

Export Express

Insights to Accelerate International Expansion



Our Mission: Help Manufacturers “Spend time *Selling* to Distributors versus *Searching* for Distributors”

Sell to 96 Countries

Looking for new customers and distributors in international markets? Export Solutions’ distributor database covers more than 8,600 distributors in 96 countries. Our database features extensive coverage of leading food, confectionery, and beverage distributors. New! Export Solutions’ retailer database now tracks 2,500 retailers in 96 countries. Order now at www.exportsolutions.com.

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Introduction to Export Catalyst

Scorecard: What’s Measured is Treasured!

Export development has evolved from opportunistic shipments to foreign countries to strategic brand building. This requires a new level of business management for companies desiring to take their international business to the next level. The distributor community experienced radical changes, with a big gap between “Best in Class” performers and old school traders who just buy and resell. Export Solutions’ new guide provides valuable scorecards and templates to calibrate performance by your distributor teams.

Each distributor includes functional experts responsible for key account sales, brand management, logistics, and merchandising. Export Solutions’ scorecards supply assessment templates analyzing performance across a minimum of fifteen key attributes required for succeeding in each area. All distributors claim good relationships with their largest customers. Our scorecard provides metrics to calibrate distributor effectiveness at translating buyer contacts into tangible results.

Establishing a network of strong distributors is “job one” for most export

PERFORMANCE

Excellent

Good

Average

Poor

managers. Our scorecards provide a practical methodology to recognize your top distributor performers as well as underachievers who impact your ability to achieve your own personal targets. This guide shares detailed criteria for evaluating potential new distributors .

A listing map is the one form required for each country. This chart captures authorized listings by sku at the top 8-10 customers in each country. Companies record sales at the moment they secure in-store placement. Listing maps focus and track this essential element in the store coverage cycle. Coming soon: Export Solutions’ Retailer Database tracking 2,500 retailers in 96 countries, including store counts by customer.

Greg’s Guidance

- ✓ Distributor respects what the principal inspects.
- ✓ KPI’s separate boardroom promises from retail reality.
- ✓ Listing map: critical one page road map for every country.
- ✓ Good news travels fast. Bad news travels sloooooowly.
- ✓ The shelf doesn’t lie!

Distributor Market Review

Criteria	Rating	Evaluation Factors
Shipment Results		Overall growth for our industry in your market? Distributor company wide sales performance (all brands)? Distributor sales results for my brand? Change vs. benchmarks?
Brand Performance		Key brand performance versus overall category. Shipment growth, market share, weighted distribution. New item success.
Key Account Results		Results at top 3-5 accounts (or channels). Improvements: new items, shelf presence, merchandising. Are we getting "fair share" of retailers growth?
What Worked?		Strategies or performance that achieved results. Ideas that delivered incremental sales.
Key Issues?		Problems or barriers to achieving results. Pricing, investment, competition.
People		Performance by key people touching our business. Organizational changes? Who made a difference?
Financial		Distributor's financial health. Planned investments. Efficiency opportunities in Partnership.
2020 Requirements		Resources required to achieve 2020 shipment expectations. Critical activities, timelines, changes to structure/plan.

Greg's Ten Tips

1. Good news travels fast and bad news travels slowly
2. If you want to know what's really going on, spend a day visiting stores
3. Pick up the phone and call a friend or business partner versus email
4. Be positive. Think, "why not?"
5. Results are directly proportionate to your investment: Marketing, People, Focus, Time
6. A distributor (or Broker) "respects" what the Brand owner "inspects"
7. Shipment numbers rarely lie
8. Put it in writing
9. If two people agree on the principle of a deal, you can usually work out the financial terms
10. There is more in common with industry practices across the globe than differences. Brand owners everywhere desire more shelf presence and retailers demand more discounts. Recognize the differences, but focus on the universal requirement for superior products, marketed at a fair price.

Distributor Capability Assessment

Export Solutions established 15 assessment criteria to identify “Best in Class” performers as well as “under achievers.” Many distributor relationships extend 10 years or more. Is your distributor network still a “good fit” for your current business requirements? Template can also be used as New Distributor Reference Check form.

Assessment Criteria	Rating: (10 = Best)
Category Expertise/Critical Mass	
Focus/Time Dedicated to your Business	
Joint Business Plan Development, Execution, Delivery	
Alignment with Brand Owners Vision. Relationship.	
Cost to Serve (fair margin, extra costs)	
Assortment/Shelf Space	
Promotion Creativity, Effectiveness, and Efficiency	
Key Account Relations (Senior level, buyer)	
Leadership/Owner (engaged & committed to us?)	
Brand Manager (seniority, clout,creativity)	
Multi Channel, Multi Regional Coverage	
Financial Stability, Payment Record	
Supply Chain Management & Forecasting	
Problem Solving: rapid response?	
Sales Results versus Budget, Market, Category (CY, PY, 3 Years)	

Export Solutions Distributor Assessment Grid

Criteria (weighting)	Rating	Evaluation Factors
Corporate Credentials 30%		Size, sales force, logistics, # employees. Reputation (reference check existing brands). National coverage. Multi-channel coverage.
Category Expertise 20%		Sells brands in my category. Shelf space for existing brands. Current brands selling to target retailer. Category analysis and insights.
Brand Building 15%		Ideas to build or launch my brand? Marketing plan, cost, timing. Success stories.
Cost to Serve 15%		Fair, transparent model relative to size of business, brand investment, and work required.
Enthusiasm for My Brand 20%		Advance preparation, CEO involvement. Follow-up on commitments. Alignment with your vision.
X Factors: People, Admin., Professionalism, etc. +/-		CPG/FMCG background for leaders. Efficiency of scheduling meeting. Office environment. Do you enjoy the people?

Rating System



Rating	Score
Excellent	5
Very Good	4
Average	3
Fair	2
Poor	1



Contact Greg Seminara at (001)-404-255-8387 to discuss your distributor search project.

