



# EXPORTING FROM JERSEY: A TOOLKIT FOR SELLING OUTSIDE JERSEY

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# INTRODUCTION

This toolkit aims to give Jersey businesses the confidence and understanding to start selling their products or services off-island. There are many points to consider when selling outside Jersey, however don't be put off from looking at this as an option for growth. If you think through the process of selling or working abroad and have a sound knowledge of your target markets, you will be able to understand the resources you need to start and the potential gains you could make from selling internationally.

Even if you have an established business in Jersey with a good market share there is no reason that you can't grow your business by selling internationally. The advantages of trading abroad can be huge, boosting your business's profile, credibility and

bottom line as well as offering you access to new customers, revenue and ideas. Perhaps most importantly, selling to more than one market can help you spread your business risk and increase the lifecycle of your products or services.

So, if you are interested in exploring markets overseas, this toolkit will take you through the key steps you need to take to get your exporting activity underway. You can also use the Export Action Plan which will help you to manage your tasks and time as you work your way through the process.

Visit [www.jerseybusiness.je](http://www.jerseybusiness.je) for the [Export Action Plan](#) and the other tools mentioned in this booklet. Of course, you can also pop in to see us or give us a call and we'll help you on your journey.

## The Jersey Business Team





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# STEP 1: GETTING STARTED IN EXPORT

## Company overview

Ask yourself the question, what would your business gain from accessing new markets in another country? Well, the simple answer is an opportunity to grow! Many businesses start selling overseas as a result of an approach from a potential customer and then expand this as part of the business. This is an ideal scenario as it demonstrates early that there may be a bigger market for your product or service. However, Jersey companies have also ventured offshore by proactively breaking into new markets with existing and new products. No matter how you start, selling off-island shouldn't be an add-on to your existing business but rather become an integral part of your business strategy.

So, before you start selling outside Jersey it is worth thinking about your overall business, look at your financial model, evaluate your export potential and think about how selling internationally will fit with your long-term vision for the business.

Review your business and ask yourself these questions to see how ready your business is to sell in another market:

### Review your business objectives

- Is selling outside Jersey consistent with your long terms goals and objectives?
- Will you and your senior executives be fully committed to developing sales outside of Jersey? It can't be seen as a quick way of countering a slump in local sales.
- What experience do you have of selling outside Jersey?
- Does selling outside Jersey alter the essence of your business in any way?
- Should you start selling to the UK before venturing further afield?

### Review your company's products, services, capabilities and operations

- Do you know which products or services you would like to offer to an international market?
- Are you able to identify the unique features and qualities of your products and services that will enable you to sell them into overseas markets?
- Can your products or services be modified to suit different market requirements if necessary?
- Does your business have a proven track record and a strong marketing presence which will give you credibility in new markets?
- Do you have scalability or the flexibility to expand production quickly when you get export orders or the staff to offer your services internationally?
- Do you have sufficient financial strength and resources to develop overseas markets?
- Do you, or someone else, have the time, energy and desire to travel, meet new people and open up new markets?
- If you have an existing business, does it have the people and resources to keep going while you grow the business outside Jersey?

### Outline a 'Statement of Intent' for your off-island sales

- Explain the role you expect new markets to play:
  - Are you seeking an increase in profit?
  - Are you seeking an increase in sales volume?
  - Would you like to develop a broader customer base?
  - Would you like to learn more from overseas companies to become more competitive in your domestic market?
  - Would you like to make use of excess production capacity?
  - Do you want to reduce your dependence on the local market?



- What return on investment are you seeking to gain from your off-island activities?
- When do you expect your off-island operations to become self-sustaining?
- Will new markets fill the seasonality of your local business?

You can find these questions in the [Export Readiness Checklist](#) to complete off-line.

If you think exporting is for you there are a number of steps to take when setting off on your international journey and the rest of this toolkit will help you through them.

### Starting your export action plan

Once you have decided to that exporting could be beneficial for your business, you need to start developing an action plan. The best way to start is to think through the process of taking your product or service into a new market, then develop your action plan by identifying the steps you need to take and what you need to achieve.

Wherever possible allocate a time scale for your action points to help you stay focused and work efficiently. If you can, find a specific date around which you need to plan which might be an overseas conference or exhibition or a notable date in your local business calendar.

Download the [Export Action Plan](#) to help you decide on the key actions you need to take and keep up the momentum. Remember, this is a live document that you will add to as you work through the following sections so don't think you have to complete it all at the start.

## STEP 2: RESEARCHING YOUR EXPORT MARKET

### Why do you need research?

Expanding your business into an overseas market can be an expensive and time consuming exercise and so it is important to focus your efforts on the markets that are likely to give you the best returns and not those where your product or services might not do well.

### Aims and objectives of your research

The aim of your research is to identify the international markets that you think will give your business the best opportunity for profitable growth. This may be the UK, Guernsey and the Isle of Man as well as worldwide.

Even if you start selling overseas because of customers approaching you first, it is worth exploring the opportunity for expansion into those markets to see if it's worthwhile making more of an effort to exploit them. Undertaking market research will give you a better indication of the characteristics and size of the markets that you are looking at.

