

The background of the slide is a vibrant blue. On the left side, there is a graphic of a hand holding a small, glowing blue globe. The globe has a grid of white lines and a bright light source on its surface. Behind the globe, there is a faint, larger globe and a city skyline with several skyscrapers. The entire scene is overlaid with a grid of white lines and small white plus signs. The text is positioned on the right side of the slide.

# Export Conference: Market Research and Market Identification 8:45 – 10:45

Jonathan Calof  
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I don't want the terms to confuse you but..

- This is about using something called the intelligence process, to help you develop market insights.
- My sessions now and in this afternoon will focus on helping you develop the right insights to make some key market decisions (Canadian and foreign).



## Participants have to develop intelligence plans

- What insights do I need?
- To develop those insights what information do I need to gather?
- Where am I going to find that information?
- How do I gather that information?



## Examples of the customer insights needed from the program: Participant Plans

- Why are people buying or not buying my products/services (win/loss analysis)
- Who are the best customers for us to focus on
- Profile of the target customer (buying process, buying decision process, influencers)
- What do customers want and why? What are their emerging needs?
- What are the different customer personas? Best persona for my business?
- What are my customer's pain points? What do they see as disruptive or innovative?
- Whom do the customers listen too? Who are the "leaders"?
- Where is the customer in the customer journey? What do they need to hear? How to pitch best.



## Examples of the market insights needed from the intelligence program: Participant Plans

- What are the best markets for us?
- Where is the market going over the next five years?
- What do we have to look out for to do well in the market?
- How strong is our competitive advantage/strategy?
- Where is technology going in the next five years?
- What is the best/right conference/trade show for me to go too?

Their biggest AHA: If you know what it is you need to know it is likely in your network.  
A story from Newfoundland



# For each insight needed – The plan

## The specific decision being made

Info #	Information Need	I can find that information in the following sources (provide detailed specifications)				
		This person inside my org.	This person outside my org	This document/ source in my org	This document/ source outside my org.	Event source
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						6





## For more information on intelligence: The Venn and the UNB intelligence Programs

- Introduction to competitive intelligence/project intelligence
- Trade show/event intelligence
- Talk to Jonathan Dunnett for more information  
[jonathan@venninnovation.com](mailto:jonathan@venninnovation.com)



## My challenge for you today

- Start developing an insight support document.
- From each presenter and session learn what insights you need and where you will get the information for it.
- Learn from those in the room what information is needed for these insights and where you will get them from.



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

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

Let me give you an example of how this works

- At the end of the day, you get to pitch.

First episode  
was October  
2006



From: <https://www.cbc.ca/dragonsden/>



## Example (continued)

- Bernice Williams
- A few questions – Top pitch mistakes that you see
- Your advice to those in the room about how to use the day to learn how to make a good pitch (sources and information needs) – where would they find the information to do a good pitch?

# My pitch insights: The right pitch - Mission to Peru



**Mission critical  
video workflow and  
distribution  
systems for the  
broadcast and  
cable industries**

A Huawei story

## Insights: The right pitch and the right information sources: Med-Eng



Med-Eng was also a great example of where to go for information to do this and how not to pitch





## Med-Eng and Videoship

- Insights: Finding the match between the customer pain points and the product/service value proposition
- Insights: Where are the customers in the customer journey? What's a good customer look like? What are they looking for?



# Pitching : International Cultural Dimensions



Malaysia: Meeting the clients child

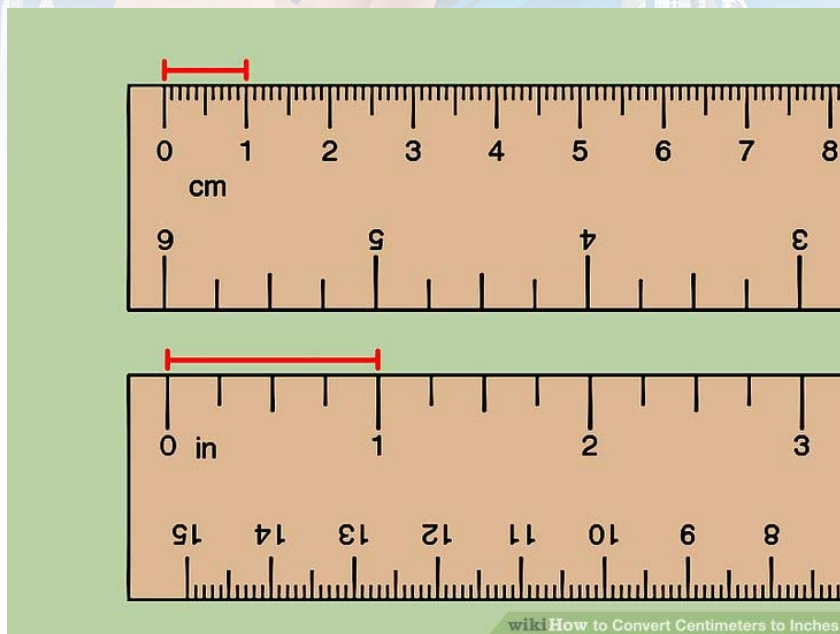
[https://www.123rf.com/clipart-vector/malaysian\\_kids.html?sti=n8vqkdl685q1gilkrul](https://www.123rf.com/clipart-vector/malaysian_kids.html?sti=n8vqkdl685q1gilkrul)



China: Who's the boss?

