

America's Favorite Brands



ANTITRUST Statement

The Board of Directors, Committees and Sub-Committees of the USA Food Export Group (“Group”) meet to discuss information that enables the Group to fulfill its mission to be the foremost trade association representing the food, beverage and other consumer goods industry in the United States. The Group is committed to the growth and well-being of the industry through its role as:

1. A pro-active advocate for the industry to strengthen our ability to export
2. The recognized spokesperson on behalf of the food, beverage and other consumer goods industry to the government, media, trade and general public.
3. An educator for our members and consumers.
4. A forum for interaction that addresses the key issues confronting the global food, beverage and other consumer goods industry.

Group meetings may and should be occasions where members and representatives:

1. Discuss how the Group can best carry-out its mission
2. Plan and develop programs to meet member needs
3. Review scientific and technical information about Global issues to assure that all Group communications are based on sound scientific investigation. Or Review regulatory changes on Global issues to assure that all Group communications are based on sound investigation
4. Support and promote research and education programs that lead to the betterment of the food, beverage and other consume goods industry.

Group meetings **cannot** be used to:

1. Discuss prices, pricing policies, or any marketing policy with an indirect effect on pricing.
2. Confer about division or allocation of sales territories or customers.
3. Establish blacklists or boycotts of suppliers, purchasers or competitors.
4. Coerce members to implement particular programs or policies.
5. Resolve problems particular to a single member or a small, select group of members.

Do anything that creates a conflict of interest, or the appearance of a conflict of interest.

Do not discuss competitive matters with competitors at any time or engage with competitors in other conduct that may violate antitrust and competition laws.





Export Solutions

Distributor Identification Experts

Winter 2025 | Volume 17 Issue 1

Export Express

Insights to Accelerate International Expansion



Our Mission: Help Manufacturers “Spend time **Selling** to Distributors versus **Searching** for Distributors”

Looking for New Distributors?

How about 9,900? Export Solutions distributor database has helped 3,000 brand owners in 16 years accelerate the process of finding qualified distributors. Our database covers an average of 90 distributors per country of supermarket type products for 96 countries. Search by country, category, brand name, or country of origin. Experts for Europe, Middle East, Latin America, and Asia with complete regional coverage. “Spend time *selling* to distributors versus *searching* for distributors.”

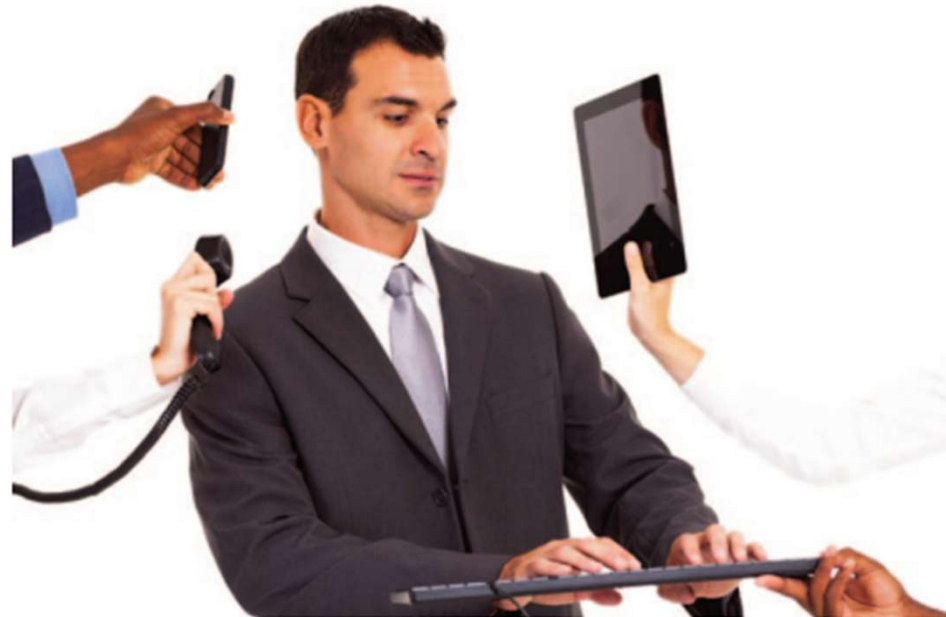
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How to ~~Thrive~~ Survive 2025



Global outlook is cautious for 2025, balancing post-covid recovery bumps in Asia and the Americas with dark tariff clouds threatening to rain on our

treatment across countries and customers. Winners will focus limited resources on high potential “Big Bet” countries, channels, and customers capable of



Fast Start 2025

New year, tougher challenges as we anticipate a volatile 2025. Business is stable, but there are few dependable growth engines to offset the inevitable crisis or collapse somewhere. Currency FX appears as a major concern due to a strengthening US dollar. Consider Export Solutions ideas for a Fast Start 2025.



1. Front-Load the First Half

Is it possible to shift marketing and promotion programs to the first part of the year? Consider increasing first quarter shipments to delay impact of possible tariff wars and currency fluctuation.

2. Web Meeting with Every Distributor CEO

Check in for his view on his country and the overall market. Understand his likely conservative view on total shipment performance. Reinforce the two key initiatives that must succeed for you to achieve your mutual budget. Confirm plans to visit or invite him to your headquarters.

3. Review Value Chains

Is the price right? Historic pricing models are no longer valid. Price increases, FX fluctuation, and retailer margin grabs may result in your brand at a super-premium price relative to local competition. Validate pricing through retailer web shops and distributor supplied reports. Brand pricing effects your consumer image every day.

4. New Distributor Transition or Country Launch Routinely Require 6 Months to One Year.

ices

in Class
96 Countries

2025 Winning Strategies

| | |
|-----------------|---|
| Geographic | <ul style="list-style-type: none">• Segment Countries: Strategic, Priority, Opportunistic• Big Bet: Choose Focus Country• Accelerate USA Development for Overseas Brands |
| Sales Execution | <ul style="list-style-type: none">• Channel Specific Sales Plans• Over Deliver at Upscale Supermarket Chains• In-Store Visibility: Is This Store a 10?• Listing Maps – Every Country |
| Team | <ul style="list-style-type: none">• Upgrade Underperforming Distributors• People Power: Shift Resources to New Business Development• Appoint “fractional” Country Managers |

April 9 Webinar -Tackling Tough Countries



Brasil



Colombia

June 16-18 -San Juan Annual Meeting



Puerto Rico Rationale

- ✓ Top market for many members
- ✓ Learn form Local PR member teams
- ✓ Distributor leadership engagement
- ✓ Ability to sync with MIDA Conference
- ✓ Connect, Learn, Share, Grow



Suggested Agenda

| Date/Time | Activity |
|--------------------------|--|
| Monday June 16 | Am Arrival |
| 2:00-4:00 PM | Store Checks with local managers |
| 6:00 PM | Welcome Cocktail/Dinner at Hotel |
| | |
| Tuesday June 17 | Full Day Program USA Food Export Group |
| 4:00 PM | Bacardi Rum Factory Tour/Dinner |
| | |
| Wednesday June 18 | Morning program including Local distributors |
| | Our Event closes with Lunch |
| | |
| Thursday June 19 | Mida begins |

Select Your Distributor.....

Do Not Let your Distributor Select You



Distributor Search

Tools & Methodology





Distributor Search Guide

Export Express

Insights to Accelerate International Expansion



Our Mission: Help Manufacturers "Spend time **Selling** to Distributors versus **Searching** for Distributors"

Sell to 96 Countries

Looking for new customers and distributors in international markets? Export Solutions' distributor database covers more than 9,700 distributors in 96 countries. Our database features extensive coverage of leading food, confectionery, and beverage distributors. New! Export Solutions' retailer database now tracks 2,950 retailers in 96 countries. Order now at www.exportsolutions.com.

