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# Develop your export marketing strategy

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# Program

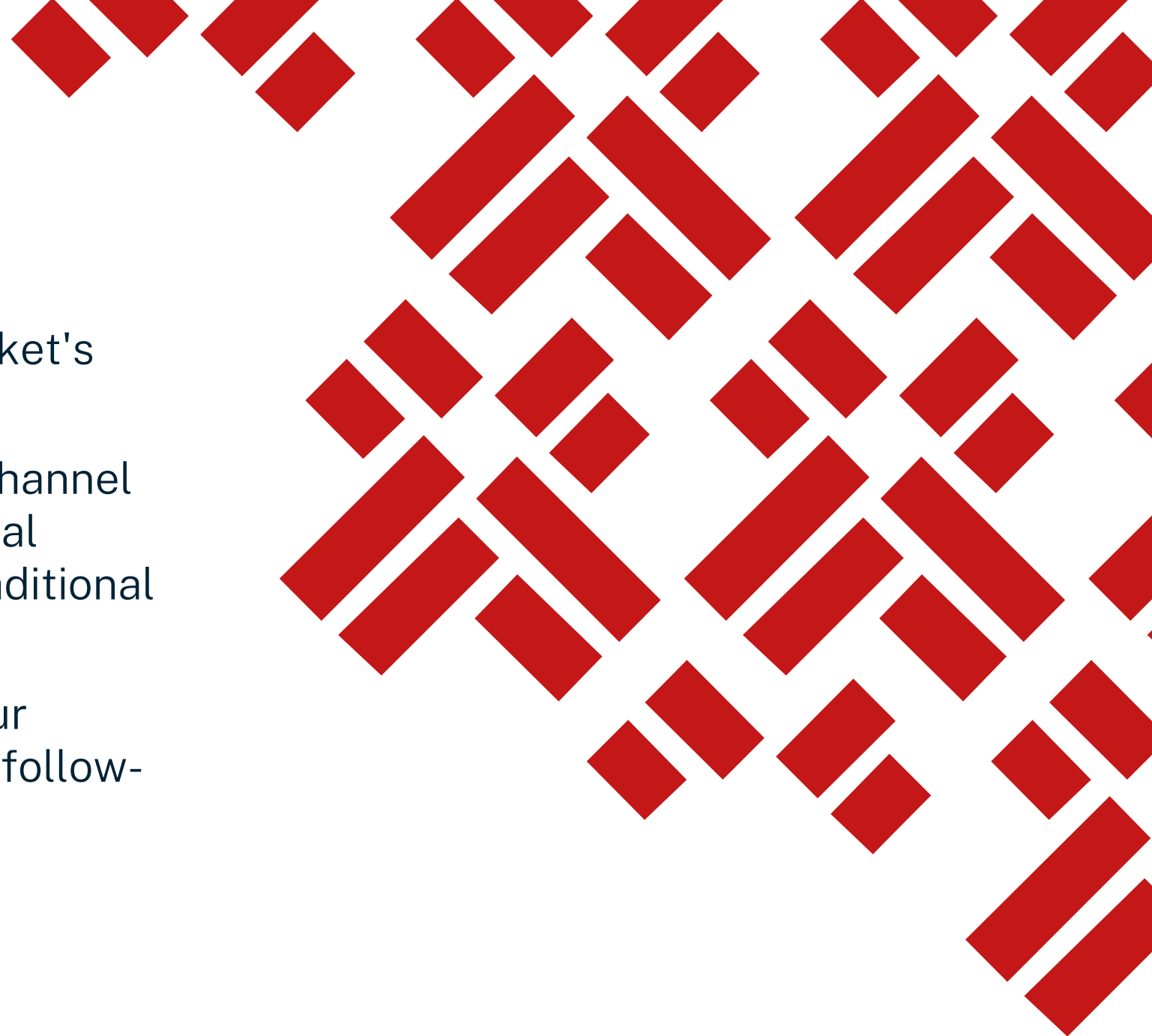


## Introduction

1. Get to know your strengths and weaknesses
2. Your Unique Value Proposition (UPV). What do you have to offer?
3. Identify, analyze and understand your target market
4. Cultural aspects of your target market

# Program

5. Comply with your target market's requirements
6. Quick introduction to multi-channel marketing - Importance of digital marketing, social media and traditional channels.
7. How to stay in touch with your customers - The importance of follow-up.
8. Q&A



# The world is your market



- Why export? There are many advantages of all kinds associated with exporting.
- Why aren't you already exporting? Identify and overcome your blocking factors.
- In a VUCA (**V**olatile, **U**ncertain, **C**omplex, and **A**mbiguous) environment, do you really have the choice not to export?
- Proactive or reactive exporting? What's the difference and what are the implications for your company?
- Proactive exporting requires the implementation of a marketing strategy.

# What is an export marketing strategy?



A company's export marketing strategy consists of planning the actions it will take to identify and profitably seize opportunities in foreign markets, in order to satisfy its target customers while optimizing the use of its resources and capacities.

