



Market intelligence:

A key to boost export competitiveness

Action Guide for Exporters

Acknowledgements

The present document has been prepared as a guide and discussion material to support exporters and trade support institutions from the food and beverages sector in developing countries in their market intelligence efforts. It was researched and written by Victoria Kemanian, Director of Latitude (www.latitudeglobal.com).

Short extracts or data included in this document may be used with due acknowledgement of Latitude as the source.

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1 Introduction

Most successful exporters around the globe agree on two key pre-conditions to approach foreign markets; identifying the right markets for their products and developing the right market entry strategy. Therefore, it's essential to research overseas markets before starting to market, promote or sell a product or service.

Every overseas market is different; as a result, companies need to develop a deep understanding of each specific market and how their product will fit if they wish to boost their chances of success. Entering a market without that sort of understanding can lead to costly mistakes, time loss and management frustration.

Playing in a foreign market implies competing with exporters from all over the world as well as with local suppliers, all of which implies challenges that can be anticipated and surmounted. Therefore, exporters' research agendas must consider an analysis of competitors, potential customers and consumers, and other influential market forces. Investigating routes to market, logistics and regulation concerning entry into the chosen market can also facilitate planning practical aspects.

From a cultural perspective, it is fundamental to understand what are the issues that affect doing business in that country. There may also be legal considerations like product regulations, packaging, health concerns or extra taxes that make it difficult to compete.

Exporting is not a simple process and companies must be as prepared as possible to make it efficiently and effectively. Increasing companies' chances of success depends on factors such as their internal readiness to invest, obtaining the additional resources required to export, their unique value proposition and the intelligence that can be acquired about the target markets identified.

This paper is concerned with the role of market intelligence in developing a successful export plan and market entry strategy, as a means to maximizing results and minimizing risks. Developing a comprehensive understanding of a foreign market will allow better customer targeting, better product promotion and better choice of the routes to market. It will also enhance the ability to comply with local regulations and effectively compete with other local and foreign companies operating in that market.

The purpose of this document is to provide potential and active exporters with a set of tools, real examples and best practices to enhance their awareness and develop their skills to conduct market intelligence on export markets.

This document has been developed with a practical, action-oriented approach in mind. It is intended to offer a structured process, combined with ideas and insight on how to conduct market research, what type of data and information to look for and where to find it. Moreover, it provides guidance and a methodology to analyze relevant data and transforming it into market intelligence to integrate into the export strategy development process.

We hope you find it useful. Enjoy reading!

How to Read this Guide:

- This document consists of four chapters covering the steps to conduct effective market intelligence
- **The Research Process** provides guidance and ideas to structure efficient research efforts. Readers may adopt the process or separate steps according to needs or experience
- In the following chapter, we translate the research process into the stages of export planning, showing how research can be used in each phase
- Each section of all chapters include sources and links to assist in exploring issues of interest
- We also **"Zoom In"** on certain aspects of market intelligence with practical tips and case studies
- Many sections provide sample **"Key Questions"** to consider at that stage
- The Food & Beverage overview presents case studies to broaden exporters' understanding on the state of the sector abroad
- The **Toolkit** has sources organized by market and topic, as well as other tools to implement a market intelligence process

1.1. The role of market intelligence in export strategy

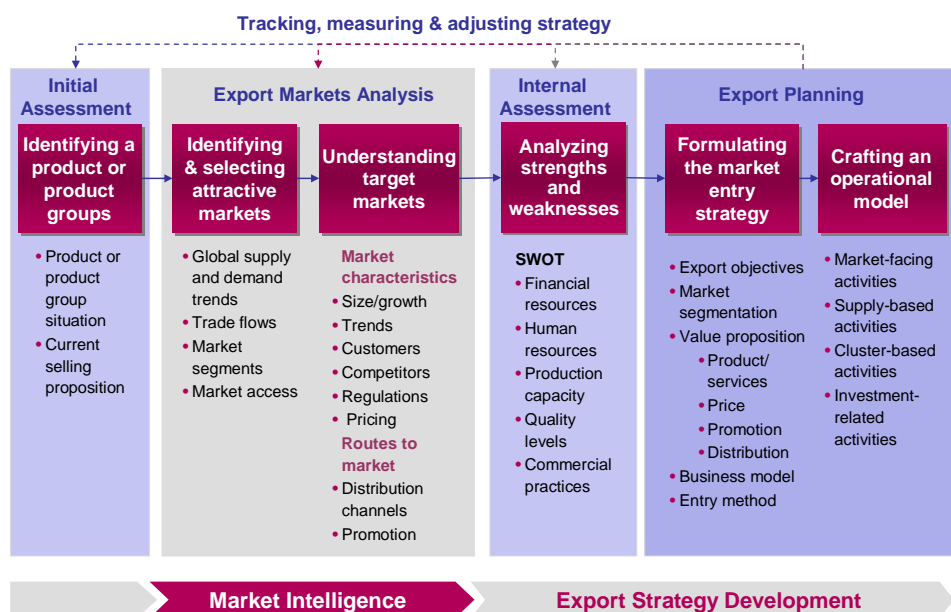
Understanding the forces and trends of food and beverage international markets is essential for firms that intend to successfully compete in those markets. It is also relevant for other export stakeholders, including policy makers, trade support institutions and government officials to understand the dynamics of the markets in which exporters participate to enhance the effectiveness of their support.

Export-oriented firms need to scan global and regional markets for product and market diversification opportunities, to define a desired, feasible positioning, and to identify potential clients, among others. Their managers and analysts need to efficiently access and use relevant market information as well as to develop the skills needed to perform the necessary analyses. Thus, conducting market research becomes an indispensable business tool for all stakeholders involved in export strategy development. Research can help, among others, with:

- ➔ Identifying prospective export markets and high-opportunity segments
- ➔ Understanding consumer behavior and how a product can fulfill or create a need
- ➔ Identifying the best market entry strategy and product introduction tactics
- ➔ Getting insights into competitors' strategies, operations, strengths and weaknesses
- ➔ Finding out the key success factors to play and win in that specific market

Market intelligence is a key step in export strategy making

Conducting market intelligence is more than just collecting statistics and information. No research can be valid until it is analyzed and transformed into relevant insights to assist managers make informed decisions based on facts. That analysis, together with the manager's intuition will create the basis of the market entry strategy and further export planning. As the chart below shows, the analysis of export markets constitutes a significant early stage within the export strategy development process.



Market intelligence prepares exporters to identify and address challenges

- What are the key international trends in beverages, in packaged food and in fresh food?
- Are there any specific product or consumer segments that are particularly attractive for specific producers (e.g. high quality rum, fresh vegetables, organic products)?
- How does our country perform vis-à-vis competitors in the food and beverage sectors?
- What is the international demand for our export products and how does our country rank among world exporters?
- What average price can be paid for our products?
- With what countries do we have a significant trade potential and how do we penetrate their markets?
- How do our exporters identify potential business partners in foreign markets?
- How do we make our firms more visible in regional markets?

Yet, even conducting effective market research and the appropriate analysis will leave open questions and information gaps that managers need to assess by elaborating and testing hypothesis and developing further insights. This is why it is important for practitioners to put research in perspective and understand its reach and limitations.

Market intelligence is an important tool to utilize within the export planning process, but developing an export strategy entails much more than just conducting market intelligence. Research will provide direction, information, ideas and insights to feed the entire export planning process. Effectively used, it is also a powerful tool to predict market changes and forecast a company's performance in a prospective market.

1.2. Gathering market intelligence is an ongoing process

Today's dynamic markets demand that intelligence is conducted on a continuous basis to keep abreast of market trends and new developments. As organizations need to incorporate changes in market dynamics and structure into their export strategies, it is important to establish both at a sectorial and firm level systematic processes and systems to conduct ongoing research on markets of interest. In doing so, organizations can ensure a constant flow of relevant intelligence to update their strategies on current markets where they participate, as well as new intelligence that may lead to identify new opportunities in current or other potential markets.

Achieving continuity in market intelligence will avoid wasting efforts and valuable resources by reinventing the wheel every time an organization faces an export-related decision. The export process is not an isolated, one-time event, but a set of coordinated actions that last over an extended period of time. And markets are not static, especially in today's highly-competitive, globalized, technology-driven world. So once the market was selected and the process was rolled out, market intelligence efforts must continue. As managers aim at effectively penetrating a market and achieving market share goals, ongoing research initiatives will activate a dynamic stream of market acumen that will allow further market understanding and adjustment of the strategy.

Furthermore, new intelligence will enhance a company's ability to identify new product development opportunities or new customer segments in a given market. Keeping a company's radars constantly scanning markets will certainly pay off in a new or existing market, in addition to strengthening internal market intelligence capability.

2 Developing an Approach to Market Intelligence

In the next pages we dive into the methodological aspects of conducting market intelligence. Hence, we present two frameworks that the reader can then adapt or adopt in its full structure. First, we clarify research concepts to then propose a market research process and plan. Second, we focus on research within the export planning process and look at the different research subjects of interest for analyzing a market as well as some sources and practical hints.

2.1. Conducting Effective Market Research

Conducting effective research initiatives involves understanding its reach and limitations to learn what to expect from using this tool. Key to developing that understanding is clarifying the difference between market research and market intelligence. While market research is the process of collecting and processing information, generating market intelligence out of that research involves analyzing the data collected, generating hypothesis and drawing conclusions that assist with making decisions of strategic importance in an export plan. Both definitions shown below attempt at explaining how market research leads to gaining market intelligence:

“Market research is a systematic, objective collection of data and analysis about a specific target market, its characteristics, potential for business, customers and competition. It is a process and as such, it must incorporate data collection through different techniques.”

“Market intelligence is about providing a company with a view of a market using existing sources of information to understand what is happening in a market place, what the issues are and what the likely market potential is. “

Before undertaking any research project, it is crucial that organizations define the purpose and the object of the research. Effective market intelligence requires thorough planning and prioritization. As through the process analysts and managers will come across enormous amounts of data and sources, it is imperative to keep focused on the key research questions and objectives.

Companies initially assessing their chances to go into the export road may think market research is too complex or expensive to conduct. However, research can be conducted in house using a myriad of sources that can respond to most needs and concerns before entering a foreign market.

Case Study: Making the most of market research

Blandonmore is a British financial training and media business that has successfully developed abroad over the last two years. One of its directors explains how effective use of market research contributed to their success:

Spend time, not money

“Over a period of three months, I went on a virtual fact-finding mission using the Internet. If you persevere, you can find an incredible amount of quality information for free, including market reports and expert analysis. Business consultants' websites, industry bodies and sector-leading companies are a good place to start.”

