Elaborated by

SERVICE AT BENEFIT OF SMES: HOW TO BUILD A STRATEGIC AND OPERATIONAL EXPORT PLAN

"PLAT4FOOD PROJECT"

Summary

SECTION A

INTRODUCTORY PART AND BACKGROUND OF THE COMPANY

1. INTRODUCTORY SECTION: ANALYSIS OF THE COMPANY

1.1 Company personal and dimensional data, management model, organisational structure

Information to be found during the Export Check-up interview.

1.2 List and description of the company's products/quality level/price level

Information to be found during the interview and the Export Check-up questionnaire.

1.3 Export countries, current customers — type, distribution channels (Italian and/or foreign)

Information to be found during the interview and the Export Check-up questionnaire.

1.4 Communication tools: website, social, digital marketing, etc.

Use of the main online communication tools by the company.

Search engines

WEBSITE. Check languages, contacts, news.

LOCAL SEARCH — MAPS. Check if the company is present on the maps of the main search engines Google My Business, Maps of Bing.

Social media

Check social media usage. Check if LinkedIn has a personal and business profile. The company is interested in developing and using social channels through a specialised agency.

Other main digital marketing tools

E-mail marketing

Check the level of use of mail marketing tools.

Online Advertising

Verify the level of use of online advertising campaigns via the web or via social media.

1.5 Current online presence in relation to the business model and digital skills.

In relation to the company's current business model and the objective of entering and positioning itself in a new foreign market, the Company is assessed according to its online presence. The online presence is assessed considering the company's presence in the main channels of digital communication and distribution and the use of promotional tools to increase corporate visibility and promote its online brand (in a ranking from 1 to 5).

Digital distribution. Below are the main digital distribution channels:

- ☐ E-commerce owned
- ☐ Online e-commerce
- ☐ Marketplace

With reference to the digital promotion activity, tools to promote your brand online. Below are the main online promotion activities:

- ☐ Content marketing
- ☐ SEO
- ✓ Social media marketing: Facebook
- ☐ Online Advertising
- ☐ E-mail marketing

With reference to the digital skills within the company and the presence of resources dedicated to digital marketing, define whether in a preliminary phase of defining and setting the roles of internal and/or external resources.

Verify the **level of in-house digital skills** or intentions to rely on a specialised external agency.

2. COMPANY OBJECTIVES

2.1 Reasons underlying the company's export project

The Company intends to identify export markets with high potential for the distribution of typical gastronomy products and organic products, **both in the Ho.Re.Ca. channel and in the specialised distribution. (EXAMPLE)**

Specifically, these are markets that appreciate typical cuisine and with medium to high spending capacity.

3. ANALYSIS OF STRENGTHS AND WEAKNESSES IN THE EXPORT PERSPECTIVE

3.1 The Company's strengths from an export perspective

- ☑ Characteristics of the distinctive and distinctive products
- ☑ Use of quality raw materials
- ☑ Strong appeal of COUNTRY products
- ☑ Hand-crafted pasta "made by hand"
- ☑ Link with the tradition of the territory (Emilian pasta according to tradition)
- ☑ High quality of products: high gastronomy and even organic products
- ☑ Continue research
- ☑ Customer orientation
- ☑ Flexible business organisation, rapid decision-making mechanisms
- ☑ Internal skills of the company

3.2 The Company's weaknesses from an export perspective

- ☑ Small size of the holding
- ☑ Lack of knowledge of foreign markets and lack of information
- ☑ Need to communicate the company's distinctive signs
- ☑ Competition with Italian producers in different quality levels

3.3Export level of digital maturity

The level of digital maturity is analysed considering the presence of a strategic planning of digital marketing and a digital communication from an export perspective.

Planning AND DIGITAL STRATEGY, i.e. the presence of a vision, digital objectives and a method of measuring company performance.

- ☑ The digital marketing strategy is limited to execution only, is not defined for the domestic and foreign market
- ☑ Aim to increase international visibility and attract new customers
- ☑ There is no corporate performance control panel (e.g. use of Google Analytics)
- ☑ Online customer profiles have not been analysed and there is no online audience profiling.
- ☑ Competitors' websites have not been analysed.

Communication DIGITAL IN LOGIC OF EXPORT, i.e. the presence in online communication channels, segmentation and targeting of the online audience, personalised communication, etc.

- ☑ Presence of a customer registry that can also be used for digital communication
- ☑ There is not yet a segmentation of the online audience
- ☑ Showcase and multilingual website with valuable and usable content to position the website correctly
- ☑ No differentiation of navigation paths on the website according to the different types of audience
- ☑ No online communication campaigns are carried out
- ☑ No search engine positioning strategy.

In section C "DEVELOPMENT OF EXPORT STRATEGY" will outline the possible actions that the Company can take to set up an effective digital strategy from an export perspective.

4. IN-DEPTH CHECK-UP AND EVALUATION OF THE COMPANY, EXPORT OBJECTIVES AND AVAILABLE RESOURCES

- **Personal and dimensional data of the Company**
- **List and description of the Company's products/services, price level, production capacity**
- **Main messages that the Company uses to promote its product**
- **Current export markets**
- **Distribution channels used by the Company, example of some relevant customers, example of competitors**
- **Business skills in export perspective**
- **Method of selection of foreign markets by the Company and elements that influence the selection of foreign markets**
- **Main competitors of the Company, differences between the Company and competitors**
- **Use of online and offline promotion and communication tools**
- **The company website, analysis, use**
- **What are the company's goals on the web, reasons for use**
- **What are the results the company gets from the web**
- **What social media does the company use to communicate with potential customers and acquired customers**
- **Impact on business generated by social media**
- **Which of these tools does the Company use in promotion and communication activities**

- **Medium-term strategic objectives of the company's internationalisation project: what it wants to achieve with the presence in the export markets (expectations of the Company)**
- **Competition situation in foreign markets**
- **Indication of export markets of interest**
- **Strengths of the Company in export perspective**
- **Weaknesses of the Company from an export perspective**

- **General requirements of potential foreign partners: sector in which they must operate, business size, sales channels and any other significant requirements**

SECTION B

ANALYSIS OF FOREIGN MARKETS AND CHOICE OF TARGET MARKETS

4. THE CHOICE OF TARGET MARKETS

4.1. The production numbers of the sector's products abroad

Statistical analysis by product categories.

4.2. Target markets

The choice of the target foreign markets proposed for the distribution of the Company's products takes place on the basis of some reasons:

☑ the **tastes of local consumers**;

☑ interest on the part of the Company;

☑ **current market demand**;

☑ the **income capacity of** potential consumers;

☑ attention to high-quality and organic food;

☑ the **geographical proximity of the foreign market** (for the impact of transport costs);

☑ interest in complementary typical food products (oil, wine, cheese, honey);

☑ the maturity of consumers in relation to the product.

On the basis of these elements, it is proposed to deepen the company's development of European markets in the first place, including:

SWEDEN | GERMANY

For each of them, below, will be presented the *relevant country sheet,* i.e. a summary but complete analysis focusing the main aspects of the target market in question.

The first-level screening that led to this proposal can be summarised in the summary table below, which highlights the elements taken into account in the identification of strategic export markets:

FOREIGN MARKET	STRENGTHS	POINTS OF ATTENTION
North EUROPE (Denmark, Sweden)	Strong positioning of pasta on the market Image linked to the excellence of Italian food products and their use Popularity of cuisine, considered healthy and tasty Organic culture Geographically Neighbouring Markets Good income capacity of potential consumers Access to a large Scandinavian and Baltic market	Presence of Italian and foreign competition Use of substitutes (rice) High quality product price compared to competition
GERMANY/AUSTRIA	Strong positioning of pasta on the market Image linked to the excellence of food products and their use Presence of emigrants Geographically Neighbouring Markets	Presence of competition and foreign Use of substitutes (rice) High quality product price compared to competition

In case the Company decides to evaluate and select other target markets, some sources of information to contact can be:

☑ Reference CCIAAs
☑ trade associations
☑ export consortia
☑ import-export companies, forwarders, etc.

- ☑ ECI
- ☑ foreign Chambers of Commerce
- ☑ Italian embassies abroad
- ☑ Italian banks abroad
- ☑ specialised consulting firms
- ☑ specialised press, publications, etc.
- ☑ Internet and search engines
- ☑ seminars and conferences.

5. MARKET: COUNTRY SWEDEN

5.1 Why export to SWEDEN COUNTRY

EXAMPLE PASA STUFFED. The consumption of pasta in Sweden is constantly increasing and higher than that of other European countries that consume this product. The position of the product on the Swedish market is very strong and Italy is in pole position as regards imports of pasta into Sweden, thanks to high quality standards and an unquestionable appeal to Swedish consumers.

The quality, the image and the positive values that convey the Italianity of the product, the attention of consumers to the nutritional values of the products and the health content that are attributed to the basic dish of the Mediterranean diet, determine the success of pasta in the Swedish market.

In addition, the Swedish population enjoys good purchasing power and **demand is stimulated by** the appreciation of the **typical Mediterranean cuisine** that is spreading thanks to the presence of many Italians in the Scandinavian country.

Swedes are interested in **food products** that offer certainty of origin and guarantees of high quality and the **provenance of food** is the first aspect they look before buying a product, to follow in order of importance are the packaging and the price.

Consumers TARGET — Pasta consumers in Sweden.

- ☑ Residents in cities
- ☑ Frequenters of Italian restaurants
- ☑ Lovers of healthy and natural cuisine
- ☑ Consumers accustomed to travelling in Italy
- ☑ Consumers more open to enogastronomic products esters
- ☑ Trendy young people

5.1.2. STATISTICAL ANALYSIS — QUANTITATIVE

Below is the statistical-quantitative analysis concerning import levels, quantity and value trends, competitor countries and their trends in recent years, with reference to the International Customs Code for the category of products in question.

The company's products are represented by the general product category "filled pasta" intended as driver products to evaluate the trend and the potential for commercial inclusion of the company in target foreign markets. This category of products does not consider the distinctive characteristics of the Company's products, such as the high quality of the products and the characteristic of being organic products but analyses the import and export trends related to the representative product category.

INTERNATIONAL CUSTOMS**CODES:** the statistical-quantitative analysis was carried out taking into account the following international customs codes:

- ✓ HS CODE 190220: Pasta stuffed with meat or other foods, whether or not cooked

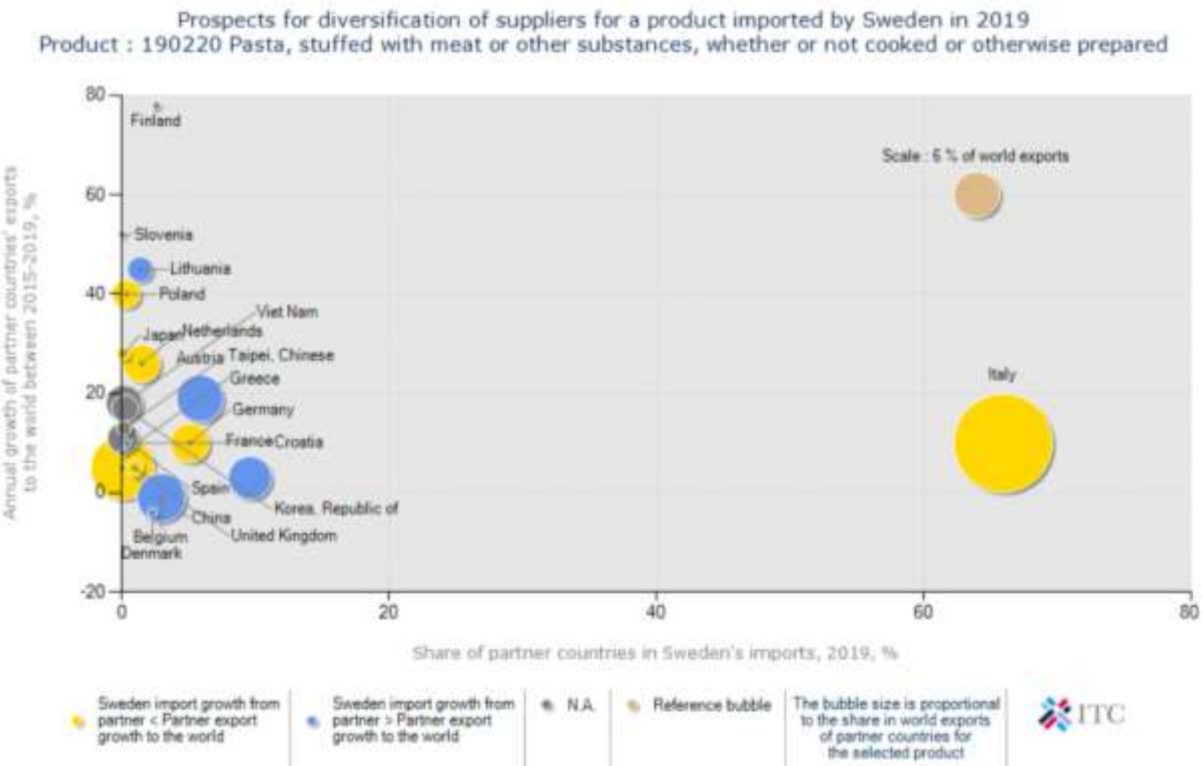
Italy is the first exporting country of stuffed pasta products (products falling within the international HSCODE category 190220), representing 66 % of total imports. In addition, the trade balance is negative with Italy, which means that it imports more than it exports. The growth trend of imports in the last five years 2015 to 2019 is positive and increasing both in terms of value and quantity, respectively by + 7 % and + 5 %. The growth trend of imports in the last year 2018-2019, the growth trend of imports is positive and increasing in terms of value of + 4 %.

Also for this category of products, Italy is the first exporting country that confirms an appreciation of the Made in Italy quality pasta product, with the increasing presence of requests and potential end customers for the reference sector.

Below is the table listing the main supply markets for the product imported from Sweden in 2019.

Exporters	Value imported in 2019 (USD thousand)	Trade balance 2019 (USD thousand)	Share in Sweden's imports (%)	Quantity imported in 2019	Quantity unit	Unit value (USD/unit)	Growth in imported value between 2015-2019 (%, p.a.)	Growth in imported quantity between 2015-2019 (%, p.a.)	Growth in imported value between 2018-2019 (%, p.a.)
World	27,634	-25,038	100	8,682	Tons	3,183	7	7	6
Italy	18,233	-18,138	66	5,242	Tons	3,478	7	5	4
France	2,653	-2,652	9.6	1,208	Tons	2,196	11	8	-13
Austria	1,620	-1,620	5.9	581	Tons	2,788	27	28	17
Germany	1,411	-1,282	5.1	442	Tons	3,192	-2	2	0
Belgium	818	-632	3	325	Tons	2,517	58	23	44
Finland	716	-486	2.6	178	Tons	4,022	168	164	830
Denmark	638	-503	2.3	142	Tons	4,493	-1	-4	33
Netherlands	410	-410	1.5	70	Tons	5,857	-30	-29	-27
Lithuania	381	-363	1.4	278	Tons	1,371	66	109	57
United Kingdom	267	-224	1	60	Tons	4,450	-3	-8	-26
Croatia	109	-96	0.4	31	Tons	3,516	266	136	203
Poland	97	-44	0.4	40	Tons	2,425	-35	-33	94
Korea, Republic of	64	-64	0.2	25	Tons	2,560			2
Viet Nam	50	-50	0.2	9	Tons	5,556			1,567

Below is the bubble chart on the prospect of diversification of suppliers for the selected imported product.



Legend (for the selected product category): in ascissa,the incidence (as a percentage)export of the country (e.g. Italy) on the Target Country, the growth(in%) of the country's export share (e.g. Italy) in the world. Bubble Diameter: impact of the country's export share (e.g. Italy) in the world. The bubbles are yellow if the export share from the country (e.g. Italy) towards the Target Country has increased less in the Target Country than it has increased in the world, while the bubbles are blue if the export share has increased more.

5.2. Feasibility analysis of an export development plan in the country

Sweden is mainly dependent on imports of fruit and vegetables, pasta, coffee, olive oil and wine; products for which Italy holds a leading producer position. According to a recent study of Swedish purchasing habits, six out of ten people are willing to pay more to support sustainable production and to purchase quality products. In fact, the demand for both premium and organic food is growing in Sweden. Moreover, the population pays more and more attention to transparency, i.e. where the products come from and how they are produced.

5.3 Notes, if any: documents for exporting to market A, labelling, market risks

5.3.1. DOCUMENTS FOR EXPORTING PASTA TO SWEDEN

Import into Sweden from countries of the European Union is free and no special import documents are required.

5.3.2. LABELLING

All products sold in Sweden must be labelled in Sweden. Imported foods must not contain additives unless previously approved.

5.3.3. CERTIFICATION AND ORGANIC BRANDS

The legislation states that all those who produce, prepare, store or import organic products from third countries and intend to label them as such or indicate the content of organic ingredients must be certified. Certification is carried out by an independent body responsible for carrying out the necessary inspections. There are three inspection bodies in Sweden: Smak, Aranea certification and HS certification. In addition, Valiguard is responsible for the control of processed and imported foods. Certifications based on stricter controls are those with the KRAV brand or those based on the rules of association Demeter. By using the certification it is also possible to obtain total reimbursements of the costs incurred for the production.

THE COMMUNITY LOGO

The EU has a system of organic production rules that apply to all Member States. From 1 July 2010 it is mandatory to label organic products with the EU label. However, it is possible to continue to mark the products with the other marks (Krav, etc.) provided that this is always accompanied by the Community logo. Products bearing the European logo have the following characteristics:

- 95 % of the ingredients were produced organically;
- the product complies with the rules of the official inspection plan;
- the product comes directly from the manufacturer or is prepared in a sealed packaging;
- the product shall bear the name of the manufacturer, the processor or the seller and the code name of the inspection body.

KRAV

Krav is an active member of the International Federation of Organic Agriculture Movements (IFOAM), an organisation that brings together various organisations of farmers, scientists, educators and certifiers from all over the world and has a key role in the Swedish organic market since 1985. It is the most important organisation in Sweden that deals with certification in organic farming. In addition to stricter rules than those in the EU, it also has more control areas for shops and restaurants. Krav operates as an association with 27 other members representing farmers, traders, but also consumers and those responsible for environmental and animal protection. About 3,000 companies and around 4,500 stores are associated with KRAV. Krav has started to adopt new specific ecological standards for organic products starting in 2012, according to which farmers are required to meet additional requirements (use of agricultural machinery powered by green fuels, reduction of nitrogen emissions from fertilisers, etc.). Agricultural operators wishing to supply products to Swedish operators certified by KRAV or to affix the logo to products, in practice becoming foreign licensees, must generally follow EU legislation, in particular Regulations (EC) No 834/2007, (EC) No 889/2008 and (EC) No 967/2008. CCPB is a body recognised by KRAV which is responsible for carrying out the necessary inspections of operators.

KRAV products are synonymous with products made without the use of pesticides, chemical fertilisers and GMOs and despite the fact that most consumers are not fully informed about what organic farming is, trust in the KRAV brand is strong enough and 96 % of the population knows it.

For Italian products exported to Sweden, there is a control body recognised by KRAV, which at the inspection stage ensures compliance with the standards laid down in Community legislation and the specific standards for obtaining KRAV certification.

These certification bodies must be authorised by the competent authorities (accredited in accordance with international standard ISO65/EN45011) and, as KRAV, accredited IFOAM (including the transferability of the certification). The following Italian bodies are accredited by IFOAM:

- Bioagricert (www.bioagricert.org)
- BIOS (www.certbios.it)
- CCPB (www.ccpb.it)
- ICEA (www.icea.info)
- IMC (www.imcert.it)

5.3.4. MARKET-RELATED RISKS

There are no particular risks related to the Swedish market.

5.3.5. CREDIT RISKS

As regards credit risk, the Company, before finalising the export and agreeing on the technical form of payment, should carry out the verification of seriousness and solvency of the buyer.

5.3.6. POLITICAL RISKS

Political risk is characterised as a risk arising essentially from socio-political factors, originating from events such as pandemics, internal and external conflicts, popular revolutions, coups or acts of terrorism, or even social tensions dictated by ethnic, religious, ideological or class reasons.

In this respect, there are no specific political risks related to the Swedish market.

6. COUNTRY MARKET GERMANY

6.1. Why export to the GERMANY COUNTRY

The pasta market in Germany is historically a strategic import market, with important import volumes and is the first market for pasta.

Pasta is a highly appreciated food in Germany and is an essential component in a variety of regional dishes. In particular, egg pasta and stuffed pasta have been part of the culinary tradition of Germany, mainly in the southern regions, for several centuries. At the same time, the pasta has now won a central position among the dishes of modern, light and refined cuisine.

The propensity to travel to the Mediterranean countries and the knowledge, on the part of German consumers, of the well-being resulting from a healthy and genuine diet have led to an enrichment of the country's gastronomic habits.

