



# Before We Start....



**You can mute and unmute yourself throughout the session**

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# ATLANTIC – TAP DIGITAL 2024

## Day 1 – January 16, 2024

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# ATLANTIC – TAP DIGITAL

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# TRADE ACCELERATOR PROGRAM

# TEAM INTROS

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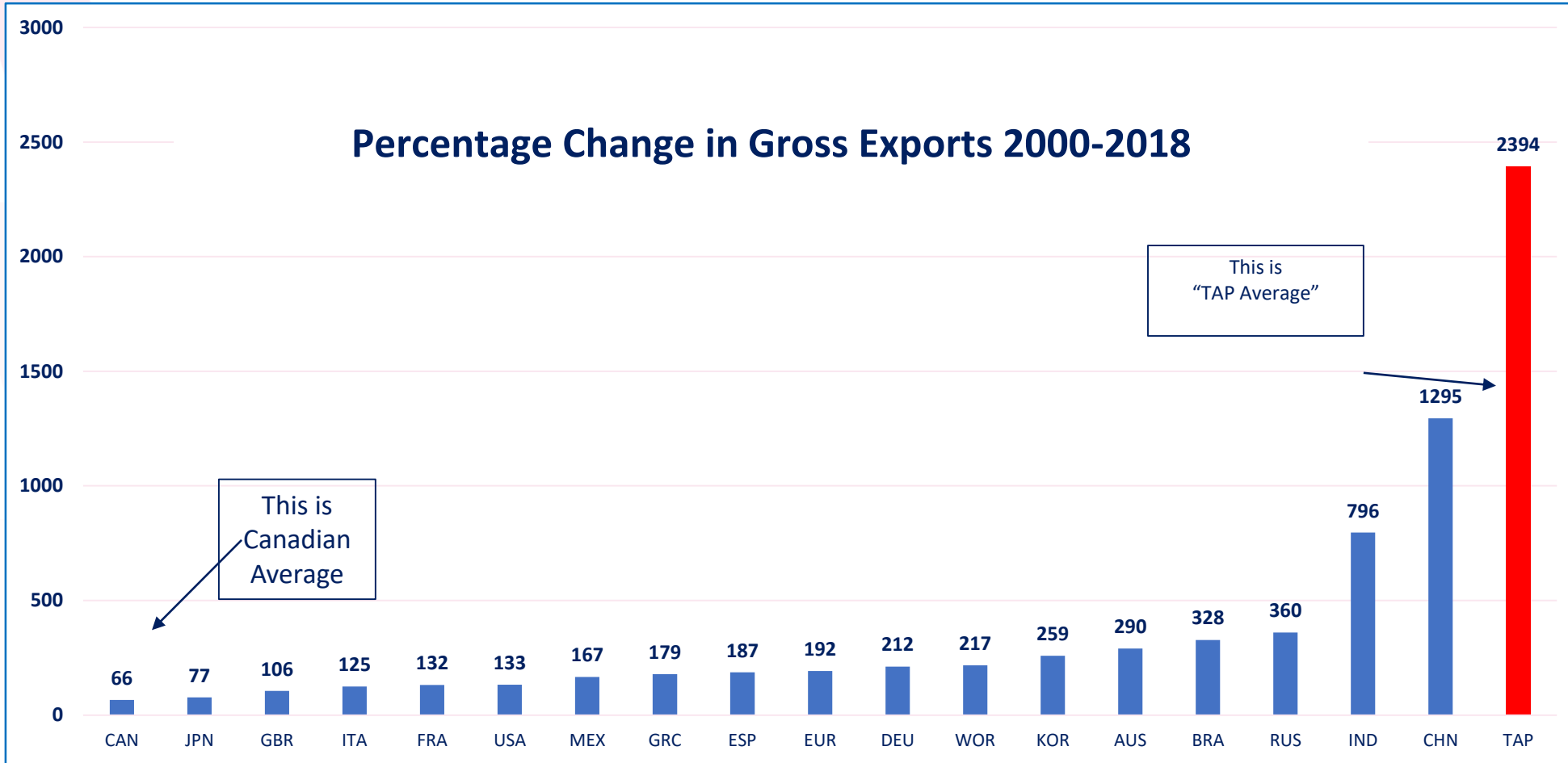
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# AVERAGE EXPORT SALES RESULTS ATTAINED BY TAP COMPANIES (PRE-COVID)



TAP data added based on demonstrated average export growth rate among TAP graduates of 33%, extrapolated over 18 years. For illustrative purposes only.

