Successful Retail Internationalisation

Take full advantage of the potential of local retail markets around the globe

Ebeltoft Group
International Retail Experts

With best in class global expertise and deep local retail insight, we advise our clients entering new markets to help them succeed
### FOREIGN MARKET SELECTION

**How to decide where to expand?**
- Criteria & KPI’s
- Long, short-list
- Target country

### MARKET, CONSUMER & COMPETITOR ANALYSIS

**What are the market’s key characteristics?**
- Size, structure
- Consumer behavior
- Competitive benchmarking

### CONCEPT TESTING

**Does my concept fit, or need localization?**
- Concept assessment
- Offer and price reviews
- Focus groups, interviews

### ENTRY STRATEGY

**What is the best way to enter the new market?**
- Optimal model
- Potential partnerships
- Roll out and P&L

### LOCALIZATION & PILOT LAUNCH

**How to prepare for launch?**
- Concept localization
- Location planning
- Pilot launch

### OPTIMIZATION & ROLL OUT

**How to optimize and expand?**
- KPI analysis
- Optimization & roll out
- Local execution support

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**SUCCESSFUL RETAIL INTERNATIONALISATION**

By blending the expertise of the Ebeltoft Group members from the “exporting country” (to fully understand and support the brand going global) and from the “importing country” (to guarantee a deep country specific understanding), we maximize the chances for success in an unmatchable way.
**Ebeltoft Group** is in the unique position to support retailers and brands with their international expansion projects:

1. Alliance of expert retail consulting firms, since 1990.
2. Global breadth; presence in 20 major retail markets.
3. Local depth: the local retail expert as partner.
4. Exclusive research on best practice and success drivers for international retail expansion.
5. Serving large Top 50 retailers as well as mid-cap clients.

**Four Key Drivers for Success***

1. **Have a clear reason for being:** the concept must earn its right to succeed in the market.
2. **Listen to the customer and have leadership flexibility:** listening, through formal market research and great respect for local management and culture, is crucial.
3. **Partner with local talent, and respect local culture:** partnering with local talent is the quickest way to bridge cultural issues.
4. **Execute on great retail:** well-defined real estate strategy, marketing, systems and infrastructure. Retail, always, is detail, and getting the details right abroad is even more important as the home field advantage disappears.

*From Ebeltoft Group’s report: Retail Internationalization-Trends, Failure & Success Drivers And Future Outlook*
Ebeltoft Group Internationalisation Projects

The project objective was to define Galeries Lafayette’s customer marketing for Indonesia. The multi-country Ebeltoft team (France and Singapore/Indonesia) helped the executive team to understand the local market, define their CRM strategy and develop the loyalty programme.

Ebeltoft Group supported SPAR in developing its re-entry strategy in the Indian market. The team developed a new approach based on clusters by analyzing the structure, value chain and demand opportunity, and identified potential new partners.

The team was hired to support the food service retailer’s internationalization plans, particularly to China. The project focused on the development of a proper franchising system, including the business process re-engineering, franchise system marketing, capital investment analysis, franchise brokerage services and brand systemisation.

The team worked closely with the leadership of the U.S. division to help strengthen their positioning in the American market and open their first U.S. retail store. The project included refining the brand positioning for the American market, defining their unique edges and fine-tuning the customer experience to bring the product and brand to life in an American retail store.

Ebeltoft Group was hired by an European leader in the decorative paint industry to optimize retail their strategy in Europe. The EG multi-country team conducted in-depth market analysis, benchmarking and consumer surveys in each of the 10 focus countries, and developed the European wholesale store strategy and detailed commercial model.

Several projects for Cath Kidston, including an assessment of how best to adapt the brand for international consumers. Recommendations were implemented for the brand’s range and distribution strategy in both France and Japan. The project involved member teams from the UK and France.

SUCCESSFUL RETAIL INTERNATIONALISATION
At Ebeltoft Group, we have more than 20 years of experience as retailers and consultants in all retail channels, segments and regions. We use this expertise to provide innovative and pragmatic solutions, ranging from strategy, concept development and international expansion, to hands-on implementation.

Ebeltoft Group helps retailers and brands to transform and rollout their business models.
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For further information and to discuss how we can support you, please contact us:

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