It's helpful if you select a set of criteria by identifying the market characteristics that are most relevant for your business and focus your research on investigating these for each market.

Once you have all the information on all the markets you can evaluate each one by scoring them against your ideal criteria. You might also rank the characteristics in order of importance or give a weighting to different characteristics to increase the impact of those that you feel are more essential for your business.

### How do you do market research?

There are several ways to undertake research on new markets and the route you choose often depends on the amount of knowledge you already have. You can start by doing desk research, you might commission some specific research and then you will need to actually visit the market.

### Desk research

Desk research involves gathering and analysing all sorts of information which is already available and quite often can be started simply by searching the internet. Typically desk research gives you a quick and cheap way of learning about the broad aspects of doing business in a particular country, but remember it won't be written with your specific products or services in mind so use it as a guide only.

Your aim with desk research should be to give you an overview of a market to ensure it meets the key criteria you have identified before you spend a lot of time and money investigating it further.



One thing you must understand at this stage is whether you need specific certification or local licenses for your product or service in the various countries you are investigating. Typically, if you need a licence or to adhere to specific regulations to do business in Jersey then it likely you will need similar certification overseas but in any case, you should research the rules relating to your product or service. It is important to make sure as early as possible that there are no local regulations that will make selling your product or service difficult or impossible.

A variety of resources are available to you when undertaking desk research and links to some of these can be found at the back of this booklet:

- UK Department for International Trade
- UK Foreign Office
- Chambers of Commerce
- Export consultants
- Freight forwarders
- International research organisations
- Specific industry organisations or associations
- States of Jersey's External Relations team

Depending on the market you are researching there may be some limitations on the information you can collect so be aware:

- That in some countries, quality data may be unavailable.
- When the information was published to make sure you are using current data.
- To check who is publishing the data and how it has been collected to make sure it is reliable.
- That different countries use different definitions so make sure you are comparing like with like.

### Commissioning research

You might think about commissioning research into specific markets especially once you have identified those you are particularly interested in. This can be especially useful if it is difficult to get information on a market or if you want to undertake field research to understand a market in relation to your specific business.

There are several organisations that can help with market specific research reports from the UK's Department for International Trade to global research companies or local agents or distributors.

Focus groups can be a useful way of getting direct feedback from potential customers in your new

market. This type of research is particularly helpful for consumer products where local culture will influence elements such as language, taste, price, packaging and branding. Getting this right from the start will give your product a better chance of success and save time and money in the future. Remember that whichever you choose, you must make sure you are clear about your objectives and the methodology that will be used in conducting the research.

Don't think that commissioning market research is a pure cost because getting a good understanding of your potential markets at the start will enable you to exclude those that are unlikely markets and focus your time and efforts on those that will produce a return for your business.

### Market visits

In most cases it is important to visit the market you are selling to because no two markets are the same. You'll find out much more about the culture, local business practices and your customers when you are actually in a market rather than staying at home.

When visiting a market for the first time think about the objectives for your visit and what you'd like to know by the time you return, and whenever possible, try and combine it with a trade show or conference. This will give you valuable competitor information and an insight into future exhibiting and promoting opportunities for your product or service.

The following hints and tips will help you prepare:

- Know exactly what you need to find out and who might have a reliable answer.
- Go with a clear intention to research the market and don't get sidetracked by trying to sell to or appoint a partner.
- If you make interesting contacts remember to follow them up when you have a complete picture.
- Set up a visit itinerary and include different people with different roles in the market place.
- Be consistent in your questioning and be prepared to talk to more than one person or business active in the industry you are focused on. Also, be sure to make notes!
- Include a conference or exhibition in your visit if you can, but don't rely on these as your only source of information.
- Visit potential retailers, wholesalers and distributors.



- Set out to cross check as much information as you can and set aside some time after your visit to review your notes and reach conclusions.
- Think about what marketing material you will need to take with you. Always have a business card!
- If you can, take product samples, photographs, prices and brochures.
- Make sure you have a clear and concise 'Pitch' for your business that articulates what you do or sell. Practice your pitch to make sure you are comfortable presenting it face-to-face.

Nothing gives you a better idea of the local culture than being there, experiencing it and seeing the competition in action. All this will give you a really good understanding of the ways of doing business in that market.

Download the [Country Analysis Template](#) to help you analyse the different market opportunities.

### Research criteria

When deciding on the research criteria that is most relevant for your business, it is worth considering the following:

#### Market characteristics

- What is the population size? What areas/ regions do people predominately live in? What is the average disposable income? Are any demographic trends emerging?
- How big is the market for your products?
- What is the ideal growth rate?
- What proportion of the market is met from within the country?

- What are the demographics of the market?
- Which market segments or niches should be targeted?
- What is the consumption capacity of each segment?
- What is the total expenditure on similar products?
- Are your products/services likely to be popular and competitive in sophisticated markets? Or will they have greater appeal in developing countries?
- What do customers want? Do your products/ services need to be modified to suit local conditions?
- What is the general future outlook for the market? Are there other potential opportunities?
- How receptive is the market likely to be to your product/service?
- What level of customer after-sales service may be required?
- What is the growth trend in the market 10 years ago, 5 years ago, last year?