# How to design an export marketing strategy?



Marketing strategy is built around three main steps or components.

1. Identifying your own strengths and weaknesses in relation to your own competitive environment
2. Defining a vision and setting positioning objectives in the target market
3. Setting up a marketing mix to realize the vision and achieve the objectives by satisfying the selected customer segments.

01.

Get to know your  
strengths and  
weaknesses





IDENTIFY YOUR STRENGTHS AND WEAKNESSES  
IN THE CONTEXT OF YOUR COMPANY

# Get to know your strengths and weaknesses

## Are you ready to export?

« An export-ready company is one that has the capacity, resources and management to supply a globally marketable product or service at a competitive price. » *The Canadian Trade Commissioner Service*

If you are not yet ready, think about how you can become ready. So your first step is to get to know yourself and your company's strengths and weaknesses in relation to the opportunities and threats in your environment.





DEFINE YOUR STRENGTHS AND WEAKNESSES IN  
THE CONTEXT OF YOUR COMPANY

## Know your strengths and weaknesses

Your company's competitive strengths are made up of everything you know or can do better than your competitors, as well as your capabilities and resources, which are greater or of better quality than those of your competitors.

To give you a competitive advantage, these strengths must be **VRIO**, i.e.: **V**alued by the market (or value-creating), **R**are, **I**nimitable (or difficult for competitors to imitate) and **O**rganized, i.e. you have the organization in place to take advantage of them.



DEFINE YOUR STRENGTHS AND WEAKNESSES IN THE CONTEXT OF YOUR COMPANY

# Know your strengths and weaknesses

Are your strengths VRIO?

Your strengths	Value	Rarity	Imitability	Organization
Strength 1				
Strength 2				
Strength 3				
Strength 4				
Strength 5				

DEFINE YOUR STRENGTHS AND WEAKNESSES  
IN THE CONTEXT OF YOUR COMPANY

## Know your strengths and weaknesses

Your company's competitive weaknesses are all the things you know or can do less well than your competitors, as well as your capabilities and resources being lower or of inferior quality than those of your competitors.

To be considered strategic, a weakness must correspond to an attribute, service or aspect that the market considers important or necessary.





DEFINE YOUR STRENGTHS AND  
WEAKNESSES IN THE CONTEXT OF YOUR COMPANY

## Know your strengths and weaknesses

The Export diagnostic helps you check your export readiness. It is structured into internal and external phases.

The internal diagnostic helps you determine:

- the company's ability to internationalize
- the company's ability to establish itself in one or more markets
- the company's ability to develop internationally on an integrated basis

The external diagnostic helps you :

- analyze the opportunities and risks of internationalization
- identify key success factors (KSFs)

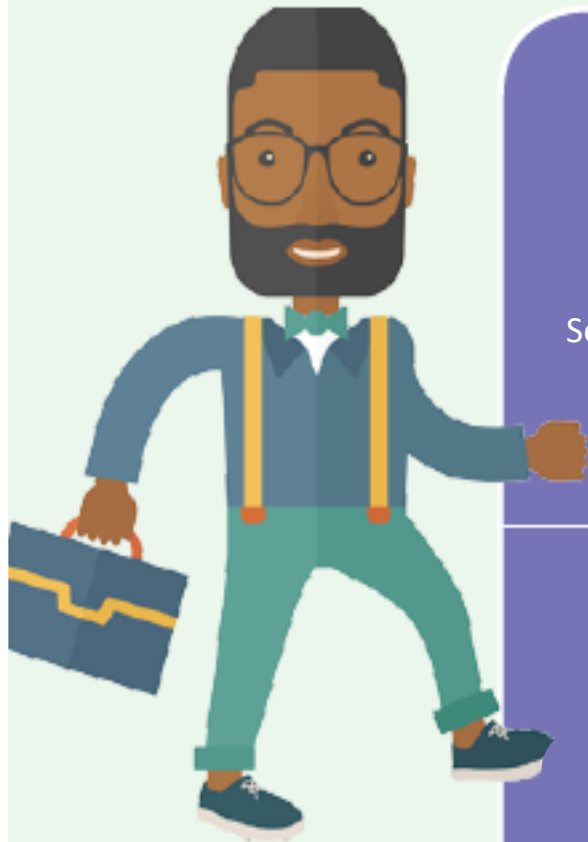
DEFINE YOUR STRENGTHS AND  
WEAKNESSES IN THE CONTEXT OF YOUR COMPANY

# Know your strengths and weaknesses

## How can you check your export readiness?

The export diagnosis helps answer the following key questions :

- Is the company ready to export?
- What can it export? What is its strategy?
- Why should it export? What are the benefits for the company?
- What are the costs and efforts involved?
- Is the company ready to commit to long-term export development?



## STRENGTHS

The excellent reputation of Guinea fruit.  
Guinea is the home of pineapple.  
New origin on the European market.  
Excellent quality of Kent from Kindia.  
Seasonality of Guinea pineapple corresponds to European demand.

