



Export Solutions
Distributor Identification Experts

Best Practice Guide

Export Express

Insights to Accelerate International Expansion



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

Looking for New Distributors?

How about 9,600? Export Solutions distributor database has helped 3,000 brand owners in 15 years speed up the process of finding qualified distributors. Our database covers an average of 88 distributors per country of supermarket type products for 96 countries. Search by country, category, brand name, or country of origin. Experts for Europe, Middle East, Latin America, and Asia with complete regional coverage. “Spend time *selling* to distributors versus *searching* for distributors.”

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Export Solutions Can Help!

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



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

Road Map to the World

What is the profile of your best performing export countries? Most companies sell to a mix of markets from neighboring countries to places with high GDP or category development. An essential task is to segment countries by type and allocate resources according to the size of the prize. What is your export sales split by market type today? Future?

Type	Description	Examples
Neighbor	Adjacent country with similar lifestyle habits.	USA & Canada Germany & Austria
Homesick	International destinations for your countries' expats.	Australia: UK & Italian brands Brasil: Portugal & Japan
Island	Island countries dependent on overseas suppliers.	Caribbean, Malta, Iceland, Cyprus
Customer	Follow Global Partner to overseas countries.	Walmart, Amazon, Costco, Carrefour, Ahold, Metro
Continent	Region where your brand enjoys visibility and scale.	South America, Middle East, Eastern Europe, SE Asia
E-Commerce	Universal platform. Unlimited assortment in cyber space.	Coupang: S Korea Mercado Libre: Latam
Category Champion	Countries with high category development.	Tea: UK & Ireland Cereal: Mexico
Money Markets	Countries with high GDP and per capita spending.	USA, Western Europe, Saudi Arabia, Singapore
Big Bets-Many Mouths	Large population countries requiring strategic investment.	USA, China, India, Indonesia, Brasil, Mexico
Opportunistic	Trading. Sell at net price. Avoid diverting.	Anywhere. Ship to destination.

Export Journey: SMCG to FMCG

A big difference exists in export strategy for SMCG (Slow Moving Consumer Goods) and companies committed to FMCG (Fast Moving Consumer Goods) brand building. Either model is okay. Many companies are en route between SMCG and FMCG. Alignment between aspiration, investment, and perspiration drives realistic outcomes.

	SMCG		FMCG
Aspirations	Niche	Participant	Mass/Leader
Consumer	Homesick	Upscale	Local
Research	None	Nielsen	Consumer
Portfolio	Best sellers from home market	Best sellers from home market	Tailored to region or country
Packaging	Standard packs stickered	Multilingual	Local language label and pack size
Factory	Corporate HQ	Corporate HQ	Offshore
Pricing	Super Premium	Premium	Competitive
Marketing	None	Sampling, Digital	360 Plans TV, Digital
Trade Spend	None	10-20% Discount	Ad, Display 20-30% Discount
Route to Market	Niche distributor	Mid -size distributor	Mass distributor or subsidiary
Country Focus	Adjacent Homesick Expats	Mid-size countries plus USA	All countries USA, Japan, Brasil
Channels	E-Commerce Homesick Expats	Supermarket E-Commerce	All channels
Oversight	1 visit/year from HQ	Regional manager	Dedicated country manager
Complexity	Low	Moderate	High

Buyer New Item Scorecard Score _____

Criteria	Weighting	Rating	Evaluation Factors
Product Innovation	20%		<ul style="list-style-type: none"> • High growth category or mature? • Taste or performance • Differentiation vs. current assortment • Consumer research insights
Saleability	20%		<ul style="list-style-type: none"> • Packaging attractiveness • Retail price point vs. category norms • Sales turnover at other market retailers
Promotion Plan	20%		<ul style="list-style-type: none"> • Size of investment...\$\$\$ not percentage • Consumer marketing: sampling, digital • Trade: listing fees, trade allowance level • Participation in retailers' programs
Team	20%		<ul style="list-style-type: none"> • Distributor/Broker: category experts? • Logistics service level • Merchandising team to service stores
Size of the Prize	20%		<ul style="list-style-type: none"> • Incremental category sales • Incremental category profits/margin • Realistic projections (data)
X Factors			<ul style="list-style-type: none"> • Do I love/"believe" the story? • Does the item sync with corporate goals? • Will this product appeal to our customers? • Will it sell better than the item it replaces?

