Export
a practical guide

Marlies Harlaar
Michiel Ouwehand
Otto de Leeuw

Noordhoff Uitgevers

Second Edition

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Michiel Ouwehand
Otto de Leeuw

Tweede druk

Noordhoff Uitgevers Groningen/Houten

Cover design: G2K Groningen/Amsterdam
Cover illustration: iStock

If you have any comments or queries about this or any other publication, please contact: Noordhoff Uitgevers bv, Afdeling Hoger Onderwijs, Antwoordnummer 13, 9700 VB Groningen, e-mail: info@noordhoff.nl

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ISBN (ebook) 978-90-01-84431-8
ISBN 978-90-01-79574-0
NUR 163

Preface and acknowledgements

Export isn't easy. It involves working with other countries and customs, other rules and regulations, and other mentalities as well. But all this needn't stop you from becoming active in new markets abroad.
A company on the brink of export is usually on the lookout for new markets. More often than not, the actual export business begins haphazardly, through one-off contacts rather than by plan. Some companies begin without having any clear objectives. Others, in contrast, follow a carefully laid-out plan. It can take years to conquer a target market. And let's face it, some attempts don't ever succeed. It takes a mixture of essential ingredients – patience, flexibility, perseverance and enthusiasm – combined with a solid approach and a bit of good luck to enhance your chance of success. As your export business grows and you gain confidence, progress becomes clear. What began as one small order is turning into a major strategic goal that may even lead you to set up subsidiaries abroad. Thus another multinational is born.

Export, a practical guide is a hands-on introduction to the export business. It shows you how to identify promising markets and analyze their opportunities and threats in a well-structured and responsible way. We deal with all the important aspects of the export business plan. Financial planning, in particular, is indispensable for making sure your export not only gets off to a good start but also keeps going strong in future. Indeed, without a solid business plan, you'll find it hard to get outside funding for your endeavor. The book is easy to read. We focus on what is important and useful in the field, keeping the theory right down to the minimum. Our practical approach is designed to save you time and make it easy to apply what you've learned to situations in your own export business. We've put plenty of exercises, checklists, and practical examples into the book. We've also posted loads of related information on the special Noordhoff Uitgevers Export website: www.export.noordhoff.nl. All together this material will serve to help you master the skills needed for a successful export endeavor. And by working systematically through all the exercises, you'll find yourself actually creating your own export business plan.
The term 'exporter' used in this book refers to both men and women.

We would like to thank Khyber Eshaq, Ingrid Mooijman, Remko Nieuwenhuizen, and Frank Zeilstra for their help in writing the book. We would also like to thank Ragini Werner for the wonderful job she did of editing the book.

Above all, we would like to express our gratitude to Otto de Leeuw, co-author of the first edition who, unfortunately, passed away two years ago.

We thank the individuals and organizations that have given us permission to use and adapt material for this book. In a few cases it has been impossible to trace the owners of copyrighted material, and we apologize to any holders whose rights may have unwittingly been infringed.
Any mistakes are ours alone. Any ideas for improvements, based on your own experience, are always welcome. Please don't hesitate to share your comments and suggestions with us.
We wish you lots of reading pleasure and hope our book contributes to your export success.

Marlies Harlaar (m.harlaar@planet.nl)
Michiel Ouwehand (info@consulint.nl)

Heerhugowaard/Grootebroek, Autumn 2011

Contents

Introduction

Sooner or later all entrepreneurs ask themselves, ‘Shall I start exporting, or not?’ Or, ‘I’ve been exporting for some time now. But am I going about it in the best way?’
With the ongoing unification of Europe, including the demise of border controls (excise and duties) and the introduction of the euro, it has become easier to expand businesses inside Europe, and survive. Unification is compelling many smaller enterprises to view the greater Europe, quite a bit larger than Holland alone, as one domestic market.