Distributor Search Guide from Export Solutions

Locating a strong local partner to sell your brand is never easy. Export Solutions has worked on more than 300 distributor identification projects in 96 countries. We share every brand owner's frustration on the lack of responsiveness to email and phone inquiries. The reality is that pioneering a new brand today is difficult for the distributor too. As a result, distributors are searching for unique brands, supported by investment in marketing and trade development activities. Your professional first approach to a potential distributor makes a big difference in a creating a positive environment to conduct business.



company than simply providing you the lists of distributors for each country or category. Export Solutions' goal is to share strategies, ideas, and best practices that have helped other brands succeed in building export sales. Ultimately, the potential of your brand must attract the distributor. Our Distributor Search Guide helps enhance your "Export Readiness" to target the right type of distributor to build your brand.

The objective of this guide is to share practical tips for international distributor identification projects. Export Solutions desires to add more value to your

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Select Your Distributors, Do Not Let Your Distributors Select You!

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Export Solutions Celebrates 16 Years!

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Greg's Guidance: Distributor Assessment Criteria

- ✓ History of Success pioneering other international brands
- ✓ Strong retail presence for current brands handled



Distributor Search Challenge



- Some distributors are too big...
- Other distributors are too small!

Exporter Classification*

| Type | Description | Export Profile |
|------|--------------------------|--|
| 10 | Multinational | Strong market share everywhere across multiple categories. |
| 9 | Global | Multinational. Mix of leading countries and niche participation. |
| 8 | Category Champion | One core mass category. Strong performance globally. |
| 7 | Icon | Well known, niche leader. Global availability. Example: Tabasco. |
| 6 | Regional Leader | Strong share across one continent/region. Mixed export success. |
| 5 | National Hero | National treasure, #1 brand. Exports to homesick expats, tourists. |
| 4 | Player | Respectable share in home country. Opportunistic exports. |
| 3 | Participant | "Me too" product. Opportunistic exports. "Trader" / private label. |
| 2 | Challenger | Innovator. Some listings in home country. New to export. |
| 1 | Start-up | Trying to get traction in home country. Export "dreamer." |

*Export Solutions' classification system

Distributor Classification*

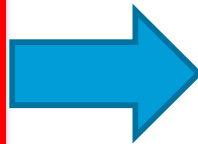
| Stars | Title | Description | Prime Prospects |
|-------|-------------|---|--|
| ★★★★★ | Champion | Massive distributor. Handles multinational / #1 brands across many categories. | Brand leaders. \$\$\$ marketing budgets. Exporter types: 6-10 |
| ★★★★ | Captain | Category Captain. Handles leading brands in one segment. | Category innovators/leaders. \$\$ marketing budgets. Exporter types: 5-9 |
| ★★★ | Player | Mid-size distributor. Handles #2/3 brands or niche leaders across many categories. | Differentiated, premium brands. \$-\$\$ marketing budgets. Exporter types: 4-7 |
| ★★ | Participant | Respected local. Diversified product portfolio. Results equal to investment. | Flexible, challenger brands. \$ marketing budget. Exporter types: 2-4 |
| ★ | Pioneer | Small distributor. Entrepreneurial, open to innovative new companies. | Start-up brands. "Pay as you go" marketing. Exporter types: 1-3 |

*Export Solutions' classification system

Find the Right Fit

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10 Step Distributor Search Process

1. Determine Brand Ambition for Country

Will your brand be a category leader, player, or niche participant?

2. Establish Distributor Selection Criteria

Big brand distributor, category specialist, or smaller entrepreneur?

3. Create a Pool of Candidates

Export Solutions' database tracks 9,700 distributors in 96 countries.

4. Determine Candidate's Preliminary Interest Level

Send introductory email, followed by phone call within 48 hours.

5. Introductory Web Interview

One hour meeting to share credentials and confirm interest.

6. Local Interview at Distributor's Office

4-6 weeks lead time. 2 hour meetings. Send advance agenda and samples.

7. Independent Store Checks

Provides category insights and real distributor performance for current brands handled.



8. Interview Preparation: Scorecard, Samples, Your Presentation, Key Questions

Export Solutions' templates: Assessment Scorecard & Ten Questions for Every Interview

9. Distributor Interviews – Target 3 Candidates

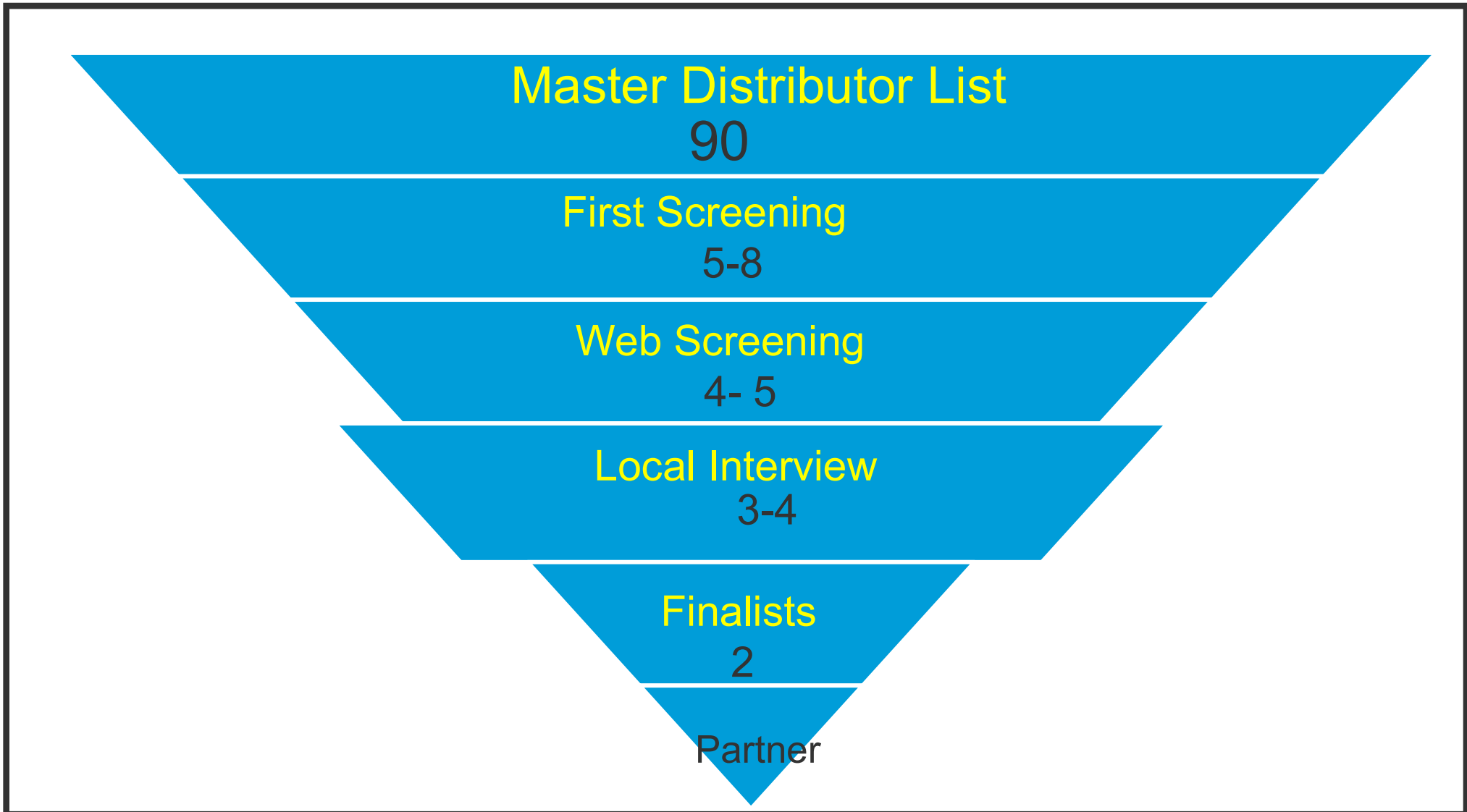
Review capabilities, warehouse and interest in your brand.

