growth Unemployment: 8.4% Inflation (CPI): 1.6% FDI Inflow: \$9.5 billion | 7 |
| France | GDP :\$2.1 trillion 1.5% growth Unemployment: 9.3% Inflation (CPI): 1.7% FDI Inflow: \$33.9 billion | 7 |

Scores geographical distance

The geographical distance is scored according to the following score line: closer than 100km is a 10, from 100 till 200 would be an 9, 200-500 will score an 8, 500-900 a 7, 900 -1200 an 6, 1200-1500 will score a 5, 1500-1800 km a 4 and 1800 – 2100 will give a 3 as score.

That's the reason why Germany scores a 10 were Portugal scores a 3 on this element in this research.

| Country | Distance in km from Enschede to border | Score |
|----------|--|-------|
| Germany | 15 km | 10 |
| Austria | 800 km | 7 |
| Portugal | 1960 km | 3 |
| Spain | 1400 km | 5 |
| Italy | 950 km | 6 |
| France | 400 km | 8 |

maps.google.nl/

Scores cultural differences

The cultural differences are measured with the theories of Hofstede (1996) and Ball (2004), the analysis is in Attachment 3. Below is also the table of total differences on cultural aspects according to the theory of Hofstede (1996):

Scores of Hofstede (1996) Total differences

| Country | Total differences on Hofstede |
|----------|-------------------------------|
| Germany | 93 |
| Spain | 134 |
| Austria | 147 |
| Portugal | 160 |
| France | 106 |
| Italy | 104 |

After the analysis of the different cultures it is necessary to give scores to the different countries on this analysis to make it possible to select the best possible target country for HollandiaMatzes,

Summarized are the scores for the cultural differences as follow:

| Country | Scores Hofstede & Ball | Score |
|----------|---|-------|
| Germany | Total difference in Hofstede: 93 Score of Ball: 7 | 8.5 |
| Austria | Total difference in Hofstede: 147 Score of Ball: 5 | 6 |
| Portugal | Total difference in Hofstede: 160 Score of Ball: 6 | 5 |
| Spain | Total difference in Hofstede: 134 Score of Ball: 8 | 7 |
| Italy | Total difference in Hofstede: 104 Score of Ball: 8 | 8 |
| France | Total difference in Hofstede: 106 Score of Ball: 6 | 7.5 |

Scores market size

The score of the market size is calculated by the inhabitants of the country corrected for the amount of Discount retail and the amount of private labels in the target country. In the attachment 1 the original numbers can be found by the Heritage foundation.

| Country | Market size | Score |
|---------|---|-------|
| Germany | Inhabitants 81.6 million But Many discount, few private labels | 8 |
| Austria | Inhabitants 8.4 million | 5 |

| | | |
|---|---|-----|
| | many discount, but only a small share for private labels | |
| Portugal | Inhabitants 10.6 million Very small discount retail Large share of private labels | 6 |
| Spain | Inhabitants 46.0 million Very small discount retail Large share of private labels | 7 |
| Italy | Inhabitants 60.3 million many private label and a little discount retail | 7 |
| France http://www.privatelabelmag.com/pdf/pli_summer_09/MD_D.cfm | Inhabitants 63.0 million A lot of discount and many private label | 6.5 |

Scores Distribution channels

The scores of the distribution channels come from articles from the Dutch trade association, these articles describe the structure of the distribution and the possibilities to access the market for foreign companies.

| Country | Distribution channels | Score |
|----------|--|-------|
| Germany | War at German distribution channels * | 6 |
| Austria | Big companies which are quite flexible | 8 |
| Portugal | Distribution of Lissabon and Porto are really accessible | 7 |
| Spain | Island distribution by many differences in the country | 7 |
| Italy | liberalistic market** | 8 |
| France | A few big distributors, not easy to enter | 6 |

http://country.alibaba.com/profiles/DE/Germany/market_access.htm *

http://nl.wikipedia.org/wiki/Italiaanse_voedselindustrie#Het_distributiesysteem_en_de_voedselindustrie **

4.2 Sum of the scores

| Country | Final Score |
|----------|-------------|
| Germany | 108 |
| Austria | 91 |
| Portugal | 83 |
| Spain | 68 |
| Italy | 87 |
| France | 94 |

Germany has the best score in this research with 108 point. This means that according to this research Germany should be the best possible target market for the export activities of HollandiaMatzes. Germany has a ten for geographical distance, and good notes for cultural differences, market size and governmental control. The only difficult point for Germany according to the rest of the countries is the distribution channels. It is not easy to enter the market, because of the highly competitive distribution channels. But in total the German market scored the best.

Second place of possible countries is for France with a score of 94, with a quite small geographical distance and not much competition France could be a good target country for HollandiaMatzes. France scores not very well on distribution channels and market size, because in France it is usual to produce under private labels. But when Hollandia can make the step to the supermarkets, France is a really interesting market. When HollandiaMatzes is finished with the German market the French market should be the next.

Third place is Austria with a score of 91; it also could be an interesting target country. Austria has the best scores, for PPP and for governmental freedom, of the countries in this optimal search. Also the geographical distance is not that big. But the cultural differences and the macro economic factors aren't really good. And also the size of the market is very small, which means for HollandiaMatzes that it is difficult to take big revenues.

Italy is with a score of 87 fourth out of 6 in this research. Italy scored quite badly on governmental freedom and geographical distance. Also the score of competition is not good. But Italy also got some good scores on cultural differences and distribution channels. The culture is quite comparable with the Dutch culture and people in Italy are used to eat crackers in their daily meals. So if HollandiaMatzes can deal with the geographical distance and the competition they possible could expend their export activities quite good to Italy. But these are challenges which have to be expected.

Spain is in this research number 5 with a score of 83, which is quite close with the number 4. Spain scored bad at two factors in this analysis, geographical distance and the macro economic factors. Were Spain scored well at market size and governmental control. This market is not the best target market for HollandiaMatzes, because there are more challenges than opportunities in Spain according to this analysis.

Portugal is the 6th in this research because in the first place the Geographical distance. The total score is just 68 which is very low according to the scores of the other countries in this optimal search. Portugal has a good score for competition, but Portugal didn't score really well on one of the other items. So according to this research Portugal is not a good target market for HollandiaMatzes.

4.3 Sensitivity analysis

To create an objective view of the scores of the target country it is important to do a sensitivity analysis on the results of this schematic country selection. The easiest way to do a sensitivity analysis is to change the weight a little bit and look how the outcome score will be for each country. In the current situation Germany is the country with the highest score (108) than France Austria, Italy Spain and Portugal score the lowest score with a score of 68. When all the weights are one the scores are slightly different, but Germany still has the best score with 63. Second place is Split between France and Austria and Portugal stays last.

| | |
|----------|----|
| France | 57 |
| Italy | 54 |
| Spain | 51 |
| Portugal | 46 |
| Austria | 57 |
| Germany | 63 |

When changing the weights for geographical distance and market size, and keeping all the other weights similar like the original situation the scores are like below. The scores for geographical distance is 1 now and the score for market size is 3 instead of 1. Again Germany is the best country in this structural market selection and Portugal does not score good again. The scores of the other 4 countries are close.

| | |
|----------|-----|
| France | 91 |
| Italy | 89 |
| Spain | 87 |
| Portugal | 62 |
| Austria | 87 |
| Germany | 104 |

Last change in weights in this sensitivity analysis is the weight for distribution channels from 1 to 3. The score for distribution channels is Germany's lowest score, so if this results in a positive result, we can assume that the outcome for Germany out of this structural schematic country selection is an outcome with a lot of power.

Also with the weight of 3 for distribution channels Germany is the country with the highest score. In this last case the second place is for

Austria, and French is third. This means the score for France is still quite good, but the model does change when the scores changes.

So we can conclude that the outcome of this structural market selection is Germany. And this outcome is quite strong.

| | |
|----------|-----|
| France | 106 |
| Italy | 103 |
| Spain | 97 |
| Portugal | 82 |
| Austria | 107 |
| Germany | 120 |

4.4 Sensitivity old model Anderson and Buvik

When the score of geographical distance isn't taken into account in the weighted structural country selection of Anderson and Buvik the scores are slightly different than the scores in this model with the score of geographical distance:

| Country | Score |
|----------|-------|
| France | 70 |
| Italy | 69 |
| Spain | 68 |
| Portugal | 59 |
| Austria | 70 |
| Germany | 78 |

These are the scores with the weight, but without the score of geographical distance. It is also possible to analyze the countries without weights and without the score for geographical distance:

| Country | Score |
|----------|-------|
| France | 49 |
| Italy | 48 |
| Spain | 46 |
| Portugal | 43 |
| Austria | 50 |
| Germany | 53 |

In both countries the score for Germany is the best score of all countries. But the differences between Germany and the other countries are slightly different. Also the other countries have changed their positions between the models. In the original model of Anderson and Buvik the score of Austria is second were in the model of this research the score of Austria was third. The score of Germany is the best score in any of the cases, so the geographical distance isn't that important in this case. But the outcome of the model of this research is more solid than without the geographical distance. Also in the case of two target countries the outcome of the two models is quite different.

So in this case the new model isn't that important for the first place in the model, but in general the added variable can help a company with their structural country selection in a more detailed way. The second place does change, so the new model is different than the old model of Anderson and Buvik (2002)

This research focuses at foreign markets but the next case describes a case were a company found another way to sell their products in the home market.

The case of Punselie

Punselie is a Dutch biscuit which finds his origin in 1944 in Gouda in the Netherlands. It is a biscuit with two waffles with a central layer of treacle (stroop). The biscuit started really small in a family bakery and just sell to the local market of Gouda. But after a mistake in the production, too many Punselies was produced, Albert Heijn started to sell the Punselies. Albert Heijn was way smaller than it is now and it wasn't a self service shop. But Albert Heijn start to grow and the demand started to grow and more and more Punselies had to be produced.

At a certain moment in time the Punselie was distributed all over the Netherlands, and in 95% of the shops in the Netherlands the Punselie was available to buy. Around 1975 the direction of Punselie found out that a monopack Punselie could be very effective in the market. In 1976 this monopack is adopted by the KLM to provide their customers during flights with this monopack. This was a huge success for the small company of Punselie. Not only the financial revenues were an important success in this KLM case, also the taste of nationalities was testable in the airplane industry. In airplanes the customers are from different nationalities, different gender and different ages. So this case gave a lot of market information for Punselie.

After a difficult period in the family business, with a dead family member, and many problems in the market the company is way smaller than in the 90ties and eighties. Many supermarkets started to make their own biscuit in their own brand and place these at the spot of Punselie. So the retail brand was way smaller than before. Also the food to the airplane industry collapsed when the airplane industry collapsed at 9-11. Nowadays the airplane industry is a big customer of Punselie and the monopack is an important product of the company.

Implementation of HollandiaMatzes

HollandiaMatzes doesn't produce this monopack for their products were this could have a big possibility for HollandiaMatzes. When they produce a monopack they could enter a total different market. This could be the airplane industry, the longer train mileage, or the cruise ships. The product of Hollandia is quite useful for this, because there are almost no allergenic things in matzos and it has a universal taste. Another aspect which has a positive effect in this case is that the matzos have a long best before date. Another important market for this monopack of HollandiaMatzes is a hospital or an old people's home. (bejaardentehuis) in this case it is possible to find another market in the Netherlands and find out in which nationalities the matzos have a high popularity.

Another possibility for HollandiaMatzes is to add Punselie to their collection of authentic brands. HollandiaMatzes is a company which also has the sales of some more companies like Vegters and Kuipers. A company which could fit really well to this row is the product of Punselie. It is a company which is a little in trouble and had qualities which are comparable with Hollandia and the other brands in this collaboration.

5. Analysis of entry mode

In this chapter the entry mode of HollandiaMatzes will be discussed. The entry mode is determined by the criteria of Root (1994) which is described in chapter 2. The first part will discuss the internal factors of HollandiaMatzes and the second part will describe the external factors of target country Germany.

5.1 Internal factors

In this part of the chapter the internal factors, specified by Root (1994), of HollandiaMatzes are discussed.

5.1.1 Product factors

Tangible vs. intangible goods

The products of HollandiaMatzes are tangible goods in the form of crackers. Tangible goods are products which actually exist and are possible to touch or experience. An intangible product could be a service like a hairdresser or taxi driver. The fact the product of HollandiaMatzes is tangible means a lot for the exporting strategy. The company should be physical present in the target country to show their product. Another implication of this is that Hollandia doesn't need other parties in the target country per se, because they already developed an existing product for the market. Hollandia is already able to produce the product they want to sell, so they don't need other parties involved in the production section.

Technological intensity

There is no technological intensity in a cracker. But there is much technology in the production of these crackers. With the production technology of HollandiaMatzes there is an efficient production which cause for low prices in the end product. So there isn't technology in the end product, but there is in the production process.

HollandiaMatzes invested a lot of money in their production technology and has a very modern level of machine technology. Because they have already invested it is not logical to choose for a venture together with other companies. In theory the factory is ready for a higher production level to satisfy the German market. Maybe there are other reasons to create collaboration with other companies, maybe to make use of their marketing channels or to create a sole venture in Germany to have already feeling with the German market, but for the technological intensity there is no need for other parties joining in the exporting activities of HollandiaMatzes.

Differentiation

There are many different kinds of crackers in the global market, and also the German market is quite rich of different kinds of crackers. But there differences between these crackers are quite minimized. All the crackers have the same purpose and most of the crackers are based on almost the same ingredients. The differentiation there is between the products are mostly the sales price in the malls and the diversion of taste of the crackers. The price is

comparable to the price of the other crackers and the taste is proven in the history of the product. So according to this facts there should be a niche for the matzos of Hollandia. HollandiaMatzes has a biological line with contains many small differentiated crackers. So in the case there is differentiation in the market, HollandiaMatzes has dealt with it. In the biological line there are 3 types of crackers, so the differentiation is in small steps, but there are many kinds of processes to make a cracker.

Because there is a lot of differentiation in the market it could be helpful to create a joint venture or create a contractual agreement according to Agarwal and Ramaswami (1992). Because with a joint venture which a potential concurrent the differentiation in the market is less, because there is one product instead of 2. And together it is possible to create a more differentiated product which can outrun many competitors.

Evaluation of product factors

| | exporting | licensing | Joint venture | Sole venture |
|-------------------------|-----------|-----------|---------------|--------------|
| Tangibility of goods | ++ | | | + |
| Technological intensity | ++ | | + | + |
| Differentiation | | + | + | |

5.1.2 International experience

The international experience of HollandiaMatzes can be stated as very low. The international activities of HollandiaMatzes started when the current owners invested in HollandiaMatzes. The first owner didn't do any export activities because in these years the export wasn't necessary to survive and he had principles against exporting. This owner was a Jewish man who definitely not wants to serve the needs of the Germans, because he lost many members of his family in the Great War.

After the investment of the current owners the export activities were very low scale, and don't have priority for the company. There is been some export to Belgium and with the Jewish Pesach there are some more countries which are served, but all in very small volumes. The total amount of revenues from export performance was more or less 1% of the total revenues of HollandiaMatzes.

There were some serious activities of HollandiaMatzes in Ukraine, which also implies expositions and a quite concrete contact, but these activities also didn't bring in concrete orders from Ukraine.

So it is easy to conclude the international experience of HollandiaMatzes is very low. The experience in Germany is also very low outside the Jewish communities. In the Jewish communities there are some serious contacts.

This implies for HollandiaMatzes according to (Root 1994) that the exporting entry mode could be the best possible entry mode for HollandiaMatzes because the low risk involved with this strategy. This is according Root (1994) the best possible way to gain experience in exporting. Because the risk is too high to enter a market with a lot of investments without

there is any experience in exporting before. A joint venture export mode is also a non equity export mode and also is a possibility to gain exporting experience in Germany. In the joint venture the risk in the market is shared with another partner. The advantage of this export mode is the possibility to learn from the other company in the joint venture.

| | Exporting | licensing | Joint venture | Sole venture |
|--------------------------|-----------|-----------|---------------|--------------|
| International experience | ++ | + | | |

5.1.3 Resource commitment

The resource commitment of HollandiaMatzes is the amount of resources there are available in the organization for the export activities, and the willingness to invest. The resources could be financial, technological, marketing or production resources.

HollandiaMatzes is a very small company with a small amount of employees, and they have only a small turnover each year. Many of the turnovers they make are during eastern, that is practically the only time in the year it is possible to gain profits. Last year HollandiaMatzes invested heavily in new production machinery in which the return on investment is still too low. So the financial resources at HollandiaMatzes are rare.

The technological resources and production resources are quite good for HollandiaMatzes because of the investment described above. The company can produce many products in a week and are quite flexible in their working hours. They can handle big orders without many delivering time.

Their marketing resources in the Netherlands are quite good, but in Germany the marketing resources doesn't really exist.

So the availability of resources is very low in the case of HollandiaMatzes.

Willingness to commit resources in export is pretty high, because the managers knew about the importance of exporting. But this is not really important because there aren't many resources available.

So the export entry modes with a high investment rate are not ideal for HollandiaMatzes, the equity joint venture and the wholly owned subsidiary need a high resource commitment and will have a less good potential according to the normal joint venture and the exporting entry mode. In the investment modes the company should have the possibility to invest a serious amount of money in the target country. The export entry mode doesn't need much money to have an entry in the market, and the joint venture without entry will only need some money to entry. So these two entry modes are according to the resource commitment the best possible solutions for the entry strategy for HollandiaMatzes.

| | Exporting | licensing | Joint venture | Sole venture |
|---------------------|-----------|-----------|---------------|--------------|
| Resource commitment | ++ | + | | |

5.2 External factors

In this part the external factors of the export process will be discussed. First the target country external factors will be discussed and then the home country external factors.

5.2.1. Target country environmental factors

Which is very important after the weights of the internal variables is the analysis of the external variables for the target country. The target country in this case is Germany, the explanation of Germany as the target country is described in previous chapter. Most of the external factors are used in the structural target selection, but these are also relevant to choose the best entry strategy for HollandiaMatzes. The characteristics which will be analyzed are the cultural differences between the Dutch and the German customer, the physical distance, the market size the competitive structure and the location of the potential costumers.

The physical distance between Enschede and Germany is very close, so it is perfect for an exporting entry mode. The physical distance is in this entry mode quite important because in this entry mode the transportation costs play a huge role in the calculation of the costumer prices in the target country. In the other entry modes the physical distance doesn't play a role of this size, because in the other scenarios the product will be fabricated in the target country. So the distance is the most important for the exporting entry mode, and the score on this point is perfect for HollandiaMatzes.

The cultural differences are really small between the Netherlands and Germany according to Hofstede (1996). He states that all the scores between the Netherlands and Germany are comparable, but the German culture is many more masculine than the culture of the Netherlands. For a detailed analysis of Hofstede's theory attachment 3 describes a detailed analysis of the theory of Hofstede (1996).

Because the target country has a friendly environment for new companies at the market it is possible to start a sole venture or a joint venture. Germany is for these strategies a good solution. But because of the low physical distance it is also possible to make use of an exporting export strategy. But in general the environment of the target country is suitable for equity modes of entry.

An equity mode of entry results in a higher profit in the long term of the exporting activities, and is in the long term more suitable for a country with which has such a good environment as Germany.

| | Exporting | Licensing | Joint venture | Sole venture |
|--------------------------------------|-----------|-----------|---------------|--------------|
| Target country environmental factors | | | ++ | ++ |
| Physical distance | + | | | |

5.2.2 Target country market factors

The market size is also discussed in the chapter of the structural country selection. In this chapter this research found the market size of Germany is very big, there are 82 million people in Germany which are all possible costumers for HollandiaMatzes. The GDP is 2.8 trillion dollars so these people have enough money to spend to buy the products of HollandiaMatzes. So it is easy to conclude the German market is very big for a small company like HollandiaMatzes.

Linking these facts to the entry modes for foreign markets the size of the market decides how much investment is justified for a company. So because the market is very big there is a lot of investment justified for HollandiaMatzes and the equity entry modes are favourable against the non equity entry modes. The investment modes will give a lot more control for the target country and will make it possible to gain a lot of revenue in the new target country. The risk in a big market will be lower, because when there is that many costumers it is very strange when none of them want to have your products. The revenues for an equity investment mode will be higher than a non equity mode because a joint venture means you have to share with your partner company and an exporting entry strategy will mean that the variable cost will be high. So according to root (1994) the best possible solution for Germany will be a sole venture in Germany. In this entry mode investment should be all for Hollandia, and all the revenues will be for Hollandia to. The variable cost will be low, but there are fixed cost which have to be earned back.