The **presence of pasta on the German market** is now very strong, mainly thanks to the perception that consumers have of a high quality product. The decision to purchase Italian pasta is in fact increasingly motivated by the **positive image of a healthy and natural product that the pasta benefits from**.

The strengths of Italian pasta compared to competitors are the perceived quality of the product the knowledge of the product consumed in Italy during travel and holidays, elements that support its **strong position on** the German market. The German consumer perceives Italian pasta as a "typical product" together with extra virgin olive oil, and as a healthy product.

Consumers TARGET — Pasta consumers in Germany.

☑ Italians residing in Germany

☑ Residents in big cities

☑ Frequenters of Italian restaurants

☑ Lovers of healthy and natural cuisine

☑ Consumers accustomed to travelling in Italy

☑ Consumers open to enogastronomic foreign specialties

☑ Young people of trend and medium to high education

6.1.2. STATISTICAL ANALYSIS — QUANTITATIVE

INTERNATIONAL CUSTOMS**CODES:** the statistical-quantitative analysis was carried out taking into account the following international customs codes:

✓ HS CODE 190220: Pasta stuffed with meat or other foods, whether or not cooked

Germany is the third importing country of stuffed pasta from Italy and accounts for 11.8 % of total Italian exports. The growth trend of Italian exports is positive and growing both in the last five years 2015-2019 and in the last year 2018-2019.

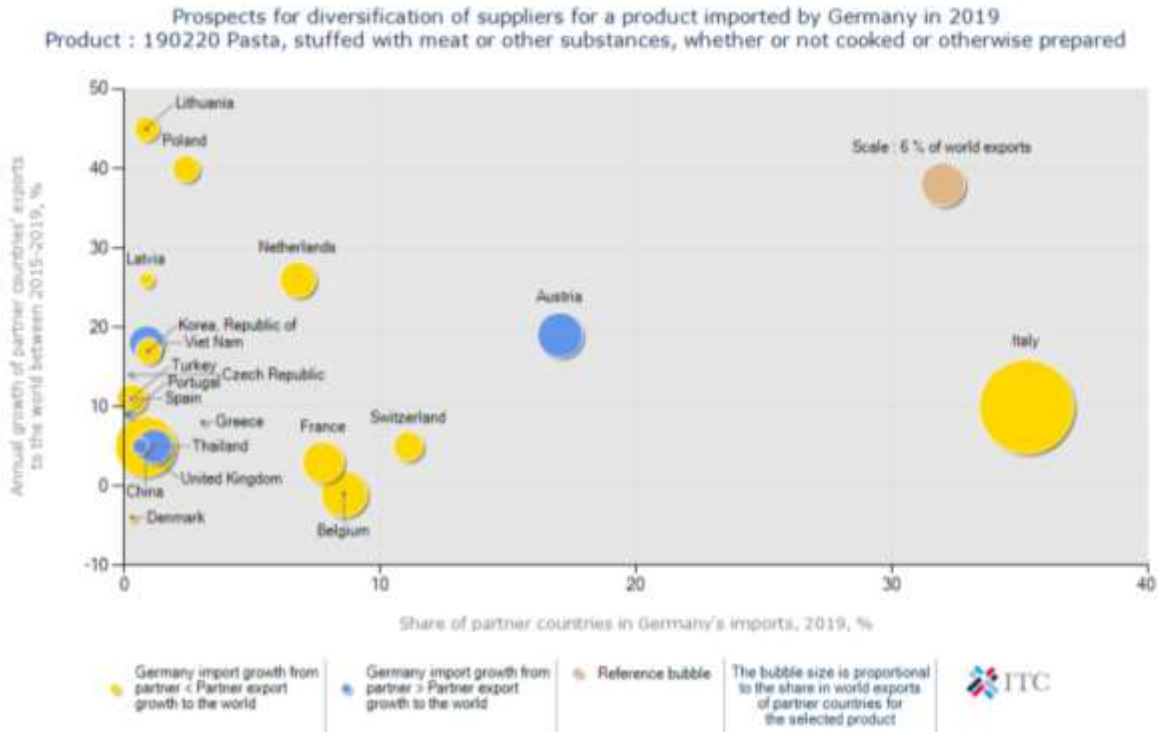
Considering Germany's import trends for stuffed pasta products (products falling under the international HS**CODE 190220)**category, Italy**is the first exporting country. This represents 35.3 % of total imports**, **and the trade balance is negative with Italy, which means that it imports more than it exports**. In the last five years 2015-2019 the growth trend of imports is positive and growing both in terms of value (+ 9 %) and quantity (+ 2 %).

From the statistical-quantitative analysis, Italy is at the top of the exporting countries and this means a high and increasing demand for Italian products and the presence of final customers interested in high quality Made in Italy products.

Below is the table listing the main supply markets for the product imported from Germany in 2019.

Exporters	Value imported in 2019 (USD thousand)	Trade balance 2019 (USD thousand)	Share in Germany's imports (%)	Quantity imported in 2019	Quantity unit	Unit value (USD/unit)	Growth in imported value between 2015-2019 (%, p.a.)	Growth in imported quantity between 2015-2019 (%, p.a.)	Growth in imported value between 2018-2019 (%, p.a.)
World	174,609	-95,276	100	70,523	Tons	2,476	3	0	-11
Italy	61,579	-58,415	35.3	20,439	Tons	3,013	9	2	-15
Austria	29,754	-13,263	17	12,030	Tons	2,473	21	23	9
Switzerland	19,378	-14,301	11.1	7,992	Tons	2,425	-4	-9	-11
Belgium	15,002	-9,299	8.6	8,557	Tons	1,753	-13	-11	-37
France	13,573	-2,098	7.8	7,061	Tons	1,922	-7	-7	29
Netherlands	11,851	-6,735	6.8	3,936	Tons	3,011	7	7	20
Greece	5,378	-4,894	3.1	3,660	Tons	1,469	48	52	-9
Poland	4,202	-1,523	2.4	1,721	Tons	2,442	32	23	-5
Thailand	2,081	-2,061	1.2	326	Tons	6,383	7	10	35
Korea, Republic of	1,658	-1,657	0.9	608	Tons	2,727	17	15	7
Viet Nam	1,533	-1,524	0.9	279	Tons	5,495	78	80	25
Latvia	1,522	-1,493	0.9	865	Tons	1,760	5	1	11
Lithuania	1,516	-1,386	0.9	632	Tons	2,399	15	8	5
China	1,460	-1,456	0.8	1,004	Tons	1,454	-2	-3	1
United Kingdom	1,114	8,355	0.6	341	Tons	3,267	33	50	65
Denmark	542	824	0.3	188	Tons	2,883	-32	-27	-76
Spain	522	3,415	0.3	126	Tons	4,143	0	-8	-47
Turkey	477	-165	0.3	292	Tons	1,634	0	-1	13
Czech Republic	441	926	0.3	91	Tons	4,846	21	16	11

Below is the bubble chart on the prospect of diversification of suppliers for the selected imported product.



Legend (for the selected product category): in ascissa,the incidence (as a percentage)export of the country (e.g. Italy) on the Target Country, the growth(in%) of the country's export share (e.g. Italy) in the world. Bubble Diameter: impact of the country's export share (e.g. Italy)in the world. The bubbles are yellow if the export share from the country (e.g. Italy) towards the Target Country has increased less in the Target Country than it has increased in the world, while the bubbles are blue if the export share has increased more.

7. STASTISTICS BY CHEESE PRODUCT CATEGORIES; HONEY IN TARGET COUNTRIES

DAIRY PRODUCTS AND CHEESE

On the basis of the different types of dairy products, in particular of the wide range of cheese offered by the Bulgarian company HADJIISKI AND FAMILY LTD (**http://www.hadjiiski.com/index/en/Home.htm**), it has been selected the following harmonized code (HS CODE) to develop the statistic analysis:

040610 Fresh cheese "unripened or uncured cheese", incl. whey cheese, and curd

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GERMANY:

List of importing markets for the product (HS CODE: 040610) exported by Germany in 2020.

Italy is the 1st importer country of fresh cheese "unripened or uncured cheese", incl. whey cheese, and curd from Germany with a quotation of 26.9%. **Bulgaria** is the 19th importer country of fresh cheese, with a share of 0.9%. **Georgia** is the 57th country for fresh cheese exported by Germany. **Moldova** is the 67th importer county of fresh cheese "unripened or uncured cheese", incl. whey cheese, and curd exported by Germany.

Importers	Select your indicators							
	Value exported in 2020 (USD thousand)	Trade balance 2020 (USD thousand)	Share in Germany's exports (%)	Quantity exported in 2020 tons	Unit value (USD/unit)	Growth in exported value between 2016-2020 (%, p.a.)	Growth in exported quantity between 2016-2020 (%, p.a.)	Growth in exported value between 2019-2020 (%, p.a.)
World	1717850	1157984	100	561716	3058	7	5	3
Italy	462889	357684	26.9	135606	3413	3	-1	-2
Netherlands	177037	132141	10.3	75742	2337	15	16	6
United Kingdom	132432	121422	7.7	49985	2649	4	2	4
France	116840	51011	6.8	32547	3590	16	12	15
Austria	111329	44805	6.5	35233	3160	9	8	13
Spain	86185	81964	5	26275	3280	6	3	-9
Poland	69270	35032	4	21134	3278	14	12	2
Belgium	64510	42100	3.8	21421	3012	9	6	-4
Romania	52997	52804	3.1	14894	3558	14	11	19
Korea, Republic of	40783	40783	2.4	11713	3482	7	2	5
Denmark	40001	-111202	2.3	15470	2586	11	11	-14
Greece	31630	30997	1.8	10369	3050	7	4	0
Czech Republic	31018	29985	1.8	13061	2375	1	1	-16
Switzerland	28396	257	1.7	9400	3021	9	9	11
Ireland	26271	25607	1.5	8256	3182	9	6	19
Sweden	25643	25552	1.5	10532	2435	-1	1	3
Finland	24215	24215	1.4	12755	1898	-5	-7	2
Hungary	15183	13564	0.9	4975	3052	7	2	3
Bulgaria	15017	13674	0.9	4699	3196	16	15	25
Ukraine	13269	13269	0.8	4277	3102	94	95	116
Japan	12575	12575	0.7	3322	3785	0	-5	-26
Portugal	12175	12142	0.7	3862	3153	23	19	2
Croatia	11917	11888	0.7	4733	2518	11	13	-2
Saudi Arabia	10914	10914	0.6	3344	3264	8	3	52
Slovakia	10410	5930	0.6	3760	2769	-5	-3	-21

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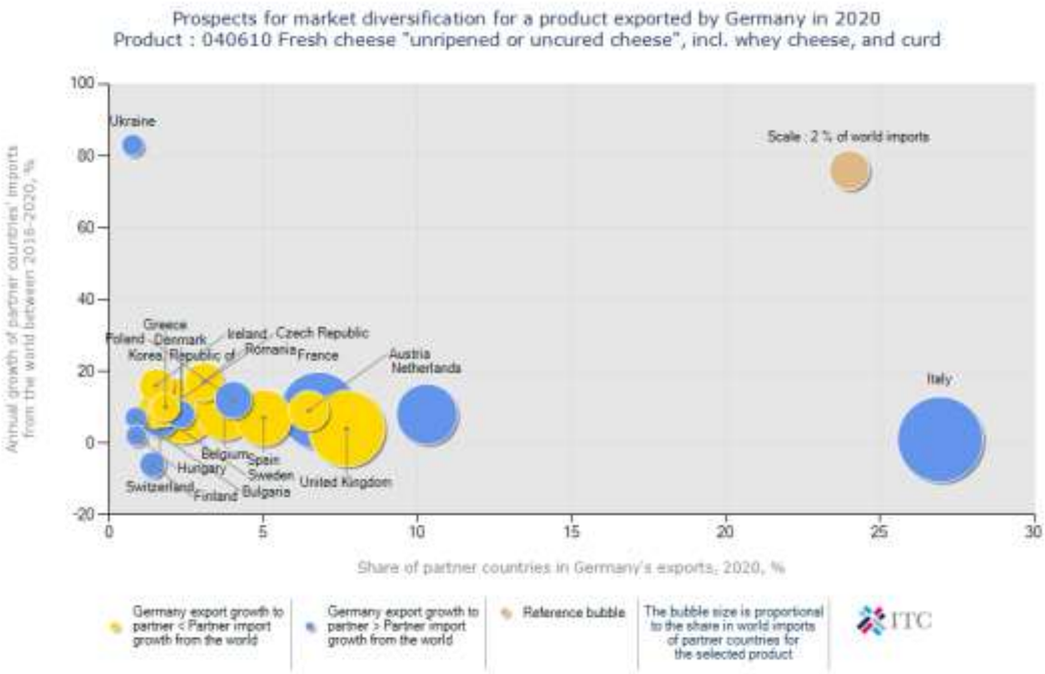
Dominican Republic	10408	10408	0.6	2806	3709	83	82	46
Libya, State of	9316	9316	0.5	2197	4240	27	26	43
United Arab Emirates	8557	8557	0.5	1241	6895	2	3	8
Slovenia	7143	7143	0.4	2223	3213	13	11	16
China	4727	4727	0.3	1301	3633	7	0	27
Lithuania	4721	122	0.3	1176	4014	31	22	35
Viet Nam	4699	4699	0.3	1616	2908	70	71	55
Norway	3436	2000	0.2	1758	1954	12	2	102
Canada	3092	3083	0.2	830	3725	772	673	-27
Kuwait	2994	2994	0.2	438	6836	-1	-2	17
Serbia	2923	2914	0.2	933	3133	35	42	16
Taipei, Chinese	2658	2658	0.2	785	3386	23	20	105
Luxembourg	2385	-530	0.1	510	4676	12	13	3
Latvia	2210	-3696	0.1	614	3599	6	3	27
Estonia	2033	2033	0.1	489	4157	8	4	13
Cyprus	1868	1866	0.1	540	3459	5	1	0
Australia	1802	1798	0.1	280	6436	177	141	55
Philippines	1327	1327	0.1	332	3997	30	25	-14
Jordan	1278	1277	0.1	270	4733	8	-5	-46
Bosnia and Herzegovina	1268	1254	0.1	332	3819	22	22	3
Morocco	1144	1144	0.1	318	3597	42	39	100
Mongolia	1133	1133	0.1	283	4004	69	66	47
Malta	1033	1033	0.1	272	3798	2	-1	-15
Iraq	981	981	0.1	205	4785	-2	1	-59
Oman	922	922	0.1	111	8306	3	-2	24
Bahrain	819	819	0	99	8273	-19	-35	3
Lebanon	809	809	0	183	4421	8	-6	-42
Albania	763	763	0	174	4385	11	10	15
Qatar	742	742	0	267	2779	-26	-1	26
Maldives	681	681	0	184	3701	20	29	53
Israel	609	609	0	99	6152	291	102	-38
Georgia	520	520	0	140	3714	15	14	2
Peru	507	507	0	116	4371			50
Macedonia, North	414	414	0	95	4358	28	26	29
Mauritius	407	407	0	60	6783	13	10	20
Iceland	369	369	0	74	4986	5	3	-17
Singapore	358	358	0	46	7783	11	5	-21

Montenegro	324	324	0	80	4050	8	8	-4
Thailand	294	294	0	72	4083	-24	-24	-42
Ship stores and bunkers	275	275	0	70	3929	-17	-17	-87
Hong Kong, China	267	267	0	69	3870	18	15	28
Moldova, Republic of	253	253	0	46	5500	-4	-11	-21



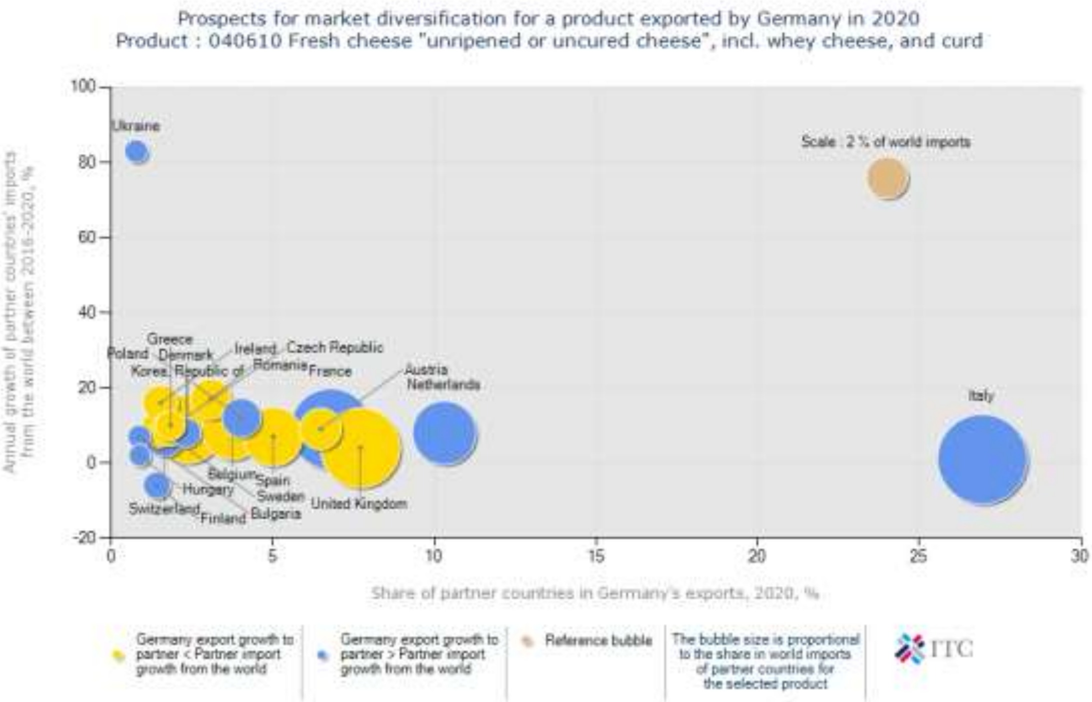
Legend: on the abscissa, the incidence (in percentage) of the country's exports (e.g. Italy) on the Target Country, on the ordinate the growth (in percentage) of the country's export share (e.g. Italy) in the world. Bubble diameter: incidence of the export share of the ountry (eg Italy) in the world. The bubbles are yellow if the export share from the country (eg Italy) to the target country has increased less in the target country than it has increased in the world, while the bubbles are blue if the export share has increased more.

SWEDEN

List of importing markets for the product (HS CODE: 040610) exported by Sweden in 2020.

Bulgaria is the 17th importer country for fresh cheese exported by Sweden, followed by **Italy** that occupies the 18th position. **Moldova** can be found in the 69th position and **Georgia** is the 79th country that imports fresh cheese "unripened or uncured cheese", incl. whey cheese, and curd exported by Sweden.

Importers	Select your indicators							
	Value exported in 2020 (USD thousand)	Trade balance 2020 (USD thousand)	Share in Sweden's exports (%)	Quantity exported in 2020 tons	Unit value (USD/unit)	Growth in exported value between 2016-2020 (%, p.a.)	Growth in exported quantity between 2016-2020 (%, p.a.)	Growth in exported value between 2019-2020 (%, p.a.)
World	22678	-85064	100	8992	2522	2	2	5
Finland	10676	9988	47.1	4007	2664	-2	-4	8
Denmark	10305	-28527	45.4	4642	2220	6	8	-2
Norway	1229	-1514	5.4	241	5100	3	-4	557
France	173	-7010	0.8	35	4943	78	72	918
Germany	135	-25484	0.6	41	3293	142	138	23
United Kingdom	69	-408	0.3	8	8625	47	48	-13
Netherlands	33	-4089	0.1	6	5500	32	8	-84
Ship stores and bunkers	14	14	0.1	2	7000	-3	3	-55
Belgium	9	9	0	1	9000	47	0	29
Malta	9	9	0	1	9000	4	0	50
Spain	8	-12	0	1	8000	-45	-59	-11
Switzerland	7	7	0	3	2333			-80
United States of America	3	3	0	1	3000	-20	0	
Austria	3	-405	0	1	3000			
Luxembourg	2	2	0	1	2000	-20	0	
Poland	2	-743	0	1	2000			
Bulgaria	2	-2492	0	1	2000			
Italy	2	-24076	0	1	2000			-95
Bosnia and Herzegovina		-1						
Hungary		-7						



Legend: on the abscissa, the incidence (in percentage) of the country's exports (e.g. Italy) on the Target Country, on the ordinate the growth (in percentage) of the country's export share (e.g. Italy) in the world. Bubble diameter: incidence of the export share of the ountry (eg Italy) in the world. The bubbles are yellow if the export share from the country (eg Italy) to the target country has increased less in the target country than it has increased in the world, while the bubbles are blue if the export share has increased more.