<https://imgbin.com/png/QP4aNetT/reunion-dinner-png>

Insights: Logistics, customers, labeling, etc. (start getting ready for Helen Graham)





## One more example: Supply chain – choosing a manufacturer in Vietnam

- High quality strategy in electronics space
- Looking for an appropriate manufacturer in Vietnam.
- What insights are needed? What would the “checklist” look like for finding a partner? How do I find potential manufacturers? What do I look for when I visit them?..... What do I need to know and where will I find the information?

# Insights results in focused collection plans: Outsource partner assessment (a few of them)

Criteria Name	Criteria Type	Phase
Does the company source components from China? Have customers from China?	Supply Chain	Secondary Assessment - Primary Research
Is the company's defect rate under 0.1%?	Quality	Secondary Assessment - Primary Research
Appropriate certifications: (EU, USA, Japan, Malaysia)	Certification	Preliminary Assessment - Web research
Do they sell or supply to Japan?	Organizational	preliminary Assessment - Web research
Is the company able to fulfill a minimum SKU order of 120 units?	Supply Chain	Tertiary Assessment - Expert and/or Company Interview
<b>Number of cats seen on plant floor</b>	<b>Quality</b>	<b>Final Assessment - On-site meeting</b>
Can the company commit to a delivery lead time of between 45-75 days, with consistently little variance in lead time?	Supply Chain	Final Assessment - On-site meeting
Does the company manufacture their products for other companies who sell in North-America? (in particular competitors)	Organizational	Final Assessment - On-site meeting
Is the company open, honest and transparent in their dealings?	Organizational	Final Assessment - On-site meeting

Insight needed to choose an appropriate outsource partner  
Criteria (information needs) Phase (info source)



My network/experts helped identify these info.  
needs and even knew where to find the info.

- The “mode’/decision/subject matter experts (consultants, academics, government – the checklists)
- Sector experts: Industry association, GAC sector practice team
- Market experts: Global Affairs Canada, Chambers of Commerce, Embassy in Canada, student associations....
- Market/sector experts: Canadian companies who have outsourced similar products to Vietnam





In this room are a lot of insight partners

- Your insight partners in the room
- You as an insight partner – Cape Breton Partnership
- Let's put this to the test: Choosing the right market exercise






## Now it's your turn – market insight exercise: Where should your next market be?

- The tables and your table insight leader
- Talk about your market selection successes and failures
- Discuss what insights you think are needed to get success in choosing the right market.
- Discuss where you find the information associated with it
- Come up with lists: Insights needed , what information is needed, where I will get this information



## Insight plan: Where should your next market be?

<b>This is the information I need</b>	<b>I can find that information in the following sources (provide detailed specifications)</b>		
	This specific person (could be from your company, your network or outside your network)	This particular document/ report could be inside or outside my organization but specify what it is and where you would find it.	This event (conference, trade show)



## Criteria from the academic literature - Summarized by Ozturk, Joiner, Cavusgil (2015)

- Demographic environment
- Political environment
- Economic environment
- Socio-cultural environment
- Sector/product specific indicators
- Firm specific indicator

- Sector/Product- specific indicators
  - Competitive landscape
  - Customer receptiveness, demand potential
  - Personal and social values of consumers
- Firm-specific indicators
  - Strategic orientation of the firm
  - Network relationships
  - Firm entry barriers
  - Motivations for growth and reputation

