

¿Dónde exportaréis con éxito en 2022?



WEBINAR 28 de enero 10h

Presentación



- 25 años dirigiendo pymes
- 7 años coach estratégico
 - 55 startups (Business coach europeo)
 - 120 pymes
 - Estrategia: Implementación de planes estratégicos en pymes industriales
 - Internacionalización con BBI

**¡AUMENTE LAS
EXPORTACIONES
CON BBI!**

El partner de su empresa experto en la
internacionalización de las Pymes

**Business
Boost
International**

Business Boost International (BBI)

Grupo BBI

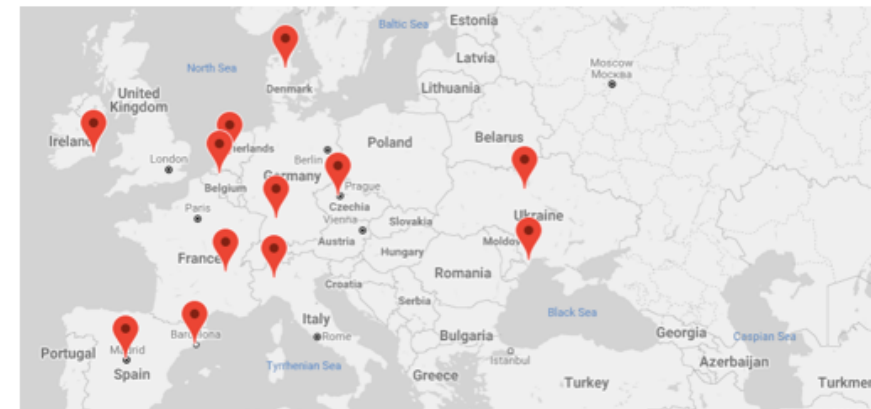
Business Boost International B.V. es una consultoría de internacionalización europea con sede central en los Países Bajos, fundada en 2011 por el Sr. Kerst Doornhof.

Desarrollamos soluciones para acelerar las exportaciones de las Pymes. Nuestros clientes pueden invertir en nuevos mercados y aumentar los ingresos en el extranjero dentro de los presupuestos disponibles y sin riesgos para la operación comercial regular.



Kerst Doornhof
Fundador & CEO

- Máster en Química (Utrecht)
- MBA en la Universidad de Brunel (Londres)
- Diez años en el Ministerio de Economía, responsable de todos los programas de incentivos enfocados a mercados emergentes.
- Ocho años como Socio Gerente en Larive International, apoyó a muchas compañías que invertían en mercados emergentes
- Fundó Business Boost International B.V. en 2011



14 oficinas, 10 países, 15 idiomas, 35 consultores



EXPORT PLAN

Hoja de ruta del crecimiento internacional: Un plan claro que asegura más eficiencia al definir los productos y países prioritarios, modelos de entrada al mercado, criterios de socios, etc.



PARTNER SELECTION

Socios extranjeros interesados: Perfiles de empresas de posibles importadores, distribuidores, agentes, etc. que se ajustan a los criterios de selección y que han manifestado su interés real en cooperar con su pyme.



CLIENT SEARCH

Cientes potenciales interesados: Lista de clientes que cumplen sus criterios de selección y han confirmado su interés por su producto o servicio.



EXPORT PROFESSIONALS

Solución operativa completa: optimizamos y mejoramos su exportación a tiempo parcial (sin contrato laboral) hasta que sea rentable contratar un export manager a tiempo completo.

QUÉ OBTIENE

Práctico plan de acción para su empresa acertando en las decisiones clave para el crecimiento international



SELECCIÓN DEL PRODUCTO IDÓNEO

- Productos/servicios más adecuados para la exportación.
- Razones por las que el producto a exportar es el más idóneo.



SELECCIÓN DEL PAÍS

- Una visión general de varios países con un ranking de los países más atractivos para su producto.



MODELO DE ENTRADA AL MERCADO Y PERFIL IDEAL

- Asesoramiento concreto de qué manera llegar a sus clientes extranjeros.
- Perfil ideal para el socio extranjero. Dicho perfil es de gran ayuda al seleccionar un socio extranjero.



ORGANIZACIÓN INTERNA PARA EXPORTAR

- Puntos de atención sobre su organización para asegurar que su internacionalización haga crecer su negocio de manera exitosa.

COMO FUNCIONA

Realizamos sesiones conjuntas con su empresa y ejecutamos una investigación de mercados relevante.