## WEAKNESSES

No brand image yet.  
Lack of trained staff.  
Financial capacity to be developed.  
No international experience.  
Lack of export certifications such as GLOBALGAP.

### SWOT Federation of pineapple producers of Kindia

## OPPORTUNITIES

Strong growth in the pineapple market, not only in Europe but also on the regional market (e.g. Morocco).  
More and more processing facilities  
Access to new markets.

## THREATS

Direct competition with Cote d'Ivoire.  
Competition with Latin America.  
No containment of fruit fly.

Example of a diagnosis of strengths and weaknesses with respect to environmental opportunities and threats

02.

## Your Unique Value Proposition (UPV)



# What is a unique value proposition?

A unique value proposition is most often expressed as a clear statement that communicates the value of your product or service. It describes the benefits of your offering, how it solves problems and/or satisfies customer needs differently or better than other options.

Your unique value proposition is your answer to a simple question:

**why should a customer choose you over your competitors?**





# Types of unique value propositions

Unique value propositions generally fall into one of four thematic categories:

- Better value for money
- Best quality product or service
- Most luxurious product
- Essential product



# Characteristics of a good UVP

A good value proposition statement must:

- Be concise and easy to understand
- Be memorable
- Tell the prospect or customer what they will get by buying your product or service
- Explain how your offer is different from alternative offers



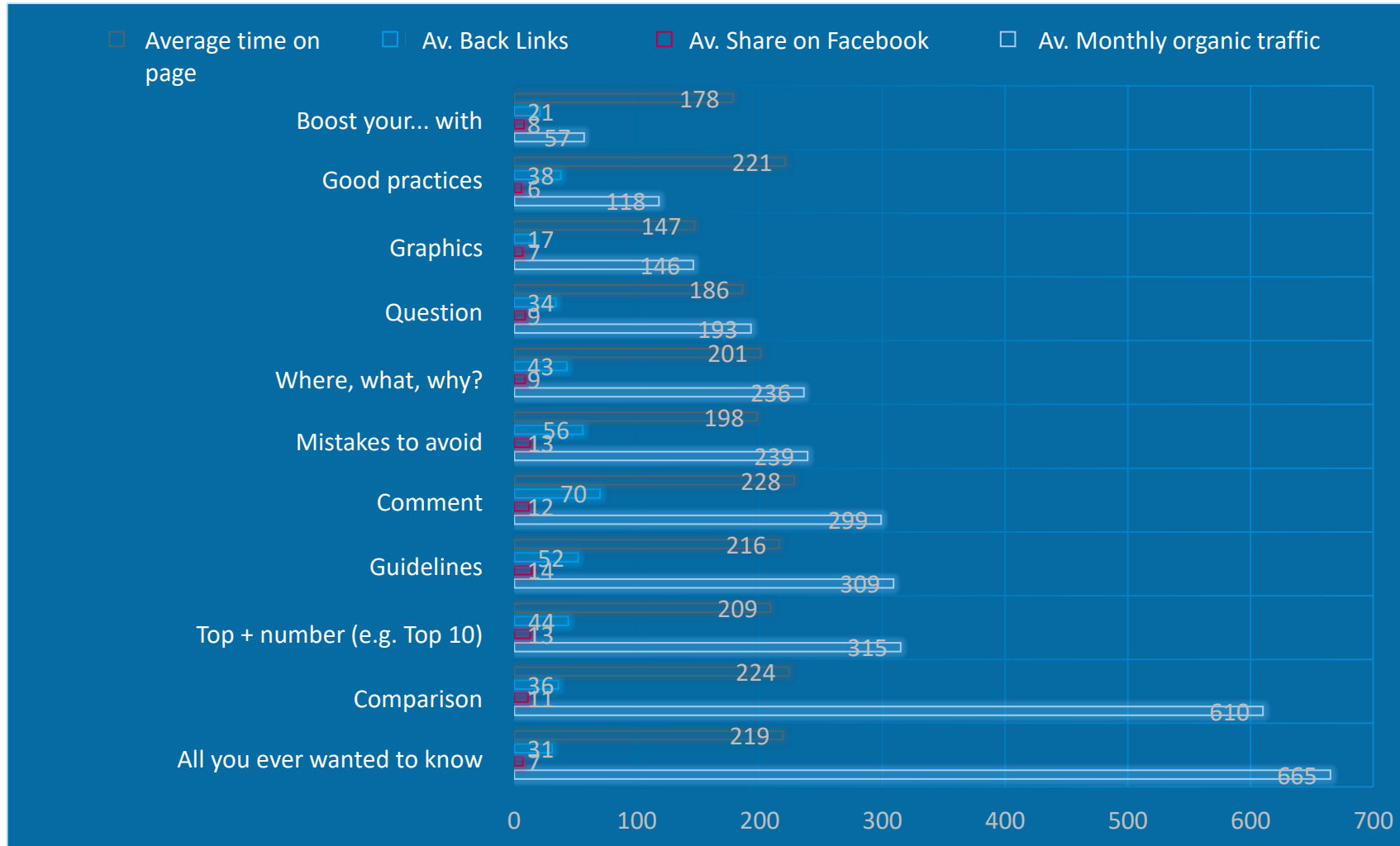
# Components of a good UVP

A good UVP has 3 main components:

1. A catchy title that explains the main benefit of the offer
2. A sub-heading, short paragraph or bullet points that explains what you are offering and why it is useful
3. An image, graphic or video that shows the product or service's attributes to support the message.