Apply the Research

“Throughout my research, I was careful to avoid **analysis paralysis**. There's no point hiding behind piles of market data and thinking you've done something constructive. You have to use the information to develop your business. Having clear objectives helps. I wanted to know the size of the market, to learn from competitors' successes and mistakes and to understand what potential clients want.”

Source: Business Link UK

2.2 The Research Process

We propose a process comprised of seven steps:



2.2.1. Define the research objective

What do you need to research about and what are the questions you need to answer? Defining the purpose of export research entails three basic steps; first, defining the product or products group on which you want to focus. Second, identifying and selecting your markets; and third, defining what you need to know about these markets. The latter will largely depend on your experience as an exporter and previous knowledge on that market. When exporting for the first time, the research object becomes quite clear. You may already be an exporter to the region, but may be considering expanding to more sophisticated markets. In either case, even if you're familiar with one or more markets and if trade regulations remain similar in a single trade zone, you will need to find out relevant information particular to each market such as: market size, market structure, key players, trends, segments, consumer demand and possibly other aspects that will become evident at different export planning stages.

2.2.2. Choose the research methodology

Once you have a clear understanding of what you need to know and how you will use that information, you can decide what research techniques are more suitable for your research project or how you will find the information you need.

Data can be found in a myriad of ways that can be classified into either Desk Research or Field Research. Desk research – because it can be conducted “from your desk” - relies on secondary data, while Field Research relates to primary data collected “in the field” from customers, competitors or other stakeholders.

Chart Your Route

“First of all, do your homework and know yourself. Realize that exporting is a commitment for a long, long term. Know your strengths ... Do your research on your product or your service and then go for it.” - An Exporter

“It is critical to understand your market and the major focus of your business before you enter the international marketplace. Align yourself with strategic partners, find your niche in the marketplace and localize your products to meet the market demand.” - Canadian Export Award Winner

Why plan?

Very simple: Planning will enhance the efficiency of your market research, both in terms of time and results. Financial institutions and lending agencies will not provide funds to a business that lacks a well-developed, thoroughly researched and data-sustained export plan.

Source: Canada-Ontario Business Service Center

Desk Research

This is the type of research that involves reviewing information and data that has been collected by other sources, or secondary data. It relates to country or industry reports, market briefs, statistics, databases or any sort of information available from different sources. It can also involve data collected in your company from internal sources.

Data collection can be done by anyone in your team, it does not need to involve any costs as much information is available for free and is as fast as you want it to be. However, bear in mind that you may come across much irrelevant information before you find what you need and data can be contradicting from one source to another.

With the internet offering so much open information today, it is important to keep focused on the essential research questions to avoid data overload. Information collected via desk research needs to comply with three important conditions: accuracy, timeliness and reliability.

Desk research is the best way to make initial assessments on market potential.

Where to find the information?

- ➔ **Business Support Organizations:** BSOs exist in several countries with the objective of promoting the exports from their countries through assistance and export promotion programs. These can be governmental or private; in many cases they liaise with the Ministry of Trade. Others are sectorial associations such as Chambers of Commerce or bilateral associations such as, e.g., the American-France Chamber. Those can provide information obtained through research carried on their own or through other providers.
- ➔ **Governmental Agencies:** A number of multilateral governmental organizations working in the field of international trade offer programs and information for exporters. Some are within the UN system, such as ITC, FAO, UNDP and UNCTAD. Other are organizations of the likes of the World Bank or Regional Development Banks.
- ➔ **Trade Associations:** Trade associations, especially in developed countries, tend to be well organized, offering multiple services and information to companies. Some conduct their own research on a systematic basis to track industry progress and plan joint-actions. These associations are often present at trade fairs and have quality websites with publications and statistics that can be downloaded, often at no cost.
- ➔ **Embassies and Consulates:** These have a commercial office that provides local support for exporters from their countries. They can also provide general, economic, legal and commercial country data. More importantly, they can assist with the etiquette of doing business in the country where they are based, provide contacts and introduce peers from your sector.
- ➔ **National Statistics Offices:** These publish statistics covering economic, social and commercial data such as market size through sales, income levels, consumption or production, among others.
- ➔ **Trade Magazines and Newspapers:** Trade publications published in the target market are an effective and up-to-date resource to gain insights on the sector dynamics, competitors, how they promote their products, customer trends and contacts on agents or distributors.

What to look for:

- Industry Overviews
- Country Reports
- Market Surveys
- Company Profiles
- Financial Analysts Reports
- Trade Statistics
- Consumer Surveys
- Sales Tracking Data
- Trade Magazines
- Press Articles

Best Practices:

- Always check the reliability of the source
- Keep a log of the internet sources consulted and the day when the websites were accessed
- Always cite your source with full references, including name of publication, date of publication and author

Using the Internet for Market Research

Nowadays, the internet offers an almost endless flow and sources of information that allow completing a research project without even moving from one's desk. Depending on how skilled you are in utilizing it, it can save or waste an enormous amount of time. To access a wide scope of information, make sure to try several different key words for your searches; creativity in the way a search is conducted plays a role in finding the right information. Matching that creativity with a focus on the final objective will prevent you from losing time following the wrong leads.

Zoom In: Optimizing the internet for your searches

Let's imagine you are a producer of high-end canned caramelized cherries and you are looking for information on the UK market for luxury confectionary. When using Yahoo, Google or your preferred search engine, you want to type in "UK+luxury+confectionary" or use connectors such as "AND" to ensure that the pages found have the highest possible relevance for your search. You may use other words such as "consumption" instead of "market" as well as any other combination of key words that reflects your research interest. If you want to search by topic, you can look into confectionary-specific links or canned fruit related information in local consumer or trade websites.

Field Research

This technique collects primary sources data through interviews, surveys, questionnaires, focus groups, observation, store checks, product testing, etc. This implies moving to a more operational level of research that directly involves a product or service. It is worth using it either to validate some results of the desk research or to fill gaps in it. Interviews with consumers and intermediaries in the target market are also extremely useful in improving understanding of the market. Depending on the level of complexity of the field research planned, it may turn to be a long and intense effort. In many cases, the number of testimonials needed to validate a point may involve an enormous amount of human and financial resources, in addition to running over a long period of time, so think carefully before embarking into it. Another important point to consider with field research is that it tends to be more effective and objective when carried out by a specialized firm, which substantially increases a research budget.

If you cannot invest on working with research professionals on field research, you can articulate a program that involves talking to other exporters in your country that have experience exporting to the market you are interested in or export similar products to other markets. Apart from sharing information and experiences, you can decide to work together on some actions of mutual benefit, such as joint-research.

Exhibitions and trade fairs offer a good opportunity to conduct field research. Taking advantage of the visit you can meet potential customers, competitors and distributors. They also provide the possibility to check how trade support institutions, trade associations or clusters operate in that market, to learn best practices and to identify other market niches that did not come across through the desk research.

2. 2. 3. Prepare a Research Plan

In order to make this process as efficient and effective as possible, it is highly recommended to design a plan of action for your research. This plan will help structure

Online Databases

Online databases offer up-to-date reports available to everyone, offering specific information, data and analysis about a geographic market for a product. Some well-known providers are:

- Euromonitor
- Frost & Sullivan
- Reuters
- Mintel
- Datamonitor
- Global Insight

For Food & Bev:

- Researchand Markets.com
- MindBranch.com
- Aroq.com
- Just-food.com
- Just-drinks.com

Some of these sources also provide profiles of the main players in each sector covered and sales figures. Costs vary and may cover a single report or a subscription service. The Economist also features regular industry updates that can be accessed through their website at an affordable cost. At different sections of this guide, we offer a list of valuable sources for free reports.

research needs, prioritize topics and organize the project in a timely and logical sequence. This action plan should then contemplate the countries of interest, the research topics, the potential sources of information, the timing and an expected outcome.

For each market, you will come across a number of similar issues, so the end result may be in the shape of a “market brief” with information useful to plan your export venture and assess the opportunity a specific country offers. A Research Action Plan may look like this:

Sample Research Plan				
Market	Questions/Topics	Sources	Deadline	Summary Hypothesis/conclusion
Fresh avocados (Global)	⇒ How is global consumption of avocados developing?	Fruit trade portals	Feb 10	Growing at 7% annually, expected to be 10% in '07 Mexico (60%), USA (5%), Dom. Repub. (7%), Brazil
	⇒ Which countries and brands are the top global suppliers?	Consumer & Trade associations	Feb 10	
	⇒ How do consumers perceive them with regards to health benefits?	Consumer magazines	Feb 12	
European Union	⇒ Which countries dominate supply of avocados to EU?	Eurostat	Feb 15	Spain, Mexico, Israel, South Africa, 70% of imports go to French market
	⇒ Packaging requirements	www.europa.int website, CBI guides	Feb 25	Premium segments command sophisticated packaging
	⇒ Phyto-sanitary requirements		Feb 25	
	⇒ CIF prices, payment systems		Feb 25	Waiting for information

2.2.4. Collect and Select Data

Now that you know what you need and how to get it, it is time to conduct your research by collecting and selecting relevant data and information. This is normally the longest part of the process, as you may have to try several sources in order to find that one number you are looking for. Or you may have to get some raw data to then move on to your own calculations to, for instance, estimate the size of a given market or forecast growth. By following your Research Plan, you can select and categorize data as early as possible in the process. Having the research plan on sight will concentrate efforts, track accomplishments and assess further data needs.

Selecting and “decanting” the information, as well as matching information from different sources is an accurate, long and sometimes painful process. Some of the data found will either conflict or be insufficient to make decisions. So before moving on to the analysis, it is important to reconcile data, to cross information and to identify missing data in order to deepen the big picture of the prospective market.

2.2.5. Analyze data and draw conclusions

At this stage is when the information and data collected have the potential to turn into intelligence that can be used for your export plan. Analyzing data involves looking at information from different perspectives to find patterns, trends, indications useful to deepen the understanding of a topic. It is common to fall into “analysis paralysis” by endlessly exploring sets of data without drawing useful conclusions. To avoid that, keep in mind that information must be treated in a dynamic way and with a clear purpose, and that it has its limitations.

So...are you ready?

What makes a business ready to export? Simply put, the business has a marketable product or service as well as the capacity, resources and management commitment to compete on a global scale. The trick is to figure out if this is true for your company – and if it isn't, how to make it happen. How to find that out?

