



# **Export Capacity Building Programme**

## **SME Management Skills Development Programme**

**Monday 23<sup>rd</sup> / Tuesday 24<sup>th</sup> / Wednesday 25<sup>th</sup> January 2017**

**Aidan Harte / Frank McGlone / Graham Merriman**

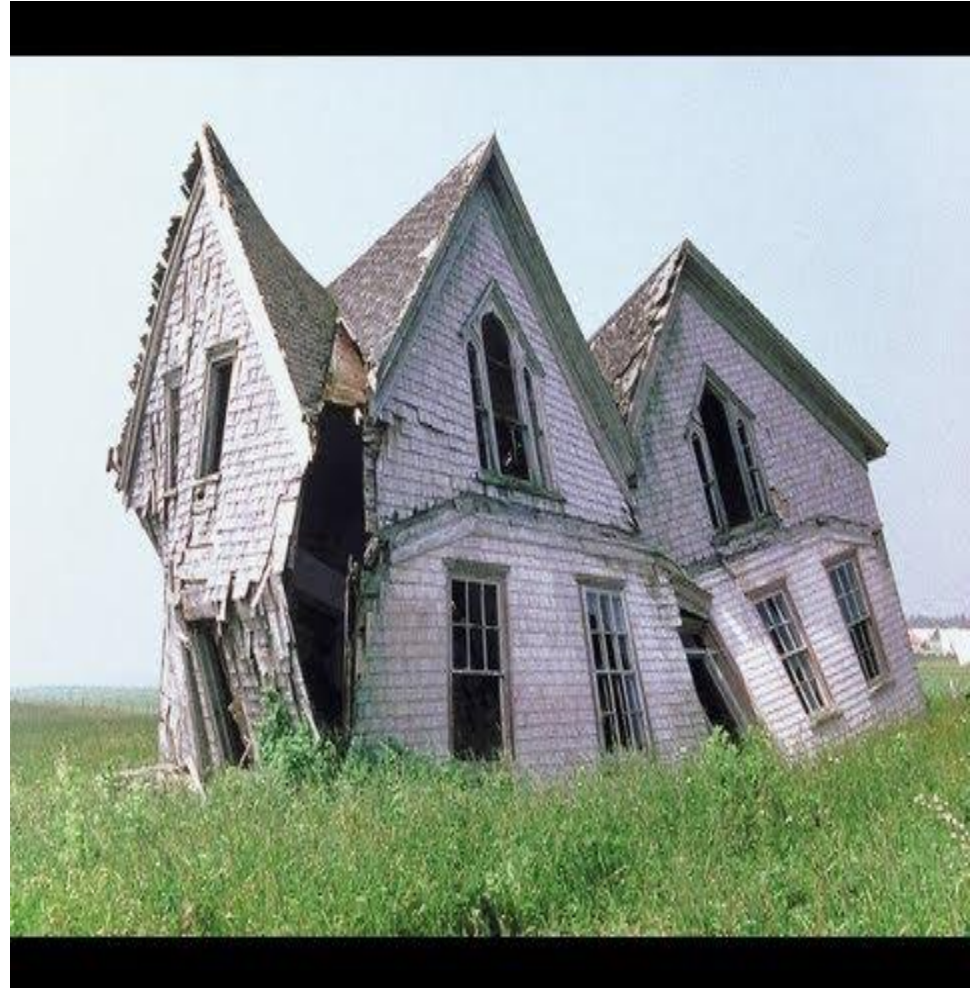
**Tuesday 24<sup>th</sup> January 2017** (Morning Session)

**The foundation  
stone of business**

**Some essential  
elements of  
Marketing and  
managing the  
Customer  
relationship**



**Get the Foundation right or what you  
build will fall down**







**No Customers ...No Business**

**When allocating your scarce resources  
remember that without Customers  
NOTHING else is necessary....**

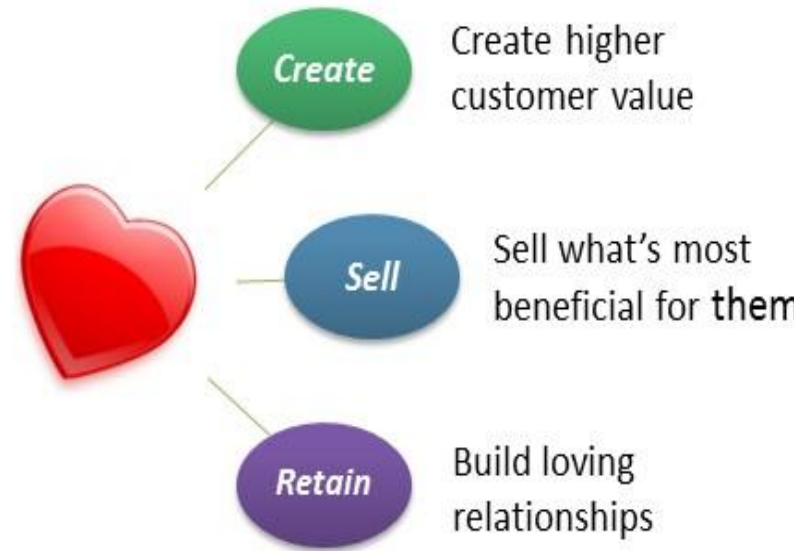


It is NOT A CONCIDENCE  
that ALL successful  
businesses (across all sectors)  
are Sales & Customer  
focused !!!!!