# Components of a good UVP - A catchy title





DEVELOP YOUR UNIQUE VALUE PROPOSITION

## Create your UVP

As a prerequisite, you need to have a thorough understanding of your target audience, your offering and how your product or service fits into the customer's world and how they position it in relation to alternative offerings.

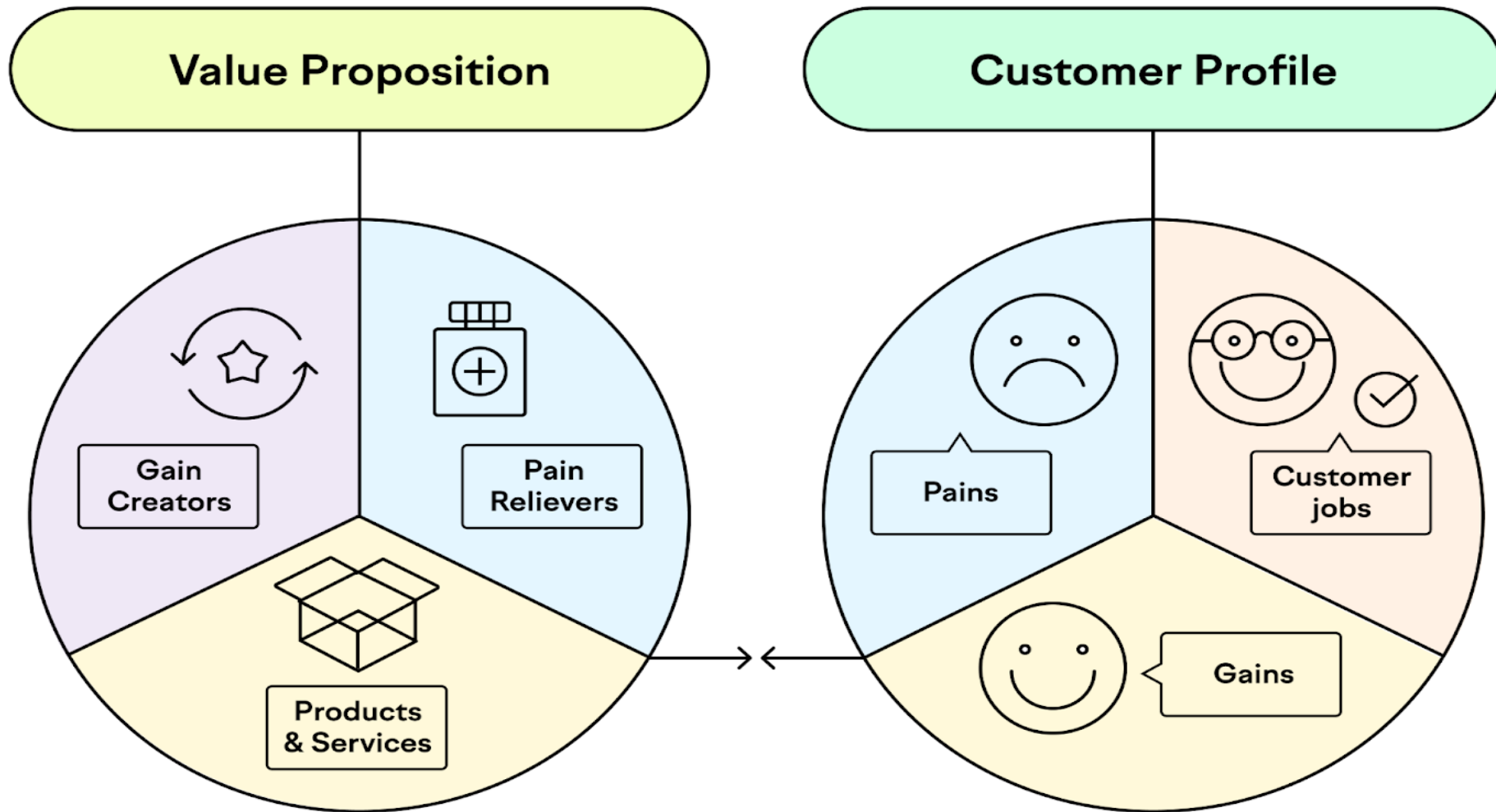


## DEVELOP YOUR UNIQUE VALUE PROPOSITION

# Create your UVP

To create your UVP, you need to:

- Analyze your customer, identify his/her problems, needs, and desires (PNDs), and establish his/her profile.
- Discover how your product/service is a SOLUTION to the customer's PNDs.
- Define how your SOLUTION differs from alternative solutions.
- Map out your value proposition (next slide)





## DEVELOP YOUR UNIQUE VALUE PROPOSITION

# Create your UVP

Write your UVP statement. A few tips.