#### Competitive conditions

- Who are the competitors in the overseas markets? How many are there? Which are the biggest? Which are local or international?
- What is the market share and level of sales of each of the competitors?
- Which competitor dominates in which product segment/distribution channel?
- What proportion of the competitor product comes from the UK?
- What is the volume of import and export for your product or service?





- Assess each competitor in terms of quality, price, packaging/presentation, advertising and promotion, delivery, performance, level of customer loyalty, credit terms and customer service.
- What are the competitors doing that you need to emulate in order to penetrate the market?
- Are there any potential threats from substitute products?
- Are there any potential threats from new competitors?
- Who controls key inputs?

#### Economic/business conditions

- Gain an appreciation of the broader macro-economic environment.
- What are growth, inflation and interest rates? Is the economy in a stable or turbulent condition?
- What distribution channels are available and what is the relative cost of each system?
- Do you need to work with 3rd parties or agencies?
- If you plan to export products that need refrigeration, determine whether the cold chain freight and distribution system is sufficiently sophisticated to have your products delivered to customers in perfect condition.
- Consider the general level of pricing and payment terms in relation to your product.
- What currency and banking regulations apply to your business?
- Are trade credit levels acceptable?
- Are there tariffs or taxes to be paid?
- Are there reliable transport and sophisticated communications systems?
- Are there any barriers to entering the market? If so, how can you overcome them?

#### Political environment

- What political issues may affect your export operations in each market?
- What is the role of government?
- What is the degree of political stability?
- What is the trade policy?

#### Legal implications

- Are there any laws, regulations or prohibitions that make access to the market expensive or uneconomic?
- What legal issues may affect your export operations in each market?
- Are there laws that protect local industries against your product?
- Are there restrictions on capital flows and foreign ownership?

- What are the pricing and competition regulations?
- Are there particular standards, specifications or labelling/packaging requirements in each of your target markets?

#### Cultural and social environment

- What cultural issues such as language, religion, ethical standards and negotiation styles should you be aware of? Try to avoid seeing the other culture only from the perspective of your own.
- What is the cultural attitude towards foreign products, customs and values? Will these influence the acceptance of your product or service?
- Do your staff have any relevant cultural skills, knowledge or language capabilities that you can leverage?
- Will social behaviour in your target market affect your product?
- Will social attitudes embrace a high quality, high priced product?
- Does your colour, brand wording and style suit the market?
- What technological changes are taking place in the markets that may affect the lifecycle of your product/service or even make it obsolete?
- What are the implications of these changes for each product/service in each market?
- Are there the skills available in market to support your product or service delivery?

## STEP 3: START TO DEVELOP YOUR EXPORT PLAN

Selling outside Jersey should be part of your overall business strategy and run alongside your existing business. It can't be looked at in isolation so your goals need to be realistic.

If done right, your plan should be able to tell you if there is a market for your product, the best way to get into the market, how much it is going to cost you, and how much you should make in profit. So, whilst most people don't relish the idea of writing a business plan, if you are venturing into new markets a well-researched plan will help you work through the process of how you will sell internationally and will save you a lot of headaches in the future.



## SWOT analysis

Start by analysing your current business to help you formalize your thoughts and understand where your key opportunities will come from. A SWOT analysis is also a great way to identify any issues in your existing business that might need addressing as you develop your international business.

Download the [Export SWOT Template](#) and do your own analysis.

## Developing your export plan

Your export plan is an extension of your business plan, or if you are setting up an exporting business then it may be your only business plan. It should reflect the new business you will generate from selling internationally and how you will manage and deliver that operationally. If you have an existing business it is important that you develop your export plan in conjunction with your current activity so that you keep your domestic business strong.

Download our [Business Plan Template](#) and use it for your export business and remember, your plan is a live document that can be used as a place to collate all your research, thoughts and decisions so use it to bring all your ideas together and keep on track. Carefully work through the different sections of the business plan using your market research to help you understand the products or services you can sell internationally.

The following questions are a guide to the things you need to be clear about as you pull the plan together and you should also refer to the questions in the research section which are essential to understanding your market.

You might not have all the answers at the start, but as you work through the rest of this toolkit and your action plan these are the decisions you will make:

### Company description

- Explain how your export aspirations fit into your long term plan for the overall business.
- Identify the aims and objectives you have for working internationally and the key performance indicators that will demonstrate success.
- Identify the products and services that you intend to export and:
  - If these products are suitable for overseas markets in their current form or will they need modification.

- If you require a licence, permit or other certification for exporting them.
- The adaptations for language, branding and packaging you will need to make.

### Market analysis

- Identify the competitive factors that have led to your success in your existing markets.
- Identify your core competencies, such as unique skills or technological advantages, which will give you the edge in overseas markets.
- Identify your key competitors and their characteristics, market share and USP's.

