



Export Conference: Market Entry,
Entry on your own, distributors,
trade shows/trade missions....
2:15 – 3:30

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From today: Insights that will help you make your market decisions

Todays Source	Decisions that you will need to think about	Insights you will need to develop	Where to find info. & helpers
Calof – Market research, Choosing markets			
Graham – Getting ready for markets			
Luckett			
Laurel Broten, NSBI			
Rhys Waters and Jonathan Burns, podcasting			
Calof – Market entry and trade shows			
Williams – Elevator pitch			
Others – friendlies in the room			2



Market entry: A few stories

- The rope manufacturer and Europe: Mode and partner insight
- Germany and the trade show booth
 - 1) A test of seriousness;
 - 2) Which market am I selling to?
- Branding and packaging in Japan – Insights from a trade show and shopping

Market research and insights are needed

PLANNING AND FOCUS (Before the Event)

1. Prior to the event (and more than just the night before), I identified topics I wanted to know from the event, based on Key intelligence topics (KITS) and other information requirements.
2. I prepared a list of the key questions associated with each of these KITS that required answers.
3. I developed the KITS and information topics in consultation with senior management and other intelligence clients.
4. I reviewed all available pre-show materials to identify the people who might provide answers to these questions and planned when and how to meet and talk with them.
5. I profiled all the people and organizations that I planned on approaching at this event.
6. I created a list of questions to ask these people at the event that directly related to my KITS.
7. I re-checked with my colleagues/organization to make sure that they did not already have the information I was seeking.
8. All the employees from my organization who were attending the event are briefed on what information should be collected at the event.
9. I checked social networks associated with the event for people who might be able to help me collect at the event.
10. I analyzed the social networks associated with the event for potential sources of the information requirements previously identified in my event plan.
11. I prepared an event intelligence plan that clearly identified where my time would be applied at the event and why.
12. I prepared collection forms that simplified the collection and assessment process and allowed whatever information was collected to be placed in a similar format.
13. I provided event intelligence-related training to all personnel involved in the event.
14. I assigned specific collection tasks to employees attending the event.

COLLECTION (During the Event)

15. I distributed the *list of information needs* to members of my organization who attended the event.
16. I asked suppliers, customers, competitors, government officials, etc. to help me obtain some of the information that was of mutual interest (they served as *collection partners*).
17. I tasked people at head quarters to collect *additional information* that is best gathered by those not at the event.
18. I briefed all the people who were collecting for me on what the appropriate *ethical approaches* were for collection at the event.
19. The *ethics code* I applied at the event was at least as "strong" as SCIP's ethics code.
20. A *secure location* was available to store all information collected at the event.

COLLATION AND ANALYSIS (At the Event)

21. Collected information was entered into a *database* at the event.
22. The information contained *coding* that would help me interpret the information.
23. Every day I *reviewed the results* of the day's information gathering with my colleagues (or myself) and *formed new questions* based on these assessments.
24. Every night I *analyzed* the gathered information.

COMMUNICATIONS (At the Event)

25. I prepared *daily communications briefings* prior to the day's intelligence activity.
26. Our daily event intelligence communications were also presented to *senior management* as part of a briefing from the floor.

MANAGEMENT AND EVALUATION (During the Event)

27. I *briefed* management each night about our progress and provided them an opportunity to *comment* on the next day's plan.
28. A *central location* at the event was established where people could bring their information collection forms/ information collected.
29. I distributed a *contact card* to all event intelligence personnel which identified all event intelligence personnel there and how to contact them.
30. I had *daily briefing* for all event intelligence personnel to discuss findings, plans, make course corrections, new ideas etc.

MANAGEMENT AND EVALUATION (After the Event)

31. The event intelligence team *evaluated* the event results.
32. We held a *debrief session* with all involved in the event intelligence effort (including management) to identify areas where we can improve our event intelligence process for the next event.

OTHER

33. We applied *event intelligence protocols* at all events we attended, not just trade shows but also conferences, workshops, our annual parties, etc.
34. We briefed all employees going to events on what information *should not be discussed* or exchanged with others.
35. A specific event intelligence *budget* existed for each event.



Event intelligence quotes from the intelligence field

Conferences furnish the greatest potential for collecting intelligence in the shortest span of time, for the least amount of money. .. Many formal and informal activities take place at conferences that can furnish a plethora of collection opportunities...Too few people approach these situations as collection opportunities, especially in a systematic, pro-active way. ~ *Shaker and Kardulius*

Properly organized, a competent well-briefed team should be able to gather more useful information than they could ever hope to collect in a full year in any other set of circumstances. ~ *Prior*

companies waste 30-50% of their entire trade show budgets by not having a collection plan *Bourey*



Why events are a great opportunity for insight/intelligence

- Everyone is there – suppliers, customers, competitors, government...your entire value chain
- Most want to talk – it's called trade "show" not trade "protect"
- Validation is easy
- Early warning all over the place
- Multi-method approaches can be used (interviewing, observation, etc.)



