

Export Capacity Building Programme

Day 1

Developing and Export Growth Strategy

5th & 6th December 2016



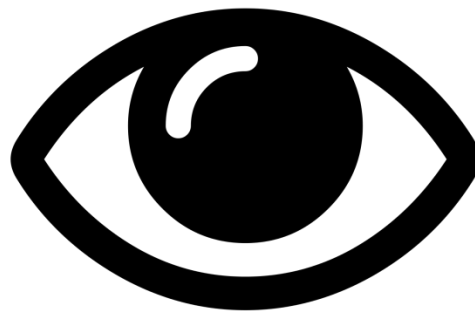
Programme Overview

- Five Days Training
 - Developing an Export Growth Strategy
 - Understanding Business and Export Finance
 - Innovation and creativity
 - Managing Growth
 - E-Marketing



Programme Overview

- Individual Mentoring/Coaching/Consulting
- Specific to your needs
- Subject matter experts
- On-line mentoring using Skype



Programme outcomes

- Participants resourced to develop an export strategy
- Understanding of issues relating to exporting and how that applies to each business
- Business owners have confidence to target export markets
- Finally.....profitable export activity



Contents of today's session



- The Planning Hierarchy
- Strategic Planning Process
- Developing Your Strategic Plan
- Developing an Export Marketing Plan
- Case Studies/Examples

**Relate to your business, your circumstances,
ask questions and complete the worksheets as
we go.**

Defining Growth

- Different things to different people
 - Sales
 - Profitability
 - Market Share
 - Product portfolio
 - Staff numbers
 - New Product Development (R&D)



Think of your exit strategy!!!

Context Of Strategic Planning

(The Planning Hierarchy)