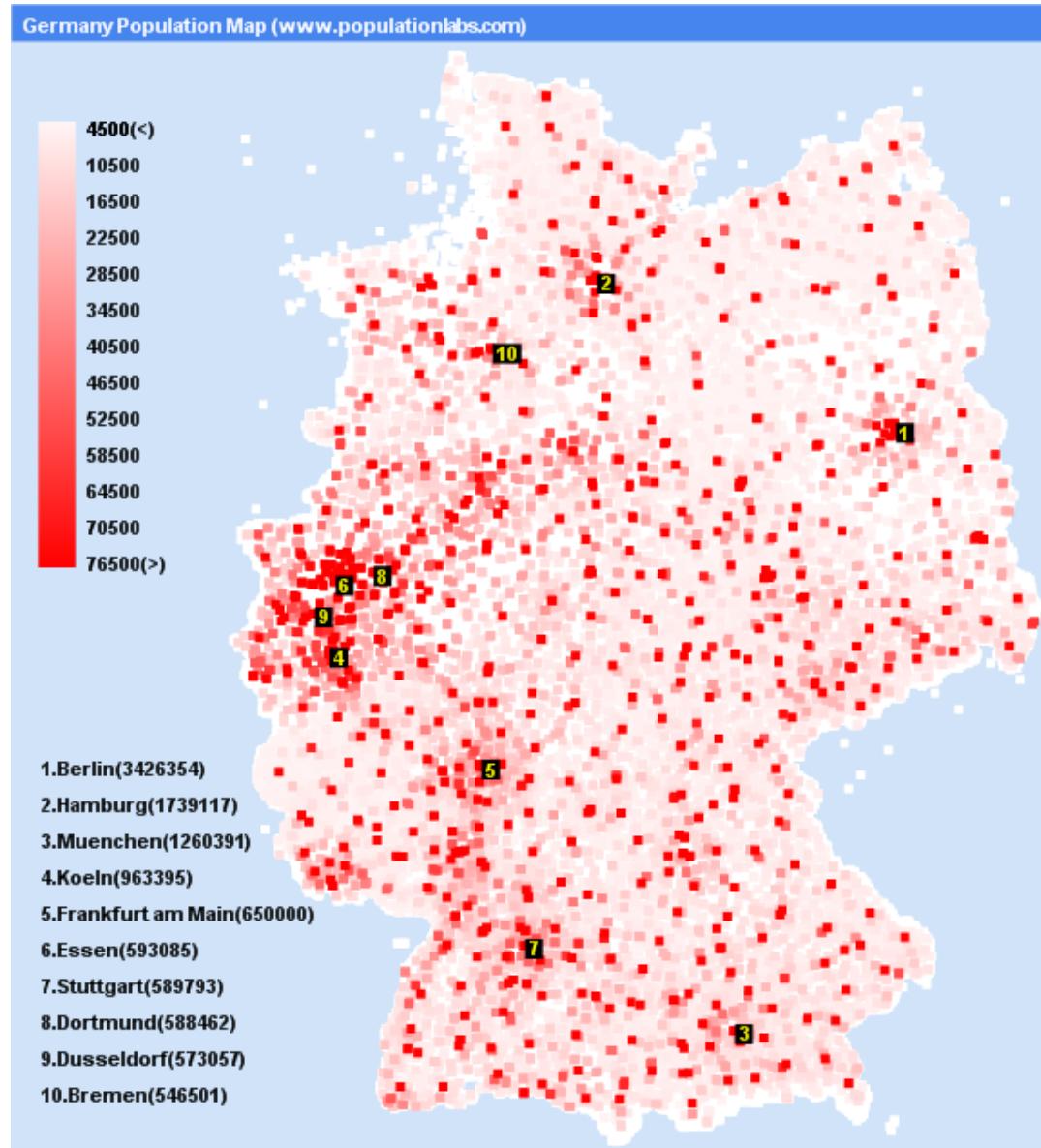
5.2.3 Competitive structure

The competitive structure in Germany is comparable to the structure in the Netherlands, there are not many producers of Matzos in Germany, but there is one other (French) producer which has matzos in the supermarkets in Germany. This is the direct competitor for Hollandia, and this one is beatable for Hollandia. Hollandia has a lower price for a comparable product and the box it's a lot of better looking than the box of the matzos which are already in the supermarkets.

There are just like in the Netherlands many indirect competitors in Germany for HollandiaMatzes. Products like Knäckebröd and muesli are indirect competitors and quite big and growing in the German Market. For example the market for Knäckebröd is a growing market for many years, but is growing with more or less 7% a year. In 2010 every person has bought 5 packages of Knäckebröd a year. This means there are many companies which are making massive money in this market. But the market is fragmented into many different parts; the discount sector in Germany is really big in this kind of products. A third of all the products sold are sold from Aldi Lidl or Norma. These are retailers which is not easy to compete with. So in the fragmented markets there are several differences in prices and products. There are no matzos in the discount sector until now in Germany, so if the market will grow spectacular this will also be an advantage for HollandiaMatzes. In the current situation HollandiaMatzes don't sell to discount retailers, but this can change in the future. The German costumer is also very stuck to bread; a German family buys bread at the local bakery or have the ability to produce their own bread. This is all over Germany more or less the same, and it can be assumed according to these it doesn't make that many difference in which region HollandiaMatzes start with their export activities.

5.2.4 The location of potential costumers.

The potential costumer in Germany is every inhabitant who likes matzos. So it is important to know in which part of Germany the most people lives. In the next picture there is visualized in which part of Germany the most people lives.



In this picture it is possible to see there are many Germans which are living near the Dutch border. Also the cities in Germany are areas were many people are living together. It can be assumed that the most matzos are sold in the regions were the most inhabitants are. So because there are many people in the region near the Dutch border and in the big German cities, the first focus areas in Germany should be the region near the border and the cities. These regions are mostly also easy to access for transportation. The physical distance is low for the border area and the cities are good to reach because of the better transportation to these cities. The roads are better and there is more transport to these regions.

The people in these regions are divided in different retail channels, in Germany many of the food products are sold in the discount sector of the retail. HollandiaMatzes doesn't want to sell their products in the discount shops of the supermarkets. But this could change to increase their market potential.

| | exporting | licensing | Joint venture | Sole venture |
|---------------------------------|-----------|-----------|---------------|--------------|
| Market size | | | ++ | ++ |
| Competitive structure | ++ | + | | |
| Location of potential costumers | ++ | + | | |

According to root and the big size of the German market the most favourable market entry mode for Hollandia would be the joint venture or the sole venture. This because the high market size will mean there is a high potential in the market which can better be exploited with an equity entry mode. The investments the company should have to make to enter the market can result in a very high return on investment. With a non equity entry mode it is more difficult to exploit the market to its full potential.

The competitive structure and the location of the potential costumers are both very attractive for a non equity exporting strategy, because there aren't many investments necessary to reach the potential costumers and to enter the competitive structure. The theory of Root (1994) says that when investments aren't necessary it is easier to try an export strategy. Because of the competitive structure and the location of the potential costumers it is possible to gain revenues without much investment.

5.2.5 Network relations

Network relations in export strategy are really important in finding an export partner which has many added values for the company. For the equity joint venture it is really important to have a partner in this joint venture which has a high reliability. Because when a company starts an equity joint venture it is common to have long term agreements with the joint venture partner. Also for licensing it is practical to have good network relations in the target market before the company starts a long term contractual agreement.

In the case of an exporting strategy or a sole venture the network relationships are of less importance, because most of the risk and the favour are for the companies own bill. In the case of indirect exporting there could be a relationship with the middleman, but in the first place this isn't really necessary for a successful export strategy. In the case of a sole venture no relationships are crucial for a successful export strategy.

In the case of HollandiaMatzes it is directly possible to say that there is not a strong network in the target country. In Belgium and Sweden HollandiaMatzes has a good contact with some companies. In Sweden they met a company which is trying to sell Matzos in Sweden and Hollandia tries to sell their knäckebrod in the Netherlands. This could count as a strong contact, but in Germany there is no such contact.

The main cause for this problem is the former owner of the company. This man was a Jewish man who lost many family members in the Great War. This was for him a reason to don't have contact with German people and not to sell his products to the German market. So because every contact there is in the German market is quite new, there are not really strong network relations in Germany.

HollandiaMatzes has no clear relationships with partners in Germany. So the network relations in the target country can be stated as very weak.

| | exporting | licensing | Joint venture | Sole venture |
|-------------------|-----------|-----------|---------------|--------------|
| Network relations | + | | | ++ |

5.2.6 Home country factors.

Political structure in the Netherlands is very attractive for international business for small en medium sized enterprises. Almost every country can be a possible trade country for the Dutch law. Germany is the most important trade partner for the Netherlands so especially for Germany the trade conditions are really good.

This implies there is no need to start a venture in the target country like the equity export modes suggests. Instead it is possible to reach the target country really good from the Netherlands and so the big investments are not really necessary for the target country Germany. So according to the theory is that the export modes exporting and licensing are in advantage in case of home country factors like this.

Market size

The market size of the Netherlands is not as big as the market size of the German market. According to the amount of inhabitants the size of the Netherlands is more or less a fifth of the German market. In the Netherlands the amount of goods sold it is possible to see there is a niche market for Matzos in the Netherlands. The market in the Netherlands is saturated which means that it isn't possible to create a many bigger market in the Netherlands. HollandiaMatzes is the only supplier of Matzos in the Netherlands.

The market size in Germany is not really there, there are some other markets, but not many Germans are common with the deal of matzos. This is mostly the problem of the supply side of the market, because there is no good supplier there is also not a real demand in the German market. According to Root (1994) a small home market will favour an equity mode of entry in the target mode, because it will benefit more to invest in the new market than to invest in the home market.

Competitive structure

The competitive structure in the Netherlands of Matzos is quite clear; there is only one supplier in the Netherlands. This supplier is not a clear concurrent of German market, because in the German market there is not a clear market for Matzos.

Because of the certain position in the home market it is not a priority to move from this market and let someone else take in the dominant position in the home market. The non equity modes are so in favour of the equity modes of entry.

| | exporting | licensing | Joint venture | Sole venture |
|-----------------------|-----------|-----------|---------------|--------------|
| Political structure | + | + | | |
| Market size | | | + | + |
| Competitive structure | + | + | | |

5.3 Conclusion Root on entry mode strategy

According to the variables of root (1994) and the scores are given to that variables in the previous chapter the following tables can be made up.

| | Exporting | Licensing | Joint venture | Sole venture |
|--------------------------------------|-----------|-----------|---------------|--------------|
| Tangibility of goods | ++ | | | + |
| Technological intensity | ++ | | + | + |
| Differentiation | | + | + | |
| International experience | ++ | + | | |
| Resource commitment | ++ | + | | |
| Target country environmental factors | + | | ++ | ++ |
| Target country market factors | ++++ | ++ | ++ | ++ |
| Network relations | + | | | ++ |
| Home country factors | ++ | ++ | + | + |
| | 16 | 7 | 7 | 9 |

So according to the analysis of the elements of Root the worst possible export strategies for HollandiaMatzes are the export strategy of licensing and the start of a joint venture with a score of 7. Main explanation for the failure of a licensing export strategy is the lack of technological intensity in the product and the lack of a partner for a licensing strategy. HollandiaMatzes is able to produce their products alone and don't have the need for a licensing partner. This is not a good exporting strategy according the model of this research.

The same score of 7 is for the joint venture export strategy, which is also explainable by the lack of a possible partner in this strategy and the investments which have to be made for a

joint venture in Germany. The investments are quite high and the lack of resources and the lack of international experience made the joint venture definitely not the best exporting strategy for HollandiaMatzes.

The strategy of a sole venture in the target country made it to the second place with a score of 9. It could be a successful strategy if Hollandia had more resource commitment and had experience with international trade. In the current case there is no experience with exporting in the organization and there are too few resources available to start a sole venture in the target country.

The exporting strategy is according to Root the best possible export strategy. The score for an exporting strategy is 16. Second place, sole venture, has a score of 9. So according to the theory Root (1994) the difference between these two strategies is quite huge. It is possible to explain this big score of the exporting strategy for HollandiaMatzes. To succeed in an exporting strategy it is not necessary to have a big resource commitment and export experience. Two things HollandiaMatzes lack in the current state of exporting. Also the physical distance of Germany is very positive for an exporting strategy.

Implementation of Roots exporting strategy

The exporting strategy is according to Root (1994) the most direct way to enter a foreign market. Without a partner in the production or the marketing is it with this strategy still possible to export to the target country. There are several kinds of the exporting export strategy according to Root

An important aspect in the export entry mode is the middleman position. If this position is filled in Root (1994) speaks about indirect exporting, and if there is not a middleman in the entry mode the company uses a direct exporting strategy. In the case of an indirect exporting strategy the control of the company is lower than with a direct exporting, but the revenues and the long term export success could be better with a middleman or agent. (Root 1994)

The exporting entry mode in general requires only a low resource commitment for the company and has a low risk involved. Many companies gain their first international experience in the exporting entry mode because of the low risk involved with this entry mode. This is definitely an advantage for this kind of exporting, because Hollandia doesn't have experience in exporting and an exporting entry mode could be a first step to gain experience. Also the low resource commitment is an advantage because of the low resources there are available in this company.

Disadvantages of the export entry mode are the long term competitiveness of the company in the foreign market. The company lacks enough strategic control and flexibility to be competitive in the long term in exporting. Also the high variable costs due to high transportation costs will be a real problem for a long term successful export performance.

In the exporting entry mode there are two different kinds of exporting, with the middleman, or without the middleman. Without a middleman the effect for the first international export

experience is way bigger. Because a middleman will not have the commitment of the company with the product. The middleman can help the company with his exporting experience, because a middleman has knowledge about the market. But a company without experience could be negatively advised by a middleman. And an agent could have different priorities than the priorities of the supplier. So for the first experience a middleman can be both good and bad.

Root (1994) states that long term export performance will be more successful without a middleman, because without a middleman the company will have more control. All of the marketing p's can be managed by the exporting company. Also the reaction time to the market is faster, and the intangible property is better protected without a middleman. Summarized is the control of the company better without a middleman, but it is quite safe to use a middleman when a company doesn't have any exporting experience. For the long term it should be better to use a direct exporting mode, because the long term revenues should be higher.

Kind of exporting strategy

According to Root indirect exporting without the middleman should be the most successful for HollandiaMatzes. This because there is not a potential partner available for a trustful agent. And the long term export performance would be better without a middleman (Root 1994). When HollandiaMatzes wants to use a middleman in this case they will lose an important advantage of the exporting export strategy which is the fast way it could be implemented. When the company wants to find a middleman this also could be a successful strategy, but Root (1994) stated that long term export performance will be better without a middleman.

So without a middleman it is important to keep in contact with the German market. This could be done with the current structure of the company but it would be easier when the export is a structural part of the company. The contact to the wholesalers is really important and lots of time should be spending to these contacts.

An important problem which could show up in the exporting strategy without a middleman is the long term transportation costs. Transportation costs have a big influence on the price of the matzos of Hollandia so these are really important for HollandiaMatzes. More about this subject is described in the next chapter.

Logistics

An important aspect in the export strategy of HollandiaMatzes is the way of transportation to their customers. Because of the large time to costumer in an exporting export strategy it is important to find a partner in the logistics which is able to transfer the end products to the costumers in a cheap way. And HollandiaMatzes doesn't have the resources to buy their own transportation.

In the old situation the partner AJV was important in the transportation and every transport for the organization was done by this logistic partner. This partner was reliable in the

deliveries, but don't have a good warehousing system and wasn't the cheapest on the market. But with small deliveries this partner always can arrange a load. In an exporting strategy described in this research the transportation is an important aspect, because the production doesn't move to the target country should the end products moved to the costumers.

In my internship at HollandiaMatzes the logistic partners changes because the manager found another logistic partner with a better warehousing system and drives with cheaper rates. This partner is bigger and is better able to drive full trucks to the warehouses of the Dutch retail companies. This results in a better price for HollandiaMatzes, which help to offer the product cheap to the costumers. And also a good and trustful international transportation system.

The new transportation company is Bakker logistiek in Zeewolde. This is a big partner in the logistic market in the Netherlands but is also frequently present in Germany, Belgium and France. To select to best logistic partner is very important in an exporting strategy, and HollandiaMatzes already changed their logistic partner. So an important step is already made for the company.

The implementation of the new logistic partner was not really smooth, but in more or less a month the total warehousing was transferred to the new warehouse, and the costumers could be delivered from the new logistic partner. The collaboration is getting better and better, and also the smaller brands of HollandiaMatzes (Vegters a.o.) changed to the logistics of Bakker. There was also a good collaboration between the old and the new Logistic partner, which make it less difficult to implement the new systems.

The automate rate of the new logistic partner is way ahead of the old partner which makes it easier to find stock rates and many other information. This helps with the planning and the prognosis of HollandiaMatzes.

6 Outcome interviews

In this chapter the conclusion of the interviews is presented, to compare these findings with the conclusions of Root (1994). In total 10 interviews are taken from companies which are already exporting to Germany. The kind of exporting is taken into account and the rate of success is also discussed.

| interview | Entry strategy | Success rate | Export experience | Other countries | revenues % Germany | Structural part of strategy |
|-----------|------------------------|--------------|-------------------|------------------------|--------------------|-----------------------------|
| 1 | Exporting | 8,5 | medium | Belgium | 20 % | yes |
| 2 | Exporting | 7 | many | All over the world | 9% | yes |
| 3 | Sole venture | 8 | Almost none | Not really | 15-20% | yes |
| 4 | Exporting | 7 | medium | 5 more | - | yes |
| 5 | Exporting | 8 | medium | Great Britain ,Belgium | 20% | yes |
| 6 | Exporting/sole venture | 8 | medium | none | 40 % | yes |
| 7 | Exporting | 7.5 | medium | Belgium | 50% | yes |
| 8 | Sole venture | 9 | Almost none | Belgium | 20% | yes |
| 9 | Exporting/sole venture | 8 | many | no | 85% | yes |
| 10 | Exporting | 6 | medium | Belgium | 4% | yes |

Many experience means more than 10 years experience, almost none is less than a year experience and medium is between 1 and 10 years experience.

Out of the interviews can be concluded that every company in this research that is exporting to Germany counts themselves in as successful. There were several strategies which are applied by the companies which are interviewed. Some of the respondents used direct exporting; some of them used indirect exporting. There were sole ventures and also a kind of joint venture in the target country. But every strategy turns out to work good in this research. The average note of the success rate they give their selves is a 7.7 which is quite successful. Also the amount of revenues which are gained in the foreign market Germany was in every case quite large. Some of the companies get at least a third of their total revenues out of the exporting activities to Germany. So in this research it is easy to conclude the respondents have a success in Germany with their export activities.

The highest relative success was measured with a company which was exporting with the exporting strategy, as described by Root (1994). This company reaches to 30% of revenues in the German market, and rated their success in Germany as very good with an 8. The companies in this research which vented a new venture in Germany are both very successful to, these are second successful with their export activities in Germany. This is also necessary,

because these companies also did invest many in their export activities. The company which was not that successful yet was also using the exporting export strategy, but was started just 2 years ago with their export activities. So the exporting manager of this company was quite satisfied to the growing's of their exporting activities, but the total revenues were not totally satisfying.

Companies in Twente understand the importance of time and attention in the export process. Every company which is in this research find a growing line in their export success in Germany. Every product has to grow in the new market, and none of the products was totally grown out in the market. Every company has a rising sales level in Germany, so none of the companies was ready in Germany. Their export activities with Germany still need many attention and time to support the natural growth rate with their products. Most of the companies interviewed invest more time than money. Out of the interviews there can also be concluded that some companies need more grow in Germany to make the exporting activities successful.

Explanation for this high success rate for the SME in Twente could be the German market is quite similar to the Dutch market. So the firms which are successful in the Netherlands can also be successful in Germany. In this case the scenario will be very good for HollandiaMatzes, because Hollandia is quite successful in the Netherlands and will have, according to this explanation, a very good chance in being successful in Germany. Why these companies are successful in both countries can be explained by the low differences explained in the country selection before.

Another explanation is that company's in Twente are really fast satisfied in their exporting performance. This could be the case because the companies in this research are all small and medium sized enterprises which aren't really forced to go to Germany. All of these companies went to Germany to grow their business and reduce the dependency of the big Dutch Retailers. So the revenues of the export performance are in these cases extra revenues. When the revenues are just extra it is easier to be satisfied with it. Most of the respondents in the interviews told the revenues are bigger than the expenses, but none of the respondents is a dominant player in the German market.

