

Saturday **27**

Sunday **28**

April

and from which countries. By law the label on most ~~com~~ products must include this information. See how the products compare with US made goods in regard to design, quality, packaging and price. Finally, tell people who work in the store that you are thinking of importing products and ask them whether they see potential in this idea. whether they can suggest any kinds of equipments or supplying countries to pursue and most important, whether they would be willing to look at your samples later and evaluate them.

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- keyword : "trade leads" in google
- If you travel overseas, have friends who do or even have friends from other countries you might be able to get ideas about products that are scarce or more expensive abroad.
- www.constructionweblinks.com / organisations/international_organisation/export-agencies.html
- o Sometimes you can get around the price problem by supplying surplus merchandise. For various reasons, US manufacturers often have large stocks of surplus merchandise. They don't want to sell it cheaply in the US because such sales would undercut their domestic distributors, so they deal with exporters.

Notes

Tuesday **30**

April

- keyword : "surplus goods" or
"surplus merchandise"

- www.greenfestivals.org

- www.piers.com

- www.zepol.com

- www.ibce.org.bo

- www.statcan.ca

- www.strategies.ic.gc.ca/engdach/main.html

15 ETI; 05 : Choosing Products and Suppliers:

- www.exportleads.com

- www.importleads.com

- www.trade.swissinfo.net

- www.intracen.org/menus/countries.htm

- www.wtca.org

- www.tradepoint.org

- www.worldbid.com

- www.importall

- www.uschamber.com/international/directory/default.htm

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Wednesday



To find an attorney, you can contact local bar association

- www.worldtrademag.com
- www.ilo.org/text/ilo9000-14000/00/index.html
- www.score.org
- www.fao.org
- www.thomaspublishing.com
- www.iccbooks.com
- www.uspto.gov

CH06: Marketing in the US & Abroad:

Marketing Mix : Product, Price
Place, Promotion

- www.referenceusa.com

- www.infousa.com

- www.cia.gov/cia/publications/factbook

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CH 07: Money Matters:

- Credit Decisions on suppliers and customers:

- 8 - Bank and Trade References - The least
 9 expensive way to check on the
 10 creditworthiness of a domestic or
 11 a foreign firm is to ask for
 12 bank and trade references

12 To check a prospective
 13 customer's bank reference, give
 14 your bank (in writing) the
 15 company's name and address, and
 16 its account number.

17 fig. 7.1 (P-125) sample.

- 19 - Credit Reporting Services:

- 20 Notes
- www.dnb.com
 - www.truesch.com
 - www.bn2co.com/basicguide/figure13.html
 - www.x-rates.com/calculator.html

May

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CH08 : Packing, shipping and insurance -

- www.iopp.org
- www.worldpackaging.com
- www.pe.usps.gov/text/immi/welcome.htm
- www.americanshipper.com
- www.ciffa.com/newsletters-current.asp
- www.joe1.com
- www.freightquote.com
- www.traderiskguaranty.com/importbondLanding.aspx
- www.chrobinson.com
- www.schaeferusa.com

CH09 : Oh, Those lovely documents!

Notes

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- a) Commercial Documents
- b) Banking Documents
- c) Transportation & Insurance Documents
- d) Government Formalities Documents.

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9 a) Commercial Documents :

- 10 i, Request for Quotation
- 11 ii, Quotation
- 12 iii, Pro forma Invoice
- 13 iv, Terms & conditions of sale
- 14 v, Purchase Order
- 15 vi, Order acceptance & confirmation
- 16 vii, Sales Contract
- 17 viii, Commercial invoice.
(Samples : P- 165 - 170).

20 b) Banking Documents :

- Notes
- i, Application for letter of credit
 - ii, Letter of credit
 - iii, Advice of letter of credit
 - iv, Drafts (drawn on a bank for payment)

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a) Transportation & Insurance Documents :

- i) Packing list
- ii) Delivery Instructions to domestic carrier
- iii) Inland Bill of Lading
- iv) Dock receipt
- v) Insurance request & Insurance certificate
- vi) Shipper's letter of instructions
- vii) Ocean Bill of Lading and/or Airway Bill
- viii) Booking Request
- ix) Arrival Notice
- x) Carrier's Certificate & release Order
- (xi) Delivery Order & freight release.

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d) Government Formalities Documents:

- i Import license, foreign exchange authorisation
- ii Export license Application, validated license
- iii Certificate of Origin
- iv Inspection Report
- v Commercial, special & consular invoices
- vi Shipper's Export Declaration
- vii Customs entries
- www.tradeptsys.com
- www.eexistinc.com

CH-10 : The Regulation of Foreign Trade : (US)

- www.cbp.gov

CH-11 : NAFTA , GATT & other Trade Pacts.