1. Personal Strategy
2. Business Strategy
3. Marketing Strategy
4. Export Strategy
5. Business Plan
6. Operational Plans



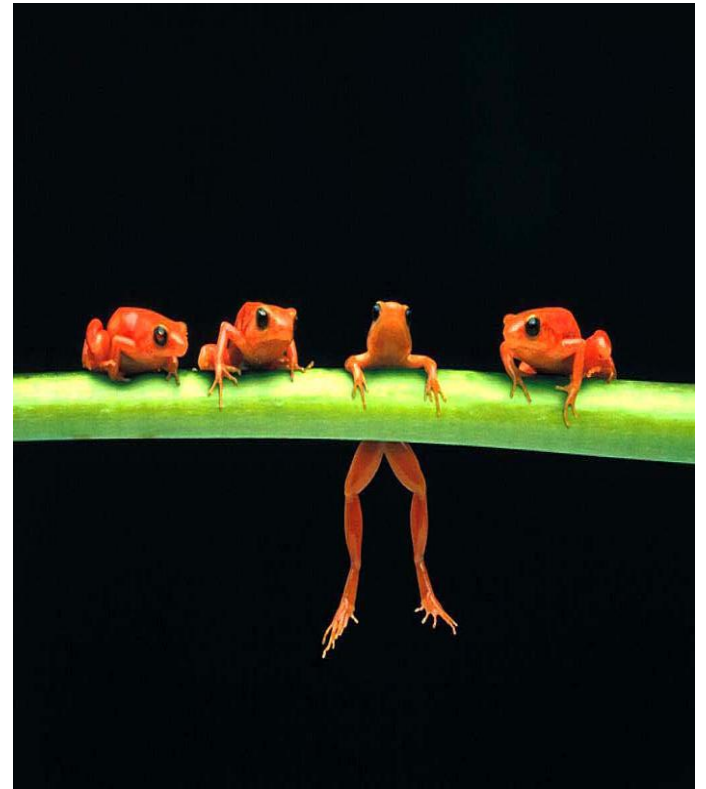
Strategic Plan

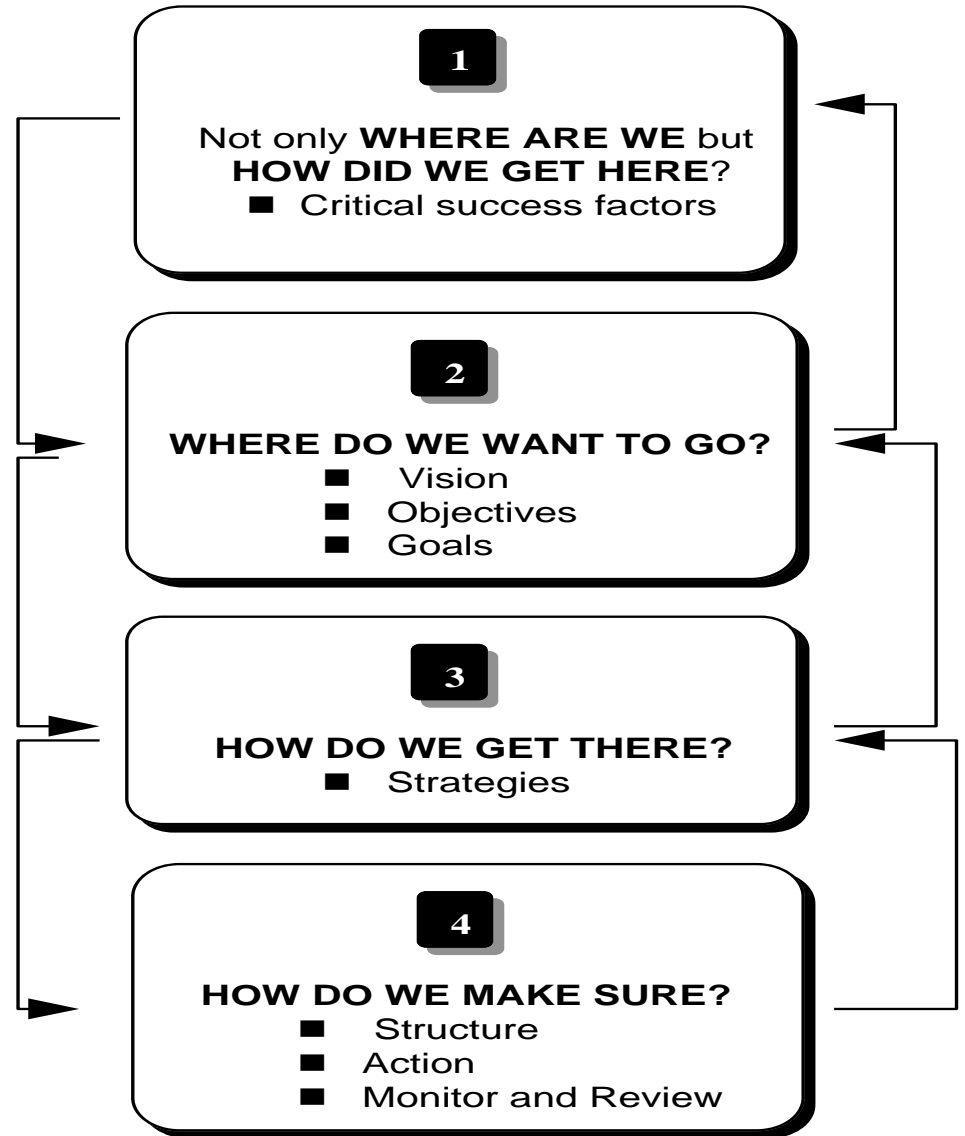


- Overall Direction of travel
- Based on facts
- Must make assumptions
- Starts with broad vision
- Ends with specific actions

PROBLEM !!

There are four
frogs sitting on a
log, one decides to
jump off, how
many are left?





Strategic Planning Template

- Summarise your business
- What is your Vision?
- What is your mission?
- What values will you operate by?
- Complete an analysis and prioritise your Strategic Issues
- Set Strategic Objectives
- Identify Initiatives which can be measured, set a target and identify who is responsible



VISION

- The ideal future envisaged for a business- a desired future state.
- A word picture of how things ideally would look
- Usually five to ten years time scale
- What is your personal vision for Exporting



WHERE DO WE WANT TO GO?

Mission statement

- ▶ Define business
- ▶ Role
- ▶ Difference
- ▶ Ambitions
- ▶ Values
- ▶ Growth Plan

Mission Statements Should Be:

- Inspirational
- Institutional
- Achievable
- Believable



VALUES

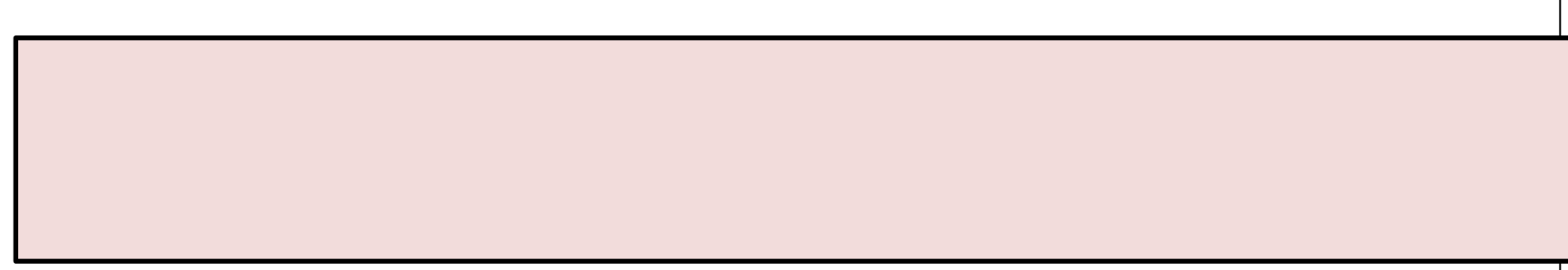
- How a business wants to behave or the guiding principles it will adhere to
- Must be deliverable in practice
- Intended as a guide
- Can be a limiting factor
- Do you know what values you are expected to operate by in your export markets