Another conclusion of the interviews could be that companies from Twente are really different in their export strategies. Most of them don't like to invest much money, and don't really care in investing time. But some of the respondents did invest a lot of money en did a really strategic structural export process. In the ten respondents this research found 4 different export strategies, which is quite many for just 10 respondents. Because all of them may count as successful is it easy to conclude that the respondents fill in their export strategy quite well. And the companies in Twente works out their own export strategy and don't want to copy this from other regional companies. For Hollandia this could mean they also have to develop their own strategy implementation and don't copy theirs from other food companies in the region of Twente.

A common problem between the SME in Twente with their export activities to Germany was the logistics of the operation, this was in every case more expensive than initialized in the first place. Especially refrigerated vehicles were more expensive than thought. In Germany

the transportation system is quite different than the system in the Netherlands. Most of the supermarkets want their products directly at the supermarket, were in the Netherlands most of the supermarkets work with distribution centres. So, many of the companies in Twente are using wholesalers in their exporting activities. These wholesalers can put many products together and drive full trucks to the supermarkets which makes it cheaper for both.

The disadvantage of a system like this the transportation of your products isn't in your own control. There is a wholesaler who wants to earn his share and has the end control of the transportation. Three companies which have taken part in this research have their own trucks and transport their products to their customers in the Netherlands, but all three don't drive to the end customers in Germany, because this is way too expensive. They drive with their own truck to the wholesalers instead.

Every company which has taken part in this research understands the advantage of German employees in the organization. These people understand the German culture better and also the language is a big plus. People in Twente always thinks they speak German very good, but when it comes to business talk and contractual agreements there are some differences between the German is spoken in Germany and in the Netherlands. By hiring Germans in the organization the language is quite covered and also knowledge about the German culture is bought in the organization.

Because there is a lot of variety and a lot of similarity in the respondents in this research it will be a quite representative for the region. Every company will have their own connections in the German market, and everybody is interpreting their strategy in their own way, but it is possible to compare the different companies with each other. After the comparison is made it is clear that most of the companies have a limited amount of resources available for their export activities. Also most of the companies became successful after a couple of years when they started to handle the activities in a structural way. Before the structural approach most of the companies didn't reach their export performance goals. There is only one out of ten companies which started their export activities directly in a structural way. This company is the most successful company in their export activities and was able to make a quick grow in the German market.

So according to the interviews it is possible to conclude there are many possible solutions for HollandiaMatzes, if they implement it good enough. So the interviews learned this research there is not just one good solution, but more of them could be successful. Also the possibility to success for a small company out in Germany is confirmed by the companies which supported the interviews. The German market is very large, so it could be difficult to get yourself a good place in the market, but it is possible. This success is concluded because the companies of the interviews had their success without a very large company size. Also the small firms have their contacts into the market and the Germans are able to find them in the Twente region. But for small companies in Twente it is not possible to be the dominant company in the German market, they have to be satisfied with a small share of the total market.

The way in which Hollandia could be successful in the most suitable way is by an exporting strategy to German wholesalers probably. Because the companies with an exporting strategy

to German wholesalers were almost even successful in the German market as the companies which invested many time and money to find a suitable partner for indirect exporting or the companies which started their sole venture in the new target market. For Hollandia it is really important to deal with the exporting activities in a structural way.

Because HollandiaMatzes is a small company which has not that many investment opportunities this should according to the interviews the best possible way to start their exporting activities to Germany. This also fits with the theories of Root (1994) and Minifie and West (2002). In these theories the exporting strategy was supported for small companies with a small physical distance to the target country. So the practical advices from the interviews suit with the theoretical advice from the literature.

According to the interviews it is necessary for HollandiaMatzes to put a lot of energy in their exporting activities because there are changes for sure. A good relationship with a wholesaler is really important for a successful interpretation of the exporting export strategy. A good relationship with these wholesalers will cost many time and energy as a small company. But this has to be done to make the efforts more profitable in the long term. And long term export performance is the target. To create a good relationship with the export partner it is important to select the same person with every meeting. Seeing the same face every meeting will help in the amount of trust which can be set. To create this it is necessary to create the export as essential part in the company's structure.

Other tips of the respondents for HollandiaMatzes are that the company should look at their changes and when they are there the company should go for it in his fullest. When there are changes don't be afraid to invest in the target country. A higher investment can result in better results in the long term. And don't wait too long! Export is a time consuming business and when you start earlier you can benefit earlier.

The interviews are taken in Dutch and attached in attachments four till fourteen.

7. Conclusion

In the conclusion the answer is given to the sub and main research questions of this research.

The main research question in this thesis is: To what extent can HollandiaMatzes be successful in their export activities? In order to answer the question there were several sub questions pointed out. These sub questions are made because they would make it possible to answer the main research question. First the sub questions will be answered before the main research question will be mentioned.

The first sub question in this research was: Which market has the best circumstances for HollandiaMatzes to extent their export activities?

In this research a structural country selection is made to select the best possible target country for HollandiaMatzes. The variables which were included in this structural country selection are: PPP, macro economic factors, competition, Distribution channels, cultural differences, geographical distance, governmental freedom, and market size. After scores all these variables for the sample of different countries in the Euro zone and calculated the weights Germany was according to this research the best possible country for HollandiaMatzes. Also after the sensitivity analysis the score for Germany was by far the best score in this research, so the market of Germany has the best circumstances for the export activities of HollandiaMatzes.

The second sub question of this research is: What are the main characteristics of the target market that have to be taken into account for HollandiaMatzes?

The German market has many characteristics which should be taken into account in the export strategy for HollandiaMatzes. According the structural country selection the German market has a high score on geographical distance. This means the transportation cost could be controlled in a good way. Also the cultural difference between the Netherlands and Germany is quite controllable. The biggest difference is the masculinity of the Germans against the feminine Dutch people.

Another main characteristic of the German market are the distribution channels. There is a low score on this characteristic, because there is many discounts shopping in Germany and all the wholesalers want to have distributed their articles directly to their stores in Germany. This is a problem, because HollandiaMatzes don't want to provide the discount supermarkets with Matzos and the distribution could be a problem because of the costs of small trucks. Matzos are cheap and it is difficult to drive full trucks to Germany when there are no current sales in this country.

The third sub question of this research is: How can HollandiaMatzes enter the target market in the best possible way?

According to the theory of root (1994) the exporting export strategy is the best suitable strategy for HollandiaMatzes. Without a partner in the production of the marketing is it with

this strategy still possible to export to the target country. There are several kinds of the exporting export strategy according to Root (1994).

An important aspect in the export entry mode is the middleman position. If this position is filled in Root (1994) speaks about indirect exporting, and if there is not a middleman in the entry mode the company uses a direct exporting strategy. In the case of an indirect exporting strategy the control of the company is lower than with a direct exporting, but the revenues and the long term export success could be better with a middleman or agent. (Root 1994)

So the exporting export strategy is the best possible export strategy, but it is still not really easy to start the exporting activities. There are still enough challenges for HollandiaMatzes with this export strategy. Disadvantages of the export entry mode are the long term competitiveness of the company in the foreign market. The company lacks enough strategic control and flexibility to be competitive in the long term in exporting. Also the high variable costs due a high transportation costs will be a real problem for a long term successful export performance.

Root (1994) states that long term export performance will be more successful without a middleman, because without a middleman the company will have more control. All of the marketing p's can be managed by the exporting company. Also the reaction time to the market is faster, and the intangible property is better protected without a middleman. Summarized is the control of the company better without a middleman, but it is quite safe to use a middleman when a company doesn't have any exporting experience. For the long term it should be better to use a direct exporting mode, because the long term revenues should be higher.

Sub question 4 is: What preparations are necessary for Hollandia to start the export activities?

According to the analysis of Root the best possible way is to enter the German market without a middleman. This implies it is really important to connect the company to the market yourselves. This will take many time and possible also a lot of money. In the current situation there is practical no room for extra sales activities and there is no time available to store good network connection in the target country. In an exporting export strategy the relationships are really important for structural grow in the target country. The first step in exporting should be the implementation of export in the structure.

The way Root describes this strategy it is important to prepare the exporting activities by implement the export in the structure of the company. It is an important part of strategy to have a structural part of the company which can put effort in the exporting activities.

When the structural part is there the relationships with the wholesalers should be made. With a good relationship with their wholesaler the exporting activities would be more successful. A conclusion from the interviews is that it would me more easily to enter the German market when there are German people working for the company. With German

people in the company cultural problems could be avoided. So it should be a good preparation to hire a German who can structural work on the export for HollandiaMatzes.

Main Research Question conclusion

According to this research it is possible to answer the main research question. The question to what extents can HollandiaMatzes be successful in their export activities?

According to this research, HollandiaMatzes could be successful in their export activities. In this research is found that the best possible export strategy is an exporting export strategy to Germany without a middleman. The position of the middleman should be filled in by a member of the company itself to overcome problems in the priorities of the middleman.

When HollandiaMatzes could implement the exporting export strategy in an effective way the results of the export activities could be really good. It is not easy to tell the amount of revenues they could make in Germany, but the potential of the market is really high. If the company could implement the strategy in a good way the market could be exploited to its best possible way.

Important in the way HollandiaMatzes could be successful is the way they make their export activities a structural part of the company's strategy. Exporting activities will cost a lot of time and energy and it is important to find these resources in the organization. There should be someone responsible for the export activities and he should create enough space in his job for these export activities. This because this research shows the importance of a long term view in exporting to Germany, the entrepreneur with a good implemented long term vision will be very successful.

So HollandiaMatzes could be very successful in Germany with their exporting activities if they implement their exporting strategy in a good way.

Recommendations to HollandiaMatzes.

The recommendations for HollandiaMatzes will be in line of importance. The first will be the most important and the last will be the least important.

- The first recommendation to HollandiaMatzes of this research is to make export a structural part of the organization.
- The second recommendation for HollandiaMatzes is to select Germany as target country for their export activities and try to focus at this country.
- The third recommendation of this research is to enter the target country with an exporting export strategy, as described by Root (1994)
- The fourth recommendation for HollandiaMatzes is to contract a German manager for export, to overcome cultural problems.

8. Discussion

In the part of the discussion the limitation of this research the practical and academic relevance of this study is discussed, together with some suggestions for further research.

8.1 Limitations of research

The first limitation in this research is that the country selection makes use of subjective weights, the weights are set by the researcher on a base of experience of the entrepreneur and the theory behind the country selection used. A sensitivity analysis is used to test the reliability of the weights, but it is still a subjective determination of the weights.

Amounts of interviews, in this research the researchers make use of qualitative interviews, which makes it difficult to gain significant results on these research methods. To gain significant results many interviews should be done which will take many hours.

Every interview was with a company in the region which makes it difficult to generalize the results to the rest of the Netherlands.

Another limitation in this research is the use of a measure at just one moment, it is impossible to look at reliable information of grow rates in the export activities of Hollandia. Just a measure at one moment measured by interviews could be just a good or really bad moment in the company's existence. The mood of the export area manager could have influence at the outcomes of the interview. Because there are only ten interviews these is a limitation in the conclusions of this research. But in the time frame of the graduation it isn't possible to do longitudinal research to overcome this problem.

The last limitation which should be mentioned in this research is the way of sampling. For the interviews in this research there is made use of snowball sampling. In this sampling each person interviewed may be asked to suggest additional people for interviewing. In this case of sampling it could bias the results, in the case to create more people with the same view on exporting and create a tunnel vision in this research. Most of the interviewed people came from the region of Twente, which makes it difficult to generalize it to the rest of the Netherlands.

8.2 Practical relevance for business

For HollandiaMatzes this research has a very high practical relevance, because at the end of the research there is described if HollandiaMatzes could be successful in exporting activities. And in which way HollandiaMatzes could start their exporting activities in that way to be as successful as possible. The research is also implemented for HollandiaMatzes so the practical relevance is very high. Also for other SME in the region of Twente the practical relevance is present, because this research setting is focused at this region.

Another practical relevance of this research is that this research adds to the market entry mode of companies in Twente. This paper focuses at small and medium sized enterprises in the Netherlands and more specified the region of Twente. This paper should tell something about the export activities of the small and medium sized enterprises, if they could be successful and in which way they could achieve this success.

The way is split out in possible factors which should be important in the exporting activities of these enterprises.

8.3 Academic relevance of this research.

This research introduced a new model of structural country selection. The model of Anderson and Buvik was a quite complete model, but in practice there was an important variable missing. So this research adds the variable physical distance which is very important for the amount of transportation costs. These costs depends the price for the costumers and also indirectly depends the amount of sales. This variable is important for Hollandia, but also is a well known subject in exporting literature. So the new model is applicable to many companies and also is a basis for further research in exporting academic research. The new model differs from the old model of Anderson and Buvik, in the weights and the variable of geographical distance. This extra variable makes the model more complete and better applicable than the model of Anderson and Buvik.

The academic relevance for the entry strategy in this research is the combination of the theory of Root (1994) and the qualitative research in this study. The data from the interviews tests the model of Root (1994).

The qualitative data match with the model of Root (1994) so this research is extra support for the theory of Root (1994). The theory of Root (1994) is very good suitable to select an export strategy according to this research.

So this research can tell something really well for companies out of this region which want to export to Germany. Future research could set guidelines for other regions for exporting to Germany. If this future research is done the research setting and the sample could be bigger and this research could be wider applicable. It is also possible to find ways in future research to export products to other countries. So the suggestions for further research are also a point of academic relevance.

8.4 Suggestions for future research

Most of the companies which are interviewed came from the region of Twente. Enschede and the direct neighbourhood of Enschede. Because this is a quite limited response group is it important to do the same research in other regions. When most of the regions in the Netherlands have their research it is possible to draw conclusions not just for the region, but for the Netherlands in total. When the region of Zwolle is interviewed and analysed it is possible to draw conclusion about whole Overijssel. In the case of whole Overijssel or whole the Netherlands there are also more interviews taken so the significance of the research will be better and the conclusion will be more reliable.

Another guideline for future research will be to do a more longitudinal study. IN the case of this research it is just one moment which is taken into account, but with a longitudinal research the long term success and growth can be taken into account. In the current period of this master thesis it is impossible to do a longitudinal approach, but this could be really good for this type of research. Also a disadvantage of longitudinal research is the expensiveness which is necessary to come to conclusion of research. But when the conclusions are good enough this isn't a problem.

Another limitation in this research was the amount of interviews; this limitation is easy to come over, because another research could just take more interviews. When this researcher takes more interviews, the reliability of the conclusion which is drawn should be better. Also the interviewers will be more experienced after more interviews, so the interviews themselves are also better and more reliable.

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Attachment 1.

Country selection data from the heritage foundation.



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QUICK FACTS

Population:

- 81.6 million

GDP (PPP):

- \$2.9 trillion
- 3.5% growth
- 1.1% 5-year compound annual growth
- \$36,033 per capita

Unemployment:

- 6.8%

Inflation (CPI):

- 1.2%

FDI Inflow:

- \$46.1 billion

Germany's economic freedom score is 71.0, making its economy the 26th freest in the 2012 Index. Its overall score has declined slightly because of deterioration in the management of government spending. Germany is ranked 12th out of 43 countries in the Europe region, and its overall score is significantly higher than the world average.

Despite a challenging external economic environment aggravated by the European sovereign debt turmoil, Germany continues to be one of the world's most powerful and dynamic economies. The foundations for long-term competitiveness and dynamic growth have been deeply rooted in the high quality of the judicial regime, which upholds a strong rule of law.

Regulatory efficiency and open-market policies enhance the benefits of Germany's vibrant engagement in global commerce. The economy has gradually emerged from the effects of the global economic slowdown, which had a significant negative impact on public finances and economic growth. The downward trend since 2003 in levels of government spending has reversed, with countercyclical and expansionary measures pushing the budget deficit to over 3 percent of GDP. As a result, Germany has embarked on an austerity program to rein in its rising fiscal deficits.



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QUICK FACTS

Population:

- 63.0 million

GDP (PPP):

- \$2.1 trillion
- 1.5% growth
- 0.7% 5-year compound annual growth
- \$34,077 per capita

Unemployment:

- 9.3%

Inflation (CPI):

- 1.7%

FDI Inflow:

- \$33.9 billion

France's economic freedom score is 63.2, making its economy the 67th freest in the 2012 Index. Its overall score has declined 1.4 points due to deterioration in business freedom and the management of public finance. France is ranked 30th out of 43 countries in the Europe region, and its overall score is slightly higher than the world average.

The French economy remains diversified and relatively resilient, with entrepreneurial activity generally facilitated by such institutional strengths as strong protection of property rights and a fairly efficient regulatory framework. Various reform measures have been adopted to increase the economy's competitiveness and flexibility, but overall progress has been marginal.

The state dominates major sectors of the economy and remains a large shareholder in many semi-public enterprises. Government spending accounts for more than half of total domestic output, and the budget has been chronically in deficit. Various stimulus measures have resulted in a deterioration of public finance, increasing the fiscal burdens imposed on French taxpayers. A politically contentious pension system reform that increased the retirement age was passed in late 2010.



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QUICK FACTS

Population:

- 8.4 million

GDP (PPP):

- \$332.0 billion
- 2.0% growth
- 1.5% 5-year compound annual growth
- \$39,634 per capita

Unemployment:

- 4.4%

Inflation (CPI):

- 1.7%

FDI Inflow:

- \$6.6 billion

Austria's economic freedom score is 70.3, making its economy the 28th freest in the 2012 Index. Its score is 1.6 points worse than last year due to worsened scores for government spending and business freedom. Austria is ranked 14th out of 43 countries in the Europe region, and its overall score is well above the regional and world averages.

Despite considerable strains during the recent economic crisis, Austria has been able to maintain much of its economic stability and dynamism. Continued strong protection of the rule of law and fundamental foundations of economic freedom is reflected in Austria's high scores in property rights and freedom from corruption. Institutional strength, however, is not matched by a commitment to limited government. Public spending has been expansionary, generating great budgetary pressure.

Counterbalancing excessive government spending and weak fiscal freedom, the transparent and competitive business environment has been effective in promoting a thriving entrepreneurial private sector. The banking system has regained much of its characteristic efficiency and competitiveness after being roiled by the global economic crisis.



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QUICK FACTS

Population:

- 60.3 million

GDP (PPP):

- \$1.8 trillion
- 1.3% growth
- -0.4% 5-year compound annual growth
- \$29,392 per capita

Unemployment:

- 8.4%

Inflation (CPI):

- 1.6%

FDI Inflow:

- \$9.5 billion

Italy's economic freedom score is 58.8, making its economy the 92nd freest in the 2012 Index. Its overall score is 1.5 points lower than last year, with significant declines in freedom from corruption and the control of government spending. Italy is ranked 36th out of 43 countries in the Europe region, and its score is slightly below the world average.

Despite repeated reform attempts, Italy's moves toward institutionalizing greater economic freedom have been uneven and relatively ineffectual. Short-term fixes have not been effective. Worse, the foundations of economic freedom remain weak in the absence of an efficient judicial framework to provide effective and timely resolution of cases. Corruption, often involving government officials, is a growing concern, severely undercutting confidence in the government.

The ongoing European sovereign debt crisis has taken a considerable toll on macroeconomic stability. Sharp increases in the debt burden, aggravated by structural weaknesses, are undermining long-term competitiveness. With public debt around 120 percent of GDP and growing, policy options are increasingly constrained. Due to the complexity of the regulatory environment and the high cost of conducting business, considerable economic activity remains in the informal sector.



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QUICK FACTS

Population:

- 46.0 million

GDP (PPP):

- \$1.4 trillion
- -0.1% growth
- 0.9% 5-year compound annual growth
- \$29,742 per capita

Unemployment:

- 20.1%

Inflation (CPI):

- 2.0%

FDI Inflow:

- \$24.5 billion

Spain's economic freedom score is 69.1, making its economy the 36th freest in the 2012 Index. Its score is 1.1 points lower than last year, with a significant deterioration in the management of government spending overwhelming a modest gain in business freedom. Spain is ranked 17th out of 43 countries in the Europe region, and its overall score is well above the world average.

Spain dropped from "mostly free" to "moderately free" in the 2012 Index, due primarily to expansive public spending. Challenges are particularly significant in the areas of fiscal freedom, government spending, and financial freedom. Government spending is over 40 percent of GDP. Large fiscal deficits and rising public debt signal the need for financial management reforms and a return to a sustainable level of public spending.

