

Tactical Exports vs. International Brand Building

What are your realistic aspirations for a country? There is a big difference between tactical exports and strategic brand building. Companies can win in smaller countries with an “export only” strategy. Brand building requires a financial commitment. Either option works. Companies need to align market ambitions with their investment plans.

	Export	Brand Building
Market Research	None	Local consumption habits
Product portfolio	Best sellers from home market	Tailored to country/region
Packaging	Standard packs stickered	Native language
Factory	Corporate headquarter based	Offshore
Marketing Investment	Trade marketing only (10 percent of sales?)	TV, 360 marketing 20-30 percent of sales
Retail Pricing	Premium to super premium	Equal to competitors
Route to Market	Distributor	Direct team or distributor
Oversight	Periodic visits	Dedicated country manager
Market Share Ambitions	Niche	Player
Complexity	Low	High
	Export Countries	Brand Building Countries
	Caribbean	USA
	Malta, Cyprus, Portugal	Western Europe
	Central America	Mexico
	Hong Kong	China
	Singapore	Japan
	Taiwan	India
	Nordics	Russia
	Baltics	Turkey
	Chile, Peru, Ecuador	Brasil