RUSSIAN FEDERATION

List of importing markets for the product (HS CODE: 040610) exported by Russian Federation in 2020.

Georgia is the 7th importer country for Fresh cheese "unripened or uncured cheese", incl. whey cheese, and curd exported by Russian Federation, with a quotation of 2.2%. **Italy** is in the 19th position.

Bulgaria is the 50th country that imports the fresh cheese exported by Russian Federation and the **Republic of Moldova** is the 81st importer country for the product exported by Russian Federation.

Importers	Select your indicators							
	Value exported in 2020 (USD thousand)	Trade balance 2020 (USD thousand)	Share in Russian Federation's exports (%)	Quantity exported in 2020 tons	Unit value (USD/unit)	Growth in exported value between 2016-2020 (%, p.a.)	Growth in exported quantity between 2016-2020 (%, p.a.)	Growth in exported value between 2019-2020 (%, p.a.)
World	41365	-221942	100	16121	2566	12	4	23
Kazakhstan	23360	22751	56.5	8357	2795	23	17	34

Belarus	6969	-206191	16.8	3406	2046	-1	-5	13
Ukraine	4628	4628	11.2	1391	3327	3	-16	3
Azerbaijan	1909	1909	4.6	1149	1661	-2	-1	-3
Uzbekistan	1180	1180	2.9	539	2189	42	31	114
Kyrgyzstan	958	813	2.3	266	3602	42	35	43
Georgia	901	901	2.2	528	1706	2	4	-27
Armenia	666	-249	1.6	301	2213	63	79	35
Germany	299	299	0.7	44	6795	9	9	26
Tajikistan	173	173	0.4	47	3681	4	-38	65
China	100	100	0.2	24	4167	656		1286
United States of America	95	95	0.2	19	5000	41	22	143
Turkmenistan	85	85	0.2	34	2500	-20	-23	1005
Mongolia	38	38	0.1	15	2533	2	-5	-44
Norway	1	1	0	0		-17		
Liberia	1	1	0	0				
Brazil		-1						
Uruguay		-14						
Italy		-21						
Egypt		-102						

Legend: on the abscissa, the incidence (in percentage) of the country's exports (e.g. Italy) on the Target Country, on the ordinate the growth (in percentage) of the country's export share (e.g. Italy) in the world. Bubble diameter: incidence of the export share of the ountry (eg Italy) in the world. The bubbles are yellow if the export share from the country (eg Italy) to the target country has increased less in the target country than it has increased in the world, while the bubbles are blue if the export share has increased more.

NATURAL HONEY

On the basis of the several types of natural honey produced and offered by the Bulgarian company HADJIISKI AND FAMILY LTD (http://medhadjiiski.com/index/en/Home.htm), it has been selected the following harmonized code (HS CODE) to develop the statistical-quantitative analysis:

HS CODE 0409 - Natural honey

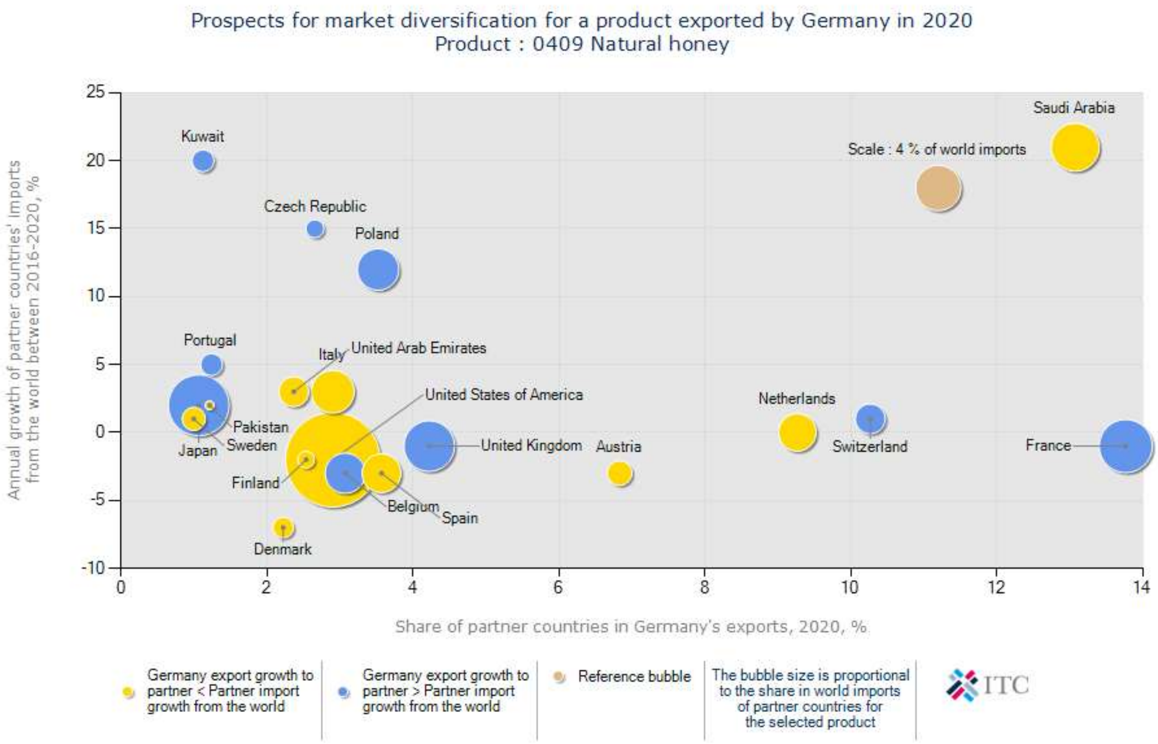
GERMANY:

List of importing markets for the product (HS CODE: 0409) exported by Germany in 2020.

Italy is the 11th importer country of natural honey exported by Germany, with a share of 2.9%. **Bulgaria** is the 34th country that imports natural honey exported by Germany, with a quotation of 0.2%. **Georgia** can be found in the 83rd position and the **Republic of Moldova** is the 97th importer country for the product that falls under the HS CODE 0409 that is exported by Germany.

Importers	Select your indicators							
	Value exported in 2020 (USD thousand)	Trade balance 2020 (USD thousand)	Share in Germany's exports (%)	Quantity exported in 2020 tons	Unit value (USD/unit)	Growth in exported value between 2016-2020 (%, p.a.)	Growth in exported quantity between 2016-2020 (%, p.a.)	Growth in exported value between 2019-2020 (%, p.a.)
World	147666	-126427	100	29307	5039	1	4	11
France	20333	18684	13.8	4577	4442	5	7	7
Saudi Arabia	19311	19305	13.1	2094	9222	2	11	8
Switzerland	15163	15133	10.3	2386	6355	10	9	27
Netherlands	13688	11712	9.3	3462	3954	-5	2	4
Austria	10092	7047	6.8	1996	5056	-5	-7	0
United Kingdom	6240	5952	4.2	1239	5036	2	3	19
Spain	5273	-12595	3.6	1590	3316	-6	2	9
Poland	5206	2346	3.5	1485	3506	14	19	-4

Belgium	4541	1167	3.1	1676	2709	17	33	46
United States of America	4290	4171	2.9	793	5410	-5	-2	-13
Italy	4289	-2834	2.9	889	4825	-6	-2	-20
Czech Republic	3925	3067	2.7	1221	3215	25	38	-14
Finland	3750	3750	2.5	738	5081	-4	-1	-4
United Arab Emirates	3500	3497	2.4	364	9615	3	2	15
Denmark	3286	-99	2.2	914	3595	-13	-11	61
Portugal	1835	519	1.2	379	4842	9	12	2
Pakistan	1796	1796	1.2	238	7546	-11	-9	15
Kuwait	1663	1663	1.1	93	17882	30	15	60
Japan	1575	1575	1.1	247	6377	4	2	98
Sweden	1475	1469	1	290	5086	-1	1	3
Philippines	1371	1371	0.9	200	6855	62	63	252
Australia	1191	850	0.8	78	15269			422
Qatar	1190	1190	0.8	124	9597	19	19	53
China	1161	-4205	0.8	151	7689	-14	-17	-12
Hong Kong, China	1069	1069	0.7	130	8223	-8	-10	71
Luxembourg	924	891	0.6	114	8105	15	16	-23
Slovenia	867	863	0.6	306	2833	-7	2	22
Jordan	817	817	0.6	135	6052	-5	-3	15
Ireland	811	809	0.5	92	8815	-9	-29	303
Greece	630	-2102	0.4	245	2571	11	51	159
Iraq	612	612	0.4	72	8500	-20	-23	-16
Congo	478	478	0.3	44	10864			138
Hungary	454	-18036	0.3	83	5470	5	13	12
Bulgaria	340	-16229	0.2	104	3269	146	163	-16
Sri Lanka	330	330	0.2	34	9706			114



Legend: on the abscissa, the incidence (in percentage) of the country's exports (e.g. Italy) on the Target Country, on the ordinate the growth (in percentage) of the country's export share (e.g. Italy) in the world. Bubble diameter: incidence of the export share of the ountry (eg Italy) in the world. The bubbles are yellow if the export share from the country (eg Italy) to the target country has increased less in the target country than it has increased in the world, while the bubbles are blue if the export share has increased more.

SWEDEN

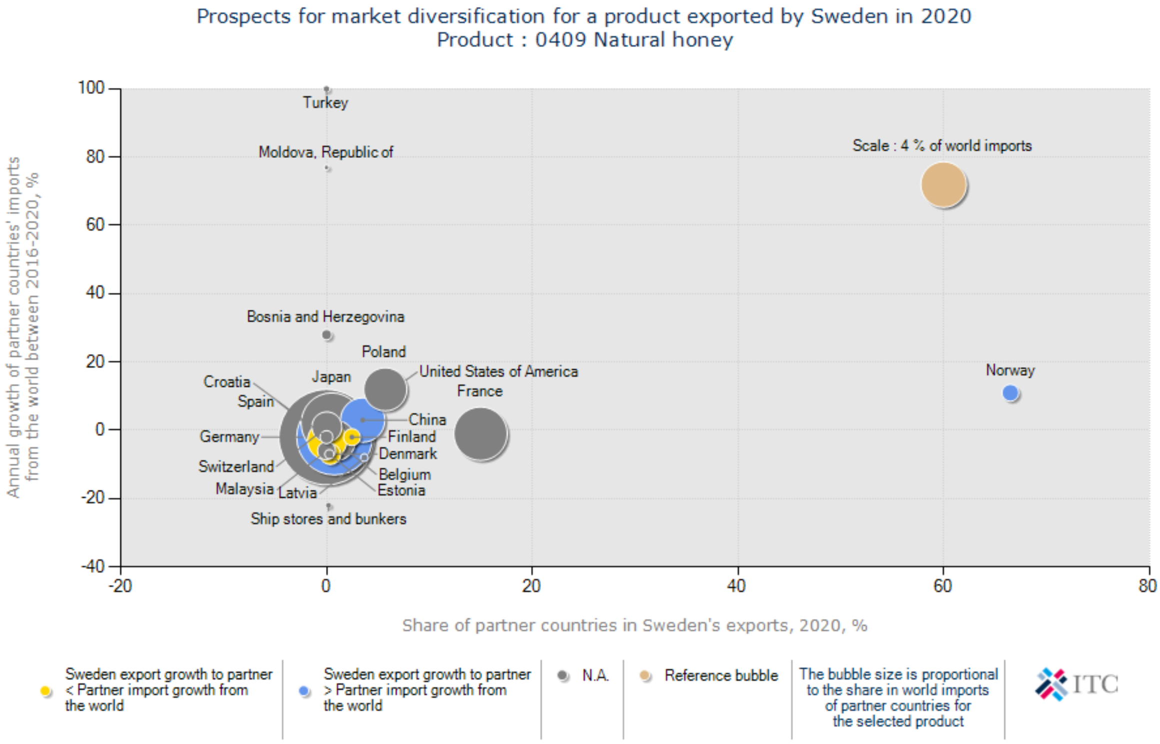
List of importing markets for the product (HS CODE: 0409) exported by Sweden in 2020.

Importers	Select your indicators: Value exported in 2020 (USD thousand)	Trade balance 2020 (USD thousand)	Share in Sweden's exports (%)	Quantity exported in 2020 tons	Unit value (USD/unit)	Growth in exported value between 2016-2020 (%, p.a.)	Growth in exported quantity between 2016-2020 (%, p.a.)	Growth in exported value between 2019-2020 (%, p.a.)
World	2958	-18464	100	473	6254	36	43	85
Norway	1967	1965	66.5	342	5751	125	128	46

France	443	-3248	15	53	8358			238
Poland	169	128	5.7	21	8048			
Latvia	109	109	3.7	13	8385	26	16	173
China	104	-447	3.5	15	6933	107	102	206
Finland	73	51	2.5	8	9125	-49	-49	181
Belgium	25	-6432	0.8	6	4167			
Germany	23	-1351	0.8	8	2875	52		
Japan	15	15	0.5	1	15000			
Denmark	11	-7460	0.4	3	3667	-12	-3	83
Estonia	8	8	0.3	1	8000			
Ship stores and bunkers	6	6	0.2	1	6000	-20	-19	-45
Spain	2	-495	0.1	0		-8		0
Switzerland	1	1	0	0				
Malaysia		-1						
United States of America		-2						
Bosnia and Herzegovina		-7						
Croatia		-9						
Moldova, Republic of		-9						
Turkey		-11						
New Zealand		-19						
Russian Federation		-30						
Austria		-63						
Ethiopia		-88						
Italy		-107						

The Republic of Moldova is the 19th country that imports natural honey exported by Sweden. **Italy** occupies the 25th position. **Bulgaria** is the 53rd country that imports natural honey exported by Sweden and **Georgia** can be found in the 160th position.

Elaborated by



Legend: on the abscissa, the incidence (in percentage) of the country's exports (e.g. Italy) on the Target Country, on the ordinate the growth (in percentage) of the country's export share (e.g. Italy) in the world. Bubble diameter: incidence of the export share of the ountry (eg Italy) in the world. The bubbles are yellow if the export share from the country (eg Italy) to the target country has increased less in the target country than it has increased in the world, while the bubbles are blue if the export share has increased more.

RUSSIAN FEDERATION

List of importing markets for the product exported by Russian Federation in 2020.

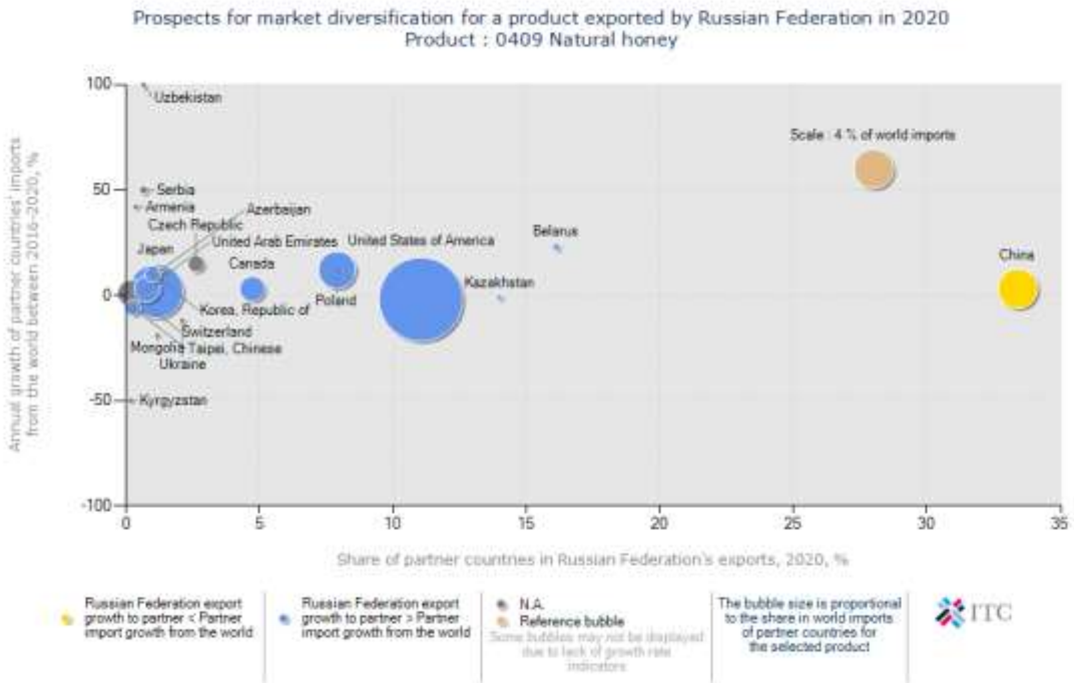
Italy is the 24th country that imports natural honey that is exported by Russian Federation, immediately followed by **Bulgaria** that occupies the 25th position.

Georgia is the 28th importer country of natural honey exported by Russian Federation and the **Republic of Moldova** can be found in the 129th position.

Importers	Select your indicators							
	Value exported in 2020 (USD thousand)	Trade balance 2020 (USD thousand)	Share in Russian Federation's exports (%)	Quantity exported in 2020 tons	Unit value (USD/unit)	Growth in exported value between 2016-2020 (%, p.a.)	Growth in exported quantity between 2016-2020 (%, p.a.)	Growth in exported value between 2019-2020 (%, p.a.)
World	5034	4196	100	2802	1797	-2	7	-10

Elaborated by

China	1681	1681	33.4	1297	1296	-15	-3	-48
Belarus	811	728	16.1	389	2085	55	64	78
Kazakhstan	704	602	14	447	1575	8	23	152
United States of America	556	556	11	151	3682	1	6	41
Poland	398	398	7.9	170	2341	32	35	71
Canada	238	238	4.7	98	2429	29	27	189
Czech Republic	132	132	2.6	50	2640			196
Ukraine	106	106	2.1	45	2356	101	129	261
Azerbaijan	66	66	1.3	36	1833	27	40	-38
Mongolia	59	59	1.2	31	1903	-11	-8	-14
Japan	57	57	1.1	14	4071	39	39	243
Korea, Republic of	51	51	1	12	4250	63	-5	471
United Arab Emirates	40	40	0.8	3	13333	4	-24	98
Serbia	33	33	0.7	20	1650			
Uzbekistan	33	33	0.7	19	1737			
Armenia	18	16	0.4	5	3600			236
Area Nes	14	14	0.3	2	7000	-28	-25	-93
Taipei, Chinese	13	13	0.3	1	13000	-3	-23	-39
Switzerland	9	9	0.2	3	3000			99
Kyrgyzstan	8	-26	0.2	7	1143			-56
Estonia	3	3	0.1	2	1500	17	-10	-42
France	3	-114	0.1	1	3000		-80	-56
Netherlands	1	1	0	0				
Italy		-6						
Bulgaria		-6						
Hungary		-23						
Australia		-62						
Georgia		-113						
Austria		-290						
Germany								



Legend: on the abscissa, the incidence (in percentage) of the country's exports (e.g. Italy) on the Target Country, on the ordinate the growth (in percentage) of the country's export share (e.g. Italy) in the world. Bubble diameter: incidence of the export share of the ountry (eg Italy) in the world. The bubbles are yellow if the export share from the country (eg Italy) to the target country has increased less in the target country than it has increased in the world, while the bubbles are blue if the export share has increased more.

SECTION C: DEVELOPMENT OF THE EXPORT STRATEGY

7. STRATEGIES AND METHODS OF ENTRY

7.1. Suggestions on corrective actions — planning

The company or the NETWORK OF SMEs abroad, can work on the segment represented by the small distributors well inserted at delikatessen, small networks of food and wine shops, or at the channel Ho.Re.Ca.(restauration, catering, etc.)

It is necessary to develop an analysis of prices in foreign markets, where consumers may find it difficult to distinguish the quality and tradition of the natural product, preferring lower price but lower quality products.

The commercial development plan that the Company can follow includes, briefly, the following actions aimed at the development of strategic European markets:

1. management and consolidation of appropriate and multilingual information material and communication tools (website, company presentation and product sheets, price list, social media, newsletters, etc.).
2. search and selection of **buyers in Italy and abroad** (primarily Sweden and Germany but also similar markets in terms of taste and purchasing capacity) well placed in the local **gastronomy channel of good quality (gastronomy, shops specialised in Italian products and organic products, delicatessen, etc.) and Ho.Re.Ca.**
3. organisation of tasting events at its headquarters with the involvement of Italian and foreign buyers, to present the product, tell the territory and the Emilian tradition and give visibility to the distinctive characteristics of products (tradition, craftsmanship, nature and authenticity).

   This activity can be replaced by "virtual" meetings in e-conferences accompanied by the sending of samples if the direct visit is not feasible in the short term for reasons of force majeure.
4. regular sending, by a person in charge, of informative material through newsletters and targeted mailings to keep alive the interest of current and potential buyers.
5. sending samples to taste.