May

a) free trade areas: Member countries eliminate most or all of their tariff and quota barriers to trade with each other, but each keeps its own barriers to the rest of the world.
The countries must then agree on rules of origin to prevent foreign products from coming into the country that has the lowest duty and then moving freely to the other member countries. The Free Trade Area of the Americas (FTAA) is one of these.

b) Customs Unions: Member

Notes
countries eliminate most or all of their tariff and quota barriers to trade with each other & agree

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on a common external tariff to the rest of the world. The ~~South~~ South African Customs Union (SACU) is one of these.

c) Common Markets: Customs unions that reduce or eliminate barriers on the movement of labor and capital. The EU is an example.

- www.wto.org
- www.mac.doc.gov/nafta
- www.exportzone.com
- www.ftaa-alca.org/alca_e.asp
-

Appendix

Flows to check for funds & scammers

- a) www.scambuster.com
- b) www.419eater.com
- c) dont-gt-scammed-again.com
- d) www.fraudpolice.com
- e) www.Scam.com
- f) www.Scamorama.com

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NOTES ON :

THE BEXA
GUIDE TO SUCCESSFUL
EXPORTING

(PUBLISHED BY RBS)

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This is the sixth guide published by the British Exporters Association. Previous guides have examined letters of credit, On-Demand Contract Bonds, Export Credit Insurance & Retention of Title. This guide has been written by exporters for exporters and aims to provide the reader with a practical source of help.

~~www.ukti.gov.uk~~

- www.uktradeinvest.gov.uk

CHO2 : Export Strategy :

(1)

Start with a profitable product line: It is very difficult to start your first business with exporting.

However, if you have a successful product in your home market, exporting can

Notes

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help you to grow and diversify your business. So if you have a product that sells well here and is successful and profitable, you can understand its ins and outs and what works and doesn't work in the UK before going overseas. If your UK domestic business doesn't enjoy good margins, do not assume that by adding export markets, you can improve your company's finances. It's only worth venturing overseas if the product is already profitable: exporting is going to take a lot of your time and is likely to cut into your margins. The cost of every aspect of business is higher, and your overseas representative will also want a percentage of sales.

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② Begin close to home: with exporting, you need to take one step at a time, don't try to launch in every market. The nearest market to the UK is Ireland: there they speak English, they use the Euro, and have strong ties with the UK.

If your product works in Ireland, look to countries with a similar customer profile, needs and wants.

③ Developing your product for Export: look at what adaptations your products will need for your chosen export market. Is your product right? Get to know the competition, look at the customer requirements. Try to imagine the

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position to if the customer, the wholesaler and the retailer, what do they want? You are going to make a big investment in exporting, you need to protect your brand, and provide good quality and service to encourage your customers to choose your product instead of their familiar locally produced product. You cannot afford to get it wrong.

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④ Research: Do your research, make sure you have time to spend to research the market properly. Understand the culture, and demographics of the country. Find out what sells locally, what price it is and what its shortcomings are.

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Understand what will be the best way to promote/market/advertise your product. Who are the key players? What can you learn from them?

Taking a key UK customer out to your ~~go~~ golf club might be a pleasant way to spend an afternoon and initiate some useful discussion, but it won't necessarily suit a French customer since golf is less popular in France.

There is a lot of information on the internet, but the key is its interpretation. Ensure the data obtained is pertinent to the question.

If you are selling consumer products, information such as GNP and GDP are useful

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for identifying the bigger markets, but consider also the disposable income of the people: China, for example, has the world's ^{second} largest economy, but 1.4 billion people spread that wealth out dramatically. Per capita income is an important measure if the product is a mass market product, but if you are selling luxurious luxury goods, the real measure is the disposable income of the rich segment of the population in the A, B, C1 demographic strata.

Sometimes it is better not to follow the crowd. Shortly after the opening up of the East European Markets, one British Exporter had a choice of two trade shows. Moscow supported by the DTI (now BERR) or Prague with no support. The exporter writes

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"we went to Prague and were the only foreign company. We established business with four different Czech 'importers'.

⑤ Make it a business : Don't try to take on the overseas markets until you have the resource (in terms of people and money) to do things properly. Too often people go into exporting via an export agent, assuming this will be a useful add-on for the domestic business, but it isn't wise to treat export as an add-on. Take it very seriously. And time : you need to have a success early on or the team will become disillusioned. This is where working with third parties

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can help. Much expertise is available from sales agents and export houses, from freight forwarders for the logistics and the banks and factoring houses who can help with payment and credit collections. You don't have to do it all yourself to be successful.