Expectations:

- ⇒ clear and achievable export objectives
- ⇒ a realistic idea of what exporting entails
- ⇒ an understanding of what is required to succeed in foreign markets

Human resources:

- ⇒ the capacity to handle the extra demand associated with exporting
- ⇒ a management team committed to exporting

Financial and legal:

- ⇒ obtain enough capital or credit to produce the product or service
- ⇒ find ways to reduce the financial risks of foreign trade

Competitiveness:

- ⇒ resources to do market research
- ⇒ a product or service that is potentially viable in your target market

The main objective of this phase is to be able to develop key hypotheses to test and draw conclusions based on the data analyzed. That will set the basis to convert the information into intelligence that can be applied to the export plan.

In other sections we will cover how to analyze specific export data in more depth; here, we point out to some common problems that may arise at this stage:

Reliability of data and sources

Unless the information is collected from a trustworthy NGO, governmental, business or academic source, you will have to check the reliability of the data and the source, or you risk basing your calculations and decisions on wrong data. This becomes even more important with the internet, as there is no restriction in terms of what can be published.

Lack of up-to-date or accurate information

In most developed countries, even recent official statistics collected can be a year and a half ago. This is a reasonable timeframe, unless you are faced with a booming market as it is the case today with countries like China or India. Yet, the problem in emerging economies mostly is not only the lack of updated information, but the lack of information available at all, particularly in countries with high-levels of rural populations and a large informal sector.

Consistency and comparability

Different sources use different methodologies to collect and compare data. That leads to inconsistency and inability to make relationships between variables. We also find that not all countries use the same parameters to report their statistics; hence, it becomes difficult to make comparisons across countries. One useful hint is to try to stick to the same source for as much information as it is available, even if in general it is difficult to compile all of the information from a single source.

Information gaps

As much as you invest in your research, be it time, effort or other resources, there may not still be enough information available to assess a certain aspect of a market. In this case, it is recommended to find information on similar, comparable markets and do your own "guesstimates" by using spare data from different sources to build a base case. Another solution would be to validate the point with field research.

2.2.6. Transform data into intelligence

Now that you have analyzed the data collected, it can be transformed to develop useful intelligence. This phase requires categorizing issues; understanding their relevance, causes and implications. Then you may use that understanding to anticipate how those trends and issues will develop, how they may impact the business and how you can address them.

In this transformation process, it is critical to use your expertise and the knowledge acquired to understand how the markets you have researched operate. To increase your understanding, you can use industry analysis tools such as Porter's 5 Forces Model or scenario planning. That will improve your understanding on how these markets could develop and clarify the sources of opportunity. Having achieved a deeper knowledge on the market will enable identifying the key success factors to enter, compete and win in that market, so later on, while performing a company analysis, you can determine whether those factors can be fulfilled or not.

2.2.7. Establish an ongoing, systematic process

The research process cannot be complete without establishing feedback loops between each stage to ensure coherence through a systematic approach, as well as a continuous feed of data and analysis to maximize results of the research initiative. In next sections of this paper we discuss this in further detail.

Case Study: An Importer's View

Union Coffee Roasters (United Kingdom)

Research the market for ethical products

"Through travel and research, we realized there is a voracious appetite among coffee-lovers for high quality, ethically produced coffee."

Create a clear ethical strategy

"We knew that importing ethically wasn't a highbrow aspiration - it was a necessity. In order to sell premium coffee in the long-term we have to ensure its production is sustainable. Developing ethical partnerships with our coffee producers is one of the ways we've ensured this."

Help our suppliers to help us

"Through these links we've helped to educate our suppliers on improving their quality control and crop processing. By transferring this knowledge to farmers this enables them to know the value of the coffee they sell to achieve realistic prices"

"Get practical advice on trading ethically from the Ethical Trading Initiative website"

Jeremy Torz, Steven Macatonia, Founders

Source: Business Link UK

2.3. The Role of Research at Different Export Planning Stages

Stage	Research Topics	Role of Research
Identifying a product or a product group	<ul style="list-style-type: none"> Product or product group situation Product nomenclature 	<ul style="list-style-type: none"> Setting direction
Identifying & selecting attractive markets	<ul style="list-style-type: none"> Global market for product Trade flows Market/product segments Market access overview 	<ul style="list-style-type: none"> Developing an "helicopter view" Setting priorities
Understanding target markets	<ul style="list-style-type: none"> Market size & trends Main actors (players, consumers, customers) Regulations/requirements Routes to market 	<ul style="list-style-type: none"> Measuring market potential Understanding market dynamics
Analyzing strengths and weaknesses	<ul style="list-style-type: none"> Internal Assessment SWOT 	<ul style="list-style-type: none"> Synthesizing
Formulating the market entry strategy	<ul style="list-style-type: none"> Objectives Market segmentation Product and positioning Pricing strategy Distribution channels 	<ul style="list-style-type: none"> Forecasting Developing hypothesis
Crafting the operational model	<ul style="list-style-type: none"> Promotion activities Trade contacts Entry method 	<ul style="list-style-type: none"> Feeding the strategy

Understanding market types

Markets are often categorized into three types. Observing these classifications can help focus on one or more markets.

1: Fast-paced, competitive economies (e.g. US, Western Europe)

- ⇒ Efficient product and service delivery, excellent quality assurance and an in-depth marketing plan are critical to success
- ⇒ A local partner is suggested to learn business culture

2: Relatively affluent economies (e.g. some countries in South America)

- ⇒ Interpersonal skills, cultural sensitivity and linguistic fluency are vital to developing a business relationship
- ⇒ Relationships need to be developed at a senior level

3: International Financial Institution (IFI)-funded nations

- ⇒ The economies are developing or changing
- ⇒ Market development takes time.
- ⇒ Flexibility and political savvy are important
- ⇒ Helpful to have experience with 3rd-party funding organizations

2.3.1. Identifying the product or product groups

As stated in the previous section, before launching the research process, it is important to concretely define the object of it. For exporters, clearly defining the product or the product group is essential as it will largely determine the scope of the research. The process of describing and characterizing a product poses, among others, the following challenges:

- The more specific the product is, the more it will focus the researcher on the particular aspects to consider, avoiding generalization. Nevertheless, the product definition should not be as narrow as to discard adjacent products that offer a wider scope of opportunity. This is why it is worth considering “product groups”. For instance, a Caribbean jam producer may want to focus its research on analyzing the market for “tropical fruits jam” or “indigenous products” instead of simply “fruit jam” or “confectionary”
- A product has several attributes; basic and expanded, functional and technical, tangible and emotional. Starting with the basic product, it is essential to design the additional attributes that will be part of the unique value proposition, such as design, quality, packaging, function, emotional benefits, after sales service, etc.
- This approach requires assessing the need and internal capabilities for product adaptation or new product development to suit foreign markets requirements and tastes

2.3.2. Identifying and Selecting Attractive Markets

Scanning Global Markets

Understanding the unique dynamics and structure of a product market at a global, regional and national level is the first step to identifying attractive markets for your product.

A thorough market identification process entails a deep understanding of the global demand and supply trends, the global and local consumer trends and where the opportunities lie to export that product. Finding out what those opportunities are requires analyzing trade statistics and product market reports to learn what the fastest growing geographical and product markets are, which countries and companies are supplying those markets, what other players from our country supply those markets.

Of equal importance is to identify specific segments within the sector and how they operate. Your product may just fit a specific niche segment based on product use or raw material application. For example, an oil producer can identify potential niches for its product in medicine or aromatherapy, other than the traditional food applications.

Each industry presents inherent aspects of special consideration. In the food industry, seasonality is an important driver. Fresh produce such as avocado or tropical fruits are a good example of this.

Once this information is obtained and analyzed, exporters need to evaluate the conditions required to access them such as the trade and non-trade barriers, packaging, labeling, product requirements, quality standards and pricing.

Key Product Questions

- What are the needs the product is satisfying?
- What are the uses of the product?
- What are the key tangible and extended elements?
- How flexible is the product to be adapted to foreign markets?
- What are the sources of differentiation I could exploit for my product?
- What are the trends in terms of product packaging, design, color, etc?

Key Market Questions

- What is the size and structure of the market globally?
- What are the main trends?
- Which countries are trade partners for this product?
- Who are the main local and foreign competitors and in which markets?
- Is global demand for the product growing, declining or stable?
- Are there underserved market niches that offer scope for differentiation?

Trade flows can be analyzed through foreign trade statistics, which provide a good overview of the trends in global supply for the product, upcoming markets and competition. This is critical as it helps narrowing down attractive markets.

Market Access

This portion of your research is concerned with all the requirements for market entry, such as tariff and non-tariff barriers, quotas and trade regulations. It is an important step in the research process, as it represents a key criterion for market selection or exclusion before moving on with performing a deeper analysis of the prospective market.

Tariffs and quotas can be found out by checking Harmonized Commodity Description and Coding System (HS) numbers. Once you have a code for your product, you can check which import duties apply, as well as required documentation, quotas and VAT rates in the target market. This information can be found through a simple internet search or with local customs and tax offices.

Bilateral or multi-lateral trade agreements can also represent a great opportunity for your products in the market you are targeting. There may not be agreements signed that may suit your products but other type of arrangements, like a protocol for sugar, for example. This information can be obtained from the Ministry of Trade and from www.intracen.org or www.macmap.org.

More recently, non-tariff trade barriers have taken a very important dimension, especially in perishable products sectors such as food and beverages, where quality requirements have been standardized through certification and where other environmental, health or safety issues may play an important role.

Quality standards are of high importance, as they determine the reliability of your product, especially if you are a potential new supplier. In addition, consumers have become more informed, demanding and increasingly aware of environmental issues, all of which has important implications for exporters - especially from developing economies – such as:

- ➔ **Traceability:** consumers want to know where the product and the raw materials used come from. This allows transparency in the origin of products and on the use of dangerous substances
- ➔ **Recycle-ability:** The amount of packaging waste as well as its composition has become part of consumers and customers purchasing criteria
- ➔ **Environment-friendliness:** Companies are increasingly required to implement environmental management systems to ensure that their products do not harm the environment. A growing number of consumers are looking at this aspect, with some markets, like the EU, considering regulations to ban imports of environmentally unfriendly products

Health and safety issues, especially in food in industrialized countries are also becoming increasingly relevant and legislation in this area determines clear guidelines for exporters. Social and ethical issues have recently become other criteria for consumers and customers to select products. As an exporter, it is essential that you are aware of these non-tariff barriers, so you can gauge whether and how you can overcome them. Some events or food accidents even in un-related regions of the planet may trigger the scale of these issues. For instance, the appearance of bird flu prompted an important movement at a governmental and international agency level involving health, social, political and business regulations.