It is recommended to the Company:

- ☑ to assess the opportunities to expand contacts with potential buyers offered by initiatives organised by CCIAA, local authorities, export consortia, banking institutions, etc.
- ☑ to evaluate the specialist support offered by experts in internationalisation, international contract design, taxation, etc.
- ☑ to always respond in a timely and complete manner to the requests of potential buyers, both Italian and foreign.
- ☑ to check the commercial proposals proposed by buyers also with the support of experts in the field of export.
- ☑ to send comprehensive information material to potential buyers, together with samples to be tasted.
- ☑ to provide for some pricing policies that could "encourage" the buyer to purchase, such as a "special" discount policy for the first test supplies, or a discount related to the quantities purchased.

- ☑ to consider customisation of the commercial offer (in terms of formats or labelling, or packaging for special occasions).

For the Company it is a matter of developing the steps towards foreign customers. In the small size of the Company you do not see an obstacle or a deterrent for the development of foreign customers, which can be approached, if appropriately selected, without particular problems and/or with non-complex tools and methods. The advantages of undertaking decisively and perseverance this path are considerable, both during the process (development of new contacts, presence in markets less beaten than local ones, positioning at a higher price level) and in terms of clearly concrete economic results. Obstacles and difficulties exist and **depend objectively on the development of business relationships in itself.** In order to overcome these difficulties, we highlight the need to operate in a methodical, regular and persevering way in the actions of knowledge and selection of foreign distributors.

From the organizational point of view it is advisable to follow the operational steps indicated in the plan, in a simple and progressive way, dedicating as indicated an adequate time to the development of foreign relations.

The assessment of the potential for development of foreign customers is a process that the Company can undertake, setting the work with an organised methodology, targeting the correct target of customers, and above all persevering over time and dedicating the right amount of resources and time.

With reference to the **digital strategic planning in the export perspective**, below are some actions that the **Company can take to set up a correct and effective digital strategy**.

The two macro categories of elements considered in section 1.4 “Export digital maturity level” are reproduced: the first is the level of digital planning and strategy and the second considers the level of digital communication.

DIGITAL PLANNING AND STRATEGY

- ☑ Setting up a digital strategy integrated with the marketing plan and with a medium to long-term vision
- ☑ Quantification and measurement of digital objectives. Iuse a digital performance control panel, such as Google Analytics.
- ☑ Digital analysis of the target country (main search engines used, widespread social media, habits of the online population, etc.)
- ☑ Analysis of target online customers (user profiling, analysis of online behaviors, habits,)
- ☑ Analysis of the websites of competitors secondor precise criteria. Analysis of their online presence both nationally and internationally.

DIGITAL COMMUNICATION IN EXPORT OPTICS

- ☑ Segmentation and targeting of national and foreign target audiences
- ☑ Elaboration of a multilingual editorial plan, according to the type of audience and digital channels
- ☑ Multilingual SEO activity to position itselfcorrectly in the different international search engines
- ☑ Basic customisation of the visit to the website for key audiences
- ☑ Advertising activities both in search engines and social media to increase their internationalvisibility

7.2 Identification of target segments

The foreign markets considered are, in principle, characterised by similar socio-economic trends and a sufficiently close approach to food consumption.

The target segment is the niche of **potential consumers who appreciate and search for quality handicraft and traditional products**, and who have **greater purchasing power** but also **greater knowledge, possibilities** and ability to select food products:

- ☑ Residents in cities or tourist resorts
- ☑ Lovers of traditional, artisanal, healthy, natural cuisine
- ☑ Accustomed to or interested in high quality ready meals
- ☑ Attentive to the bio, nature and well-being aspects
- ☑ With a higher than average purchasing capacity
- ☑ With medium-high education

They are therefore consumers who are characterised by a way of life more oriented to well-being and healthy living, who perceive the Italian food product as a traditional, genuine product, linked to the Mediterranean cuisine and diet, but also interested in the consumption of high quality ready meals for habit or organizational reasons.

In order to reach the target segment, the counterpart for the Company is represented by **buyers in Italy and abroad** (primarily Sweden and Germany but also similar markets in terms of tastes and purchasing capacity) well placed in the local **gastronomy channel of good quality (gastronomy, shops specialised in Italian products and organic products, delicatessen, etc.) and Ho.Re.Ca., able** to offer and offer to its customers local products of quality, selected and medium-high price level.

7.3 Competitive analysis on the chosen segment

In the target foreign markets**, the offer of Italian pasta and ready-made pasta is now significant** also in the high range segment.

To **differentiate themselves** from competitors, several Italian brands of good quality have started to characterise their product more, insisting on the clear communication of the **traditional, artisanal or healthy properties of the product**, presenting **different formats**, or offering **innovative and attractive packaging and** packaging.

It should be noted that, as part of the overall supply of pasta and ready-made first courses, foreign consumers have also learned to recognise the products and brands widespread in the large retail sector, but**there is still a lack of sufficient level of education** to properly seek and appreciate the most niche and higher quality products, reserved for attentive consumers in the selection and purchase of food and wine products.

In order to compensate for this lack, it is essential that the Company, committed to expanding its market both in Italy and abroad, acts in parallel on complementary guidelines:

- ☑ **operate on the corporate image** with specific communication and marketing tools to support and spread the brand in a positive way both in Italy and abroad (updated and communicative**website** that represents a real corporate showcase, company **presentation and multi-language and downloadable product cards** from the site, use of **social media**, organisation and/or participation in food and **wine events**(or by sending samples if the direct visit is not feasible in the short term to replace any "virtual" meetings in e-conference), drafting and sending periodic **newsletters**, etc.) leveraging **strong and distinctive elements of the offer** such as high quality material, manual and artisanal workmanship, Emilian tradition;

☑ **set up and undertake actions for the actual entry and distribution of the product** both in Italy and abroad, through the start of commercial collaborations with distributors well-involved in the food and wine sector, including the Ho.Re.Ca. channel and the points of sale specialised in natural food and wine products.

7.4 Strategic objectives in foreign markets

Thinking of an action to be planned over a **two-year period, it** is likely to consider the following steps:

✦1st year: INCREASED BRAND VISIBILITY IN ITALY AND ABROAD AND ENTRY INTO FOREIGN MARKETS

☑ develop appropriate, up-to-date **promotional tools**, including in foreign languages (company presentation and product sheets, newsletters, etc.);

☑ promote the company's ready-made first courses in Italy (e.g. in large cities or in the most prestigious tourist resorts) and on specifically and pre-selected foreign markets (Germany, Sweden or similar markets for tastes and habits), relying on the quality of the raw materials, the craftsmanship of the processing, the prestige and uniqueness of the territory of origin (→**at least 1 fair abroad and 2 tasting events organised at the Company for Italian and foreign buyers** who propose in an integrated way all the company's products — to be replaced with virtual fairs or with the sending of samples and any "virtual" meetings in e-conference if the direct visit is not feasible in the short term);

☑ **start business relations** with Italian and foreign buyers, and with the Ho.Re.Ca.

✦2nd year — DISTRIBUTION AND CONSOLIDATION

☑ development of supply consolidation strategies among buyers identified with periodic targeted actions;

☑ consolidation of commercial relations with foreign distributors (→**at least 1 fair abroad and 2 tasting events organised at the Company for Italian and foreign buyers in the first 12 months** that propose in an integrated way all the company's products — to be replaced by virtual fairs or with the sending of samples and any "virtual" meetings in e-conference if the direct visit is not feasible in the short).

In agri-food promotion there is no single winning model of promotion, but **four elements can be indicated that indicate potential strategies** to successfully introduce Italian food products on the foreign market:

☑ the need for better knowledge on the part of Italian producers of the specific foreign context;

☑ adapting the offer to the perception and manner of use of the foreign consumer;

☑ better communication of the intrinsic value of the product (genuinity, tradition, processing, quality, etc.) and its use value;

☑ a better promotion of Italian products as a whole, which recalls synergies with local cuisine.

7.5 The trade mark

Given the growth in the supply of traditional Italian food products on the market today, consumers (both Italian and foreign) may find themselves in difficulty in the phase of choosing and buying the product. Therefore, it needs other **clear and unambiguous signals** enabling it to recognise the quality of the product or to find a criterion on the basis of which to make the purchase decision.

In this case, a good indicator is the brand (for the best known suppliers) or, in the case of small producers with niche products, other elements such as the territoriality of the product, the quality of the raw material, processing, traceability, integrated production, etc. which guarantee the consumer the quality and authenticity of the product.

Consumers who buy food and wine products in specialised shops, show a certain awareness of the production areas and the typicality of the product also abroad and accept the link to the quality of the product (good or excellent). It will therefore be useful for the company PASTA COMPANY to exploit this element in the communication to increase the visibility of the product.

7.6 Marketing strategy: the product

The Company's products do not need to be adjusted in order to offer themselves on the foreign markets identified; it is possible to highlight any requirements in terms of **labelling**, required by the individual regulations **to be verified from time to time with the distributors** or local importers identified.

Some foreign markets (e.g. the Russian Federation) require specific certifications for certain products; again, **the individual regulations are to be checked from time to time with the local distributors or importers identified**.

It should be borne in mind that the customer of organic products is generally particularly attentive to all information related to the product as a manifestation of a critical purchasing activity. In particular, it is interested to receive information on the origin of the products, the controls, the production methods, the quality and nutritional content, the diversification of the offer, the places of purchase, and also the type of packaging (e.g. recyclable or reusable).

7.7 Product positioning

The company's product is characterised by particular processing and quality of the raw material that places it above other products offered by large retailers.

In addition to this, the positioning of the company's products is influenced by the prestige of the geographical area of origin, traditionally recognised for the production of pasta worldwide.

7.8 Marketing strategy: traditional and digital distribution

Among the first elements that PASTA COMPANY must consider for sustainable commercial development on both domestic and foreign markets is to identify and follow the **most suitable channel(s) to "bring" the product to the market** and reach the potential consumer.

GENERAL STRUCTURE OF DISTRIBUTION IN THE FOOD AND WINE SECTOR

Grocery stores/Delicatessen

Mainly located in large cities, they offer a range of good quality products, and typical specialties. They are mostly independent shops.

Gastronomy (Gourmet Shops) and specialised shops

Gastronomy offers high quality products with a selected and exclusive range. The composition of this channel varies significantly: it goes from the small shop in the ethnic area of the large metropolitan areas, to the "boutique" specialised in the sale of confectionery or chocolate products, to the point of sale that treats the high ranges of products of the segment both imported and local products. Most of them consist of independent shops with a single point of sale run by the owner.

The consumer who buys in specialised stores is interested and attracted by the**uniqueness of the product**, its **packaging and** also the possibility to taste it. **Branding and advertising on the product are considered to be irrelevant in this specific purchasing process**. Other factors that drive the consumer to buy in specialised stores are the freshness, quality and product range available.

Specialised shops are the **preferred channel for high-end food products of high quality/price**. In particular, this channel represents an irreplaceable vehicle of diffusion for second-hand products (traditional, sweets and gift basketball) or for the **most sophisticated version, in packaging and quality, of more common products such as oil and pasta, cheeses,** etc.

In metropolitan areas and large cities there are **shops specialised in Italian gastronomy**, where the final customer can find in assortment typical products in oil and vinegar, pasta and sauces, but also seasonal specialties, such as panettoni and doves.

The marketing activities to be carried out to support the introduction of the product into the specialised stores channel are substantially different from those necessary to promote the product in the supermarket channel. While in supermarkets it is necessary both an advertising investment to increase the awareness of the brand by the final consumer and promotional activities to encourage consumers (e.g. discount coupons), in the **specialised shops channel, the necessary activities are those related to the improvement of packaging, merchandising at the point of sale and tasting**.

Large Organised Distribution

The **modern GDO channel is not appropriate** for limited and niche agri-food production for which this channel cannot guarantee a sufficient level of remuneration (normally**it deals with large volumes at low prices).** Moreover, when choosing suppliers, the GDO favours consumer preferences and purchasing habits, and only secondaryly, the quality and price of the product. The checks showed mainly the presence of ready-made pasta of average quality and price, up to the first prices.

More appropriate for the Company is the channel represented by gastronomy, shops specialised in food and wine products, delicatessen, chains of stores spacialised in natural products.

ENTRY AND DISTRIBUTION CHANNELS IN FOREIGN MARKETS FOR THE COMPANY'S FOOD PRODUCTS

Taking into account the quality of the production and the size of the Company as well as the structure of foreign demand, the most suitable entry channels to reach the final customer on the foreign markets indicated are:

- ☑ **foreign buyers (small distributors/wholesalers/importers) regional and local well placed in the local market, specialised in the channel Ho.Re.Ca. of high level**
- ☑ **chains of shops**
- ☑ **delikatessen shops and gastronomy**

FOREIGN BUYERS (DISTRIBUTORS/WHOLESALERS/IMPORTERS):

- ☑ well placed in the agrofood sector with medium-high-end products or with natural products;
- ☑ ability to meet the delivery needs of limited quantities with regular frequency to shops;
- ☑ small/medium size;
- ☑ which have real links with gastronomy, *food* specialist shops, delicatessen, specialist chain shops;
- ☑ ability to promote and "simply" on the foreign market in a stable way the product that is aimed at a conscious consumer and who is looking for natural and traditional products;

Compared to the superior quality product proposed by the Company, this type of channel:

- ☑ it is a leading channel for market access (target: specialised detail and catering);
- ☑ it is interesting for the type of producer of small to medium size;
- ☑ it is logistically advantageous in management compared to more smaller direct customers.

Once a group of potential buyers has been identified, it is useful to draw **up a database of Italian and foreign operational contacts** (direct and non-direct), to be updated periodically with new names, situation of negotiations, positive or negative feedback obtained. In this way, the database becomes a "live" working tool to be managed and shared internally to the Company in order to have an updated picture of the customer situation.

In addition, with a view to communication, the database lists all operators to whom to send the **periodic newsletter** with updates and information about their products, planned tasting initiatives, participation in fairs or food and wine events, but also information on the territory, production, etc.; all this to keep contacts alive and solicit interest. We propose a database containing the following fields:

Elaborated by

Ragione Sociale	Tipo di contatto*	Referente	E-mail	Cell.	Web	Telefono	Indirizzo	Data	Stato del contatto

* Tipo di contatto: distributore, importatore, GDO, cliente finale, ecc.

It is useful for the Company to **periodically update and** integrate the **database by entering new contacts** initiated following participation in fairs and other events, names found from various sources (internet, specialised press, catalogues, competitors, etc.), direct requests, etc.

GENERAL STRUCTURE OF DIGITAL DISTRIBUTION

In order to choose the online distribution channel, we must first consider the structure of the target e-commerce market, in terms of relevant digital actors and consumer habits.

OWN WEBSITE

The company can realise its own e-commerce then directly manage the sale of its products.

The use of the site is not a very effective channel if you want to promote and sell your products in foreign markets where there are many local online operators.

It is recommended to use a multichannel logic, then use additional distribution channels in addition to your own website.

The Company intending to operate in different foreign markets, for example characterised by different distribution channels, can adopt the channel most suitable for the specific target market. For example, in some countries specific marketplaces are also disseminated in sectors.

Moreover, the Company can use in synergy several channels in the same country with complementary objectives, for example on the one hand a rather large customer base through marketplaces familiar to consumers, on the other, consolidate, through its own site, brand awareness and personalised communication to users.

MARKETPLACE B2B

Marketplaces are online trading companies that play an intermediary role for the sale of a good or service, aggregating a typically very fragmented offer of different manufacturers, sellers, companies, vendors and sellers without taking risks of unsold (i.e. they do not acquire ownership of the goods). Marketplaces can be vertical therefore offer a single type of product or a single product sector or horizontal, or offer products and services of different kinds. In addition, there are marketplaces intended for B2B, B2C and C2C business.

ONLINE RETAILER — E-TAILER

Retailers are commercial companies that distribute goods directly to final consumers, i.e. holding ownership of goods purchased by producers. In reaching end consumers, retailers can only use e-commerce sites (in this case we are talking about pure online retailers) or they can combine some physical stores with digital initiatives (multichannel retailer). An Italian company that decides to sell abroad through an online retailer can decide to rely on an Italian retailer or a foreign retailer who has domain directly in the destination country or in a third country.

NOTES ON THE STRUCTURE OF TRADITIONAL AND DIGITAL DISTRIBUTION CHANNELS IN SWEDEN

The GDO channel is the most developed distribution channel in Sweden, especially after introducing numerous private labels that have gained a significant weight in the basket of Swedish food consumption. In addition, the GDO channel also has the largest market share for organic products.

In recent years, consumers have begun to re-evaluate food boutiques that offer a better service. However, the distribution channels are varied, ranging from small delikatessen and retail stores, supermarkets, to direct internet sales.

Internet sales are becoming a habit among the Swedish population, as many people shop online and receive the “shopping bag” delivered at home, with in many cases, ready-made recipes.

With reference to the **HORECA channel**, the catering sector is growing and pays more and more attention in offering fresh, healthy and environmentally sustainable products. The Swedish consumer is also increasingly sensitive to the problems related to the condition of animals for slaughter and environmental sustainability, factors that have guided the change in the menu offer. There are more and more chains in both catering and cafeteria where meals are served. The HORECA market segment accounts for almost 20 % of food consumption. Catering alone accounts for almost 15 % of total food sales.

NOTES ON THE STRUCTURE OF TRADITIONAL AND DIGITAL DISTRIBUTION CHANNELS IN GERMANY

In Germany, only a few retailers import products directly from other countries. Usually, they prefer to cooperate and buy food from wholesalers and distributors specialised in the import of food and beverages, as they have a thorough knowledge of all import requirements and also deal with shipping, customs clearance, storage and distribution of products within the country. The trade channels for food products in Germany are varied and depend on the type and quality of the product and the target group of customers.

In general, the most attractive commercial channel for Made in Italy food companies to enter the German market is the channel of specialised importers and distributors.

7.9 Distribution: the steps

The search and selection of the distributor/importer/wholesaler involves the following operational steps:

- ☑ **Search for names**: consultation of databases and search engines, participation in trade fairs and promotional events in Italy and abroad, membership of export consortia and associations, collaboration with companies specialised in internationalisation activities;

☑ **Drafting of a letter of presentation** of the Company and the product in order to provide the other party with useful information and stimulate curiosity;

☑ **Direct contact for mutual knowledge** and trade negotiations;

☑ **Organisation of moments of direct meeting** both abroad (e.g. at a fair) and in Italy (e.g. with a tasting moment at the company);

☑ **Creation of a business database** with positive and negative information and feedback to be shared internally;

☑ **Definition of all commercial aspects** (time, conditions, etc.).

7.10 Examples of potential foreign trading partners

For example, a list of sites related to buyers operating in the Nordic countries, in particular in Sweden and Denmark, for the distribution and resale of high-quality Made in Italy food products are listed below. The sites have been selected through research carried out on the internet. The visit of the individual sites provides a first orientation on market demand and available products, useful for a first-level assessment.

☒ Piccolo IVS | https://www.piccoli.dk/ | importer of Italian products delikatessen of high quality
☒ Biova Ab | http://www.biova.info/ | only certified organic products
☒ Mountain Field | http://www.mountainfield.se/ | importer and sales of Italian products also bio
☒ Stiftelsen Biodynamiska Produkter | https://www.biodynamiskaprodukter.se/ | Swedish wholesaler of organic products

7.11 Marketing strategy: traditional and digital communication

In order to set up a correct digital communication strategy, it is necessary for the Company to define the following aspects in advance:

<u>1) COMPANY VISION — KNOW THE COMPANY VALUES</u>, know and transmit the Company's values in a digital export perspective. For example, **communicate the company's attention in offering high quality products.**

<u>2) TARGET COUNTRY — KNOW THE TARGET MARKET,</u> analyse the country of interest from a digital perspective. In order to be able to choose the right communication channels, it is important to understand which search engines are most used in a country, which are the most popular social networks, understand the online behaviour of a population (e.g. use of mobile devices, etc.), etc.

<u>3) TARGET CUSTOMER — KNOW ONLINE CUSTOMER,</u> outline the target audience you want to reach.

It is necessary to carry out an analysis of who the potential online audience is, i.e. what are the interests, the information they seek online, etc. It is important to profile and target your customers for a correct setting of online content.

For simplicity, the target audience can be divided into:

- ✓ current customers
- ✓ potential customers

In the case of PASTA COMPANY SRL, the target audience can be represented by:

☑ foreign buyers (small distributors/wholesalers/importers) regional and local well placed in the local market, specialised in the high-level Horeca channel

☑ final consumers in the target country (Sweden and Germany)

4) ONLINE CONCORRENTS — KNOW THE COMPETITORS PRESENTI ONLINE, analyse the online presence of competitors, for example which channels they use, how they are proposed and what they communicate, their presence in local marketplaces, etc.