Build a very strong  
Customer Care Culture



It's **tremendously beneficial** for you and them







**Largest Retailer in the world,  
Wal-Mart**

(6,500 outlets and \$300bn in sales)

*"There is only one boss  
and that is the  
customer..."*

*...he can fire everybody  
in the company from  
the chairman on down,  
simply by spending his  
money somewhere  
else"*

*Sam Walton*

# Marketing

Marketing is the management function which **ANTICIPATES** and **IDENTIFIES** customer wants, needs & desires and **SATISFIES** the **PROFITABLY!**

*or more simply.....*

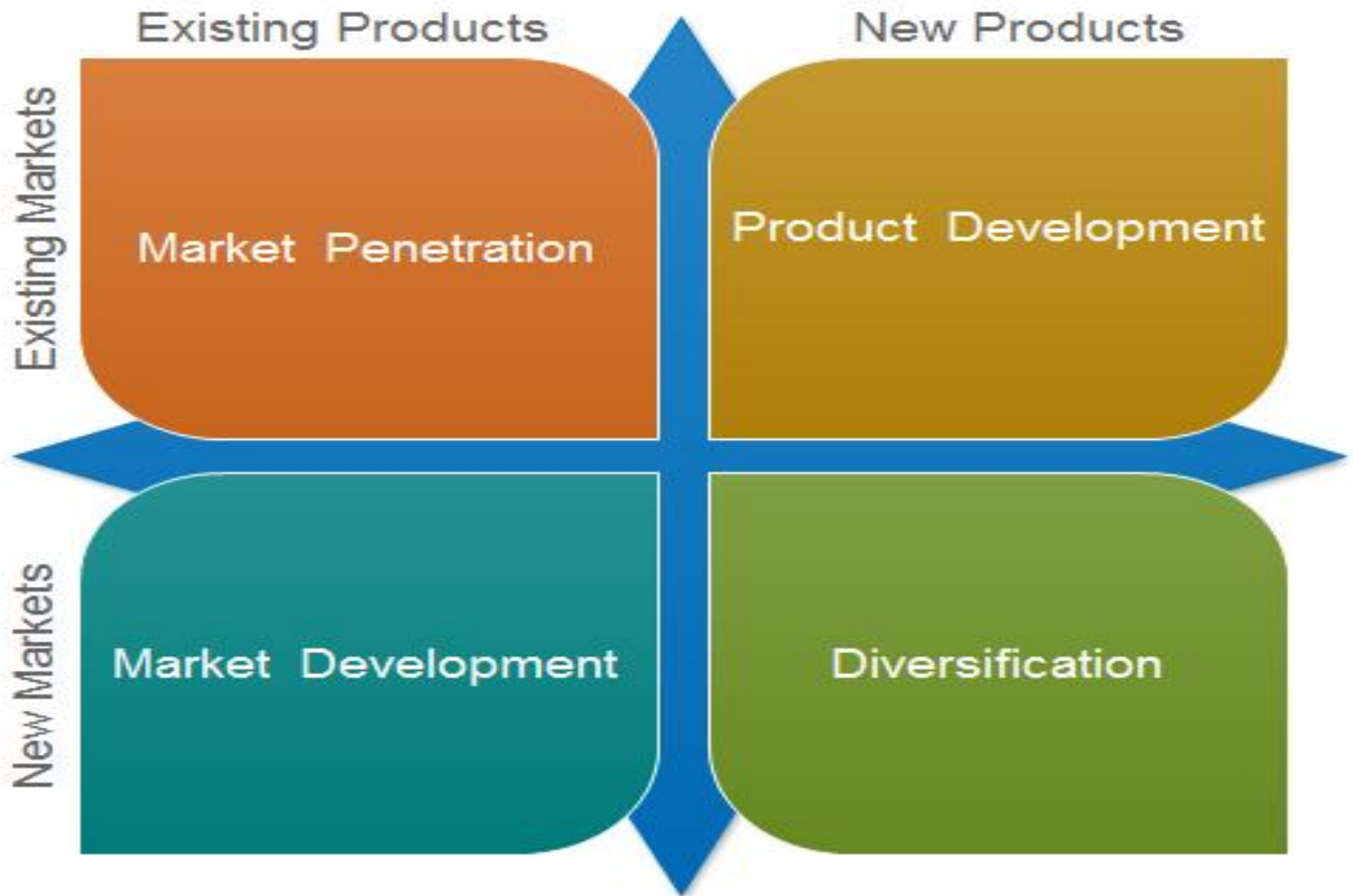




**...the ability to see all matters pertaining to  
your business through the eyes of your  
existing or potential customers**



# Ansoff Matrix



# Not all customers have the same needs!!!!!!

...message must be 'tailored' to suit.

