

“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

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.

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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)	

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



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Global Experts, Local Solutions

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

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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. Mar- ket Research Manage- ment Visibility	Local Office or Distribu- tor 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. Man- aged by Export Manager	Distributor	Chile Australia Canada S. Korea/Thailand South Africa Spain Saudi Arabia Japan
Opportunistic (Profit)	Profitable Opportuni- ties. 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.

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.
2022 Requirements		Resources required to achieve 2022 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.

Export Manager Report Card

Assessment Criteria	Considerations	Rating: (10 = Best)
Annual Plan Development, Execution, Delivery	• Aligned, reliable, committed	
Export Experience – Food/Consumer Products	• New to 20 years +	
Ability to Influence Distributors	• Focus on your priorities	
Pioneers New Business	• From concept to containers	
Work Ethic	• Office time vs. overseas trips?	
International Citizenship	• Language skills, cultural alignment	
Category Knowledge	• Viewed as expert: buyers, distributors	
Business Leadership	• Partners with internal functions	
Distributor Relationships	• From sales reps. to owner	
Thought Leadership	• Creates and shares best practices	
Export Strategy	• Logical vision and road map	
Profitable, Sustainable, Exports	• Sells profitable cases	
Retail Store Conditions	• Brand presence vs. market share?	
Brand Building – Promotions	• Creativity, effectiveness, efficiency	
Problem Solving – Response Time	• Same day to one week?	
Customer Relations	• Senior access at top retailers	
Analytical Skills: Shipments, Nielsen	• Trends, opportunities, plan	
Digital Savvy	• E-commerce, social media	
Supply Chain Management & Forecasting	• Accuracy and efficiency	
Results vs Budget, Market, Category (CY, PY, 3 Years)	• 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



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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



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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.

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

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

Export Passport



Strategic Export Development Program



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Distributor Identification Experts

Distributor Search Challenge



- Some distributors are too big...
- Other distributors are too small!

✓ Export Passport identifies
Prime Prospect distributors
that represent the **Right Fit**

Exporter Classification*

Type	Description	Export Profile
10	Multinational	Strong market share everywhere across multiple categories.
9	Global	Multinational. Mix of leading countries and niche participation.
8	Category Champion	One core mass category. Strong performance globally.
7	Icon	Well known, niche leader. Global availability. Example: Tabasco.
6	Regional Leader	Strong share across one continent/region. Some export success.
5	National Hero	National treasure, #1 brand. Exports to homesick expats, tourists.
4	Player	Respectable share in home country. Opportunistic exports.
3	Participant	"Me too" product. Opportunistic exports. "Trader" / private label.
2	Challenger	Innovator. Some listings in home country. New to export.
1	Start-up	Trying to get traction in home country. Export "dreamer."

*Export Solutions' classification system

Distributor Classification*

Stars	Title	Description	Prime Prospects
★★★★★	Champion	Massive distributor. Handles multinational/ #1 brands across many categories.	Brand leaders. \$\$\$ marketing budgets. Exporter types: 6-10
★★★★	Captain	Category Captain. Handles leading brands in one segment.	Category innovators/ leaders. \$\$ marketing budgets. Exporter types: 5-9
★★★	Player	Mid-size distributor. Handles #2/3 brands or niche leaders across many categories.	Differentiated, premium brands. \$-\$\$ marketing budgets. Exporter types: 4-7
★★	Participant	Respected local. Diversified product portfolio. Results equal to investment.	Flexible, challenger brands. \$ marketing budget. Exporter types: 2-4
★	Pioneer	Small distributor. Entrepreneurial, open to innovative new companies.	Start-up brands. “Pay as you go” marketing. Exporter types: 1-3

*Export Solutions' classification system

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Searching for New Distributors?

Export Solutions makes life a little easier for more than 3,000 export managers. Our time saving distributor database serves as a “helper” for identifying more than 9,200 qualified, local brand builders in 96 countries.

Search by Country, Category, or Country of Origin

Local Experts

Distributor Coverage

Asia:	2,030
Europe:	3,139
Latin America:	1,574
Middle East:	937
USA/Canada:	1,464

Category Experts

Distributor Coverage

Beverage:	1,691
Candy / Snack:	2,713
International Food:	3,276
Health & Beauty:	1,800
Natural Food:	837

Country Experts

Distributor Coverage

German Brands:	648
Italian Brands:	1,397
UK Brands:	682
USA Brands:	1,189



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

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