What can you learn at events

Calof experience	VoiceofBusinessAcademy
New trends	Your competitive environment
How to penetrate a market	Market trends
Emerging customer needs	New technologies
Potential changes to technology	Market opportunities
Government plans	Competitor plans and products
Competitor plans	Acquisitions
How to brand	
Find new partners/investors	
Innovation opportunities	



Customer insight – what I have learned

- What are they looking for in your products/services? What are their needs?
- What changes are they planning to their products/services/strategies?
- How do they view the future of the industry and how do they plan to deal with it?
- What problems are they having? What are their pain points? What are the trade-offs?
- What opportunities do they see in the industry? What help do they need going after it?
- What am I seeing at the event that I can use or develop to help make my customer more competitive?



I have even used TSI to...

- Figure out what shows I should go
- Help make sales happen both before, during and after the show
- Develop appropriate booth design including collateral
- Find partners/jv/venture capital, learn how to do these



A few tips from some of my columns for your reading

- Best practices from our members: Time for an event intelligence quiz
- Working with friendlies
- Trade show intelligence: Intensive, exhaustive and fun (the first article)

Have a plan - where will you be, when and why

	For CI	To learn	Future CI	Fun
Workshops				
Meeting people				
Walking the floor				
Staffing the booth				
Parties				

Experts estimate that companies waste 30-50% of their entire trade show budgets by not having a collection plan (Alison Bourey):

Go through every element of the event, every person going, exhibitor, session
Etc. to identify how each fits with your organization's intelligence needs

Cipher Sample Collection Schedule

Hayes: Example of a trade show schedule:SME – one person team

Time	Event	Location	KITS	Contacts
6-8	Breakfast	Foyer of Ballroom A	1-5	Mark Anderson
8-9	Opening Remarks	Ballroom A		Meet at least 2 people
9-10	Chris Alton speaking	Room F	5	Chris Alton – see if he knows anyone at Target Y
10-11	Networking Event	Trade show Floor	Any	Open – collect contacts
11-1	Lunch – Meet Industry Analyst	Hotel Grill	1-2	Focus on KIT 1-2 if possible -
1-2	Work Target Q booth	Floor Booth 225	6	Sales people
2-3	Work trade show floor	Floor	Any	Open
3-4	Work trade show floor	Floor	10	Open
4-5	Refreshment/Lounge	Level 5	Any	Open
5-7	Dinner	Ballroom C	1-5	Look to sit with Trenton Smith
7-11	Networking Event	Off-site	1-5	Work on KITS 1-5 - anyone



Look for people who can help you collect – other collectors

- It helps to split up the work
- Another perspective for asking questions
- A network that you can use
- Complementary skills
- People who care about me, including my friends
- People who are about my company : My organization's network , customers, association executives, government employees, suppliers,
- My company's employees at the show

At one show I had close to 100 people gathering for me



Market entry – Finding as Pete Lockett said. The right relationships

- What relationships are you trying to find at market entry?
- What are the indicators that they are the right one?
- Where do you find the information?



Joint Venture Checklist: Beamish

EXHIBIT 2: JOINT VENTURE CHECKLIST

1. Test the strategic logic.
 - Do you really need a partner? For how long? Does your partner?
 - How big is the payoff for both parties? How likely is success?
 - Is a joint venture the best option?
 - Do congruent performance measures exist?
2. Ensure partnership and fit.
 - Does the partner share your objectives for the venture?
 - Does the partner have the necessary skills and resources? Will you get access to them?
 - Will you be compatible?
 - Can you arrange an "engagement period"?
 - Is there a comfort versus competence trade-off?
3. Determine shape and design.
 - Define the venture's scope of activity and its strategic freedom vis-à-vis its parents.
 - Lay out each parent's duties and payoffs to create a win-win situation. Ensure that there are comparable contributions over time.
 - Establish the managerial role of each partner.
4. Do the deal.
 - How much paperwork is enough? Trust versus legal considerations?
 - Agree on an endgame.
5. Make the venture work.
 - Give the venture continuing top management attention.
 - Manage cultural differences.
 - Watch out for inequities.
 - Be flexible.

Source: Case author.

Beamish 2017

A hand holding a glowing blue globe with a city skyline in the background. The globe is illuminated with a bright light, and the city skyline is visible in the background. The text "For more information" is displayed in white on a blue background.

For more information

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