Reunión inicial de 'brainstorm'

- Discusión para determinar:
- Productos más adecuados para exportar
- Definición de los "market drivers"
- 6-8 países a investigar
- Modelo de entrada al mercado más idóneo
- Perfil ideal de socio comercial extranjero
- Atención a los puntos internos de la organización

Investigación y ranking de países

- Investigación ejecutada por Business Boost International
- Investigación de los "Market drivers" en cada país.
- Ranking de los países

Plan de acción para la internacionalización

- En base a las reuniones y la investigación respondemos a:
- ¿Qué productos o servicios son los mejores para exportar?
- ¿Qué país es el más atractivo para mi producto o servicio?
- ¿Cual es la mejor estrategia de entrada al mercado?
- ¿Su organización está preparada para la internacionalización?

Market drivers	Criteria 1: Price level in a country	Criteria 2: Salary level manufacturing	Criteria 3: Ergonomics	Criteria 4: Presence of food processing sector	Criteria 5: Presence of chemical sector	Total
Relative importance	1	1	1	3	2	8
Relative weight	12,5%	12,5%	12,5%	37,5%	25,0%	100,0%
Country						
Germany	3	3	5	5	5	36,0
Netherlands	3	4	4	5	3	32,0
UK	4	3	3	3	3	25,0
Belgium	3	4	2	2	4	23,0
France	4	4	2	2	3	22,0
Denmark	5	5	4	1	1	19,0
Ireland	3	3	4	1	3	19,0
Sweden	5	5	3	1	1	18,0
Finland	4	4	3	1	1	16,0
Spain	2	2	1	2	1	13,0
Poland	1	1	1	2	1	11,0

1.- Selección del producto idóneo para exportar

- Ranking de productos o familias de productos
- Ver el 20% de los productos que facturan el 80%
- Seleccionar de mayor interés por
 - Margen
 - Capacidad de producción
 - Diferenciación
- Producto / Servicio
- Estándar / A medida del cliente
- Fabricado / Distribuido
- Sin instalación / Con instalación
- Pequeño / Grande
- Poco impacto del transporte / Altos costes transporte
- Con poca regulación / Con alta regulación
- Etc: Caducidad, cadena de frío, garantías, etc.



2.- Selección del sector o segmento de clientes

- Ranking de segmentos de clientes / sectores
- Ver el 20% de los sectores con el 80% de la facturación
- Seleccionar el mejor sector según:
 - Conocimiento del tipo de cliente
 - Referencias en el sector
 - Margen del sector
 - Capacitación de soporte comercial



3.- Selección del foco producto / sector

- Cruzar los mejores productos para los sectores preferidos.
- Seleccionar el mejor producto para el mejor sector
- Para dicho producto/sector hacer:
 - Mapas de posicionamiento estratégico (matrices calidad/precio, etc)
 - Determinar los 3 UPS (Unique Selling Points)
 - Diferenciación 1
 - Diferenciación 2
 - Diferenciación 3
- Si no hay suficiente diferenciación en producto, explorar si hay buena diferenciación en servicio.
- En caso contrario: No exportar. 1º innovar.



4.- Market drivers

Definir los 4 a 6 factores de mercado que harían interesante un país

- **Consumo de queso per capita** <= Si fabrica maquinaria de producción de queso.
- **Antigüedad del mobiliario en iglesias** <= Si fabrica bancos para iglesias.
- **Nº de congresos de turismo anuales** <= Si fabrica un dispositivo especial para dichos eventos.
- **Nº de invernaderos** <= Si fabrica unos equipos especiales para refrigeración de naves agrícolas.
- **Preferencias sobre el café instantáneo** <= Si fabrica una nueva cafetera revolucionaria.
- **Velocidad de descarga en internet** <= Si quiere saber si es un buen país para comercio electrónico.
- **Cantidad de turistas médicos** <= Si tiene una solución médica con más potencial de mercado.
- **Potencial de calor geotérmico** <= Si fabrica unos tubos de captación de calor subterráneo.
- **Consumo per capita de carne de buey** <= Si fabrica una máquina para reciclaje de restos de mataderos de bovino.
- **Expediciones de flores y plantas** <= Si ha diseñado un nuevo sistema logístico para floristerías.
- **Superficie construida de pisos subvencionados** <= Si fabrica una herramienta para colocación de pavimentos.