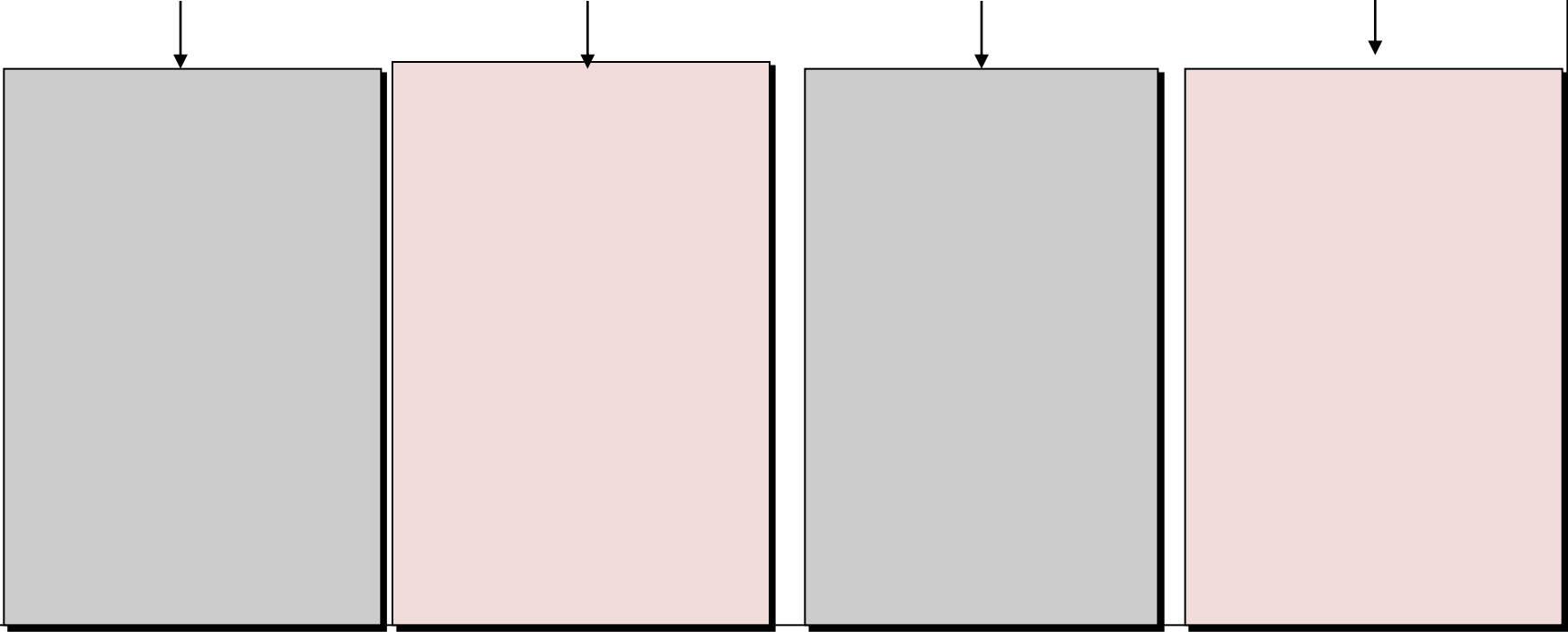
VISION



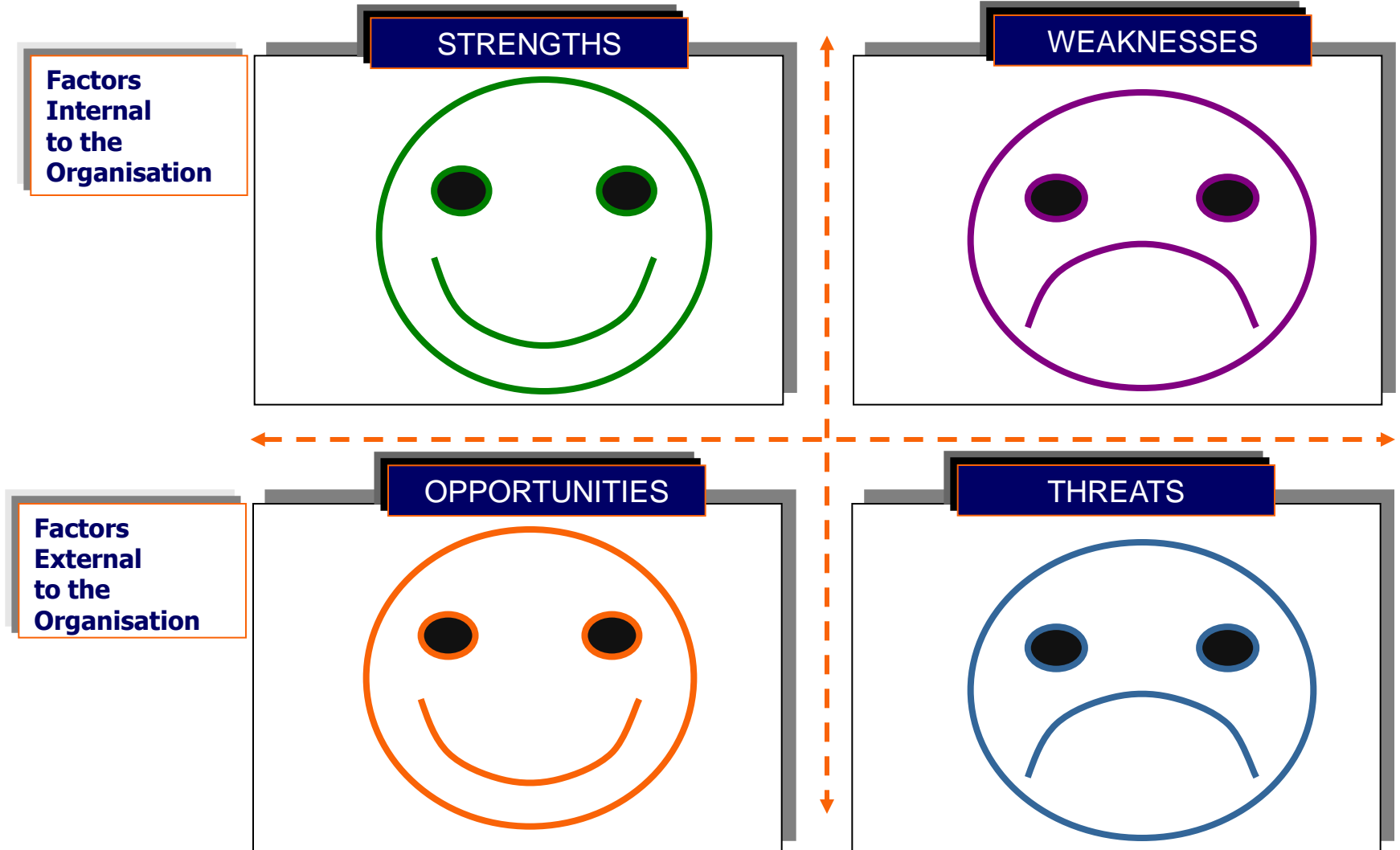
MISSION



VALUES



SWOT



PESTLE Analysis

- Political
- Economic
- Socio-cultural
- Technological
- Legal
- Environmental



PESTEL ANALYSIS

Business Analysis

STRENGTHS

AREAS FOR IMPROVEMENT

Business Analysis

15 Minute Break



PESTLE ANALYSIS

FACTORS	IMPACT
POLITICAL	
ECONOMIC	
SOCIO-CULTURAL	
TECHNOLOGICAL	
LEGISLATIVE	
ENVIRONMENTAL	

OBJECTIVES

- Specific
- Measurable
- Achievable
- Relevant
(Resourced)
- Time bound



Examples of good objectives



- To achieve sales of \$100,000 in France by December 2014
- To achieve CE approval by January 2015

Strategic Issues Prioritised

PRIORITY	STRATEGIC ISSUE
One	
Two	
Three	
Four	
Five	

Strategic Objectives

Strategic Objective A

Strategic Objective B

Strategic Objective C

Strategic Objective D



SMART Objectives

- 1
- 2
- 3
- 4
- 5

- 1
- 2
- 3
- 4
- 5

- 1
- 2
- 3
- 4
- 5

- 1
- 2
- 3
- 4
- 5

A Strategy is a means to an end for a business

- What does it do?
- What does it want to do?
- What does it want to achieve?
- How does it want to achieve those things?
- When?, by Whom? And Where?
- Initiatives



Strategic Planning Should Be:



- ✓ Long term
- ✓ Company wide
- ✓ Continual
- ✓ Real World
- ✓ Difficult to reverse
- ✓ Flexible and responsive
- ✓ Important
- ✓ Driven by management
- ✓ Action oriented

IMPLEMENTATION

- Structure
- Action
- Monitor and Review



Initiatives for Each Strategic Objective

A

B

C

D

Lunch 30 Minutes



Strategic Objective A

A			
Strategic Initiative	Measurables	Target	Lead

Strategic Objective B

B			
Strategic Initiative	Measurables	Target	Lead

Strategic Objective C

C:			
Strategic Initiative	Measurables	Target	Lead

Strategic Objective D

Priority D			
Strategic Initiative	Measurables	Target	Lead

Export Marketing



An overview...