Agents / Importers



Shop Owners



Caring Parents



Kids with  
spoons





# Strategies for Selling

- Superiority in Price / Best Value
- Superiority in Quality and / or Range of Products / Services
- Superiority in Service



# Competitive Advantage ...you MUST define!



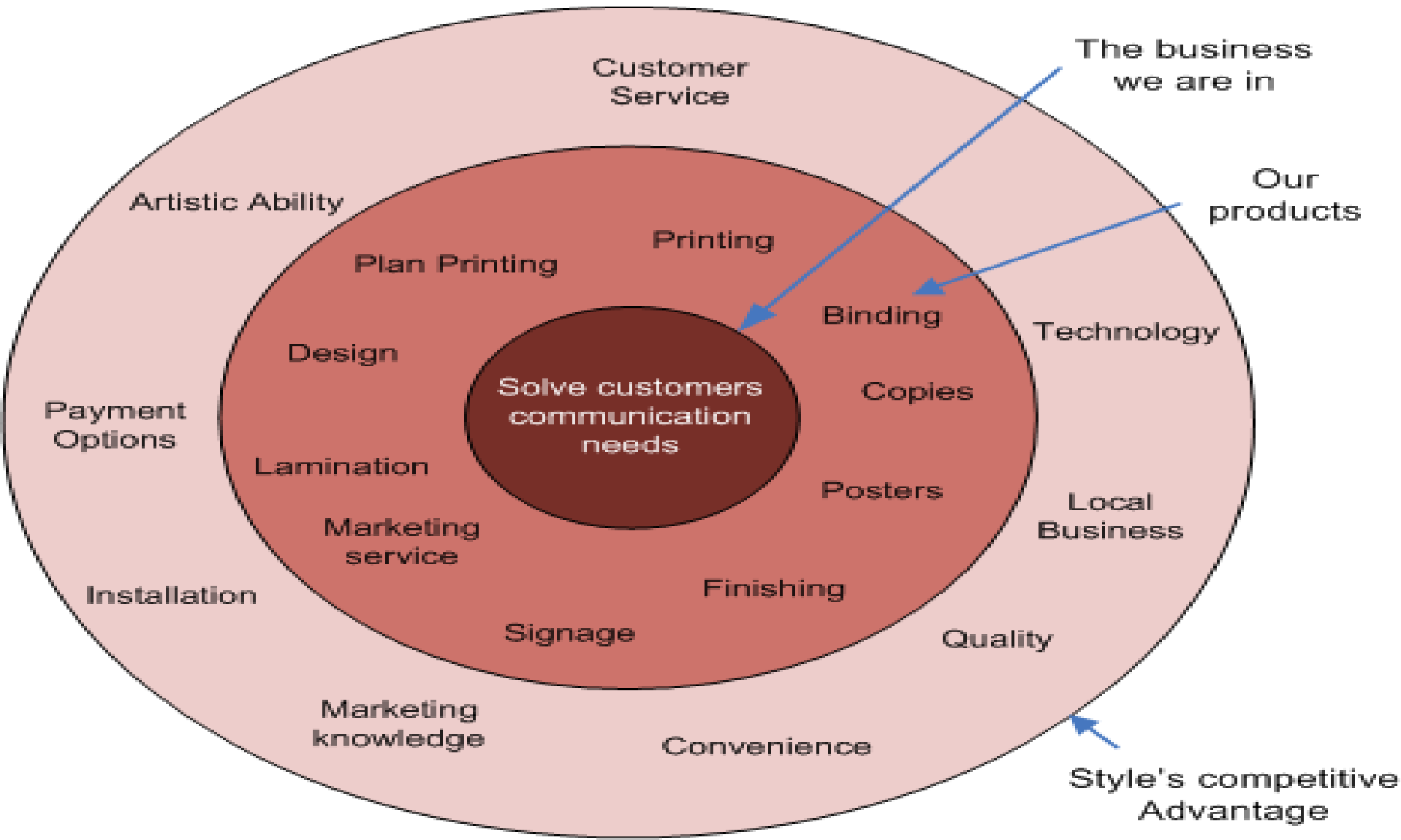
Most Unlikely!!!



## WHY WILL CUSTOMERS CHOOSE TO DO BUSINESS WITH YOU?

# Core and Augmented Product

(Design & Printing Business)