5.- Seleccionar zona del mundo y países

- ¿Dónde tendría sentido ir en función de:
 - los mapas de posicionamiento,
 - la diferenciación del mejor producto/segmento,
 - los Market Drivers,
 - las experiencias previas.
 - los idiomas, etc.?
- Esbozar zonas como p.e.:
 - Europa Occidental: Mercados muy saturados
 - Europa del Este: Gran potencial para las empresas españolas
 - Norte de Africa: Según el posicionamiento del producto
 - América latina: Buena percepción de los productos españoles
- Con la zona definida, enumerar 6 a 8 países a comparar.
- Recomendamos países pequeños o medianos en las primeras etapas



6.- Analizar cada market driver en los países seleccionados

- Hemos seleccionado de 4 a 6 Market Drivers
- Hemos seleccionado de 6 a 8 países según el posicionamiento y los Market Drivers
- Ya sólo falta hacer los 24 a 48 estudios de mercado, es decir:
 - Para cada Market Driver analizar para cada país su ranking particular
 - Ponderar la importancia de cada Market Driver
 - Crear la matriz de ranking de países en función de la ponderación de la puntuación en cada Market Driver

Market drivers	Criteria 1: Price level in a country	Criteria 2: Salary level manufacturing	Criteria 3: Ergonomics	Criteria 4: Presence of food processing sector	Criteria 5: Presence of chemical sector	Total
Relative importance	1	1	1	3	2	8
Relative weight	12,5%	12,5%	12,5%	37,5%	25,0%	100,0%
Country						
Germany	3	3	5	5	5	36,0
Netherlands	3	4	4	5	3	32,0
UK	4	3	3	3	3	25,0
Belgium	3	4	2	2	4	23,0
France	4	4	2	2	3	22,0
Denmark	5	5	4	1	1	19,0
Ireland	3	3	4	1	3	19,0
Sweden	5	5	3	1	1	18,0
Finland	4	4	3	1	1	16,0
Spain	2	2	1	2	1	13,0
Poland	1	1	1	2	1	11,0

Caso práctico

Market Segments

- A. Pharma (Rx and OTC)
- B. Cosmetics ← FOCUS
- C. Sport nutrition

Products

Secartys has developed a lot of products. The current portfolio can be summarized as follows:

- **Prescription Medicines**
 - a. Oral Analgesic, anti-inflammatory and antipyretic
 - b. Bactericide, anti-inflammatory and aesthetic ear drop.
 - c. Oral Antidiabetic (adjuvant)
 - d. Oral anti-cough
- **OTC (Over The Counter) medicines**
 - a. Anti-influenza / Common cold
 - b. Nasal Decongestant
 - c. Decongestant Eye Irritation (collyrium)
 - d. Effervescent salts, antacid, easy digestion and mild laxative
- **Medical Device Class 1**
 - a. Calms and relieves cough
- **Cosmetics**
 - a. Bleaching/Decolourant cream ← FOCUS
 - b. Dermatological soaps
- **Food supplements**
 - a. Oral rehydration - Glucose with mineral salts
 - b. Vitamins C-B12 – Strengthens the body's natural defences and reduces homocysteine levels.
 - c. Vitamins C, E and Beta Carotene - Antioxidant

Product Market Combination (PMC) choice for exports/Positioning and customer target group

Bleaching cream '...' for cosmetic use ... is a cosmetic product developed by ... that had very successful sales in Spain during the 80's and 90's and still is the number one bleaching cream in Pharmacies with more than 90% market share. It has become the reference to discolour dark hair on arms, face, sensitive parts and legs into a clear neutral colour, with little optical contrast with respect to the skin. ... Bleaching Cream leaves your skin fine and soft and your hair pale, invisible and smooth.



The customer target group are mainly women with white skin and dark hair who would like to improve their image. As the product is very easy to apply, with results in 10 minutes, eliminates the need for hair removal and is cheap, it can be a successful product as it was in Spain, years ago, in countries with an increasing awareness of image.

Positioning: An easy, fast, painless, secure and cheap alternative to the different ways of hair removal.

Unique Selling Points (USPs) of the chosen Product Market Combination (PMC)

- ★ EASY TO USE: Applied in seconds, as a moisturizer
- ★ EFFECTIVE AND FAST: Results visible in 10 minutes: dark body hair becomes neutral.
- ★ PAINLESS: it does not hurt at all.
- ★ SECURE: Superficial effect on the dermis, non-aggressive on the deep layers of the skin, not absorbed, without side effects.
- ★ CHEAP: Competitive prices related to hair removal systems.

Countries already exporting:

- ✓ ... is currently sold in the following countries: France, Belgium, Netherlands, Slovenia, Malta.

Main competitors

Pharmaceutical laboratories in Spain and Europe producing similar range of basic cosmetics and OTC medicines.

- ✓ Isdin
- ✓ Viñas
- ✓ Perox Pharma

Factor 1: Total consumption of cosmetics

This market driver reveals which countries among selected have the largest consumption value of cosmetic products. Therefore it could help to identify where a highest demand and supply exist. This analysis is given in chapter 2.3.