(5) Finance : Germany and Holland tend to pay strictly 30 days after invoice date; whereas France and Belgium pay at 60-90 days after invoice date. Portugal, Spain, Greece and Italy ask for long credit terms and take longer to pay! How will you fund this? You may be able to negotiate longer terms from suppliers because you are winning more business for them. Many companies use export factoring to close the gap.

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However, factoring only works once the sale has been made. Prior to that you may need to look at procurement finance or sources of additional working capital.

Terms of payment must relate to something under your control. The despatch date or invoice date are usual. Avoid "30 days from date of arrival at customer's site". What if the goods are delayed? How do you prove they have arrived? What if your goods arrive at the beginning of a public holiday? and have to be stored etc.

Notes
⑦

Route to Market: work out how you are going to get the goods there (including delivery - INCOTERMS - and management/organisation) Use the four P's.

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- product , price , place and promotion.

⑧ Where to start: Identify your new market from research with the help of UKTI, British Embassies and Consulates, through their commercial staff, provide invaluable help to new exporters in number of different ways, including helping identify potential agents and local organisations, and give you an understanding of local commercial practices. Consider taking part in a ~~trading~~ trade mission organised by a UK chamber of commerce or Trade Association.

Notes

- www. doingbusiness.org
- www. iccwbo. org
- www. berry. gov. uk

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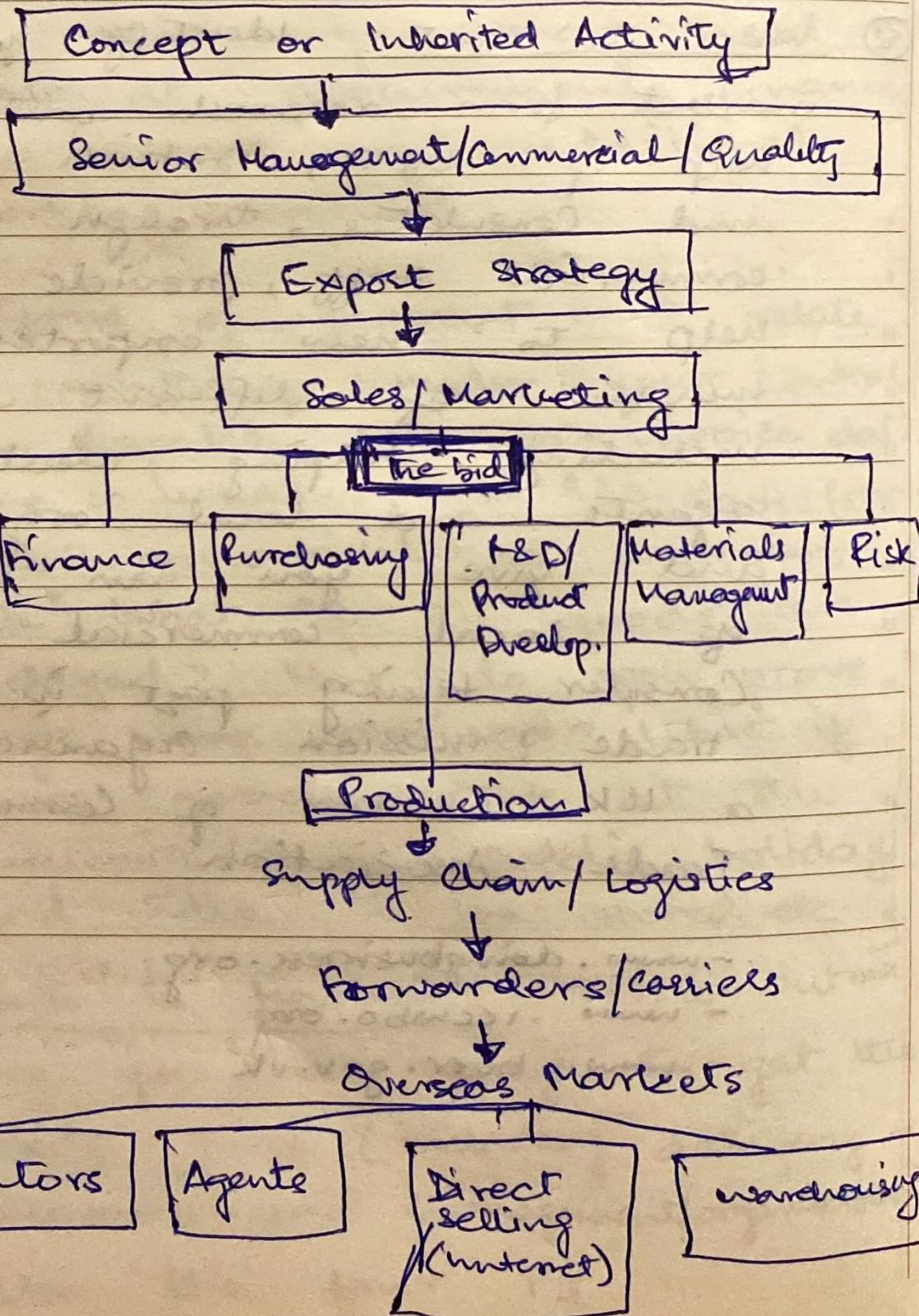
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CH03 - Export Process