Key Questions on Quality Standards

- Are there quality standards to meet regarding my product (e.g. ISO)?
- Are those quality standards obligatory?

Main Sources

- www.iso.ch
- www.cenorm.be
- Trade associations
- National Standards Organizations

Environmental, Social, Health & Safety Issues

- What raw material used in my product is forbidden in the target market?
- What are the alternatives?
- Are there any regulations or requirements on packaging waste?
- Are there any labels (e.g. ECO-labels, FSC-label) and how to apply?
- Are there any requirements on social accountability (e.g. SA 8000)?
- Is there any special legislation on health and safety issues?

Some Sources

- www.cbi.nl/accessguide
- www.codexalimentarius.net
- www.foodnet.fic.ca (food safety)
- www.ifoam.org (organic food)
- www.newapproach.org (product safety)

Toolbox

Useful sources of reports on product markets globally and regionally include:

- ✓ www.trademap.org
- ✓ www.intracen.org (articles for free and reports at a cost)
- ✓ www.fao.org (free)
- ✓ www.usatrade.gov (free)
- ✓ www.euromonitor.com

Selecting a Target Market

Different markets have different requirements. For instance, product modifications that suit customers in China might be the opposite of what customers in Canada want. Trying to export to several different countries can be very expensive and difficult to manage.

Instead, especially if you are starting the export road, it's usually best to focus on selling to one or two individual markets. In large countries like the US, you might even concentrate on a particular region, and roll out gradually across the country as you build market presence.

Many new exporters choose to start by exporting to markets that are relatively easy to deal with, often called “beginners markets”. These are countries that offer both geographical and cultural closeness. The same language is spoken, commercial agreements are in place, legal and financial systems tend to be similar, and are relatively small markets with populations fewer than four million. As a matter of fact, most countries have their largest trading volumes with their immediate neighbors.

In the case of experienced exporters already trading with one European country, the practicalities of exporting to other countries within the EU are relatively straightforward. Many trading practices, regulations and standards apply throughout the EU.

Regardless of what type of exporter you are, one common decision will be to define primary and secondary target markets. A wide range of political, economic, geographic and demographic factors will influence market selection, as well as trade-specific aspects and your internal company assessment.

2.3.3. Understanding Target Markets

After choosing your markets of interest, the next step will be to get a deep look at them. In doing so, you will need to gather information on a country's economic and political situation, business, demographic and cultural aspects that will provide a broader insight into that market. In the side boxes we provide examples of what information to analyze and where to find it.

Criteria for Market Selection

- **Proximity:** the geographical closeness defines the first round of screening. These markets are ideal to build up export experience before venturing into more complex ones.
- **Socio-political conditions:** Primary markets covered, other prospective markets can be those that share a common interest with yours, e.g. a trading block.
- **Economic conditions:** By defining an income level threshold, GDP per capita data will refine target markets
- **Culture:** Indicates how differences may impact operations and communication
- **Technological conditions:** These will determine the relative fit of a product for a market
- **Climate and Topography:** These influence product preferences, but more importantly, they impact logistics (transport, storage)

Those and other industry- or business-specific criteria combined with the ones above may constitute the basis for an “Attractiveness Matrix” to assess the overall attractiveness of a country.

Market Size, Growth & Trends

Next, you have to analyze the market for your product in that country. Depending on the nature and possibilities of your activity (B2C or B2B), you will look at consumer or industrial markets.

For consumer markets, information on market size can be found in some country reports for a specific product, yet it is often hard to find a round number to work with and you may have to estimate a market size using different data.

Zoom In: Estimating Market Size

- ➔ **Industry Sales:** Trade Associations can provide trade and sales statistics. Depending on the accuracy and organization of the information, domestic sales can be broken down.
- ➔ **Retail Sales:** If available, you can add sales figures of retail outlets selling your product in a given market. Another way would be to take sales figures and market share of the top players and calculate the total market from there.
- ➔ **Tracking Data:** Companies such as Nielsen, NPD or Taylor Nelson specialize in tracking retail sales data for a group of products or a single product/brand. This information also provides market shares for each brand, which allows further calculations. This data is highly reliable, but can also be expensive.
- ➔ **Consumer Expenditure:** National Statistics Offices regularly track consumption of groups of products, which allows estimating annual per capita consumption of some products.
- ➔ **Apparent Consumption:** This can be obtained by subtracting exports from the total of imports and local production. Yet, even though trade statistics can be obtained from official sources, production numbers may not.

In the case of industrial markets, market research tends to be simpler as they involve mostly becoming familiar with the supply structure of the market. The structure of the supply chain in many industries has changed dramatically in recent years, with delocalization and production off-shoring for spare pieces or entire products. This is an important consideration in assessing competition, cost competitiveness and other differentiation sources you may identify.

Identifying opportunities in niche segments

Another important aspect to explore and understand are segments, how they are configured, which customers they satisfy and what the successful business models are. Also useful to know is how the market is growing and what the drivers are. In some cases, the market or sector as a whole will not show a growth trend, but some segments will. In food and beverages, there are currently several burgeoning segments, such as, for instance, the gourmet, ethnic, organics and sustainable. As a producer or manufacturer, which of these may be interesting for your product? What can be innovative strategies for your product to effectively compete in these segments?

That intelligence will assist in identifying niches and hidden opportunities to fine tune your strategy. When looking at an entire country, it is also important to assess the economic model in

Key Questions on Consumer Markets

- ➔ How has the market developed over the last years?
- ➔ What is the forecast growth rate for the next five years?
- ➔ What are the most dynamic segments?
- ➔ What are the most prominent factors influencing growth?
- ➔ What are typical consumer trends in the country?

Key Questions on Industrial Markets

- ➔ What is the supply structure for industrial products?
- ➔ What is the industrial demand in target countries?
- ➔ What are the fast-emerging segments offering growth opportunities?
- ➔ What type of products/raw materials do vendors supply to manufacturers?

Competition

- ➔ Which firms are the main competitors and what are their market strategies?
- ➔ Which products do they offer and at what price levels?
- ➔ What have been their entry strategies?
- ➔ What is their market share?

combination with the stage in which the market for your product is. In the case of an emerging market, e.g., Ukraine, there may be fewer competitors for your product, while in France, the market may be mature. In addition, if Ukraine's economy grows faster than France's, your opportunities may be higher in Ukraine than in France, regardless of country size. Other aspects inherent to market maturity may influence entry strategy; for instance, developed economies tend to look for high volumes with the best quality at the lowest prices, so your chances may be restricted.

In analyzing trends for a specific market, you may find possible reasons behind market dynamics and you may be able to predict how the industry will develop in the next years. This understanding of the potential scenarios for the market will provide a more grounded basis to craft a long-term strategy in the target market. Local and trade consumer magazines usually spot the latest trends in the industry. Market trends can also be scanned by monitoring the initiatives of the main players, as they are usually the industry trend-setters.

Toolbox

Useful sources of reports helpful at this stage include:

- www.cbi.nl (free)
- www.jetro.go.jp (free)
- www.uktradeinvest.gov.uk (country profiles)
- www.doingbusiness.com (World Bank)
- www.profound.com
- www.mintel.com
- www.datamonitor.com

Market Structure

The structure of a market is determined by its supply and demand chain. Assessing the different actors along the supply chain and their linkages will point out to differences in the chain according to products, type of customers and consumers, suppliers and manufacturers. An insight into the market structure will show what your potential position can be in the supply chain if you enter that market.

When researching the supply chain, it is imperative to check price sensitivity and margins at each stage. This provides an opportunity to also check on competitors' prices and find out whether price is a key success factor in that market.

Customers/Consumers

Depending on your product, you will be faced with diverse consumer or customer segments in the target market. Grasping the dynamics of those segments and gaining insights on what their key purchasing criteria is represents another essential aspect of your research. Understanding each of these segments will allow you to choose which segments to target and how to target them. Your segmentation criteria will determine how you identify, assess and prioritize segments. Important to consider is that the segmentation criteria will also impact how you can quantify the segment and the more data you can obtain about your target segment, the better you will be able to estimate your potential market size.

Niche Segments are booming: Is it the right approach for your product?

Niche markets have always existed, but more recently, they have boomed. Globalization and the internet brought almost unlimited access to brands and products. Consumer lifestyles have become more hectic and free time is limited; thus, they increasingly value personalization and uniqueness.

When to go niche?

Niche segments are an ideal way to start in a foreign market for companies offering a distinct, unique product that may respond to a very specific need or use. It is too, a chance to test the product in a small market with limited risks.

Targeting a niche means concentrating on a narrow piece of the total market; this can be segmented according to different criteria.

The F&B sector offers great scope to target niche segments, from gourmet to ethical, passing by organic, bio or ethnic, to name a few.

What makes a segment attractive?

- It is big enough to be profitable
- It has growth potential
- Competition is limited
- Firm has or can develop unique resources and skills to serve the segment effectively
- Client base loyalty

Nowadays, information on consumer trends can be easily accessible through consumer and trade publications. Consumer organizations can also be of assistance. For example, an exporter of juices or dairy assessing the global market may be interested to see this news:

Datamonitor Releases Top 10 Food Trends For 2008: Probiotics, Organics top list

11/28/2007

With the new year fast approaching, new product developments promise better health and happier taste buds in 2008. Datamonitor's Productscan Online takes a look at trends in consumer packaged goods for the coming year.

- ▶ Probiotics, beyond yogurt – Probiotics are finally hitting the mainstream, courtesy of launches like Dannon's Activia yogurt that achieved more than \$150 million in first year sales in the U.S. But probiotics aren't limited to yogurt. In 2007, they moved into cheese with Kraft LiveActive Cheese (new in the USA and Canada) as well as other dairy products and there are indications that chocolate might be next. Chocolate supplier Barry Callebaut is out with new technology that enables the creation of a probiotic chocolate bar. Procter & Gamble is also jumping on the probiotic bandwagon with its new Align Daily Probiotic Supplement.....

Competition

The information you researched so far has allowed identifying the main players in the market and getting an overview of their strategies and operations. At this stage, it is important that you refine your intelligence on competitors so you can understand how to compete in that market. You can find information on your competitors in several ways; checking with your local contacts, looking at their websites, doing store observations or looking for company profiles in business sources. In the case of publicly listed companies, free briefings are also available from stock exchanges and business information sources such as www.edgar.com or www.reuters.com. You can also get analysts reports from investment banks, where equity analysts regularly publish research on covered companies. Reports are generally sold, but you may access some reports for free if you can directly access an analyst covering the company.