Factor 2: Consumption of cosmetics per person

Market driver 'Consumption of cosmetics per person' measures the average consumption of cosmetic products per person within a population. This analysis is given in chapter 2.4.

Factor 3: Percentage of women with dark hair

It is important to analyse factor 'Percentage of women with dark hair in a country' to reveal countries with high frequency of women with dark hair and thus a potentially high demand for [redacted] product. Data is presented in chapter 2.5.

Factor 4: Total population of women with dark hair

The customer target group for [redacted] are mainly women with white skin and dark hair who would like to improve their image. Within market driver we investigate which countries have the largest number of women with dark hair. It is described in chapter 2.6.

Factor 5: Number of sun hours per year

We study map "Sunshine duration in Europe (in hours per year) and investigate countries with largest number of sun hours a year in chapter 2.7.

Factor 6: Price level

Taking into account that [redacted] product is a cheap alternative to different ways of hair removal we consider that countries with low price level have higher potential for internationalisation. Data are available for Y 2017 and presented in chapter 2.8.

Together with [redacted] following 8 countries have been chosen:

Bulgaria	Hungary
Croatia	Poland
Czech Republic	Romania
Greece	Slovak Republic

2.3. Analysis MD 1: Consumption of cosmetics per country

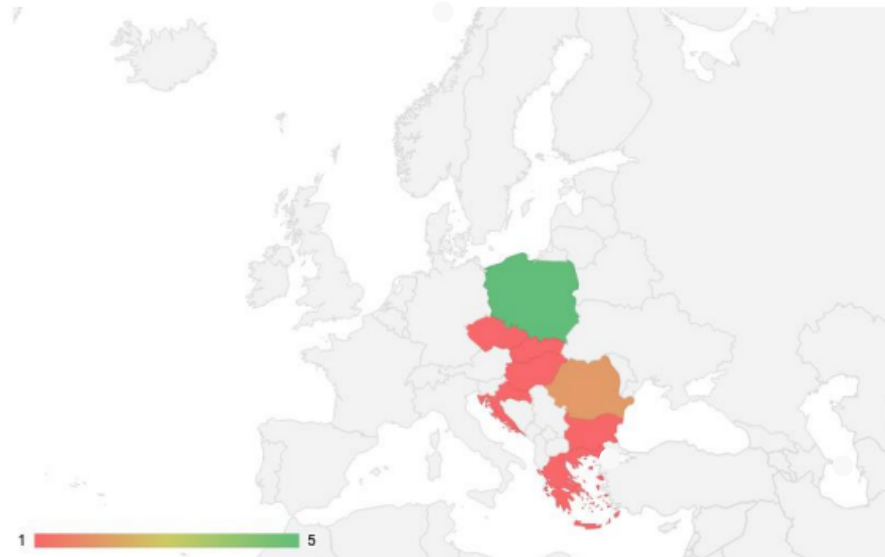
This market driver is aimed to explore which countries have the biggest markets for beauty products. Therefore it could be a good indicator of demand and supply that exist on national markets. The cosmetics and personal care industry includes a wide range of products dedicated to health, beauty and well-being.

Europe is the global flagship producer of cosmetic products. In 2017, the European cosmetics market was valued at 78 EUR billion, making Europe the largest market for cosmetic products in the world. Based on total market size we calibrated ranking of this factor as follows:

According to the data presented below, among selected countries Poland (3.7 EUR billion) and Romania (1.3 EUR billion) have the highest level of consumption. The lowest consumption of cosmetics is observed in Croatia (0.4 EUR billion), Bulgaria (0.4 EUR billion) and Slovak Republic (0.6 EUR billion).

Score market driver consumption of cosmetics in a country¹

No	Country	Consumption of cosmetics in a country millions of euro – retail prices in 2017	Scoring range	Score
1	Bulgaria	386	353 - 1 023	1
2	Croatia	353	353 - 1 023	1
3	Czech Republic	734	353 - 1 023	1
4	Greece	851	353 - 1 023	1
5	Hungary	722	353 - 1 023	1
6	Poland	3 705	3 036 - 3 705	5
7	Romania	1 283	1 024 - 1 694	2
8	Slovak Republic	566	353 - 1 023	1