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\* Source: World Bank, Cambridge Calculations, 2019

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# TAP WEBSITE REVIEW

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# COMPANY INTRODUCTIONS

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# INTRODUCTIONS

- Name
- Company Name
- What do you do?
- Ideal Customer
- Value Proposition
- Target Export Market

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# TAP SUCCESS STORY VIDEO

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# CASE STUDY: International Market Entry Strategies

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## CASE STUDY

# MARKET ENTRY STRATEGY

Your company just got a hot e-lead via your website from a potential buyer in Germany. They want your service, and if the sale is finalized it would be worth \$120,000 to your company's bottom line. Your head salesperson is excited and is pushing you hard to complete the deal.

What do you do next?

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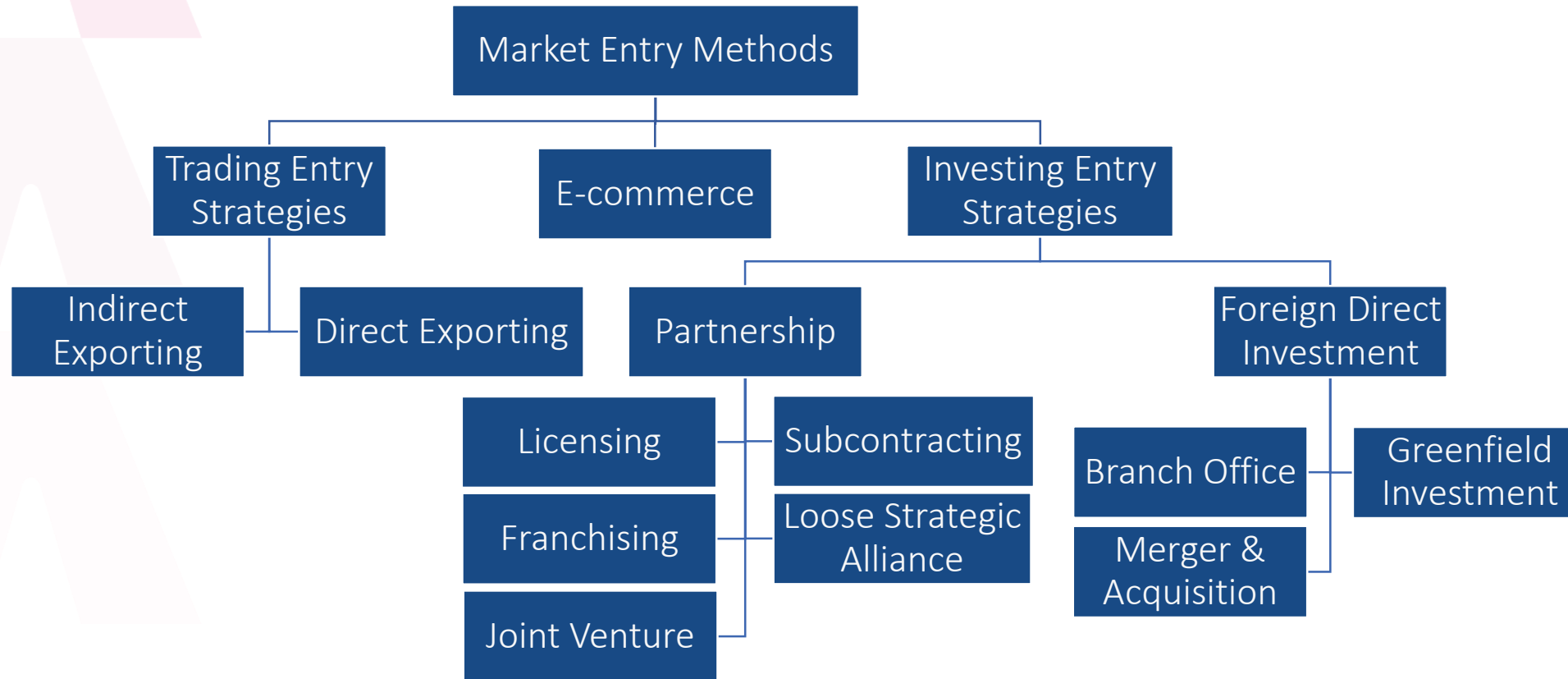
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# INTERNATIONAL MARKET ENTRY: 4 + 1 MAIN OPTIONS



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# 10 Factors to Consider When Selecting Your Target Market

1. Market size
2. Market trends
3. International Trade Agreements with Canada
4. Tariff / Non-tariff barriers
5. Supply chain / Logistical issues
6. Competition
7. Cultural tendencies and preferences
8. Sales cycle / Time horizon
9. In-house capabilities
10. Personal preferences (yours!)