- Overview Marketing
- Export Marketing
- Marketing Research
- Marketing Process
- Marketing Plan
- Marketing Strategy



Marketing

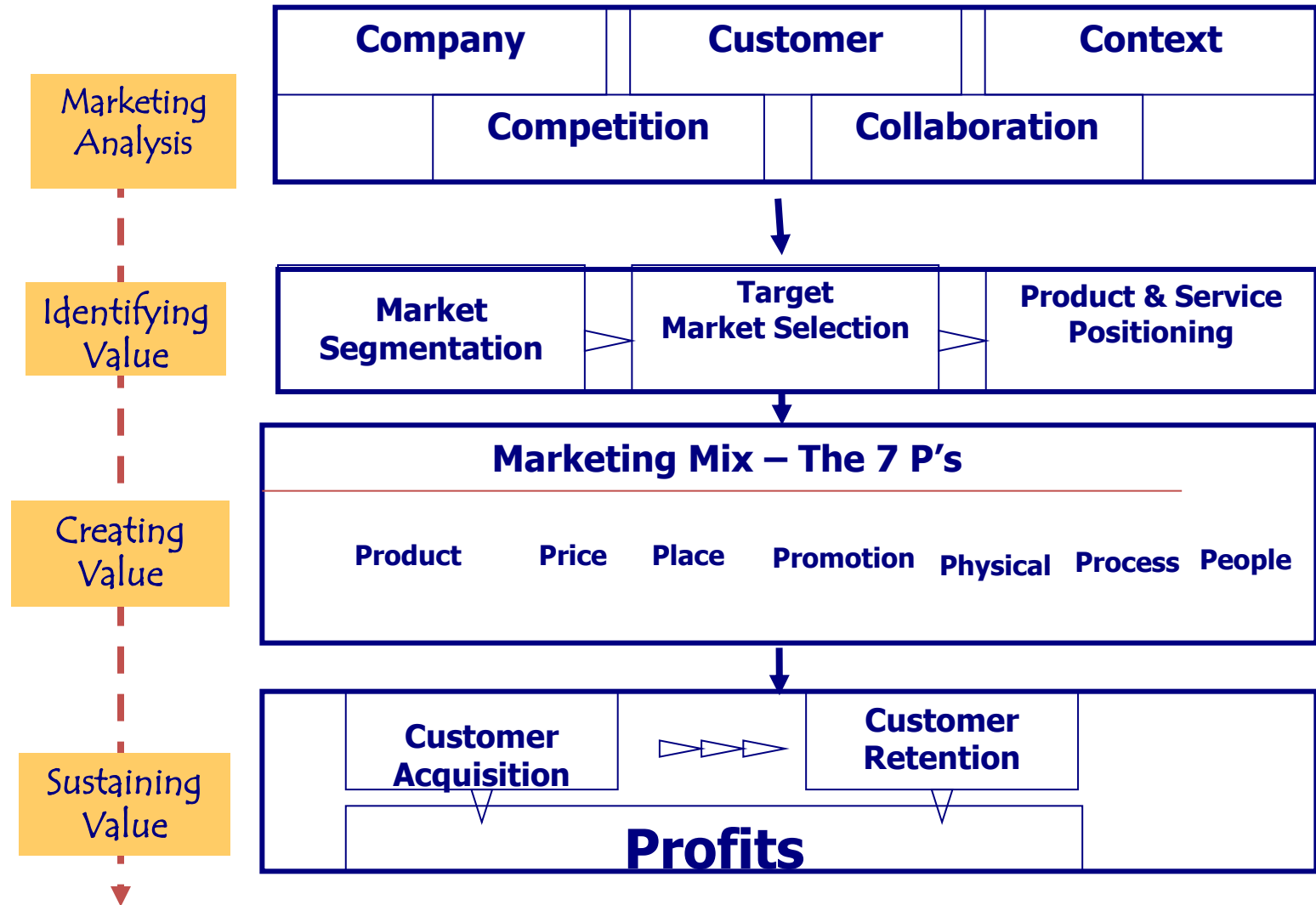
The management process of identifying and anticipating customers needs and wants and satisfying them at a profit