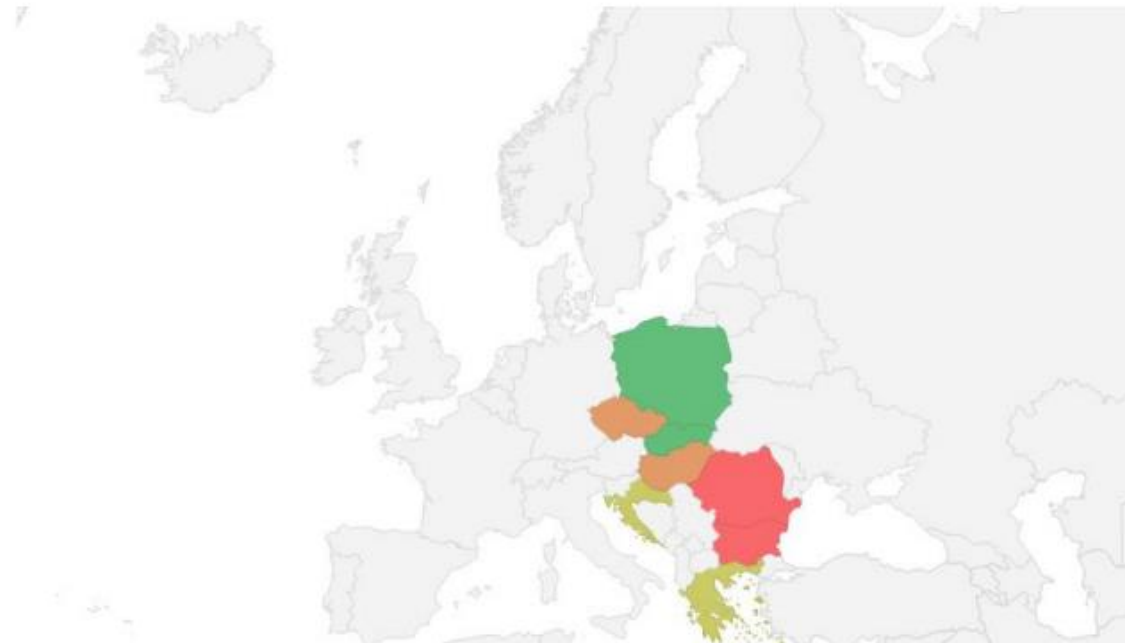
2.4. Analysis MD 2: Consumption of cosmetics per person

Beauty spending per capita shows a clear correlation with GDP per capita and suggests significant potential not only from low-income countries but also from middle-income, as beauty is more elastic to income than other HPC (household per capita consumption) categories.

Results of countries' scoring by size of cosmetics consumption per capita are presented in the table below. Poland and Slovak Republic have the largest size of per capita consumption of cosmetics products among selected countries.

Score market driver consumption of cosmetics per person²

No	Country	Consumption of cosmetics in a country in 2017, EUR per person	Scoring range	Score
1	Bulgaria	54.69	54.69 - 64.54	1
2	Croatia	82.66	74.41 - 84.25	3
3	Czech Republic	68.69	64.55 - 74.40	2
4	Greece	79.08	74.41 - 84.25	3
5	Hungary	73.48	64.55 - 74.40	2
6	Poland	96.43	94.11 - 103.95	5
7	Romania	59.79	54.69 - 64.54	1
8	Slovak Republic	103.95	94.11 - 103.95	5



2.5. Analysis MD 3: Percentage of women with dark hair

The customer target group for **ALBINO** are mainly women with white skin and dark hair who would like to improve their image. To measure the target group for **ALBINO** product it was decided to use percentage value (percentage of women with dark hair). We have made a research to find out available data on this topic. There is a hair colour map in Europe describing the percentage of light hair people spread over Europe (see Annex to this report). It was decided to calculate the percentage of women with dark hair in a country by the following formula:

$$\text{Percentage of women with dark hair} = 100\% - \text{Percentage of women with light hair}$$

As we may see from the table below the highest percentage of women with dark hair is observed in Greece.

Score market driver percentage of women with dark hair in a country³

Nº	Country	Estimated percentage of women with dark hair	Scoring range	Score
1	Bulgaria	85.0	77.1 - 86.0	4
2	Croatia	72.5	68.1 - 77.0	3
3	Czech Republic	50.0	50.0 - 59.0	1
4	Greece	95.0	86.1 - 95.0	5
5	Hungary	72.5	68.1 - 77.0	3
6	Poland	57.5	50.0 - 59.0	1
7	Romania	85.0	77.1 - 86.0	4
8	Slovak Republic	57.5	50.0 - 59.0	1



2.6. Analysis MD 4: Total population of women with dark hair

In the previous chapter we focussed on percentage value of women with dark hair in a country. However, we consider that total number of women with dark hair in a country is also an important factor to evaluate the target group.