Many firms are managing to write success stories about export. But not all. Too many over-enthusiastic entrepreneurs are entering foreign markets without proper preparation. As a result, they are running the risk of having their export business fail, often with large financial losses. Ten important reasons why smaller companies often fail in their fledgling export endeavors:

Top 10 obstacles to export success

1. Administrative burden
2. Cannot find a good partner abroad
3. Insufficient knowledge of foreign markets
4. Insufficient knowledge of local testing and quality requirements
5. Insufficient knowledge of local distribution channels
6. Insufficient knowledge of customs and excise regulations
7. Language problems
8. Transportation problems
9. Currency problems
10. Insufficient financing

Source: Erasmus Universiteit/Fenedex

One of the greatest pitfalls in export is going beyond your means. If you start dealing abroad without having any real control over what is happening out there, you could be in for some nasty shocks:
- Put too many variables in your approach and you run the risk of being unable to fall back on previously gained experience
- Fail to prepare your export transactions properly or get adequate risk coverage and you run the risk of having unpaid invoices.

Of course, many other mistakes can be made as well:

Top 10 exporting errors

1. *No market research*: information on target markets, consumer demand, competition, local export/import laws and customs requirements is critical for successful trade
2. *Lack of commitment*: most transactions have certain start-up problems. As a result, you must have the patience, determination, and financial means of dealing with these issues when they arise
3. *Poor alliances*: pay attention to the qualifications of the foreign agent or distributor
4. *Initial expectations set too high*: many companies think big and try to enter many different markets simultaneously.Be smart, concentrate on particular markets that will have the most impact in the short term and then branch out to others
5. *Not a top priority*: firms often regard domestic markets as more important than export markets. When the local market booms, they neglect their exports. This can result in unsuccessful exporting/importing
6. *Inadequate distribution relations*: have a good relationship with your distributor andbe sure they understand your strategy and goals for future expansion
7. *Rigid standards*: refusing to modify products to comply with foreign regulations and cultural preferences is a big no-no
8. *Own language only*: a company that doesn't make the effort to trade or produce documents in the language of the product's destination will never completely filter into the target market
9. *No export expertise*: don't be afraid to hire freight forwarders, customs brokers, technical specialists or others when the firm does not possess these skills internally
10. *Going it alone*: opportunities and more markets are missed when businesses don't pursue potential partnerships or joint ventures.

Source: www.ccawaibl.com

Export, a practical guide shows you how to avoid making mistakes like those listed above and, instead, will lead you down the road to success. The book is intended for students in professional fields and business schools as well as business people wanting to start exporting. Don't think you have to come from a big company to be able to do this. Some one- or two-man operations are very accomplished exporters in themselves because, as far as export's concerned, size doesn't matter. Your success ultimately doesn't depend on the scale of your firm. We know several big companies that, in exporting terms, are still in the pioneering phase. Other companies you'd call small, if you go by their staff numbers, are producing the sorts of results that belong to multinationals. If you've already set out on the export adventure, you will find enough encouragement in this book to keep you en route to success.

The scope of the book covers three main areas:

1 Analysis (Chapters 1–4)
- Preparing the company for export
- Defining the company's strengths and weaknesses
- Defining promising export markets
- Drawing analytical conclusions.

2 Planning (Chapters 5–13)
- How to enter an export market
- Export markets and their culture
- The export marketing mix
- How to get products to their destination
- Making foreign payments
- Setting export prices
- Financial planning
- Financial resources
- Organizational consequences and the action plan.

3 Ready to export (Chapters 14–15)
- Frequently used export documents
- Transaction documents: from quotation to invoice.

In Chapter 1, we introduce the phases of export development, various strategic rationales for starting export, an export test and export plan, and the role of governments. Before you begin, it is most important to decide if your company is in the right position to start exporting. Chapter 2 deals with this subject. You first need to consider what your company can or cannot do. Next, you need to analyze its strengths and weaknesses. Then you should see if you are capable of meeting the export requirements. Finally, you should bring your export capacity and requirements in line.

Once the company is ready to go, you can start focusing on external analysis. In Chapter 3, we focus on how to define countries and markets of possible interest. Culture is a very important element of exporting. Chapter 4 begins with SWOT analysis, using for input the data and information from the analyses carried out in previous chapters. Having done the analysis of opportunities and threats, you are now able to formulate your export goals and objectives. The chapter continues with a useful aid in this process, the SMART model.