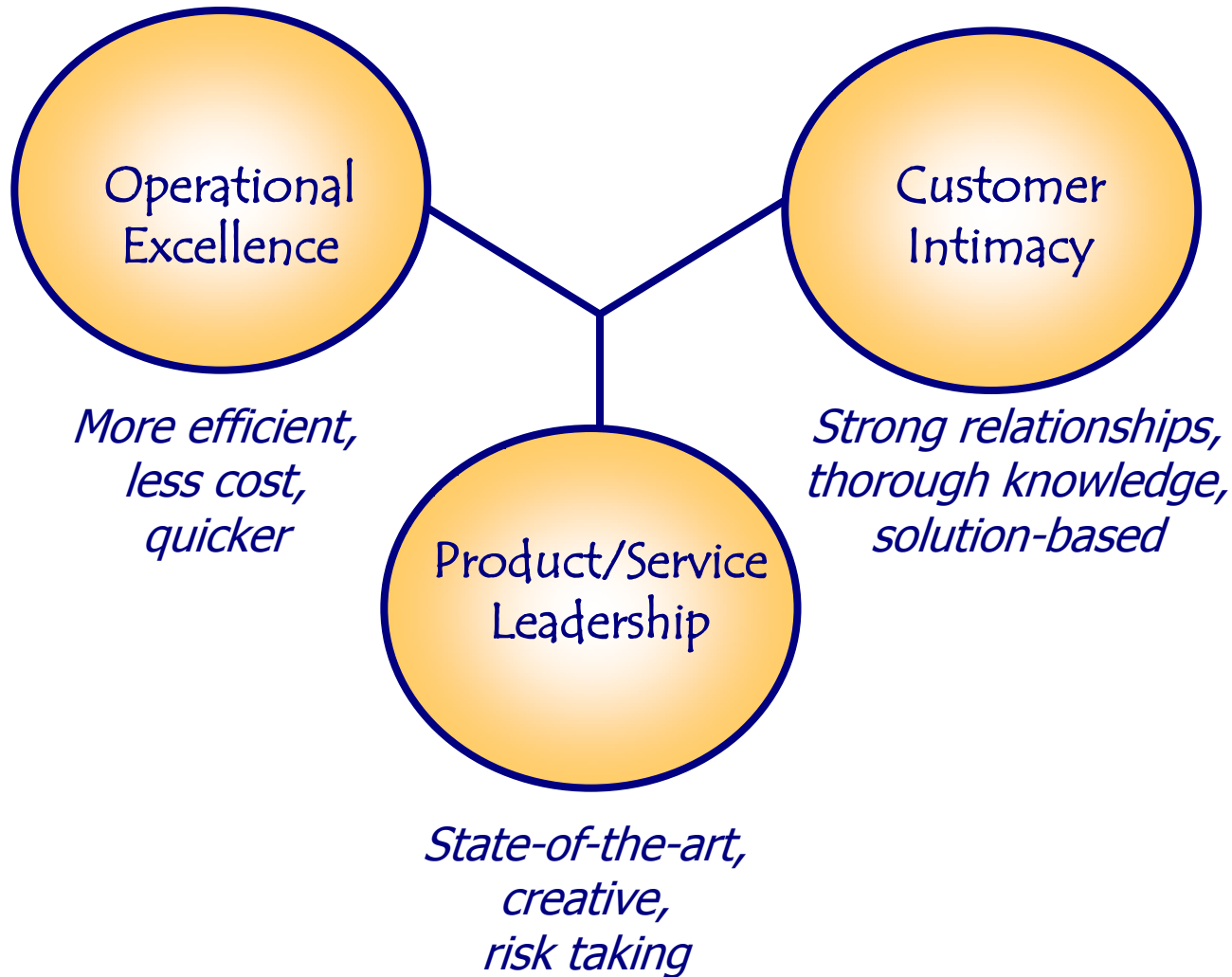
The New Mix



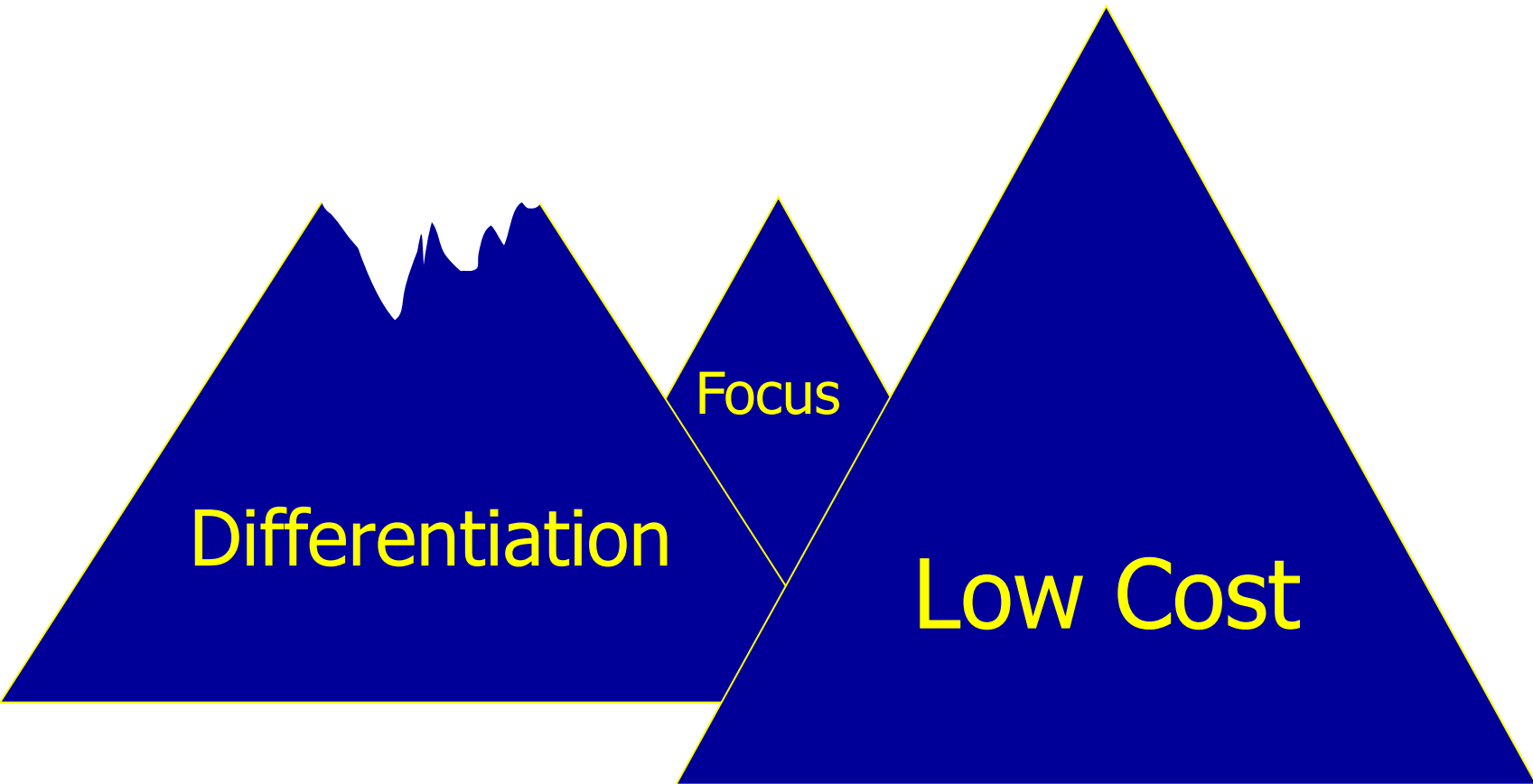
Marketing Process



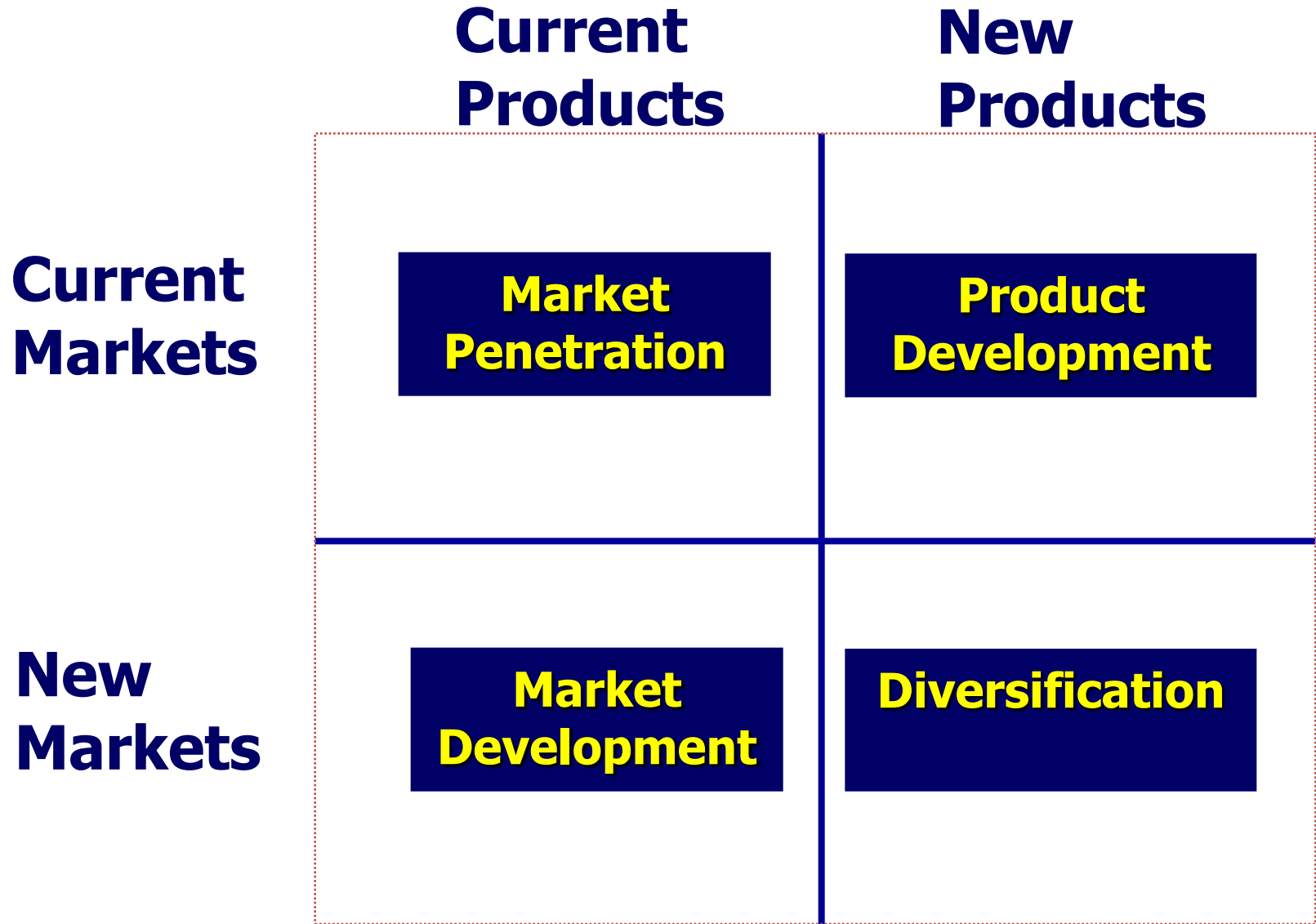
Good Strategies



Porter



Ansoff's Matrix



Export Options

- Direct Sales
- Sales agents in export market
- Export sales agents in home market
- Collaboration/JV
- On-Line sales
- Existing supply chain



Market and Customer Research

Gathering and analysing relevant information to inform your export planning and implementation activities



Market Feel

- The first hand experience of how buyers and influencers operate within a specific market.
- The dynamics of the market place
- How competitors operate and how they will react to your market entry
- Based on excellent fact finding and interpretation



Where do you start?

- You start with your business, product or service;
 - What are your export objectives
 - Is your business operating effectively and efficiently in your home markets?
 - What improvements would you make to increase sales in your home market (Product, price, promotion, personnel, distribution, PME, processes)



Focus is critical



- Narrow the markets that you wish to review
- Narrow the range of products or services that you wish to export
- Define the type and format of information that you require before you start your research
- Think about what you will do with the information when you get it.