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# WORKSHOP: International Market Entry Strategies

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# MARKET ENTRY STRATEGY – GROUP 1



## SELLING DIRECTLY TO END USERS VS SELLING THROUGH INTERMEDIARIES

What key factors make it appropriate to sell directly to your consumers and which ones would indicate that selling through some form of intermediary / distribution channel is appropriate?

What are the pros and cons of selling direct, vs through distribution channels / intermediaries or eCommerce?

What different forms of intermediaries are available to exporters, and how do they differ?

Provide one example of a company that should be exporting directly and one example of a company that should be selling through distribution.

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# MARKET ENTRY STRATEGY – GROUP 2

## PARTNERSHIP VS FOREIGN DIRECT INVESTMENT

You can either enter a market on your own or through some form of partnership, either with someone in the region, or on the ground in your target market.

What options may be available to companies that are willing and able to enter a market on their own? What are the pros and cons of entering a market in this manner?

Provide one example of a company that should consider FDI.

What forms of partnership may be available to exporters entering a new market? What are the pros and cons of each? What risks exist in partnering with other companies?

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# MARKET ENTRY STRATEGY – GROUP 3

## E-COMMERCE/DIGITAL MARKETING

Please describe the factors that would indicate that a company should be using e-commerce/ digital marketing.

Describe the pros and cons of this sales channel, and provide an example of a company that should be using this channel.

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# BDC – INTERNATIONAL EXPANSION

## Leanne MacLean

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# Leanne MacLean Business Advisor – Atlantic Canada/Ontario





**01.**

# **Who we are**

Canada's development bank.



# We help entrepreneurs succeed



## Flexible financing

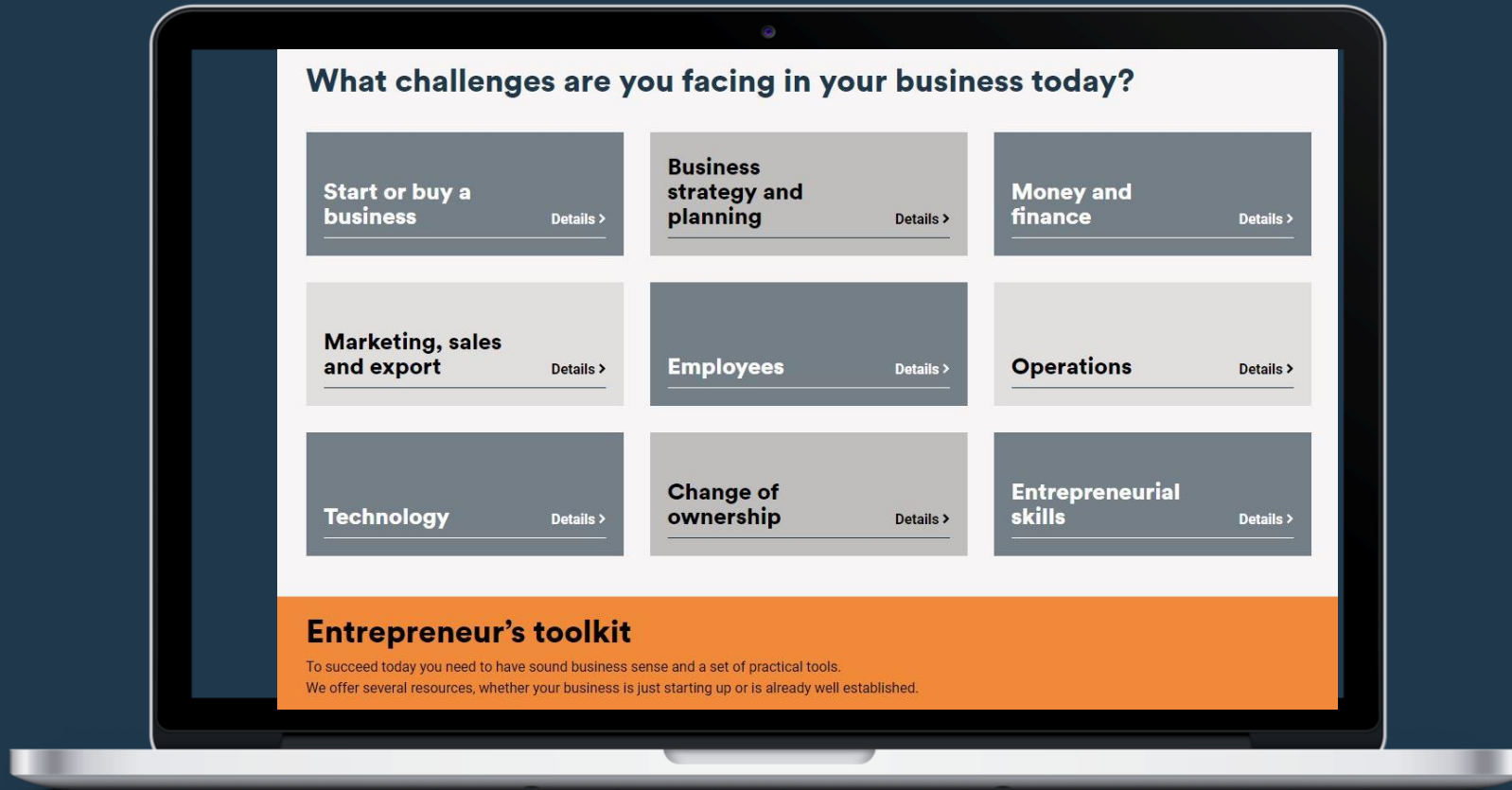
Business loans tailored to the entrepreneur