How will your company enter the foreign market, and which channels will you use to sell in these markets? In Chapter 5, we briefly describe the most commonly used methods and indicate the major advantages and disadvantages. In Chapter 6, we look at the challenging aspects of culture, the necessary adaptations to the marketing mix and cultural differences in different countries. Chapter 7 deals with the tools of the marketing mix and the way they need to be formulated in given situations. These instruments must be (re)defined for each export market. We highlight a number of aspects that will enable you to acquire a strategic market position in any foreign market.

Who is responsible for the transport of goods? The seller or the buyer? What mode of transport will you use – road, rail, water or air? What are the packaging and labeling requirements? What documentation do you need? What are Incoterms and when do you use them? Chapter 8 provides the answers to all these questions and more.

Payments to and from abroad are often more complicated than payments in your own country. Keep in mind that foreign payments follow different financial rules and procedures. In Chapter 9, we discuss international means of payment and hedging against currency risks while Chapter 10 deals with foreign pricing issues.

Many new exporters face serious financial obstacles soon after their start. The obstacles can be neatly sidestepped when you have good financial planning. Chapter 11 focuses on the first three elements required in financial planning, prognoses of results, investments and liquidity. Chapter 12 concentrates on the fourth and last element of financial planning, the finance projection, and provides a comprehensive review of funding resources.

Export strategy is not worth the paper it is written on if it does not translate to every day action. Your action plan must fit your strategy like a glove fits your hand. Export requires change within the firm, for example, to the production process, the product mix, production capacity as well as internal organization and coordination. In Chapter 13, we pay attention to the organizational consequences and the action plan.

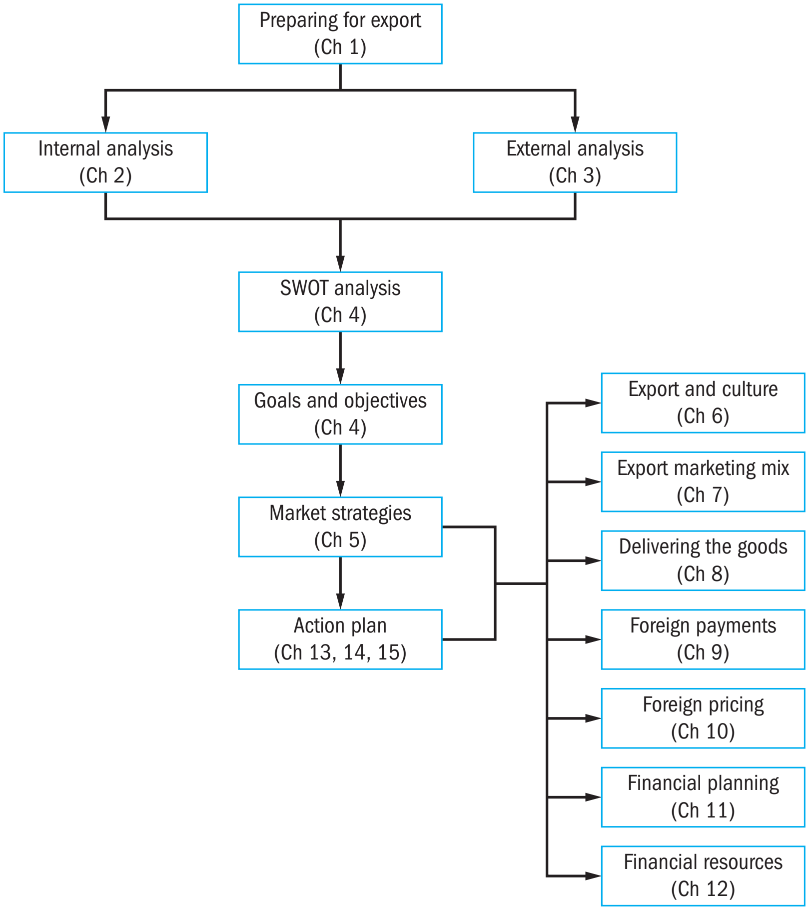
Export transactions demand efficient administration. The type of documentation required depends on the destination, type of goods and means of transportation. In Chapter 14, we focus on customs and the most frequently used documentations.
What does it take to administrate that first export order? In Chapter 15, we clarify this matter for you. First, we look at the quotation or tender, and the proforma invoice. Then we look at agreements, general terms and conditions, following this with the confirmation of sale. Finally, we consider what must be done when preparing and sending off invoices.