- Steve Blank's formula: "We help (X) do (Y) by doing (Z)." Example: "We help small business owners grow their audience through attractive, affordable websites."
- Geoffrey Moore's formula: "For (target customer) who (need or opportunity), our (product/service name) is (product category) that (benefit)." Example: "For small businesses looking to expand online, Rockstar Websites is an e-commerce platform that lets you turn visitors into customers without technical expertise."



# What about my company's brand?

**How many brands do I have?**

**How to organize my brands (domestic/export market)**

- 1. Register your intellectual property (IP) rights:** Register your trademarks, copyrights, patents, and designs in your target export markets. This gives you legal protection and enforcement rights against possible infringements.
- 2. Develop a strong brand identity:** Establish a clear and consistent brand identity with distinctive logos, packaging, and marketing materials. This helps customers recognize your products and reduces the risk of confusion with your competitors.
- 3. Monitor infringements:** Regularly monitor the market for potential infringements or unauthorized use of your brand. This may involve online searches, local market research, or hiring a legal representative in your target countries.
- 4. Partner carefully:** When working with local distributors, agents, or manufacturers, carry out thorough due diligence to ensure that they respect your intellectual property rights and maintain the integrity of your brand.

# What about my company's brand?

**5. Secure your supply chain:** Implement measures to prevent the production, distribution or sale of counterfeit products. These may include tracking and authentication technologies, as well as contractual guarantees with suppliers.

**6. Use international agreements:** Familiarize yourself with relevant international treaties and agreements, such as the World Intellectual Property Organization (WIPO) and the Paris Convention for the Protection of Industrial Property. These can provide additional protection and enforcement mechanisms for your brand.

**7. Establish clear contracts:** Draw up clear and comprehensive contracts with your partners and distributors that describe your intellectual property rights and specify the obligations and responsibilities of each party.

**8. Act quickly:** If you discover infringement or unauthorized use of your brand, act quickly to enforce your rights. This may involve cease-and-desist letters, negotiations or legal proceedings, depending on the situation.

03.

Identify, analyze and understand your target market



# Target market selection

A company expanding into the export market has to make a number of choices:

- in terms of target countries: it can concentrate its efforts on a small number of countries or, conversely, opt for rapid development in several countries at the same time, even if this means reconsidering its choices in the light of the results obtained in terms of market share.
- it can look for new markets in countries where it is already present, or conversely, seek out new countries with similar market segments



IDENTIFY, ANALYZE AND UNDERSTAND YOUR TARGET MARKET

# Market selection process



Filter markets

Evaluate markets

Choose your market

## Step 1 : Filter markets

Collect statistics showing exports of your product or service to various countries.

- Identify five to ten important, fast-growing markets for your product or service. Look at their performance over the last three to five years. Has market growth been consistent from year to year? Has import growth occurred even during economic downturns? If not, has growth resumed with economic recovery?
- Use the same approach to select emerging markets where there are not yet as many competitors as in an established market.
- Target three to five of the most promising markets for further study.



## Step 2 : Evaluate markets

- Examine the trends that could influence demand for your product or service.
- Calculate global consumption of products or services like yours, and identify the quantity imported.
- Investigate the competition, both domestic and international.
- Look at each competitor's share of local and foreign markets.
- Become familiar with distribution channels, cultural differences and business practices in each market.
- Identify barriers to entry for your product or service.



IDENTIFY, ANALYZE AND UNDERSTAND YOUR TARGET MARKET

## Step 3 : Choice of target market

- After analyzing the data, you can decide which market or markets (2 to 3 at most) to target first.
- Now that you have chosen your target market(s), you can start developing your marketing strategy



# Target market selection - Multi-criteria approach

This approach consists of compiling essential information on market potential and accessibility in the form of tables => a hierarchical ranking of countries. Once the area has been determined and markets with prohibitive barriers have been eliminated, the approach consists of four stages:

1. Definition of relevant criteria, for which information is easily available.
2. Development of a rating and weighting scale for the selected criteria.
3. Research, for each country studied, the necessary information.
4. Drawing up of a table for selecting and determining target markets



# Target market selection - Multi-criteria approach

Criteria	Ponderation	Country A	Country B	Country C
<p>Market accessibility:</p> <ul style="list-style-type: none"> <li>Physical factors (logistical access, climatic constraints, etc.)</li> <li>Socio-cultural factors (language barriers, historical context, etc.)</li> <li>Economic-political factors (economic situation, state of trade, bilateral relations, etc.)</li> </ul>				
<p>Market potential:</p> <ul style="list-style-type: none"> <li>Demand                             <ul style="list-style-type: none"> <li>current</li> <li>potential</li> <li>latent</li> </ul> </li> <li>International market openness                             <ul style="list-style-type: none"> <li>imports and evolution</li> <li>share of malian products in the country's imports</li> </ul> </li> </ul>				
<p>Country risk</p> <ul style="list-style-type: none"> <li>Transaction security, financing problems, payment delays</li> <li>Investment security (risk of confiscation, nationalization, management ingerence)</li> </ul>				
<b>Totals</b>				

# What is your target market segment?

Who do you intend to sell your product or service to?