## Advisory services

Expert advice for a better, more profitable business

## Smart capital

Access to specialized investment solutions



**Free**  
**business**  
**advice**  
**on**  
**bdc.ca**

[Tariff Finder](#)

[Exporting eBook](#)


[Business Assessments](#)



**02.**

# Where to begin?

We exist to promote  
entrepreneurship



# Benefits of exporting



Exporting may be a complex undertaking, but its benefits are undeniable:

1. Increased revenue
2. Faster growth
3. Increased productivity and competitiveness
4. Better ability to weather economic ups and downs
5. Better connections
6. Ability to stay in business longer
7. Improved innovation





# The planning process

## Three major steps | Step 1



### 01. Assessment

---

#### Assess your current state

- Analyze your performance
- Identify your strengths and weaknesses
- Conduct thorough market research
- Identify the opportunities and threats
- Assess your competitors and define your positioning

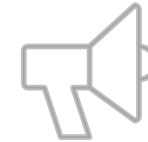


### 02. Strategize

---

#### Strategic planning workshop

- Choose the direction you want for your business
- Make decisions with a clear 360° view of your business
- Determine your strategies and make a realistic, ambitious plan



### 03. Execute

---

#### Follow-up

- Communicate the strategic plan to your wider team
- Engage with teams to execute the action plans
- Hold regular status update meetings to monitor progress



# The planning process

## Three major steps | Step 2



### 01. Assessment

---

#### Assess your current state

- Analyze your performance and culture
- Identify your strengths and weaknesses
- Conduct thorough market research
- Identify the opportunities and threats
- Assess your competitors and define your positioning

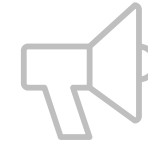


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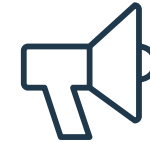


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# Benefits of a structured expansion plan