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 requirements for innovative products supported by marketing and trade investment.

“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

20 Tips to Accelerate a Mature Business

Activity	Strategy
Creative Promotions	Retailer specific events. Offer fresh ideas.
Distributor Brand Manager	Upgrade talent. Secure "A" players on your business.
Pricing	More profit through higher volume at lower price?
Country Manager	Hire local manager or assign HQ person for 3-6 months.
Local Production or Copacker	Lower cost structure with added complexity.
Brand Ambassadors	Hire team with "brand uniform" to sample at local events.
White Space – Distribution	Fill voids on retailer listing map: Top 10 customers.
Social Media	Partner with influencers. Targeted local investments.
New KPIs	New measures: Listing maps, shelf placement, etc.
E-commerce Development	Invest to lead in this emerging channel.
In-Store Visibility	Educate and measure team on in-store presence goals.
Sampling, Sampling, Sampling	Aggressive distribution of free sample size.
Distributor Team Linkage	Zoom/Teams contact with Key Account Managers, etc.
Launch NPD Innovation	Excite team to launch innovation "The Right Way."
Distributor CEO	Treat CEO as VIP. Create special relationship.
Sponsorship	Support local events and retailer charities.
Sales Contest	Excite and motivate retail sales team.
Alternate Channel Focus	Small shops, foodservice, duty free, drug stores.
High Spend Test	Will heavy up marketing or trade discounts drive sales?
Distributor Change	Motivated new team, high energy to solve old problems.

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

Are Distributors Interested in Your Brand?

I have conducted hundreds of distributor interviews for multinational companies: P&G, Nestle, General Mills, Duracell, Lindt, Tabasco, Barilla, J&J, etc. Distributor candidates all claim enthusiasm and high interest in your brand. See Export Solutions' checklist of clues to measure true distributor interest level.

	High Interest	Low Interest
Email Response	Immediate reply	Delayed or no reply
CEO Engagement	Active participation	Delegated to middle management
Scheduling Meeting	Flexible and easy	Difficult. Conflicts.
Airport/Hotel Pick-Up	Offers to pick you up	Take a taxi!
Meeting Presentation	Tailored. Prepared for you.	Standard presentation
Category Research	Obtains data	None
Competitive Review	Shares photos: store sets	Informal comments
Store Visits	Organized/led by CEO	Office meeting only
Samples	Obtains and tries samples	Waits for you
Team Participation	3-6 people at meeting	One person
Cell Phone	Shares private number	Email address only
Questions	Addresses key issues	No questions
Timeline	Meets due dates	Delays
Post Meeting Follow-up	Immediate and frequent	None
Proposed Plan	Detailed and fact based	Brief topline
Results	Winner	Second place?

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?”		

New 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.

www.exportsolutions.com

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
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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 Turkey 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 Japan
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 3.3 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.

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% + 	

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.



Talk to an Expert

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



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

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Can We Help You?

Distributor Search Helper for:



Your
Logo
Here



Procter & Gamble



Johnson & Johnson



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	North America	Mexico
Singapore	Africa	Canada	Panama
South Korea	South Africa	United States	Peru



Call the Export Accelerator!

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

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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	3,571	x	x	x			SKU 1, 2, 3 stocked at only 2,000 Supercenters
Costco	575					x	Special SKU 5 for Costco
Kroger	2,726	x	x	x	x		Category Review March
Albertsons	2,278	x	x	x			New shelf set
Publix	1,300	x	x	x			BOGO Ad November
Ahold-FL	2,050	x	x	x	x		New SKU 4 listing
HEB - USA	355	x	x	x			Category Review March
Meijer	260	x	x	x	x		Holiday Display Program
Shop Rite	361	x	x	x	x		New SKU 4 listing
Giant Eagle	216	x	x	x			SKU 4 delisted

*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.

Create Your Own Export Library



Distributor Search Guide



Export Handbook



Selling to USA Handbook



Distributor Management Guide



Finance & Logistics



*Idea Guide:
New World – New Business*



*Export Treasure Chest
My Favorite Templates & Forms*



*People Power
Strong Teams Build Great Brands*



All guides available free at www.exportsolutions.com in the *Export Tips* section.