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How to be Distributor of the Year

Assessment Criteria	Considerations	Rating: (10 = Best)
Results vs Plan, Market, Category	<ul style="list-style-type: none"> • Reliable, 5 to 10% + growth 	
Retail Store Conditions	<ul style="list-style-type: none"> • Brand presence exceeds market share 	
Brand Manager	<ul style="list-style-type: none"> • “A” player, dedicated resource 	
Cost to Serve	<ul style="list-style-type: none"> • Fair margin, based upon size, complexity 	
Omni Channel	<ul style="list-style-type: none"> • Channel teams, e-commerce focus 	
Fun	<ul style="list-style-type: none"> • Do you enjoy the people, country? 	
Financial	<ul style="list-style-type: none"> • Prompt payments, accurate billbacks 	
Problem Solving – Response Time	<ul style="list-style-type: none"> • Same day service, sense of urgency 	
CEO	<ul style="list-style-type: none"> • Loves your brand, engaged 	
Pioneers New Business	<ul style="list-style-type: none"> • From concept to cases 	
Supply Chain Management & Forecasting	<ul style="list-style-type: none"> • Accurate, efficient 	
Customer Relations	<ul style="list-style-type: none"> • Senior access at top retailers 	
Category Knowledge	<ul style="list-style-type: none"> • Viewed as expert by buyers 	
Profitable Partner	<ul style="list-style-type: none"> • Sells profitable cases 	
Analytical Skills: Shipments, Nielsen	<ul style="list-style-type: none"> • Trends, opportunities, plan 	
Team (Finance, IT, Logistics)	<ul style="list-style-type: none"> • Cross functional expertise 	
Digital Savvy	<ul style="list-style-type: none"> • Social Media team, pioneers new tools 	
Reporting	<ul style="list-style-type: none"> • On time, complete, accurate 	
Best Practices	<ul style="list-style-type: none"> • Creative idea source for other markets 	
Cultural Alignment	<ul style="list-style-type: none"> • Perfect fit with brand owner’s vision 	

Export Manager Report Card

Assessment Criteria	Considerations	Rating: (10 = Best)
Annual Plan Development, Execution, Delivery	<ul style="list-style-type: none"> • Aligned, reliable, committed 	
Export Experience – Food/Consumer Products	<ul style="list-style-type: none"> • New to 20 years + 	
Ability to Influence Distributors	<ul style="list-style-type: none"> • Focus on your priorities 	
Pioneers New Business	<ul style="list-style-type: none"> • From concept to containers 	
Work Ethic	<ul style="list-style-type: none"> • Office time vs. overseas trips? 	
International Citizenship	<ul style="list-style-type: none"> • Language skills, cultural alignment 	
Category Knowledge	<ul style="list-style-type: none"> • Viewed as expert: buyers, distributors 	
Business Leadership	<ul style="list-style-type: none"> • Partners with internal functions 	
Distributor Relationships	<ul style="list-style-type: none"> • From sales reps. to owner 	
Thought Leadership	<ul style="list-style-type: none"> • Creates and shares best practices 	
Export Strategy	<ul style="list-style-type: none"> • Logical vision and road map 	
Profitable, Sustainable, Exports	<ul style="list-style-type: none"> • Sells profitable cases 	
Retail Store Conditions	<ul style="list-style-type: none"> • Brand presence vs. market share? 	
Brand Building – Promotions	<ul style="list-style-type: none"> • Creativity, effectiveness, efficiency 	
Problem Solving – Response Time	<ul style="list-style-type: none"> • Same day to one week? 	
Customer Relations	<ul style="list-style-type: none"> • Senior access at top retailers 	
Analytical Skills: Shipments, Nielsen	<ul style="list-style-type: none"> • Trends, opportunities, plan 	
Digital Savvy	<ul style="list-style-type: none"> • E-commerce, social media 	
Supply Chain Management & Forecasting	<ul style="list-style-type: none"> • Accuracy and efficiency 	
Results vs Budget, Market, Category (CY, PY, 3 Years)	<ul style="list-style-type: none"> • Flat to 10% + 	

“The Right Way” – New Country Launch

Retail buyers and distributors are receptive to brand launches from multinationals. Why? Multinationals succeed, as they introduce new products “The Right Way.” Export Solutions recaps 30 components of launching “The Right Way.” Exporters create magic with limited budgets! Winners check as many boxes as possible on “The Right Way” scorecard.

Product	Retailer
<input type="checkbox"/> Meaningful innovation – not “me too”	<input type="checkbox"/> Boost category sales, margin, and profit
<input type="checkbox"/> Consumer market research insights	<input type="checkbox"/> Syndicated data (Nielsen) – category facts
<input type="checkbox"/> Technical confirmation of product differentiation	<input type="checkbox"/> Invest in retailer “push” programs
<input type="checkbox"/> Reasonable retail price – premium (not sky high)	<input type="checkbox"/> 4-6 high value promotional events per year
<input type="checkbox"/> Test market results – similar country or retailer	<input type="checkbox"/> Retailer VP, distributor CEO at intro call
Marketing	Excitement
<input type="checkbox"/> 360 marketing plan: TV, in-store, social, PR	<input type="checkbox"/> Launch party – memorable location
<input type="checkbox"/> Sampling	<input type="checkbox"/> PR, social media, trade press
<input type="checkbox"/> Social media	<input type="checkbox"/> Celebrity endorsement
<input type="checkbox"/> Displays: end of aisle and shelf blocks	<input type="checkbox"/> Distributor sales contest
<input type="checkbox"/> Special offers – retailer fliers	<input type="checkbox"/> Donation to local charity
Team	Scorecard
<input type="checkbox"/> Distributor – best in class, category expert	<input type="checkbox"/> Year 1: invest; year 2: break even; year 3: profit
<input type="checkbox"/> Local manager – launch oversight	<input type="checkbox"/> Sales volume (retail sell-out)
<input type="checkbox"/> Marketing, social media, PR agencies	<input type="checkbox"/> Market share
<input type="checkbox"/> Brand/technical resource from headquarters	<input type="checkbox"/> Retail availability (weighted distribution)
<input type="checkbox"/> Total distributor engagement: reps. to CEO	<input type="checkbox"/> Year 2 commitment and enthusiasm

Searching for New Distributors?

Export Solutions makes life a little easier for more than 2,700 export managers. Our time saving distributor database serves as a “helper” for identifying more than 8,600 qualified, local brand builders in 96 countries.

Search by Country, Category, or Country of Origin

Local Experts

Distributor Coverage

Asia:	1,930
Europe:	2,830
Latin America:	1,503
Middle East:	857
USA/Canada:	1,326

Category Experts

Distributor Coverage

Beverage:	1,490
Candy/Snack:	2,501
International Food:	2,711
Health & Beauty:	1,545
Natural Food:	680

Country Experts

Distributor Coverage

German Brands:	607
Italian Brands:	1,229
UK Brands:	592
USA Brands:	1,073



*“Select Your Distributors,
Do **Not** Let Your Distributors Select You”*

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Customer Relationship Assessment

All distributors claim strong relationships with their biggest customers. Below is Export Solutions' template for evaluating distributor key account relationships. Best way to evaluate distributor relationships? Your company's market share and volume growth at the customer versus the balance of the market!