Since the financial crisis, Spain has imposed greater transparency on its banking system in comparison to other countries in the region. Savings banks (cajas) have been insulated from market pressures and have been considered too politically powerful to be allowed to fail. They remain burdened with bad loans from the years of the housing boom. As of October 2011, three savings banks had been nationalized. Consolidation of the savings banks has brought the number down from 45 to below 20, and their future is in question.



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QUICK FACTS

Population:

- 10.6 million

GDP (PPP):

- \$247.0 billion
- 1.4% growth
- 0.5% 5-year compound annual growth
- \$23,223 per capita

Unemployment:

- 10.8%

Inflation (CPI):

- 1.4%

FDI Inflow:

- \$1.5 billion

Portugal's economic freedom score is 63.0, making its economy the 68th freest in the 2012 Index. Its score is 1.0 point worse than last year, mainly due to deterioration in the management of government spending, labor freedom, and fiscal freedom. Portugal is ranked 31st out of 43 countries in the Europe region, and its overall score is above the world average.

Portugal has been undergoing challenging economic adjustments. Previous years' reforms, which had helped to modernize the economy and diversify the productive base, have lost momentum. Despite relatively sound institutional processes such as an efficient business framework and a well-functioning judicial system, the indebted and inefficient public sector has eroded private-sector dynamism and hurt the economy's overall competitiveness.

Although reforms in public finance administration are ongoing, the burden of the deficit is rising. Revitalizing the Portuguese economy will require comprehensive public-sector reforms, enhanced flexibility in the labor market, and improved tax policy to improve competitiveness and productivity.

Attachment 2

The calculation of the total scores in the structural country selection in this research described is chapter 3 and 4.

Calculation of total scores per Country

Germany

| | Score | weight | Total |
|------------------------|-------|--------|-------|
| Cultural difference | 8.5 | 3 | 25.5 |
| PPP | 8 | 1 | 8 |
| Governmental control | 8 | 2 | 16 |
| Macro economic factors | 7.5 | 1 | 7.5 |
| Geographical distance | 10 | 3 | 30 |
| Competition | 7 | 1 | 7 |
| Market size | 8 | 1 | 8 |
| Distribution channels | 6 | 1 | 6 |
| Total | - | - | 108 |

Austria

| | Score | weight | total |
|------------------------|-------|--------|-------|
| Cultural difference | 6 | 3 | 18 |
| PPP | 9 | 1 | 9 |
| Governmental control | 8 | 2 | 16 |
| Macro economic factors | 6 | 1 | 6 |
| Geographical distance | 7 | 3 | 21 |
| Competition | 8 | 1 | 8 |
| Market size | 5 | 1 | 5 |
| Distribution channels | 8 | 1 | 8 |
| Total | | - | 91 |

Portugal

| | Score | weight | total |
|------------------------|-------|--------|-------|
| Cultural difference | 5 | 3 | 15 |
| PPP | 5 | 1 | 5 |
| Governmental control | 6 | 2 | 12 |
| Macro economic factors | 5 | 1 | 5 |

| | | | |
|-----------------------|---|---|----|
| Geographical distance | 3 | 3 | 9 |
| Competition | 9 | 1 | 9 |
| Market size | 6 | 1 | 6 |
| Distribution channels | 7 | 1 | 7 |
| Total | | - | 68 |

Spain

| | Score | weight | total |
|------------------------|-------|--------|-------|
| Cultural difference | 7 | 3 | 21 |
| PPP | 6 | 1 | 6 |
| Governmental control | 8 | 2 | 16 |
| Macro economic factors | 5 | 1 | 5 |
| Geographical distance | 5 | 3 | 15 |
| Competition | 6 | 1 | 6 |
| Market size | 7 | 1 | 7 |
| Distribution channels | 7 | 1 | 7 |
| Total | | - | 83 |

Italy

| | Score | weight | total |
|------------------------|-------|--------|-------|
| Cultural difference | 8 | 3 | 24 |
| PPP | 7 | 1 | 7 |
| Governmental control | 5 | 2 | 10 |
| Macro economic factors | 7 | 1 | 7 |
| Geographical distance | 6 | 3 | 18 |
| Competition | 6 | 1 | 6 |
| Market size | 7 | 1 | 7 |
| Distribution channels | 8 | 1 | 8 |
| Total | | - | 87 |

France

| | Score | weight | total |
|------------------------|-------|--------|-------|
| Cultural difference | 7.5 | 3 | 22.5 |
| PPP | 7 | 1 | 7 |
| Governmental control | 6 | 2 | 12 |
| Macro economic factors | 7 | 1 | 7 |
| Geographical distance | 8 | 3 | 24 |

| | | | |
|-----------------------|-----|---|-----|
| Competition | 9 | 1 | 9 |
| Market size | 6.5 | 1 | 6.5 |
| Distribution channels | 6 | 1 | 6 |
| Total | | - | 94 |

Attachment 3

Cultural differences per country to calculate the total score for cultural difference according to the theory of Hofstede (1994) and Ball (2004).

Hofstede Germany

| Country | PDI | IDV | MAS | UAI | L/S TO |
|-------------|-----|-----|-----|-----|--------|
| Germany | 35 | 67 | 66 | 65 | 31 |
| Netherlands | 38 | 80 | 14 | 53 | 44 |

Total Difference: 93

Power distance index for Germany is 35, which means the power distance is quite low, according to Japan, and almost equal to the Netherlands. The Netherlands have power distance 38. The power distance is a measure to look to which extent people accept power from their superiors in a company. A very high power distance means people accept everything from their boss, and a very low power distance will mean that employees ask questions about their bosses' behaviour. This implies for business that for Germany in general there is less centralisation and a flat hierarchy and close supervision will have a negative effect on performance.

Individualism in Germany is 67 which imply the people are quite on their own. But in the Netherlands individualism is 80 which mean more on its own. People in Germany have their own ideas but also respects the companies interest. The companies have more influence in the life of their employees in Germany. But Germany is not typically individualistic or collectivistic.

Masculinity in Germany is 66 which is a really high score. People in Germany are very masculine. The Netherlands has a really low masculinity which implies the people in the Netherland have a more feminine culture. In the Netherlands it is common that woman have works were in Germany women are generally expected to stay at home and care for the children without working outside the home, especially in their middle years. There are also more jobs typically male jobs. There are also fewer women in highly qualified and better paid jobs.

Uncertainty avoidance in Germany is 65, a bit more than the Netherlands (53) this implies that people in Germany can deal less good with ambiguity than the employees in the Netherlands. For business this means there are more worries about the future and there is more aversion of risk taking. Conflicts are not desirable in companies.

Long short term orientation is 31 according to 44 of the Netherlands is this a low score in Western Europe. German culture is more short term.

Spain Hofstede

Hofstede

| Country | PDI | IDV | MAS | UAI | L/S TO |
|-------------|-----|-----|-----|-----|--------|
| Spain | 57 | 51 | 42 | 86 | 19 |
| Netherlands | 38 | 80 | 14 | 53 | 44 |

Total difference: 134

Power distance index in Spain is 57 which is higher than the Netherlands and Germany. This will mean there is a higher acceptance of hierarchy than in Germany and the Netherlands. Organization in Spain will be more centralized and will have a less flat structure.

The individuality in Spain is 51 according to Hofstede. The score for the Netherlands is 80 so the employees in Spain are more collectivistic than the employees in the Netherlands. This implies that the organization have more influence in an employees personal life. But with a score of 51 the company is not typically individualistic or collectivistic.

The masculinity score is 42 which is high according to the Netherlands and low according to Germany. In Spain there are some typical female jobs and there are women with better paid jobs, but relatively less than in the Netherlands. It is accepted that woman of middle age have a job, but it is not common in Spain.

The uncertainty avoidance is very high with 86. This means the people in Spain have troubles with handling with ambiguity in an organization. People like planning and certainty in an organization. In the Netherlands the uncertainty avoidance is 53, which means the people in Spain are really different in this score.

Austria Hofstede

| Country | PDI | IDV | MAS | UAI | L/S TO |
|-------------|-----|-----|-----|-----|--------|
| Austria | 11 | 55 | 79 | 70 | 31 |
| Netherlands | 38 | 80 | 14 | 53 | 44 |

Total difference: 147

Power distance in Austria is 11 which is very low for a country in Europe. For comparison, de score for the Netherlands on the same power distance index is 38. An organization in Austria could be very flat, because the employees don't have a high acceptance for hierarchy. A centralized structure with a lot of bureaucracy and hierarchy will definitely not work in Austria. So the people should have their own autonomy and this have to be taken in to account for the exporting activities to Austria

The score for individuality is 55 for Austria, which is not very high for a country in Western Europe. For example the Netherlands have a score of 80 at this point so in the Netherlands the people have the possibility to work more individual and don't need authority to gain

output on their work. In Austria people will have the possibility to work individual, but they prefer to work in teams.

The Masculinity of Austria is pretty high with a score of 79 on this point. The masculine norms are dominant in Austria and the female values are less important than for example the Netherlands. In the Netherlands the female values plays a big role in the business environment and the masculine values aren't that dominant. The high score for Austria on masculinity is comparable with the score of Germany, which also has a very masculine business culture. For business this will mean that achievement, respect and more comparable values will play a big role.

The uncertainty avoidance index for Austria is 70, which is pretty normal for Western Europe. In the Netherlands this score is lower with 53, and in the Mediterranean countries this score is higher. A high score at this point in the analysis will give a low degree of skills of handling with uncertainty in this country. In countries with a low score the people have the possibility to deal with uncertainty.

Long/short term score for Austria is 31 which a really short term vision for a western European country. Most of the countries have a pretty long term vision for their business and their employee ship, but in Austria most people look more to the short term. This will for example mean that it is difficult to earn long term contracts.

Portugal Hofstede

| Country | PDI | IDV | MAS | UAI | L/S TO |
|-------------|-----|-----|-----|-----|--------|
| Portugal | 63 | 27 | 31 | 104 | 30 |
| Netherlands | 38 | 80 | 14 | 53 | 44 |

Total Difference: 160

Portugal according to Hofstede

The power index score for Portugal is 63, which is higher than the score in the Netherlands. The score will mean that the people in Portugal are quite used to have hierarchy in a company. A company can have a flat structure, but a normal company will have hierarchy in its structure. Employees will normally perform best with a little hierarchy in their work, and accept they have to listen to a boss.

Individualism for Portugal is only 27, which is a really low score for a European country. This low score means that people in Portugal doesn't work very good individual, but will need a team or a boss. In the Netherlands the people are very individual with a score of 80 at this point, so this is really a big difference.

The masculinity score for Portugal is 31, this is pretty normal for a company in Europe. This means the masculine values are important for people, but the feminine values are dominant in Portugal. In the Netherlands also the feminine values are important so here is a linkage between Portugal and Holland. Feminine values are for example: solidarity and servitude.

Uncertainty avoidance index for Portugal is really high, with a score of more than a hundred (104). This means that people in Portugal cannot deal with uncertainty in their work. People like to have lifetime contracts and there aren't many entrepreneurs in Portugal. Because entrepreneurial activities always have a higher risk than working for a company. In the Netherlands people can deal with uncertainty much better.

Portugal has, according to Hofstede, a long term approach in general. This means that people take the long term into account in almost every decision. People want to start with companies which can give them a lifetime job with many promotional changes. This has to be taken into account for export activities, because a company or agents don't want to make easily a short term contract.

France Hofstede

| Country | PDI | IDV | MAS | UAI | L/S TO |
|-------------|-----|-----|-----|-----|--------|
| France | 68 | 71 | 43 | 86 | 39 |
| Netherlands | 38 | 80 | 14 | 53 | 44 |

Total difference 106

France is a country with a power distance index of 68, which means there is a pretty large power distance between employees and management. There is much respect for people higher in the hierarchy and there also is much hierarchy in companies. But people in France are used to a high power distance. According to the Netherlands is it also a very large power distance, because in the Netherlands this distance is quite small.

The individuality of France is high according to Hofstede with a score of 71. An individualistic community allows the employees to work at their own and don't need many teamwork to generate sufficient output. In an individualistic community people look to their own achievements for the company were employees in a collectivistic community look to the achievements of the whole company.

The French score on masculinity is 43 which mean that in France the feminine values will be dominant over the masculine values. A value like servitude would preferred above a value like achievement. The score is more neutral than the feminine score of the Netherlands, with is quite extreme.

There is much uncertainty avoidance in France according to Hofstede's research. The score of this point is 86 for France. This will mean that people in France doesn't like uncertainty, and avoid it when possible. It is very difficult for French people to deal with uncertainty, that's why they want to avoid it. According to the Netherlands the score is higher, because in the Netherlands the score is just 53, which means that people don't like uncertainty, but also don't have to avoid it al all costs.

The long/ short term orientation is 39 which means people in France are more short term orientated than the long term. The French score is very close to the score from the Netherlands with 44.

Italy Hofstede

| Country | PDI | IDV | MAS | UAI | L/S TO |
|-------------|-----|-----|-----|-----|--------|
| Italy | 50 | 76 | 70 | 75 | 34 |
| Netherlands | 38 | 80 | 14 | 53 | 44 |

Total difference 104

The power distance index for Italy has a score of 50 which means there is an average power distance. A little more than the power distance in the Netherlands, but still not many hierarchy according to Hofstede. A power distance of 50 means that employees have the skills to listen to the boss, and have respect for people higher in the hierarchy.

The individuality in Italy is according to Hofstede's index 76 which means that the Italians are very individualistic people. The Dutch people are also very individualistic so this is a match between the Dutch and the Italian people. This means these inhabitants can work well at their own and don't need a team or a superior to generate a sufficient output.

The Italians are very masculine in their behaviour, according to Hofstede's index the Italians score 70. So values like achievement and money play an important role in the Italian culture. The score of the Netherlands is very feminine so this score is a big difference between the Dutch and the Italian culture.

The uncertainty avoidance index gives a score of 75 for the Italians. This means these people really don't like uncertainty and will avoid it were possible. But they don't really avoid the uncertainty at all costs. They will avoid uncertainty in more cases than the Dutch people; they score a 53 at the uncertainty avoidance index which is significantly less.

The Italian culture scores well for a short term culture. They will like immediate satisfaction, but also look to the future. The Italians look less to the future than the Dutch people, who scored a bit higher for the long term orientation. This means that people in Italy like the current situation and don't look too much in front.

2.2.2 Scores of Ball (2004)

This research will also include the social /cultural differences by the theory of Ball. (International Business; the challenge of global competition, 9th edition, McGraw-Hill, New York 2004)

This theory describes different aspects of a culture: aesthetics, attitudes and beliefs, political structure, religion, material culture, education, language, societal organization and legal characteristics. Because we also scored the cultures on GDP and Hofstede not all these factors are important to score for the countries. But it is really important to know how the

eating habitats are in a target country, so the aesthetics will be analysed for all the countries which came out of the optimal search.

Aesthetics Germany

People in Germany do like a lot of the same things as the people in the Netherlands. When we look at fashion in Germany it is almost the same as the fashion in Holland. The Germans could be a bit more experimental than the Dutch.

German people eat traditionally a lot of bread with their breakfast, but more and more people start to eat different kinds of food with their breakfast and lunch. The typical German breakfast consists of bread rolls, butter, jam, ham, soft-boiled eggs and coffee although breakfast cereals or muesli have also become popular. Regional variation is significant, both in the amount of food and the offerings — cheeses, cold cuts, meat spreads, yogurt, granola and fruit (fresh or stewed) may appear, as well as eggs cooked to order. But there are also a lot of people who eat Knäckebröd at breakfast. A second breakfast is traditional in parts of Germany.

Music is very diverse in Germany, because there lives 80 million people in Germany many people's different kinds of music. Many of the traditional German music are in the German language. Many Germans listen a lot to schlager and classical music.

The music is quite different in Germany, the music is very comparable and some Germans are eating Knäckebröd already in their breakfast or lunch. So Germany will score a 7 on Aesthetics, because it isn't normal for everybody to eat crackers, but many Germans start with eating them.

Aesthetics Spain

People in Spain love music, they have many different styles of their own, and they also listen to the popular music from the US and Europe. The Music of Spain has a long history and has played an important part in the development of western music. It has had a particularly strong influence upon Latin American music. The music of Spain is often associated abroad with traditions like flamenco and the classical guitar but Spanish music is, in fact, diverse from region to region.

Food is quite important in Spain, people spent many hours in the kitchen and it's normal to go to a restaurant one or two times in a week. Spanish people have dinner very late and love traditional Spanish dishes like paella and they love the Spanish wines. For breakfast they can use a strong coffee with hot, frothy milk, bollos (sweet rolls) with jam, or toast or cracker with jam or mild cheese. During the day they will eat tapas, small Spanish meals. The lunch is the biggest meal of the day; it's eaten in the siesta. Bread is always on the Spanish table. It is plentiful and fresh and used to mop up sauces. Spanish lunches are always large, since Spaniards love eggs and dairy foods, you will find that many desserts are made from fresh milk or cream. Fresh fruit is typical to see on the dessert menu, and may be served with a soft cheese. The Spanish people will also eat a fast snack around 5 o'clock. This appetizer can also be a cracker, a tortilla or tapas.

Fashion is an important sector in Spain and people are always really conscious about their clothes. The total score for Aesthetics of Spain will be an 8, because the people in Spain are already used to eat crackers.

Aesthetics France

Fashion is an important aspect for the French people. With a large fashion industry in the large cities the French people have enough input to dress themselves very fashionable. The French fashion is leading in Europe, so it is possible to compare the French fashion with the Dutch fashion, but the Dutch is a bit behind.

In France a typical domestic breakfast will consist of cups of coffee, often café au lait, or hot chocolate, usually served in big bowls, accompanied by a glass of orange or grapefruit juice. The main food consists of sweet products such as tartines (slices of baguette or other breads spread with butter, jam or chocolate paste), sometimes dunked in the hot drink. Brioches and other pastries such as croissants, pains au chocolat and pains aux raisins are also traditional. Other products such as breakfast cereals, fruit compote, fromage blanc, and yogurt are becoming increasingly common as part of the meal. A typical French breakfast does not include any savory product. The lunch and dinner is both a hot meal and not a market for crackers. A lunch and a dinner is often used in a restaurant and consist of cheese meat and vegetables or potatoes.

Music in France is part of the business of politics, which means there are many musicians who can survive by help from the government. Because the government takes French music very seriously there are many songs in the native language. They have a growing dance/electro scene in France, but the hip-hop is most popular.

The France Aesthetics scores a 6 in the research of Ball, because the French people aren't used to eat crackers at breakfast and lunch, but they are used to eat sweet products with bread or toast, so it is able to introduce matzos with sweet products. The fashion is somewhat more trendy and the music is able to compare with the Netherlands.

Aesthetics Portugal

In Portuguese society appearance is very important, especially in the cities.

People are fashion conscious and believe that clothes indicate social standing and success. They take great pride in wearing good fabrics and clothes of the best standard they can afford.

Food a Portuguese breakfast comes in two varieties: one eaten running to work and another, more time-consuming one, more common on the weekends. When rushed in the morning, a cup of yogurt, milk, coffee or both and some bread with butter, cheese or jam suffices. Given the time, additions include orange juice, croissants, different kinds of pastry, and/or cereal. The lunch in Portugal is most of the time a hot meal with a lot of fish, or meat. People in Portugal aren't used to eat bread or toast during lunch.

Music Portugal is internationally known in the music scene for its traditions of fado, but the country has seen a recent expansion in musical styles, with modern acts from rock to hip hop becoming popular. But there aren't many international famous artists from Portugal.

The score for Aesthetics for Portugal is a 6, because Portuguese people aren't used to eat Crackers during lunch and breakfast, but they like toast with jam. From that it is a small step to matzos with jam. The music and the fashion are able to compare with the fashion and the music in the Netherlands.

Aesthetics Austria

Clothes in Austria are traditionally lederhosen for the man and a dirndl for the women, but nowadays this isn't the normal clothes at the streets. People still wears the lederhosen, but only at official occasions. During normal days they are clothed like normal western people. The typical Austrian breakfast consists of bread rolls, butter, jam, ham, soft-boiled eggs and coffee although breakfast cereals or muesli have also become popular. Regional variation is significant, both in the amount of food and the offerings — cheeses, cold cuts, meat spreads, yogurt, granola and fruit (fresh or stewed) may appear, as well as eggs cooked to order (usually at smaller hotels or bed-and-breakfasts). A second breakfast is traditional in parts of Austria notably Bavaria (there also called Brotzeit, literally "bread time").