Packaging and labeling

By researching market access conditions before selecting target markets, managers and analysts already get a grasp of the main regulations and requirements to enter a market. Two important ones to consider are packaging and labeling. Some products' packaging and labeling standards are regulated internationally or locally in the target market. Beware that packaging for shipping or retail purposes are subject to different requirements and as an exporter you need to know both.

Labeling is increasingly being regulated, as issues like traceability turn more significant for consumers. Importers may also have specific requirements in terms of shape, materials and contents of the labels.

Packaging for the same product may vary from one market to another. From an environmental perspective, concerns about the recycle-ability of packaging should also be taken into consideration. From a commercial perspective, packaging gives exporter the opportunity to add differentiation to a product, so zooming into this aspect will pay off.

Case Study: Joseph's Estate Wines (Canada) expansion into Japan

Located in the heart of the Niagara wine region, Joseph's Estate Wines attracts thousands of tourists eager to sample the estate table wines and distinctively flavored ice wine.

"We began to notice that a lot of visitors to the winery were from Japan," explains Ms. Legarda-Custodio, VP of Exports. *"Seeing this, a question immediately came to mind – why not bring our wines to Japan?"* With this idea, the company began doing research on the Japanese market. *"The first thing we had to do was find statistics and background information on the wine business in Japan."* The next step in Joseph's Estate Wines' incursion in Japan was attending a Fukuoka Prefecture trade show. There they met a leading logistics and distribution company in Japan. When asked what advice she would give to exporters interested in Japan, she stated, *"It is most important to know the essentials upfront – market analyses and shipping logistics – before even attempting to negotiate with Japanese companies."* She added, *"if you are exporting something that they haven't seen yet in Japan, success is bound to be a little sweeter – like our ice wine."*

: www.josephstatewines.com

Source: adapted from Jetro's web newsletter

Pricing

Consumers and importers will always evaluate a new product introduction vis-à-vis a competitive one, so price is the first point of comparison. Through other sections of your research, it was possible to analyze competitors' products and prices, as well as margins at different levels of the value chain. Yet, it is important to do extensive and up-to-date research on pricing, as it is a very important indicator of market trends and usually has a short life span.

For exporters, pricing information analysis responds to three key objectives:

- Gauging price competitiveness against other market players
- Set or realign export prices according to market conditions
- Negotiate contracts

Toolbox

Useful sources to check world market prices are:

- www.public-ledger.com (commodities, by subscription)
- www.todaymarket.com (free trial for seven days, then by subscription)
- www.intracen.org – Market News Service (by subscription)
- www.fintrac.com/gain/prices – Global Agribusiness Information Network (free of charge, information up to seven days old)

2.3.4 Identifying Routes to Market

Distribution Channels

Distribution is the mechanism through which your product will eventually reach consumers or buyers, so all participants in the distribution channel will be instrumental in your market entry strategy. They are the inroads into customers by not only transporting the goods physically closer to them, but also promoting and making the product available.

The distribution “chain” varies in length according to the number of participants that intermediate in delivering the goods to end buyers. Therefore, distribution can be direct – when the product goes directly from the exporter to the consumer-, or indirect – when there are a number of “middlemen” in between.

Direct Market Entry

A direct market entry means bypassing intermediaries, a luxury that only few companies with enough resources to establish independently in a foreign market can do. The main advantage is that you get to keep all the margins that in indirect entry are distributed among the different participants.

Direct entry is a method used mostly by large multinationals with extensive experience in other markets and recognized international brands which can set up sales or representative offices that carry out all export duties, from paperwork to promotion activities.

Direct entry is also used by B2B suppliers who manufacture specifically upon ordering.

Price Types

CIF (cost, insurance and freight)...

- Can be found through field research mostly, talking to other exporters or importers in target market

FOB (Free on board)...

- Likewise, can be obtained through specific trade sources

Retail Prices...

- Can be found checking online catalogues or doing store checks in the target market. Knowing the intermediaries' markup can also allow calculating CIF price

Key Pricing Questions

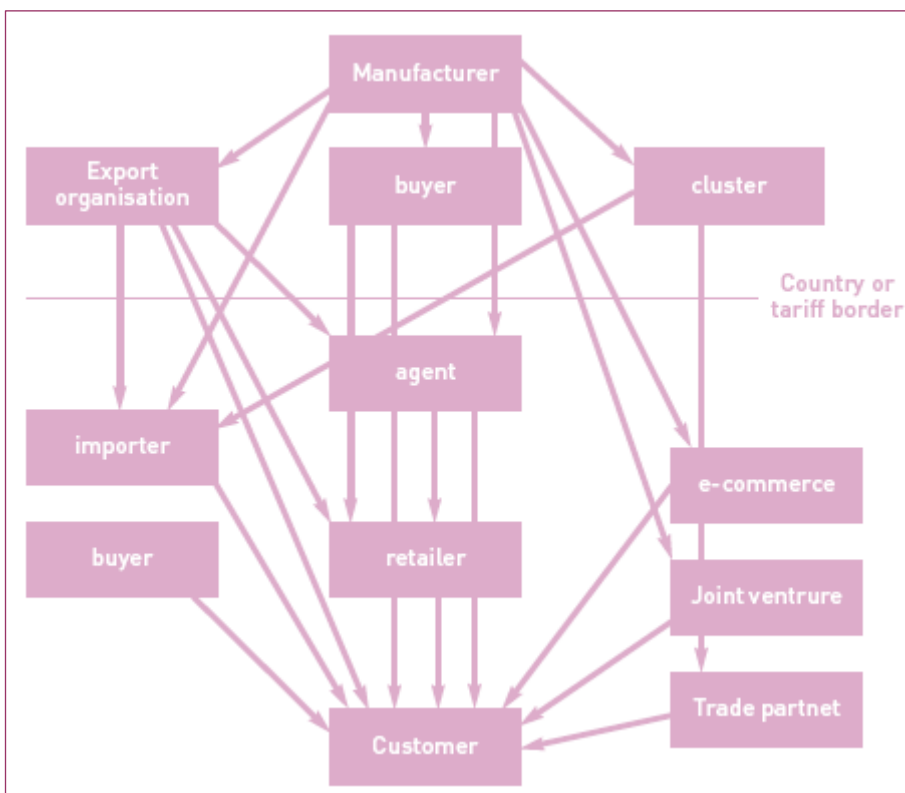
- What are the price developments globally for my product?
- How price sensitive are consumers/buyers in the target market?
- What are the discount structures and price margins?
- What are the seasonal retail sales periods and what are the discounts?
- What is a typical entry price in that market?

Indirect Market Entry

According to CBI, nine out of ten exporters need intermediaries when trading with faraway markets. This is further stressed in the case of industrialized markets, where the market introduction task can be better carried out by a local representative than by the foreign exporter.

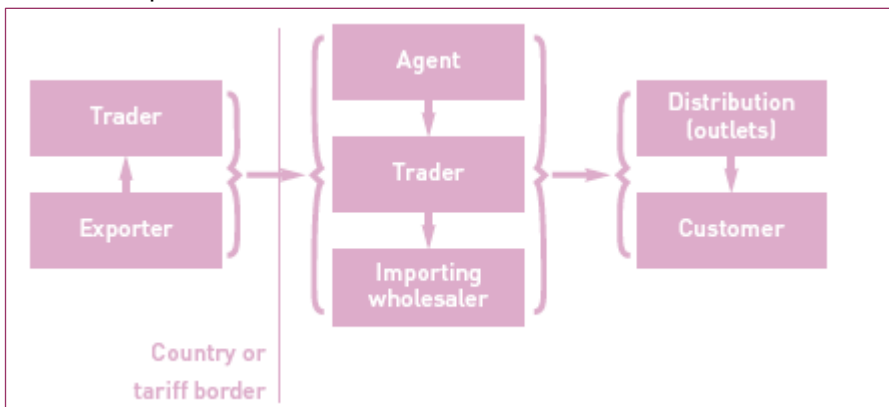
Selecting the right trade partner is a fundamental decision that will resolve several issues for exporters. The partner's experience and knowledge of the local market will provide contacts and access that will determine to a large extent the success of your endeavors.

As the chart below shows, indirect entry can take many forms:



Source: adapted from CBI's Export Planner

...which simplified would look like this:



Key Distribution Questions

- What is the distribution structure of the foreign market?
- What is the best way to export to that market: distributor, agent, other?
- What are the mark-ups normally required by intermediaries?
- What kind of promotional assistance will they provide?
- Is an exclusive representation desirable?
- What type of incentives should be provided to agents or distributors?

Which retail channel?

That will certainly depend on your product, but also on the retail structure of the market you are targeting. In mature, developed markets, the distribution networks tend to be complex with several types of outlets targeting different customer segments. Research on their shopping habits will already provide hints into the appropriate channels. For example, in Europe, many products find their way to consumers through specialized outlets; in the US, consumers prefer general stores or hypermarkets.

Choice of channels can also be relied on trade partners with thorough market knowledge.

Both diagrams show the structure and relationships among intermediaries providing access to a market. It is important for exporters to know that these structures are dynamic, so if the structure changes, so will the role of an intermediary, which in turn will have an impact on relationships and relative strength of each market force.

Intermediaries may integrate vertically or horizontally, which will significantly change your closeness to the final buyer. This is a major global trend to consider in food and beverages, as channels are consolidating, changing the structure of the industry, but most importantly shrinking margins for all participants, including exporters.

Promotion

Promoting your company and product in a foreign market is the tool that will encourage potential buyers to try and adopt your product. Promotion serves mainly two purposes:

- It informs the customer about the availability of your product/brand and its attributes
- It provides guidance on the proper use of the product to ensure maximum satisfaction

Media selection to promote exports will vary depending on whether you export a product or service, or if you target consumers or industrial markets. Amongst the spectrum of promotional tools for exporters, the most effective are:

- Fairs
- Trade intermediaries' promotion
- Missions
- Catalogues on website
- Sampling discounts
- Media catalogues (DVDs, CDs, etc)
- Personal selling (B2B)

These promotional tools have the added value of potentially acting as research tools for exporters. For instance, it is highly recommended that before sending samples abroad to lose contacts or even attending a trade fair with commercial information, an exploratory trip to the market or relevant events is taken. That will allow the exporter to visit potential agents or distributors, get to know the retail channels firsthand and gauge consumer interest in competing products by practicing in-store observations.