Assessment Criteria	Rating: (10 = Best)
Distributor viewed as an important supplier to the retailer/buyer	
Open to bringing brand owner to customer meetings.	
Ability to schedule buyer meetings outside the office.	
Can negotiate discounted listing fees and other program costs.	
Pricing: access to price coordinator. Ability to make changes.	
Shelf: access to decision maker. Space in excess of market share.	
Merchandising Flier/Catalog: Ability to get prime feature space.	
Relationship/access to retailer owners, senior executives.	
Problem solving: rapid response? Emergency orders etc.	
Payment terms.	
Access to retailer movement data.	
Category captain or "advisor" for my category.	
Vendor awards?	
Knowledge of retailers systems. "How to get things done."	
Sales results versus overall market and retailers internal growth.	

Export Distributor Data Sheet: _____ (Distributor Name)

Key Contact:		Telephone:	
Web Site:		Email:	
Annual Sales:		Total Employees:	
Employees, by Function:			
Key Account Sales	Logistics	Marketing	Merchandising
Company Owned Warehouse:		Yes	No
If Yes	Warehouse Size:	Location:	
Channel Coverage (percent sales by channel):			
Supermarket	Convenience	Foodservice	Other
Top Five Manufacturer Clients:			
Company Name	Brands Represented		Years Service
1			
2			
3			
4			
5			
Manufacturer references:			
Company Name	Contact Name	Contact Telephone	Contact Email
1			
2			
3			
Why are you interested in distributing our brand?			
Why is your company the best candidate to represent our brand in the market?			
Feel free to attach your company credentials presentation.			

Export Solutions recommends creating your own one page Export Distributor fact sheet template. Insist that all candidates complete the template 100 percent prior to a phone interview or trade show meeting. Pay particular attention to the annual sales number, brands represented and manufacturer references. Qualified candidates will enthusiastically complete these sections. "Pretenders" or time wasters will leave these sections blank or disappear saving you time and money!

Can We Help You?

Distributor Search Helper for:



Your
Logo
Here



Procter & Gamble



Recent Distributor Search Projects

Asia	Europe	Middle East	Latin America
Australia	Germany	Israel	Argentina
China	Ireland	Kuwait	Brazil
Indonesia	Netherlands	Qatar	Colombia
Japan	Nordics	Saudi Arabia	Costa Rica
Malaysia	Spain	UAE	Ecuador
Philippines	United Kingdom		Mexico
Singapore		Canada	Panama
South Korea	South Africa	United States	Peru



Export Solutions
Distributor Identification Experts

Call the Export Accelerator!

Contact Greg Seminara at gseminara@exportsolutions.com
to discuss your business development project.

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What Makes a Great Distributor CEO?

CEO Assessment	Considerations	Rating: (10 = Best)
Achieves Joint Business Targets	<ul style="list-style-type: none"> Committed and dependable. 	
Dedication to Your Business	<ul style="list-style-type: none"> Knows details. Visits your HQ. 	
Willing to Invest	<ul style="list-style-type: none"> People, technology, brand building. 	
Strong Customer Relations	<ul style="list-style-type: none"> Senior contacts at top retailers. 	
Relationship With Brand Owners	<ul style="list-style-type: none"> From export manager to CEO. 	
Response Time	<ul style="list-style-type: none"> Same day to one week? 	
Thinks Like A Marketer	<ul style="list-style-type: none"> Creative, brand building ideas. 	
Frequent Visits: Retail Stores	<ul style="list-style-type: none"> Good grasp of retail conditions. 	
Problem Solving	<ul style="list-style-type: none"> "Hands on," responsive. 	
Compound Annual Growth Rate	<ul style="list-style-type: none"> Flat to 10% or more. 	
Cost to Serve Transparency	<ul style="list-style-type: none"> Detailed understanding of costs. 	
Celebrates Team Success	<ul style="list-style-type: none"> Awards, promotions, raises. 	
CPG/FMCG Background	<ul style="list-style-type: none"> Senior level external experience. 	
Years of Service	<ul style="list-style-type: none"> New to 20 years or more. 	
Local Industry Leader	<ul style="list-style-type: none"> High profile in community. 	
Work Ethic	<ul style="list-style-type: none"> Office time vs. overseas trips? 	
Information Technology (IT)	<ul style="list-style-type: none"> Invests in "best in class" IT. 	
Ethical and Trustworthy	<ul style="list-style-type: none"> Principled, respected partner. 	
Respects Manufacturer's P & L	<ul style="list-style-type: none"> Sells profitable cases. 	
Relationship: Entire Team	<ul style="list-style-type: none"> Finance, logistics, administration. 	

Year One Scorecard Example

Brand owners and distributors enter new relationships with great expectations. Most partnerships succeed, but some under deliver leaving both parties disappointed. Export Solutions Year One scorecard helps both parties align on KPI's.

Objective	Goal	Results
Shipments to Distributor		
Distributor Sales to Customers		
Top 5 Customers		
Region: Sales Split by Area		
Channel: Sales Split by Channel		
Market Share		
Listings: Top 5 Customers		
Retail Pricing		
Shelf Positioning		
Shelf Space		
Sampling		
Social Media		
Displays		
Manufacturer Investment		
Brand Manager Performance		

Export Accelerator



Why have Barilla, Pringles, Nature Valley, Starbucks, Duracell, Nestlé, Tabasco, Pepperidge Farm, and other leaders used Export Solutions as a distributor search consultant?

- Powerful distributor network: owner of industry database 8,600 distributors – 96 countries
- Professional 10 step due diligence process
- Results! We make Export Managers' lives easier!

Contact Us for Distributor Search Help in 96 Countries



Greg Seminara • greg@exportsolutions.com

“Spend time *Selling* to Distributors versus
Searching for Distributors”

Ten Questions: Developing your Cooperation Model

1. Size of the Prize

What are the distributor's year one and year three volume estimates? How big is the category? Is the category growing?