The next step for setting up a correct digital strategy is the DEFINITION OF DIGITAL OBJECTIVES.

Considering the company's export objectives, the main objectives can be:

- ☑ be visible and reachable in a new target country — *Brand awareness, that* is to make the public aware of the existence of the brand;
- ☑ creating new contacts in the target country — *Lead generation*

DEFINITION OF A CONTENT MARKETING STRATEGY — B2B SECTOR

It is important to set up a content marketing strategy, i.e. content that you want to communicate.

Content marketing allows the company to communicate with its target audience and can have different purposes. The content plan must be consistent with the objectives, target customers and their needs.

Content can have multiple purposes, but for simplicity they can be grouped into:

- ✓ content for informational purposes (*brand awareness*)
- ✓ content for commercial purposes (*lead generation*)

The company will have to create ad hoc content for the public first to make itself known, then **informational content** (information about the company, its products, national awareness, etc.) and then content that meets the needs of target customers and attracts new customers **- commercial content**. The content to be visible in search engines will have to be written **in SEO** and the various multilingual content must be adapted to the target foreign market.

CHOICE OF DIGITAL COMMUNICATION CHANNELS

For proper online communication it is necessary to develop a multi-channel strategy, taking advantage of the different advantages that every digital tool can offer. The company must outline a digital strategy that aims to increase its visibility in a specific target country.

The web and social media are the two main communication tools that the Company can use to be found by new users from a specific country.

1) WEB COMMUNICATION TOOL

The web is a first communication tool to be found in a new market and understands everything that revolves around the website.

The main function of the website is to inform and promote the Company and its products.

From an export perspective, the website should have the following features:

— Responsive website: in some countries, users use mobile/tablet devices more than their computers. For this reason it is important to know the habits of potential customers in a given country.

— Site in HTTPS (connection security): the site in https guarantees greater security for the consumer, Google also penalises non-htpps websites and reduces their visibility in search engines.

— Multilingual: in the B2B sector, searches are done mainly in English, but in some countries users are more accustomed to doing online searches in their own language.

HOW TO BE FOUND IN A FOREIGN COUNTRY VIA THE WEB?

Multilingual SEO

Considering that the Company already has a website in two languages, it is possible to increase and improve its online visibility both nationally and internationally by setting a SEO — Search Engine Optimisation strategy. SEO strategies consist of all those operations aimed at achieving a good ranking of the website and its pages in search engine results. To maintain a good online ranking, you need to keep the contents of the website up to date.

To improve online positioning, we must first do an analysis of the keywords *"key words"* that best represent the company and its products. The analysis of keywords for the national market will identify the keywords in Italian that best describe the product category considered. Each language and country has its own specific vocabulary and language expressions and for this reason it is necessary to adapt a keyword and not simply translate it into another language.

In the B2B sector it is important at least to adapt keywords in English, the next step will be to adapt keywords in other languages.

Pay Per Click

The Company can carry out online advertising through search engines. It is necessary to identify which search engines are used in the target country and which allow you to do marketing actions (pay per click) based on keywords.

Some examples of search engines that allow this type of service are:

— Google Ads

— Bing Ads

— Yandex

In addition, it is possible to do Display Advertising, i.e. use paid spaces within web pages of interest of the user in which to promote a product/service (banner, button, pop-up, etc.).

Online advertising has as its main purpose the creation of new contacts but can also be used by the company to make itself known in a new market.

Local Search — Maps in the World

The company can create its own profile card on multiple maps provided by some search engines (e.g. Google Maps) to have greater visibility and positioning on the web. In general, insertion in maps is free of charge and allows users to find the company in search engines via keywords.

It is advisable to be present on multiple maps as different maps are used in the world according to the country's navigation habits. In Italy and Europe the most used map is Google Maps. Some examples of other maps are:

— Here by Bing

— Yandex Maps

— Apple Maps

Usually the inclusion in the maps provides a fairly similar format for each site and allows you to create a full card of address, telephone and email addresses, link to the website, images and any reviews from customers.

2) SOCIAL COMMUNICATION TOOLS

Unlike the website that has a more static function, social media support the positioning of the network and keep it on the move, bringing access to the website and generating direct contacts with users.

Social networks allow to create direct, more immediate and personalised interactions with the user, making the Company more "human" in the eyes of the public. These tools give the possibility to create bi-directional relationships with both intermediate customers (distributors, etc.) and with end customers (consumers).

Social tools are very useful to keep existing customers loyal and consolidate their network of relationships. In addition to customer loyalty, Social Networks are a useful tool for the company to get acquainted with new potential foreign customers of a target country, creating their own online reputation.

Also in this case, each country has its own social reference and it is important to choose it according to the objectives of the Company and the target that you want to achieve. Users generally look at the company's social media to verify that what is said on the website is true and for this reason consistency of content is necessary in both communication channels.

HOW TO BE FOUND IN A FOREIGN COUNTRY VIA SOCIAL NETWORK?

Content Marketing: creation of an editorial plan

It is necessary to create an editorial plan in multiple languages so that you can communicate in a specific target country. With reference to the choice of languages, the best choice would be to create a multilingual editorial plan based on the language spoken in the target country but initially you can opt for an editorial plan in two languages (Italian and English).

Advertising campaigns

Social networks allow you to create sponsored campaigns to make yourself known and acquire new contacts in a new market segment.

The advertising campaigns on social media are very suitable to make the Brand known in a new country as they increase visibility and traffic, unlike search engine campaigns, suitable for an audience who already knows the Brand.

Campaigns can be geolocated in a given country and can be targeted at a target audience through target audiences. It is important to know your audience in order to avoid reaching a target audience and care must be taken that the traffic generated is of quality.

Facebook Adv allows targeting for the interests of the public and allows to filter the audience through 98 segmentation criteria (more or less relevant to a company). LinkedIn Adv allows you to filter people and pages through 21 filters, including skills, business sector, function, training path. Generally, the targeting of LinkedIn generates a higher quality audience than Facebook but this also depends on the presence of the target audience in the social network of reference.

7.11 Specific indications and priorities

Based on the company checkup, the analysis of the sector/products/study of the target markets, the main digital communication actions recommended to enter the new market and attract new customers are indicated below in order of priority. The following indications represent a first strategic level of digital action, are linked to the commitment and objectives of this project. It is recommended to deepen them in the operational digital planning phase.

- Social communication tools (priority)
- Use and advertising Facebook page
- Use Linkedin for B2B to attract new customers through advertiding, advertising campaigns, sales navigator and direct action.
- Building customer lists/contacts and using webmail marketing b2b
- Identification of Interest Groups
- Specialised platforms according to E-Tailer models
- Specialised marketplaces

7.12 International trade fairs and events

The fair participation represents a pillar of the cognitive and promotional action set by the Company on a target foreign market, as it allows to present the Company directly to potential buyers, but also to consolidate the possible contacts already developed.

The actions that should be taken into account by the Company are the following:

☑ **Choice of the fair** also on the basis of data including: number and composition of exhibitors and participants, list of exhibitors, comparisons with previous years, etc. derived by consulting the catalogues of past events or websites or following the visit to the last year's edition;

- ☑ Care of **documentation** and preparation of material also in foreign languages;
- ☑ Care to**send sampling for tastings** and temporary import/export issues;
- ☑ **Communication** to **buyers** of participation in the event and **invitation** to the stand;
- ☑ Communication to potential buyers of participation in the event and invitation to the stand;
- ☑ Preparation of an**agenda of appointments** or tastings to avoid the randomness of the meetings;
- ☑ **Thanks** and sending information material in the **post fair**.

This activity can be replaced by virtual trade fairs or by sending samples and any "virtual" meetings in e-conference if the direct visit is not feasible in the short term for reasons of force majeure.

8.ANALYSIS MARKET WITH DIGITAL TOOLS

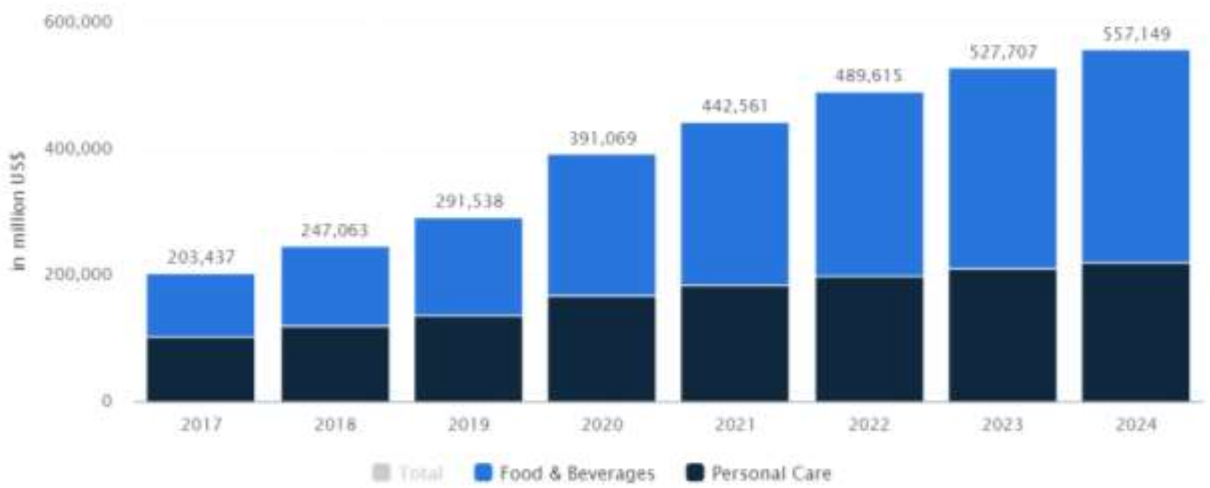
8.1 General macro-sector trends

The e-commerce market is expected to grow by + 9.4 % in 2021 compared to 2020.

Revenue from the Food & Personal Care segment is expected to reach $391.069 million in 2020. It is expected that the annual growth rate (CAGR 2020-2024) of revenues in the Food &Personal Care segment will be + 9.3 %, with the result of an expected market volume of 557.149 million dollars by 2024.

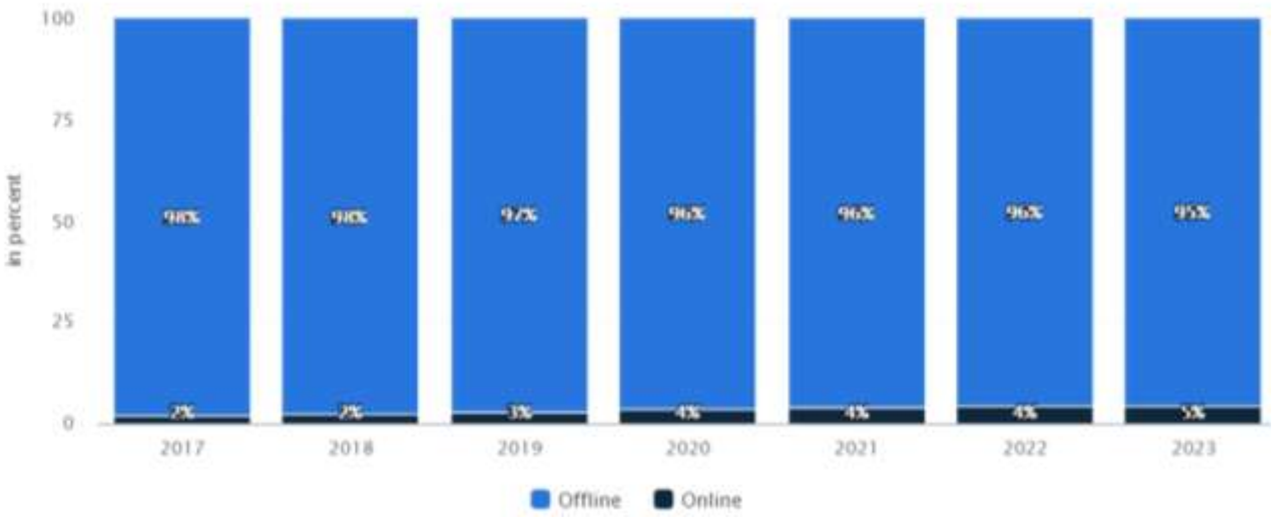
In the global comparison, most revenues will be generated in China ($202,473 million in 2020).

Both categories in the Food & Personal Care segment of the e-commerce market are gaining ground and will become the product categories with the fastest development in the e-commerce industry within the coming years. The main drivers that drive growth are that traditional retailers are investing in their online channels and that major e-commerce can quickly expand into new markets to maintain their growth. Each category has its own challenges, but growth in this sector is an important indicator as customers start to rely on online shopping not only for electronics and fashion, but also for their food, basic necessities and medicines.



Source: Statist

In the Food&Personal Care segment, it is expected that by 2024 5 % of total market revenue will be generated through online sales.



Source: Statist

8.2 Data analysis — digital export (macro-sector specific)

The analysis of digital export data consists of a preliminary verification of some keywords (so-called keywords) searched online by users. The keywords analysed are associated and representative of the category of products offered by the company, i.e. the **stuffed egg pasta product.**

A preliminary analysis was carried out based on the search for keywords and were identified and analysed the countries in which the search for these products is high (analysis of the research volume of a given product in certain countries) and finally, analysed the purchasing behaviour of users in the reference countries.

*A **high number of searches** correspond to a constant demand for the product, which means that in a country, **the population often searches, on the Internet,** that category of products.*

<u>**Keywords**</u>: *pasta, organic & natural foods, stuffed pasta, fresh pasta*

Top Countries that search online product categories associated with Keywords: **USA, JAPAN, GERMANY, UK and FRANCE. Sweden is in the 9th place and** it must be taken into account that the number of searches of a product is lower also because the number of inhabitants of the country is lower.

Below is a table containing the first 5 countries (at global level) in which the category of reference products is most sought by users.

The table contains aggregated macro data and economic indices.

	Country/Indices	Average number of monthly	Level of competitiveness	Ease of doing	Disposable income per

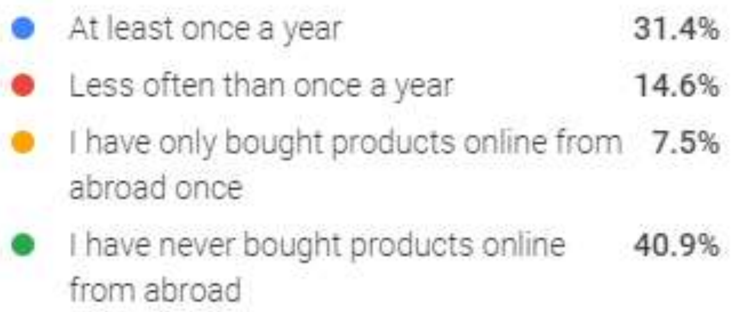
		searches for the reference product category	in the online marketplace (*)	business — index	household in dollars
1	**USA**	14 mln	VERY HIGH	6	50,3K
2	**JAPAN**	7 mln	LOW	29	31K
3	**GERMANY**	5.5 mln	AVERAGE	22	39,4K
4	**UK**	5 mln	LOW	8	32K
5	**FRANCE**	12 mln	AVERAGE	32	34,4K
9	**SWEDEN**	1,5 mln	AVERAGE	10	34,1K

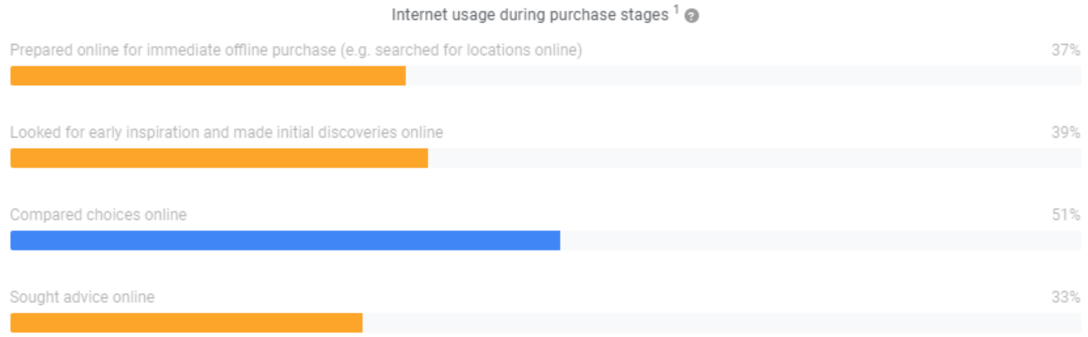
Below is the map of the world indicating the areas in which the category of products considered during the analysis from digital export data is most sought after. Darker shades indicate the geographical areas where searches of the product category are most frequent.

8.2.1. ONLINE USER CONCERN — associated with the category of reference products

1) USE

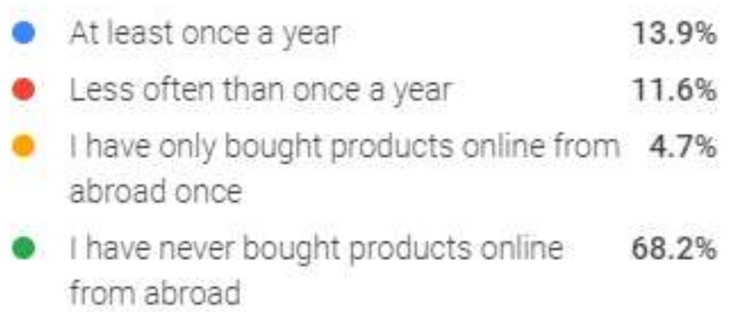
- Active population on the internet: 87 %
- Percentage of population using online search engines to make purchasing decisions: 36 %
- Frequency of online purchases of products from abroad





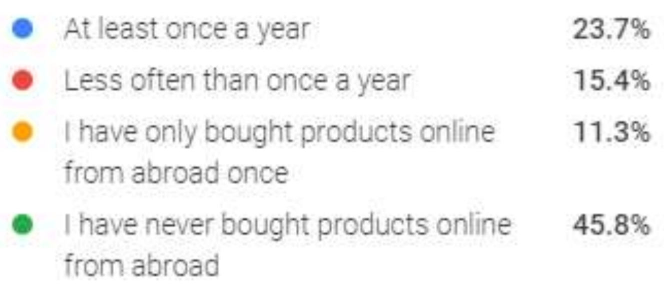
2) JAPAN

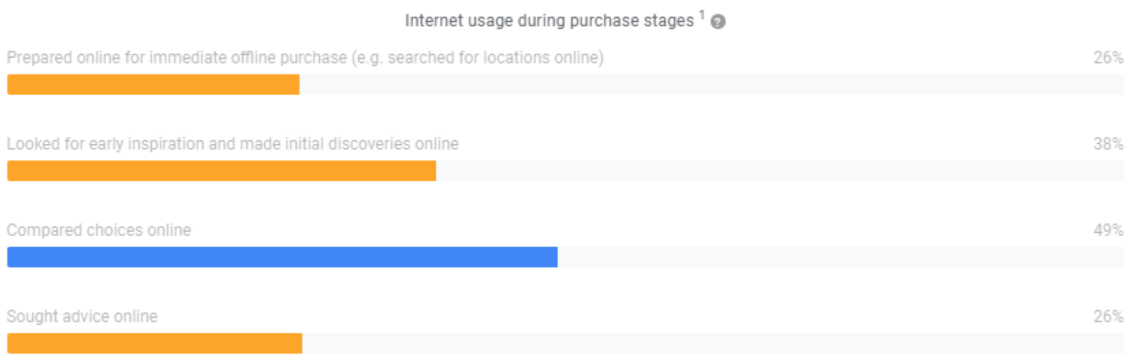
- Active population on the internet: 85 %
- Percentage of population using online search engines to make purchasing decisions: 49 %
- Frequency of online purchases of products from abroad



3) GERMANY

- Active population on the internet: 90 %
- Percentage of population using online search engines to make purchasing decisions: 38 %
- Frequency of online purchases of products from abroad

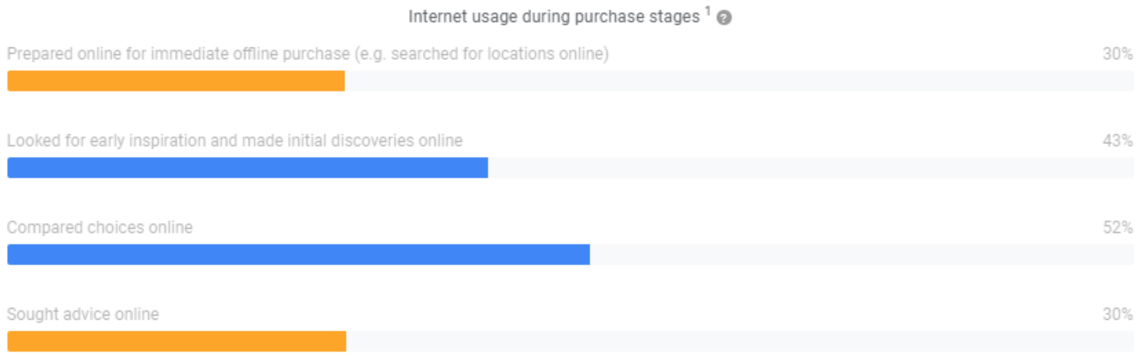




4) UNITED KINGDOM

- Active population on the internet: 95 %
- Percentage of population using online search engines to make purchasing decisions: 45 %
- Frequency of online purchases of products from abroad