## B2B

### BUSINESS TO BUSINESS

Companies sell their products/services to other companies

## B2C

### BUSINESS TO CONSUMER

Companies sell their products/services to individual (non-corporate) customers.

## C2C

### CONSUMER TO CONSUMER

Consumers sell products/services to other consumers.

## C2B

### CONSUMERS TO BUSINESS

Consumers sell products/services to companies

## B2A

### BUSINESS TO ADMINISTRATION

Companies carry out transactions with public administrations and government bodies.

## C2A

### CONSUMER TO ADMINISTRATION

Consumers conduct transactions with public administrations and government entities.

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SINCE 2002  
**AT SOURCE**  
HANDMADE FOODS  
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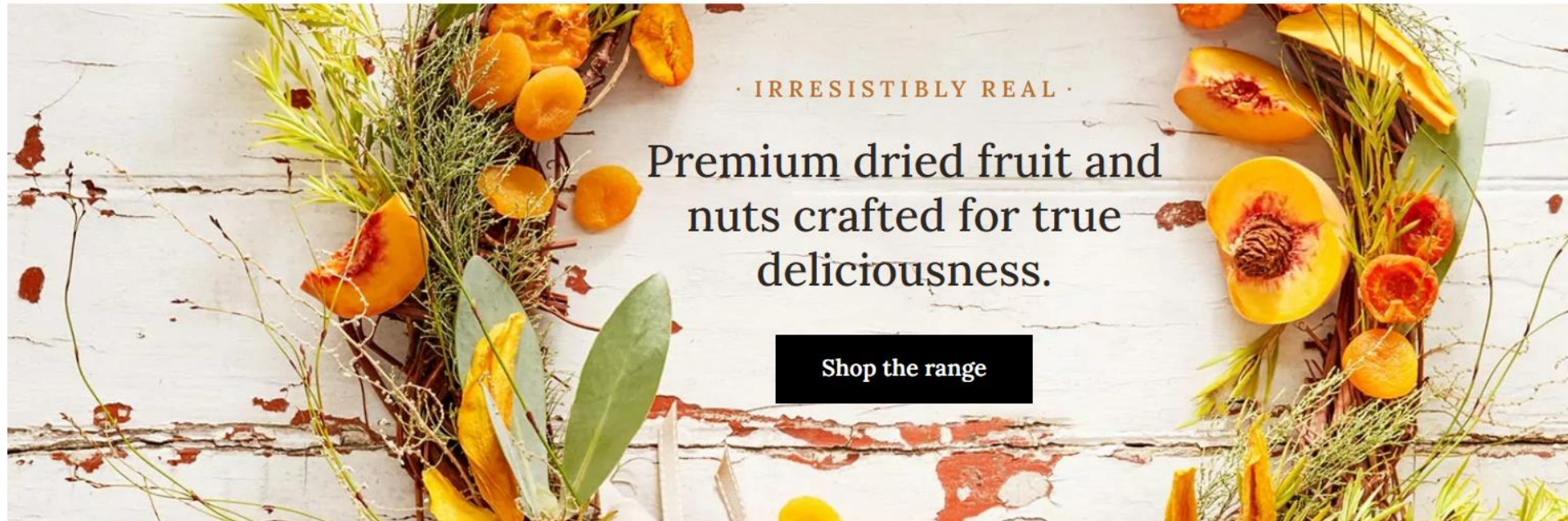
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The target market here is B2B:  
Industry, wholesalers, agents, etc.

# What about my brand? And my market segment?

Shop ▾ Our Story Recipes Our Range



Here, the target market is B2C: consumers, supermarkets, etc.

04.

Cultural aspects of  
your target market

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# Cultural differences between countries



- ▶ Language and cultural differences make it difficult to get established in non-familiar markets. Economist Intelligence Unit
- ▶ Because of the false presumption that, since we can easily contact anyone in the world by email or Skype, we are all similar. Nancy Adler
- ▶ Misunderstandings based on cultural differences present the greatest obstacle to productive cross-border collaboration. Economist Intelligence Unit