### Marketing and sales strategy

- Describe the end users of your product or service and if/how they will differ from your local customer base.
- Understand the tactics you will use to communicate your difference and credibility.
- Describe your potential route to market and possible international partners.
- Consider your products price points and their positioning in the market.
- Clarify if existing marketing material can be used in overseas markets.
- Identify what type of additional support you will need to provide to partners in market.

### Management team and staffing

- Decide who and how many staff to you need to manage your export activities and if you will need to reorganise the roles and responsibilities of staff or make other changes to your organisations structure.
- Identify how much senior management time you will need to devote to export activities.
- Identify if your business already has international expertise, for example, a sales or language capability that could be beneficial in selling outside Jersey.
- Clarify how easy it will be acquiring specialist expertise should you need it.
- Outline the additional training your staff may need to work internationally.

### Operations

- Clarify if/how international sales will effect domestic business on a day-to-day basis.
- Identify the impact that export sales will have on production and if extra capacity is needed.
- Explain how/if any changes in products made specifically for export will affect production requirements.



- Identify how you will move products to overseas markets and any freight forwarder or any other partner you will work with.
- Explain if you will need to train market partners to install or offer your product or service.
- Identify the professional advice that you will take for example, drawing up legal contracts in the countries you are working in.
- Specify how you will manage the trademarks and other IP that you own in relation to new markets and/or if additional protection is needed.

#### Financial projections

- Produce a financial model for your off-island activity and remember to include budgets for:
  - Additional people resources.
  - Marketing in country.
  - Additional administrative and logistics costs for moving products or services abroad.
  - Legal and professional services.
- Clarify if your current terms of trade are appropriate and how you will modify them if necessary.
- Identify the mechanism or tactics you will use to ensure that you get paid.
- Explain the additional insurance cover you will need for expanding overseas.
- Make sure you account for all relevant taxes and duties that you will have to cover when you start selling outside Jersey.
- Identify how long you can sustain an international sales drive before you need to reap rewards. It may be one or two years before an export order is received, involving several overseas trips to trade fairs or to visit potential partners or distributors. Be realistic when estimating the initial financial gains from selling outside Jersey.

#### Funding requirements

- Identify if any additional financial investment is necessary and how you will secure it.
- Identify any other priority plans within your business that may compete with export for funding.

#### Risk analysis

- Consider the risks that trading internationally will have on your current business.
- Consider the commercial and practical risks and how you will mitigate them.
- Look at the impact that international sales will have on you people and how you will keep them motivated.



## STEP 4: ROUTE TO YOUR EXPORT MARKET

Whether you are selling a product or a service into an international market you will need to think about how to actually deliver in that market. Choosing your 'route to market' is an important decision as it will determine the resources that you will need both in Jersey and in the market and it will have an impact on the margins and profitability of your off-island sales.

It is important to consider who your customers will be in your chosen market so you can think about the type of relationship that you need with them and the best way to reach them. For example, if you have a consumer product you might need to get it into as many outlets as possible so you'll have a 'hands-off' relationship with your end consumer, whereas, if you are providing a bespoke consultancy service you will probably want a face-to-face relationship which requires you to be on the ground.

The type of relationship you need will lead you towards a particular route to market and there are a number of options which are typical for working internationally. Remember, you may have different routes to market in different countries depending on the characteristics and culture of your client base in those markets.

Whatever route to market you decide on, ensure you carry out due diligence on potential business partners. Speak to their clients wherever possible and do as much research on the company as possible before committing to them.



Some of most common routes to market are:

	Advantages	Disadvantages
Working directly with clients from a Jersey base	<ul style="list-style-type: none"> <li>You own the client relationship</li> <li>You identify, sell to, supply to and service customers from your Jersey base</li> <li>You may use multiple channels such as website, catalogue and/or telesales to talk to customers</li> <li>You can set your own prices without losing margin to 3rd parties</li> </ul>	<ul style="list-style-type: none"> <li>You're responsible for the entire process of delivering your product or service</li> <li>But you'll need to consider where and how you will warehouse and fulfil orders</li> <li>You will need to work flexibly to accommodate different time zones</li> </ul>
Setting up an overseas office	<ul style="list-style-type: none"> <li>Often beneficial to have local staff which increases market presence, cultural understanding</li> <li>You are presented as a local company</li> <li>Can make it easier to provide strong customer service</li> <li>Legal and tax requirements might be beneficial</li> </ul>	<ul style="list-style-type: none"> <li>The costliest, resource intensive and high risk option until the market is established</li> <li>Helpful if someone from your own business will set it up to provide a link between the market and home organisations</li> <li>Takes a significant amount of management time</li> <li>Legal and tax requirements might be onerous</li> </ul>
Setting up a Joint Venture	<ul style="list-style-type: none"> <li>Joint ventures can take many forms, from a formally constituted JV company to an informal strategic alliance</li> <li>You get a share of the management, control and profit of the JV</li> <li>It gives you a presence in the market without having to set up from scratch</li> </ul>	<ul style="list-style-type: none"> <li>It can be a complicated and expensive option.</li> <li>It requires ongoing management involvement</li> <li>You are not completely in control</li> </ul>
Working with a business or associates based in overseas markets	<ul style="list-style-type: none"> <li>Access to local expertise</li> <li>Financial savings in not having to operate the business yourself</li> <li>Local knowledge and involvement in your target market</li> <li>Partners will have strong working relationships with clients</li> </ul>	<ul style="list-style-type: none"> <li>You rely on their brand and reputation in the market</li> <li>You may not be their primary focus</li> <li>The arrangement can be as loose or complicated as you make it</li> <li>You are not in control of the sales pitch so managing client expectations might be difficult</li> <li>The work or sales may be sporadic or difficult to predict</li> </ul>
Setting up a franchise or licensing agreement	<ul style="list-style-type: none"> <li>Typically, you need a strong, trusted brand that customers identify with</li> <li>You specify what products or services can be sold where</li> <li>You are in control of how your products or services are sold and how they are delivered</li> <li>You can have different licensees or franchisees in different locations</li> <li>You don't have the expense of operating your business abroad</li> <li>You supply guidelines and training for the operations, marketing and branding of the business so your licensee or franchisee will deliver to your standards</li> </ul>	<ul style="list-style-type: none"> <li>Your franchisee runs a separate business from yours and are responsible for the customer relationship</li> <li>Success is based on good relationships and the support you provide so you need to spend time with your partners</li> <li>Your returns will be based on the success of the franchisee or licensee's operation</li> </ul>