# **Selling is easy...** (at least in theory!)

**“I am going to take  
€1,000 from you now  
but I will give you back  
€5,000 next week”**

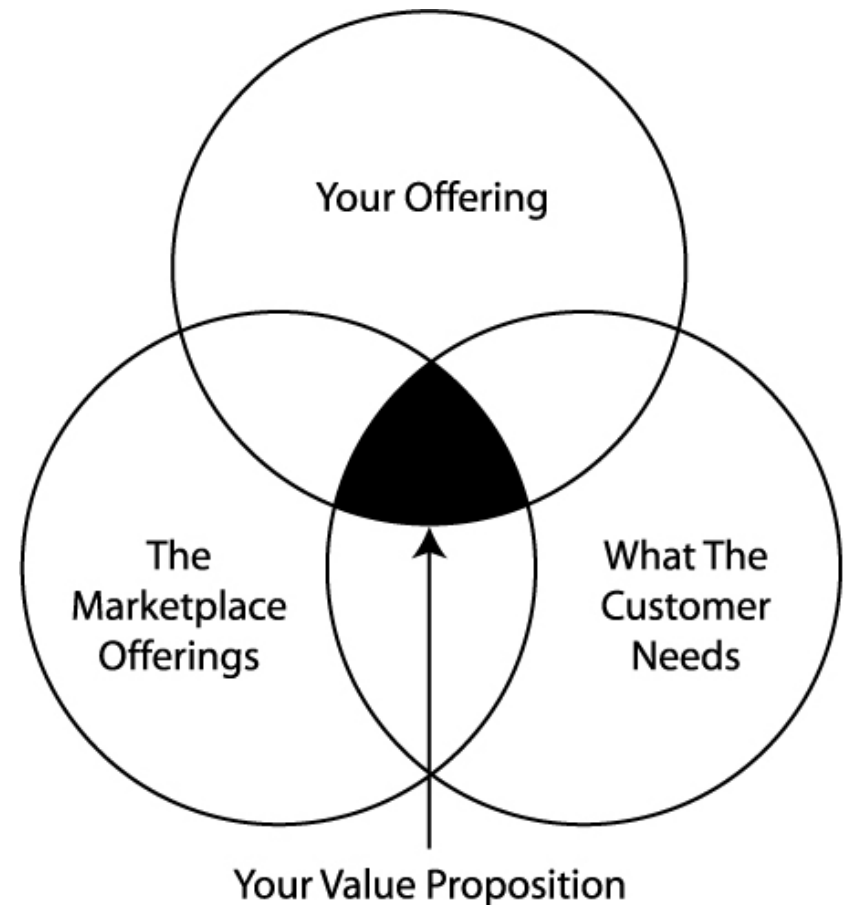
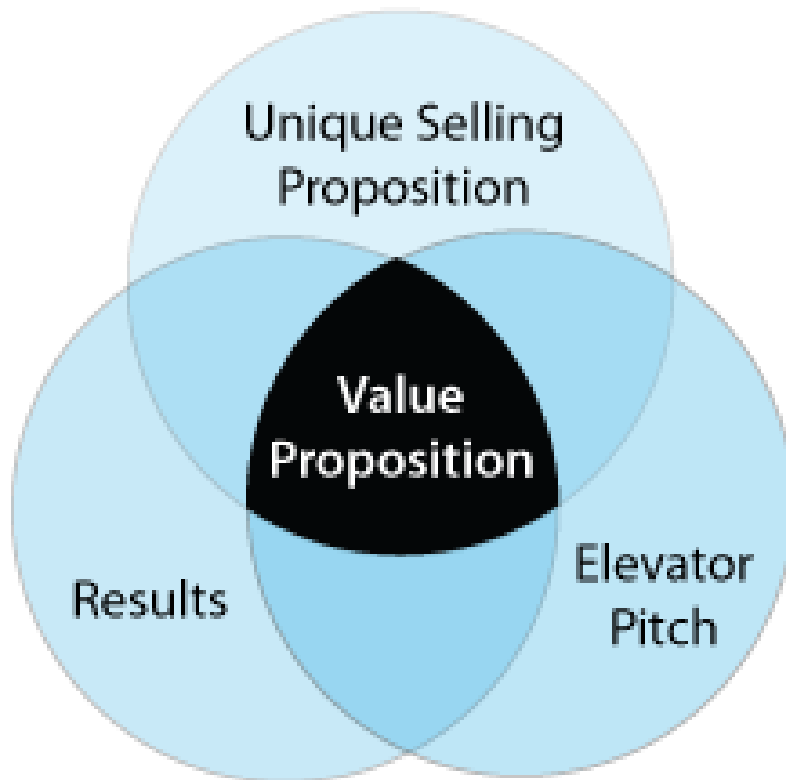
- There are now only two  
questions (i) can I  
communicate how and  
(ii) will you believe me?



**...CREDABILITY !!!!!**

# The Value Proposition / Elevator Pitch

(The Product) (The Company)



# What is a Customer Value Proposition?

There are lots of definitions and its more important to understand the underlying concepts...

The total Value Proposition is the sum of the OFFERINGS and EXPERIENCES delivered to your customers during all their INTERACTIONS with your organisation *(Futurecurve)*

A value proposition is the sum total of the offerings and experiences delivered to customers during their interactions with an organization, product, or brand. If well crafted, it can sharpen the way an organization works by focusing activity to serve customers profitably. *(Mitch Duckler, Fullsurge)*

Your Value Proposition is an expression of your unique Value-Add. It leaves the customer in no doubt as to who they are dealing with and what exactly you have to offer *(Paul O'Dea Enterprise Ireland)*



# What makes a good value proposition:

- Clarity! It is very easy to understand (*in about 5 seconds*)
- It communicates the concrete results a customer will get from purchasing and using your products and/or services.
- It says how it's different or better than the competitor's offer.
- It avoids hype (*like 'never seen before amazing miracle product'*), superlatives (*'best'*) and business jargon (*'value-added interactions'*).
- Also, in most cases there is a difference between the value proposition for your company and your product. You must address both. (*eg. Mercedes makes Vans and high performance sports cars*)

# Initial Discussion



What business are we in?

Who is my target customer? Where ?

What needs do we satisfy / What Benefits do we bring?

How are these needs been satisfied currently?

Why do / will customers choose to business with us?

# Exercise

10 minutes to create / 5 minutes each to share  
2 minutes for feedback

**Devise and shear your Value Proposition**

Note: it is unlikely you will get it right now and it is important you work on it over the coming days (and thereafter) ....challenge it from ever angle!!!!