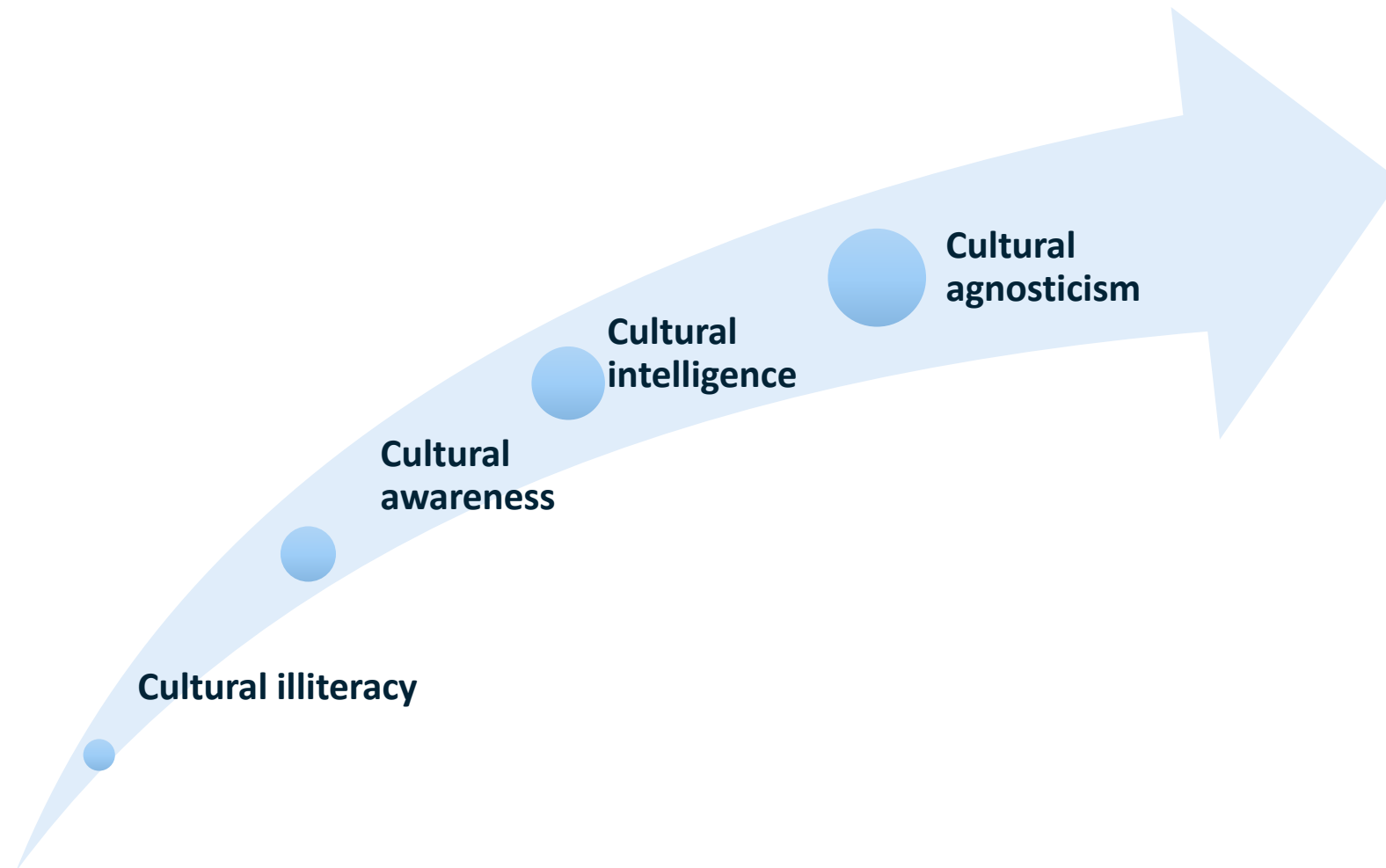
# Cultural differences between countries



- Why is it important to take cultural differences into account?
- Mysteries of communication
- Country Dos & Don'ts



# Are you culturally ready?



# What exactly does culture mean?

Culture consists of the socially transmitted patterns of behavior, attitudes, norms and values of a given community, be it a nation, an ethnic group or even an organization. Understanding the culture of a foreign counterpart is a bit like peeling an onion, as you interpret behavior to reveal attitudes, which reflect norms, which are based on values.

*Harvard Program on Negotiation*

# Basics of good cultural management

- Never assume anything
- Accept the right of others to be different
- To succeed in an intercultural context, you need to know about...
  - What you must say or do (Cultural imperatives or "Dos")
  - What you must not say or do in the foreign country (Cultural prohibitions or "Don'ts")
  - What you can or can't do without impact (Cultural choices or "Adiaphora")



## Non-verbal communication



- "Two nations divided by a common language » - False friends
- Silence is a form of communication
- Signs and body language
- Colors as a form of language
- Olfactory communication

# How do you say hello?





## CULTURAL ASPECTS OF YOUR TARGET MARKET

# Respecting etiquette

- ① Giving and receiving business cards
- ① Punctuality
- ① Physical contact
- ① Yes and no

## Giving and receiving gifts

- Give them in public or in private?
- In some cultures, giving a gift in private can be interpreted as an attempt to corrupt the recipient.
- In others, giving the gift in public is embarrassing for the recipient.