The most popular form of modern Austrian folk music is Viennese schrammelmusik, which is played with an accordion and a double-necked guitar. But the Austrian music is merely popular by the classical music of Mozart and Beethoven. 18th and 19th century composers were drawn to the city due to the patronage of the Habsburgs, and made Vienna the European capital of classical music.

It isn't normal in Austria to use breakfast of lunch with crackers and also the music and fashion in Austria is quite different from the Dutch. So the score for Austria for aesthetics is a 5.

Aesthetics Italy

Fashion is very important in Italy, with cities like Milan Italy is an important fashion country for many fashion lovers all over the world. This is also able to view in the streets; people at the streets will wear fashionable clothes and take care a lot about their looks. There are many customized clothes and shoes available in Italy.

Italians are people who really love food. Traditional Italian foods are spaghetti and pizzas, but there are many more foods which find their origin in Italy. The dinners are very long and most of the time there is wine available at the dining table. Breakfast in Italy consist of hot coffee, with bread, crackers or rolls, butter, and jam. Italians have many different kinds of coffee, everybody drinks it in a different way, espresso and cappuccino are very popular in Italy. Lunch traditionally used to be the heartiest and most important Italian meal, although shorter work breaks are significantly changing this lifestyle, especially in the larger urban areas of the North. Lunch is taken in Italy between 12:00 pm and 2:00 pm (usually, people from Southern Italian regions start lunch slightly later, from 1.15 pm to even 2.15 pm).

Traditional formal Italian lunches are a lengthy affair, which usually involves an appetizer, aperitif, or antipasto as starter. This usually consists of cold cuts, cheese, bruschette or small sandwiches, olives and sauce dips. This is usually followed by a first course, such as various kinds of pasta, soup, ravioli, or risotto. The main course is usually meat or fish, with a vegetable garnish. The meal is rounded up by a dessert or fresh fruit. Most families still usually tend to have a traditional lunch on Sundays. So Italians only eat crackers for breakfast and maybe like a snack during the day outside the standard meals.

The music of Italy ranges across a broad spectrum of opera and instrumental classical music and a body of popular music drawn from both native and imported sources. Music has traditionally been one of the cultural markers of Italian national and ethnic identity and holds an important position in society

So because people in Italy eat crackers with their breakfast, and during the day outside the outside meals the scores on aesthetics for Italy is a 8

Attachment 4

Interview 1

Interview export manager bedrijf 1

29/12/2011

Over bedrijf 1

Bedrijf 1 is een bedrijf in Hengelo wat gespecialiseerd is in het maken van machine onderdelen. Het is 5 jaar geleden opgericht en sinds die tijd gegroeid van een eenmanszaak naar een bedrijf met 23 werknemers. Dit bedrijf valt dus onder de categorie small en medium sized firms in Twente. Bedrijf 1 is voornamelijk gefocust op de Nederlandse markt, maar haalt ook een deel van de omzet uit export naar Duitsland en sinds kort ook België.

Het bedrijf is gegroeid uit een ander metaalbedrijf wat een aantal jaar geleden failliet is gegaan. Doordat deze fabriek niet verder kon gaan is de ondernemer met zijn netwerk voor zichzelf begonnen. Doordat hij veel contacten had in de metaalwereld was het mogelijk met hulp van de bank opnieuw te beginnen en nu al bijna net zo groot te zijn als dat het bedrijf toen was.

De structuur van het bedrijf is erg simpel, alles is gevestigd in Hengelo, en er zijn eigenlijk maar twee lagen in de organisatie. De werknemers en de ondernemer, verder is er niets, omdat de ondernemer zelf alles regelt op kantoor en ook veel op de werkvloer. De werknemers hebben wel veel vrijheid met betrekking tot bestellen en dergelijke, maar over het algemeen doet de ondernemer bijna alles. Verkopen inkopen, en ook veel administratie behoren tot de werkzaamheden van de entrepreneur. Nadeel hiervan is dat hij erg veel uren maakt in de organisatie en het erg vervelend is als hij een keer wegvalt.

Binnen het bedrijf is er bijzonder weinig ervaring met exporteren, omdat het bedrijf pas een paar jaar bestaat. De mensen die er werken hebben echter wel ervaring met exporteren en dat is ook wel handig zo is gebleken in de praktijk. Bedrijf 1 exporteert nu ongeveer 3,5 jaar naar Duitsland en ongeveer een half jaar in de richting van België. Dit echter niet hel erg continue, de ene keer wordt er heel veel besteld en dan ineens een half jaar niet meer. De ondernemer exporteert al ongeveer 15 jaar naar Duitsland dus hij kent de Duitse markt wel vrij goed. Toen het bedrijf begon met exporteren was et ook via het netwerk van de ondernemer.

Er is binnen het bedrijf gekozen om naar Duitsland te exporteren vanwege contacten die er waren in Duitsland. Doordat er een order binnenvlam en het bedrijf in principe alles aannam om aan het werk te blijven kwamen er ineens contacten in Duitsland. Toen er eenmaal contacten waren werd de ondernemer bewust van het enorme potentieel van de Duitse markt en zijn ze het iets uit gaan bouwen, maar in principe heeft allemaal weinig hoeven doen voor de exportactiviteiten. De exportactiviteiten zijn vooral via via tot stand gekomen. Een van de werknemers had jarenlang in Duitsland gewerkt en deed nu vergelijkbaar werk in Nederland. Hierdoor waren er mensen vanuit de Duitse markt klanten die de weg konden vinden.

Er is begonnen met exporteren via een order vanuit Duitsland, het is niet zo dat Bedrijf 1 de producten de markt heeft ingedrukt, maar de Duitsers hebben de producten zelf de markt in getrokken. Bedrijf 1 heeft alles direct zelf aangepakt en heeft nooit de hulp van een agent ingeroepen omdat dit gewoonweg niet nodig was, de contacten kwamen als vanzelf binnen dus het netwerk van een agent was niet noodzakelijk en zou alleen maar zorgen voor onnodige kosten. Als de ondernemer terugkijkt, zegt hij ook dat hij met de kennis van nu ook toen zeker niet anders had gehandeld. Hij ziet zelf niet zo het nut in van nog een extra iemand

die zich bemoeid met zijn zaken. Hij is ook al afhankelijk van de transporteur en van de klant, dat is meer dan genoeg volgens hem.

Wat heel erg is meegevallen was de stiptheid van de Duitsers. Bij de Duitsers geldt heel erg de regel van afspraak is afspraak, hier houdt de ondernemer wel van. Betalingen zijn over het algemeen erg stipt en het is erg duidelijk wat je aan je Duitse contacten hebt. Een andere meevaller voor Bedrijf 1 was de concurrentie in Duitsland, veel directe concurrenten hadden wel respect voor een Nederlandse tegenstreven in de winstmarges en bleven erg netjes.

Bedrijf 1 had voor de tijd geen contacten met concurrenten in Duitsland maar toch zijn ze niet erg hard tegengewerkt door de Duitse bedrijven in dezelfde sector.

Hieruit volgt dat Bedrijf 1 ook heel geduldig is geweest met de concurrenten in het doel land, door begripvol te blijven bij beslissingen en van uit te gaan dat deze bedrijven ook verdraagzaam zijn met jou is het goed. Zolang je beleefd blijft tegen de concurrentie blijft de concurrentie ook beleefd tegen jou. De prijzen van de concurrentie waren vergelijkbaar met die van Bedrijf 1. Bedrijf 1 kon vaak iets goedkoper produceren maar had wel hogere transportkosten wat min of meer tegen elkaar opweegt.

Als grootse hobbel in de export naar Duitsland noemt de ondernemer de transportkosten naar en van Duitsland. Vaak rekenen transporteurs hele absurd hoge tarieven om een paar grondstoffen naar Nederland te brengen omdat Duitsland gelijk verder klinkt.

Hoe gaat het nu?

Tegenwoordig is met bij Bedrijf 1 erg tevreden over de resultaten die geboekt zijn met de exportactiviteiten. De omzet die jaarlijks gemiddeld uit export gegenereerd wordt is om en nabij de 20 procent van de totale omzet. Volgens de ondernemer zelf is de export erg succesvol en willen ze zeker doorgroeien zoals het de afgelopen jaren is gegroeid. Dus zowel de stijgende lijn als het resultaat is eigenlijk beter dan verwacht en de moeite die het gekost heeft zeker waard. Uitgedrukt in een cijfer is het exportsucces van dit bedrijf een 8.5 waard.

Investeringen in de exportactiviteiten was vooral een heleboel tijd, verder een klein beetje geld, maar in verhouding tot de resultaten is het aantal financiële middelen wat geïnvesteerd is erg minimaal. De tijd die er in zit is wel significant want veel van de contactpersonen wonen zo 3 uur rijden van het bedrijf af, dan ben je zo een hele dag kwijt met 1 afspraak. Voor een onderneming waar alleen maar de ondernemer zelf toegevoegde waarde heeft zal dit heel erg zijn, maar doordat er vrij veel mensen werken nu en de ondernemer de gemiste makkelijk kan inhalen in de weekenden viel de schade mee.

Toekomst?

In de toekomst wil Bedrijf 1 zeker meer gaan doen aan export. Zeker nu het in de bouw en de metaal niet heel erg goed aan het gaan is, is het handig om je markt te vergroten. In een grotere markt is het makkelijker om je klanten te vinden en ben je minder afhankelijk van je thuismarkt. Duitsland heeft een hele grote metaalindustrie, maar ook een hele grote metaalfabrieksmarkt, zodat er voor een klein Twents bedrijfje als Bedrijf 1 vast en zeker een goed plekje te vinden zal zijn om de afzet te vergroten.

Verder naar het buitenland is voor Bedrijf 1 ook wel mogelijk om uit te breiden. Sinds Bedrijf 1 naar België exporteert zijn er ook serieuze plannen om hier ook iets actiever te worden. Belgische bedrijven zijn in de metaalindustrie nog iets achter ten opzichte van de Nederlandse metaalbedrijven. Hierdoor kan Bedrijf 1 met een goede markt entree strategy een goede markt positie veroveren.

Attachement 5

Interview 2

area sales manager

Over Bedrijf 2

Bedrijf 2 is een van oorsprong familiebedrijf met ongeveer 40 medewerkers, en is gevestigd in Enschede aan de marsstede. Dit is een industrieterrein waar veel verschillende soorten bedrijven zijn gevestigd.

Bedrijf 2 produceert pasta voor op brood (chocoladepasta) in 3 verschillende lijnen. Bedrijf 2 heeft een budget lijn die vooral onder private label in de winkel ligt, een fair trade lijn en een wat luxere lijn waar meer smaak aan zit en dus ook iets duurder is om te fabriceren en te consumenten. Binnen deze drie lijnen zitten er ook nog variaties in de smaak, vaak wit, hazelnoot en pure pastas zitten er wel in elke lijn.

Het product van Bedrijf 2 heeft zich wel duidelijk ontwikkeld in de historie van het bedrijf, in het begin maakte het shoba en tegenwoordig hoogwaardige pastavarianten. Shoba is een soort cacaoboter wat veel gegeten wordt in Italie. De mensen van Bedrijf 2 dachten dat ze dit ook wel konden maken en zijn het gaan namaken uit Italie, tegenwoordig maken ze niet meer na, maar lopen ze voorop in de ontwikkelen van nieuwe pastavarianten. Ook maken ze nog steeds de standaardpasta met de meest gebruikte verhouding hazelnoot/cacao. Deze standaard is gezet door Nutella.

In Nederland leveren de mensen van Bedrijf 2 aan de grote retailers en aan de grote biologische winkels. In Nederland leveren ze zowel onder een eigen merk en onder private labels. Door ook onder private label te leveren heeft Bedrijf 2 hun afzetmarkt ontzettend vergroot. In het buitenland levert Bedrijf 2 aan erg veel verschillende landen, waarvan de belangrijkste Engeland is. Verder wordt aan erg veel landen geëxporteerd maar hierover later meer

40% van de omzet die gehaald wordt uit export naar Duitsland wordt gehaald uit de biologische en fair trade lijn van Bedrijf 2. Dit komt doordat er in Duitsland erg veel aandacht wordt besteedt aan biologisch. 60% van de omzet die overblijft wordt voor het grootste gedeelte gehaald uit de luxe lijn van Bedrijf 2. De budget lijn voor de chocopasta is niet zo groot in Duitsland. Dit komt vooral door concurrentie, in de goedkopere pastas is erg veel concurrentie en is het dus moeilijk om binnen te komen in een markt.

Binnen Bedrijf 2 is al zowen 40 jaar export ervaring. Dit wil zeggen dat er sinds 40 jaar altijd wel iets met het buitenland werd gedaan. Sinds een jaar of drie is het pas structureel opgezet richting Duitsland, ook omdat de fair trade en de luxe producten nog niet heel lang in het assortiment zitten van Bedrijf 2. Zelf heeft onze sales manager al ervaring met de export van bolletje (zijn vorige werkgever) en nu een jaar bij Bedrijf 2, ook op de sales afdeling. Ook bij bolletje zijn ze bekend met privater labels, omdat dit merk buiten nederland helemaal niet bekend is.

Binnen Bedrijf 2 werken 3 sales mensen die met zijn drieën alle verkoop doen in de wereld, dus en Nederland en Buitenland. Een van de drie is van oorsprong Duits, maar spreekt ook vloeiend Nederlands en Engels. Een van de drie is Nederlands maar heeft 3 jaar in engeland gewoond en een komt van origine uit China (ni hao)

Duitsland is vooral de laatste 3 jaar flink aan het groeien, maar is voor Bedrijf 2 niet de belangrijkste markt. Ongeveer 9% van de omzet wordt uit Duitsland gegenereerd, de strategie waarmee dit wordt gedaan is als volgt.

Bedrijf 2 exporteert via een importeur. Dit is een Duitse man die zelf de sales regelt in Duitsland voor Bedrijf 2. Deze importeur is als prioriteit de luxe en de fair trade producten te verkopen en besteedt minder aandacht aan de goedkope lijn van Bedrijf 2. Dit heeft te maken met marges die zijn afgesproken. Deze importeurs zijn ze bij Bedrijf 2 3 jaar geleden tegen het lijf gelopen op een beurs en ze zijn erg te spreken over deze man. Martijn Slont heeft wel het idee dat ze voldoende aandacht krijgen als bedrijf en de export is ook serieus gegroeid sinds deze importeur bij de hand is genomen.

De omzet in Duitsland is wel echt gegroeid zonder heel hard het product in de markt te zetten. De Duitse consument kan de weg naar Enschede niet vinden, maar de groothandels kijken wel verder dan landsgrenzen. Bedrijf 2 staat als bedrijf ook heel vaak op beurzen in Nederland en Duitsland. Op elke beurs profileert Bedrijf 2 zich anders. Op een biologische beurs zijn ze biologische pasta op een zoetwaren beurs zullen ze niet op de biologische plek gaan staan, maar wel het Biologo voeren.

In het begin leverde Bedrijf 2 aan de groothandels in Duitsland, en eigenlijk is dat nog steeds zo. Duitse supermarkten willen aan de deur geleverd krijgen, dit is niet te betalen als kleine chocopastabroer.

Bedrijf 2 is met hulp (meedenken) van de importeur echt bezig om een merk op te bouwen in Duitsland. Om zo een hoger segment te kunnen bedienen en een flinke marge over te houden. Een eigen merk, onder je eigen naam kost veel tijd en geld, maar levert ook een duurzame opbrengsten op. Er is erg intensief contact met de importeur, soms stelt deze goede man ook nieuwe producten voor als hij denkt dat hier een grote markt voor is. Dit is exporthaus willmms, die echt meedenkt en zich ook laat beïnvloeden door de wensen van Bedrijf 2, het werkt dus echt 2 kanten op.

Hij doet wel dingen voor andere merken, maar Bedrijf 2 krijgt zeker wel genoeg aandacht. Er is wel veel groei mogelijk in ieder geval.

Tevreden? De grondstofprijzen zijn heel erg omhoog gegaan, suiker is bijvoorbeeld met 50% omhoog gegaan. Dit is lastig doorbereken in de prijs als je nog maar net begonnen bent met leveren aan de groothandels. Dit heeft de groei afgelopen jaar erg belemmerd en is erg negatief geweest voor de naam van Bedrijf 2 bij de branche afgelopen jaar.

De export naar Duitsland is stabiel en groeiend, het succes wordt door Martijn beoordeelt met een zeven. Volgende keer zouden ze niets anders doen, dit is ook met terugwerkende kracht de beste manier om de export op te starten.

Een tegenvaller in het exportproces is de logistiek. Dit is erg lastig te regelen naar Duitsland, maar in het geval van Bedrijf 2 wordt ongeveer de helft van de handel opgehaald aan de deur aan de marssteden. Verder is er niets bijzonders tegengevallen, als er maar genoeg kennis is over de marktsituatie komt het goed. Na marktonderzoek kwam Bedrijf 2 achter dat er in Duitsland geen topsegment bestond, en hier zagen ze kansen.

Een eigen merk opbouwen kost erg veel tijd, en ook een relatie onderhouden met een importeur kost veel tijd. Dit hebben ze dan ook erg veel geïnvesteerd: tijd. Maat deze

investering heeft zich zeker wel uitbetaald in resultaten. Er is niet veel geïnvesteerd in de marketing, maar dit heeft ook wel geld gekost. De duitse retailers weten zelf goed hoe de consument te bereiken is. De marketing is wel uitbesteedt aan de importeur omdat deze ook de duitse retail beter kent dan Bedrijf 2 zelf.

In de eerste instantie is Bedrijf 2 gaan onderhandelen met groothandels die heel Duitsland exploiteren en is Bedrijf 2 dus ook noodgedwongen heel Duitsland gaan bedienen met pasta.

De concurrentie in Duitsland is volgens de export manager vergelijkbaar met de concurrentie in Nederland. Dit wil zeggen dat in het normale segment heel vele concurrentie is, maar zodra je een segment zoekt wat iets luxer is zijn er weinig concurrentie. In Duitsland was het ook noodzakelijk om

Duitsland 9% van de totale omzet

De export zorgt voor 60% van de omzet in totaal

De landen waar dit geregeerd wordt zijn over de hele wereld, ook noord afrika, noord amerika en het midden oosten worden geserveerd de verre landen gaan per container. En zijn zo een aantal maand onder weg. Dit is niet heel makkelijk, want de tbt is maar 18 maanden.

Producten worden wel aangepast voor de warme landen, want in warme landen smelt de Hollandse pasta wel, maar als er iets meer olie bij in gaat smelt het minder snel.

Attachment 6

Interview 3

Interview Bedrijf 3

21-01-2012

Bedrijf 3 is een bedrijf uit Hengelo wat gespecialiseerd is in het maken van desserts, en dan nog vooral ijs. In Twente is Bedrijf 3 wereldwijd bekent met het eigen ijs schep salon. Hier kan men in de zomer een ijsje komen scheppen in allerlei verschillende smaken. Van oudsher zaten deze schepsalons in Hengelo, maar sinds dit overgenomen is door intenso zit er alleen nog maar een ijsschepsalon van Bedrijf 3 in Enschede. Doordat de vestiging pal aan de oude markt is zal er in de zomer veel ijs van vd poel gegeten en gezien worden in de Enschedese binnenstad. Sinds een tiental jaren is het ijs van dit ijssalon ook te verkrijgen in de supermarkt.

Bedrijf 3 heeft ook andere tak van handel, namelijk bakken met ijs of pudding die worden verkocht in de retail in Nederland en Duitsland. Hiervoor is binnen Bedrijf 3 een apart bedrijfje opgericht waar het de rest van de tijd over zal gaan. Omdat het ijsschepsalon niet doet aan export. Bedrijf 3desserts (zoals het bedrijfje heet) heeft onlangs een fabriek geopend in Duitsland waar hun dessert worden gemaakt. Bedrijf 3desserts is een bedrijf met ongeveer 30 medewerkers en is pas zeer recentelijk goed de markt in Duitsland weten binnen te dringen.

De vraag waarom Bedrijf 3 naar Duitsland exporteert is makkelijk te beantwoorden, dit is namelijk omdat het ijs van Bedrijf 3 al bij een aantal retailers bekend was. Bedrijf 3 bezoekt veel beurzen en zet in principe in op alle landen die winstgevend kunnen zijn, maar op beursen zijn ze in contact gekomen met Duitsers. Dit had het voordeel van de kleine kosten voor de logistiek, en de cultuur die voor een Twents bedrijf nog wel te behappen is. Er is dus geen sprake van een structurele selectie van landen, maar de voor en nadelen worden wel degelijk meegenomen.

