دليل المصدر الناجح - المحاضرة 2 & 1

مقدمة

فهم تكاليف التصدير وخيارات التسعير، وفهم منافسيك ومتطلبات التوافق الدولي الخاص بالمنتج، فضلاً عن خيارات النقل والإمداد.

What determines the level of exports?

- Competitiveness
  - The relative competitiveness of exports will play an important role in determining the level of exports. If your prices relative to other countries, you will lose out. Competitiveness is determined by factors such as unit labor costs, inflation, productivity, infrastructure and price of raw materials.
- Quality and value added of exports.
  - For some industries like medicines, demand is price inflexible. Therefore, a change in price has less effect on demand. The key issue is the importance, quality and value added of the product.
- Exchange rate
  - A depreciation in the exchange rate will make UK exports more competitive, but may contribute to cost-push inflation and will cause more expensive imports.
- Long run productivity
  - Countries with strong labor productivity growth tend to benefit from high rates of growth, strong export demand and low inflation
- Economic growth in other countries
  - If the country enters recession, this will adversely affect exports. With a recession, even a depreciation in the currency may be insufficient.

Key signs your business is on its way to being export ready

- You have the ability to devote plenty of management time to your new markets, and your management team is committed to the cause
  - • Developing an international business is not so different to starting and building your domestic business.
  - • In reality, you can expect it to consume more management time than developing business at home.
  - • Exporting requires substantial commitment from management across the business, not just from the CEO or Sales Manager
- You have strength in your domestic market
  - • In most cases, solid domestic sales form the basis of a good exporting business.
  - A successful domestic business gives overseas buyers confidence in you as a supplier and will ensure that your business processes are in place and well tested.
  - Importantly, being strong in the domestic market will also provide you with cash flow and the working capital you need to invest in developing your export markets.
  - This isn't to say that the products you make domestically will be exactly right for the export market - but having domestic success is a good first step in market validation.
- You have access to the resources you need to succeed
  - Exporters find they need strong financial resources to expand overseas to cover the costs of product modifications, travel and international marketing
  - you also need to have the right people in place to run the export side of your business, and that may mean additional staff.

5 TIPS FOR DEVELOPING CAPABILITY

- Create efficiencies in your business to ensure the right people are working on the right thing. Engage external expertise where you need to so you can focus on your export growth.
- Create an HR plan to cover staffing needs for future growth. This includes looking at the skills needed to take some of the load off you. Start with delegating someone to manage the low priority relationships. If this person proves successful handling these, they can work their way towards handling higher priority relationships.
- Identify current staff who have the potential to grow – especially in sales. Start working on upskilling them with appropriate professional development and training.
- Look at your long-term progression plan. Who are you grooming to take over the business when the time is right for you to step aside?
- Think about setting up an advisory board or governance structure to give you greater support and guidance as you grow

Questions to think about for in-house manufacturing

- Can you scale up your present manufacturing capacity - do you need to invest in more capacity? What extra equipment will you need?
- How will you finance your growth - where will you find investment and how much will you need? What extra staff will you need and can you get skilled workers at short notice in a tight labor market? How will any extra costs affect your pricing?
- Can you source the materials and components and do your suppliers have the capacity and commitment to help you fulfil any export orders? Do you need to find alternative suppliers?
- Maintaining quality and consistency in your products with larger volumes - consider these questions:
  - • How do you currently manage quality control?
  - • Do you think this will change over time?
  - • Do you have someone focused on quality control, and
  - • what sort of things do they need to be good at?
  - • Is there an industry standard or minimum that you need to achieve with your product and how comfortable, are you with this?
- Productivity
  - Can you sustain export deliveries on a regular basis and how would it impact your local customers?
  - How much can you produce in your current factory with your current suppliers?
  - Do you have any options to produce your product (or parts of it) elsewhere - what would that involve and what difficulties could it present?
- When your customers increase, other costs you may have to consider:
  - • Do you need new systems to run your business more efficiently, or equipment to run your production better?
  - • Does your current supplier have this equipment?
  - • What is their capacity to produce for you?
- Think about your company growth over the next six months, one year, and two years:
  - • What extra people will you need to bring on board over this time, and where would they be located?
  - • What roles could they be doing?
- How would changes in your costs affect your sales price?
  - • Have you covered this in your initial pricing?
  - • Have you done any scenario exercises to look at a few different things happening in the new market and how this could impact your pricing?
- Questions to think about for outsourced manufacturing
  - Does your supplier have the capacity, willingness and financial capability to scale up if necessary?
  - Are they committed and efficient enough to do this, and can they secure the finance and maintain the required quality?
  - Consider manufacturing overseas:
    - • Would it be better to source a manufacturer closer to (or in) your export market?
    - • How long would it take to set up to the required standard, and what are the risks?
- Questions to think about for service-based exporters
  - Do you need more staff?
  - What finance do you need?
  - How long will it take to get paid?
  - What extra working capital do you need?
  - How will extra costs impact on your pricing?
  - Can you sub-contract some of the work?
  - Can you sustain export service deliveries?
  - Can you manage the project?