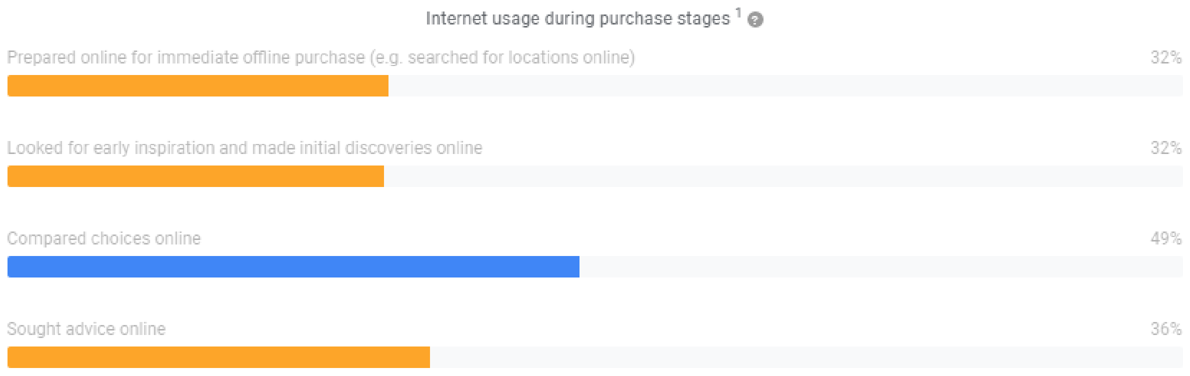
- At least once a year 38.1%
- Less often than once a year 17.1%
- I have only bought products online from abroad once 7.8%
- I have never bought products online from abroad 31.2%



5) FRANCE

- Active population on the internet: 82 %
- Percentage of population using online search engines to make purchasing decisions: 45 %
- Frequency of online purchases of products from abroad

- At least once a year 30.9%
- Less often than once a year 10.9%
- I have only bought products online from abroad once 7.7%
- I have never bought products online from abroad 45.9%



9. MODELS AND TOOLS FOR DIGITAL EXPORT

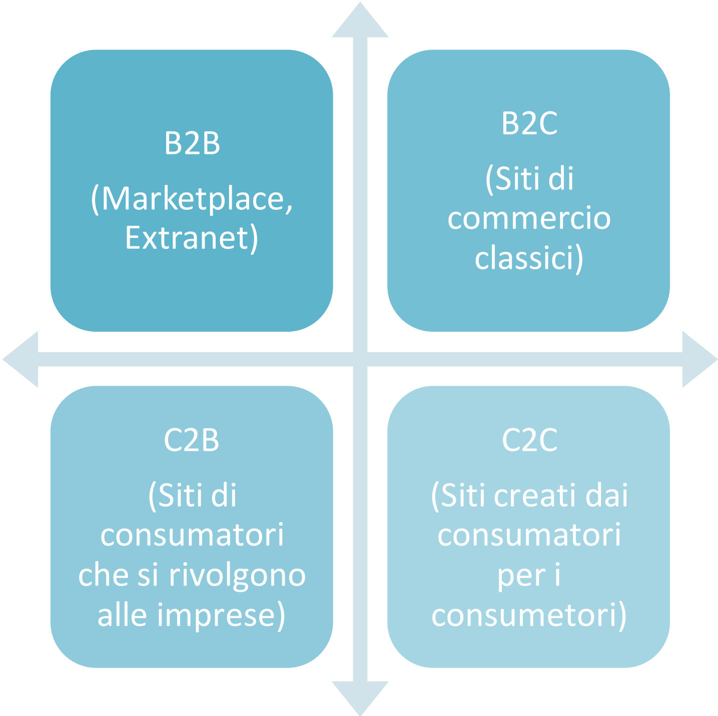
9.1 Traditional and online distribution and sales models

In the digital world, distribution channels are divided into direct and indirect channels. Using indirect channels has the main advantage of reducing distance to foreign consumers, facilitating the localisation and visibility of content and often accelerating access to the site.

Below is the model of the online export channel.

Elaborated by

Online e-commerce models.



The online B2C model.

9.2 Digital tools for analysis of a new market (marketing MIX with digital tools)

CHOICE OF TARGET FOREIGN MARKET	Country reports, Google tools, online consumer information, etc.
4P ANALYSIS OF THE MARKETING MIX WITH DIGITAL TOOLS	
PRODUCT	Product analysis in the target country: marketplace analysis of the country, analysis of competitors
PRICE	Price Comparison Analysis
DISTRIBUTION	Choice of digital distribution channel: own website, e-commerce and marketplace
COMMUNICATION	Choice of digital communication channels

<u>CHOICE OF THE TARGET MARKET WITH THE SUPPORT OF DIGITAL TOOLS</u>

Digital tools can be a useful support to the company that wants to enter a new market, in particular they are an aid when choosing the target market. The company can find data and information from a country and a market using institutional portals but also free and paid tools available online.

The reports available within the institutional portals can provide information on the country's economy, market trends and the main commercial outlets in the country.

Some examples of institutional portals that provide sectoral and country reports are:

— Central Intelligence Agency — CIA https://www.cia.gov/index.html

— Ministry of Foreign Affairs — https://www.esteri.it/mae/it

On-line you can also consult statistical reports as well as opinion polls of inhabitants of a given country. Statistical reports can be consulted, for example, on the Eurostat website, the Statistical Service of the European Union.

From a digital point of view, you can analyse the web and social situation of a target country in order to have information on which search engines are most used, which are the most popular social channels and marketplaces, which messaging services they use, but also data on online behavior (search through mobile devices or computers, use of apps, how long they spend on the net, etc.).

This information can also be found free of charge online.

An example of a website that offers free reports on the social and web situation of almost all nations of the world is WE ARE SOCIAL https://wearesocial.com/. We are social offers free statistical reports and trends related to the digital world updated every year and offers analysis by continent, individual nation, web and social situation.

With regard to tools available online, below are some examples of free tools made available by Google. There are tools that provide information on where to sell abroad (e.g. Market Finder), when to sell (e.g. Google trends) and how to sell (e.g. Keyword Planner).

— **Google Market Finder** | https://marketfinder.thinkwithgoogle.com/intl/en_us/discovery/input/ |

Market Finder is a free tool that can support the company during the first phase of evaluation and identification of new international markets (where to sell). This tool analyses the website and/or corporate e-commerce and identifies the main foreign markets to which the company's activities and products are best adapted. The tool provides various information about a country including the volume of searches carried out in that country for the product category offered by the company, an estimate of the average CPC to compete with Adwords in that market, as well as demographic and economic data of the country, data on digital use in the country, data on the purchasing behaviour of the online user and finally data relating to the country's logistics regulations.

— **Google Trends** |https://trends.google.com/trends/?geo=IT | Google Trends is another free tool that provides information and data useful to understand the cultural trends of a given country and market (when to sell). In particular, it is based on keyword analysis and provides information about the interests of online users in a given country and the main online search trends. This tool provides guidance on the trend of research, i.e. the seasonality of research and the trends of research growth. In particular, it provides guidance on when the peaks of search demand and the moments of greater popularity of your keyword occur.

— **Keyword Planner** | https://ads.google.com/intl/it_it/home/tools/keyword-planner/ | is a tool that allows you to identify which keywords to use to promote a given product online in a given country, i.e. it identifies *the key words* that best represent a certain category of products. These key words are useful both during the search activity of a market (Market Finder and Google Trends and all other online tools generate data and information analysing keywords) but also for the company's communication and online promotion activities. Keyword Planner identifies the keywords that best describe the product category considered. Each language and country has its own specific vocabulary and language expressions and for this reason it is necessary to adapt a keyword and not simply translate it into another language.

This tool also searches synonyms, long-tail keywords (phrases containing specific keywords, less popular because they have less research volume and less competition) and related terms (words that fall within the same semantic field).

These three tools have been given as an example but there are many other online, free or paid tools with a greater level of detail and insight, which can be used for preliminary market analysis.

An example of a paid instrument is:

— Similar Web https://www.similarweb.com/

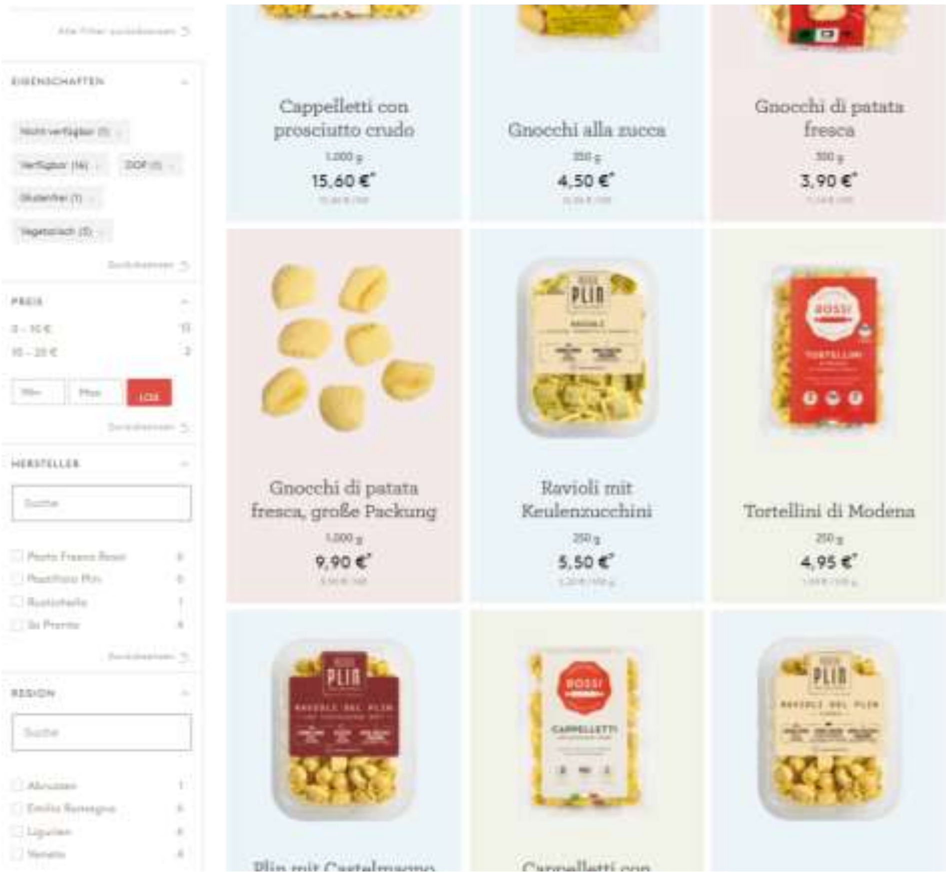
4P ANALYSIS OF THE MARKETING MIX WITH DIGITAL TOOLS

Below are some examples of digital tools that the Company can use during the analysis of a foreign market, previously identified.

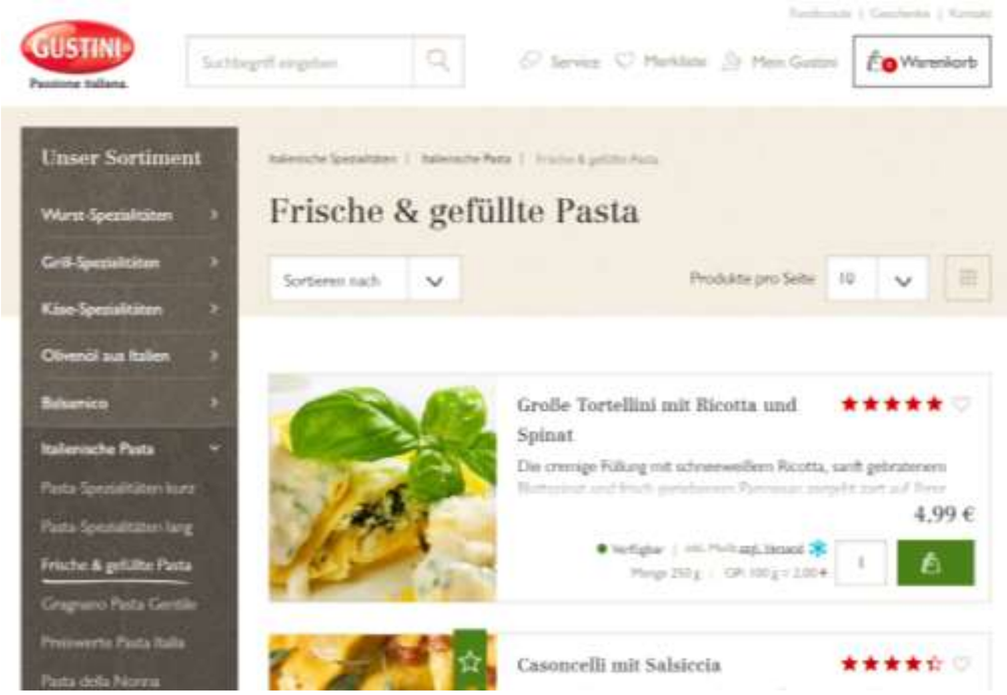
PRODUCT

In order to define the product to be exported to a given country, it is possible to analyse which competitive products are already present in that market.

A useful tool to perform an analysis of competitors in a given country is the marketplace. The marketplace provides information about which competitors are present in a market, how they are proposed and promoted and which products they sell.



Source: Viani.de



Source: Gustini.de

ANALYSIS OF ONLINE COMPETITORS TO ASSESS THE COMPANY'S PRESENCE IN THE DIGITAL MARKET

The company can evaluate its online presence by comparing its presence in the digital market with that of its main competitors. The analysis of competitors is an important activity in order to be able to plan a correct digital marketing strategy and increase their visibility in international markets.

The analysis is carried out by analysing the website and the main social media used by the Company. In general, the following aspects are considered:

1. Comparison of the estimated traffic for each site of each indicated competitor company;
2. Estimate the value of traffic for each site, i.e. the cost that the company would have to pay with an online advertisement campaign to bring current organic traffic;
3. Comparison of the number of incoming links, i.e. the links that point to the site. The evaluation is generally carried out by assessing both the amount of links and their quality (reliability of the site from which they come);
4. Detailed list of sites/webpages pointing to the different sites of the different competitors and related pages of
destination;
5. Analysis of keywords related to SEO positioning, in order to understand which keywords
determine at present the positioning of the website in Google placements;
6. Social media presence, numerical comparison between the number of followers for each company on the different social media: LinkedIn, Facebook, Instagram, etc.;

7. Estimate advertising expenditure of competitors over time and comparison of advertisements posted online
In addition to the analysis of known competitors, the Company can identify its competitors by analysing which websites are in direct competition for traffic and positioning with that of the Company.
The cost of such an analysis, such as order of magnitude, purely as a guideline, can range from a minimum of a few hundred euros per basic analysis, to a few thousand, and can also grow much according to the number of competitors and parameters analysed.

PRICE

Marketplaces and e-commerce spread in a specific foreign market can be useful tools and support during price analysis. The company can find information on the final prices of competing products and have an indication of the positioning of competitors (orientative and not precise) online.

A survey on the German market showed the following prices:

NURITALIENISCHE PRODUKTE (https://www.nuritalienischeprodukte.de/)

Stuffed Italian pasta packaged

- Black cuttlefish agnolotti with rocket and prawns PASTAI FRESCA PASTA Price per Kg: EUR 21,00
- Tortelli stuffed with pumpkin TRADITIONS padane Price per Kg: EUR 18.50

J. MOMO (https://www.lapastadij-momo.it/de/)

Frozen stuffed Italian pasta

- Frozen goat ravioli Price for 3.6 Kg: EUR 90,00

Distribution (Place)

The Company can decide whether to distribute and sell its products in a foreign market using the following digital tools:

1) Own Site

Creation of a proprietary e-commerce for a specific reference market.

2) E-tailer

Insertion of the company’s products in Italian or foreign online stores, managed by third parties.

3) Marketplace

The company can decide to register within marketplaces spread in a particular market both to **increase its international visibility** and to **promote and sell its products.**

Before registering in a marketplace, it is important that the Company verify that its product is not already present within it. This can happen, for example, when a distributor of the company has placed the product in the platform.

Marketplaces can be vertical or horizontal and may be more or less widespread in a given country.

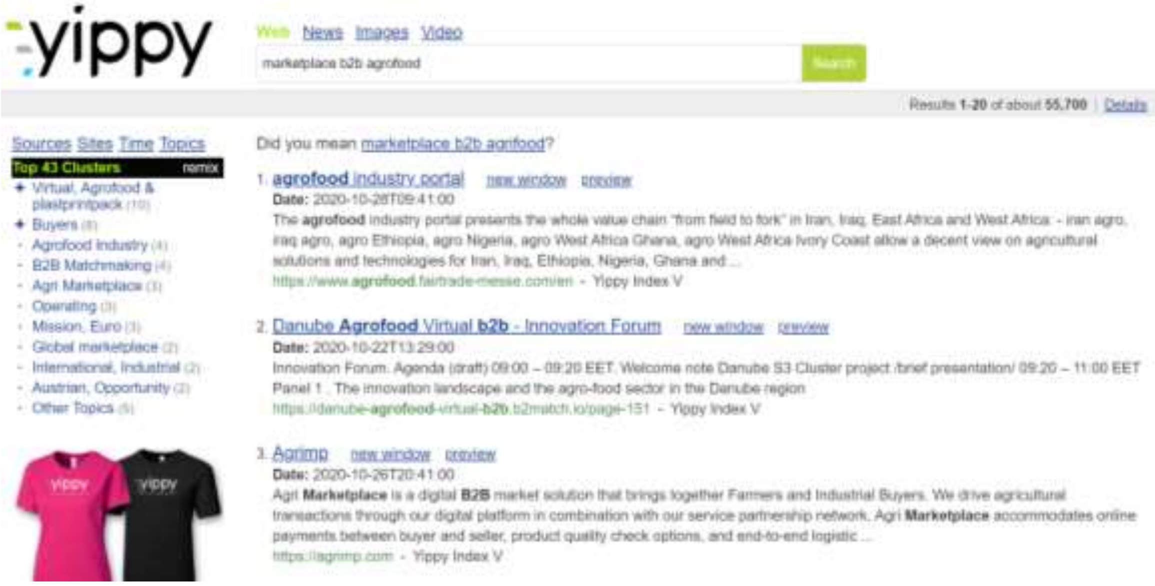
MARKETPLACE CATEGORY	**EXAMPLES OF MARKETPLACES**
Horizontal and internationally spread marketplaces	✓ Amazon ✓ E-bay ✓ Alibaba ✓ Fruugo
Horizontal marketplaces and spread in specific countries	✓ Cdiscount: **France** ✓ Bol.com: **Benelux Area** ✓ Cheerful: **East-Europe**, focus**Poland** ✓ Ozon: **Fed.Russia** ✓ AliExpress, Tmall and JD: **China** ✓ Souq: **Middle East** ✓ Naver: **South Korea** ✓ Lazada: **Far East** ✓ Jumia: **Africa** ✓ Mercado Libre:**South America**
Vertical marketplaces and spread in specific countries. SECTOR: AGRI-FOOD B2B FOCUS COUNTRIES: NORTH EUROPE AND GERMANY	✓ BARABRAMAT (focus Sweden and Nordic countries) ✓ Viani (focus Germany)

HOW TO FIND MARKETPLACES.

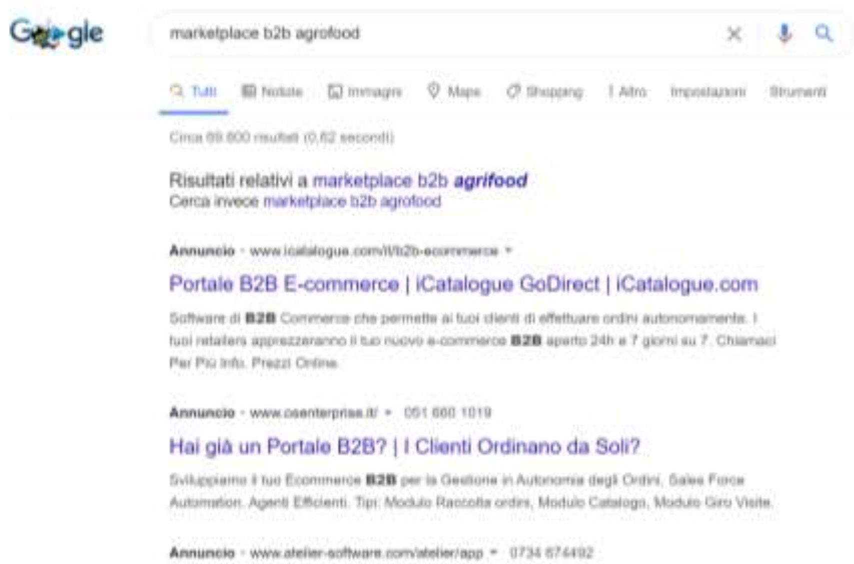
Marketplaces can be identified by keywords in search engines (Google, Bing, etc.).