De ervaring met exporteren binnen Bedrijf 3 is nihil. Er is naast Duitsland ook amper export naar andere landen. Af en toe doen ze wel iets met andere landen, maar altijd op project basis en nooit structureel. Door het nu wel structureel aan te pakken was het voor Bedrijf 3 mogelijk om mensen aan te nemen die langere tijd met hetzelfde project bezig houden. De mensen die aan zijn genomen zijn over het algemeen Duitsers met ervaring binnen de markt, maar er is ook een Nederlander aangenomen die 20 jaar lang ijsjes heeft verkocht aan andere landen. Dus er is wel ervaring binnen het bedrijf gekocht, en ervaring binnen de Duitse markt, en exportervaring.

Investeringen zijn er zeker wel gemaakt. Er is voor een bedrijf als Bedrijf 3 stevig geïnvesteerd in de exportactiviteiten. Niet alleen in tijd, maar ook zeer zeker wel in geld. Doordat Bedrijf 3 zelf levert aan de retailers kost het veel tijd om met al deze retailers een goed contact te houden. Dit netwerk wordt in stand gehouden door een Duitser die in dienst is van Bedrijf 3 en ook alleen maar voor dit bedrijf werkt. Hierdoor voorkomen ze problemen met prioriteiten voor andere afnemers en zijn ze zeker van een loyaliteit van de medewerker in Duitsland. Het is een Duitser vanwege de taal, de cultuur en natuurlijk ook het leeraspect van deze dingen voor de rest van het bedrijf.

De fabriek die Bedrijf 3 heeft gebouwd in Duitsland is vlak over de grens en vooral ter voorkoming van exportbarrières. Door een eigen fabriek te hebben heeft Bedrijf 3 veel feeling met de doel markt en is het mogelijk om snel te reageren op veranderingen in de vraag naar de producten van Bedrijf 3. Een belangrijk aspect van de export strategie van Bedrijf 3 is de prijs van het vervoer van de producten. Bedrijf 3 maakt diepvriesproducten die erg duur zijn om te transporteren en er is minder concurrentie in die markt. De bedrijven waarmee van der peel gepraat heeft hadden allemaal een internationaal tarief als het van de productielocatie in Hengelo moest komen. Als er dus een locatie zou komen vlak over de grens zou dit internationale tarief niet opgaan en konden de producten dus goedkoper worden vervoerd.

Waar de exportmanager van Van derp bijzonder blij mee is zijn de Duitse mensen binnen zijn bedrijf. Door deze aan te nemen als sales mensen is het makkelijker om het cultuurverschil met de markt te verkleinen en hierdoor sneller het bedrijf aan laten passen aan het exporteren naar Duitsland. Hij geeft echt aan dat dit van doorslaggevend belang was in het succes van Bedrijf 3 over de grens. Een ander belangrijk aspect is het feit dat het bedrijf bereid was risico te nemen met dit project waardoor er snel een grote stap gezet kon worden. Door de grote stap werd het belang ook sneller duidelijk binnen het bedrijf. En doordat er zoveel risico aan zat heeft het bedrijf er ook alles aan gedaan om het goed voor te kunnen bereiden om het zo goed mogelijk te laten verlopen.

Op de vraag wat er de volgende keer beter moet is zijn antwoord snel en duidelijk dat het veel eerder zo had gemoeten zoals nu. Het bedrijf heeft veel te lang aan lopen kloten met kleine projecten en testen en heeft zich veel te lang aan het lijntje laten houden door een agent. Deze agent vroeg weinig commissie, maar hij heeft in bijna 2 jaar tijd geen enkel grote klant binnen weten te halen omdat hij meer bezig was met alle andere merken die hij vertegenwoordigde. In de eerste instantie leek het een goed punt dat hij andere merken had, omdat hij dan makkelijker de winkels binnen kwam, maar uiteindelijk heeft het weinig opgeleverd.

Ook had het bedrijf eerder moeten beginnen met het aannemen van mensen in de doelmarkt, en daarna een agent, maar echt een directe werknemer die de Duitse cultuur erg makkelijk kan doorgronden.

Zoals het nu gaat is het bedrijf erg tevreden met het exportsucces in Duitsland. Het is onbekent hoeveel procent van de totale omzet gegenereerd wordt uit de export naar Duitsland, maar het is wel zeker dat het tussen de 15 en 20 procent van de omzet was in 2011. De totale omzet uit export naar Duitsland groeit ook elk jaar met een groter bedrag en dus geeft deze man het succes een cijfer van een 8. Dit omdat iedereen binnen het bedrijf tegenwoordig het belang van exporteren ziet en het bedrijf ook echt meer mogelijkheden ziet nu het zo goed gaat in Duitsland. Duitsland wordt ook afgehandeld buiten het moederbedrijf dus in Hengelo heeft er niemand last van, maar het bedrijf krijgt wel de voordelen.

Meneer geeft ook nog een paar expliciete tips aan HollandiaMatzes, omdat hij ook Hollandia wel succes gunst. Hij vertelt dat Hollandia zeker niet bang moet zijn om flink te investeren in Duitsland en zich niet moet vergissen in de cultuurverschillen. Dus als ze iemand aan willen nemen om de Export naar een hoger plan te helpen denk dan aan een Duitser of aan iemand die al heel veel ervaring heeft met exporteren naar Duitsland.

Om ook succes te krijgen in Duitsland is het belangrijk om de cultuurverschillen te overwinnen en om de export structureel binnen het bedrijf te houden. Niet af en toe een beetje, maar gewoon een werknemer binnen het bedrijf die elke week minimaal een paar uur

bezig is met exporteren. En niet onderschatten wat het lange termijn nut van beursbezoek zou kunnen zijn.

Attachment 7

16-01-2012 export manager

Het interview is afgenumen op maandag 16 januari 2012 in Oldenzaal, met de export manager van Bedrijf 4. Bedrijf 4 is onderdeel van de Bedrijf 4 groep en is gespecialiseerd op voorgebakken brood. Er is binnen Bedrijf 4 een afdeling voor vers en voor diepvries afbak brood.

Bedrijf 4 is een middelgroot bedrijf met ongeveer 300 medewerkers en is marktleider in Nederland op het gebied van afbakbrood. Al honderd jaar is Bedrijf 4 gevestigd in Twente en Bedrijf 4 is daar ongeveer 15 jaar geleden aan toegevoegd. Bedrijf 4 is onderdeel van Bedrijf 4, maar bakt zelf geen brood wat al klaar is, maar alleen maar brood wat nog een keer in de oven moet. Bedrijf 4 is begonnen als een kleine familie bakkerij in het oosten van het land, maar is tegenwoordig een erg grote partij in de brood business en in de afbakbroodsector zijn ze zelfs marktleider.

Bedrijf 4 is gaan exporteren omdat het in Nederland marktleider is en de Nederlandse markt voor hun moeilijk is om nog verder in te groeien. Omdat ze toch willen groeien is het een logische stap om hiervoor een andere markt dan de Nederlandse te verkiezen. Het was voor Bedrijf 4 dus vooral een aanvalsstrategie om te gaan exporteren.

De primaire doelmarkt van Bedrijf 4 is Nederland, maar er zijn export activiteiten in de richting van Duitsland en Engeland, en ook naar België Scandinavie en Oostenrijk. Deze landen zijn gekozen vanwege transportkosten voor lange reizen. De producten die worden geëxporteert zijn namelijk voornamelijk diepvriesproducten die duurder zijn in transport. Een koelwagen is namelijk duurder dan een normale vrachtwagen. Van deze exportlanden zijn vooral Duitsland en Engeland de speerpunten in de export activiteiten.

In de midden van de 90er jaren is Bedrijf 4 voor het eerst begonnen met export, maar nooit substantieel. Er is binnen Bedrijf 4 geen ervaring met exporteren en de export was geen structurele pijler in de strategie van Bedrijf 4. Sinds twee jaar is de huidige export manager aangetrokken die al wel ervaring heeft met export activiteiten en jarenlang zoetwaren in de markt heeft gezet. Sinds die twee jaar is de exportomzet exponentieel aan het stijgen, zo heeft Bedrijf 4 afgelopen jaar een groei gerealiseerd van de exportactiviteiten van 300%. Dit komt doordat er vanuit het bedrijf nu een structurele aanpak is en dat de export ook nu een strategische pijler is voor Bedrijf 4. En natuurlijk ook dat er nu ervaring in export activiteiten is ingekocht in de persoon van Martin Engelen.

De structurele aanpak wil zeggen dat er vanuit Bedrijf 4 wordt gekeken naar de marktstructuur van de doelmarkt, en vanuit daar zoekt naar mogelijkheden. Zijn de mogelijkheden bekend dan zorgt het bedrijf ervoor dat er continue aandacht besteed wordt om deze mogelijkheden goed te kunnen benutten. Hiervoor was het nodig om een strategische poot aan te brengen in de organisatie om deze continue aandacht te verwezenlijken. De structuur van de organisatie is afgelopen jaar aangepast zodat er genoeg mensen zijn die zich bezig kunnen houden met de export activiteiten.

De export naar Duitsland is momenteel zo ingericht dat Bedrijf 4 levert aan distributeurs die de producten vervolgens weer kunnen vervoeren naar de eindconsumenten, verder zijn er ook

een aantal adressen die rechtstreeks geleverd worden. Bedrijf 4 maakt geen gebruik van diensten van een of meerdere agenten. Redenen hiervoor zijn dat een agent duur is en vaak meerdere producten heeft om te verkopen en hierdoor niet gefocused is op het product van Bedrijf 4. Verder ben je dan afhankelijk van een agent wat hij verkoopt, en je zelf geen controle hebt over de verkoop. Een laatste reden waarom nooit echt met een agent is gewerkt is omdat het erg moeilijk is in sommige landen om weer van een agent af te komen. In Duitsland bijvoorbeeld is het een dure bezigheid om van een agent af te stappen.

Wat binnen Bedrijf 4 wel duidelijk is geworden is dat het een lange adem project is. Voor de grote supermarketten in Duitsland is het niet echt noodzakelijk om de oude leveranciers om te wisselen voor een nieuwe Nederlandse leverancier. Voor een bedrijf als edeka zal het zo maar eens 2 tot 3 jaar kunnen duren voordat je producten ook daadwerkelijk in de schappen liggen. Ook omdat bij deze grote bedrijven de grote winsten niet worden behaalt in een klein product als matzes. Maar de groei is de Duitse markt gaat gestaag en als ze bij Bedrijf 4 blijven volhouden heeft de export manager er het volste vertrouwen in dat de export binnen afzienbare tijd erg serieus gaat worden.

Vanuit historisch perspectief werk Bedrijf 4 net als Bedrijf 4 onder private labels. Hierdoor was het niet nodig om verpakkingen aan te passen voor de export activiteiten. Ook aan de bestaande producten is niets veranderd om ze te kunnen exporteren. De eisen hier is Nederland waren ongeveer even scherp als de eisen in het buitenland zodat de producten wel geaccepteerd konden worden. Wat wel is gebeurd is dat er speciale producten zijn ontwikkeld naar aanleiding van vraag uit het doel land. Deze producten zijn tot nu toe alleen in dit betreffende land geïntroduceerd, maar zullen in de loop van de tijd ook wel in Nederland in andere export doel landen worden geïntroduceerd.

Vanuit Duitsland kwam er bij voorbeeld een vraag of Bedrijf 4 niet een broodlijn kon produceren met het gebruik van spelt graan. Dit hadden ze nog helemaal niet, en ze zijn hiermee aan de slag gegaan. Nu heeft Bedrijf 4 een aantal broodjes die vervaardigd zijn uit deze speciale vorm van graan, en levert deze nu ook in Duitsland. In België leeft dit spelt graan ook heel erg en dit zou ook een goede markt kunnen zijn voor dit product.

De belangrijkste doelmarkten voor de exportactiviteiten zijn Engeland en Duitsland. Dit is voornamelijk vanwege de grootte van deze markten. Ook de logistiek is belangrijk voor deze landen, omdat de prijs van het transport vrij zwaar weegt in de prijs die de eindconsument uiteindelijk zal betalen voor de producten. De markten in Duitsland en Engeland zijn heel erg prijs georiënteerd dus voor deze markten zal de prijs die de eindconsument betaalt nog belangrijk zijn.

Doordat Bedrijf 4 gefocust is op een snelle, maar niet geforceerde groei zijn bij het bepalen van de structurele aanpak van de export activiteiten de grote markten naar voren gekomen. In een grote markt hoef je maar een klein marktaandeel te verdienen om een, voor Nederlandse begrippen, grote groei te maken. In een kleine markt is dit allemaal veel moeilijker, dan moeten andere producten echt uit de markt verdreven worden. Een grote groei doormaken kan wel in een kleine markt, maar dan moet je een product hebben met een grote uniciteit.

Probleem in Duitsland was toch zonder twijfel de logistiek. Dit was een geldkwestie, omdat de koelwagens niet goedkoop zijn en Duitsland erg groot, en veel afnemers willen graag bij de winkel geleverd krijgen. Er moet erg veel gerekend worden, omdat de grote afnemers voor elke deelstaat eenzelfde prijs willen terwijl de kosten per deelstaat enorm verschillen.

Hierdoor betalen nu de klanten die dichtbij geleverd worden eigenlijk net iets te veel en betalen de mensen ver weg eigenlijk net iets te weinig voor de producten.

Je moet hier wel in mee in de Duitse markt omdat er maar een paar inkoopcombinaties zijn in Duitsland die wel de hele markt bepalen. Door mee te gaan met de eisen maak je kans op een contract. Deze combinaties hoeven natuurlijk ook niet per se om, als leverancier moet je ze overtuigen om de oude (meestal duitse) leverancier eruit te gooien en jouw Nederlandse product te gaan voeren.

Hoe succesvol?

Zeer succesvol, als je kijkt naar de inspanningen. Het is nu goed, en als het zo door gaat zoals nu is het super succesvol over 5 jaar.

Als martin engelen het over had moeten doen had hij het precies hetzelfde gedaan als nu.

Goede tips

Geen agent wel distributeurs

Lange adem, goed geïnformeerd zijn en de juiste keuzen maken

Veel bellen met assortimentsmanagers, van grote heren en nee is geen nee

Blijven plakken en teasen, totdat je bij de goede bent

Bijt je erin vast als een pittbull

Laat je niet afschepen,

En: gewoon doen!

Attachment 8

Interview 5

Introductie Bedrijf 5

Bedrijf 5 is een bedrijf in Twekkelo Hengelo. Het bedrijf is begonnen als zelfstandige winkel en is vanuit daar naar de detailhandel gekomen. Tegenwoordig heeft de zuivelhoeve nog een aantal eigen winkels in Twente waar delicatessen worden verkocht, en zijn producten van Bedrijf 5 in bijna elke grote supermarkt te vinden.

Op het moment van interviewen werken er 130 mensen onder de naam zuivelhoeve en het bedrijf heeft mensen in Nederland Duitsland en Engeland. In Nederland is de zuivelhoeve een middelgroot succesvol bedrijf met yoghurt en de “beroemde” yoghurt emmers. Buiten de supermarkt is de Zuivelhoeve ook actief, maar dan met name in zorginstellingen waar ze portieverpakkingen aanbieden met veel variatie in smaak.

De Zuivelhoeve was echter te afhankelijk van de verkopers van de grote partijen in de detailsector van Nederland en had daardoor de noodzaak om ook buiten de grenzen te kijken naar uitbreidmogelijkheden. Ongeveer 6-7 jaar geleden is de zuivelhoeve hiermee begonnen en tegenwoordig haalt het bedrijf ongeveer 33 procent van de omzet uit exportactiviteiten. Deze activiteiten vinden plaats in met name Duitsland, maar ook in België en Engeland.

Binnen het bedrijf was zelf nog geen ervaring met export voordat de eerste stappen werden gezet in de richting van Duitsland. Tegenwoordig is er dus ongeveer 6-7 jaar ervaring met export binnen de zuivelhoeve, maar er zijn mensen binnen het bedrijf met meer ervaring dan dit. De man met wie ik heb gesproken is Michel Wilderborg kwam van een ander bedrijf waarin al erg veel activiteiten al in Duitsland plaatsvonden. Michel Wilderborg is export manager bij de zuivelhoeve en in deze functie is hij verantwoordelijk voor de export activiteiten van dit bedrijf.

Waarom Duitsland?

Duitsland is een echt puddingland en is dus bekend met het product van de Zuivelhoeve. De zuivelhoeve speelt er ook op in door alleen met vla de markt te betreden en niet te veel te proberen yoghurt aan de man te brengen. Doordat mensen in Duitsland al gewend zijn aan het eten van pudding zijn ze over het algemeen ook wel snel gewend aan het eten van vla. De vla heeft dus een goede afzetmarkt en Duitsland heeft een grote markt.

De bevolking van Duitsland is dus erg groot en is bekend met het eindproduct van de zuivelhoeve, dus het is zeker een potentieel goede markt. Verder is ook de fysieke afstand tussen het doelland en het thuisland erg goed voor een product met een korte tht zoals de producten van de zuivelhoeve.

Mensen in nordreinwestfalen zijn het eerste doel van de zuivelhoeve, omdat mensen uit deze regio wel af en toe wel eens in Nederland komen. Hierdoor weten ze al dat ze vla kunnen kopen in de supermarkt en als het dan in de supermarkt in Duitsland is zullen deze mensen het als eerste pakken. Ook is dit gewoon een hele grote groep mensen waardoor er binnen de zuivelhoeve veel winst kan worden gehaald uit deze mensen.

Hoe is Bedrijf 5 begonnen in Duitsland

Een agent is aangetrokken om de eerste stappen voor de zuivelhoeve in de Duitse markt. Deze agent heeft ervoor gezorgd dat de producten van Bedrijf 5 in de supermarkt kwamen te liggen maar na 3 jaar is de samenwerken tussen Bedrijf 5 en de agent toch stopgezet. Reden hiervoor waren de financiën en ook de prioriteit van de agent om de zuivelhoeve in de markt te zetten.

De prioriteit van de agent lag vooral bij zichzelf en zorgde ervoor dat hij die producten verkocht waar de meeste marge voor hemzelf op zat en maakte zich niet zo druk om de prioriteiten van de zuivelhoeve.

In de tegenwoordige situatie heeft de zuivelhoeve eigen mensen in Duitsland die wel de volle prioriteit hebben om veel producten van de zuivelhoeve te verkopen. Door deze eigen mensen is het makkelijk om marge te krijgen en ook is er altijd iemand goed te bereiken voor als mensen vragen of opmerkingen hebben over de producten. De zuivel hoeve heeft in Duitsland vast een country manager, een product manager een regional sales manager voor meerdere regios en ook worden er tijdelijke mensen aangenomen om supermarkten te bezoeken.

De tijd leert de consument in Duitsland producten van de zuivelhoeve eten. In het begin was er bijzonder weinig vraag naar Nederlandse vla verder van de grens weg. Door het succes in Nord rein westfalen echter was dit succes er wel en vanuit hier kon de Zuivelhoeve dan ook uitbouwen naar de andere deelstaten in Duitsland. Doordat het bedrijf een agent in de arm heeft genomen om de producten in de markt te zetten is het ook erg belangrijk om in bepaalde deelstaten wel succes te hebben. Doordat de supermarktwel in Duitsland bestaat uit hele grote ketens is het erg belangrijk om in bepaalde gedeelten van het land al voet aan de grond te hebben in je doelmarkt.

Wat erg belangrijk was voor de zuivelhoeve was de tijd die ze hadden om rustig te groeien in markt zodat de consumenten konden leren om de producten van de zuivelhoeve te kopen en te consumeren. Hierdoor kon de zuivelhoeve een eigen niche creëren en uitbouwen tot een goede marktpositie. Zonder de tijd om dit te doen was het waarschijnlijk nooit een succes geworden in Duitsland. De zuivelhoeve gebruikt de Nederlandse markt als duidelijke thuisbasis voor het bedrijf en bepaalt de prijzen van de producten ook in duitland via dezelfde methode. Gewoon de prijs wat het kost om een product daar te krijgen plus een vooraf bepaalde winstmarge. Doordat de Zuivelhoeve heeft gebouwd aan een eigen niche is het mogelijk de prijs zo te stellen zonder de concurrerende productprijzen mee te nemen. Hoe groter uitgebouwd is de eigen niche, des te makkelijker is het om een eigen prijsstelling te hanteren.