2. Key Account Listings

What listings can we achieve in year one? Who will be our biggest customers? Will there be differences in retailer acceptance by region or channel?

3. Trade Reaction

What will retailers like about our brand? Any potential barriers? Which retailers will be most challenging?

4. Brand Manager

Who will be our primary point of contact? Experience level? Workload?

5. Marketing Investment

What budget is requested to achieve our mutual shipment objectives? Who pays for marketing costs? Which costs are split?

6. Currency Fluctuation

What assumptions are made in your price calculation? What happens if the currency fluctuates more than 5 percent in either direction? How do you handle price increases?

7. Distributor Margin

What is your distributor margin? What services are included? Any other fees or regular costs if we work together?

8. Trial and Repeat

What strategies are required to generate consumer trial and repeat purchase? What works? How do you conduct post-promotion analysis and measure payout and success?



9. Focus

Where will our company rank in terms of volume contribution to your overall business? How will we secure share of mind during our critical first year?

10. Issues

What are the biggest issues we will face? Barriers to success? What must happen to win?

Talk to an Expert

- International Strategy Road Map
- Fix Problem Markets
- Entry Plans
- Find Distributors in 96 Countries
- Export Workshops
- Motivational Meeting Speaker



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What Distributors Want to Know ?

Strong distributors are overwhelmed by calls from brand owners looking for new partners. Distributors assess each opportunity carefully, as any new brand must add incremental sales and profits and not distract from priorities from existing brands handled.

What is the “size of the prize” for the distributor?

Assessment Criteria	Facts	Rating (10 = Best)
Your company: size/ reputation		
Existing business: sales in distributors country?		
If zero “current sales,” what is realistic expectation?		
Brand’s USP...your point of difference/innovation?		
Size of investment plan: Marketing and Trade?		
Potential distributor revenues? margin?		
How does the product taste? (or perform)		
How attractive/compliant is the packaging?		
Pricing relative to category?		
Brand success story in an adjacent country?		
Competition intensity in category?		
Brand range complexity? Product shelf life?		
Local market research? Syndicated data?		
Will brand invest in marketing and social media?		
Will this be a tough product to launch?		
Can we grow with the brand owner?		
Your brand: core distributor category or adjacency?		
Will the export manager be good to work with?		
Will we be proud/excited to represent this brand?		
What is the “size of the prize?”		

Brand Manager Assessment

Your distributor Brand Manager represents your key day to day contact. Successful Brand Managers are good partners and deliver results, not excuses. Is your Brand Manager an experienced veteran or new hire (rookie)?

Assessment Criteria	Rating: (10 = Best)
Years industry/distributor experience	
Years sales/commercial experience	
Reports to owner or senior leadership team	
Workload: dedicated or shared with many brands	
Responsiveness: gets things done quickly!	
Category knowledge: technical, competition	
Analytical skills: shipment trends, Nielsen data	
Problem solving	
Develops creative promotions	
Reports: accurate and on time	
Enthusiasm for your company and the business	
Participation on customer calls, store checks	
Forecast accuracy	
Influence distributor team: focus on your priorities	
Delivers/exceeds shipment objectives	

Field Sales – Coverage Frequency Template

Retailer	#/Stores	Daily	Weekly	Bi-Weekly	Monthly	Never
Sample Chain	200	0	50	100	40	10

Country Listing Map – USA Example*

“Required Template for Every Country”

Retailer	Stores	Sku 1	Sku 2	Sku 3	Sku 4	Sku 5	Comments/Plans
Walmart SC	3,570	x	x	x			Skus 1, 2, 3 stocked at only 2,000 Supercenters
Costco	546					x	Special sku 5 for Costco
Kroger	2,759	x	x	x	x		Category Review March
Albertsons	2,262	x	x	x			New shelf set
Publix	1,260	x	x	x			BOGO Ad November
Ahold-FL	1,971	x	x	x	x		New sku 4 listing
HEB	345	x	x	x			Category Review March
Meijer	247	x	x	x	x		Holiday Display Program

*Instructions: List top 10 customers for every country. List all your key SKUs (items). “X” indicates item stocked at customer. Blank space represents a distribution void.

Field Sales – Capability Assessment

Number of sales offices (list locations)	
Total field sales representatives (or merchandisers)	
Number of sales reps outside capital area	
Number of field sales supervisors	
# Full time representatives vs. # part time	
Average years of service: representatives	
Average stores per representative	
# stores visited per day	
Average time spent per store, per day	
Do you have multiple reps visiting each store?	
# SKUs handled per sales rep	
# priorities per store visit	
# sales reps with laptop or tablet	
# sales reps with phone with reporting capability	
Compensation: percent fixed vs. variable?	

Who Is My Team?

Big distributors feature large teams with strong capabilities.

Manufacturers want to know who is their functional contact and how much time do they dedicate to my business?

Function	Distributor Contact	Title	Email	Phone (mobile)
Senior Management (Owner/MD)				
Marketing Manager				
Sales Manager				
Brand Manager				
Field Sales Manager				
Finance				
Supply Chain				
Purchasing (order placement)				
Accounts Payable				
Accounts Receivable				
Compliance/Registration				
Customer Service Manager				

Logistics-Distributor Capability Scorecard

Many retailers supply their distributors with service level scorecards. Our distributor's performance demonstrates their reputation as a reliable supplier to important customers. Benchmark results vary by country, reflecting unique requirements to serve local customers.

Assessment Criteria	Capability – Results
Warehouse: Distributor owned or outsourced to third party?	
Trucks/vans: Distributor owned? How many, by type?	
Warehouses: Locations, size, pallet positions,temp.controlled?	
Special pack services: Stickers, promo packs, repack?	
Average stock on hand: number weeks supply, by SKU	
Annual inventory turns	
Order lead time: capital city, rural regions	
Minimum order size: cases, value, avg. order size	
Perfect order rate, case fill rate, SKU fill rate	
On time delivery rate	
Monthly orders handled? Unique customers?	
Damaged goods: Percent of sales	
Vendor Managed Inventory (VMI) customers	
Can distributor ship less than case quantities?	
Logistic cost: percent of net invoiced cost	

Small Shops (Traditional Trade) – Capability Assessment

Assessment Criteria	Capability – Results
Traditional trade: percent of total distributor sales	
Dedicated traditional trade team? Structure?	
Top 5 principals: traditional trade	
# Vans and DSD trucks? Owned?	
# Traditional trade reps. Exclusive or shared?	
Sales rep. compensation (fixed/variable/bonus)	
Customer coverage, segmentation, frequency	
# Customers invoiced monthly	
Average order size	
# items sold per order	
# calls per day	
How do you establish call priorities?	
Measures/KPI's	
Retail reporting capabilities	
How do you drive traditional trade volume?	
Creative trade marketing ideas?	
Sub-distributors or wholesalers used?	
Cost to serve?	
New item launch process	
Traditional trade growth versus market?	