A search engine particularly useful for finding marketplaces is Yippy https://www.yippy.com/, as it is a search engine that groups searches by concept and then you can filter the results by choosing a specific category.

For example, if you do a search "marketplace B2B agrofood" on the Yippy search engine, you can see in the left side the different groupings by concept: there are 3 B2B marketplaces, 2 global marketplaces, etc.



The same search can be done on Google which instead shows 69,800 results overall.



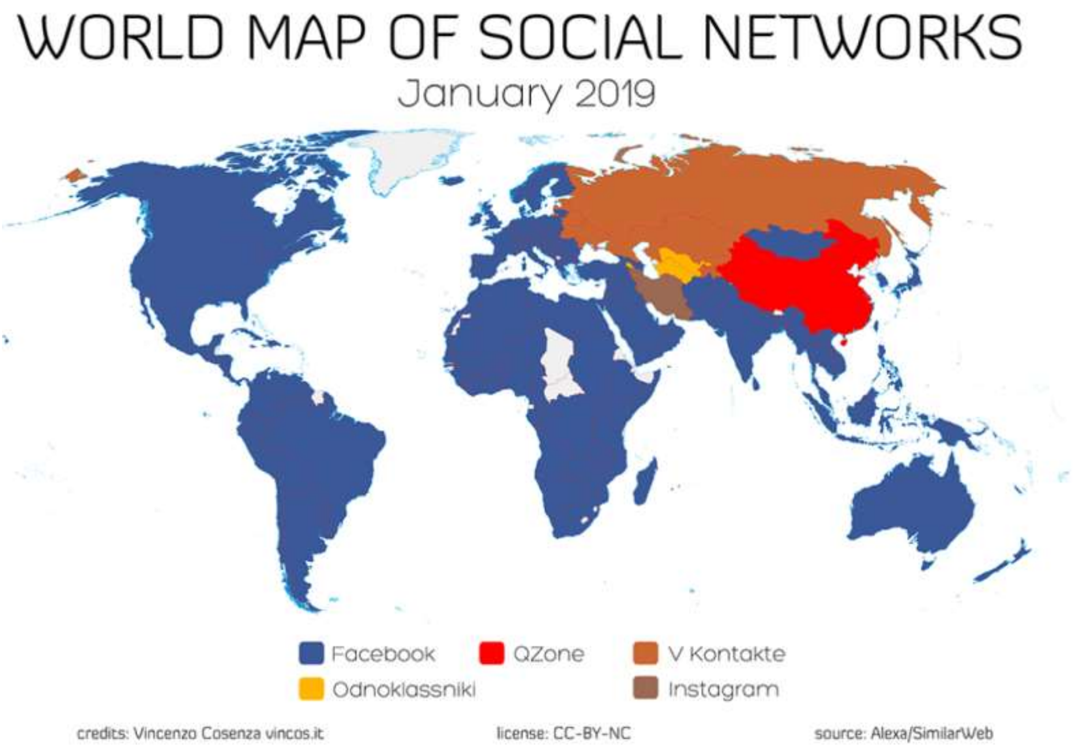
Promotion (Promotion)

The company can choose different online promotion channels based on strategic goals and target audiences. Before choosing digital communication channels, you need to set up a **content marketing** strategy consistent with the business objectives and the target of users to whom you want to communicate. The main digital promotion channels are: social media marketing, mail marketing and newsletters, online advertising.

Social Media Marketing

The use of social networks in the world is widespread with almost a third of the world's population connected to the internet and with over 4.4 billion internet users.

Below is a map of the world showing in which countries a social network is most widespread and used.



The main social networks used in the world are Facebook with 2.4 billion active users to date, Youtube with 2 billion, Whatsapp with 1.6 billion and Instagram with 1 billion users.

Below are some examples of social networks used in specific countries:

- **VKontakte** (VK) https://vk.com/ — social network used in the Russian Federation
- **Odnoklassniki** — social networks widely used in the territories of the former Soviet Union

- **WeChat** — social network used in China that has various features (messaging, news, e-commerce, content marketing channel, CRM, means of payment)
- **Qzone** — widely used social network in China

E-mail Marketing

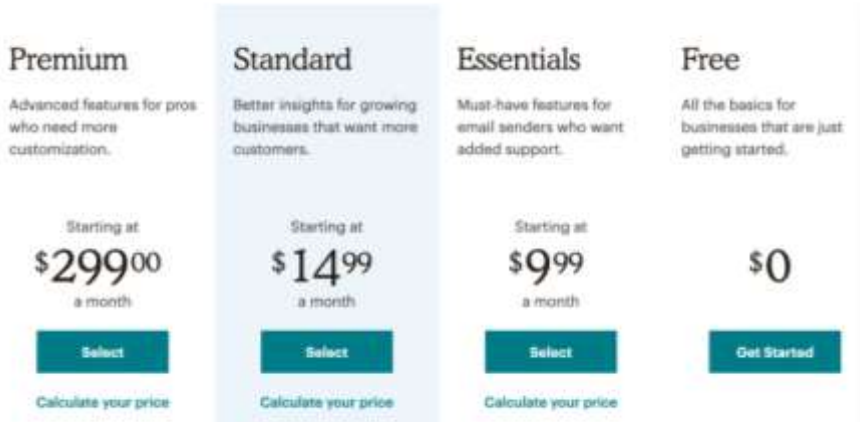
The company can prepare, integrating and updating over time, its own database of Italian and foreign operational contacts (direct and non-direct), to which to send, on a regular basis, updates and information about its company.

It's a great way to loyalty your customers and increase sales. Support tools are the platforms of mail campaigns, with which you can prepare and send emails to your contact list and monitor the results.

Some examples of mail marketing platforms are:

Mail CHIMP | https://www.mailchimp.com | American mail marketing platform

Currently, Chimp mail services are free of charge up to 2000 subscribers and 10,000 mails per month. Below are the prices of Mail Chimp as of today:



MailUp | https://www.mailup.it/ | Italian mail marketing platform

Currently, MailUp services do not have a free plan but offer a free trial version. The paid version of MailUp is available from 35.00 USD/month. The offered packages are configured according to bandwidth. So, the more messages you need to send, the higher the rental cost, unless you decide to reduce the delivery speed.

AWeber | https://www.aweber.com/ | mail marketing platform

This platform does not have a free plan and does not offer a free trial version. The paid version of AWeber Email Marketing is available from 19.00 USD/month. The platform was initially created for small businesses and entrepreneurs, with the aim of providing a simplified service.

Advertising Online

With regard to online advertising, the company can advertise and promote its products and services through different channels:

— Display Ads: it is advertising that appears on websites/app/social media via banners or other ad formats (videos, images, text, etc.). Visitors to a particular site will see the company's advertising.

— Social Media Ads: it is advertising on social media via banners or an image. In this case, advertisements are created via your own social account and you can set your target audience to which you can transmit advertising. The main social media to promote are: Facebook, LinkedIn, Twitter, Instagram.

— SEM: it is advertising to have visibility on search engines, such as on Google, Bing and other search engines. E.g. Google Ads, Bing Ads.

9.3 How to enter a new market with digital tools: Marketplaces and Virtual Fairs

To enter a new market and increase online visibility, the company can subscribe to specialist marketplaces and participate in virtual events and fairs. They are tools that have the same principle of the fair and can be integrated with traditional tools. The marketplaces are important above all because they allow to be more identifiable in a foreign market, create brand visibility and generate traffic to the website.

Marketplaces, fairs and virtual events allow you to create your own profile within the platform, a corporate showcase with the description of the products and services offered, photos and company videos, etc.

In addition to attracting customers to their showcase, it is necessary to have a proactive approach to contact tracing, just like in a traditional fair. When you find contacts, you can manage them both via the platform and via email. In the second option, you need to create a **custom mail marketing campaign.**

Due to the COVID-19 emergency and the restrictions on international travel, trade fairs and events are increasingly organised virtually.

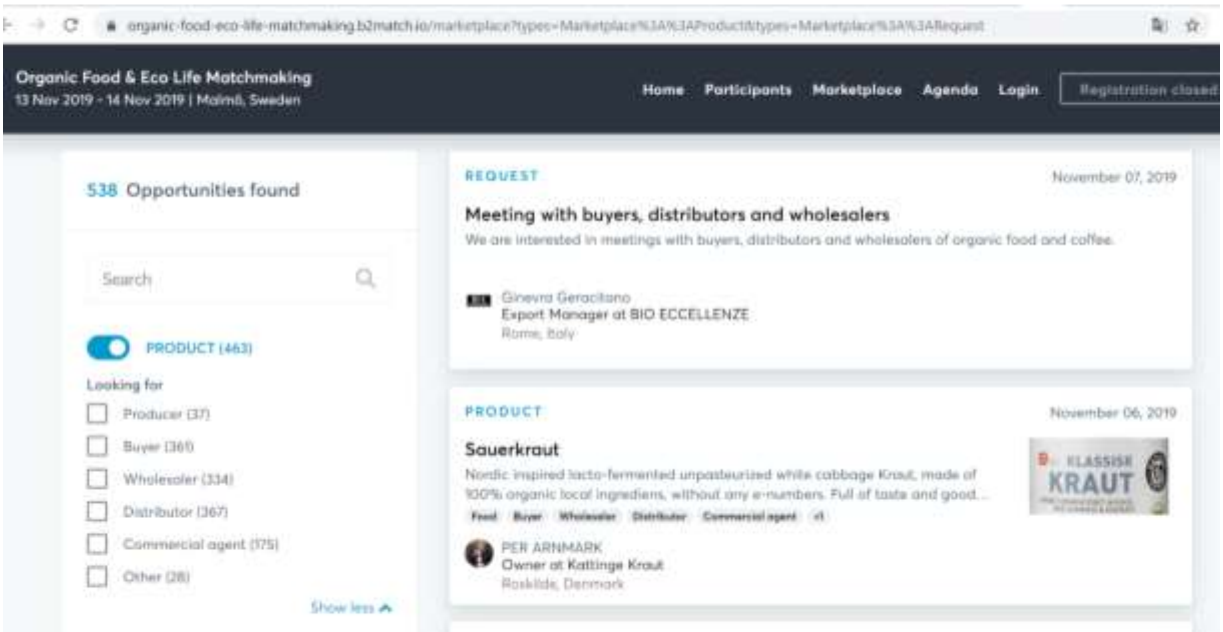
Virtual events are realised through ad hoc platforms where the company can search for potential partners and plan and organise meetings via conference call.

Some examples of platforms used to organise virtual events are:

— B2match platform | https://www.b2match.com/

PLAT4FOOD

Elaborated by

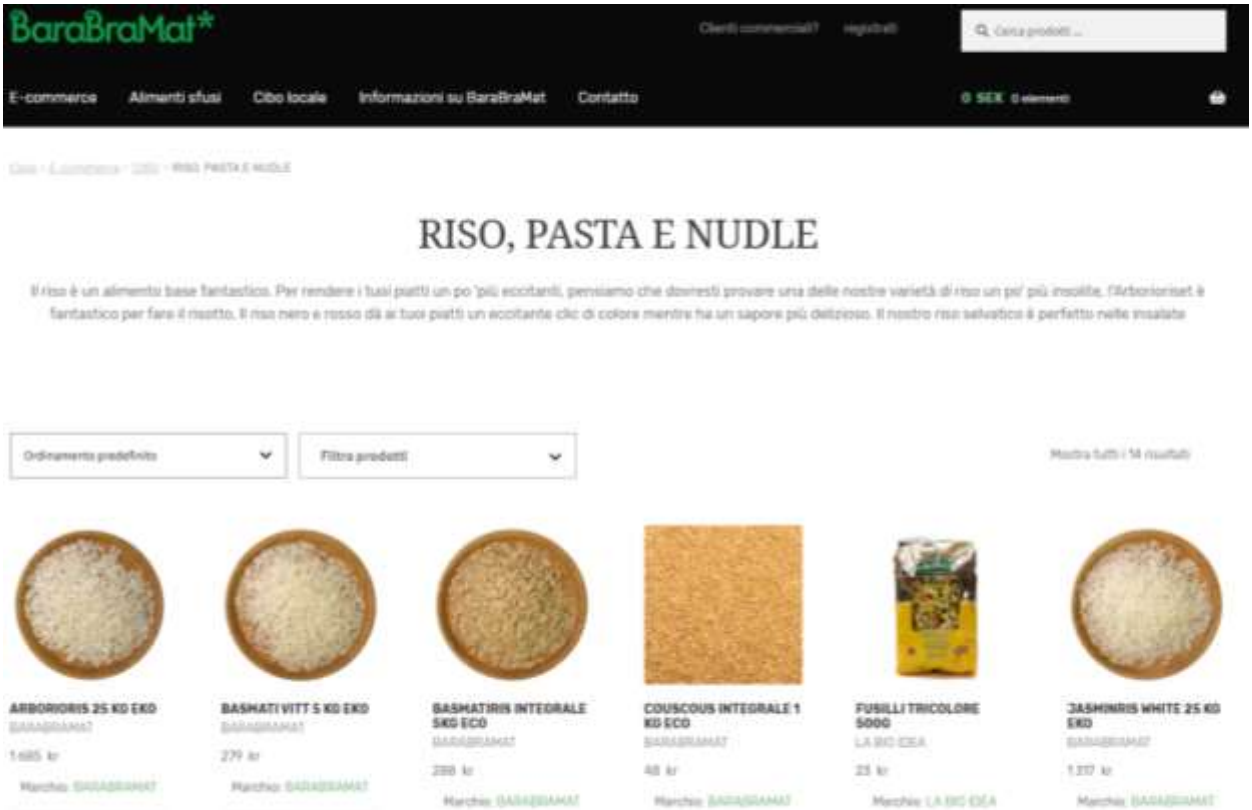


— Hyperfair platform | https://www.hyperfair.com/

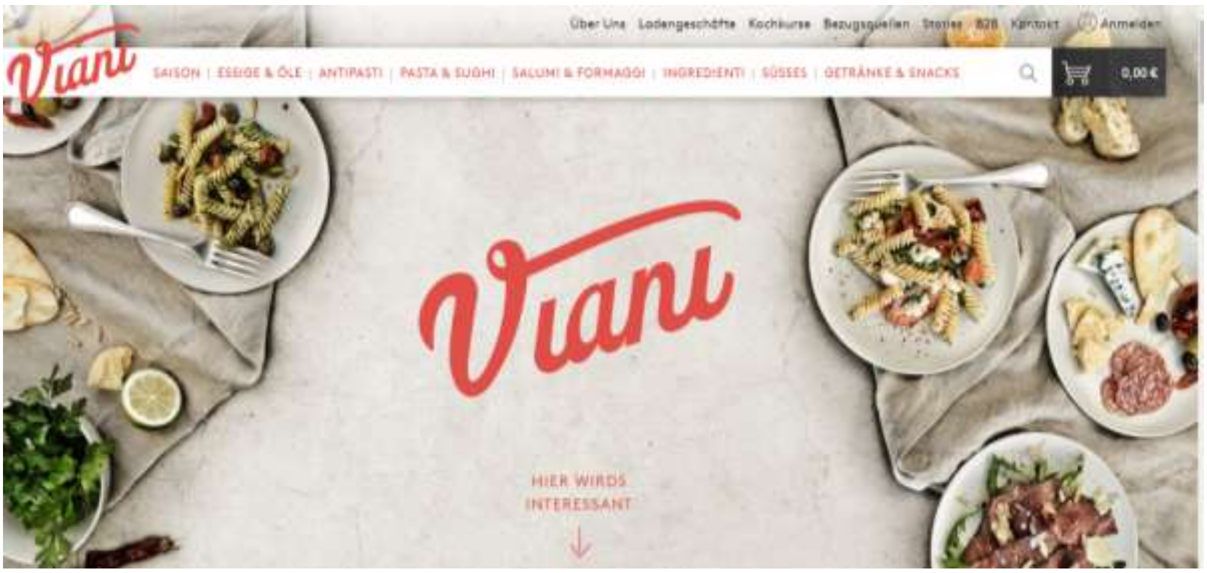
— Platform “Fiera365” | https://www.fiera365.it/ | edited by ICE Agency

Below are some examples of specialised marketplaces in the agri-food sector B2B with focus Nordic countries and Germany

a) MARKETPLACE BARABRAMAT |Swedish shop with e-commerce of organic products |https://www.barabramat.se/



B) MARKETPLACE **VIANI** | German marketplace B2B and B2C | https://www.viani.de/de |



Below are some examples of food and wine fairs.

ANUGA

Two-year reference fair for the Food&bevarages sector

Date: 9-13 October 2021, Cologne, Germany

Link to the website: https://www.anuga.com/

NORDIC ORGANIC FOOD FAIR

Annual fair of Nordic countries for the organic agri-food sector

Date: 17-18 November 2021, Malmö, Sweden

Link to the website: https://www.nordicorganicexpo.com/

IGEHO

Two-year reference fair for distribution in the sector

Date: 20-24 November 2021, Basel, Switzerland

Link to the website: https://www.igeho.ch/

9.4 Communicating in foreign countries with digital tools

9.4.1. DIGITAL TOOLS TO FIND THE TARGET AUDIENCE (SOCIAL MEDIA MARKETING AND ONLINE ADVERTISING)

The company can use digital tools both to be found by target customers but also to search and find the target audience.

Social media makes it possible to find potential customers by targeting the online audience. The profile of the ideal online customer must be identified. The representation of the target audience can be easier for some sectors while more complex for others.

Once the target has been identified and described, it can be attached to several paid instruments, including

a) FACEBOOK via **FACEBOOK Adv**

B**)** LINKEDIN via **LinkedIn Adv and Sales Navigator**

Sponsored campaigns can also help in identifying target user profiles. Here are some practical examples:

- ☑ Facebook and LinkedIn give the possibility to create sponsored campaigns to an already existing contact database, thanks to the export of contacts via CSV files to platforms.
- ☑ Facebook can optimise the audience through the filter — optimisation of the public “similar public 1 %”, i.e. Facebook expands the target audience of a campaign to people more similar to those you already know

(people you already know through the export of the contact database). In this way, Facebook identifies the most similar people to the existing contacts database and will also show the advertising campaign to this audience.

☑ Facebook gives the opportunity to create advertising campaigns aimed at "who has visited your site in the last 365 days". It is an important filter because it allows you to reach users who have already visited the company site and who are therefore potentially interested. To activate this feature you need to activate Facebook tracking pixels and can be inserted via the Google Tag Manager. Below is the link for insights https://marketingplatform.google.com/intl/it/about/tag-manager/

FACEBOOK TO FIND NEW CONTACTS

Facebook is a social media that can also be exploited for the B2B sector and has several features that can be used for export purposes.

☑ Create a facebook page for each country. It is an ideal solution for a medium-sized company already present in different foreign markets. This solution allows you to diversify the content of the posts according to the different culture but also in case the company sells completely different products for each state in which it is present. Having a dedicated page allows not to confuse the customer or potential customer with products/services of which he would not find trace on its territory. It is not suitable for a small reality as it involves the commitment of dedicated staff and resources for each page.

FACEBOOK ADV

☑ Creating Sponsored Posts in Multilingual. Facebook gives companies the opportunity to create a single post in multiple languages and show each audience the post with the language "selected" for him. This functionality allows you to reach a wider international audience with limited commitment from the dedicated staff.

☑ Geolocation of your posts. It is possible to make your posts visible only and exclusively to fans of the page of interest, so as to make the page more attractive and more focused on a specific market. It can be suitable for corporate pages that have a good number of foreign fans but not yet so large as to open another Facebook page.

LINKEDIN TO FIND NEW CONTACTS

LinkedIn has the main purpose of connecting professionals and companies in a network logic and is particularly suitable for the B2B sector. The company can take advantage of this social for various communication, promotion and commercial actions.

☑ The company can create its own company page "showcase" in which it can present the company reality and the products and services offered. LinkedIn gives you the opportunity to translate your profile into 5 different languages and thus have international visibility.

☑ In the social media there are sectoral **interest groups** or market segments to which companies can subscribe and stay updated on specific topics, trends, reshare blog articles but also find new contacts and add them to their network.