10. Cooperation Model

What is the plan? Year one plan, pricing calculation, and timeline.



Candidate Filter Process



Distributor Identification Experts In 96 Countries



Database

Leading research tool with data on distributors and retailers in 96 countries.



Consulting

Distributor search expert for expansion oriented companies.



Insights

Guides, newsletters, and scorecards highlighting export best practices.

Database: 9,900 Distributors – 96 Countries

NEW!

Distributor Search Made Simple



Export Solutions
Distributor Identification Experts

[About](#) [Distributor Database](#) [Talk to An Expert](#)

Search By Country, Category, or Keyword. Keyword may include Brand name or Distributor name. Like what you see? [Click here](#) to purchase current distributor lists for 95 countries.

Continent:

Europe

Country:

Finland

Category:

All Categories
Ambient Beverage Juice Water Energy
Confectionery and Snack
Food Broker
Food Distributors
Gourmet and Specialty Food
Grocery

Keywords:

Print This List

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- Turn on "Print background colors" in your browser
- Print in landscape mode.

67 Listings

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| Location | Company | Website | Category | Specialties/Brands |
|----------|---------|--|---|--|
| Finland | Admico | www.admico.fi | Gourmet and Specialty Food | Gourmet /FineFood:Fiddes Payne/Jamie Oliver |
| Finland | Aduki | www.aduki.fi | Natural Food and Personal Care | Natural and Organic Food Specialists |
| Finland | Alfmix | www.alfmix.fi | Grocery, Italian Food and Beverage, Confectionery and Snack | Confectionery: Bertolli, Chuch & Dwight, Danecake, Guylian, Energizer, Fascini, Poco Loco, Toms, Rocky Mountain, Interfood |

Export Distributor Data Sheet: _____ (Distributor Name)

| | | | |
|--|--------------------|-------------------|---------------|
| Key Contact: | | Telephone: | |
| Web Site: | | Email: | |
| Annual Sales: | | Total Employees: | |
| Employees, by Function: | | | |
| Key Account Sales | Logistics | Marketing | Merchandising |
| Company Owned Warehouse: | | Yes | No |
| If Yes | Warehouse Size: | Location: | |
| Channel Coverage (percent sales by channel): | | | |
| Supermarket | Convenience | Foodservice | E-commerce |
| Top Five Manufacturer Clients: | | | |
| Company Name | Brands Represented | | Years Service |
| 1 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |
| Manufacturer references: | | | |
| Company Name | Contact Name | Contact Telephone | Contact Email |
| 1 | | | |
| 2 | | | |
| 3 | | | |
| Why are you interested in distributing our brand? | | | |
| | | | |
| Why is your company the best candidate to represent our brand in the market? | | | |



Contacting New Distributor Candidates – Best Practices

Every export manager has performed the time consuming function of reaching out to potential distributor candidates in a new country. The process is usually successful, but requires patience and perseverance. Top distributors are overwhelmed with new representation inquiries. These requests must compete for attention with the hundreds of emails in the distributors inbox from his existing brands. Export Solutions has worked on more than 300 distributor search projects across 96 countries. Below are our Best Practices for contacting new distributors.

Email Plus Phone Call

Email candidates a short, fact based, note. You may receive an immediate response from a few hungry and motivated candidates. More likely scenario is the need for an immediate phone follow-up. Work with the contact's assistant to schedule a phone meeting or ask to speak with the person in charge of "important new business" projects. Periodically, I will also contact a distributor through LinkedIn, as that often routes through a different email address. Lack of response after several attempts means that the distributor is not interested. On the other hand, you must persevere as frequently the boss may be busy or not glued to email like the rest of us.

Avoid Mass Mailing

Distributors recognize an email blast from miles away, guaranteeing a low response rate. Better to send a personal email, mentioning the contact's name, how you found him and your rationale for contact, i.e., "we are looking for a partner with a strong track record building other USA brands." Target distributors which may be a good fit based upon your investment level and brand ambitions. For example, large power distributors prefer brands

What Distributors Want to Know

Distributors want to know who you are: what is the size of your company, brand USP (why are you different?) international success, and plans (investment strategy) for their market. Distributors' mindset is to quickly calculate how much money they can make representing your brand and how tough will it be to sell to their customers!

Market Visit

Distributor response will be improved if you request an introductory meeting at their office. This demonstrates that you are serious about the project and interested in brand building, not just

selling a few containers. Try to visit at least three distributors on your trip, more if it is a large country or you anticipate a "tough sell." Schedule your visit at least 6-8 weeks in advance to guarantee distributor availability.

Distributor Search Guide – Export Solutions

Export Solutions' web site contains a free 84 page *Distributor Search Guide*. This guide is jammed with strategies, ideas, and templates to guide each step of the distributor search process. Export Solutions completes distributor search projects for leading brands worldwide.

Sample Introductory Email

Subject: New Business Opportunity – CerealCo* – USA

Dear Alexander:

CerealCo is a popular cereal brand from the USA. Founded in 1960, 2024 sales will exceed \$300 million dollars. Our point of difference is that CerealCo offers high quality gluten-free and organic cereals popular with many modern consumers. CerealCo exports to 25 countries, including several in Asia.

We are now beginning the process of considering partners for Indonesia. I understand that you have a successful track record building other well known USA grocery brands. Can we arrange an introductory web meeting for Wednesday at 900 am? I am based in Atlanta, Georgia, -12 hours versus Jakarta.

For more information, visit our web site at www.cerealco.com

Kind regards,

Greg Seminara



What Distributors Want to Know ?

Strong distributors are overwhelmed by calls from brand owners looking for new partners. Distributors assess each opportunity carefully, as any new brand must add incremental sales and profits and not distract from priorities from existing brands handled. What is the "size of the prize" for the distributor?

| Assessment Criteria | Facts | Rating (10 = Best) |
|---|-------|--------------------|
| Your company: size /reputation | | |
| Existing business: sales in distributors country? | | |
| If zero "current sales," what is realistic expectation? | | |
| Brand's USP...your point of difference/innovation? | | |
| Size of investment plan: Marketing and Trade? | | |
| Potential distributor revenues? margin? | | |
| How does the product taste? (or perform) | | |
| How attractive/compliant is the packaging? | | |
| Pricing relative to category? | | |
| Brand success story in an adjacent country? | | |
| Competition intensity in category? | | |
| Brand range complexity? Product shelf life? | | |
| Local market research? Syndicated data? | | |
| Will brand invest in marketing and social media? | | |
| Will this be a tough product to launch? | | |
| Can we grow with the brand owner? | | |
| Your brand: core distributor category or adjacency? | | |
| Will the export manager be good to work with? | | |
| Will we be proud /excited to represent this brand? | | |
| What is the "size of the prize?" | | |



Best Practices – Contacting New Distributors

| | Do | Don't |
|--------------------|--|---|
| Email Content | Short introductory email. Company facts plus web link. | Lengthy email with generic claims on "why your brand is the best" |
| Email Delivery | Send on Monday. Distributor has week to review | Send on Friday. Email lost over the weekend. |
| Email Timing | Should arrive to distributor at 2:00 pm his time. After the "morning rush." | 8:00 am/9:00 am emails are reviewed quickly and deleted |
| Phone Contact | Start calling 24 hours after initial email. | Wait a week to call. |
| Attachments | No attachments on first email. Web link only. | Send PowerPoints or pricing on first email |
| Follow-Up | Constantly, if you believe it's a good candidate. | Wait for distributor to contact you |
| In Country Meeting | Best opportunity to review your brand proposition. | Create relationship without market visit. |

Breakthrough – Contacting New Distributors

Strong distributors are inundated with lengthy emails from brands searching for a qualified partner. Distributors check their emails every ten minutes just like the rest of us. Brand owners are frustrated by the lack of response to their generic, mass emails. Export Solutions works on around 35 distributor search projects per year. This requires us to be experts at breaking through the clutter to reach the distributor owner or manager in charge of new business projects.