Foodservice/HORECA Capability Assessment

Assessment Criteria	Capability – Results
Foodservice: Percent of total distributor sales	
Dedicated Foodservice Team? Structure?	
Foodservice Channel Principals (list):	
Refrigerated/Frozen Warehouse/Delivery	
Chef on staff?	
# of Operator Calls (monthly)	
# Foodservice Sales reps. Chef background?	
Foodservice: Percent sales by segment:	
Hotels	
Restaurants: “High End”	
Restaurants: “Quick Serve”	
Catering, Canteens	
Institutions: Hospitals, Schools, Prisons	
Theaters, Stadiums, Theme Parks	
Airlines, Cruise Ships	
Bars, Pubs, Nightclubs	
Foodservice: Top 3 customers	
Trade Show Participation	
Creative Marketing: Menu Ideas?	
Tabletop/“Front of House” presence	
Foodservice Sub-Distributor Partners:	
Nutritionist, Food Technologist?	
Foodservice annual sales growth vs. overall market	

Buyer Performance Appraisal

When is the last time you considered how your category buyer was evaluated? Buyers definitely maintain a strict set of KPIs from their bosses. How is your new product pitch “Good for the Buyer?”

Buyer Assessment Criteria	Objective
Category Sales	Increase category sales at higher rate than retailer growth: 3-5%?
Category Sales per Square Foot	Increase category sales per square foot to higher level than store average.
Category Profit	Increase category profits at higher rate than overall retailer profit growth: 5-10%?
Category Profit Margin	Increase category margin to a level higher than total department profit margin.
Category Share vs. Competitors	Higher share of total market category sales than retailer’s share of overall market.
Service Level to Stores	98% minimum service level. Out of stock level: 1% or less.
Inventory Turns	Exceed industry average of 18.5 turns per year.
Retail Prices	Maintain competitive retail prices, in line with chain’s overall pricing position.
Private Label Sales	Increase private label percentage of category sales. Increase private label sales at a higher level than overall category sales.
Listing Fee Funding	Achieve assigned budget for incremental supplier payments including listing fees or equivalent.
Trade Promotion Funding	Increase total category margin dollars through back margin, rebates etc.
Retailer Marketing Programs	Supplier support behind retailer sponsored marketing programs.
Performance of Ad/Display Features	Sales results of buyer allocated ad flier and display space.
Assortment and Innovation	Offer variety versus duplication, while optimizing category sales.
Terms Improvement	Improve terms and conditions: annual negotiations.
Cost of Goods: Price Increases	Obtain best cost of goods. Fight price increases.
Industry Leadership	Participate (or lead) external committees on industry development.
Supplier Relations	Maintain positive relations with suppliers, particularly top 10.
Community Relations	Build positive impressions for retailer through community support.
Category Expert	Understand trends, product attributes, performance, and innovation for the category

Export Reports: Format and Frequency

Every exporter requires certain reports to manage the business.
 Productivity is enhanced when distributor focuses on selling activities versus compiling a stack of reports.
 Everything functions better when reports are filed on a regular schedule.

Report	Description	Monthly	Quarterly	Annually
Distributor "Sell Out"	Distributor sales to customers	x		
Sales Forecast	Rolling 90-180 days	x		
Distributor Inventory	Weeks supply on hand, by sku	x		
Sales Versus Budget	Progress vs. annual objective	x		
KPI Dashboard	Coverage, Displays, Distribution, etc.	x		
Listing Map/Plans	Brand/sku authorization,by customer	x		
Sales Promotion Calendar	Capture adjustments, and payout	x		
New Product Launch Status	Acceptance by key customer	x		
Category Review (Nielsen ?)	Category trends		x	
Retail Price Survey	Top 10 customers		x	
Competitive Activty	New launches, innovation		x	
Distributor Credentials	Distributor "standard" presentation			x
Credit Report	Financial update			x
Distributor Value Chain	Factory gate to store shelf			x
Annual Business Plan	Agreed road map to achieve objectives			x
Retailer Business Review	Top 5 retailers			x
List of Top 10 Customers	Plus your buyers name			x

NEW!

Retailer Search Made Simple Canada Example

Export Solutions
Distributor Identification Experts

About | Distributor Database | Retailer Database

Search By Country, Format, or Keyword. Keyword may include Retailer name. Like what you see? [Click here](#) to purchase current retailer lists.

Continent: USA & Canada | Country: Canada | Format: All Formats

Keywords:

78 Listings Page 1 of 2 Next >> Go To Page: 1 2

Country	Retailer	Store Count	Formats	Profile	News	Financial
Canada	7 Eleven					
Canada	Loblaws	2,300	Drug Store, E-Commerce, Hypermarket, Supermarket, Wholesale			
Canada	Costco	95	Cash & Carry/Club, E-Commerce			
Canada	Federated Coop	290	Convenience, Supermarket, Wholesale			
Canada	Fortinos	23	Supermarket			

Search by Country

Coverage: 96 countries and 2,500 retailers

Search By Format

- Supermarket
- Convenience
- Drug Store
- Natural Food
- Club, Cash & Carry

Search by Retailer Name

Supplying profiles, store counts, formats, news and info for Top 100 international retailers plus all overseas branches

Combo Search

Example 1: Who are supermarket retailers in Canada?

Example 2: How many stores does Loblaws operate by banner, in Canada?

ORDER NOW!

FAQ's – Retailer Database

Why did you create the retailer database?

Export managers dedicate a lot of time to researching countries, retailers and preparing business plans. A standard KPI measure is tracking product listings for key customers. I believe that our industry could benefit from a global retailer database to instantly locate retailers and their store counts in 96 countries. The retailer database is a logical extension of our leading distributor database which has helped more than 3,000 companies build export sales during the last 10 years.

What is your geographic coverage?

96 of top 100 GDP countries worldwide. This includes most Asian, Middle Eastern, and European countries. Our database covers every country in the Americas. In Africa, we cover South Africa.

