



## Big Bet

There is an inherent conflict between corporate aspirations of accelerated international performance and investments resembling a “slow grow” or maintenance strategy. Managers understand the fiscal discipline required to deliver cases in proportion to marketing support. However, most companies remain stalled in the single digit growth lane due to an export program glued to shipping hometown favorites to



**Export Solutions**  
Distributor Identification Experts

foreign lands with different eating and personal care habits.

One concept is to select one “Big Bet” country with high market potential. In this country, the idea is to battle for market share, just like you do on your home turf. Listed below are Export Solutions’ ideas for “Big Bet” development.

## Strategic Services

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1. Identify Best in Class  
Distributors: 96 Countries
2. Best Practices  
Export Strategy
3. Distributor Management  
Workshops
4. Export 101:  
Let's Get Started
5. New Market  
Prioritization  
and Launch Plan
6. Personal Distributor  
Introductions:  
96 Countries
7. Walmart International
8. Distributor Contracts,  
Margins, and Fees
9. Meeting Speaker
10. International  
Strategy Expert

### 1. Align your Product Portfolio with Local Tastes

Conduct market research to understand habits and practices. In some categories, this may result in different flavors, food pairings, or pack sizes. In Japan, Kellogg’s launched Eggs Benedict Pringles, Smokey Potato Salad, Mushroom Soup, and my favorite, Party Chicken Pringles. What feedback do you receive regarding your product taste and package from potential new consumers?

### 2. Market Your Brand the “Right Way”

“Big Bet” countries require strong marketing support, sampling, and social media. Global advertising agencies maintain offices in most countries. Leverage their local expertise to create a tailored marketing and activation plan.

### 3. Upgrade a Top Market

Your “Big Bet” country could be a market where your brand is performing well, with potential for significant upside with an enhanced model. This could involve local production, competitive pricing, and a stronger distributor or route to market approach.

### 4. Invest in a Team

International brands achieve peak performance when managed by people who “wake up in the market.” A core group may include leaders with functional expertise in marketing, sales, trade promotion, and retail execution. If it is a “Big Bet” country, it is important to establish a finance team to manage the money. Hire talent!

### 5. Bet on the USA

For international brands, the USA represents the country with the greatest upside potential. The USA is a melting pot, appreciative of food from every corner of the world. The USA features more than 450 retailers, with large supermarkets and sufficient space for innovative products. The rules for market entry and development are straight forward, with a strong broker system and well-defined trade promotion practices.

Companies are proven brand builders, validated by their success in their competitive home markets. There is no secret recipe to international success. I frequently ask, “What would be the requirements for an overseas brand to enter your home market?” The same answer applies when the manufacturer desires to build a powerful franchise away from home.

Good luck!

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## *Export Solutions' New Distributor Checklist*

- \_\_\_ Contract/Agreement
- \_\_\_ Price Calculation Model
- \_\_\_ Business Plan: objectives, marketing, spending, key dates
- \_\_\_ Category Review: Pricing, Shelf, Assortment, Merchandising
- \_\_\_ Label Compliance
- \_\_\_ Shelf Life
- \_\_\_ Order Lead Time
- \_\_\_ Minimum Order
- \_\_\_ Pick up Point
- \_\_\_ Payment Terms
- \_\_\_ Payment Currency
- \_\_\_ Damage Policy
- \_\_\_ Product Registration
- \_\_\_ Forecast: Year 1
- \_\_\_ Pipeline Order & Inventory
- \_\_\_ Brand Facts
- \_\_\_ Product Samples
- \_\_\_ Appointment Letter
- \_\_\_ Brand Specifications in System: Distributor & Customers
- \_\_\_ Training: Key Account Managers, Retail, Administrative Staff, Warehouse
- \_\_\_ In Store Standards: Pricing, Shelf Management, Merchandising
- \_\_\_ FAQ's/Handling Common Objections
- \_\_\_ Key Account Presentation
- \_\_\_ Customer Appointment Dates
- \_\_\_ Category/Business Review: Tailored to Each Key Account
- \_\_\_ Retail Sales Contest
- \_\_\_ Checkpoint Calls
- \_\_\_ Market Audit Date
- \_\_\_ Reporting: Track Distribution, Pricing, Shelf Positioning, Merchandising, etc.



### *5 Critical Questions to Thrive in 2025*

1. Are we willing to pursue international acquisitions?
2. Would your company consider overseas contract packing (versus export)?
3. Can we test a high spend investment plan ("The Right Way") in a strategic country?
4. Would your company invest aggressively in offshore head count in advance of sales?
5. Europeans: can we develop the USA market implementing the USA playbook? USA factory, broker network, competitive pricing, USA team, channel strategy, 30-50% trade promotions?