**1** Speed up your market entry

**2** Cut your learning curve

**3** Save time, money and effort

**4** Identify and offset risks

**5** Avoid mishaps that could damage relationships

**6** Reinforce your credibility

**7** Know your ROI

**8** Feel more confident about your venture

# Blind spots to watch out for



Financial capacity  
and agility

---

Cultural  
differences

---

Intensity and  
dynamics of  
competition

---

Legal and  
regulatory  
requirements


---

Skill sets and  
HR capacity

Delivery and  
logistics

Choice of target  
market

Partner selection



# Where can we Start?

Let's build a foundation

# TRADE ACCELERATOR PROGRAM

# TAP



CANADA'S  
TRADE  
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# Q & A

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**Invest**   
NOVA SCOTIA

**HALIFAX  
CHAMBER OF  
COMMERCE**



# BDC – BUSINESS MODEL CANVAS

## Leanne MacLean

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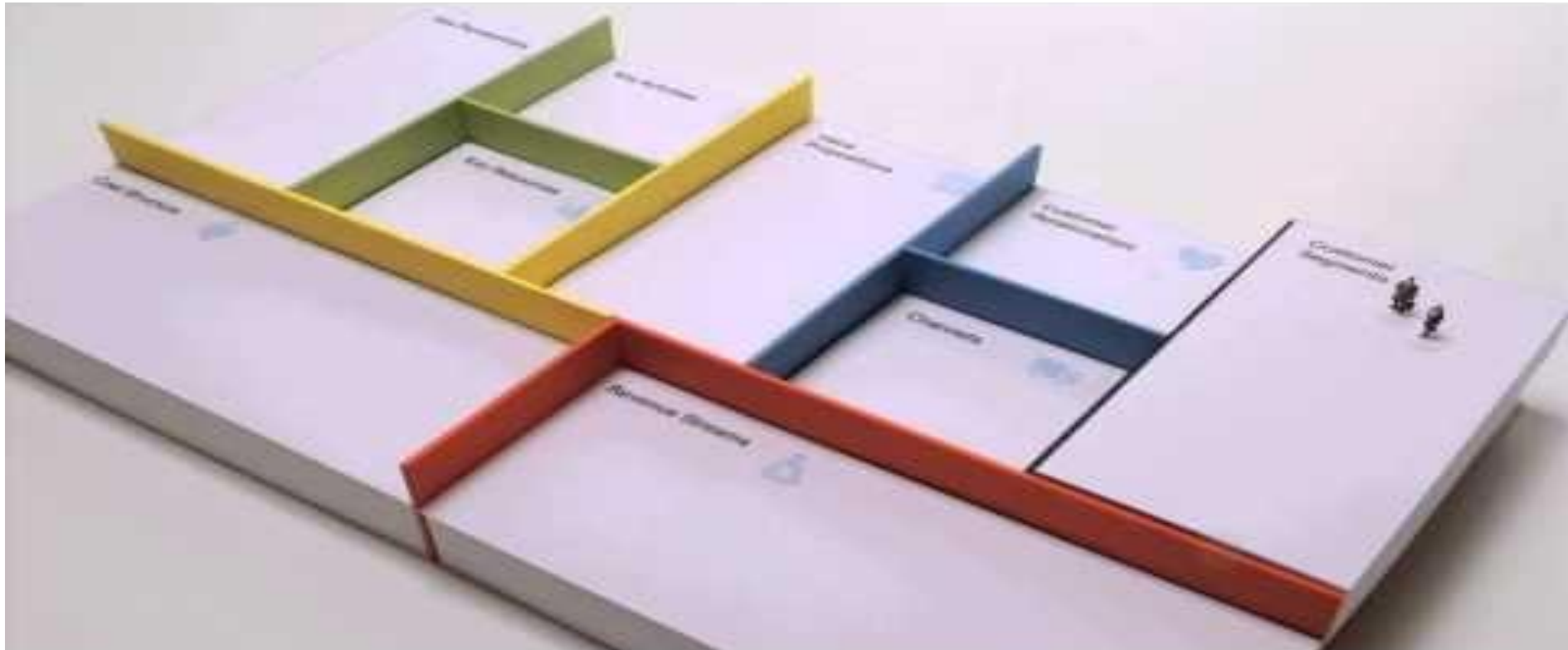


# Business Model Canvas

Now let's talk about you!