Formula we used for calculations is:

$$\text{number of women with dark hair in a country} = \text{number of females (within age group 15-54)} * \text{percentage of women with dark hair.}$$

Among selected countries, the largest number of women with dark hair is in Poland, followed by Romania.

Score market driver women with dark hair in a country⁴

Nº	Country (recipient)	Number of females age group 15-54	Calculated approximate percentage of women with dark hair	Number of females age group 15-54 with dark hair	Scoring range	Score
1	Bulgaria	1 747 509	85.0	1 485 383	851 875 - 1 836 275	1
2	Croatia	2 719 228	72.5	1 971 440	1 836 276 - 2 820 675	2
3	Czech Republic	2 748 901	50.0	1 374 451	851 875 - 1 836 275	1
4	Greece	1 032 079	95.0	980 475	851 875 - 1 836 275	1
5	Hungary	2 553 744	72.5	1 851 464	1 836 276 - 2 820 675	2
6	Poland	10 041 524	57.5	5 773 876	4 789 477 - 5 773 876	5
7	Bulgaria	1 747 509	85.0	1 485 383	851 875 - 1 836 275	1
8	Croatia	2 719 228	72.5	1 971 440	1 836 276 - 2 820 675	2



6.1. European hair colour map

Hair colour map in Europe (% of light hair, including blond, light brown and red)⁷



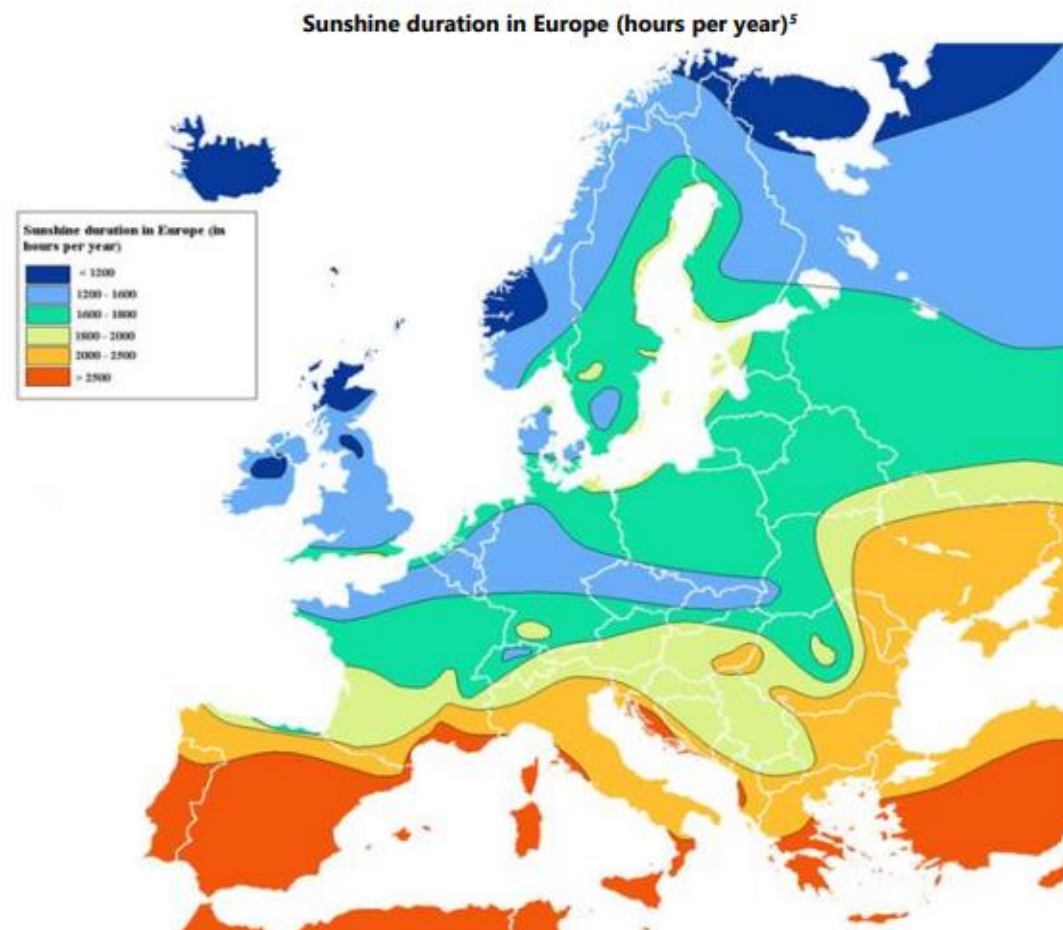
6.2. Calculation of percentage women with dark hair