Breakthrough Techniques

- Call immediately after email. Before 9:00 AM and after 4:00 PM are prime time.
- Receive an introduction from one of distributor's existing suppliers.
- Request your local government trade officer make an introduction.
- Connect with distributor team members through LinkedIn.
- Stimulating subject line: New Business Opportunity – Leading XYZ Brand.
- Try mobile phone, WhatsApp, Skype, or better yet...a FedExed Letter!
- Work through managing director's assistant to facilitate contact.
- Initiate contact through a distributor's junior level team member.
- Hire local to handle contacts: Russia, China, Japan.
- Follow up: use at least 3 of the above tactics.

If no response after 3 days, this signals a clear lack of interest.

Agenda: New Distributor Interview

1. Distributor Capability

History, organizational model, coverage, Companies represented.

2. Category Insights

Distributor observations and analysis of your category? Category sales data? Store check photos? Gaps? Recommendations?

3. Success Story

Request example using a brand of similar size to your brand. Success story could be "Pioneering a New Brand" or "Taking an Existing Brand" to a higher level of sales.

4. Distributor Cost to Serve

General model of financial cost to serve the market. Retailer costs for listing fees, trade promotion plus everyday category margin. Distributor margin estimate and services included in margin.

5. Warehouse Visit

Check companies represented and inventory, by brand, for accurate view.

6. Year 1 Action Plan

If distributor hired, what would be their Year 1 action plan?
Note: More relevant for existing brand looking to grow.



7. Brand Owners:

Company Credentials Presentation

Company History, product portfolio, point of difference.
Share product samples.

8. Brand Owners:

Status/Plans for Country

Brand Ambition for the country.
Current distribution levels and pricing.
Planned investment level.

9. Next Steps

Determine mutual interest level.
Establish timeline, point person for distributor and brand owner.
Prepare category review, year 1 plan, and price calculation model.

10 Questions for Every Distributor Interview

1. Company History

How long have you been in business? Who are the owners?
How many direct, "payrolled" employees do you have?
Approximate annual sales volume?

2. Company Brand Portfolio

What are your top 10 companies/brands represented?
For which channels do you represent each brand?
How long have you represented each brand?
Can you provide senior level references at each "brand owner"?

3. Key Account Buyers

Who is the buyer for our category at the largest retailers
in your market? What other brands do you sell to our buyer?
How frequently do you visit each major customer?

4. New Product Launch Success Story

Provide a recent example of a new brand launch success story.
Key retailer acceptance? Cost of entry? How long did it take?
Key elements of the success strategy?

5. Creative Selling

Provide an example where you took an assigned
marketing/brand support budget and created a successful
local program. How do you measure success?

6. Retail Servicing

How many full time employees do you have visiting retail
stores? Are they located countrywide or just in the capital city?
How do you measure a "good store" in terms of brand presence
versus a "bad store"? Describe your retail reporting system.

7. People

Who would be our point of first contact? Would our contact also
"sell" our brands to major accounts? What other brands is our
contact responsible for? How do we insure that we get our fair
share of attention from your sales force?



8. Business Planning Model

What would your action plan be if we made an agreement to
start with your company? First steps? 90 Day Plan? Reporting?

9. Cost to Serve

How do you model your distributor margin? Range of margin
for our brands? Are you open to promotional spending
split (50/50)?

10. Enthusiasm for our Company

Why is our brand a good match for your company?
Why are you the best partner in the market for our brand?
What commitment are you willing to make?

Export Solutions Distributor Assessment Grid

| Criteria (weighting) | Rating | Evaluation Factors |
|--|--------|---|
| Corporate Credentials 30% | | Size, sales force, logistics, # employees. Reputation (reference check existing brands). National coverage. Multi-channel coverage. |
| Category Expertise 20% | | Sells brands in my category. Shelf space for existing brands. Current brands selling to target retailer. Category analysis and insights. |
| Brand Building 15% | | Ideas to build or launch my brand? Marketing plan, cost, timing. Success stories. |
| Cost to Serve 15% | | Fair, transparent model relative to size of business, brand investment, and work required. |
| Enthusiasm for My Brand 20% | | Advance preparation, CEO involvement. Follow-up on commitments. Alignment with your vision. |
| X Factors: People, Admin., Professionalism, etc. +/- | | CPG/FMCG background for leaders. Efficiency of scheduling meeting. Office environment. Do you enjoy the people? |

Distributor

New Principal Attractiveness Scorecard

Leading distributors are overwhelmed by enquiries from companies looking for a new partner. Export Solutions New Principal Attractiveness Scorecard shares 10 critical factors for distributors to consider.

| Criteria | Comments | Score | Weight |
|--------------------------------------|--|-------|--------|
| Multinational or Regional Challenger | Leaders Bring Prestige, Investment, and Innovation. | | |
| Category Adjacency | Core Category for Distributor: Same Buyers | | |
| Brand Innovation | Unique Selling Point vs. "Me Too" Product | | |
| Investment Model | Full Marketing Support vs. Dead Net Pricing? | | |
| Current Business | Existing Listings/Sales or Pioneer from Zero Sales Base? | | |
| Category Dynamics | Growth Category or Mature? | | |
| Complexity | Shelf Life, # SKUs, Seasonality | | |
| Price Premium | Competitive to Luxury Priced? | | |
| Projected Revenue | Size of Prize for Distributor (Fact Based) | | |
| Projected Gross Profit | Sales x Profit Margin = Gross Profit | | |

Are Distributors Interested in Your Brand?

I have conducted hundreds of distributor interviews for multinational companies: P&G, Nestle, General Mills, Duracell, Lindt, Tabasco, Barilla, J&J, etc. Distributor candidates all claim enthusiasm and high interest in your brand. See Export Solutions' checklist of clues to measure true distributor interest level.

| | High Interest | Low Interest |
|------------------------|-----------------------------|--------------------------------|
| Email Response | Immediate reply | Delayed or no reply |
| CEO Engagement | Active participation | Delegated to middle management |
| Scheduling Meeting | Flexible and easy | Difficult. Conflicts. |
| Airport/Hotel Pick-Up | Offers to pick you up | Take a taxi! |
| Meeting Presentation | Tailored. Prepared for you. | Standard presentation |
| Category Research | Obtains data | None |
| Competitive Review | Shares photos: store sets | Informal comments |
| Store Visits | Organized/led by CEO | Office meeting only |
| Samples | Obtains and tries samples | Waits for you |
| Team Participation | 3-6 people at meeting | One person |
| Cell Phone | Shares private number | Email address only |
| Questions | Addresses key issues | No questions |
| Timeline | Meets due dates | Delays |
| Post Meeting Follow-up | Immediate and frequent | None |
| Proposed Plan | Detailed and fact based | Brief topline |
| Results | Winner | Second place? |



New Distributor Cooperation Model Guide

Export Express

Insights to Accelerate International Expansion



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Mass Market Success

New Distributor – Cooperation Model

Good news! You've just met a promising new distributor candidate (or two) for a top priority expansion country. A high level of enthusiasm exists from both sides, but many questions need answers prior to a confirmed agreement. Experienced export managers can confirm a long road from a positive first meeting to securing an initial order and distributor commitment to a serious launch plan.