# Market Opportunity Assessment tool: Ozturk, Joiner, Cavusgil

FIGURE 1 Building Blocks for the FMOA Tool

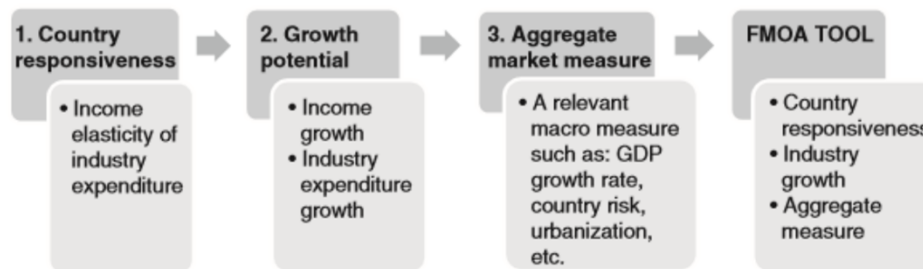
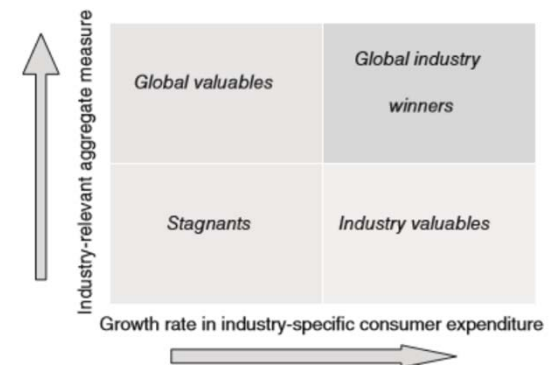


FIGURE 2 Four Clusters of FMOA Tool





## Country-Market Choice (From Czinkota et al.)

- A general approach to foreign market selection:
  - Preliminary screening  
Typical criteria include market size, market growth rate, fit between customer preferences and the product, and competitive intensity
  - Identification/in-depth screening  
Assessment of industry attractiveness and forecasts of costs and revenues for short-listed countries
  - Final selection  
Choice of country market that best matches the company's objectives and available resource leverages

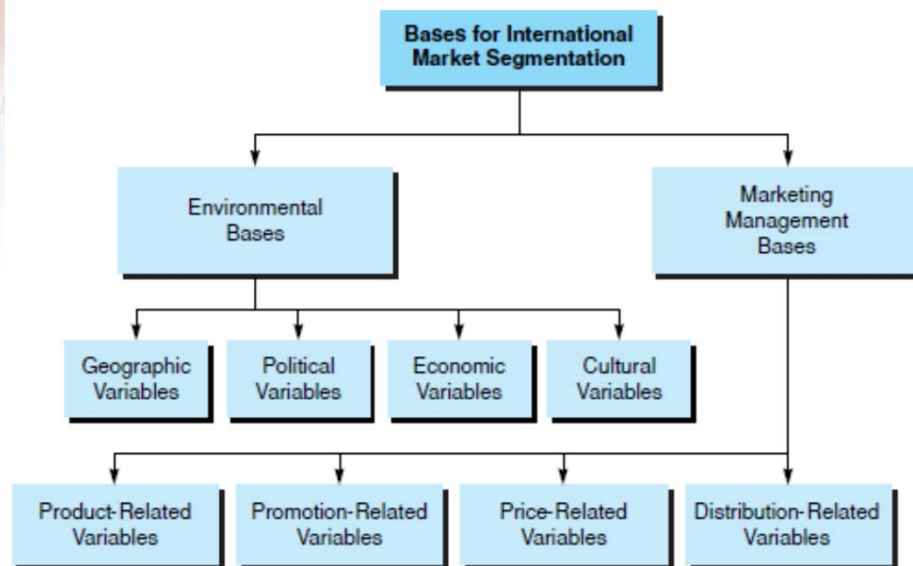




## Portfolio Analysis (From Czinkota et al.)

- Most portfolio models involve two measures – internal strength and external attractiveness
  - **Internal Strength**  
Relative market share, product fit, contribution margin, market presence
  - **Country (External) Attractiveness**  
Market size, market growth rate, number and type of competitors, government regulation, economic and political stability

# Market segmentation



SOURCE: Imad B. Baalbaki and Naresh K. Malhotra, "Marketing Management Bases for International Market Segmentation: An Alternate Look at the Standardization/Customization Debate," *International Marketing Review* 10 (no. 1, 1993): 19-44. Reprinted with permission.

What Variables should your company use?



## European Commission

- [https://ec.europa.eu/growth/sectors/tourism/business-portal/internationalisation-tourism-businesses/international-market-selection\\_en](https://ec.europa.eu/growth/sectors/tourism/business-portal/internationalisation-tourism-businesses/international-market-selection_en)



## Additional websites – courtesy of Venn

- Geopolitical risk/country profile <https://www.edc.ca/en/guide/country-risk-quarterly.html>
- Global Affairs: mission/trade office links <https://www.international.gc.ca/world-monde/country-pays/index.aspx?lang=eng>
- NSBI Trade Market Intelligence: <https://www.novascotiabusiness.com/export/programs-services/trade-market-intelligence-tmi-service>
- Atlantic Canada Market Intelligence Program (for early-stage startups): <http://www.venninnovation.com/en/venn-market-intelligence>
- BDC: <https://www.bdc.ca/en/consulting/pages/international-growth.aspx>



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