See figure next page for an overview.

Each chapter starts with a short case or anecdote to give you an idea of the content. The exercises we've set are intended to test your understanding of the concepts introduced. The examples we've sprinkled throughout the book should further enrich your understanding. The extensive case study that closes the book also offers important lessons. The appendices present additional background information or samples of the commonly used export documents.

The website has been created specially as an extension to the book. Go to www.export.noordhoff.nl. On the site, we've put blank forms for all the exercises. These will make it easier for you to process the data you're collecting for your own export plan. We've also posted blank export forms on the site for your own convenience. The appendix at the back of book contains a comprehensive overview of online resources that we hope you will find helpful when you're preparing to implement your own successful export program.

Overview Exportplan(ning)



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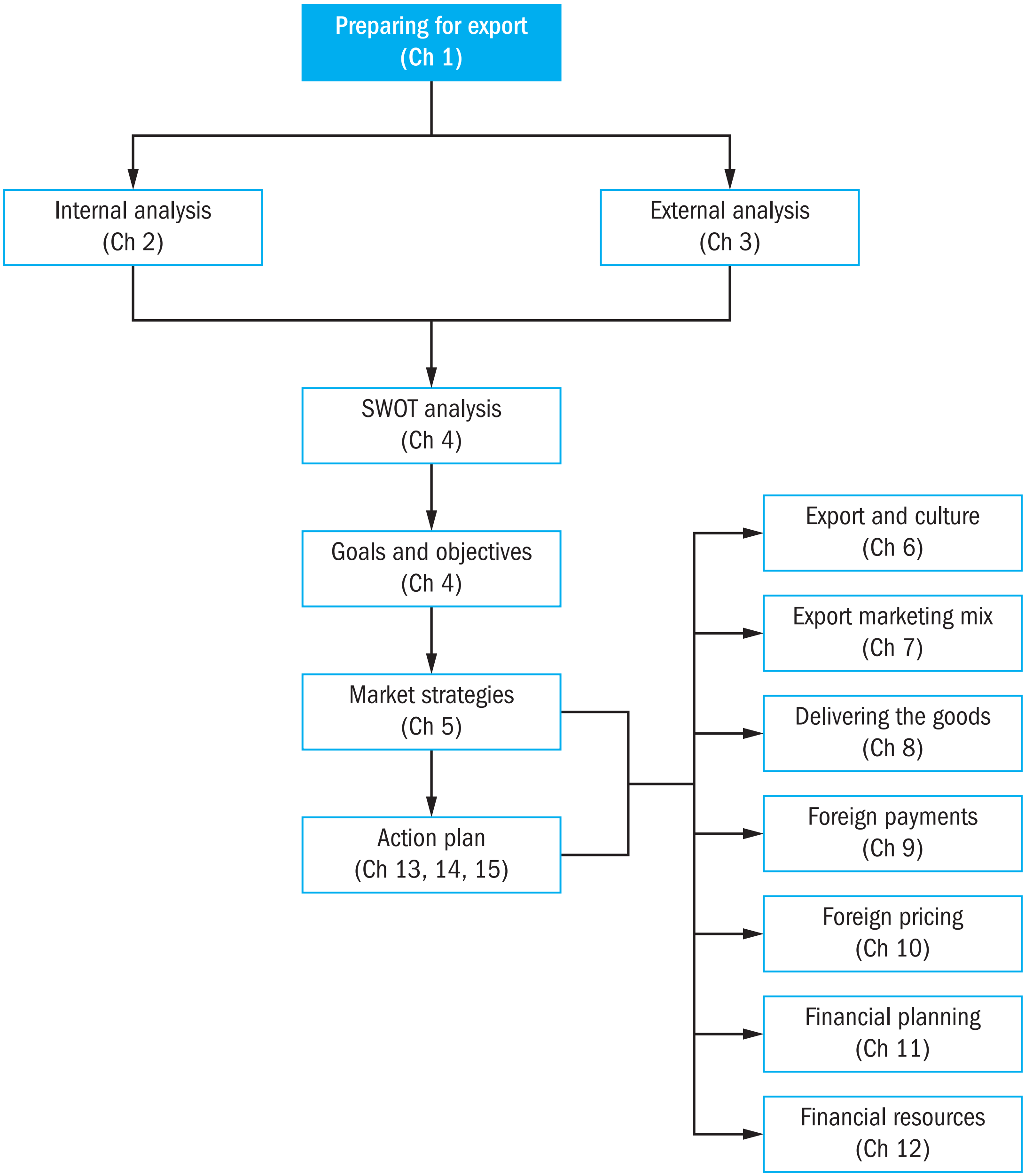