	Advantages	Disadvantages
Appointing an agent	<ul style="list-style-type: none"> <li>• An agent negotiates sales on your behalf and earns a commission</li> <li>• Your product/service is delivered directly to the customer</li> <li>• Agents should have extensive knowledge and contacts in the market</li> <li>• Should be able to identify and take advantage of opportunities</li> <li>• You retain more control over the price, product and brand image than compared with a distributor</li> <li>• Some agents will hold stock on your behalf</li> </ul>	<ul style="list-style-type: none"> <li>• The agent owns the client relationship not you</li> <li>• Be clear what an agent's legal rights are in the market, which might be more extensive than you realise</li> <li>• Be clear who is responsible for the after-sales service</li> <li>• The agent is your face on the ground so make sure they will represent your business appropriately</li> <li>• Agents often represent more than one product so make sure you get the attention from them that you expect</li> <li>• You might have to contribute to in country marketing spend</li> </ul>
Working with a distributor	<ul style="list-style-type: none"> <li>• A distributor buys products from you and in turn sells them to their customers.</li> <li>• Distributors may be sole, exclusive or non-exclusive</li> <li>• Most of the sales risk is absorbed by the distributor</li> <li>• You won't need to set up in country</li> </ul>	<ul style="list-style-type: none"> <li>• Your distributor owns the client relationship and the logistics in country not you</li> <li>• As with agents, your distributor will represent more than one product so make sure you get the attention from them that you expect</li> <li>• Distributors will expect a discount when buying your product</li> <li>• You lose control over marketing and pricing in the market and rely on them for after-sales service</li> <li>• You might have to contribute to in country marketing spend</li> </ul>
Selling on-line	<ul style="list-style-type: none"> <li>• Low-risk and low-cost</li> <li>• You have control over your online presence</li> <li>• You can manage all your sites from one central point</li> <li>• You can get instant analytics on how your site(s) is performing</li> <li>• Improvements you make to your website can have instant results</li> <li>• You can identify 'hot' markets much quicker</li> <li>• An online presence gives you worldwide exposure 24/7</li> </ul>	<ul style="list-style-type: none"> <li>• You need to be able to manage customer orders and enquiries coming from different time zones</li> <li>• You might need to invest in country specific sites so the content, language and payment methods are localised</li> <li>• You will need to invest in marketing your website – don't think that because it is there people will see it!</li> <li>• You still need a robust logistics operation to make sure your products reach your customers</li> <li>• Understanding the local culture and how people use online platforms will enable you to get the best response</li> </ul>



# STEP 5: MARKETING INTERNATIONALLY

Now you've decided on the country and the route to getting your product or service into that market, you need to think about your market strategy. This is key to every new business venture because without a marketing budget and plan how will anyone know about your product or service? It is particularly important for service and business-to-business companies that need to develop a personal relationship with clients, however, every company working internationally needs to think about their brand positioning and reputation in that market.

Whatever your route to market, if you have a business partner they will want to know what expenditure is being allocated to promote your product on an ongoing basis. If you decide to use an agent or distributor or even a local marketing expert, it's important that you are involved in matching your marketing with the characteristics of that country bearing in mind that the local business culture might be very different from what you are used to. Remember, visiting the market and building relationships is part of your marketing strategy and you will usually need to have a regular and consistent approach to visiting the market no matter what route you are choosing.

## Developing your marketing plan

Your marketing plan is an extension of your business plan and must describe in detail how you will position your business, product or service in the market and differentiate it from its competitors. You should think about your key messages, the tactics you will use to communicate with your potential customers and the costs involved.