№	COUNTRY	PERCENTAGE OF BLONDE HAIR					% OF BLOND HAIR WOMEN
		0-10%	10-20%	20-35%	35-50%	50-65%	
1	Bulgaria	0-10% (smaller part of the territory)	10-20% (main part of territory)				15
2	Croatia		10-20% (small area)	20-35% (main part of territory)			27.5
3	Czech Republic				35-50% (bigger part of the territory)	50-65% (smaller part of the territory)	50
4	Greece	0-10% (all territory)					5
5	Hungary			20-35% (main part of territory)			27.5
6	Poland				35-50% (main part of territory)	50-65% (small area)	42.5
7	Romania	0-10% (small area)	10-20% (main part of territory)	20-35% (small area)			15
8	Slovak Republic				35-50% (main part of territory)	50-65% (small area)	42.5

2.7. Analysis MD 5: Number of sun hours in a country

Number of sun hours in a country is another important factor that should be taken into account while considering entering other markets. It is supposed that women in countries with sunny and hot weather are more likely to use **cosmetics** product.

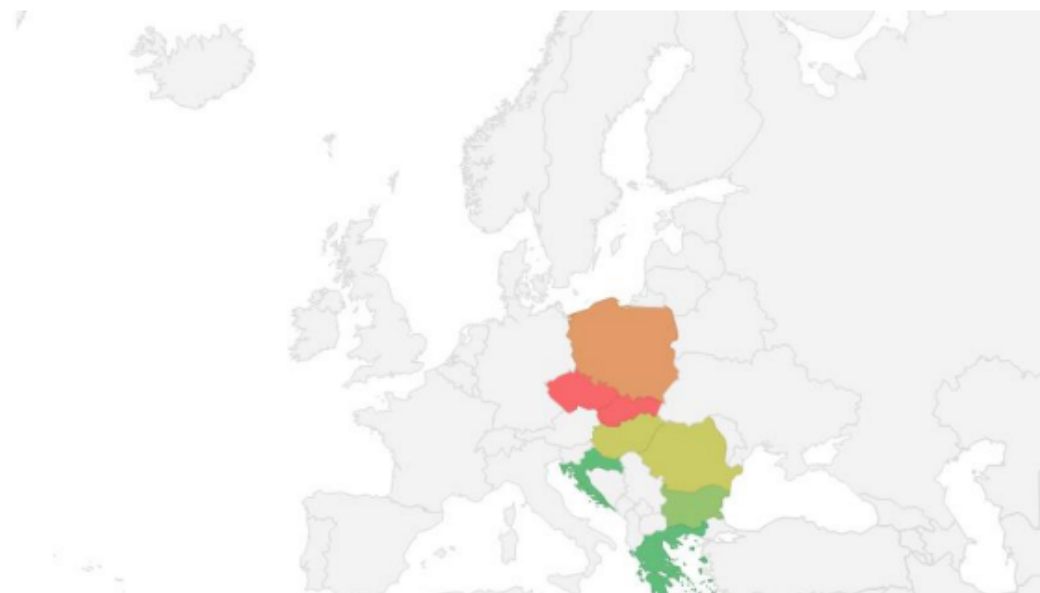
On the map below countries are coloured depending on the number of sunshine hours (sunshine duration). Countries with orange colouring have the highest number of sunshine hours.



This map is considered to be the most relevant source to make scoring for selected countries. Taking into account that different colours occur through territory of one country, for scoring we consider the number of hours on the main part of the territory.

Countries with number of sunny hours >2500 score 5.

#	COUNTRY	ANNUAL SUNSHINE DURATION					SCORE
		1200-1600	1600-1800	1800-2000	2000-2500	>2500	
1	Bulgaria	-	-	1800-2000 (small area)	2000-2500 (main part of territory)	-	4
2	Croatia	-	-	1800-2000 (main part of the territory)	2000-2500 (small area)	>2500	5
3	Czech Republic	1200-1600 (main part of territory)	1600-1800 (small area)	-	-	-	1
4	Greece	-	-	-	2000-2500 (main part of territory)	>2500	5
5	Hungary	-	1600-1800 (small area)	1800-2000 (bigger part of the territory)	2000-2500 (small area)	-	3
6	Poland	1200-1600 (small area)	1600-1800 (main part of territory)	-	-	-	2
7	Romania	-	1600-1800 (half of the territory)	1800-2000	2000-2500	-	3
8	Slovak Republic	1200-1600 (main part of the territory)	1600-1800 (small area)	1800-2000 (very small area)	-	-	1