1 Preparing for export

People have many reasons for heading off to new and exciting export markets. Often the first steps you take across the border come about by accident – from an incidental order rather than by any conscious plan. Planning is essential, not only for activities in the market at home, but even more so when you're doing business abroad. An export plan is the foundation stone of your export business success. It makes your ideas about export tangible and puts them within your reach. In this chapter, we look at what governments do to stimulate exports and we deal in some depth with the phases of export development. We show you a very handy export questionnaire and provide the link to an equally handy export scan from around the world. We also discuss how you might employ business trainees to help get your export endeavor started.

Going global – The fine art of selling butter

Over a decade of selling our specialized butter products overseas, we've learned a key lesson: you can't export by sitting on your backside in New Zealand. After completing diligent research, you've got to get out into the market, and develop relationships with people – be they distributors or end users – in order to understand their differences and any market nuances.

Canary Enterprises began in the dairy heartland of the Waikato in 2001, and the first three years, we focused on exporting butter medallions to Australia. We worked with a distributor to establish our product in food service – five-star hotels, airlines, and restaurants.
Beginning in Southeast Asia in 2004, and working alongside New Zealand Trade and Enterprise (NZTE), we are now established in 14 international markets throughout Asia and the Middle East. We've invariably found that when you go to a market, you uncover other opportunities from simply being there.

We don't have an offshore base – we're still a small company of 24 staff. But we have agents and distributors in our international markets who we visit regularly, and we pride ourselves in responding to customers' queries within 12–24 hours.
A point of difference for Canary is that we listen to our customers, and do our best to design products to meet their requirements. Trying to sell our butter medallions to a major airline in the Middle East, we learned they wanted something a little different. So we developed a flower-shaped rosette of butter specifically for their airline.That was six years ago and we've had a strong relationship with them ever since. […]

Canary is no longer simply a butter company. Recently, we diversified to make a range of flavored products, like a basil pesto cream cheese portion used to flavor a chicken breast, which builds on our existing channels and geographic markets.
Our point of difference remains around design and customization, continuing to work with our customers to create products that are functional for them.
All of this has enabled us to achieve an average 40 percent year-on-year sales growth in our 10-year history, an achievement that all of our team takes pride in.

Source: www.nzte.govt.nz, text by Derek Bartosh

1.1 Stimulating exports

The general liberalization of international trade and abolishment of borders within trade blocks such as the EU and NAFTA have created not only more opportunity for business, but more competition as well. Companies now need to fight harder to guarantee continuity, certainly if they want to realize growth. Nowadays it would be unthinkable that, without planning for the future, a company could withstand the pressures and uncertainties of the present market. Companies operating on the international arena are confronted by many environmental factors such as the cultural, social, political and legal aspects of foreign markets. You should be aware of the impact of these factors to ensure any degree of exporting success.

Governments have three major export objectives:
1 *General strategy*: to improve the competitive position of the domestic business world with regard to foreign companies
2 *Trade policy*: to lift as many barriers as possible to foreign trade
3 *Export policy*: to stimulate domestic companies to do business abroad.