Your marketing plan is part of your business plan (which you've already started to develop) so below are some of the things to think about when completing the marketing section of your plan:

### Positioning

- What will your brand positioning be in each country?
- What unique product features will you accentuate in each country?
- How/will you add value to the customer if you are entering an established market?
- What price positioning will you take? Consider competitor prices when making this decision.

- You need to build credibility in the overseas country so do you have relevant independent validation or case studies that will resonate with the market?
- How will the competition respond to your entry into their market?
- Think about your client/customers perception of quality-price relationship as this might be different from your home market. This might drive your price and positioning in new countries.

### Tactics

- Think about your online presence and how you can translate it for overseas clients.
- Consider how strong your social media presence is and whether it can easily extend into new markets or whether you will need to develop new platforms.
- How will you promote your product to your key market segments? If you have existing customers, can you replicate your marketing for new customers?
- Think about your communications. Each country will have different tone and idioms which you need to be mindful of.
- Consider using one or more of the following:
  - Advertising: where, when, how, to whom
  - Public relations
  - Direct marketing
  - Website and internet marketing
  - Social media: research which is the best platform for each market
  - Exhibitions and conferences
  - Word of mouth
- What resources do you have to undertake your marketing?
- Do you need specialist skills in those countries?

### Making contact

- In some countries you need to spend a lot of time developing a relationship before any business emerges so bear this in mind when approaching potential contacts.
- If you need to tender or to become a preferred supplier, think about what you need to do to achieve this.
- Do you have links with people in the new market who can make introductions for you?
- If not, can you get these through your research and or visiting a relevant conference or exhibition?



Download the guide on [getting the most out of international trade shows, conferences and exhibitions.](#)

### **E-commerce businesses**

If you are running an e-commerce business, selling your products or services online, your website is your platform for overseas sales success. You will need to consider whether your local website will support international sales or whether 3rd party platforms such as Amazon and e-bay, for example, would be appropriate for your product.

Whilst online platforms such as Amazon have a global reach, China has completely different platforms and it is important to make sure you pick the right ones to get involved with. You will need specialist help with this so research it thoroughly and work with credible partners to get your products listed on the most appropriate ones.

Here are some points to think about to maximise the impact of your digital presence:

#### Structure

- Think about the domain name for your website(s) and make sure it fits with your overall strategy.
- Will you use your current website or develop local ones for each country you enter?
- If you are using one platform make sure it has the ability to support multiple languages, different payment systems and different sales tax systems.
- Bear in mind that different markets are used to different payment methods so it's worth thinking about which payment method you will offer in each country.
- Think about who will create and provide the content and images for your sites. You will need to own these and so bear this in mind.
- Make sure your terms and conditions are clear and available on your site and that they relate to the country you are selling in, for example, how will you deal with cancellations, returns, deliver or exchanges.
- Get professional help to draft the legal and financial policies that you need for different countries, particularly in relation to consumer and distance selling regulations, as these might be different from those you are used to.
- Decide how will your website(s) integrate with your existing systems?
- How will you integrate or manage the ordering process?

#### Content

- Think about how to consistently represent your brand across multiple sites.
- Having local sites will allow you to customize content for each country which will make customers more likely to consider buying from you.
- Use the analytics to see how people are moving through the site so you can make changes in the right places to minimize the abandonment rate.
- Customers who don't know you will want to find ways of checking you out, so think about including reviews on your site and/or getting listed on review platforms.

#### Marketing

- Just because you have a website doesn't mean people will see it. You need a marketing strategy to get your site at the top of the search rankings in your overseas markets.
- Allocate a budget to online marketing.
- Use relevant social channels to push traffic to your site, but remember to use the channels that are appropriate for the country you are working in.

## STEP 6: LOGISTICS OF EXPORTING

From the outset you need to think about the best way you can physically get your product or service to your international market. If you have an existing business, be sure to consider the impact that your export logistics will have on your current operations so that you don't negatively affect your local trade. This is just as important if you are selling a service that will require people to work overseas as you will need to ensure that you can fill their role while they are away.

### **Providing a service outside Jersey**

If you are selling a service to the UK or overseas, then your main consideration will be whether to have people permanently in the market or whether your existing employees can travel to where they are needed to complete the contract. Alternatively, you might be able to provide your product or service over the internet.



Your decision will depend on the relative costs of each option but things to consider are:

- Can your service be provided remotely? Software, for example, can be downloaded anywhere in the world.
- What will you include in your package in terms of product, time and resources?
- If you have people who are travelling, do you need a travel policy, travel insurance and professional indemnity insurance for the countries you are working in?
- How will you allocate resources to working abroad and still make sure your local business stays afloat?
- What payment terms have you agreed and how do you make sure you are paid in a timely manner?

### Moving a product outside Jersey

If you have a product to move, then the practicalities of selling over long distances and across borders are more complicated. The best method of moving goods into different countries will depend on a number of factors including:

- Whether you or your customers, distribution partners or logistics partners, are in control of the shipping process.
- How quickly you need to move the products.
- If the products need special packaging or transport arrangements.
- Whether you need a specific route or mode of transport.
- The level of risk you are able to take if your product is lost or damaged whilst in transit.
- Whether you are moving products from Jersey or warehousing elsewhere and moving from there.