## Other cultural aspects

- ▶ Lucky and unlucky numbers
- ▶ Smile or laugh?
- ▶ Product name
- ▶ How the product is used
- ▶ Translation
- ▶ Time perception

Does your export marketing strategy take into account the cultural aspects of your target market?



05.

# Comply with market requirements



# Standards & regulations

**Any company willing to do business on the global market must allocate resources to learning about and complying with national and international trade rules.**

**Examples of rules and regulations:**

- ⇒ **Intellectual property** rights
- ⇒ **"Made-in"** and rules of origin
- ⇒ Health regulations, environmental laws, public standards
- ⇒ **African Growth and Opportunity Act (AGOA)**
- ⇒ **General System of Preferences (GSP)**
- ⇒ Languages and other **packaging requirements**
- ⇒ **International and private standards**
- ⇒ **Terms of payment** and international currency transactions
- ⇒ **Customs classifications**, tariffs, taxes and duties

**Examples of sources of information on market access regulations:**

- ⇒ Trade representatives / business contacts abroad: Government agencies; chambers of commerce; customers; intermediaries; suppliers
- ⇒ European Commission market access database at <http://mkaccdb.eu.int>
- ⇒ Access to US markets at <http://agoa.ga/infos-agoa/presentation-de-lagoa>
- ⇒ Intelligence companies, for a fee, such as the EIU ([www.tradesuccess.org](http://www.tradesuccess.org))

## Will you need to adapt your product?

- In addition to the standards and regulations of the target market, which may require adaptation of your product/service or its packaging, the culture of the foreign country and the way in which the product/service will be used may also call for modifications.
- A few anecdotes ...



05.

# Introduction to multi-channel marketing ("MCM")



## What exactly is MCM?

As potential customers use a variety of channels to find out about products/services and the suppliers who offer them, the company needs to mobilize a variety of vehicles to increase its chances of "reaching" as many prospects as possible and converting them into customers. This is what we call multi-channel marketing, since it uses numerous channels to communicate with prospects: telephone, SMS, tablet, website, e-mail, point of sale, event, newspaper, newsletter, etc.



# MCM prerequisites

To be successful, an MCM strategy must:

1. Have a clear and convincing message that communicates the company's unique value proposition and is adapted to each type of channel.
2. Be based on a sound knowledge of each channel used (strengths, weaknesses, specificities, users, etc.).
3. Be coherent overall, while adapting to the constraints and specificities of each channel.



# MCM and omnichannel marketing

Whereas multi-channel marketing adapts its message to the chosen channel, taking account of its specific features, omnichannel marketing, while also using a variety of channels, adopts the same message without any adaptation. It blurs the boundaries between channels, treating them as an integrated whole.

# Digital marketing

Digital marketing, also known as e-marketing, is a type of marketing that uses all digital channels to communicate with customers and sell a product or service to them. There are many digital channels, as well as a variety of digital marketing techniques:

- Websites
- SEO (Search Engine Optimization)
- SEA (search Engine Advertizing or buying key words)
- Marketing automation







# Digital marketing

- E-mailing
- Social Media
- Advertising
- Affiliation
- Content marketing
- Inbound marketing
- Mobile marketing
- SMO (Social Media Optimization)

# Digital marketing objectives

- The primary objective of digital marketing is to drive as many visits as possible to the company's website and social media pages.
- It is also to turn visitors into customers and generate as many sales as possible, while personalizing each visit by offering prospects content tailored to their needs.
- Of course, the ultimate goal of digital marketing is to contribute to the company's profitability by increasing sales.





# Benefits of digital marketing

Among the many advantages of digital marketing are the following:

- Access prospects anywhere in the world 24/7.
- Give visibility to your company, its products and services, and boost brand awareness.
- Penetrate new markets at the lowest possible cost.
- Enable the company to monitor the evolution of its sales and the behavior of its prospects.

06.

How to stay in touch  
with your customers

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HOW TO STAY IN TOUCH WITH YOUR CUSTOMERS

## Ensure customer follow-up

Customer follow-up refers to the relationship established with your customers, and can make all the difference in terms of buyer satisfaction. It is all about being :

- attentive to customers' expectations, grievances and needs.
- attentive to their reactions.
- responsive to their requests for new products/services or information concerning them.

## Ensure customer follow-up

Customers can use numerous channels to express their expectations, needs, complaints, etc. concerning the company and its products/services. The company needs to ensure that all these channels remain open, so that it can take note of the signals sent by customers and decipher them appropriately.

Getting to know your customers better will help you satisfy them and build loyalty.





## CONCLUSION

# Key points to remember

- Exporting: an imperative rather than a deliberate choice
- Exporting can't be improvised, it has to be prepared, starting with a thorough understanding of your own strengths and weaknesses.
- What do you have to offer the market that sets you apart from your competitors?
- How do you choose and analyze your target market?
- Have you considered the cultural aspects of your target market?
- How willing are you to comply with your target market's requirements?
- What type of marketing would suit you best?
- The importance of keeping in touch with your customers



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# Any question ?

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