Creating an Export Business Plan

Why Plan?

- A proper planning will ensure that your company:
  - 1. Detects weaknesses and strengths in the business before begin to exporting
  - 2. Recognizes market competition.
  - 3. Gathers well-researched and accurate information.
  - 4. Set clear export objectives, and a timeline for achieving them.
  - 5. Set the capitals.

Checklist

- A sound export strategy will help you in dealing with bankers, financial advisers and government agencies. It will ensure you grow within your capability – and not stretch resources.
- Make sure your domestic and international marketing activities are aligned.
- Recognize your competitive strengths and provide for weaknesses.
- Create your export strategy with quantifiable objectives.
- Develop basic scenarios to test how your company will respond to change.
- Keep it brief – but keep it current.
- Seek out others to review your strategy.

Step 1: Perform a SWOT analysis

- • The internal analysis of your business (strengths and weaknesses) should include:
  - • Products range
  - • Market share
  - • Staff relevant skills
  - • Production capability
  - • Borrowed funds
- Your final analysis should help you develop short and long term business goals and action plans, and help guide your market selection process.

Step 2: Conduct an Industry Analysis

- How is it currently involved in the global marketplace?
- Identifying your product HS Code
  - • What is the Harmonized System HS?
    - The harmonized system is a worldwide arrangement method in which the same 6-digit number is assigned to a good regardless of its origin or the language in which it is defined.
    - The harmonized system consists of 22 sections, divided into 97 chapters.
    - • There are approximately 8,400 10-digit numbers

Step 2A Worksheet: Find export data available on your industry

- • Researching your industry is easier than ever before.
- • Check out Export.gov to explore sector reports for your industry.
- Record at least three key findings about your industry's exporting potential or current exporting status that could impact your exporting decisions:

Step 2B Worksheet: Research how competitive your industry is in the global markets.

- There are several sources for obtaining information about your potential competition in international exporting. i.e. Trade Map
- Document up to three findings about your competition:
- What do you estimate could be the projected sales for similar products in your chosen international markets for the coming year? Please explain.

Step 2C Worksheet: Assess your industry's international growth potential.

- List up to three findings about your industry's growth potential:
- What might these findings lead you to believe about your own company's international growth potential?
- • What do these findings reveal about potential barriers to growth or market entry?

Step 3: Products with Export Potential

- List those of your company's products/services that you believe have export potential. List the strengths and weaknesses of each of them. In addition, document why you believe each product will be successful in the international marketplace

Step 4: Matching Your Product/Service with a Global Trend

- Now that you have identified products/services with export potential, the next step is to identify the most profitable foreign markets for those products. This entails:
  - gathering foreign market research, i.e. Trade Map
  - Identifying Countries with the Largest and Fastest-Growing Markets for Your Product
  - Determining the Most Penetrable Markets
- Worksheet for Foreign Market Research
  - 1. Classify your product by the HS-Code
  - 2. Find countries with the best-suited markets for your product
  - 3. Determine which foreign markets will be the easiest to penetrate

Step 5: Short- and Long-term Goals

- Phase A: Define short-term goals.
  - A-1 Make a preliminary list of required steps to prepare for exporting: Select one or two target markets. Research and list product standards and certification requirements. Outline product modifications needed to get product export ready
  - A-2. Based upon this list, what are your two-year goals for your international business products/services? For example: Modify product for metric definition; expand international opportunities from initial penetration of a market to other similar markets.
- Phase B: Define long-term goals.
  - What are your long-term goals for your business in the next five years?
- Phase C: Develop an action plan with timelines to reach your short-term goals.
- Phase 1: Consider your overall business approach
  - What recourses are available to develop the market?
  - Describe any previous export experience and expertise.
  - Outline the business conditions in the selected markets.
- Phase 2: Define your international pricing approach.
  - How do you calculate the landed (in country) price for each product?
  - What factors have you considered in setting prices?
  - Which products sales are very sensitive to price changes?
  - How important is pricing in your overall marketing strategy?
  - What are your discount policies?
  - What terms of sale are best for your export product?
- Step 3: Define your promotional approach.
  - What advertising materials will you use?
  - What trade shows or shows or trade missions will you participate in, if any?
  - What time of year and how often will foreign travel be to customer markets?
- Step 4: Define customer services.
  - What special customer service do you offer?
  - What types of payment options do you offer?
  - How do you handle merchandise that customers return?
  - What are you in-country technical training needs?
  - How will after-sales service be handled?

Step 6: Defining Your Marketing Strategy