The most common mode of transport from Jersey includes:

- Sea freight
- Air cargo
- Jersey Post

Other things you will have to consider when planning your logistics are:

- Identify the correct customs code for your products so you understand the duties and taxes (import tax, VAT or other sales tax etc.) you will incur when sending products abroad and can factor these into your costs.
- Decide on whether to include shipping costs in your price.

- Decide on your payment terms so you know when you will receive your money.
- If there are specific regulations for your product, for example, food and drink, chemicals and pharmaceutical products have additional levels of control and require specific paperwork.
- Whether you should appoint a freight forwarding service to move your products and help you with the logistics process and paperwork.
- If you need separate insurance to cover loss or damage in transit although often your freight forwarder will handle this for you.
- The documentation you will need to ship your goods which usually will include:
  - Your invoice
  - A list of the parcel(s) in the shipment
  - The shipping or transport documentation
  - A Certificate of shipment/airway bill or Bill of lading
  - Certificates of origin
  - Any additional documentation depending on your product and the country you are exporting to
- Remember to get proof that your products have left Jersey.

Although this looks like a daunting task, help is available and it is worth spending time finding the organisations that have the most experience of working with products like yours and into the international markets you are selling to.

A good freight forwarder can be worth its weight in gold because they can help you manage the transport, documentation, customs and regulations and will deal with a lot of the red tape you'll come across.





# STEP 7: INTERNATIONAL PAYMENTS AND CONTRACTS

It is important to understand all of the costs of doing business outside Jersey in order to quote the right price for your product or service. By now you will have realised that there will be additional costs that you haven't incurred in your local business, or thought of before that you need to take into account when planning your export activity. In general, however, the more you know about your client or customer the better your chance of getting paid.

Some of the simple things you should think about are:

## Know how you will get paid

- What payment terms you are offering? Are you going to give customers open credit or ask for cash up front? How is that going to work?
- Determine the terms and conditions that are appropriate for your product or service and put them in writing.
- If you're selling to a market that could be considered risky, or dealing with an uncertain customer, you may want a formal payment mechanism such as a letter of credit (effectively a guarantee from your bank that you will receive payment) so you know you will receive your money.

## Consider what currency you're going to be trading in

- Are you going to be selling in Pounds sterling, dollars, euros, or the local currency?
- Talk to your bank or a currency provider about the options for protecting yourself against fluctuations.
- Think about currency conversions and allow for them in the product prices and costings.
- Consider purchasing and selling in the same currency, so if you are buying raw materials or parts in dollars can you also sell in dollars.

## Protect your finance

- Unless you are starting off with international trade in mind, make sure you have strong

finances in your existing business before you start working overseas so you start from a solid base.

- Consider taking out insurance against non-payment or delayed payments as this can have serious implications for your cash flow.
- Consider how you are financing your off-island trading taking into consideration challenges such as lead times, seasonality and payment terms for example.
- If you can, see if it is possible to ring-fence your international finances to protect your existing business.

## Legal conditions are important

- The law in international markets can be very different from Jersey law, which often will not apply to your sales, so check the local law in that country to make sure you don't have unexpected costs or obligations.
- Check whether you need additional levels of cover or specific insurance policies to cover your products, services and employees in your new markets. Product liability and professional indemnity cover is particularly important.
- There will be a clause concerning a Court of Arbitration and which country this will be located in.

## Don't get caught out by the Bribery Act

- The Bribery Act 2011 is a piece of UK legislation that means it's now an offence to commit or fail to prevent bribery when trading internationally. This applies to all UK companies, their distributors and representatives wherever they are in the world. So, if you are working abroad with a UK company make sure you don't get caught out by these obligations.





## STEP 8: DELIVERING GREAT CUSTOMER SERVICE OVERSEAS

With the proliferation of digital communication making it easy for anyone anywhere in the world to comment about your product, service or business it is important to consider at the outset how you will keep your international customers happy.

If you are a service or online business, you are likely to have a more direct relationship with your clients and so you need to factor customer service into your business model. This might take the form of face-to-face support and interaction or you might be able to service customers through a call centre. You may need to have this in the overseas country or you might be able to base it in Jersey or the UK. Whichever way you engage with customers, you make more of an impact if you can talk to them in their own language and time zone, so think about the logistics of this as you plan your customer service practices.

If you are selling product through an agent or distributor you might transfer some of the responsibility for the aftersales service to them, however, don't become too distant as you need to be knowledgeable about your end customer's experience to ensure that your product and brand are being supported in the way you want. Ironically, dealing with customer complaints is a great way to know if your partners are providing the levels of service that you expect.