Export Solutions helps to answer the question "Where do we go from here?" "Cooperation Model" is a term that we assign to describe the follow up process from initial meeting to formal agreement. This includes our "10 C" method of developing the joint work plan. These action steps include preparation of a year one plan and costs, understanding the proposed value chain, and consumer marketing plan. Another essential element is the establishment of a year one scorecard identifying shared business objectives.



Export Solutions has participated in more than 300 distributor search projects on six continents. This includes more than 50 distributor interviews per year. We believe that a clear Cooperation Model is the critical decision point in selecting your preferred partner. The Cooperation Model establishes a road map to translate "Export Dreams to Retail Reality."

Greg's Guidance: Cooperation Model

1. What is the year one business plan?
Investments required?



Ten Tips: Converting Promising Leads to New Partnerships

Have you ever experienced an incredible first meeting with a distributor? Strong alignment, good fit, everyone smiling, timelines agreed. Then, nothing happens! The export manager may take up to six months to translate his outlook from “done deal” to “dead deal.” There are two reasons why this occurs.

First, distributors are positive, competitive athletes, always striving to win new business. However, in some cases, the distributors wake up after time to reflect and decide they really weren’t that interested in the brand after all. Failure also results when a strong first personal meeting at a trade show or distributor’s office is followed by a relationship buried in email communication, with no personal touch. Below are Export Solutions’ Ten Tips on converting promising new business leads into tangible business partnerships.

1. Zoom/Teams – Don’t Depend on Email

Motivated distributors still return phone calls, but frequently receive up to 200 emails a day, many from existing brand partners. Top distributors’ business days are captured by a continuous flow of meetings with customers, principals, and their own employees. Best bet is to call a potential partner or set up Zoom meetings. Email is okay for routine correspondence, but too easy to ignore or delete.

2. Follow Up Immediately & Frequently

Time slips away, as Export Managers focus on existing businesses and “problems of the day.” One tip is to put regular follow up reminders on your computer calendar.

3. Focus on 10 C’s: Category Review.

account “sell in,” followed by consumer and trade promotion activities. Look at the distributor’s proposed plan, as well as several options with different price tags.

Compliance: Many countries feature a product registration process and labeling requirements. In some countries, this step is easy with automatic compliance for a USA or European brand. Or a simple solution with a small distributor applied sticker. In other countries like Japan or Indonesia, plan on one year or more to navigate the complex process.

Contract: “Ready, Set, Go” can be delayed by 3-6 months due to contract negotiations. Company lawyers demand 20 page agreements in English that even the Brits can’t understand. Distributors prefer two page letters of understanding or a handshake deal. Do what is right for your business, but expect delays and frustration.

4. Request References

A good idea is to quickly request distributor references from other brands they handle. Motivated distributors will send impressive references right away. Also, have your credit department run a Dun and Bradstreet or Equifax report as soon as possible. Many trade show meetings are with “pretenders” who state exaggerated claims and are ultimately too small to handle your brand. Better to



7. Distributor Response Time Signals Interest Level

How often do you check your emails? Probably every hour. When I work on distributor search projects for well known brands like Pringles, Tabasco, or Barilla, distributor response is lightening fast. Motivated distributors will chase you if they are interested because they are anxious to start selling your brand!

8. Establish Regular Checkpoint Calls

I suggest every two weeks at a minimum. Use a common document of priorities, action steps, and due dates.

9. Visit the Distributor

It’s amazing the amount of progress that will be made during a meeting at the distributor’s office. Also, the distributor will work hard in advance of your visit as your project moves up the priority list and they want to guarantee a favorable impression. A visit to the distributor’s market signals your

Sample Business Case Template- Brand Owner "CerealCo**"

Request for Information – New Distributor for CerealCo

Summary

CerealCo was founded in 1960 and is based in Atlanta, Georgia (USA). 2024 sales exceeded \$300 million, including more than \$100 million in export sales to 25 countries outside the USA. CerealCo is a leader in organic/gluten free cereals.

Opportunity

CerealCo's goal is to achieve retail sales of \$500,000 in year one, growing to \$1 million by year three and \$2 million by year five. Market share objective is 15% of the premium international cereal category. The size of the prize translates to roughly \$1.5 million in distributor sales to retailers and \$1.1 million in CerealCo sales to the distributor by year five.

Product Range

CerealCo offers a complete range of more than 30 organic, gluten free and sugar free cereals. For international markets, our six core items are Organic (Original), Organic with Nuts, Organic Chocolate, Organic with Berries plus Gluten Free, and Sugar Free. All core items available in a 300 gram size.

Retail Price

Approximate retail pricing is equivalent to \$5 US dollars including VAT in local currency. This is consistent with other premium international cereals and approximately a 20% premium to non-organic cereals. Our price list is attached.

Channels/Customers

Our year one focus is on the supermarket and natural foods channels. Initial targets are supermarkets catering to middle and upper income consumers in the major cities. Year three aspiration is to expand to all supermarkets and launch into the foodservice/horeca channel.

Marketing Budget

A provisional year one launch budget of \$50,000 has been established. Ongoing marketing and trade support levels are projected at the rate of 10% of distributor purchase value.

Marketing Activities

Distributor and CerealCo will agree on a joint business plan. Key components will include sampling and introductory price discounts. A limited budget is established for listing fees at leading chains. However, it is CerealCo's preference to offer "free goods" in lieu of a listing fee. Launch plan will include ongoing social media campaign targeted against online communities appreciative of other organic and gluten free products.

Launch Timing

Initial shipment – February. Sales Launch – March. Retail Availability – May. Marketing starts – June.

Information Required

Distributor should supply the following information within three weeks:

- Answers to key questions
- Cereal category review
- Year one business plan proposal
- Value chain: port to retail shelf
- Distributor proposed point of contact for CerealCo
- Timeline of key activities

**CerealCo is a fictitious company. Any resemblance to an actual cereal company is coincidental.*

Business Case Template – Brand Owner
Request for Information – New Distributor

| Activity | Comments |
|-----------------------------|--|
| Brand Owner Profile | <ul style="list-style-type: none"> • Founding date, headquarter location • Annual sales • Category, point of difference, international sales |
| Opportunity | <ul style="list-style-type: none"> • Anticipated Year 1, Year 3, Year 5 revenues • Market share aspirations |
| Product Portfolio | <ul style="list-style-type: none"> • Core items from product portfolio |
| Retail Price Range | <ul style="list-style-type: none"> • Estimated retail price or premium vs. current category items |
| Channels/Customers | <ul style="list-style-type: none"> • Target trade channels, customers |
| Marketing Budget | <ul style="list-style-type: none"> • Spending range or percent of sales • Any contingencies |
| Marketing Activities | <ul style="list-style-type: none"> • Consumer promotion, sampling, media • Trade promotion, listing fees • Social media, community engagement |
| Launch Timing | <ul style="list-style-type: none"> • Launch date • Retail availability date |
| Information Required | <ul style="list-style-type: none"> • Category Review, Year 1 Business Plan • Value Chain, Team Members • Timeline |



Ten Questions: Developing your Cooperation Model

1. Size of the Prize

What are the distributor's year one and year three volume estimates? How big is the category? Is the category growing?

2. Key Account Listings

What listings can we achieve in year one? Who will be our biggest customers? Will there be differences in retailer acceptance by region or channel?

3. Trade Reaction

What will retailers like about our brand? Any potential barriers? Which retailers will be most challenging?

4. Brand Manager

Who will be our primary point of contact? Experience level? Workload?