2.8. Analysis MD 6: Price level in a country

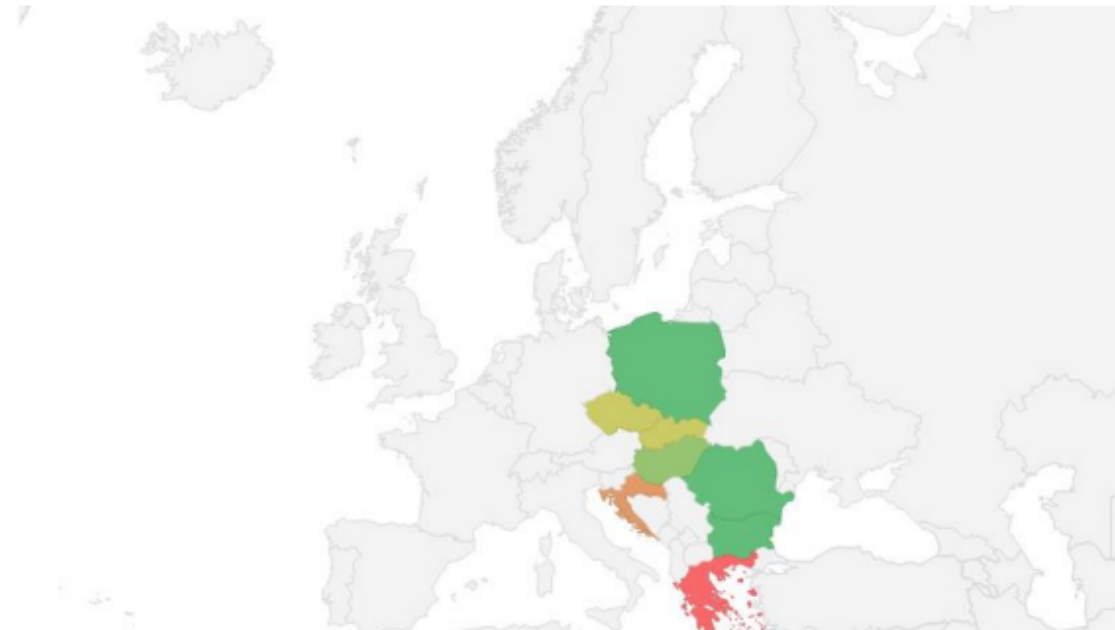
Price level is analysed as this factor indicates countries with higher potential in relation to the most effective price strategy.

This chapter presents most recent analysis of price levels for consumer goods, which provide a comparison of countries' price levels relative to the EU average and are calculated using purchasing power parities.

The table below shows the price level indices (PLIs) for consumer goods in 2017.

Score market driver price level in a country (for consumer goods)⁶

Nº	Country	Price level indices (EU28=100) Consumer goods	Scoring range	Score
1	Bulgaria	72.0	75.5 - 69.6	5
2	Croatia	87.8	93.4 - 87.5	2
3	Czech Republic	82.8	87.4 - 81.6	3
4	Greece	99.5	99.5 - 93.5	1
5	Hungary	79.7	81.5 - 75.6	4
6	Poland	72.5	75.5 - 69.6	5
7	Romania	69.6	75.5 - 69.6	5
8	Slovak Republic	86.7	87.4 - 81.6	3



Country ranking matrix (aggregated criteria)

Market drivers	CRITERIA 1: Consumption of cosmetics in a country (total)	CRITERIA 2: Consumption of cosmetics per person	CRITERIA 3: Percentage of women with dark hair in a country	CRITERIA 4: Women with dark hair in a country (total)	CRITERIA 5: Number of sun hours in a country	CRITERIA 6: Price level in a country	TOTAL
<i>Relative importance</i>	3	4	4	4	2	3	20
<i>Relative weight</i>	15.0%	20.0%	20.0%	20.0%	10.0%	15.0%	100.0%
COUNTRY							
Poland	5	5	1	5	2	5	78
Romania	2	1	4	4	3	5	63
Greece	1	3	5	1	5	1	52
Bulgaria	1	1	4	1	4	5	50
Croatia	1	3	3	2	5	2	51
Hungary	1	2	3	2	3	4	49
Slovak Republic	1	5	1	1	1	2	39
Czech Republic	1	2	1	1	1	3	30



¿Dónde exportaréis con éxito en 2022?

¡Muchas gracias!

Datos de contacto:

Web: albertcampi.com

Internacional: albert.campi@bb-int.com

Estrategia: albert.campi@spirostrategy.com

Móvil: 630 960 760