Some of the things to consider when thinking about your after-sales service are:

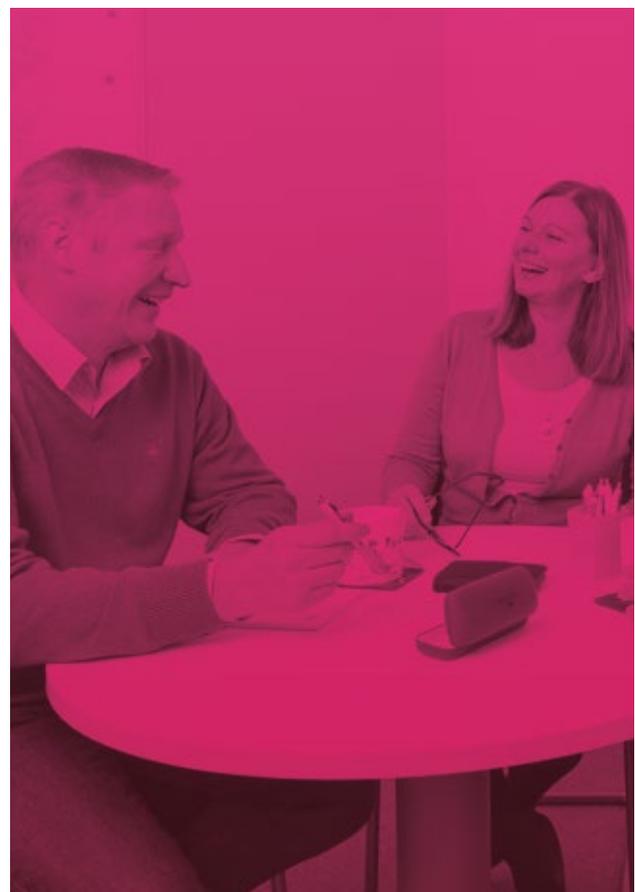
- How to offer the same standard of customer service overseas as you do at home.
- What policies and processes you need to implement to effectively manage returns, exchanges, regular servicing or warranty claims in each market.
- Ensure that the customer service provided by your in-country partners reflects your business's brand proposition.
- Whether your in-country partner will need ongoing training on your product or service.
- Measure how your product or service compares to your competitors.
- Watch customers buying your products so you know how and why they are choosing them.

- Using customer ideas and feedback to improve or evolve your products and services to meet their needs.

Don't think that the effort stops once you have made your first sale! Just like growing your business locally, selling internationally is a continuous process and the more you engage with partners and customers in your overseas markets the better you will succeed.

So...

- Be in regular contact with your in-country partners to make sure everything is going ok.
- Have a rigorous approach to visiting the country to see your suppliers, customers and partners face-to-face which will improve both your relationships and your understanding of the market.
- Be proactive in following the political, social and economic changes, as well as developments in technology in each country as all these factors can make a difference to your ease of doing business in that market.
- Review your business's key performance indicators to make sure that international sales continue to add value to your business.





# USEFUL CONTACTS AND WEBSITES

## Getting started

You will find lots of information and ideas about exporting on these websites:

### Export Savvy

<http://www.exportsavvy.co.uk/eig>

### British Chambers of Commerce

<http://www.britishchambers.org.uk>

### Open to Export

<http://opentoexport.com/>

### Exporting is Great

<https://www.exportingisgreat.gov.uk/>

## Research

Here are some resources that might help you to research:

### UK Government Country Exporting Guides

<https://www.gov.uk/government/collections/exporting-country-guides>

### Foreign Office Travel Advice

<https://www.gov.uk/foreign-travel-advice>

### Institute of Export's Market Guides

<http://www.export.org.uk/help-links/doing-business-guides>

### China Britain Business Council

<http://www.cbcc.org/>

### UK Asean Business Council

<http://www.ukabc.org.uk/>

### UK India Business Council

<https://www.ukibc.com/>

### Enterprise Europe Network

<http://een.ec.europa.eu/>

### States of Jersey Imports and Exports

<http://www.gov.je/Travel/InformationAdvice/ImportsExports/Pages/index.aspx>

### 4Insight

<http://www.4insight.info>

### Island Global Research

<https://www.islandglobalresearch.com/>

## Developing a plan

Jersey Business can help you develop your export plan:

### Jersey Business

<https://www.jerseybusiness.je/get-advice/exporting/>

## You should also talk to:

### Your lawyer

<http://www.jerseylawsociety.je/>

### Your accountant

<https://www.jscca.org/>

### You bank

<http://www.jerseybankersassociation.com/Members/>

## Logistics

These organisations can help you move products out of Jersey:

### Jersey Post e-commerce solutions

<http://www.jerseypost.com/business/logistics/>

### Freight Forwarders

<http://www.jtdirectory.com/search.asp?stxt=Freight+&sloc=Location+%28optional%29>

### British International Freight Association

<http://www.bifa.org/home>

## Route to market

### The British Franchise Association

<https://www.thebfa.org/>



**WHETHER YOU ARE THINKING  
OF STARTING A COMPANY,  
WANT TO IMPROVE OR GROW  
YOUR EXISTING BUSINESS OR  
NEED TO MANAGE YOUR EXIT  
PLAN, JERSEY BUSINESS IS  
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YOUR GOALS.**

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[www.jerseybusiness.je](http://www.jerseybusiness.je)



[info@jerseybusiness.je](mailto:info@jerseybusiness.je)



(01534) 610300



31 The Parade, St Helier, Jersey, JE2 3QQ