5. Marketing Investment

What budget is requested to achieve our mutual shipment objectives? Who pays for marketing costs? Which costs are split?

6. Currency Fluctuation

What assumptions are made in your price calculation? What happens if the currency fluctuates more than 5 percent in either direction? How do you handle price increases?

7. Distributor Margin

What is your distributor margin? What services are included? Any other fees or regular costs if we work together?

8. Trial and Repeat

What strategies are required to generate consumer trial and repeat purchase? What works? How do you conduct post-promotion analysis and measure payout and success?



9. Focus

Where will our company rank in terms of volume contribution to your overall business? How will we secure share of mind during our critical first year?

10. Issues

What are the biggest issues we will face? Barriers to success? What must happen to win?

"The Right Way" – New Country Launch

Retail buyers and distributors are receptive to brand launches from multinationals. Why? Multinationals succeed, as they introduce new products "The Right Way." Export Solutions recaps 30 components of launching "The Right Way." Exporters create magic with limited budgets! Winners check as many boxes as possible on "The Right Way" scorecard.

| | |
|--|---|
| | Retailer |
| <input type="checkbox"/> Meaningful innovation – not "me too" | <input type="checkbox"/> Boost category sales, margin, and profit |
| <input type="checkbox"/> Consumer market research insights | <input type="checkbox"/> Syndicated data (Nielsen) – category facts |
| <input type="checkbox"/> Technical confirmation of product differentiation | <input type="checkbox"/> Invest in retailer "push" programs |
| <input type="checkbox"/> Reasonable retail price – premium (not sky high) | <input type="checkbox"/> 4-6 high value promotional events per year |
| <input type="checkbox"/> Test market results – similar country or retailer | <input type="checkbox"/> Retailer VP, distributor CEO at intro call |
| Marketing | Excitement |
| <input type="checkbox"/> 360 marketing plan: TV, in-store, social, PR | <input type="checkbox"/> Launch party – memorable location |
| <input type="checkbox"/> Sampling | <input type="checkbox"/> PR, social media, trade press |
| <input type="checkbox"/> Social media | <input type="checkbox"/> Celebrity endorsement |
| <input type="checkbox"/> Displays: end of aisle and shelf blocks | <input type="checkbox"/> Distributor sales contest |
| <input type="checkbox"/> Special offers – retailer fliers | <input type="checkbox"/> Donation to local charity |
| Team | Scorecard |
| <input type="checkbox"/> Distributor – best in class, category expert | <input type="checkbox"/> Year 1: invest; year 2: break even; year 3: profit |
| <input type="checkbox"/> Local manager – launch oversight | <input type="checkbox"/> Sales volume (retail sell-out) |
| <input type="checkbox"/> Marketing, social media, PR agencies | <input type="checkbox"/> Market share |
| <input type="checkbox"/> Brand/technical resource from headquarters | <input type="checkbox"/> Retail availability (weighted distribution) |
| <input type="checkbox"/> Total distributor engagement: reps. to CEO | <input type="checkbox"/> Year 2 commitment and enthusiasm |

Launch Plan Proposal – Year One*

| Brand Objective | | | | |
|--|----------------------------------|----------------------------|--------|--------------------------|
| Volume: _____ | Wtd. Distribution: _____ | Share: _____ | | |
| Consumer Marketing Activities | | | | |
| Activity | Rationale | Cost | | |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| Trade Marketing Activities | | | | |
| Activity | Volume | Cost | | |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| Listing Fees | | | | |
| Customer | # SKUs, Space, Promotion Support | Cost | | |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| Total Year One Volume | | Total Year One Cost | | Wtd. Distribution |
| | | | | |
| Distribution Achieved with Above Spend Level | | | | |
| Customer | Stores | % Country | # SKUs | Volume (annual) |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |

*Feel free to attach other pages to support your recommended launch plan.



Who Is My Team?

Big distributors feature large teams with strong capabilities.

Manufacturers want to know who is their functional contact and how much time do they dedicate to my business?

| Function | Distributor Contact | Title | Email | Phone (Mobile) |
|------------------------------|---------------------|-------|-------|----------------|
| Senior Management (Owner/MD) | | | | |
| Marketing Manager | | | | |
| Sales Manager | | | | |
| Brand Manager | | | | |
| Field Sales Manager | | | | |
| Digital Marketing | | | | |
| Finance | | | | |
| Supply Chain | | | | |
| Purchasing (order placement) | | | | |
| Accounts Payable | | | | |
| Compliance / Registration | | | | |
| Customer Service Manager | | | | |



Export Solutions' New Distributor Checklist

- ___ Contract/Agreement
- ___ Price Calculation Model
- ___ Business Plan: objectives, marketing, spending, key dates
- ___ Category Review: Pricing, Shelf, Assortment, Merchandising
- ___ Label Compliance
- ___ Shelf Life
- ___ Order Lead Time
- ___ Minimum Order
- ___ Pick up Point
- ___ Payment Terms
- ___ Payment Currency
- ___ Damage Policy
- ___ Product Registration
- ___ Forecast: Year 1
- ___ Pipeline Order & Inventory
- ___ Brand Facts
- ___ Product Samples
- ___ Appointment Letter
- ___ Brand Specifications in System: Distributor & Customers
- ___ Training: Key Account Managers, Retail, Administrative Staff, Warehouse
- ___ In Store Standards: Pricing, Shelf Management, Merchandising
- ___ FAQ's/Handling Common Objections
- ___ Key Account Presentation
- ___ Customer Appointment Dates
- ___ Category/Business Review: Tailored to Each Key Account
- ___ Retail Sales Contest
- ___ Checkpoint Calls
- ___ Market Audit Date
- ___ Reporting: Track Distribution, Pricing, Shelf Positioning, Merchandising, etc.



New Country Launch – How Long It Takes

| | Minimum | Typical |
|---|----------------------------------|-----------------|
| Research Distributor Candidates, Schedule Meetings with Lead Time | 2 weeks | 4-6 weeks |
| Distributor Meetings | 2 days | 1 week |
| Post Meeting Due Diligence | 1 week | 4-8 weeks |
| Distributor Appointment | 1 week | 4-8 weeks |
| Labeling Compliance | already compliant | 12-26 weeks |
| Product Registration* | 1 week | 4 -12 weeks |
| Business Plan Development* | 1 week | 4 weeks |
| Contract/Agreement* | 1 week | 4-8 weeks |
| Initial Order Arrives | 3 weeks | 4- 8 weeks |
| Key Account Calls | 1 week | 2- 4 weeks |
| Key Account Acceptance | 1 week | 4-8 weeks |
| Retail Placement | 2 weeks | 4-8 weeks |
| Marketing Starts | 1 week after retail availability | 4-8 weeks |
| Consumer Sales | | |
| Repeat Purchase | | |
| Total | 6 Months | One Year |

* Some activities may be completed concurrently



Distributor Search Best Practices

| Activity | Bad Practice | Best Practice |
|---------------------|--|--|
| Distributor Profile | No portfolio synergies. | Representing similar size, premium brands from your aisle/country. |
| Candidate Model | Agent or third party not based in destination country. | Distributor of international, third party brands. |
| Web Site | None! Watch out. | Modern/informative site. Lists current companies handled. |
| Candidate Selection | Evaluate one candidate only. | Consider 3-5 candidates, depending on complexity. |
| First Contact | Random solicitation by unknown company. | Trade show or formal phone meeting with respected distributor. |
| Market Visit | Start partnership without market visit. | Local assessment: office meeting, warehouse inspection. |
| Store Check | No store check to validate distributor capabilities. | Full day store check to measure results for existing brands. |
| Reference Check | No financial or commercial checks. | Check current principals plus financial institutions (D & B). |
| Year I Plan | No plan. "Buy and ReSell." | Logical plan with targets, activities, timelines, costs. |
| Price Calculation | Sell at dead net price. Arbitrary mark-up. | Transparent price calculation from factory to store shelf. |

Ohio State National Champions



Every Company has opportunity Countries

Does Your Distributor Network Need A Check Up?



