



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.”

In This Issue

Page 2 | Fast Start 2025

Page 4 | Discover the Americas

Page 6 | Export Manager Report Card

Page 8 | Select Your Distributors, Do Not Let Your Distributors Select You!

Page 9 | Distributor Search Best Practices

Page 10 | Is the Store a 10?

Page 12 | “The Right Way” – New Country Launch

Page 16 | Where Do You Want to Grow?

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 value chains. Managers are challenged to spend less but sell more. Fortunately, families will continue to eat three meals per day and clean their homes no matter who is president or prime minister. Most companies enjoyed a positive 2024, successfully navigating the turbulent path to international development.

Export Solutions three key themes for 2025: country segmentation, customer/channel specific plans, and organizational redesign. These areas are ripe for disruption, as many companies maintain traditional regional business models with too much equitable

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

Strategic or Opportunistic?

Our country segmentation model designates countries into three clusters: Strategic, Priority, and Opportunistic. Strategic countries represent the five markets that account a high percentage of your business usually featuring large populations and labeled “must win.” It may also include a high potential new “Big Bet” focus country. Typically, strategic countries are places like Mexico for USA companies or the United States for Europeans. Managers must deal with

continued on page 7

How to Thrive Survive 2025

continued from page 1

the complexities of demanding requirements for strategic countries. Priority countries are mid-size countries where you maintain a good distributor partnership combined with periodic promotions and support. Opportunistic countries are profit generators, where you sell and ship to a screened, qualified partner (or customer), but offer limited engagement beyond order fulfillment. For many companies, half of their export countries may be opportunistic which is fine, as long as the opportunistic countries do not drain resources and investment from strategic countries.

Channel your Energy

Dig deeper. Many country level business plans feature national assortment and promotional programs designed to appeal to mass supermarket chains. Each country features high growth retailers or upscale chains with consumers with a preference and purchasing power for premium brands. There is a long list of inspirational supermarkets that fit this exclusive club: Waitrose, Esselunga, Jumbo (Americas), Danube, Spinneys, Harris Teeter, and Dairy Farm units like Cold Storage. Defined Channel specific plans are also appropriate to participate in growth through emerging channels. The Club channel will register \$350 billion in sales across the Americas and Asia. E-Commerce continues to grow and is the primary source for international brands in many Asian countries. Brand leaders require unique coverage teams to service small shop "high frequency" stores. In South Korea, distinct approaches are required to optimize your sales at retailers like E-Mart, Costco, Coupang and 7-Eleven that compete through dramatically different formats.

Design your Future

International represents the growth engine for most companies, attracted by the ultimate goal of selling to more of the world's 8.2 billion consumers. The business has changed with omni-channel retailers, digital marketing, and Teams calls. However, most companies remain glued to historical geographic regional manager type models. This functions, but with paperwork overload, many export managers spend too much time "babysitting" versus "baby making"

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

... New business! Too many executives replace top-tier frequent flier status with a full Teams meeting calendar.

I love the example of a USA company that hired a global new business development leader dedicated to launching in challenging nations like Indonesia and Brasil. Several companies have international Club channel captains, experts at navigating Costco (and PriceSmart) everywhere. A new role of digital marketing manager focuses on development and sharing of online content. Headquarter based supply chain positions usually provide better customer service than overwhelmed region managers.

Showing up remains a key differentiator in gaining distributors attention and resources. I am frequently fielding complaint calls about massive, best in class type distributors. My first question to the brand owner is "How frequently are you visiting"? One multinational Director told me his team was not allowed to visit countries outside his top tier without VP approval. A successful European distributor told me "We invest in companies that invest in us," especially visiting to work collaboratively on market challenges.

Fractional, non-payroll, local country managers are an innovative solution to secure incremental distributor focus without airfare. These managers wake up in the market, provide day to day visibility, and real time status on market trends, new item performance,

and promotion effectiveness. Fractional managers may represent two or three non-compete companies and are cost effective, particularly in the Americas and Southeast Asia.

Upgrade your Distributor Team

Sports fans recognize that their favorite team experiences cycles of success and under performance. Each team features superstars, core players, as well as disappointments and "under achievers." The same concepts hold true when considering an unemotional analysis of your distributor network. Your distributor network contains heroes, hitting your objectives year after year. But there are also countries where you have underperformed for years and remain with a distributor who is no longer a good fit with your long-term objectives. For companies marketing their brands to 20, 30 countries or more, it is a normal business practice to change distributors to partner with a player that is more aligned with your 2025 aspirations. Export Solutions distributor database tracks an average of 90 distributors per country.

Distributors are usually attracted to new business opportunity of building brands with existing sales from a smaller distributor as that translates to immediate income against their fixed costs.

The ability to thrive versus survive in 2025 depends on your ability to shake things up through a fresh look at country segmentation, customer/channel prioritization, and organizational design.

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.

Distributor Network Check Up

- Independent assessment from Export Solutions
- Establish methodology for ranking Best in Class distributors and “Laggards”
- Supply strategies for recognizing top distributors and upgrading the bottom performers
- Benchmark external brands from your category
- Practical and “action oriented” approach

Export Solutions Can Help!

- Distributor Network Assessments
- Motivational Speeches
- International Strategy
- Find Distributors in 96 Countries



Export Solutions
Global Experts, Local Solutions

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Where Do You Want to Grow?

Asia/Africa/Middle East

	Australia – 287 Distributors
	China – 161 Distributors
	Hong Kong – 176 Distributors
	India – 108 Distributors
	Indonesia – 81 Distributors
	Japan – 179 Distributors
	South Korea – 148 Distributors
	Malaysia – 129 Distributors
	Philippines – 124 Distributors
	Singapore – 167 Distributors
	Thailand – 104 Distributors
	Vietnam – 52 Distributors
	Israel – 82 Distributors
	Saudi Arabia – 114 Distributors
	U.A.E. – 204 Distributors
	South Africa – 115 Distributors

Plus 14 more countries

Europe

	Austria – 73 Distributors
	Belgium – 94 Distributors
	Croatia – 78 Distributors
	France – 137 Distributors
	Germany – 206 Distributors
	Greece – 94 Distributors
	Hungary – 73 Distributors
	Italy – 115 Distributors
	Netherlands – 164 Distributors
	Poland – 110 Distributors
	Romania – 92 Distributors
	Spain – 175 Distributors
	Sweden – 113 Distributors
	Switzerland – 104 Distributors
	Turkey – 99 Distributors
	U.K. – 293 Distributors

Plus 19 more countries

Americas

	Argentina – 60 Distributors
	Bolivia – 57 Distributors
	Brazil – 158 Distributors
	Canada – 249 Distributors
	Chile – 128 Distributors
	Colombia – 99 Distributors
	Costa Rica – 70 Distributors
	Ecuador – 63 Distributors
	Guatemala – 79 Distributors
	Mexico – 211 Distributors
	Panama – 71 Distributors
	Paraguay – 61 Distributors
	Peru – 93 Distributors
	Uruguay – 60 Distributors
	USA – 682 Distributors
	USA – 578 Brokers

Plus 15 more countries

*Use Export Solutions
Distributor Database to fill in
the Gaps in your Coverage Map*