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		
Promotion Tracking	Calendar, budget, payments, lift	x		
New Product Launch Status	Acceptance by key customer	x		
Category Review (Nielsen ?)	Category trends		x	
Retail Price Survey	Top 10 customers		x	
Competitive Activity	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

Are You a Distributor Helper?

Successful distributors represent 20 companies or more. A challenge is the battle for distributor resources. How do you motivate a distributor to focus on your priorities? A leading European Distributor CEO (thanks William) reported that "they invest in companies that invest in them." What's important to the distributor?

Supplier Assessment	Considerations	Rating: (10 = Best)
Market Research	Local consumer research, syndicated data.	
Supplier Visit Frequency	Weekly, quarterly, annually?	
Marketing Spend	Zero to 25% of sales.	
Total Team Relationship	Knows entire team, not just CEO/BM.	
Export Manager Experience	New hire to 10 years or more.	
Logistics Service Level	Target 98% on time, complete orders.	
Customer Service	Same day response to one month reply.	
Product Innovation	Delivers breakthrough new products.	
Company Functional Experts	Supplies access: IT, supply chain, marketing.	
Awards/Thank You	Celebrates success with whole team.	
Local Marketing Events	Invests in local ideas. "Shows up."	
Supplier Portal	Brand facts, presentations, insights.	
Customer Relations	Key customer favorite to avoid calls.	
Sales Contest	Motivates/links with sales team.	
Invitation to Headquarters	VIP HQ invite or regional meeting.	
Category Expertise	Shares best practices from other countries.	
Social Media Content	Supplies quality, user-ready content.	
Currency/Terms/Billbacks	Two-way street. Open book.	
Senior Management Relationship	CEO establishes distributor relationship.	
Respects Distributor Margin	Healthy distributor is profitable.	
Achieves Results	Culture of mutual growth, partnership.	

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 	

USA: 10 Priority Investments

USA development remains a top opportunity for many European brands. Most companies sell to the USA, but maintain sales levels far below potential. The USA is complex, with 12 trade channels, 463 retailers, 50 states, and food brokers controlling sales. Which investments will deliver the greatest return?

Investments	Strategy	Insights
USA-Based Sales Manager	Mandatory oversight of your USA development.	Base salary range: \$130 to \$200 K. Location: Atlanta, Chicago or close to importer.
Broker Network	Upgrade channel and regional broker networks.	Brokers sell to most customers, not importers. Bonus brokerage model works!
High Class Retailers	Build sales base with laser focus on retailers catering to upper income consumers.	Whole Foods, Fresh Market, Harris Teeter. "From High Class to Mass."
Trade Promotion	Customer specific promotions.	Invest in retailers preferred promo vehicles. 15% TPR promotions do not excite anyone.
E-Commerce	Hire Amazon broker to create visibility. Establish budget for pay-per-click investment.	Amazon: primary source for "homesick" consumers looking for their favorite brand.
Export Solutions	USA market development helper for leading European brands.	Point of difference: Sales oriented. Targeted, logical road maps; USA solutions.
Supply Chain	Analyze options to create more cost efficient supply chain. "Factory gate to store shelf."	Consider USA factory or co-packer. Regional third-party distribution centers.
Sampling	Maximize consumer trial. Direct to consumer, multi-product, sample boxes are popular.	Everyone loves free trial sizes. Costco sampling drives sales volume.
Data	Leverage category data to sell your brand. Nielsen and IRI are respected.	USA buyers require detailed analytics for new listings, not just a nice story.
Retail Safari	Spend 25 percent of your time visiting stores. "Retail University."	"Retail Reality", not board room promises. Atlanta, Dallas, LA = real USA (not NYC/Miami).

463 USA Customers How many are you selling to?



Retailer Database Features

- ✓ Includes 322 supermarket chains
- ✓ Direct link to retailers' web shops
- ✓ Financial information for publicly traded retailers
- ✓ 126 Canadian retailers plus 2,300 retailers in 94 other countries

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We've Got You Covered!

Distributor Database Coverage

**World Food &
Beverages**
3,536 Distributors

Confectionery & Snack
2,853 Distributors

Italian Food
1,476 Distributors

Europe
3,280 Distributors
34 Countries

Asia
2,081 Distributors
17 Countries



USA Importer/Distributor
645 Distributors

Latin America
1,663 Distributors
29 Countries

Middle East
975 Distributors
12 Countries

9,600 distributors – 96 Countries

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