What is your format coverage?

Excellent coverage of chain supermarkets, hypermarkets, clubs, cash and carry, and convenience formats. Solid initial coverage of drug stores, natural food stores, and e-commerce channels. Our database does not cover DIY/hardware, toy, office, liquor, or sporting goods channels.

Retailer database: featured info

Profile – Retailers profile and link to their internet home page.

Formats – Retailer's stores segmented by format and banner.

We track supermarkets, hypermarkets, cash and carry, convenience stores, discounters, drug stores, natural food stores, and e-commerce retailers.

News – Latest retailers' news. In some cases (Asia), we substitute a link to the retailer's latest promotional flyer.

Financial – Many leading retailers are publicly traded. A link is provided to their latest financial results. We do not offer estimated financial information for privately held or family owned retailers.

How is your coverage of global retailers?

We offer total coverage for top 100 global retailers. This includes all of their branches and banners. Searchable! Use filters to research Walmart, Costco, Carrefour, Tesco, Metro, Casino presence by country. Database covers retailer's total store outlets as well as a breakout by banner and format.



What can I use the retailer database info for?

- Obtain an instant snapshot of an average of 23 retailers per country for 96 countries.
- Track presence of global retailers like Walmart, Carrefour, and Metro AG.
- Create country specific listing maps where distributors measure brand authorization by retailer.
- Conduct home office based international category reviews and price checks from retailers' e-commerce sites (not all retailers).
- Prepare annual reviews and reports with up-to-date information on leading retailers and channels.

Searchable

The database offers filters allowing you to search by country, format, or retailer name. You can also use a combination of filters for your research.

Can I get a free sample of the retailer database?

Sure! Check www.exportsolutions.com for a complete profile of United Kingdom retailers.

Do you provide retailer's annual sales or market share information?

Accurate annual sales information is available through the financial link for publicly traded companies. We do not provide estimated financial information for privately held and family owned retailers. Channel blurring occurs between supermarket, convenience, e-commerce, and even natural food operators. We do not provide market share due to difficulty to accurately isolate and define channel market share information, particularly with so many privately held retailers.

How accurate is the retailer data?

Export Solutions' retailer database is updated weekly, so information is highly accurate. Retailer names, web sites, and formats rarely change. This makes the database 99% accurate at the company level. New stores open every day, resulting in store counts that may be 95% accurate. We intend to update store counts on a regular basis.

How much does retailer database access cost?

An annual subscription to the retailer database is \$975. This supplies one year, unlimited access to more than 2,500 retailers in 96 countries. Special offers available for our distributor database customers. Note: special pricing for government trade organizations.

How do I access the retailer database?

Visit www.exportsolutions.com and click the retailer database page. You can place a subscription or individual continent (i.e. Europe) into a shopping cart. Register and check out via credit card. The process takes two minutes and we automatically send you an invoice.

About Export Solutions

Export Solutions was founded in 2004 and is based in Atlanta, Georgia in the USA. Export Solutions serves as a leading provider of business intelligence to the food and consumer goods industries. Our distributor database covers 8,600 distributors in 96 countries and has been used by more than 3,000 clients. Our *Export Express* newsletter has a circulation of 8,700 and is viewed as an important source of insights, strategies, and templates for international development. www.exportsolutions.com.

Export Lessons Learned Template **Why are Countries Leading or Lagging?**

(Complete based upon your company performance)

	Leading Countries	Lagging Countries
Country Performance: Measure: sales per capita		
Brand Development: Measure: market share		
Biggest Opportunity Countries: Measure: category size/growth		
Promotion Effectiveness: Tactics creating incremental sales		
Distributor Performance: Measure: sales increase, commitment		

Country Segmentation – One Size Does Not Fit All

Strategic segmentation of export opportunities is “Job One” for export managers. Export Solutions divides countries into three groups: Strategic, Priority, and Opportunistic. This approach filters countries by “size of the prize” and investments required to win. The basic rationale is that a company should allocate different resources to develop a large country like Brasil, compared to a medium size country like Belgium versus the Bahamas or Bermuda. Too frequently, we see companies handcuff all markets to one export program, with common strategy, pricing, and investment models for all countries.

Country Segmentation				
	Country Profile	Investment Required	Business Model	Examples
Strategic (Focus)	Large Country (pop. 50mm +) High GDP High Category BDI Global Retailers High Complexity	Significant Investment in Brand support. Market Research Management Visibility	Local Office or Distributor or Joint Venture	Mexico China Brasil United Kingdom USA
Priority (Manage)	Mid size Country (pop. 10 mm+) High GDP High Category BDI Mid Complexity	Moderate investment in brand support. Managed by Export Manager	Distributor	Chile Australia Canada S. Korea/Thailand South Africa Spain Saudi Arabia
Opportunistic (Profit)	Profitable Opportunities. Low GDP Countries Low Complexity	Minimal/no investment in brand support	Distributor or Direct to Retailer	Caribbean Central America Middle East Africa

Segmentation Factors

Segmentation analytics will vary by company. Absolute population is just one factor warranting consideration. Other criteria include size of the category, proximity to your producing plant, as well as per capita spending power. For example, most USA based exporters sell far more to Puerto Rico, an island with 3.1 million people, than they do to China or Brasil. As a result, some USA brand owners place a strategic focus on the Caribbean Basin countries adjacent to the USA and process only occasional opportunistic shipments to complex countries such as China.

Mix of Countries

Most companies can dedicate focus on a strategic launch into only one or two “strategic” countries at a time. It’s appropriate to create a growth plan aimed at a mix of Strategic, Priority, and Opportunistic countries.

Market Share Expectations

Your export road map should also be adjusted based upon your market share expectations for a select market. Generally, there are three scenarios for a brand to pursue.

Leader: Brand investment and innovation to become #1 in the category.

Player: Brand plans to compete effectively, obtaining a market share of 5% -20%.

Participant: Niche. Brand objective is incremental shipments with little/no investment.

Lessons Learned

Calibrate expectations to investments in brand support and management oversight. Everyone wants to be a category leader or player. To achieve this lofty status, you need to conduct local market research, innovate, maintain competitive pricing, invest in marketing, and align with a strong sales team just as you do in your home market. Projects fail as certain brands want category leadership but invest only to “niche” levels.