Exporters manage distributor networks extending to 20, 50, 70 countries or more!

Every company has a few distributors that under perform.

“Under achievers” prevent us from attaining our personal objectives.

Everyone is not an All Star



Distributor Market Review

| Criteria | Rating | Evaluation Factors |
|--------------------------|--------|--|
| Shipment Results | | Overall growth for our industry in your market? Distributor company wide sales performance (all brands)? Distributor sales results for my brand? Change vs. benchmarks? |
| Brand Performance | | Key brand performance versus overall category. Shipment growth, market share, weighted distribution. New item success. |
| Key Account Results | | Results at top 3-5 accounts (or channels). Improvements: new items, shelf presence, merchandising. Are we getting "fair share" of retailers growth? |
| What Worked? | | Strategies or performance that achieved results. Ideas that delivered incremental sales. |
| Key Issues? | | Problems or barriers to achieving results. Pricing, investment, competition. |
| People | | Performance by key people touching our business. Organizational changes? Who made a difference? |
| Financial | | Distributor's financial health. Planned investments. Efficiency opportunities in Partnership. |
| 2024 Requirements | | Resources required to achieve 2022 shipment expectations. Critical activities, timelines, changes to structure/plan. |

Distributor Network Analysis

Distributor Segmentation

| | Results | Next Steps |
|-----------------------------------|---|--|
| Leaders 20% of total | Shipment increase of 10% or more. Growing Market Share. Innovative Strategies. | Recognition: Public & Financial. Invest in team generated ideas. Share learning with other markets. |
| Performers 60% of total | Shipments + 5% and in-line with overall market growth. Consistent results over many years. | Support current growth trajectory. Challenge to reach "Leader" status. |
| Laggards 20% of total | Flat/ declining shipments. Poor results for 2+ years. Low energy / innovation. | Probation status for existing partner. Evaluate different representation options. All markets have alternatives! |

How to be Distributor of the Year

| Assessment Criteria | Considerations | Rating: (10 = Best) |
|---------------------------------------|--|------------------------|
| Results vs Plan, Market, Category | <ul style="list-style-type: none"> Reliable, 5 to 10% + growth | |
| Retail Store Conditions | <ul style="list-style-type: none"> Brand presence exceeds market share | |
| Brand Manager | <ul style="list-style-type: none"> "A" player, dedicated resource | |
| Cost to Serve | <ul style="list-style-type: none"> Fair margin, based upon size, complexity | |
| Omni Channel | <ul style="list-style-type: none"> Channel teams, e-commerce focus | |
| Fun | <ul style="list-style-type: none"> Do you enjoy the people, country? | |
| Financial | <ul style="list-style-type: none"> Prompt payments, accurate billbacks | |
| Problem Solving – Response Time | <ul style="list-style-type: none"> Same day service, sense of urgency | |
| CEO | <ul style="list-style-type: none"> Loves your brand, engaged | |
| Pioneers New Business | <ul style="list-style-type: none"> From concept to cases | |
| Supply Chain Management & Forecasting | <ul style="list-style-type: none"> Accurate, efficient | |
| Customer Relations | <ul style="list-style-type: none"> Senior access at top retailers | |
| Category Knowledge | <ul style="list-style-type: none"> Viewed as expert by buyers | |
| Profitable Partner | <ul style="list-style-type: none"> Sells profitable cases | |
| Analytical Skills: Shipments, Nielsen | <ul style="list-style-type: none"> Trends, opportunities, plan | |
| Team (Finance, IT, Logistics) | <ul style="list-style-type: none"> Cross functional expertise | |
| Digital Savvy | <ul style="list-style-type: none"> Social Media team, pioneers new tools | |
| Reporting | <ul style="list-style-type: none"> On time, complete, accurate | |
| Best Practices | <ul style="list-style-type: none"> Creative idea source for other markets | |
| Cultural Alignment | <ul style="list-style-type: none"> Perfect fit with brand owner's vision | |





Export Solutions
Distributor Identification Experts

Scorecard Guide

Export Express

Insights to Accelerate International Expansion



Our Mission: Help Manufacturers "Spend time **Selling** to Distributors versus **Searching** for Distributors"

Sell to 96 Countries

Looking for new customers and distributors in international markets? Export Solutions' distributor database covers more than 9,700 distributors in 96 countries. Our database features extensive coverage of leading food, confectionery, and beverage distributors. New! Export Solutions' retailer database now tracks 2,950 retailers in 96 countries. Order now at www.exportsolutions.com.

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Scorecard: What's Measured is Treasured!

Export development has evolved from opportunistic shipments to foreign countries to strategic brand building. This requires a new level of business management for companies desiring to take their international business to the next level. The distributor community experienced radical changes, with a big gap between "Best in Class" performers and old school traders who just buy and resell. Export Solutions' new guide provides valuable scorecards and templates to calibrate performance by your distributor teams.

Each distributor includes functional experts responsible for key account sales, brand management, logistics, and merchandising. Export Solutions' scorecards supply assessment templates analyzing performance across a minimum of fifteen key attributes required for succeeding in each area. All distributors claim good relationships with their largest customers. Our scorecard provides metrics to calibrate distributor effectiveness at translating buyer contacts into tangible results.

Establishing a network of strong distributors is "job one" for most export

PERFORMANCE

Excellent

Good

Average

Poor

managers. Our scorecards provide a practical methodology to recognize your top distributor performers as well as underachievers who impact your ability to achieve your own personal targets. This guide shares detailed criteria for evaluating potential new distributors .

A listing map is the one form required for each country. This chart captures authorized listings by sku at the top 8-10 customers in each country. Companies record sales at the moment they secure in-store placement. Listing maps focus and track this essential element in the store coverage cycle. Coming soon: Export Solutions' Retailer Database tracking 2,950 retailers in 96 countries, including store counts by customer.



Distributor 2024: New Skills for New Times

| Priority | Comments |
|-------------------------------|---|
| E-Commerce | Treat as major channel, not niche. |
| Social Media | Hire digital marketing team, link with local influencers. |
| CEO Engagement | Regular Zoom calls with overseas brand owners. |
| Culture | Promote young, energetic spirit. Embrace change and new channels. |
| Category Specialization | Laser focus on core categories vs. products in every aisle of the store. |
| Training | Use Zoom tools for regular training events with brand owners. |
| Team | Hire under 30's for social media and e-commerce sales roles. |
| IT Investment | Upgrade platform: E-commerce, retail reporting, sell out data. |
| Cost to Serve | Measure profitability by brand and customer. Realign based upon 2024 reality. |
| Market Your Distributor Brand | Promote your distributor brand to leading companies in your core categories. Export Solutions can help! |
| Sampling | Aggressive investment in this A+ tool. Explore new sampling vehicles. |
| Brandscaping | Invest in a "Best in Class" web site. Create modern company profile. |
| Scorecard | Incorporate e-commerce metrics: Page 1 results, consumer feedback, etc. |
| Brand Managers | Reward creativity and marketing excellence, not paperwork completed. |
| Recipe | Promote meal solutions, not just brands. |
| Optimism | Be positive. Think, "why not?" |
| Results | Exceed expectations everyday. |



Is Your Distributor Best In Class?