The government uses the following instruments to stimulate export/ international trade:
- Trade policy (international agreements). For most countries, the majority of trade is done with countries in the same trade block, for example trade within the EU.
- Government subsidies (see Chapter 8) are based mainly on either stimulating export, developing a professional export organization, or economic development in developing countries in close cooperation with domestic companies
- Other export instruments include:
  - Export-credit insurance against political risks and damages arising from a calamity in the export country obtainable from firms like Atradius and Euler Hermes
  - Contacts with foreign governments, including visits and trade missions abroad
  - Information and promotion, including organizing trade fairs and exhibitions in collaboration with foreign associates.

When a government does not impose restrictions on trade with producers from other countries then the situation is called ‘free trade’. You can import and export products without having to pay duties and/or without having to comply with other extra requirements. Price is determined by supply and demand. Sometimes, however, a country wants to protect its market against foreign competitors. Then trade is not free, but influenced by government measures. Two important reasons for protecting a market are (un)employment issues and wanting to avoid dumping (overproduction).

The government can implement protection in three ways:
1 *Import duty*: a form of tax raised on the import of an article, making foreign articles more expensive than local product
2 *Import restrictions*: in this case the number of imports is restricted. The limit is set either on quantity or total number, usually for one year. When there are contingencies (or tariff quotas) a total number is set. If imports

exceed this quota, a higher amount of duty is raised on the extra items. Both methods 1 and 2 stimulate internal production and slow down imports
3 *Non-tariff restrictions*: these are the non-financial measures designed to limit or restrict foreign import. They can be divided in three groups: custom, hygienic and technical restrictions.

EXERCISE 1
If you have already begun exporting, please list your current problems.

1.2 Export development

Export often begins by accident. But what may have started off with an occasional export order can develop into a major strategic objective, that eventually leads you to branch out your company abroad. In order to become a full-fledged exporter, you need to focus on export development. In the following passages we deal with the various steps involved.

From passive to active exporter
In many companies the decision to start exporting is generally taken without much thought and doesn't go past one-off transactions based on the odd contact abroad. Every once in a while you might send off an order abroad, or you might be facing overproduction and think you can solve the problem by selling the extra products abroad. If you are doing this, you're what we call a passive exporter. In the short term this tactic can lead to success. But in the long run you'll see that you're missing out on many a good opportunity simply because you're not working from a clearly defined export plan. Usually you won't have done any significant market research.

But if you're truly focused on keeping exports going and enhancing the continuity of your business as a whole, your organization will be starting off from a good position with sales, marketing and production aspects already adapted to the demands of the foreign market(s). As an active exporter you will have developed a solid export business plan, which is founded on sound market research. Export will have become one of your main strategic objectives.

From active export to international marketing
In this phase you familiarize yourself with the foreign market, researching the specific needs of customers abroad and adapting the elements of your marketing mix to satisfy those needs. The orientation towards export is spreading through all the departments of your company, not just production and sales.

From international marketing to international entrepreneurship
Now you are focused intensely on the foreign market. You can do this by, for instance, entering into a partnership (collaboration) with a firm operating inside the export market.

EXERCISE 2
If you have already begun exporting, which phase are you in now?

1.3 Reasons for export

Most exporters begin close to home. Makes sense, doesn't it? It's easier to do close at hand than in a far away country. There are many reasons for crossing the border. Some grounds are well thought out, others not at all. Active export is driven by strategic considerations, while passive export usually isn't.

Here are some typical incidents that can lead to *passive export* situations:
- You receive an unexpected request from abroad
- While on holiday, you notice a local demand for a unique product
- Friends or family living abroad point out export opportunities in their country
- At a trade fair you meet an importer looking for the product you are bringing on to the domestic market.