# The BMC Explained

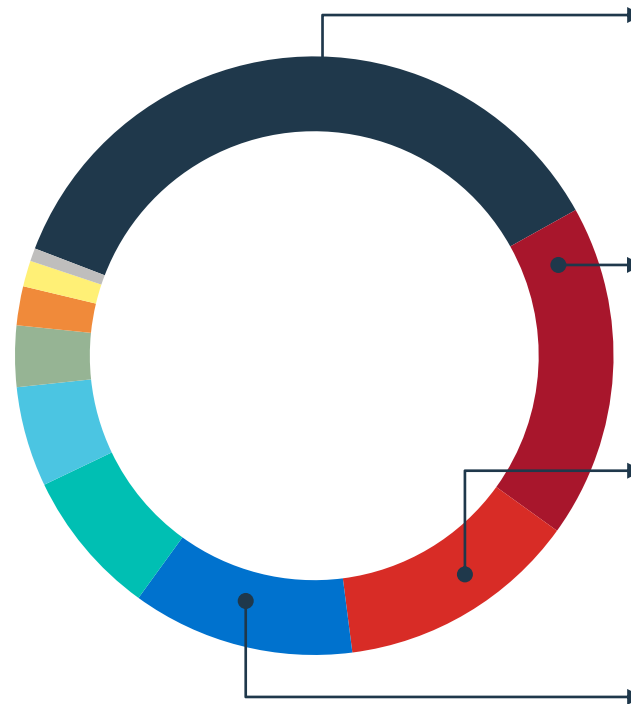


<https://www.youtube.com/watch?v=QoAOzMTLP5s>



# TOP 10 Business mistakes

- **10** Ignoring social media
- **09** Failing to ask for help
- **08** Spending too much money
- **07** Not making sure you have enough money 3.3%
- **06** Chasing investors, not customers 5.4%
- **05** Not having the right co-founder 7.9%

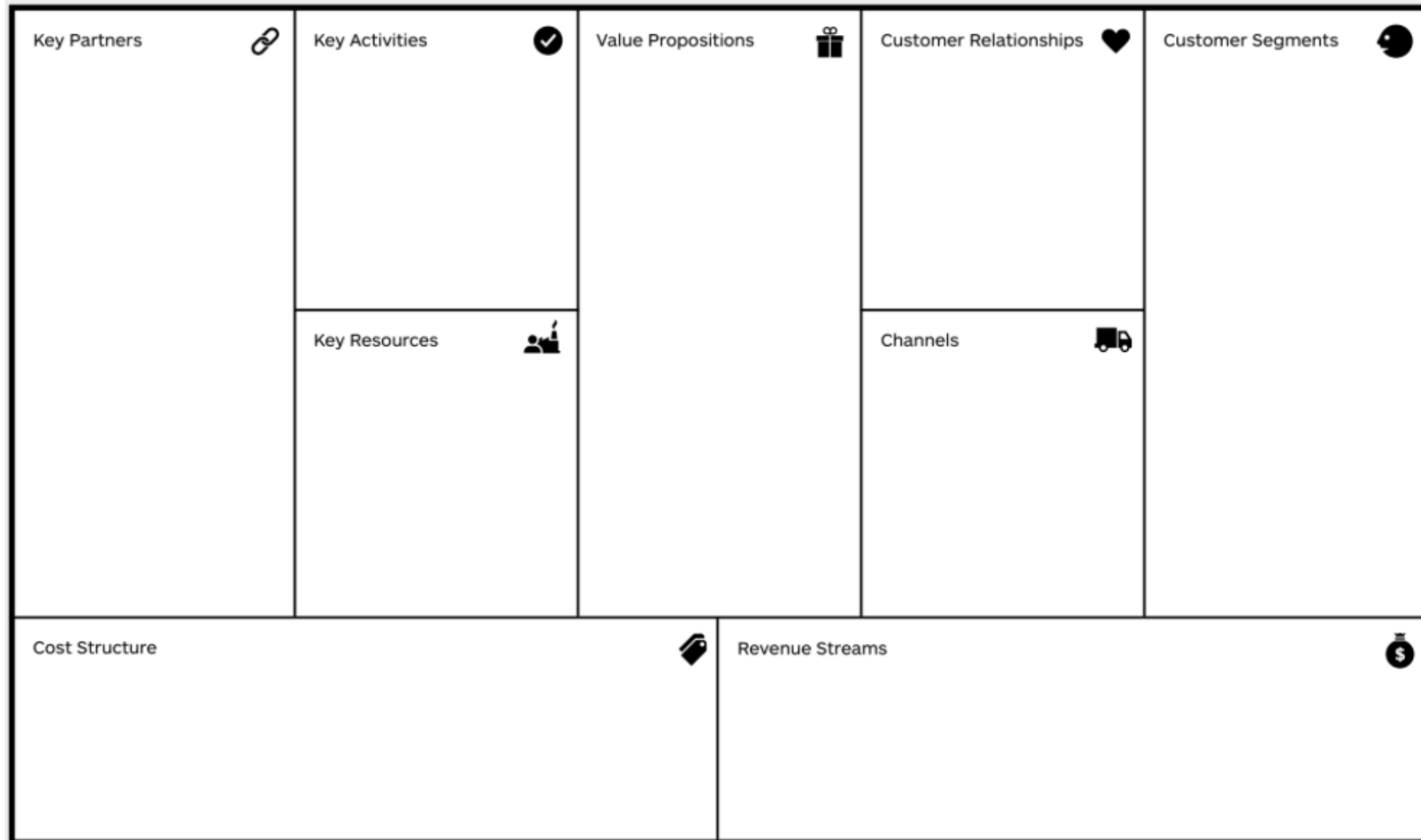


- 1** Building something nobody wants
- 2** Hiring poorly
- 3** Lack of focus
- 4** Fail to execute Sales & Marketing