2.3.5. Analyzing Strengths and Weaknesses

At this point, you have enough information on your hands in order to assess how your company can respond to the unique conditions, requirements, regulations and practices of the markets you want to target.

The next step will be combining the Export Market Analysis with your Company's Internal Analysis to find out how you are positioned to enter that market. An internal audit will provide insights on the current state of the business and will help establish whether the company has the capabilities to embark into exporting to a new market without compromising other areas of the business. Elements to consider include: product adaptability or new product development, production capacity and lead times, human resources, financial strength, logistics, international marketing skills.

Key Promotion Questions

- How can my value proposition be best communicated to the target group?
- What are the trends in promotion in my target market?
- What are the best trade fairs to visit and to participate in?
- What are the relevant trade magazines to advertise?
- How can I measure the results of my promotional efforts?
- What budget should I allocate to promotion?
- Which would be the best promotional communication tools?

Trade fairs sources

- www.tsnn.com
- http://tradeshow.alibaba.com/category/2/Food_Beverage.html
- ats.agr.gc.ca/events (for agri-food fairs)

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is an appropriate tool to use at this stage, as it will allow you to effectively merge the conclusions of your external and internal analysis. The objective of this exercise will be to determine how your business's strengths and weaknesses relate to opportunities or threats in the market.

The outcome of the SWOT analysis will be important in your final decision to export and in figuring out how you can overcome weaknesses and potential risks if you decide to move along.

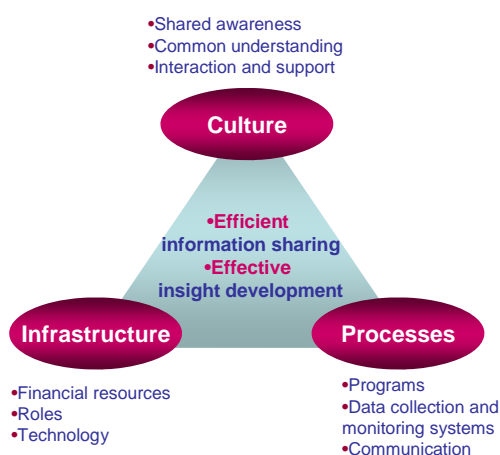
2.4. Achieving Excellence in Market Intelligence

After making the case of the importance of conducting market intelligence to enhance export strategy development, it is of importance to managers and analysts to understand how to capitalize from that effort for the longer term. Thus, the need arises to developing effective and efficient market intelligence competences at an organizational level, so the expertise and process can be optimized and transformed into a systematic approach that perfects over time.

Six Keys to Developing Excellence in Market Intelligence

- ✓ *Make it a systematic, continuous process with scheduled monitoring, updating and evaluation activities*
- ✓ *Allocate the necessary resources (individuals, budget, technology) if sound results are expected*
- ✓ *Keep dynamic, regularly-updated databases that can be shared among all stakeholders in the organization*
- ✓ *Stick to research and analysis plans and objectives*
- ✓ *Develop mechanisms to continuously share relevant knowledge, facts and insights with other involved areas in the organization*
- ✓ *Communicate at an organization-level the importance of collaborative market intelligence and information sharing efforts*

Designing and implementing the necessary systems to improve an organization's market intelligence capabilities will depend on factors such as size, needs and resources available. Yet, it is important to consider all the elements that will strengthen market intelligence efforts so managers can make a conscious assessment of how to best organize their research activities. In the chart below, we show a conceptual model to structure them.



Case Study: Rutherford & Meyer (New Zealand)

The company has created a successful niche market for its gourmet fruit paste range in Australia, the United States, Canada and the United Kingdom, as an ideal match to cheese platters.

R&M targets the top end of the restaurant and retail market with its fruit-based pastes, vinegars, pates and toasted muesli. Growth in the last two years exceeded 400% and exports now account for 63% of total sales.

To handle growth in the US, the producer opened an office in Seattle mid 2006. A few weeks later, R&M's products had been ranged in a 100-store chain. *"The major advantage in the US is that there are hundreds of large supermarket chains, all in competition - the potential is enormous!*, says MD Jan Meyer"

In Australia, R&M won a contract to supply fruit paste under private label for a large Australian brand. *"We had already been told that our range wouldn't fly in Australia so this was a great way to test the market without putting our brand on the line,"* adds Ms Meyer.

For more on the company, visit: www.rutherfordandmeyer.co.nz
Source: adapted from New

3 Learning from successful exporters

3.1. Selected International Case Studies

Food Safety: Kenyan Fish Exports

Food safety and quality have become increasingly important in international fish trade. Stringent conditions imposed by major fish-importing nations in the developed world, which take in 80 percent of global fish exports, give food safety priority over price as the main determinant for market access. Nearly half of fish exports originate from developing countries, which have limited capacity to invest in the rigorous fish safety measures demanded by importing countries. The main safety concerns are unhygienic handling during and after fish harvest, insufficient refrigeration, substandard processing, and poor packaging.

The Fish Trade In Kenya

Kenya has a long history of fishing. The Luo, Luhya, and Abasuba ethnic groups have been active fishermen for more than five centuries. Until 20 years ago nearly all fish caught in Kenya was consumed within the country. Kenya only started to export fish in the early 1980s, when fish processing factories were established around Lake Victoria. The total annual production of fish in Kenya is approximately 180,000 metric tons, but has been declining. About 92 percent of this fish comes from Lake Victoria, and the rest from the Indian Ocean (4%), inland lakes and rivers (3%) and aquaculture (1%). Nile perch, which constitutes about 50 percent of the fish caught in Kenya, is the main export, earning about US\$50 million annually. Approximately half of all the fish processing and exporting firms in Kenya specialize in Nile perch products and the rest handles marine products such as shrimp, other crustaceans, and tuna. Fish exports, however, still earn less than horticultural crops, coffee, and tea. Because the country needs foreign exchange for its international purchases the Kenyan government is keen to promote fish exports.

Safety Concerns

Concerns about the safety of fish from Kenya first arose in November 1997 when Spain and Italy both banned fish imports from Kenya, claiming the presence of *Salmonellae*. Although some member states of the EU continued to import fish from Kenya on bilateral agreements, Kenya's fish exports to the EU declined 34%. Following reports of a cholera outbreak in Kenya and neighboring countries in January 1998, the EU again banned imports of chilled fish products from Lake Victoria, citing poor hygiene standards, which caused a 66% drop in fish exports to the EU. A third ban in April 1999 followed a report that pesticides had been used in Lake Victoria to kill fish, with a further 68% decline in fish exports.

The Solution

Despite the ban, new markets emerged for Kenyan fish, with Israel becoming the most prominent single importer of Kenya's fish, a position it has retained to date. Other markets emerged in the Far East, North America, the Middle East, and other African countries. The EU is still the preferred market for fishery products from Kenya because of its relative proximity, which allows for greater profit margins. Thus, meeting safety standards in the EU is important for the industry's future. To achieve this, Kenya has decided that fish destined for the export market will land in only 5 fishing villages (out of nearly 300). The designated villages were provided with hygienic fish handling and preservation facilities. However, fishermen from elsewhere will incur higher transport costs to bring fish to the designated villages, thus reducing their net income. The proposed changes will create room for middlemen to operate between the fishing areas and the centralized collection points, which in turn, will increase overall handling costs and final price, yet matching international prices.

Source: International Food Policy Research Institute

Market Research: Queensland's Meriram

Company Profile

Established in 1982 and based in Brisbane, Meriram is a company specializing in natural health food and quality whole food products. Its product range includes nutritious alternative foods such as organic, gluten-free, low fat, non-dairy, sugar-free, carob and cholesterol free foods. The company has developed into a top 100 supplier within the Australian food industry by marketing its Sunsol, NU-VIT and Meriram brands within supermarket chains. Since 2003, the company has entered international markets by supplying products through overseas supermarket chains and it has become a market leader in Hong Kong and Singapore.

Motivations to Export

After establishing itself in the Australian market, Meriram made a strategic decision to focus on South East Asia, Hong Kong and Singapore and develop these export markets. Having operated successfully in Australia for 20 years, Meriram had strong business management systems, combined with effective marketing and operational strategies in place. From this solid foundation, the company was able to build upon its existing domestic success and pursue export opportunities. Market research was essential in understanding the consumer trends and the competitive environments that operated within the overseas markets. It was important to understand how Meriram's products would be perceived and to see if the key features the company identified were actually going to bring success within the markets. Meriram believes that its quality products and competitive pricing have also contributed to its export success.

Lessons learnt

Meriram recognized that each market and customer were unique and realized the importance of developing close relationships. A greater significance was placed on maintaining open and frequent communication with clients because of the distance factor. Export requires a clear focus and constant follow-up. Each market is different. Some markets have taken three months to enter, whereas others have taken over two years.

How exporting has benefited the business

Exporting has opened up new revenue streams, allowing it to establish a broader customer base. It has also opened up opportunities to develop other product and geographic markets.

Words of advice for exporters

It is highly recommended that companies work with a good business partner or mentor. Meriram took a targeted approach when looking for overseas partners and identified a few partners for building long-term relationships. During the contract negotiation process, Meriram provided clear expectations of what it needed to achieve in relation to margins, operations and lead-times, and also understood what its clients' requirements were. This ensured that both parties were happy with the contract and were committed to each other in the long-term.

The company made many changes and improvements to its quality and operational systems.

Its marketing and logistics needed to be modified slightly for export, but rather than setting up completely separate export divisions, it integrated the additional exporting activities into its existing business activities.

Source: Export Advisory Unit, Queensland Government

Niche Products: Uruguayan “Alfajores” from Portezuelo

Company Profile

Durulte S.A. is a Uruguayan food processor manufacturing bakery and confectionary products such as pound cakes, pannettone and the traditional “alfajores”, a local snack made of two chocolate cookies, filled with the traditional “dulce de leche” and covered with chocolate icing. Operating in the Uruguayan market since 1971, the company is a leader in the local “alfajores” market and has embarked a few years ago in a successful expansion into regional markets and Spain. Kids are the main consumers of “alfajores” as a typical school snack.

Conquering Export Markets

After solidly establishing its position in the Uruguayan market, the company decided to explore foreign markets, starting with the south cone region. Having such a traditional product (only known and consumed in some neighboring countries) implied several challenges in introducing the “alfajores” in new markets. Mr. Devoto, Export Manager, commented: “Some markets are a natural and easier destination for the “alfajores”, such as Argentina, where you don’t need to explain it. In turn, we had to make stronger efforts in advertising and distribution in markets where we had to create the culture of eating “alfajores” like Brazil, Ecuador or Colombia. There they don’t even know the name “alfajores”, but they simply call them “cookies”.