In contrast, *active export* is based on strategic considerations such as the following:
- You want to become less dependent on local market demands (spreading your risks better) because the local market is either too small, or has stabilized or decreased, or the competition is too strong
- Increases in sales lead to increased production and subsequent economies of scale, which in turn lead on to lower cost price. Normally this offsets the threat from competition and usually provides a higher return
- Export can be the solution to production capacity problems
- Being present in more foreign markets increases your commercial opportunities
- You need to follow an important customer onto the international market, otherwise you will lose out
- Spreading the entrepreneurial risk increases the likelihood of business continuity
- Higher turnover better enables the company to pay costs
- Keeps staff employed
- A product successful at home may also have potential in the foreign market
- The product may be at the end of its lifecycle at home, but may still be exploitable in developing markets
- You want to take advantage of the opportunities in e-commerce. Via your own website or by taking part in the electronic marketplace, you can quickly gain insight into markets and approach potential customers.

EXERCISE 3
List the incidents or strategic considerations that will motivate (or, if you have already begun, have motivated) your decision to begin exporting.

1.4 Do the export test!

Export is a lucrative activity for many companies. Yet all these successful companies began by making the critical decisions necessary to expand their market outside their home country. The following test (see Table 1.1) is designed to help you make those fundamental decisions, or if you are already exporting, to help you identify additional information so that you can export more effectively. It comes from the Foreign Agricultural Service (FAS) of the US Department of Agriculture (USDA). FAS is responsible for the USDA's international activities: market development, trade agreements and negotiations, and the collection and analysis of statistics and market information. The FAS website (www.fas.usda.gov) contains a wealth of useful information and links on international trade and export.

TABLE 1.1 The FAS export test

1	My company sells a product successfully in the domestic market.	Yes	No
2	My company has or is preparing an international marketing plan with defined goals and strategies.	Yes	No
3	My company has sufficient production capacity that can be committed to the export market.	Yes	No
4	My company has the financial resources to actively support the marketing of our products in the targeted overseas markets.	Yes	No
5	My company is committed to developing export markets and is also willing and able to dedicate staff, time and resources to the process.	Yes	No
6	My company is committed to providing the same level of service given to our domestic customers.	Yes	No
7	My company has adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations, food safety standards and cultural preferences.	Yes	No
8	My company has adequate knowledge in shipping its product overseas, such as identifying and selecting international freight forwarders, temperature management and freight costing.	Yes	No
9	My company has adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credits.	Yes	No

Source: www.fas.usda.gov

If you answered 'No' to 1–7, check out the advice provided by the FAS in Table 1.2.

TABLE 1.2 Positive advice for negative answers

1 My company sells a product successfully in the domestic market.
A product's success in the domestic market is a good indicator of its potential success in markets abroad. If your product is untried in the domestic marketplace, you could benefit by concentrating on domestic sales first. You don't have a product? Many companies make a business of taking other companies' products into the export marketplace. These export management companies, trading companies and brokerage firms benefit by representing products that have done well in the domestic market.

2 My company has or is preparing an international marketing plan.
Many companies begin export activities haphazardly, without carefully screening markets or options for market entry. While these companies may or may not have a measure of success, they may overlook better export opportunities. If early export efforts are unsuccessful because of poor planning, your company may be misled into abandoning exporting altogether. Formulating an export strategy based on good information and proper assessment increases the chances that the best options will be chosen, that resources will be used effectively, and that efforts will consequently be carried through to success.

TABLE 1.2 Positive advice for negative answers (*Continued*)

3 My company has sufficient production capacity for export.
It is important that your company can meet the demand that it is creating. You should consider expanding your capacity or finding alternative means to meet the demand.

4 My company has the financial resources to actively support market development.
Market development requires funds. This is a big hurdle for most companies, as it may involve activities such as international travel, trade show participation, market research, and international business training.

5 My company is committed to developing export markets.
Developing an export market takes time and effort. If your company does not have the time and resources to commit to developing an export market, you might want to consider using the services of an export management or trading company.

6 My company is committed to providing the same level of service.
This is a commitment you should consider making. Successful exporters treat their foreign business with the same commitment and service as the domestic business.

7 My company has adequate knowledge of foreign import regulations.
Getting your product to your overseas customers is an important step in successful exporting, as well as maintaining a long-term relationship.

On the website www.export.noordhoff.nl you will find links to several export scans from various export agencies from around the world.

For the responses to ‘No’ answers to 8 and 9, and for more information in general about the Export Test, please see www.fas.usda.gov/agexport/shipping.html.