SOURCE: Strategyzer | 100firsthints.com



# Business Model Canvas









# The business model canvas

Designed for:

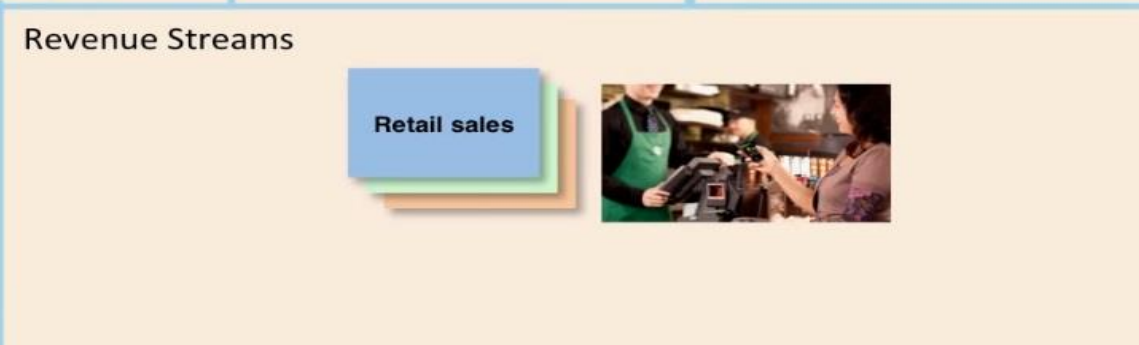
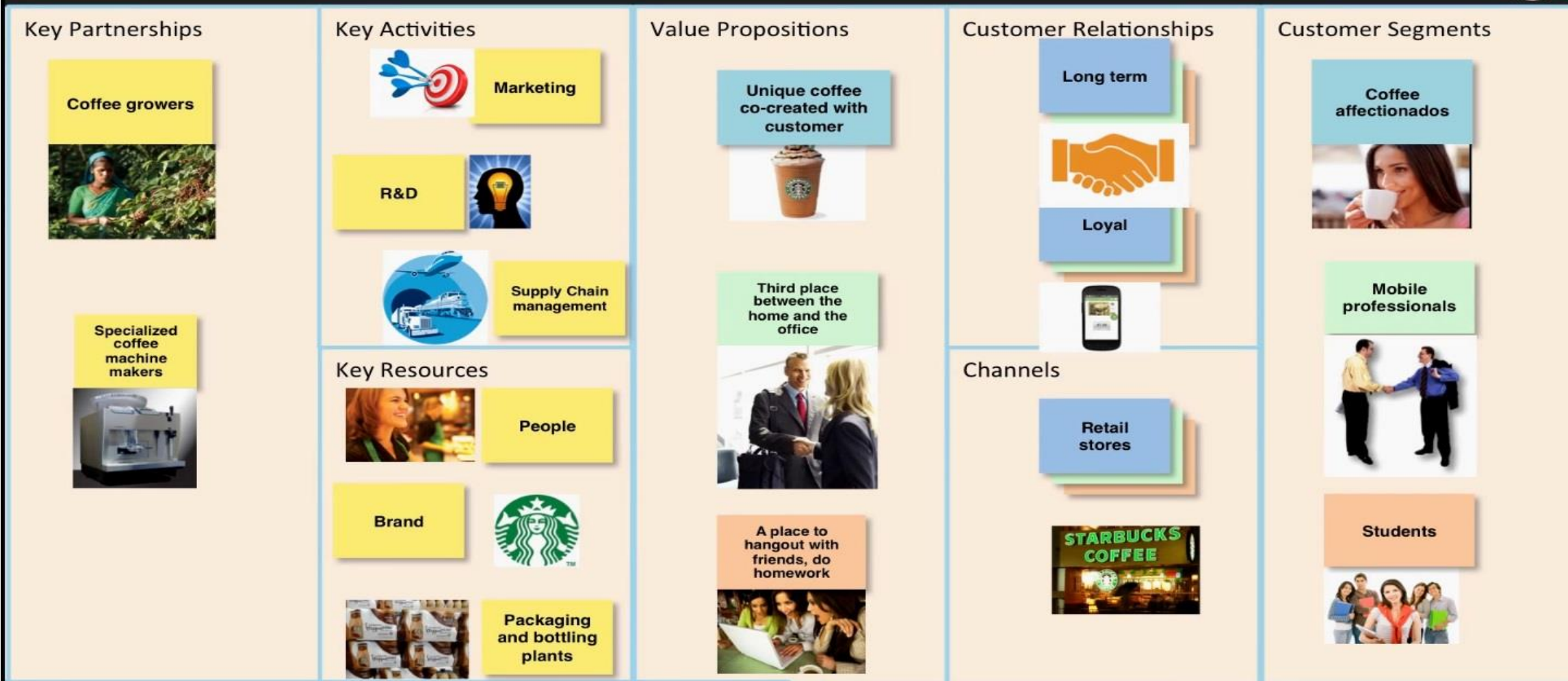
Designed by:

<p><b>8. key partners</b> </p> <ul style="list-style-type: none"> <li>→ Who are our Key Partners?</li> <li>→ Who are our Key Suppliers?</li> <li>→ Which Key Resources are we acquiring from partners?</li> <li>→ Which Key Activities do partners perform?</li> </ul> <p><b>MOTIVATIONS FOR PARTNERSHIPS</b>  <i>Optimization and economy  Reduction of risk and uncertainty  Acquisition of particular resources and activities</i></p>	<p><b>7. key activities</b> </p> <ul style="list-style-type: none"> <li>→ What Key Activities do our Value Propositions require?</li> <li>→ Our Distribution Channels?</li> <li>→ Customer Relationships?</li> <li>→ Revenue streams?</li> </ul> <p><b>CATEGORIES</b>  <i>Production  Problem Solving  Platform/Network</i></p>	<p><b>2. value propositions</b> </p> <ul style="list-style-type: none"> <li>→ What value do we deliver to the customer?</li> <li>→ Which one of our customer's problems are we helping to solve?</li> <li>→ What bundles of products and services are we offering to each Customer Segment?</li> <li>→ Which customer needs are we satisfying?</li> </ul> <p><b>CHARACTERISTICS</b>  <i>Newness  Performance  Customization  "Getting the Job Done"  Design  Brand/Status  Price  Cost Reduction  Risk Reduction  Accessibility  Convenience/Usability</i></p>	<p><b>4. customer relationships</b> </p> <ul style="list-style-type: none"> <li>→ What type of relationship does each of our Customer Segment expect us to establish?</li> <li>→ Which ones have we established?</li> <li>→ How costly are they?</li> </ul> <p><i>Personal assistance, Self-service, Automated Services, Communities</i></p>	<p><b>1. customer segments</b> </p> <ul style="list-style-type: none"> <li>→ For whom are we creating value?</li> <li>→ Who are our most important customers?</li> </ul> <p><i>Mass Market  Niche Market  Segmented  Diversified  Multi-sided Platform</i></p>
<p><b>9. cost structure</b> </p> <ul style="list-style-type: none"> <li>→ What are the most important costs inherent in our business model?</li> <li>→ Which Key Resources are most expensive?</li> <li>→ Which Key Activities are most expensive?</li> </ul> <p><b>IS YOUR BUSINESS MORE</b> <i>Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing) or Value Driven (focused on value creation, premium value proposition)</i></p> <p><b>SAMPLE CHARACTERISTICS:</b> <i>Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope</i></p>		<p><b>5. revenue streams</b> </p> <ul style="list-style-type: none"> <li>→ For what value are our customers really willing to pay?</li> <li>→ For what do they currently pay?</li> <li>→ How are they currently paying?</li> <li>→ How would they prefer to pay?</li> <li>→ How much does each Revenue Stream contribute to overall revenues?</li> </ul> <p><b>TYPES:</b> <i>Asset sale, Usage Fee, Subscription Fees, Lending/Renting/Leasing, Licencing, Brokerage fees, Advertising</i></p>		

Date:

Version:

# Starbucks Business Model





# WORKSHOP: Sketch out Business Model Canvas

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## SURVEY – DAY 1

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## Tomorrow's Topics

- **Canadian Trade Commissioner Service**
- **Innovation Canada Resources**
- **Invest Nova Scotia Resources**
- **Export Plan Focus: Strategy & Company Analysis**

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