Today, the company exports its branded “Alfajores Portezuelo” to the south cone, Paraguay, Dominican Republic, Bolivia, Ecuador, Colombia, Mexico, United States and Spain. In addition, it produces private label “alfajores” for Arcor, Cadbury and Kraft in Argentina, as well as Pepsico and Quaker in Brazil.

Mr. Paciel, Marketing Manager added: “Our exports reached 50% of total production in the past, but today, the internal market has become more important. We have 70% of the Uruguayan market, where the consumption of “alfajores” reaches 12 million units per month.”

Some of the challenges the company had to face was the limited shelf life of the product, which is 90 days. In order to address this, recipes were modified and new packaging solutions such as smaller boxes and displays were developed to ship the products abroad.

Meeting Quality Standards

The company counts today with the largest and most technologically-advanced manufacturing plant of “alfajores” in South America, with high levels of automatization and the capacity to produce 2 million “alfajores” per day, which gives the company a wide scope for further exports development. It has implemented HACCP and works in the Continuous Improvement System. Its laboratory takes samples every hour of production to make microbiological and physiochemical tests. The plant also has developed facilities for easy loading and unloading of the merchandise and it has been built on an easily-accessible location close to the local airport and port.

The results so far

In the last two years, the company has sold over US\$ 3 million in exports, totaling exports of US\$ 30 million over all of its export history. In previous years, the company has matched the export levels of far more popular local industries, such as wine.

Source: Durulte S.A. website (www.alfajoresportezuelo.com.uy), El Pais Digital, « The Sweet Industry : Uruguayan Alfajores for the World”, May 18, 2006

Safety in Food Processing: The Shrimp Export Industry in Bangladesh

The Safety Imperative

Recognizing both the potential for Bangladesh's exports and the problems with safety and quality of the product, the Food and Agriculture Organization of the United Nations (FAO) helped Bangladesh develop product standards, regulations, and fish inspection schemes in the early 1980s. FAO initiated a 1996 project to assist in the preparation of a fish safety and quality control program for the shrimp and fish plants in Bangladesh. The program provided training in HACCP procedures to both the public and private sectors. It also informed the government about new requirements of major importing countries. A parallel Common Fund for Commodities/FAO project carried out by the Intergovernmental Organization for Marketing Information and Technical Advisory Services for Fishery Products in the Asia Pacific Region (INFOFISH) focused on the export promotion of value-added products and their sustainable development. Activities ranged from industry training to the development of export opportunities.

The Challenges

Despite these efforts to upgrade product quality and safety, Bangladeshi shrimp processors continued to suffer from declining exports. In 1997, the fourth leading export item in Bangladesh was frozen shrimp and fish, with a 7.3 % share of the total export market. The major importers at the time were the EU, accounting for 34-50% of Bangladesh's exports, the United States at 23-38% and Japan at 15-26%, depending on the year. But the product was perceived as lower-value added product and generated a negative reputation in quality; hence, Bangladesh became a price-taker rather than a price-setter. On July 30, 1997, the EU banned imports of fishery products from Bangladesh as a result of EU inspections that found serious deficiencies in infrastructure and hygiene in the processing plants. The ban was estimated to cost the Bangladesh shrimp-processing sector nearly US\$15 million in lost revenues from August to December 1997.

Actions to Improve

By 1997, the Bangladesh shrimp processing industry had invested \$17.6 million in plant upgrades, the government had invested \$382,000 in laboratory and personnel upgrades, and outside partners had invested \$72,000 in training programs in Bangladesh. The total fixed investment cost of \$18 million was only slightly more than the nearly \$15 million in lost revenue from the ban over a period of five months, but - unluckily - they were not in place before the ban. Research had also determined that the annual recurring costs to maintain HACCP programs and meet international standards would be \$2.2 million for industry and \$225,000 for government, so funding had to be organized. Subsequent inspections by the EU determined that some plant improvements then met EU standards. Subject to certain provisions, the EU ban was lifted for six establishments by end of 1997. By July 1998, a total of 11 plants had been approved for export to the EU. By 2002, out of 65 plants licensed for export by the government, 48 plants had EU approval.

Meeting New Challenges

The first challenge is ensuring the sustainability of the shrimp supply. A second challenge is the need to become more diversified in terms of both products and markets. Many export processors are now producing value-added products such as individually quick-frozen, peeled and de-veined, and butterfly cut shrimp, as well as cooked products. In 2001 already these value-added exports made up almost 25% of total exports (32,500 metric tons), valued at \$363 million. Technical assistance from FAO and INFOFISH continues to play a role in industry development by transferring simple, low-cost technologies for adding value and by matching buyers and sellers to facilitate market diversification. Improvements are making a difference; the unit price of exports has risen steadily. Some exporters are now recording an average unit price of more than \$15 per kg, a price comparable to that received by major exporters from the region. The average volume of exports has also increased from 24,000 metric tons in 1992 to 30,200 metric tons in 2002.

Source: International Food Policy Research Institute

Opportunities in Beverages: Nudie, International Juice of Success

Created in a Sydney kitchen just three years ago...

...and with just three employees, Nudie has achieved tremendous growth, experienced extreme adversity and rebuilt to even greater success, employing now 85 staff and having offices in Sydney, Melbourne, Brisbane and Perth, working through 25 national distributors. But while domestic market entry for this cheekily branded premium beverage company began in January 2003, Nudie's exporting journey only began in 2005.

Exploring opportunities abroad

"We had received a number of enquiries from overseas and were keen to explore international opportunities," explained Mathew Barlow from International Nudie. Nudie began focusing their energy on developing an export strategy that concentrated on markets close to home. In March 2004 Nudie was nominated for Austrade's new exporters showcase 'What's New From Australia?' at Food & Hotel Asia 2004, Singapore - the largest food and beverage trade show in South East Asia. Singapore was an ideal starting point. Its population is concentrated in one city, it has an affluent health conscious demographic that contains a large number of ex pats and the Nudie product required no major changes to packaging.

Destination: Singapore

The objective of Nudie's Singapore trip was to identify and partner with a distributor with the knowledge and experience in cold chain products who would champion Nudie products. As Nudie was still in its infancy, forming a partnership was ideal for ease of entry into the Singaporean market as well as being the most cost effective option. For the average exporter, finding the right partner can take many months and numerous visits to the export destination before the ideal partner is identified and an agreement signed, but Nudie was able to accomplish it shortly.

Finding the right distributor

On his return to Australia, Mathew followed up the numerous leads generated by the trade show. After a rigorous selection process, Nudie narrowed the potential distributors down to one company. "The distributor we chose is a small but dynamic distributor which has been established for five to six years and is backed by a large logistics company," Mathew explained. "We chose them as they have a similar business approach and are committed to providing the time and resources required as well as to working closely with us to promote Nudie. Their expansion plans are also well matched to ours."

Developing fast and eyeing new markets

With its first export sale complete and a distributor partnership established, Nudie is well placed to achieve its target of export sales reaching a six figure sum within a year, and has long term plans for further expansion to other Asian markets, as well as distant markets such as the United States and Europe.

The successful search, negotiation and fulfillment of Nudie's first export sale in such a short period of time is impressive in itself. The fact that during this period Nudie suffered from an arson attack, when its factory was burnt to the ground, and then achieved a recovery of 50% production in 3 weeks and record sales and production levels within 3 months of the attack is inspirational.

Source: New South Wales Business Chamber website

4 Tool kit

4.1. Market Brief Sample Table of Contents

Topics	High-level description
➤ Product description	What is exactly our product and its applications or uses?
➤ Market Overview	General Production, Consumption and Trade Data
➤ Market characteristics	Features of demand – what is the product used for and what preferences and requirements does the market have
1. Demand	
2. Market Access	Tariff and Non-Tariff Barriers
3. Prices	Current pricing and trends
4. Distribution Channels	How the product makes its way to the consumer
5. Packaging and labelling	Standards and market requirements of how the product should be packaged and labeled
6. Commercial practices	Ordering procedures, payment methods, contractual agreements
7. Market prospects	Forecasting growth trends, competition, consumption patterns, options to exploit in the future
8. Trade / Sales promotion	How the product can be promoted – trade fairs media, etc.
➤ Implications for exporters	Putting it altogether: focus areas, implications for the business and operational models
➤ Useful addresses	Associations, research bodies, consulting firms, specialized media etc.
➤ Additional tools	Sources, references, important industry events, etc

4.2. Useful Links

Global Markets Analysis

- ⇒ www.wto.org
- ⇒ www.trademap.org
- ⇒ www.macmap.org
- ⇒ www.fao.org
- ⇒ www.fas.usda.gov
- ⇒ www.euromonitor.com

Country Profiles & Country Risk

- ⇒ www.uktradeinvest.gov.uk
- ⇒ www.eiu.com (The Economist Intelligence Unit)
- ⇒ www.cia.gov/cia/publications/factbook
- ⇒ www.countryrisk.com
- ⇒ www.businessmonitor.com
- ⇒ www.cofacerating.com

Sector/Product Group Analysis

- ⇒ www.cbi.nl (Center for the Promotion of Imports from Developing Countries)
- ⇒ www.jetro.co.jp (Japan External Trade Organization)
- ⇒ www.intracen.org (International Trade Center)
- ⇒ www.sippo.ch (Swiss Import Promotion Program)
- ⇒ www.profound.com (Thomson Research)
- ⇒ www.euromonitor.com
- ⇒ www.datamonitor.com
- ⇒ www.mintel.com
- ⇒ www.frostandullivan.com
- ⇒ www.globalbusinessinsights.com (Reuters)
- ⇒ www.xerfi.com

Food & Beverage Specific

- ⇒ www.researchandmarkets.com
- ⇒ www.mindbranch.com
- ⇒ www.aroq.com
- ⇒ www.just-food.com
- ⇒ www.just-drinks.com

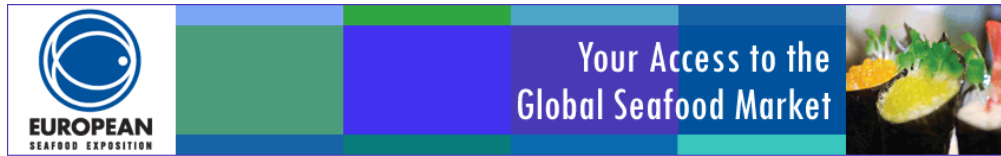
Organic Food

- www.biofoodonline.nl
- www.biopress.de
- www.naturalfoodnet.com
- www.organicfood.co.uk
- www.organic-research.com
- www.allorganiclinks.com
- www.greentrade.net
- www.organictradeguide.com

Food Regulations

- www.iso.ch
- www.cenorm.be
- www.cbi.nl/accessguide
- www.codexalimentarius.net
- www.foodnet.fic.ca
- www.ifoam.org
- www.newapproach.org

4.3. Selected Food & Beverages Trade Fairs



European Seafood Exposition, 22 - 24 April 2008, Parc des Expositions, Brussels, Belgium



Mark your calendars!