| | Best in Class Distributor | Average Distributor |
|------------------------|---|----------------------------------|
| Size | Top 10 Supplier to Retailers. | Top 100 Supplier to Retailers. |
| Coverage | Countrywide. Offices outside Capital. | Major retailers only. |
| Technology | EDI, Web Portal, Handhelds for sales reps. | Basic desktop capabilities. |
| Talent | Management: Multi-national expertise. | “Home grown” talent. |
| Channel | Covers all channels and small shops. | Major retailers only. |
| Marketing | Full Brand Management services. | Trade promotion only. |
| Retail Presence | Dominant presence at retail for distributors brands. | Mixed presence at point of sale. |
| Cost to Serve | Competitive, transparent model. | Average cost to serve. |
| Logistics | Multiple warehouses. 24 hour delivery. | 1 warehouse, 48 hour delivery. |
| Results | Results exceed market growth. | Results = market growth. |

Distributor Capability Assessment

Export Solutions established 15 assessment criteria to identify “Best in Class” performers as well as “under achievers.” Many distributor relationships extend 10 years or more. Is your distributor network still a “good fit” for your current business requirements? Template can also be used as New Distributor Reference Check form.

| Assessment Criteria | Rating: (10 = Best) |
|---|---------------------|
| Category Expertise/Critical Mass | |
| Focus/Time Dedicated to your Business | |
| Joint Business Plan Development, Execution, Delivery | |
| Alignment with Brand Owners Vision. Relationship. | |
| Cost to Serve (fair margin, extra costs) | |
| Assortment/Shelf Space | |
| Promotion Creativity, Effectiveness, and Efficiency | |
| Key Account Relations (Senior level, buyer) | |
| Leadership/Owner (engaged & committed to us?) | |
| Brand Manager (seniority, clout,creativity) | |
| Multi Channel, Multi Regional Coverage | |
| Financial Stability, Payment Record | |
| Supply Chain Management & Forecasting | |
| Problem Solving: rapid response? | |
| Sales Results versus Budget, Market, Category (CY, PY, 3 Years) | |



Customer Relationship Assessment

All distributors claim strong relationships with their biggest customers. Below is Export Solutions' template for evaluating distributor key account relationships. Best way to evaluate distributor relationships? Your company's market share and volume growth at the customer versus the balance of the market!

| Assessment Criteria | Rating: (10 = Best) |
|--|---------------------|
| Distributor viewed as an important supplier to the retailer/buyer | |
| Open to bringing brand owner to customer meetings. | |
| Ability to schedule buyer/CEO meetings outside the office. | |
| Can negotiate standard listing fees and other program costs. | |
| Pricing: access to price coordinator. Ability to make changes. | |
| Shelf: access to decision maker. Space in excess of market share. | |
| Merchandising Flier/Catalog: Ability to get prime feature space. | |
| Relationship/access to retailer owners, senior executives. | |
| Problem solving: rapid response? Emergency orders etc. | |
| Payment terms. | |
| Access to retailer movement data. | |
| Category captain or "advisor" for my category. | |
| Vendor awards? | |
| Knowledge of retailers systems. "How to get things done." | |
| Sales results versus overall market and retailers internal growth. | |



Brand Manager Assessment

Your distributor Brand Manager represents your key day to day contact. Successful Brand Managers are good partners and deliver results, not excuses. Is your Brand Manager an experienced veteran or new hire (rookie)?

| Assessment Criteria | Rating: (10 = Best) |
|--|---------------------|
| Years industry / distributor experience | |
| Years sales / commercial experience | |
| Reports to owner or senior leadership team | |
| Workload: dedicated or shared with many brands | |
| Responsiveness: gets things done quickly! | |
| Category knowledge: technical, competition | |
| Analytical skills: shipment trends, Nielsen data | |
| Problem solving | |
| Develops creative promotions | |
| Reports: accurate and on time | |
| Enthusiasm for your company and the business | |
| Participation on customer calls, store checks | |
| Forecast accuracy | |
| Influence distributor team: focus on your priorities | |
| Delivers/exceeds shipment objectives | |

Small Shops (Traditional Trade) – Capability Assessment

| Assessment Criteria | Capability – Results |
|---|----------------------|
| Traditional trade: percent of total distributor sales | |
| Dedicated traditional trade team? Structure? | |
| Top 5 principals: traditional trade | |
| # Vans and DSD trucks? Owned? | |
| # Traditional trade reps. Exclusive or shared? | |
| Sales rep. compensation (fixed / variable / bonus) | |
| Customer coverage, segmentation, frequency | |
| # Customers invoiced monthly | |
| Average order size | |
| # items sold per order | |
| # calls per day | |
| How do you establish call priorities? | |
| Measures / KPI's | |
| Retail reporting capabilities | |
| How do you drive traditional trade volume? | |
| Creative trade marketing ideas? | |
| Sub-distributors or wholesalers used? | |
| Cost to serve? | |
| New item launch process | |
| Traditional trade growth versus market? | |

Field Sales – Capability Assessment

| | |
|--|--|
| | |
| Number of sales offices (list locations) | |
| Total field sales representatives (or merchandisers) | |
| Number of sales reps outside capital area | |
| Number of field sales supervisors | |
| # Full time representatives vs. # part time | |
| Average years of service: representatives | |
| Average stores per representative | |
| # stores visited per day | |
| Average time spent per store, per day | |
| Do you have multiple reps visiting each store? | |
| # SKUs handled per sales rep | |
| # priorities per store visit | |
| # sales reps with laptop or tablet | |
| # sales reps with phone with reporting capability | |
| Compensation: percent fixed vs. variable? | |

20 Classic Export Quotes

A few are original, but I must thank my international friends and mentors for the majority.
What are your favorite export quotes?

Measure market share **NOT** markets sold.

Distributors Respect What the Brand Owner Inspects.

If it is not scored, it is ignored.

Separate Board Room (or Powerpoint) promises from Retail Reality.

How do you measure a good store from a bad store? Is the store a 10?

If you can't beat them, buy them.

Select your distributors, do not let your distributors select you.

Trade Show Advance Preparation will "Make hope and pray (for visitors) go away."

Spend time selling to distributors vs searching for distributors.

What is the Size of the Prize?

Distributor: During Market Visit



Distributor: BrandParent- Many Children

OUR BRANDS

Brands define our company.
At Dicarina, we have a strong commitment to
develop our portfolio of suppliers.



Greg's Favorite Quote's

- “What’s Measured is Treasured”
- Distributors **respect** what the Brand Owners **inspect**
- If it is not scored, it will be ignored !

Scorecard Guide: www.exportsolutions.com



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Developing your Cooperation Model

Scorecard: What's Measured is Treasured!

Export development has evolved from opportunistic shipments to foreign countries to strategic brand building. This requires a new level of business management for companies desiring to take their international business to the next level. The distributor community experienced radical changes, with a big gap between "Best in Class" performers and old school traders who just buy and resell. Export Solutions' new guide provides valuable scorecards and templates to calibrate performance by your distributor teams. Each distributor includes functional experts responsible for key account sales, brand management, logistics, and merchandising. Export Solutions' scorecards supply assessment templates analyzing performance across a minimum of fifteen key attributes required for succeeding in each area. All distributors claim good relationships with their largest customers. Our scorecard provides metrics to calibrate distributor effectiveness at translating buyer contacts into tangible results.

Establishing a network of strong distributors is "the goal" for most export



managers. Our scorecards provide a practical methodology to recognize your top distributor performers as well as underachievers who impact your ability to achieve your own personal targets. This guide shares detailed criteria for evaluating potential new distributors.

A listing map is the one form required for each country. This chart captures authorized listings by sku at the top 8-10 customers in each country. Companies record sales at the moment they secure in-store placement. Listing maps focus and track this essential element in the store coverage cycle. Coming soon: Export Solutions' Retailer Database tracking 2,100 retailers in 96 countries, including store counts by customer