The EVD export scan: an example
Visit www.internationaalondernemen.nl/exportscan for the export scan developed by the EVD (*Economische Voorlichtingsdienst*), an agency of the Dutch Ministry of Economic Affairs. The EVD has developed the scan especially so that Dutch exporters can gain an idea of their global potential. If you have a moment, try it, as the scan can help improve your chances of success by drawing your attention to relevant possibilities.
The scan, consisting of some 35 questions, generates an analysis of your specific situation. This personal report (which you can print out) provides:
- An objective idea your company’s status (level) in terms of international business
- An overview of which export-related subjects need your further attention
- Tips on what action you should take for the best results.

1.5 Export plan

It should be clear by now, planning for the future is essential. This applies to domestic activities, but even more so when you’re doing business abroad. Creating a systematic plan makes your export ideas tangible and helps you in the strategic decision-making process.

An export plan is a blueprint for developing international trade. In order to formulate your plan, you need to research the possibilities, opportunities and threats, and the chances of your company being successful in the foreign market. The export plan turns your exporting ideas into concrete action, dealing with such steps as how you intend to increase profit, turnover and market share. In addition the plan will define which market(s) you intend to enter, setting out which activities you plan to undertake and what the expected results will be.

The export plan is usually based on answers to some long-standing questions, for example:
- Will export to market X contribute to the growth objectives of the firm
- Is the product suitable for this new market
- Is export to market Y financially feasible for the firm?

In order to write the export business plan, you need to do intensive desk research, relying on many sources of information including both internal and external resources. Internal information resources are found within the organization, for example financial administration, sales and turnover records, marketing data, in-house publications including brochures and pamphlets about the firm and, of course, the personnel working in the firm. There are numerous external information sources available. See the Appendix at the back of the book for a useful overview of online export resources.

The logical structure of an export business plan is based on:
- Analysis
  - internal analysis of the (in)capabilities of your organization
  - external analysis of the environment of the organization (the export markets)
  - SWOT analysis (identifying strengths, weaknesses, opportunities and threats)
- Planning
  - objectives (setting them and measuring their progress)
  - strategy (how to achieve objectives)
  - action plan for the coming year(s).

The plan must have clear objectives, for example, you want to know the potential of a specific market. A typical export plan has a time scale of three years. The checklists and exercises in this book will help you compose your own plan. Remember, however, that the checklists only give an indication of all the subjects that could be included. Some questions may not be relevant and some information may either not be traceable or be otherwise unavailable.

EXERCISE 4

What questions do you want answered in your export plan? What are your main goals? Take into account your responses in the FAS test and the results of your export scan report.

1.6 Using interns

Many foreign students and management trainees ('interns') have to undergo work experience as part of their study. Interns on temporary placement schemes can give starting exporters a way of trying out export ideas without having to commit to permanent employment. Success is not guaranteed, but the intern can start things off without breaking the bank.

You could use an intern from your target market to help:
- set up a foreign invoicing system
- design (and maintain) a foreign language website
- respond to foreign email enquiries
- make cold calls to the market
- access local market information and make new business contacts in the market
- develop a positive attitude among staff to the idea of working alongside nationals from other countries in international teams
- introduce language skills, knowledge of ways of doing business, as well as fresh ideas, enthusiasm and motivation.

Interns can be less committed, may not stay long and may not fit in easily with existing staff or with the company culture. You might not be able to interview them easily beforehand so there is a risk they may not speak English as well as you thought or even have the right skills for the job. Contact the local university, college or business school for more information.

Summary

- Three major export objectives of the Dutch government
  1 General strategy
  2 Trade policy
  3 Export policy

- The government uses several instruments to stimulate export/international trade

- The government implements trade protection in three ways:
  1 Import duty
  2 Import restrictions
  3 Non-tariff restrictions

- Export development, the steps:
  1 From passive to active exporter
  2 From active export to international marketing
  3 From international marketing to international entrepreneurship

- Reasons for export:
  – Passive export
  – Active export

- Export tests/scans

- Export plan
  – Analysis
  – Planning

- Using interns

Exportplan(ning)