In Engeland zijn de successen voor Bedrijf 5 nog minder groot, omdat er in Engeland veel meer gebruik wordt gemaakt van acties. Met acties wordt in Engeland vaak 1+1 gratis of zelf 1+2 gratis bedoelt. Hier is de prijsstelling van Bedrijf 5 niet op berekend en hierdoor is het dus moeilijk om de supermarkten makkelijk binnen te komen.

Bedrijf 5 doet kleine aanpassingen aan de producten voordat ze de producten gaan exporteren. In Duitsland was eerst geen aanpassing aan het product, maar tegenwoordig zijn de verpakkingen voor Duitsland anders dan de verpakkingen voor de thuismarkt, ook zijn er een aantal smaken die wel in Duitsland worden verkocht, maar in Nederland niet te verkrijgen zijn. Door kleine aanpassingen te maken is het makkelijk om aansluiting te krijgen met de thuismarkt. In Duitsland word bijvoorbeeld gepocheert met het feit dat Bedrijf 5 uit Nederland komt omdat Duitsers Nederlandse producten goed op waarde weten te schatten. In Engeland wordt dit juist helemaal niet prominent vermeld.

In Engeland zijn de producten vanaf het begin af aan aangepast omdat het voor een Engelsman onmogelijk is om zuivelhoeve uit te spreken. De naam die aan de producten zijn meegegeven is dat ook voor Engeland Twekkelo.

Tijdens de marktentree voor Duitsland heeft de zuivelhoeve niet veel andere dingen gedaan dan wat ze hadden gedaan bij een marktentree in Nederland. Hierdoor moest het bedrijf wel

een paar promoties doen en de promotie was iets duurder dan een promotie actie in Nederland, maar dat komt voornamelijk door de grootte van de markt. Wat ook zorgt voor veel kosten in Duitsland is het leistungsgeld (ligschaps geld) (geld om in de schappen te mogen liggen) wat de normaalste zaak van de wereld is in Duitsland. Maar over het algemeen heeft de Zuivelhoeve erg weinig problemen gekend tijdens het veroveren van de Duitse markt.

Sleutel hier was wel dat het heel rustig is benaderd en er is niets geforceerd tijdens de marktentree. Wat de heer Wildenborg wel toegeeft is dat er bij Bedrijf 5 niet echt geprobeerd is om een echte strategie te bepalen, maar meer een actie van trial and error is toegepast. Door de tijd is de verkoop uiteindelijk gegroeid tot wat het nu is, de consumenten moeten ff wennen aan het feit dat Bedrijf 5 producten kunnen krijgen. Dit is in Duitsland gedaan aan de hand van een agent, en in Engeland is het gelijk langzaam gegroeid met eigen mensen. Eigen mensen zijn wel duur in het begin, maar uiteindelijk kunnen ze goed uit.

Het succes in Duitsland is voor een deel te danken aan het volk in Nord rein west falen. Doordat de mensen in deze deelstaat al bekent waren met het product kon het eigenlijk veel makkelijk uit om eigen mensen in Duitsland aan te nemen doordat een vrij groot deel omzet al was gegarandeerd doordat er veel mensen in deze deelstaat wonen die vla kennen en het ook willen kopen. Doordat Nord rein westfalen een succes was kon de zuivelhoeve vanaf hier doorbouwen naar de rest van de Duitse markt.

Over het succes van de operatie is heer wildenborg tevreden, zowel over de stijgende lijn als over het resultaat is hij goed te spreken. In de toekomst wil hij de Duitse markt stabiliseren tot een stabiele markt en pas daarna wil hij gaan kijken of er nog andere landen zijn die als targetmarkt kunnen dienen. Het resultaat wat Bedrijf 5 nu heeft in Duitsland is goed maar het kan nog beter, want ook in de huidige situatie is het bedrijf nog afhankelijk van een klein aantal afnemers. In de huidige situatie wordt ongeveer een derde van de omzet gegenereerd uit de exportactiviteiten van de zuivelhoeve.

Concurrentie word door de zuivelhoeve gezien als autonoom, het heeft weinig zin om hier heel erg veel rekening te mee houden. Bedrijf 5 probeert heel duidelijk een eigen weg te kiezen in de markt en zo een eigen niche te creëren. In principe is het hele zuivelschap een concurrent van Hollandia, maar doordat ze een eigen niche maken hebben ze hier niet maximaal veel last van. Michel wildenborg noemt het trouwens geen eigen niche, maar een eigen segment.

Als grootse hobbel in de export activiteiten van Bedrijf 5 noemt de export manager het samenwerken met de agent in Duitsland. De eerste resultaten hebben ze wel geboekt samen met deze agent, maar het was onder hem niet mogelijk om verder te groeien. Het grootste probleem hier was de prioriteit van deze agent, die had de zuivelhoeve natuurlijk niet bovenaan zijn lijstje staan. De zuivelhoeve kiest er nu dan ook voor om te werken met eigen mensen in Duitsland, waardoor het prioriteitsprobleem is opgelost. Wel zorgen de mensen van Bedrijf 5 er voor dat deze man van oorsprong een Duitser is. Hierdoor begrijpt hij beter hoe Duitsers zullen denken en kent hij de markt een stuk beter. In Engeland gaat het hier dan om een natuurlijk Engelsman.

Goed kijken naar de mogelijkheden was een van de sleutel van het succes van de zuivelhoeve. Toen bleek dat de mogelijkheden er waren in Duitsland en toen zijn ze er vol voor gegaan. Een tip is dus om de voorbereidingen erg goed op de rit te hebben en als blijkt dat er mogelijkheden zijn ook toeslaan zonder hulp te zoeken in het buitenland.

Attachement 9

Interview 6

Bedrijf 6 is een kleine slagerij in Twente die op kleine schaalworsten exporteert naar Duitsland. Het bedrijf bestaat uit een kleine slagerij en het verkoopkanaal bestaat uit een marktkraam en enkele contacten die voortkomen uit de marktkramen net over de grens. Ook heeft dit bedrijf 2 kramen die alleen maar in Nederland verkopen. Ook worden in de kramen vleeswaren verkocht van andere leveranciers. Zo wordt hecht samengewerkt met een slager in Haarlem die ook specifieke vleesproducten maakt en verkoopt op de markt. Door actief samen te werken hebben beide ondernemers en meer afzet en meer producten in de kraam. Deze samenwerking wordt binnen het bedrijf gezien als een win-win situatie.

Binnen het bedrijf werken 13 mensen die samen voor ongeveer FTE invullen. Veel werknemers werken alleen de marktdagen en kunnen daardoor niet full time werken. Twee mensen zijn wel altijd bezig voor het bedrijf, de eigenaar en een vaste slager. Van vroegeruit is het een familiebedrijf met alleen een kleine slagerij in Twente. Doordat de prijs van het pand 30 jaar geleden ineens te snel omhoog ging heeft de vader van de huidige eigenaar besloten om verder te gaan als marktkraam. Toen het als marktkraam in Nederland goed ging zijn ze gaan kijken naar uitbreidingsmogelijkheden, binnen Nederland. In Nederland waren de meeste markten wel voorzien van een worstkraam en daardoor is toen verder gekeken naar Duitsland.

In Duitsland zijn toen twee markten gevonden die nog worstenkraamvrij waren en voor deze markten zijn toen ook marktkramen gekocht. Na een jaar of 6 was de investering terugverdiend, en sinds toen is het met de zaak een heel stuk beter gegaan. In de huidige situatie heeft het bedrijf 4 marktkramen waarvan er 2 voor Duitsland zijn bestemd. De andere 2 rijden in Nederland lang de markten 4 dagen in de week.

Er is binnen het bedrijf erg veel ervaring met de Duitse markt, omdat het bedrijf zelf al veel verkocht heeft in Duitsland, maar ook omdat de huidige eigenaar pas de zaak heeft overgenomen van zijn vader nadat hij eerst 8 jaar constructiemateriaal heeft verkocht aan Duitsers. Verder heeft de partner van de huidige eigenaar 4 jaar lang voor een Duits bedrijf gewerkt en weet dus ook veel van de cultuur en van de Duitse taal af. Dit is zeker wel een voordeel omdat zij nu ook werkzaam zijn binnen het bedrijf. Bij belangrijke beslissingen kan de huidige eigenaar ook overleggen met zijn vader die natuurlijk ook veel weet van de markt. Officieel is deze man niet meer werkzaam binnen het bedrijf, maar hij loopt nog wel best veel mee.

Er is officieel voordat het bedrijf ging exporteren niet echt gebruik gemaakt van marktonderzoek (!). Maar de oude eigenaar is zelf op de bonneterrein richting Duitsland gereden en is er toen achtergekomen welke markten wel en welke markten geen worstenkraam hadden. Daarna moest worden overlegd waar het mogelijk was om zelf te beginnen. De investeringen kwamen voor een groot deel van de bank, maar er moest wel eigen geld bij omdat de bank niet heel veel vertrouwen hadden in het plan om naar Duitsland te gaan. Tegenwoordig is het met de bank helemaal goed, als het bedrijf een keer een nieuwe wagen nodig heeft vindt de bank het over het algemeen helemaal geen

probleem. De laatste wagen is tegenwoordig al weer afbetaald en de bank heeft nu geen belang meer in het bedrijf.

De producten zijn wel iets aangepast in de loop van de tijd. Men heeft door ervaring gemerkt dat bepaalde worst in Duitsland beter verkoopt dan gewoon de Nederlandse worst en daar heeft dit bedrijf zijn productie op aangepast. In een Duitse kraam liggen dus ook andere producten dan in een Nederlandse kraam. In Duitsland werken ze ook samen met een bedrijf, maar dit is meer een eenzijdige samenwerking, een andere kraam verkoopt ook de producten die afkomstig zijn uit Nederland. Voor deze producten moest alleen de verpakking aangepast worden. Er moet duidelijk zijn dat de worst uit Nederland komt, dus er is een oranje molen op gekomen met een blauwe verpakking.

Tegenwoordig is het bedrijf ook bezig om te groeien buiten de markt om. Er zijn een aantal slagers die een specifiek product wel willen opnemen in het assortiment. Dit is een worst met een unieke formule van kruiden erdoorheen. Deze is niet heel makkelijk om te maken, maar dit proces is binnen het bedrijf wel mogelijk, waar veel slagers het er moeilijk mee hebben. Er wordt gewerkt aan het verkopen van de producten aan supermarkten, maar dit heeft tot nu toe niet geleid tot succes. In Nederland krijgt het product in de supermarkten niet echt voet aan de grond, maar ook in Duitsland is het product nog niet opgenomen. Wel zijn er contacten gelegd, en heeft het bedrijf goede hoop op een goede afloop.

Het percentage omzet wat wordt gegenereerd in Duitsland is ongeveer 40% van de totale omzet. Het bedrijf besteedt ongeveer evenveel tijd aan de verkoop in Nederland als in de Verkoop in Duitsland, maar toch blijft Duitsland heel iets achterlopen qua omzet. Misschien komt het doordat het bedrijf in Nederland al langer in de markt is waardoor er meer vast klanten zullen zijn. Het succes is het best te beschrijven met het cijfer van een 8, omdat het bedrijf niet meer kan bestaan zonder Duitsland.

Het grootste struikelblok in de exportstrategie van dit bedrijf is geweest dat er in het begin geen goed personeel gevonden kon worden voor de Duitse kramen. In Duitsland wordt de nadruk gelegd op het Nederlandse aspect van de producten en is het dus wel handig om Nederlandse werknemers te laten verkopen die wel Duits kunnen spreken. Dit is geheeld door de tijd, doordat er meer succes kwam werd de bekendheid beter en via via konden er wel mensen gevonden worden. Volgende keer kan er beter eerst gezocht worden naar goed personeel voordat er gelijk 2 wagens gekocht worden. Het was al beter geweest om eerst een wagen te kopen en als daar personeel voor is, dan pas een tweede wagen kopen.

Explicitieke tips voor HollandiaMatzes als kleine beginner op de Duitse markt is om eerst heel goed voor te bereiden wat je doet. En zorg dat je alles voor elkaar hebt voordat je flink gaat investeren. Investeren is wel nodig, dan wel tijd dan wel geld. En een tip van de kant van de ondernemer is ook om je niet blind te staren op 1 verkoop kanaal.

Attachement 10

Interview 7

Interview 7 is een interview met de eigenaar/directeur van een klein bedrijf wat gevestigd is in het grensgebied tussen Nederland en Duitsland. Officieel is het een Nederlands bedrijf, maar de Duitse klanten wete het ook goed te vinden.

In het verleden heefd de man in de verkoop gezeten van voedingsmiddelen bij een groot nederlands bedrijf. Tegenwoordig doet hij het voor zichzelf en doet hij de verkoop van verschillende Nederlandse en Duitse bedrijven. Zelf heeft hij sinds een aantal jaar een productie bedrijfje gekocht in biologische diepvriesproducten. Nu bestaat het bedrijfje vooral uit de verkoop deze diepvriesartikelen en de verkoop van andere bedrijven. Hier is een vrij grote markt voor omdat veel bedrijven de productie goed op orde hebben, maar erg zitten met de verkoop van deze producten.

De ondernemer heeft in het vakgebied dus zeker wel ervaring, maar verder is er binnen het bedrijf niemand met veel exportervaring. Dit kan ook komen doordat er binnen het bedrijf maar 5 mensen werkzaam zijn.

Het bedrijf zoals in de huidige staat bestaat ongeveer 4 jaar, met zelf een productie en verkoop voor andere bedrijven. In de eerste instantie was de ondernemer zelf een soort van agent die alleen de producten van Nederlanders verkocht op de Duitse markt en duitse producten verkocht op de Duitse markt. Tegenwoordig houdt hij zich dus ook bezig met operationele zaken en is het mogelijk iets meer winst te maken dan alleen met verkoop.

De kans om zelf te gaan produceren is een beetje een verhaal van twee kanten, aan de ene kant kent deze man de markt erg goed en is het voor hem dus mogelijk om de kansen van een product goed in te schatten, en aan de andere kant was het mogelijk om een biologisch productiebedrijfje op te kopen. De verkoop van deze producten deed hij al in Nederland, maar sinds hij het heeft overgenomen zijn de producten nu ook in Duitsland te koop.

Hij is begonnen met exporteren doordat hij dacht dat er in Duitsland wel zeker een markt was voor deze producten en hij is dus naar Duitsland gegaan om de winst te vergroten. Hij heeft geïnvesteerd en wil nu zo snel mogelijk zijn investering terug verdienen. Voor hem was het natuurlijk niet echt een heel groot risico, omdat hij er altijd nog zijn verkooporganisatie bij had en als het hele export idee niet goed ging hij altijd nog zijn brood kon verdienen met de verkoop wat hij voor de tijd heeft gedaan.

De exportactiviteiten van dit product zijn begonnen door gewoon de lijst met producten die hij aanbiedt aan de biologische klanten uit te breiden met een extra product. Door wel veel nadruk op dit product te leggen was het voor hem mogelijk om ook dit product aan de man te brengen bij de duitse afnemers. Bij de klanten zelf heeft hij iets meer gedaan, er is geadverteerd in Duitse biologische bladen en heeft hij het eerste half jaar bijna gewerkt zonder marge. Door een half jaar lang de producten tegen een hele lage prijs te bieden konden de mensen er een beetje aan wennen en hierdoor een beetje naamsbekendheid werven.

Andere klanten waren echter minder blij dat hij zich nu ook bezig ging houden met operationele zaken, omdat dit gewoon wel veel tijd kost. De tijd die hij in deze activiteiten moet steken kan hij niet nog een keer besteden aan klantrelaties. Dus doordat hij zelf een productie bedrijfje is begonnen is hij wel een aantal klanten kwijtgeraakt die hij in de eerste instantie wel liever had gehouden. Deze klanten waren ook bang voor een prioriteitsprobleem bij de verkoop, omdat hij natuurlijk het liefst zijn eigen product aan de man wil brengen omdat hier de meeste winst van af hangt.

Hoe doen ze het nu? De eigenaar is nog steeds de enige die zich bezig houdt met de verkoop, dit wil wel zeggen dat hij 60 tot 80 uur in de week aan het werk is, maar hij doet het met heel veel plezier en wil het nog wel een tijdje volhouden. Hij besefte heel goed dat hij dat niet eeuwig gaat volhouden, maar dat probleem wordt tegen die tijd wel getackled. Zeker nu als beginnend exportbedrijf vind hij het heel belangrijk dat zijn nieuwe klanten telkens hetzelfde gezicht zien als het gaat om verkopen.

De producten worden tegenwoordig wel aangeboden met een marge waar aan kan worden verdiend, dit was niet eens heel lastig volgens de ondernemer. Een groot voordeel hierbij was dat de productie veel efficienter is gaan lopen het afgelopen half jaar. Er is vele minder afval in de productie. Afval in de vorm van materiaal, maar in tijd en moeite. Mede hierdoor kon de marge op het product makkelijker omhoog, omdat de prijs maar een klein beetje omhoog moest.

Landen waarnaar geëxporteerd worden zijn alleen Nederland en Duitsland. Er zijn wel plannen om ook België en Italië mee te nemen in de verkoopstrategie maar daar wordt tot nu toe niets heen verkocht. Doordat ze afgelopen jaren veel op beurzen hebben gestaan was het mogelijk om wel contacten te leggen in deze landen en deze contacten blijken vrij serieus te zijn. Dus het begin is er in deze landen, alleen er moet nog iets meer tijd in worden gestoken.

Nederland en Duitsland zijn gekozen vanwege het verleden van de ondernemer, doordat hij de al bekent was in deze markten was het mogelijk zijn product hier makkelijk te verkopen.

Het grootste struikelblok in het hele proces was vooral de productie van de biologische producten. De ondernemer was zelf helemaal niet bekend met operationele processen binnen het bedrijf en heeft erg veel moeite gekend dit te begrijpen. De mensen met wie hij moest werken waren heel anders dan de mensen met wie hij normaal te maken had, en ook de processen waren compleet anders. Al met al is het goed gekomen, maar vooral doordat hij de mensen heeft meegekocht met het bedrijf. De mensen die al werkzaam waren binnen de productie hebben hem er doorheen geholpen.

Volgende keer anders moest volgens de ondernemer zijn voorbereiding in het productieproces. Hij wist vrijwel alles over de markten waarin hij de producten ging verkopen en de marges die kon maken, maar er kwam meer kijken bij productie dan hij in de eerste instantie dacht. Dus volgende keer zou hij eerst meer informatie inwinnen over het reilen en zeilen binnen de productie. Dat had hem veel ergernis en negatieve energie gescheeld.

Attachment 11

Interview 8

Sales manager bedrijf 8 19-01-2012

Bedrijf 8 is een bedrijf wat gespecialiseerd in zoetwaren. Bedrijf 8 is een middelgroot bedrijf met ongeveer 150 medewerkers. Het grote merendeel van deze mensen is werkzaam in Heerenberg en houdt zich vooral bezig met het produceren, en verkopen van de zoetwaren die Bedrijf 8 verkoopt. Een klein ander deel van het bedrijf is ergens anders gevestigd,

Bedrijf 8 is gaan exporteren omdat er vanuit de bedrijfstop veel kansen werden gezien in de grote Duitse markt. Bedrijf 8 had aan Nederland in principe wel genoeg, maar als ze willen blijven groeien hadden ze gewoon meer afzet nodig, en die was niet makkelijk te vinden in het kleine Nederland. Drop is wel typisch Nederlands, maar omdat Bedrijf 8 ook vele andere dingen produceert is het toch mogelijk om veel afzet te halen in de grote Duitse markt. Over het algemeen houdt de Duitser ook van zoetigheid, kijk maar naar het gebak wat ze eten.

Om de stap naar Duitsland zo vloeiend mogelijk te laten verlopen heeft Bedrijf 8 ervoor gekozen om een vestiging te bouwen in Duitsland met voornamelijk Duitse mensen. Door een Duitse vestiging te hebben is het makkelijker om binnen te komen bij de grote landelijke retail ketens, omdat die ervan houden om door Duitsers te worden aangesproken en een voorkeur hebben voor binnenlandse leveranciers.

Ongeveer een derde van de omzet van Bedrijf 8 wordt tegenwoordig gehaald uit exportactiviteiten in Duitsland en België. Deze landen zijn gekozen omdat de culturen van deze landen redelijk bekend zijn bij het bedrijf en het zo dus makkelijker is om in te spelen op deze markten. Doordat er al kennis is binnen het bedrijf van de markten is het makkelijk om kansen en bedreigingen tegen elkaar af te wegen, en is het ook eenvoudig om mensen te zoeken die expert zijn op het gebied van deze markten. Ook het vervoer is belangrijk hier, omdat België en Duitsland goedkoper zijn om aan te leveren dan bijvoorbeeld Frankrijk en Spanje. Dit heeft uiteraard voornamelijk met afstand te maken.