How to Excite Buyers – New Product Checklist

Retail buyers are challenged to maximize profits and sales from every available inch of shelf space. Every new item accepted must improve on the performance of the brand currently occupying that space. Buyers are overwhelmed by new product offerings, all with ambitious promises. Improve your chances of success by incorporating Export Solutions’ 10 point check list on how to excite your category buyer about your new product.

Buyers: New Product Assessment		
	High Interest	Low Interest
Category Opportunity	Large or high growth	Declining or niche
Brand Owner	Multinational or proven local. Category expert	New foreign supplier or start-up
Innovation	Something new, supported by consumer research	“Me too” product
Profit Margin	Enhance current category margin	Equal to or less than current category margin
Sales	Generates incremental sales	Cannibalizes existing sales
Marketing Investment	Sampling, social media, PR	None
Trade Programs	Invests in retailer “push” programs	Periodic discounts/rebates
Brand Track Record	Successful at other local retailers	Unproven in the country
Terms/Conditions	Attractive deal structure	Typical terms/conditions
Representation	Dependable local distributor	Small, niche entrepreneur

Export Strategy Road Map Template

Countries

Brands

Partners

Mission

What are your business ambitions for the time period?

Lessons Learned

What factors have contributed to export success?
What situations have led to export disappointments?

20/20 Analysis

What countries represent your top 20% performers? Why?
What countries represent your bottom 20% performers? Why?

Core Competencies

What is your competitive advantage?
Why is your brand unique versus international competitors?

Big Opportunities

What are the biggest export opportunities for your company?

Low Hanging Fruit

What represent high percentage, profitable opportunities?

Investment

What is your investment model? Marketing, Promotion, People.

Strategic Options

What alternatives are available?

Strategic Plan

One page plan defining Objectives, Goals, Strategy, Measures

Tactics

What activities are required to achieve desired results?

Measures

What are realistic measures and benchmarks?

Markets

Strategic

Priority

Opportunistic

Strategy questions? Contact Greg Seminara at Export Solutions (001)-404-255-8387

Cost Calculation Assessment*

*Ambient grocery example: Higher margins – Chilled and Health & Beauty products

Assessment Criteria	Global Benchmark	Actual
Retailer: Everyday margin	20-35%	
Retailer: Back margin (rebates, discounts)	0-10%	
Retailer: Other margin (Damage, merchandising, central warehouse)	0-5%	
Total Retailer Gross Margin	25-40%	
Trade Promotion (Manufacturer)	5-20% of net sales	
Total Distributor Margin	15-35%	
Warehouse/Stickering	2-4%	
Delivery	2-5%	
Total Distributor Logistics	3-7%	
Key Account Sales	1-3%	
Brand Management	1-2%	
Merchandisers/Field Force	0-4%	
Total Distributor Sales Team	4-6%	
Administration	1-2%	
Finance and Collections	2-5%	
Overheads (office, IT, corporate)	2-5%	
Distributor Promotion Investment	0-10%	
Distributor Net Profit	2-5%	

Analyze: Your Contribution to Distributor Profit

Export Solutions: 20 Factors Driving Distributor Profitability

Assessment Criteria	Considerations	Result	Rating: (10 = Best)
Annual Sales Revenue	• Percent total distributor sales		
Annual Margin Generated (\$)	• Net sales times gross margin		
Distributor Percent Margin	• 10 percent to 50 percent		
Brand Owner Investment Level	• Percent of distributor purchases		
Distributor Margin Re-Investment	• Distributor promotion spending		
Category Adjacency	• Distributor portfolio synergies		
Brand Market Share	• Niche versus market leader		
Payment Terms	• Pre-pay versus 120 day terms		
Safety Stock Requirements	• Two weeks to four months		
Typical Customer Order	• One case to full truck		
Shelf Life	• Two weeks to five years		
Case Cube/Case Cost	• “Low cube, high case cost best”		
# Brands/Items in Range	• “High sales, fewer items valued”		
Logistics/Storage: Temp?	• Ambient versus chilled		
Damage/Expired Goods	• None to 20% of sales		
Category Competition	• Niche to highly competitive		
Labor: Battle for Shelf Space	• None to intense fight		
Brand Manager	• Shared or dedicated		
Admin Requirements	• Orders only to multiple reports		
Manufacturer Visit Frequency	• Never to weekly		

Preferred Supplier Scorecard

Distributors deliver their best results for their favorite principals. How do you rank?

Supplier Assessment	Considerations	Rating: (10 = Best)
Annual Sales Revenue	<ul style="list-style-type: none"> • Percent of total distributor sales 	
Annual Profit Generated (\$)	<ul style="list-style-type: none"> • Net sales times gross margin 	
Years of Service	<ul style="list-style-type: none"> • New to 20 years or more 	
Compound Annual Growth Rate	<ul style="list-style-type: none"> • Flat to 10% or more 	
Supplier Investment Level	<ul style="list-style-type: none"> • Zero to 25% of sales 	
Celebrates Success	<ul style="list-style-type: none"> • Awards, dinner, thank you notes 	
Shares Best Practices	<ul style="list-style-type: none"> • Serves as category expert 	
Logistics Service Level	<ul style="list-style-type: none"> • Target 98% on time, complete orders 	
Visits Retail Stores	<ul style="list-style-type: none"> • Never to full day every visit 	
Reimbursement of Billbacks	<ul style="list-style-type: none"> • 2 weeks to 3 months 	
Senior Management Relationship	<ul style="list-style-type: none"> • None to long term partners 	
Export Manager Experience	<ul style="list-style-type: none"> • New hire to 10 years or more 	
Response Time	<ul style="list-style-type: none"> • Same day to one month 	
Supports Distributor's Ideas	<ul style="list-style-type: none"> • Invests in local ideas 	
Good on Customer Calls	<ul style="list-style-type: none"> • Avoids calls to customer favorite 	
Admin Requirements	<ul style="list-style-type: none"> • Orders only to multiple reports 	
Supplier Visit Frequency	<ul style="list-style-type: none"> • Never to weekly 	
Relationship: Entire Team	<ul style="list-style-type: none"> • Finance, logistics, administration 	
Respects Fair Profit for Distributor	<ul style="list-style-type: none"> • Healthy distributor is profitable 	
Achieves Joint Business Targets	<ul style="list-style-type: none"> • Creates culture of success 	

Does Your Distributor Network Need A Check Up?



Exporters manage distributor networks extending to 20, 50, 70 countries or more!

Every company has a few distributors that under perform.