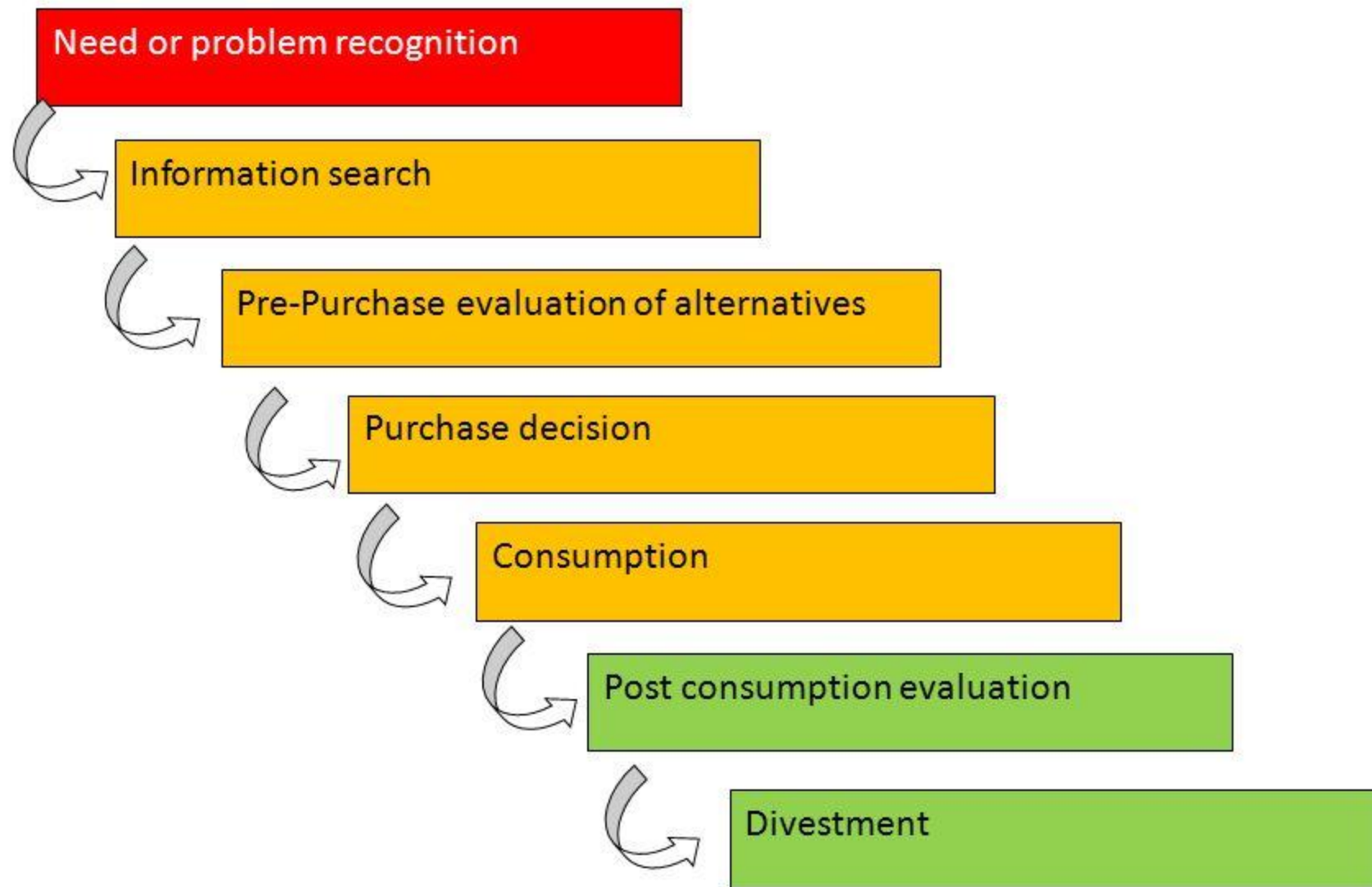
**Q: What are your  
Marketing Needs ?**

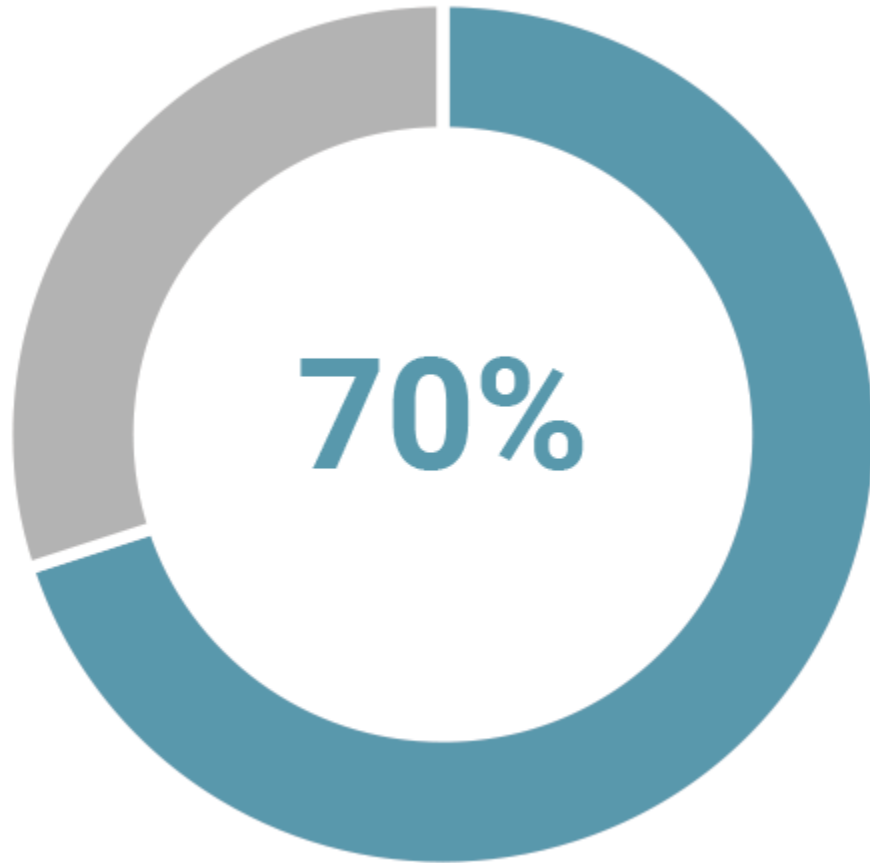
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**Some Additional  
Marketing Concepts**