Bedrijf 8 heeft in Duitsland gewoon het eigen merk gehouden en is niet overgegaan op een private label. Wel is de naam iets aangepast om zo problemen met de uitspraak te voorkomen. Verder is uiteraard de verpakking vertaald naar het Duits, en is er onlangs een speciaal product op de markt gebracht om zo goed mogelijk aan te sluiten op de vraag vanuit de markt.

Het succes van Bedrijf 8 is te beschrijven als beter dan verwacht. Men ging bij Bedrijf 8 nogal sceptisch de grens over met het idee dat Duitsland niet echt een land was voor de producten van Bedrijf 8, maar al met al is het erg goed verlopen.

Als de sales manager het over had moeten doen had hij het gedaan op een vergelijkbare manier, er zijn niet al te veel problemen geweest met de huidige export strategie. Er was een flinke investering nodig om het op te zetten op deze manier, wat niet makkelijk om los te krijgen binnen een bedrijf als Bedrijf 8. Maar toen het eenmaal gelukt was, wist iedereen binnen het bedrijf wel gelijk dat er een serieuze ambitie was in het buitenland en was het

makkelijk om de structuur binnen het bedrijf ook zo aan te passen dat export een strategische pijler werd binnen Bedrijf 8.

Grootste struikelblok voor Bedrijf 8 was vooral de taal/cultuurbarrière met de Duitse markt. De werknemers van Bedrijf 8 hadden helemaal geen ervaring met exporteren en vielen toch een klein beetje door de mand met hun kennis van de Duitse taal.

Door het structureel inhuren van externe kennis was het voor Bedrijf 8 toch mogelijk om een structureel export plan te maken en deze ook consequent uit te voeren. De externe kennis bestond uit een gelauwerde export manager die is weggehaald bij een andere zoetwaren organisatie.

Sole venture was de enige oplossing die te doen was, omdat er geen contacten waren om er een joint venture op na te houden. Bij een joint venture is de partner erg belangrijk waarmee je de joint venture op zet. Als dit niet de perfecte partner is zal er wel een risico gedeeld worden, maar er komt ook een groot risico bij. En omdat Bedrijf 8 weinig of geen goede contacten had in de Duitse markt en ook weinig Duitstalige werknemers in dienst had zijn ze uitgekomen op een eigen vestiging in Duitsland. De productie in Nederland draaide al op een hele hoge capaciteit waardoor een exporting strategy ook niet haalbaar was.

Voordeel hiervan achteraf is dat het logistiek ook veel beter is uitgepakt dan in de eerste instantie werd verwacht. Men had van tevoren erg veel problemen verwacht met het verhaal wat bij de logistiek hoort. Zo hadden ze nog geen enkel contact in de Duitse logistiek maar waren ze er al wel vrij snel achter dat een Duitse vervoerder veel goedkoper zou zijn. Uiteindelijk hebben na een hele korte periode onderzoek toch een goede goedkope vervoerder kunnen strikken die nog steeds zijn werk heel goed doet en ook meedenkt met het bedrijf.

Wat het bedrijf volgende keer beter zou doen is het omgaan met de taal en cultuur barrièren met Duitsland. Ze hebben nu veel problemen gehad doordat er binnen het bedrijf erg weinig kennis was van de Duitse taal. De volgende keer zouden de werknemers die moeten werken met de verkoop en de telefoon een half jaar op duitse cursus voordat het bedrijf over gaan tot export. Ook is het erg handig om Duitse mensen op te nemen in je bedrijf. Hiermee zijn ze nu binnen de organisatie te laat begonnen, maar als ze het opnieuw zouden mogen doen hadden ze eerder Duitse mensen betrokken bij de organisatie.

Een expliciete tip voor HollandiaMatzes bij hun ontwikkeling in de Duitse markt is dat ze wel alles in eigen hand moeten houden, maar wel samen met Duitse mensen. Een agent is niet de optie in Duitsland, omdat je daar heel erg aan vast zit, maar zelf een duitse werknemer levert heel veel op. Als de capaciteit het aankan is het mogelijk om zelf de producten over de grens te verkopen, anders is een eigen fabriekje ook wel lucratief.

Attachment 12

Interview 9

Interview 9 is een interview met een twenste ondernemer die kaas produceert en het verkoopt op de duitse markt met behulp van nederlandse verkopers. Dit omdat het dan makkelijker verkocht kan worden als Nederlandse kaas.

Het bedrijf is ongeveer 40 jaar oud en de huidige ondernemer heeft dit bedrijf overgenomen van zijn ouders in 1995. Hij heeft dus ongeveer zelf 16 jaar het bedrijf en werkt er al ongeveer 30 jaar. Zijn ouders werken nu nog wel steeds in het bedrijf, maar houden zich vooral bezig met de productie omdat dit iets makkelijker te combineren is met een wat lossere leefstijl die ze aan hebben genomen. Zelf doet hij de verkoop samen met 2 anderen, wat voornamelijk bestaat uit actieve verkoop met een marktkraam in twee steden in het Duitse roergebied.

De productie en de administratie is gevestigd in twente en de verkoop vind plaats op markten in voornamelijk het roergebied in Duitsland. Gekozen is voor duitsland omdat de kaasmarkt in Nederland erg verzadigd is, en er in Duitsland minder aanbod is van nederlandse kaas op de Duitse markt. De kaas moet een tijdje liggen altijd en hiervoor heeft hij een aparte productieplek van zijn huis. Dit omdat kaas nogal een rare lucht heeft.

Vanaf het begin van het bedrijf is er gelijk gekozen voor export, dus er is binnen het bedrijf ongeveer 40 jaar ervaring met exporteren. Het productiebedrijf is iets minder oud, omdat er eerst kaas naar duitsland werd geëxporteerd wat door andere bedrijven werd geproduceerd. Ook is er gelijk gekozen voor export naar Duitsland, dus al de exportervaring is gelijk ervaring in de Duitse markt.

Er is gekozen voor Duitsland omdat er destijds meer kansen lagen in de Duitse markt dan in de Nederlandse markt, en er in de eerste instantie ook kaas ingekocht werd die al present was op de duitse markt. Dus in de originele situatie was het überhaupt niet mogelijk om in de Nederlandse markt te gaan handelen. Toen besloten is zelf kaas te gaan produceren en dit te verhandelen is weer gekozen voor de duitse markt omdat deze nu al bekend was met de naam en ook het bedrijf begreep de markt voor een deel.

In het bedrijf werken 5 mensen, die samen voor ongeveer 3,5 FTE werken. Er is niet echt een eigen afdeling voor export maar eigenlijk doen ze als bedrijf alleen maar aan export. De Nederlandse markt is slecht 15% van de omzet en de rest wordt uit Duitsland gehaald. De export is dus wel een essentieel deel van de omzet.

De export gaat nu vrij goed, het bedrijf is er volledig van afhankelijk en heet gaan vrij goed met het bedrijf. Vroeger bestond het bedrijf eigenlijk alleen uit een marktkraam en een auto, maar tegenwoordig hebben ze in Duitsland een magazijn, in Nederland een productiebedrijf en een magazijn en verkopen ze op 4 markten tegelijk. Dit betekent dat er wel een groei heeft plaatsgevonden de afgelopen jaren. De export is nog steeds bijna alleen in Duitsland, maar er wordt wel kaas geleverd aan een klein bedrijfje in België die deze kaas in een biologische winkel verkoopt. In Nederland word op deze wijze ook wel een kleine omzet gegenereerd.

Op de vraag wat er de volgende keer anders moet moet de ondernemer wel even nadenken. Doordat hij er zo in is gerold is het voor hem lastig te beoordelen hoe het begin van het export proces anders moet. Maar als hij het zelf had mogen doen was hij gelijk begonnen met het produceren van zijn eigen kaas, maar dat is ook omdat hij achteraf heeft gezien hoeveel verschil het heeft gemaakt. IN het begin was het bedrijf amper winstgevend omdat de kaasleverancier ook een groot deel van de marge op eiste. Toen ze als bedrijf zijn gaan produceren is het allemaal iets makkelijker gegaan, de kaas kon goedkoper worden geleverd aan de klanten met een grotere marge. Hierdoor zijn er meer klanten gekomen en werd de kraam in Duitsland echt een succes.

Er is voor een klein bedrijf als dit in het verleden op verschillende momenten redelijk fors geïnvesteerd. Elke stap groter ging eigenlijk pas als er een grote investering was gedaan. In het begin was de marktkraam natuurlijk een flinke stap en daarna een eigen productieruimte voor elkaar krijgen is niet makkelijk als je vanaf niets begint. Maar door deze stap konden de volgende investeringen makkelijker gemaakt worden. De laatste marktkraam kon bijvoorbeeld zelfs gekocht worden zonder nieuwe hulp van de bank. Dus al met al is er best veel geïnvesteerd, maar terugkijkend kan de ondernemer niet zeggen dat het te veel is of dat er investeringen gedaan zijn die hun geld niet terug hebben verdient. Hij benadrukt wel dat de investeringen heel duidelijk nodig waren om te komen waar ze nu zijn.

De concurrentie in Duitsland vond het eigenlijk wel heel normaal dat er Nederlanders kwamen op de markt en er was eigenlijk vrij snel wel een hele vriendschappelijke cultuur op de markt. Hiervoor is de ondernemer zijn ouders ook wel dankbaar dat ze dit hebben gedaan en hiervoor wel geschikte mensen zijn. Door zelf ook vriendschappelijk om te gaan met de mensen op de markt en hierdoor ook vriendelijkheid terug te krijgen verliep het proces vrij goed. Hier is voor gekozen omdat een glimlach niets kost en hierdoor een goedkope strategie is. Daarbij komt dat het ook bleek te werken waardoor er ook geen plannen waren om de strategie om te gooien voor de andere kramen. Al met al is dat marktvolk wel van elkaar afhankelijk en daardoor ook vriendelijk tegenover elkaar volgens de ondernemer. Voor een kraam komt er namelijk niemand naar de markt, maar pas als alles er te koop is zullen de mensen de markt verkiezen boven de supermarkten. Doordat er op de markt nog niet echt een kraam was waar Nederlandse kaas werd verkocht is het voor de ondernemer meer alsof het collegas waren dan dat het echt een zware concurrentieslag was.

Het eigen succes is te beschrijven als het toch door laten groeien van het bedrijf, zijn ouders zijn een stabiel bedrijf begonnen maar heeft nooit de grote winsten kunnen binnenhalen doordat er veel moet worden geïnvesteerd. Toen de huidige ondernemer de zaak overnam heeft hij het mogelijk gemaakt om het bedrijf financieel helemaal gezond te houden en uit te bouwen naar een dubbel zo groot afzetkanaal. Het gaat wel zo goed dat hij een 8 voor het exportsucces zou geven.

Wat echt expliciet is tegengevallen in het exportproces is het vinden van geschikt personeel om de Duitse markt te gebruiken als afzetmarkt. Met Duitsers in de kraam is het lastig om Nederlandse kaas te verkopen tegen een Nederlandse prijs. Maar als er een Nederlander in de kraam staat is het wel handig als die dan ook wel Duits praat. Dit is dus een beetje een afweging die gemaakt moet worden. Maar de klanten zien liever een Nederlander stutstelen met Duits dan dat er een Duitser staat die geen affiniteit heeft met het product.

Zoals de kraambezetting nu is lijkt het bedrijf redelijk tevreden, meestal staat er in elke kraam een Duitser en een Nederlander zodat er in de kraam een leerproces kan plaatsvinden. De Duitsers kunnen van de Nederlanders iets leren over het product en de Duitsers kunnen de taal leren aan Nederlanders. Vroeger was er een heleboel verloop in het personeel, maar tegenwoordig zijn er veel mensen die het al lang volhouden binnen het bedrijf.

Attachment 13

Interview 10

Dit interview heeft plaatsgevonden in januari 2012 in Almelo. Hier zit een groot bedrijf in de voedingmiddelen industrie wat al een aantal jaren aan de weg aan het timmeren is met hun export activiteiten.

Het gaat om een bedrijf wat al sinds lange tijd gevestigd is in Almelo en als belangrijkste markt de Nederlandse consumentenmarkt ziet. Doordat ze in Nederland een sterk merk hebben zijn ze ook redelijk zeker van een bepaalde omzet uit de Nederlandse markt. Hrert bedrijf heeft ongeveer 100 erkenners en is dus een medium sized firm. De structuur van het bedrijf is redelijk gecentraliseerd waardoor er buiten de regio geen werknemers zijn van dit bedrijf. De productie en de verkoop zit allemaal in Almelo. Export is in almelo heel lang een vies woord geweest omdat de vraag in Nederland amper bevredigd kon worden en het ook gewoon niet nodig was om te gaan exporteren.

Hier is eind 2002 een eind aan gekomen toen er een probleem is geweest met Albert Heijn. Via deze supermarkt creerst bedrijf 10 30% van de omzet en dit is dus redelijk essentieel voor het bedrijf. Door dit probleem (het is btw wel weer opgelost) zijn ze binnen het bedrijf wel gaan beseffen dat de Nederlandse markt niet zo zeker is als ze altijd dachten. Doordat de Nederlandse markt maar verdeeld is in een paar grote afnemers hebben deze een grote macht over het bedrijf en is er een redelijk grote afhankelijkheid ten opzichte van deze afnemers. Door minder afhankelijk te worden van deze afnemers is er toch besloten om de exportkansen te gaan onderzoeken.

Een bekend marktonderzoeksbedrijf heeft dit gedaan voor Duitsland Belgie Engeland en Frankrijk en is er achter gekomen dat er voor het bedrijf wel degelijk exportmogelijkheden aanwezig zijn in deze landen. In de eerste instantie is gekozen voor de landen belgie en duitsland om te exploiteren, omdat ze als bedrijf toch ergens moesten beginnen en in Belgie hadden ze al een goed contact. In Duitsland moest er nog wel gepionierd worden, en hier zijn ze eigenlijk nog steeds mee bezig. Dit kan ook komen doordat er binnen het bedrijf amper ervaring is met export naar Duitsland

Naar duitsland is de export ongeveer 6 jaar geleden begonnen en er is wel een stijgende lijn te zien. In Belgie is de markt twee jaar eerder gekozen, omdat hier dus al een duidelijke klant zat die al langere tijd interesse had in de producten van dit bedrijf. Naar duitsland is de export begonnen bij het eerder genoemde marktonderzoek.. het bureau had kansen gezien in de markt die geexploiteerd zouden kunnen worden als het bedrijf aandacht kreeg van de grote jongens in de markt. De grote afnemers vind je makkelijke door een agent in de hand te nemen en dus heeft het bedrijf gekozen voor het enteren van de markt aan de hand van een agent die al veel andere producten heeft liggen in de schappen van de grote supermarkten in Duitsland.

Waarom er gekozen is voor de agent is voor het grootste gedeelte beschreven hierboven, maar de specifiek details weet de geinterviewde niet precies. Hij weet echter wel dat de agent nu nog steeds samenwerkt met de organisatie en dat hij erg goed meedenkt met nieuwe ontwikkelingen en mogelijkheden voor het product. De strategie is echter verder niet op literatuur onderbouwd, maar meer logischer wijs zo gegroeid.

Hoe gaat het nu met de exportactiviteiten naar Duitsland? Momenteel haalt het bedrijf ongeveer 5% van de totale omzet uit exportactiviteiten waarvan ongeveer 60% uit Duitsland komt. Dit wil zeggen dat er flink wat groei is geweest de afgelopen jaren en dat de omzet in Duitsland groter is dan de omzet in Belgie terwijl daar al een serieus contact was. Dit komt omdat er meer aandacht uitgaat naar Duitsland en dat Belgie gezien wordt als een uitmelkgebied meer dan als een groei regio voor export activiteiten. Tevreden zijn ze nog niet bij het bedrijf, omdat het onderhouden van de export veel tijd en geld kost en het nog altijd

niet opbrengt wat ervan wordt verwacht. Wel groeid het aandeel export in het bedrijf telkens een klein beetje en met de groei zijn ze binnen het bedrijf wel tevreden. Ook wordt er goed gekeken naar andere landen waar een export potentieel zou kunnen zijn, maar eerst wil het bedrijf een stabiele ondergrond in Duitsland hebben voordat er nog meer gepionierd moet worden in andere landen. Dit zou te onzeker worden.

Investeringen die gemaakt zijn hebben vooral betrekking op tijd en moeite. Het was niet makkelijk om een agent te zoeken die een beetje gevoel had bij het product. Financieel is er niet erg veel geïnvesteerd, zeker niet als je kijkt hoeveel de export ondertussen heeft opgebracht. Wel is het en feit dat de agent er ook een deel aan wil verdienen. Als je dit allemaal optelt is er toch in de loop van de jaren toch aardig wat geld naar de exportactiviteiten gegaan. Doordat er ook veel tijd naar relaties moet en gaat is er ondertussen wel een hele goede relatie met de agent opgebouwd en is de samenwerking erg goed. Zo helpt de agent ook met problemen in transportzaken en wijst hij het bedrijf op nieuwe mogelijkheden.

Hoe het bedrijf om is gegaan met concurrentie is een beetje vergelijkbaar als hoe of dat ze omgaan met concurrentie in Nederland. Dit betekent dat er veel gebruik wordt gemaakt van specifieke acties en gerichte marketing. Dit wordt onder andere gedaan met speciale acute bakken en promotiedames in winkelcentra en supermarkten. In duitsland proberen ze ervoor te zorgen dat mensen toch een Nederlands product verkiezen boven een duits product door er een betere kwaliteit voor te claimen. De normale en de goedkope niches zijn allemaal al bezet, maar door zich in Duitsland te profileren als een ontzettend goed product probeert het bedrijf voet aan de grond te krijgen. Ze proberen dus eigenlijk de concurrentie in duitsland te ontlopen door een eigen niche te creeren en deze uit te bouwen. Wel wordt er ook vrij veel in vakbladen geadverteerd. Zo omdat er in Duitsland anders een paar hele grote concurrenten zijn waar je veel last van kan hebben.

Eigen succes wordt beschreven als vrij succesvol, men is binnen het bedrijf nog niet tevreden over de omzetcijfers, maar wel over de groei. Dus met het eindresultaat nog niet, dit betekend dat de inspanningen een 8 verdienen, maar het resultaat slechts een 6.

Tegenvalters? Langzame groei, men had verwacht dat de producten in Duitsland iets sneller voet aan de grond zouden krijgen en er dus ook vrijwel direct een grote slag kon worden gemaakt kwa omzet in Duitsland, maar helaas zit er een kleine groei in. Het is wel een constante groter wordende groei, wat hoopvol is voor de toekomst, maar toch had het management gedacht dat het een heel stuk sneller zou gaan. Een feit is dat misschien het verwachtingspatroon ook gewoon verkeerd was omdat er te weinig export ervaring was binnen het bedrijf. Dat is wel iets wat het bedrijf de volgende keer anders zou doen, het ervoor zorgen dat er in grote processen ten minste 1 iemand zit die het klappen van de sleep kent en hierdoor de anderen niet opzadeld met dit soort tegenvalters en iets sneller kan handelen dan nu het geval was. Ook is het dan misschien mogelijk om meer omzet te genereren. De agentstrategy is wel nog iets wat ze de volgende keer weer net zo zouden doen.

Attachment 14

Interview met entrepreneur

Kort iets over het bedrijf;

-structuur / geschiedenis / export (hoeveel, waarmee, waarom)

Hoeveel ervaring is er binnen het bedrijf met exporteren?

Hoe lang exporteer je al naar Duitsland

Waarom Duitsland (Andere landen?) structurele country selectie. Criteria

Hoe zijn jullie als bedrijf begonnen met exporteren?

Waarom zo (op basis van welke criteria heeft u deze strategie gekozen?)

Hoe gaat het nu? Tevreden, verlangen naar meer export? Andere landen?

Hoe had je het anders willen doen? Of had je het volgende keer hetzelfde willen doen?

Hoeveel heb je geïnvesteerd in verhouding?

Waarin heb je geïnvesteerd?

Hoe omgegaan met de concurrentie in Duitsland?

Waarom zo?

Hoe wil je je eigen succes beschrijven (cijfer)

Hoeveel % van de omzet haal je uit export (naar Duitsland)?

Wat is expliciet tegengevallen in het hele exportproces?

Zijn er tips voor Hollandia?