Western Hemisphere

American Food Fair (National Restaurant Association/NRA)	May 17-20	Chicago, Illinois
EXPHOTEL	June 11-13	Cancun, Mexico
Alimentec (Tentative)	June 11-14	Bogota, Colombia
SIAL Mercosur (Tentative)	September 16-18	Buenos Aires, Argentina
IFE Americas Food and Beverage	September 24-26	Miami, Florida
Abastur	October 1-3	Mexico City, Mexico

Asia

SIAL China	May 14-16	Shanghai, China
Seoul Food & Hotel Korea	May 14-17	Seoul, Korea
International Food Ingredients & Additives Exhibition (IFIA)	May 21-22	Tokyo, Japan
Food Taipei	June 18-21	Taipei, Taiwan
AFEX Plus (New)	July 8-9	Manila, Philippines
Food Ingredients Asia (Fi Asia)	September 24-26	Bangkok, Thailand
Health Ingredients Japan (HI Japan)	October 15-17	Tokyo, Japan

Europe/Russia

World Food Moscow	September 23-26	Moscow, Russia
SIAL Paris	October 19-23	Paris, France
Health Ingredients Europe (Hi Europe)	November 4-6	Paris, France

Source: Latitude research

4.4. Contacts worth checking

Europe

AUSTRIA

Austria Federal Economic Chamber

E-mail: wkoe@wkoe.or.at

Internet: www.wko.at

Österreichisches Statistisches Zentralamt

E-mail: info@statistik.gv.at

Internet: www.statistik.at

BELGIUM

Belgian Chambers of Commerce

E-mail: fedcci@cci.be

Internet: www.fedcci.be

Institut National de Statistique

E-mail: desk@statbel.fgov.be

Internet: www.statbel.fgov.be

DENMARK

The Danish Import Promotion Office for products

from developing countries (DIPO)

E-mail: dok@commerce.dk

Internet: www.commerce.dk

Danish Chamber of Commerce

E-mail: handelskammeret@commerce.dk

Internet: www.commerce.dk

Danmarks Statistik

E-mail: dst@dst.dk

Internet: www.dst.dk

FINLAND

The Central Chamber of Commerce of Finland

E-mail: keskukauppakamari@wtc.fi

Internet: www.keskukauppakamari.fi

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Tilastokeskus - Statistics Finland

E-mail: tiedotus.tilastokeskus@stat.fi

Internet: www.stat.fi

FRANCE

COLEACP

E-mail: coleacp@coleacp.org

Internet: www.coleacp.org

Federation of French Chambers of Commerce

E-mail: service@acfi.cci.fr

Internet: www.cci.fr

INSEE - Institut National de la Statistique et des Etudes Economique

E-mail: info@insee.fr

Internet: www.insee.fr

GERMANY

BFAI, Federal Office of Foreign Trade Information,

Germany, Berlin Office

Internet: www.bfai.de

Association of German Chambers of Industry and Commerce

E-mail: dikh@berlin.dihk.de

Internet: www.dihk.de

Statistisches Bundesamt

E-mail: info@statistik-bund.de

Internet: www-ec.statistik-bund.de

GREECE

Athens Chamber of Commerce and Industry (ACCI)

E-mail: info@acci.gr

Internet: www.acci.gr

NSSG - National Statistical Service of Greece

E-mail: info@statistic.gr

Internet: www.statistics.gr

IRELAND

Chambers of Commerce of Ireland

E-mail: info@chambersireland.ie

Internet: www.chambersireland.ie

Central Statistics Office

E-mail: info@cso.ie

Internet: www.cso.ie

UNITED STATES

Chambers of Commerce

Internet: www.uschamber.com

United States Census Bureau

Internet: www.census.gov

Latin America

www.mercosur.org

BRAZIL

Government of Brazil

Internet: www.brasil.gov.br

ARGENTINA

Government of Argentina

Internet: www.presidencia.gov.ar

CHILE

Government of Chile

Internet: www.chileangovernment.cl

Business Organizations in Chile

Internet:

<http://www.foreigninvestment.cl/index/links.asp>

URUGUAY

Government of Uruguay

www.presidencia.gub.uy

Chamber of Industries of Uruguay

Internet: www.ciu.com.uy

Asia

JAPAN

The Ministry of Foreign Affairs of Japan

Internet: www.mofa.go.jp

Japanese Chamber of Commerce and IndustryInternet: www.jcci.or.jp**Bureau of Statistics of Japan**Internet: www.stat.go.jp**AUSTRALIA****Australian Chamber of Commerce and Industry**Internet: www.acci.asn.au**Australian Bureau of Statistics**Internet: www.abs.gov.au**CHINA****The Chinese General Chamber of Commerce**Internet: http://www.cgcc.org.hk/index_e.html**National Bureau of Statistics of China**Internet: www.stats.gov.cn/english

Source: CBI, Latitude research

4.5. Determining your market intelligence needs

Knowing where to start is often the main challenge for potential exporters. Assessing whether your company is ready to export – if you don't have any export experience – or to make the leap into more sophisticated markets – if you already have some export experience – is an important first step.

As a manager or an entrepreneur, you surely have some knowledge, ideas and an intuition about markets and the export process. Yet, you need to test and confirm your ideas, and here is where market research, identifying the right export-preparation activities for your company and eventually, training, play an important role. Below, we present an approach to conducting market research and corresponding preparation activities that fit with each business's level of experience in export markets.

Potential Exporter	Exporter in Preparation	Exporter to Region	International Exporter
Check readiness to export	Identifying most appropriate target markets Selecting target market/s	Identifying new target markets	Identifying and understanding market opportunities.
	Governmental export promotion schemes	Market briefs	Requirements to enter more sophisticated markets
Regional trade agreements	Regional or other bilateral trade agreements	Trade agreements or protocols with target countries	Trade agreements with target countries/region
Ability to adapt products to fit local taste and preferences (size, packaging, labeling, flavor)	Understanding market dynamics and entry requirements Route to market Market Access Promotion, etc....	Prospecting foreign markets	Trade Contacts
Ability to comply with regulations (quality, certifications, phyto-sanitary requirements)	Sectorial export strategy/plan	Specific opportunities assessment for niche products in more sophisticated markets	Trade Fairs
Analog cases	Relevant local and foreign experiences	Market studies Global and local sector studies	Export missions
Step-by-step exporting	Best practices	Trade Fairs Export Missions	Institutional contacts (Trade assistance offices abroad, embassy, commercial offices, etc)

4.6. Diving deeper

Market Research

Do your own market research

Paul Hague and Peter Jackson, Kogan Page, 3rd ed, 1998, ISBN 0749426527

The International handbook of market research techniques

Robin Birn (editor), Kogan Page, 2nd ed, 2002, (paperback) ISBN 0749438657
(The hardback version is: The Handbook of international market research techniques, Robin Birn (editor), Kogan Page, 2nd ed, 2000, ISBN 0749426160)

Introducing marketing research

Paul Baines and Bal Chanarker, John Wiley and Sons, 2002, ISBN 0471497703

The Market research toolbox: a concise guide for beginners

Edward McQuarrie, Sage Publications, 1996, ISBN 0803958560

Rediscovering Market Segmentation

Daniel Yankelovich, David Meer, Harvard Business Review, February 1st, 2006

B2B Market Research

The Industrial market research handbook

Paul Hague, Kogan Page, 3rd ed, 1992, ISBN 0749407743

Researching business marketing: a handbook of business-to-business marketing research

K Sutherland (editor), Kogan Page, 1994, ISBN 0749414979

Methodologies & Tools

Constructing effective questionnaires

Robert A Peterson, Sage Publications, 2000, ISBN 0761916415

Interviewing

Paul Hague, Kogan Page, 1993, ISBN 0749409185

Mail and Internet surveys: the tailored design method

D. Dillman, John Wiley and Sons, 1999, ISBN 0471323543

Using Surveys to Get the Information Your Business Needs

Nick Wreden, Harvard Management Communication Letter Article, October 01, 2002

Say it with Presentations: How to Design and Deliver Successful Business Presentations

Gene Zelazny, McGraw-Hill Education, 31 december 1999, 153 pages. ISBN-10: 0071354077

Say it with Charts: The Executive's Guide to Business Communication

Gene Zelazny, McGraw-Hill Education, 31 March 2001, 3rd edition, 225 pages. ISBN-10: 007136997X

Inside information: making use of marketing data

DVL Smith and JH Fletcher, John Wiley and Sons, 2001, ISBN 0471495433

Source: Latitude research, CBI

4.7. Sources of inspiration

- **The McKinsey Mind**
Ethan Rasiel and Paul N. Friga, 31 Jan 2001, McGraw-Hill Education, 272 pages, ISBN-10: 0071374299
- **Marketing Research: An Integrated Approach**
Alan Wilson, FT Prentice Hall; 2Rev Ed edition (10 April 2006), 432 pages, ISBN-10: 027369474X
- **Marketing as Strategy**
Nirmalya Kumar, Harvard Business School Press, 30 April 2004, ISBN-10: 1591392101
- **Guide for the Preparation of Market Profiles**
Market Analysis Services, International Trade Center
- **Export Manual, Your Guide to Market Research in Europe**
Center for the Promotion of Imports from Developing Countries
- **2004 Export Planner, A comprehensive guide for prospective exporters in developing countries**
Center for the Promotion of Imports from Developing Countries
- **Guide to Exporting**
New Zealand Trade and Enterprise, October 2007 Update
- **Market Research Portal**
www.marketresearchworld.net
- **Global Market for Processed Foods Report**, Euromonitor, February 2008
- **New Developments in Global Consumer Trends**, Datamonitor, July 2007
- **Key Trends in Ready Meals**, Reuters Business Insights, 2007