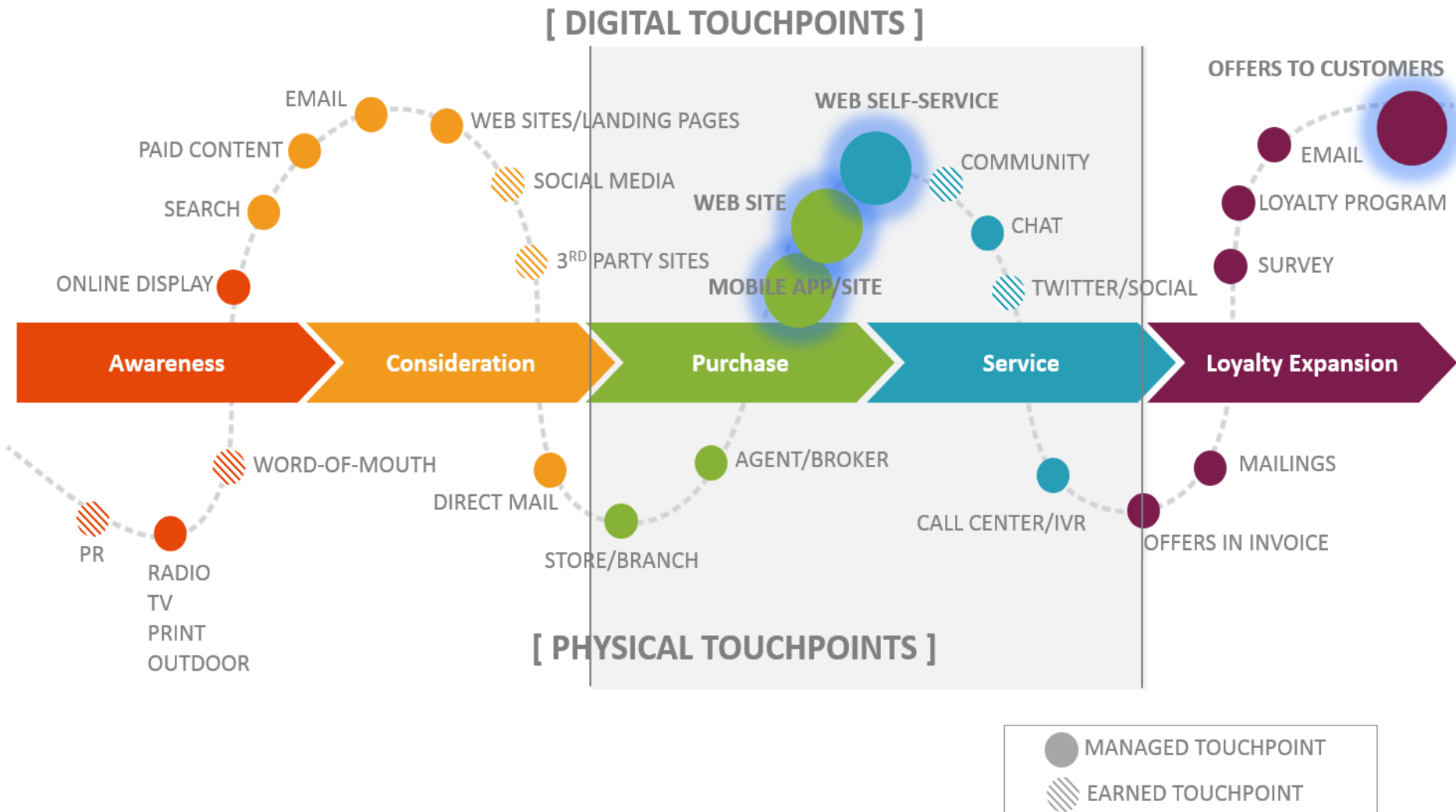
# Consumer Decision-Making Framework





**Today's Customers  
are typically 60% to  
80% through their  
purchasing process  
before they contact  
suppliers**

# Digital and Physical Touch points





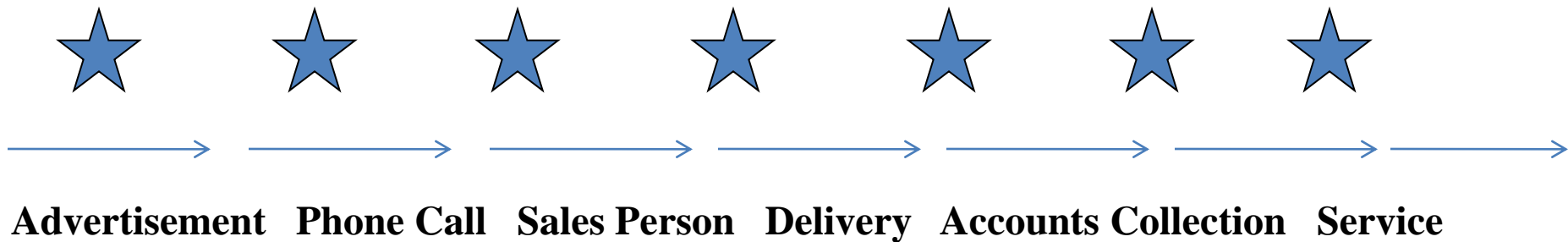
# But while many basic principles remain the same, much has changed...