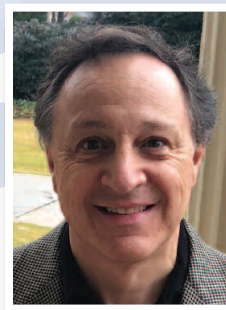
“Under achievers” prevent us from attaining our personal objectives.

Distributor Network Check Up

- Independent assessment from Export Solutions
- Establish methodology for ranking Best in Class distributors and “Laggards”
- Supply strategies for recognizing top distributors and upgrading the bottom performers
- Benchmark external brands from your category
- Practical and “action oriented” approach

Export Solutions Can Help!

- Distributor Network Assessments
- Motivational Speeches
- International Strategy
- Find Distributors in 96 Countries



Export Solutions
Global Experts, Local Solutions

Contact Greg Seminara at gseminara@exportsolutions.com or (001)-404-255-8387.

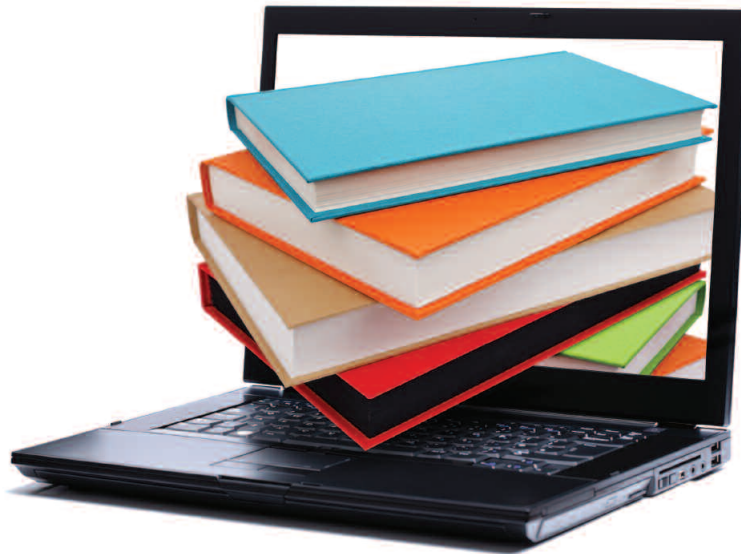
www.exportsolutions.com

Launch Plan Proposal – Year One*

Brand Objective				
Volume: _____		Wtd. Distribution: _____		Share: _____
Consumer Marketing Activities				
Activity		Rationale		Cost
1.				
2.				
3.				
Trade Marketing Activities				
Activity		Volume		Cost
1.				
2.				
3.				
Listing Fees				
Customer		# SKUs, Space, Promotion Support		Cost
1.				
2.				
3.				
Total Year One Volume		Total Year One Cost		Wtd. Distribution
Distribution Achieved with Above Spend Level				
Customer	Stores	% Country	# SKUs	Volume (annual)
1.				
2.				
3.				

*Feel free to attach other pages to support your recommended launch plan.

Create Your Own Export Library



Export Strategy Guide



Distributor Search Guide



Export Handbook



Selling to USA Handbook



Distributor Management Guide



Finance & Logistics



*300 Tips for
Export Managers*



*Idea Guide:
New World – New Business*



*Export Treasure Chest
My Favorite Templates & Forms*



*People Power
Strong Teams Build Great Brands*



*New Distributor
Cooperation Model*

All guides available free at www.exportsolutions.com.



Export Solutions
Distributor Identification Experts

**Looking for a fresh point of view for your
next event or training workshop?**

Contact Greg Seminara at
greg@exportsolutions.com



Introduction to Export Catalyst

- Your company has export footprint in most key countries
- Current distributors are adequate, but growth has slowed
- Good export team, but too much repetition of old strategies and inefficient promotions

Challenge: Team requires new ideas to propel existing business to next level

Solution: **Export Catalyst** stimulates new sales through innovative strategies for your current distributor network



Overview

Four Core Program Pillars

1. Distributor Segmentation: “Capabilities and Alignment”
2. More in the Store
3. People Power
4. Distributor Economics

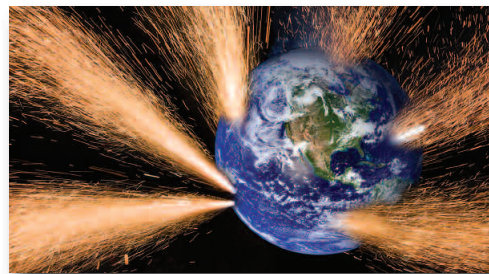
Options

- Organize as a Work Session or Training Workshop
- Flexible Program: 1 day and 2 day options
- Additional modules: *Strategic Export Development*, *Finding Best in Class Distributors*, *Selling to the USA*, and *25 Export Problems (& Solutions!)*

Looking for new sales from old markets?

Contact Greg Seminara to schedule Export Catalyst

Export Catalyst Best Practices



Topic	Core Themes
<p>Distributor Segmentation</p>	<ul style="list-style-type: none"> • Distributor capability and specialization assessment • Segmenting distributors: “leaders, performers, laggards” • Motivating different classes of partners • Distributor change management
<p>More in the Store</p>	<ul style="list-style-type: none"> • Defining a good store versus a bad store • Trade promotion effectiveness: creativity, KPI’s • Culture change: managing in-store merchandising metrics • Tool kit: listing maps, perfect shelf, etc.
<p>People Power</p>	<ul style="list-style-type: none"> • Distributor CEO/MD engagement in your business • Distributor brand manager: veteran or trainee? • Gaining support of total distributor team • Your role: doctor, coach or babysitter? • Creating brand champions
<p>Distributor Economics</p>	<ul style="list-style-type: none"> • How distributors make money • Calculation Diagnostic: from factory to store shelf • Analyzing your profit contribution to distributor organization • Distributor profit centers

We've Got You Covered!

Distributor Database Coverage

Confectionery & Snack:
2,521 Distributors

Ambient Beverage:
1,526 Distributors

Gourmet & Ethnic Foods
2,762 Distributors



Middle East
862 Distributors
12 Countries

Asia
1,945 Distributors
17 Countries

USA Importer/Distributor:
549 Distributors

Latin America
1,537 Distributors

Europe
2,840 Distributors

8,600 distributors – 96 Countries

Subscribe now at www.exportsolutions.com

“Spend time *Selling* to Distributors versus *Searching* for Distributors”