Decide what information you need

- List all of the various areas of information that you would like
- Identify which areas are;
 - Essential You couldn't plan without it
 - Desirable It would be great if you had it but not essential
 - Optional Useful but not worth investing time or money to get in

Secondary Research

- Government Departments/ Statistics
- Academic Research (Universities and Students)
- Commercial Research Organisations
- Industry Representative Bodies (Trade Bodies)
- Economic Development Organisations
- Overseas Aid Agencies

Secondary Data

- Benefits
 - Saves time
 - Cheaper (Usually)
 - Accessible
- Disadvantages
 - May be dated
 - Available to competitors
 - Not collected for your purpose



Primary Research

- Commissioned or carried out by you
- Surveys, observations, focus groups, test market etc
- Usually involves professionals

Useful Information



- Is there a demand for your product?
- Is it used in a similar way to your home market?
- What is the scale of the demand?
- What is the value of the market?
- What are the trends in the market?
- What are the channels of distribution?

Useful Information

- Are there any Tariff or non Tariff barriers
- How can you overcome the barriers?
- What are the costs in accessing the market?
- Who are the competitors in the market at present?
- What will their reaction be to new entrants to the market?

Useful Information

- How are competitors from other countries operating in the target market?
- Who are the key agents and how do they perform?
- What is the consumers attitude to products from your country?
- What promotional methods will be most effective?

Useful Information



- What are the major risks in entering the target market?
- How can you minimise the risks?
- How will you recover the costs of entering the market?
- What is the most effective market entry strategy?

Planning your Export Research

- Profile your potential customers in the research market
- Align your offering with their needs
- Develop an action plan
- Test the market first
- Use the test results to make adjustments and implement plan

Tips for carrying out Research

- List the information that you already know about the market
- Is the information fact or assumption
- Look at business and cultural factors
- Use trade shows to gather information
- Visiting the market is very important
- Consider the cost of transport and the other costs

FINALLY...

- We are in a new world
- We need new solutions
- Next ten years will change even more
- Technology will drive change
- You will have demand for services that people don't know that they need now
- The concept of satisfying customers will not change



REFLECT AND CAPTURE THE NUGGETS!!!

- For the Business
- For the Growth &
Development Plan
- For you and your personal Growth & Development