- MUCH MORE TIME CONSCIOUS AND APPOINTMENTS FOCUSED
- “IF I WANT SOMETHING I WILL SOURCE IT” ATTITUDE
- LESS WILLING TO ENGAGE IN CONVERSATION / REMOTE BUSINESS
- WILL NEARLY ALWAYS USE IT AS PART OF ACQUIRING / SOURCING
- SUSPICUOUS / CREDIBILITY??
- ORGANISATIONS MORE POLICY & PROCUREMENT DRIVEN (note Public Sector Tenders)



# “Moments of Truth”

All those occasions when our business has contact with prospective, current or past customers



***How has the world of e-Marketing changed this model?***

# Competitors ...my customers alternatives?

- Do we really know? Are there different competitors for different aspects of my business or segments of my market?
- What things are important to our Customers when choosing our Product / Supplier?
- How do we fare if scored against this criteria?

# Types of questions to ask yourself...

- Who are your competitors?
- What products or services do they sell?
- What is each competitor's market share?
- What are their past strategies?
- What are their current strategies?
- What type of media are used to market their products or services?
- How many hours per week do they purchase to advertise through the media used in this market?
- What are each competitor's strengths and weaknesses?
- What potential threats do your competitors pose?
- What potential opportunities do they make available for you?



# Exercise & Discussion

## POSITIONING

From the Customers perspective...

- (i) What are the points on which a supplier will be evaluated / selected?
- (ii) How do these points Prioritise differently for different Groups / Segments / Markets





# Export Capacity Building Programme

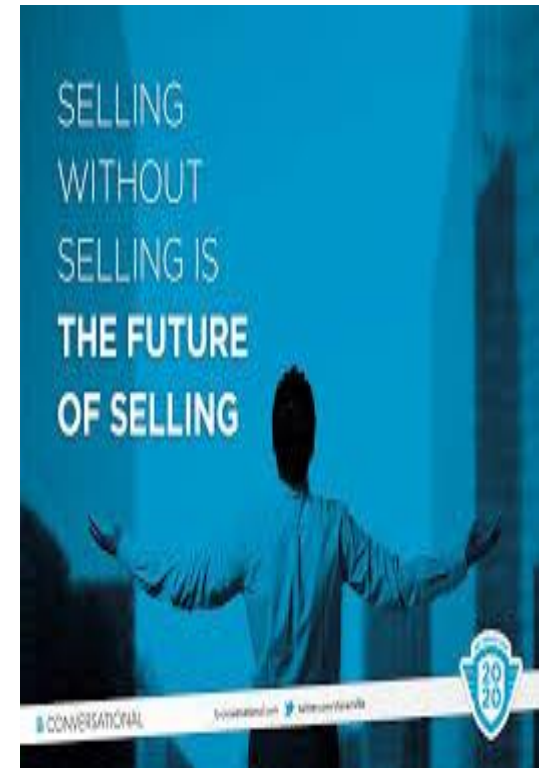
## Selling and Preparation for Exporting

24<sup>th</sup> January 2017



# Consultative Selling

Getting to grips with a client's needs and looking for solutions to those needs in a comfortable relaxed manner, rather than putting any hard sales pressure into the situation



# Consultative Selling

- The way we like being sold to
- Considered and appropriate
- Based on understanding our needs
- The end game of a good marketing plan



# Stages in Consultative Selling

1. Know what your offerings are
2. Do your Research
3. The introduction
4. The investigation
5. The Presentation
6. Dealing with Questions
7. Getting Commitment



# We like sellers who...

- Show real and genuine concern for our needs
- Ask intelligent questions
- Listen attentively
- Demonstrate capability
- Provide Solutions
- Friendly and confident





# Need is vital to a sale

- We are not good at .....
- We need help to .....
- We plan to .....
- Our weakness is.....



# Features V's Benefits

- Features are the unique selling points of your product/service
- Benefits are what the customer gets as a result of those features



# Research is vital

- Background to organisation?
- Who makes decisions
- Are they in the market for our product or service?
- Did we do work for them before?
- Are we competing?
- What are their problems?