LINKEDIN ADV

The company can make itself known in new markets and attract new customers through the creation of sponsored advertising content. LinkedIn offers the possibility to create targeted, targeted paid ads for a specific audience.

Sponsored campaigns are ideal especially for B2B audiences as it is possible to filter the audience you want to reach on the basis of demographic and professional characteristics, areas of interest, content that they share but also according to the size and type of company.

The cost of sponsored campaigns on LinkedIn is higher than Facebook but reach a more targeted and quality audience.

Based on the objective that the company wants to pursue online, there are different types of ads:

- ☑ **Sponsored content**: Articles, company page posts containing images, text and links. This content will appear in the platform's "home" feed and can be posts already posted on the company page or content created ad hoc for sponsorship.
- ☑ **Text adverts**: short advertisements — mostly textual or with an image — posted on the right sidebar of the LinkedIn feed or in the section "Persons You May Know".
- ☑ **In-Mail Messages**: they are sponsored via the LinkedIn mailbox. These ads cannot be sent from a company page but must come from a personal profile, so that the "potential customer" has the impression of speaking directly with the company's staff. In-mail messages are a more direct and personal approach. The cost is sent, not per click or per view.

Sales NAVIGATOR https://www.linkedin.com/sales/

It is a paid function of LinkedIn that allows you to find and connect to potential customers and business partners, even abroad.

It is necessary to define the basic settings**https://www.linkedin.com/sales/settings ,** i.e. the search filters according to the target customer you want to reach:

- Geography
- Business sector
- Company size
- Function
- Seniority
- Method of receiving notification

The search logic on LinkedIn is focused on the person, starting from the search of the person to reach the company of interest.

In addition to selecting the right people and company, the Sales Navigator highlights the contact points you have with the identified people. These contact points can be used as an approach tool to start a conversation with identified people.

The company can decide whether to connect to the identified contacts and show its professional links to the LinkedIn audience or not, this will depend on the company's policy and strategy.

On the other hand, the company can search for its competitors in the platform and see what are professional links, collaborations, etc.

9.4.2. DIGITAL TOOLS TO COMMUNICATE WITH THE TARGET AUDIENCE — MAIL MARKETING AND CONTENT MARKETING

MAIL MARKETING

The company can decide whether to send mail for commercial purposes (DEM Direct Email Marketing) or non-commercial (newsletter).

DEM — Direct Email Marketing - is email-based marketing to individually reach acquired or potential customers. The DEM activities have a commercial purpose, in particular to increase the sales of a given product or service through promotional messages, to which a call to action is combined, i.e. an invitation to take an action such as buying a product or service, obtaining a discount or a special offer. The company must pay attention to the GDPR Privacy Policy, i.e. to send promotional messages by e-mail to the recipients who have allowed the sending of promotional emails.

Newsletter with non-commercial purpose — users sign up spontaneously accepting to receive periodically information and news about the brand or its products, this activity is fundamental to the achievement of an important goal, namely customer loyalty.

THE FIRST CONTACT EMAIL — COMMERCIAL PROPOSAL

Once contacts have been identified, e.g. via marketplaces, virtual events or searches via LinkedIn — Sales Navigator –, etc. the Company can reach these contacts through a mail marketing strategy.

Email marketing allows you to realise strategies to personalise the audience or create customised and targeted content according to the audience you want to reach and change the recipient according to age, gender, geolocation and interests.

A first contact email must be visible, clear, not too long and at the same time set well graphically. Before writing the message it is necessary to focus on who will receive it.

- ☑ The sender must be clear — there must be the name of the company, the person or office from which the message arrives
- ☑ The subject of the email must be short and relevant to the text. It is the first thing that you see in the mail and the recipient already from the object can understand whether the mail is interesting or not.
- ☑ The text must be as short and schematic as possible so as not to bore the reader, divided into a maximum of 3-4 paragraphs: short presentation of the Company, list of products that you want to propose, and paragraph where there are all the contacts of the Company, the link to the website and other references.
- ☑ Do not send attachments as emails with attachments will most likely go into spam. Moreover, the openings of the document are not measurable, they are heavy to transmit and receive. Instead, it is preferable to insert a link to the website that refer to the page of the reference product or a link to download the file (e.g. link to the cloud to share the document).

THE NEWSLETTER FOR CUSTOMER LOYALTY

The newsletter is an important tool to keep contacts alive, loyalty and solicit interest. The company can encourage subscription to the newsletter through its website and social media, creating a clearly visible section in which visitors are invited to subscribe to the newsletter or through the creation of landing pages.

A practical example to attract buyers to subscribe to the newsletter is to give them the opportunity to download the catalogue and/or the price list following the subscription.

It is necessary to carry out a personalisation campaign also with existing contacts in order to make the sender feel "unique".

A first profiling among subscribers to the newsletter is certainly "existing customers" and "potential customers", so that we can create personalised message content, for example content with informational and commercial purposes.

The mail marketing tool can be used to evaluate the receptivity of a territory in relation to its offer.

Mail marketing platforms offer the possibility to collect data and information about the recipients of the message that the company can analyse. Generally, the company can obtain information on the following user reactions:

- Delivery Dates — how many emails have actually been delivered
- Open Rate — how many emails have been opened
- Click Through Rate — how many clicks have been made
- Convertion Rate — how many actions have been completed
- How many forwards or deletions from the mailing list have been made.

These results can be analysed and used to further improve communication.

WHAT TO COMMUNICATE WITH DIGITAL TOOLS

Below are some examples of content that can be communicated through the main digital communication channels. For example, through social media, mail marketing, online advertising and in the "news" section of the website.

☒ Company News: new products/services for sale, new realisations and collaborations, infographics that tell in a simple and captivating way the business processes, company presentation videos highlighting the company's strengths, information on production and business organisation, etc.

☒ Sector insights: journalistic articles, statistical data, sharing of blog articles or industry groups

☒ Events: exhibitions, tasting events, presence as sponsors at events open to the public, events at cultural events or exhibitions

☒ Job vacancies: in particular on LinkedIn (social born for job supply and demand), new collaborations born, etc.

☒ Sharing positive reviews, press reports and testimonials, awards and awards obtained

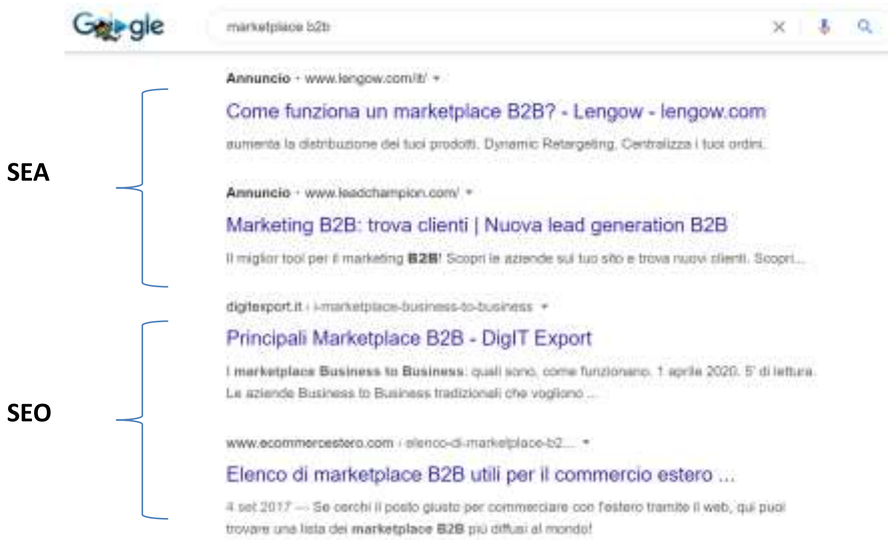
☒ Any promotional and commercial initiatives (in particular via email or advertising for the public "potential customers")

KEYWORDS AND OPTIMISATION FOR SEARCH ENGINES

SEM (Search Engine Marketing) refers to all web marketing activities aimed at improving organic indexation (SEO -Search Engine Optimisation) and Paid (SEA) of search engine websites (Search Engine).

The SEO strategy takes a lot of time and resources to try to position itself among the top places of search engines. SEO is especially suitable for those who have an e-commerce while it is generally not recommended for companies interested in entering a new market, especially if the market is B2B and the main goal is to make a new brand known. In this case it is preferable to use other tools such as social media and online advertising.

SEA strategy aims to create sponsored listings on search engines and can be a useful tool to make yourself known in a new market.



Both strategies work if the keywords that best represent the company's product category are well identified.

The most suitable keywords can be found in several ways, including:

- ✓ Select keywords in language, for example using the Google Keywords tool
- ✓ Analysis of local sites to better understand the keywords used, for example I analyse the sites of German competitors and extrapolate the keywords that interest me. It is advisable to ask for support from a native speaker who can help you understand what are the most relevant words.
- ✓ Ask local buyers for a reading of the keyword selection made.

In the B2B sector, technical and highly targeted research is generally carried out and is usually done in English. It is recommended to use specific and long keywords, e.g. composed of 4-5 words (long tail).

9.4.3 MEETING AND VIDEO CONFERENCING TOOLS

The Coronavirus emergency has widely spread the use of virtual tools to organise conferences and early remote meetings. These tools allow you to stay in touch with colleagues, customers but also with potential buyers, etc.

The main tools for computers and smartphones are:

GOOGLE MEET

It is the tool to organise video conferencing via your Google account. There are two versions:

1) Google Hangouts, i.e. the free version of Google where you can organise meeting up to 25 people. In this version you can not chat via the app and record the screen.

2) Google Meet, the professional and paid version for users who have purchased the G Suite service.

There are three subscription plans that differ in the features they have. It starts from the **Basic plan**that costs about EUR 5 per month per single user created and which includes corporate email with custom domain, access to Google tools such as Drive, Sheets, Modules, Presentations, access to Hangouts Chat and Hangouts Meets.

Since 1 October 2020, there have been three changes on Google Basic features:

— participants per meeting may be up to a maximum of 100 (no more than 250);

— it is not possible to record meetings;

— it is not possible to broadcast meetings in Live Streaming.

The **Business plan**, which costs about EUR 10 per month, also gives access to unlimited cloud space, allows to bring the number of participants to 150; with the **Enterprises plan,** at a cost of EUR 23 per month, up to 250 people can attend a video conference at the same time.

Below are the three G Suite subscription plans updated on 1 October 2020.

FILTRA Meet	Basic	Business	Enterprise
Meet	✓	✓	✓
Numero massimo di partecipanti	100	150	250
App native per Android e iOS	✓	✓	✓
Presentazioni	✓	✓	✓
Partecipanti esterni	✓	✓	✓
Chromebox per videoconferenze [hardware Meet]	È necessaria una licenza aggiuntiva	È necessaria una licenza aggiuntiva	È necessaria una licenza aggiuntiva
Registra le riunioni e salvale su Drive			✓
Connessione tramite chiamata a un numero statunitense	✓	✓	✓
Connessione tramite chiamata a un numero internazionale	✓	✓	✓
Spettatori nel dominio per live streaming			100
La sicurezza prima di tutto			
Sicurezza avanzata	✓	✓	✓

MICROSOFT'S SKYPE

The Business version of Skype offers several features that allow you to organise meetings with multiple participants. The free version allows you to connect up to 50 participants per meeting. While the Skype for Business Online version is replaced by Microsoft Teams that allows based on the purchased Office 365 package to create meetings up to 250 attendees and online events up to 10,000 people. Prices start at about EUR 4.

ZOOM

This tool can be downloaded from both computers and smartphones and you can start a meeting by creating your own free account and creating a virtual room to invite attendees. Participants will be invited by clicking "Host a Meeting" and the contacts can participate by clicking on the link received. There are 4 subscription plans:

— **Basic** plan — free plan with which you can invite up to 100 participants and with a maximum duration of 40 minutes per meeting.

— **Pro plan** — from the cost of EUR 13.99 per month per single account. Cancel meeting time and guarantee 1 GB for cloud recordings.

— **Business plan** — from the cost of EUR 18.99 per month with minimum purchase of 10 accounts. It can connect up to 300 people and includes automatic conference transcription.

— **Enterprise plan** — from the cost of EUR 18.99 per month with minimum purchase of 50 accounts. The maximum number of participants is 500 and provides unlimited cloud space for recordings.

SECTION D: ALTERNATIVE SOLUTIONS

10. Export project for a group of industry companies

10.1 Export project for a group of industry companies

The aggregation approach offers significant opportunities for companies that express concrete interest in commercial development in new foreign markets: the division of the necessary investments between several partners significantly reduces the associated risks for the individual company, especially small ones, and allows the necessary resources to be available to carry out the activities.

The fashion and green-fashion sector in particular, with its peculiarities and identities, numerous and complementary, certainly proves suitable for projects that tend to **aggregate more companies with a view to "making system"** and **presenting themselves in a competitive way on international markets**.

For example, a group of companies can:

- ☑ share a strategy for promoting and developing trade in foreign markets;
- ☑ enhancing the principles of sustainability and ethical and social production;
- ☑ benefit from the value of Made in Italy worldwide;
- ☑ promote (mutually) the spread of different brands and products;
- ☑ coordinate common promotional and commercial initiatives containing expenditure (e.g. sectoral magazines, corners, etc.);
- ☑ sharing relevant information and experience;
- ☑ use of joint consultants.

Companies intending to "make system" can choose two ways for aggregation:

- ☑ **"non-formalised" group** of companies collaborating for the organisation and implementation of specific and targeted commercial development actions of common interest;
- ☑ **network of formalised enterprises**, which operates in accordance with the provisions of the legislation in force.

In both cases, micro and small enterprises have tools that allow them to increase their competitiveness through forms of collaboration with other companies, while maintaining their legal subjectivity and preserving operational autonomy and specialisation.

Non-formalised group of holdings

In the case of a non-formalised group, companies cooperate in the context**of joint development actions abroad**, for example in exploratory activities of new markets, missions abroad or for joint participation in international trade fairs.

One can therefore think of a group of **companies** in the food and wine sector which are **not competing** with each other and characterised by the **same distribution channel**. The**common objective** is that of commercial development on the same target foreign market through the promotion and sale of the products of each company.

In this case, the joint commercial development programme on a new foreign market may include the following steps common to the group of enterprises, to be carried out over a period of at least 6-9 months:

- ☑ identification of an **expert** well included in the distribution channel of the target foreign market, able to follow the group of companies for the promotion and sale of products;

- ☑ **analysis of the local market** in order to identify the most suitable commercial channels for products and companies, to analyse applied prices and discounts, packaging, promotional means, etc.;
- ☑ visits to **trade fairs in** the country, possibly also national fairs in smaller cities to assess the local market and the existing offer;
- ☑ preparation of **information material** in local language and of the website in local language for the promotion of the overall commercial offer of the group of companies, if any common brand;
- ☑ identification and selection of more **suitable potential buyers** between importers, distributors, Ho.Re.Ca. channel, GDO, etc.;
- ☑ launch of **direct contacts** for the presentation of the products and the commercial offer of the various companies, for the sending of samples, etc.;
- ☑ evaluation and organisation of specific **promotional actions** to ensure broad visibility to the group of companies and products (sector magazines, social media, etc.);
- ☑ carrying out **entrepreneurial missions** in the foreign country of companies, including in groups, for the necessary commercial insights, visits, etc.

As an example, please refer to the experience of the LOOK-EU-NET project (http://www.projects-informest.eu/look-eu-net/), supported by the European Union, which has led to the creation of 10 networks of companies not formalised in different production sectors including agri-food, furniture design, personal care, mechanics.

Network contract

On the other hand, as regards the formalised business network, it is necessary to provide for a real **contract** between two or more undertakings, i.e. a **legal instrument** allowing the parties involved to increase their mutual innovative capacity and competitiveness on the market.

To this end, companies undertake, on the basis of a joint network programme, to cooperate in predetermined forms and fields relating to the operation of their own undertakings or to exchange information or services of an industrial, commercial, technical or technological nature, or to carry out jointly one or more activities falling within the subject-matter of their undertaking.

There are groupings of type "verticaland" led by a leading company that aims to strengthen relations with its suppliers to make them more efficient (e.g. sharing the same quality system or the ICT system) and "horizontal networks" between companies that realise different but complementary components/work that come together to enrich their offer to the final customer, or to develop a common brand and internationalise in certain areas or develop joint research projects.

The tools to formalise this collaboration are of two types:

•**network-contract**: contract concluded between undertakings to share one or more objectives and a joint programme, but without giving rise to an independent legal entity distinct from the contracting undertakings. The contract may also have a common capital fund and a common body. It is subject to registration in the Companies Register in the position of each participating undertaking;

•**network-subject**: contract concluded between companies, with a capital fund and a common body, which acquires independent legal entities by registering in the ordinary section of the Companies Register in whose constituency the head office is established.

The network contract has a series of **advantages,** including **sharing know-how**, **business development strategies, improving business performance** with other businesses, even if geographically distant. The contract may provide for:

☑ a common capital fund;

☑ a joint body responsible for managing, in the name and on behalf of the participants, the performance of the contract or of individual parts or stages thereof.

The network contract must include a programme consisting of:

☑ rights and obligations of each participant;

☑ how to achieve the common purpose;

☑ in the case of a common capital fund,measure and assessment criteria for initial and subsequent contributions, and management rules.

In the case of a network contract aimed at increasing competitiveness in the markets, the planned network activities may be:

☑ **joint initiatives** for the entry or management of one or more foreign markets;

☑ **joint marketing or marketing initiatives**;

☑ creation and management of a common **brand**;

☑ exchange**of** commercial information;

☑ **market** research and/or acquisition of information for marketing.

Among the advantages for the company and provided for within the business networks, there are **tax advantages in the form of the suspension of tax** on operating profits intended for the joint programme or the capital fund for carrying out the investments provided for in the network programme. In other words, the profits set aside and the related reserve do not contribute to determining the taxable income of the undertaking participating in the network.

In addition, local authorities increasingly provide support for business combinations, promoting specific appropriations in the form of calls for proposals and programmes (www.retipmi.it, www.retimpresa.it).

SECTION E: BUYER PROFILE EXAMPLES

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Elaborated by

BUYER AND DISTRIBUTORS AGROFOOD SECTORS

Company Name	Website Address	Country	Cetegory of Buyer
SWEDEN - 10			
B & S Foods Ab	www.bsfoods.se	SE	Importer and wholesaler
Canned Foods Sweden Ab	http://cannedfoods.se/?fbclid=IwAR3Uj	SE	importer
Saltå Kvarn Ab	www.saltakvarn.se	SE	retailer
Piwa Food Ab.	www.piwafood.se	SE	importer
Peters Mat & Vinhandel	www.petersmatovin.se	SE	importer
Mini Ellada Ab.	www.minella.se	SE	importer
Gourmet Food Ab	www.gourmetfood.se	SE	Importer and wholesaler
Gourmetgruppen Ab. (Paul och Thom)	https://www.paulochthom.se	SE	Importer and wholesaler
Gastronomi Leverantören Ab	www.gastronomileverantoren.se	SE	importer
NORWAY			
Haugen-gruppen Nordic As	www.haugen-gruppen.com	NO	
Oluf Lorentzen As	www.oluf.no	NO	importer
Sagro As	www.sagro.no	NO	Importer and wholesaler
Weibel As	www.weibel-engros.no	NO	
BM Food AS.	www.bm-food.no	NO	importer
Gourmet Produkter	www.gourmetprodukter.no	NO	importer
DENMARK 3-4			
Carl B. Feldthusen A/s	www.feldthusen.com	DK	
Greens Engros Aps	www.greensengros.dk	DK	
Geia Food A/s.	www.geiafood.com	DK	
Allergikost AS	www.allergikost.com	DK	
GERMANY - 3-4			
GUSTOSO AG	https://www.gustoso.ch/sortiment-spe:	GER CH	Distributor
PISTOR AG	https://www.pistor.ch/de	GER	Distributor
nur Gutes	http://www.nurgutes.de	GER	Distributor
POLAND 3-4			
BIO FAMILY	https://biofamily24.pl/	POL	
PWE Trade Sp. z o.o.		POL	Distributor
Sloneczne Smaki	http://www.italiacaffe.pl	POL	Distributor
TRIADA	http://triadaaugusto.pl/	POL	Distributor

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MARKETPLACES AGROFOOD SECTOR:

MARKETPLACES & CONTRACT	CHARACTERISTICS
AGRI MARKETPLACE	https://agrimp.com/ B2B Europe, Asia, South America
EMERGE	https://www.emerge.biz/en B2B Global
AGRELMA	https://www.agrelma.com/ B2B Global
FOODUCER	https://fooducer.com/ B2B Nordic Countries
BRAVO ITALY GOURMET	Home — Bravo Italy Gourmet B2B Gulf countries, mainly Saudi Arabia, Kuwait, Oman, UAE