# Getting the appointment

- Have a good reason
- Be specific
- Get the right person
- Confirm
- “Do not try to sell on the telephone”



# The Introduction

- Be Prepared
- First Impressions Last
- Body Language
- Assertive
- Be Polite





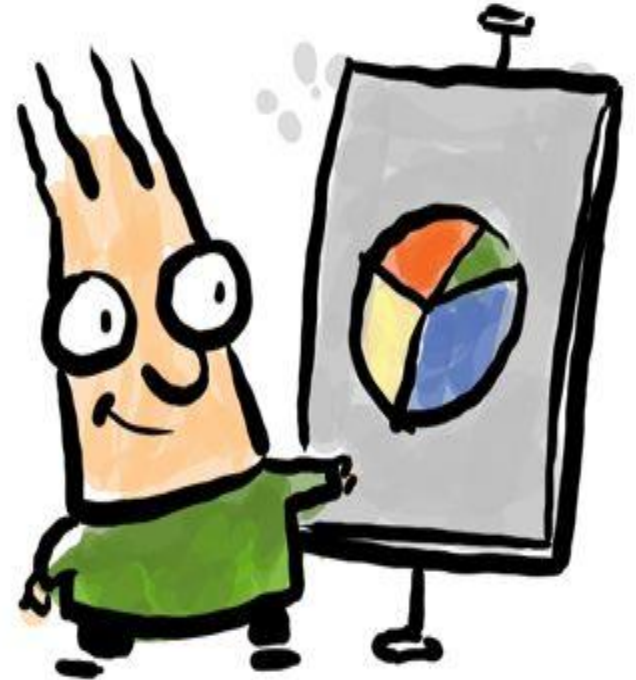
# The Investigation

- Ask Problem Questions
- Value Judgements
- Investigate Implications of Problems
- Effect Questions
- Confirm Understanding



# The Presentation

- Be specific/concise
- Use logical sequence
- Relate to problems and effect
- Practice



# Dealing with Questions

- Confirm Understanding
- Agree with thinking
- Ask for more details
- Answer objection



No Questions / No Interest !!!!!

Non threatening or aggressive

# Getting Commitment

- Check for other problems
- Decide on Appropriate Commitment
- Be Direct
- Confirm Actions
- Take Lead



# Preparing for Exporting

- Selling outside of your home market
  - Selecting channels
  - Developing your offering
  - Developing your people



**Preparation is critical for success**

# Barriers to Exporting

- Tariff Barriers
  - Tax placed on imported goods
  - Reduces competitiveness
  - Protectionism or Fundraising
  - Varies depending on product or service





# Non- Tariff Barriers

- Quotas
- Licensing Arrangements
- Sanctions, embargoes, boycotts
- Customs and administrative entry procedures
- Standards
- Discriminatory procurement policies
- Import Charges



# Non-Tariff Barriers

- Exchange Controls
- Voluntary Export Restraints
- Differing Product Classifications



# 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



# 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 of information that you require
- Think about what you will do with the information.

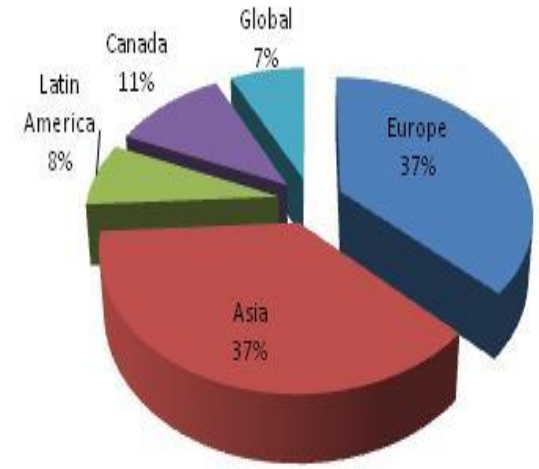


# Decide what information you need

- 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



# Approach to Research



- **Secondary Research**

Information that already exists and has been gathered for another purpose

- **Primary Research**

Information gathered for your specific purpose.(Developing and export plan)

**Always start with Secondary Research**

# Secondary Research

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



# Using Secondary Data

- Validate it/Check age
- Filter out the useless bits of information
- Organise data in a way that suits you
  - Country
  - Distribution channels
  - Product/Service Area
  - Customer type
  - Price/Cost



# Primary Research

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



# Getting Good information

- Trade and export services (DED)
- Trade Associations
- Search the Internet
- Contact your Embassy in the target market
- Check Commercial providers
- Read up on the market



# Getting Good Information

- Use Secondary and basic primary research
- Talk to people who are trading in the target markets
- Visit the market and talk to potential customers
- Attend trade shows in the target market



# Market Testing

- A low risk, low cost method of assessing an export market;
  - Try out the market by bringing your product/service to the target markets and getting feedback
  - Talk to customers and consumers





# 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?



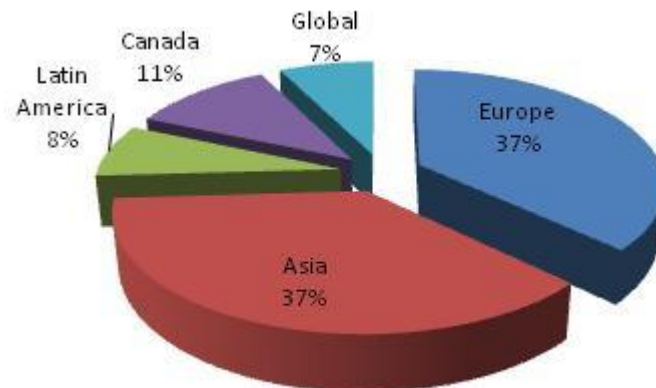
# Tips for carrying out Research

- 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 all of the cost



# Tips for carrying out research

- Invest in the research, it is money well spent
- Research potential partners and Joint ventures
- Test the market



# Training Workshop Evaluation



**HOW DID  
WE DO?**