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The export process we define as the interlocking steps, ~~within~~ within an organisation, that results in the export of goods, technology or services (including technical assistance)

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CH04: Choosing a local Representative

A company's first overseas sales are often done without any local representative, but for long term success, there needs to be some local presence, whether that be your own sales and service team or an agent or a distributor. This allows you the ~~as~~ on-the-ground relationships with customers that are necessary for a successful business.

A good intermediary/rep/agent will become part of your team. He/she will know who in the customer's office is making the decisions.

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the decision-making unit and its motivations won't always be obvious from afar or by studying the formal paperwork. Your representative feeds back valuable information, and tells you who are the people you need to get to know. Often, it isn't so much who you need to know to get the job done but who will stop you winning.

⇒ Types of local representatives:

a) Commission Agent

b) Consultant

c) Distributor - Sole / Exclusive

d) Franchise

e) Joint Venture.

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(Agent)

→ What do you need to know about him?

- a) His background :
- b) Communication
- c) Track Record
- d) References.

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② Pay a higher level of commission only on sales. This is probably the best choice, at least for you the exporter. Define that commission is payable on the value of invoices actually paid by the customer so that your agent has an incentive to ensure that payment is made for your export.

③ Pay a daily rate, without any commission. This might be appropriate if for example your agent is assisting you to develop business that falls outside his contractual responsibility. It might also work if you want your agent to assist with a one-off contract or it could be

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compromise arrangement if the contract price simply will not accommodate the level of commission normally payable.

For an agent's standpoint, the daily rate means payment for work done rather than waiting until, or if, a contract is signed and sales made. If the contract takes a year or more to negotiate and a further year before any actual sales are invoiced, the agent may opt for a daily rate for which you would be wise to agree a cap.

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Whichever way you decide to pay your agent, include the costs in your contract price. Also, make your agent responsible for any tax deductions.

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→ Put it in writing:

- i. Clearly what his responsibilities are
- ii. What products he is responsible for selling.
- iii. The period of his contract, including an expiry date
- iv. Timing of periodic performance review.
- v. Reasons for early termination of contract and period of notice of termination.
- vi. The basis of remuneration now, when and where
- vii. Whether or not he will receive commission on ~~any~~ sales, ~~the~~ already on hand but which he has had no previous involvement (you may have a contract in the pipeline).

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- viii, whether he will receive any commission on any sales, which he did not generate but which are for products which are otherwise his responsibility.
- ix, whether he will receive commission on sales for products which are not formally his responsibility but where he has provided assistance at your request.
- x, what commission he will receive on contracts already signed but not yet fulfilled at the time the agency contract is terminated for any reason.

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MOS - Making an Offer or Bid :

- Bidding, also known as tendering, is the process through which exporters present their contract's scope and terms to their prospective customer. The process can range from the simple submission of a pro forma invoice to the fulfillment of a formal, documented bid process with strict rules, which may be audited.

Bidding is the most important part of exporting.

* What do you do if you receive a call for tender but you are not on the vendor list? Some seasoned exporters say, "don't bid".

Although you want to be on all the vendor lists that matter, be aware that your

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^{may}
 company's name have been added
 to a list merely to use you
 for pricing comparison.

8 CH06: The Contract:

9

10 What makes a legally binding

11 contract?

12 Under most systems of law

13 several elements will need to

14 be present for a contract to

15 exist. e.g., under English law:

16

17 ① An intention to contract: It must

18 be clear that both the seller

19 and the buyer of the goods &

20 services want to enter into a

Notes binding agreement.

② Capacity to contract: More

particularly, in a commercial

contract are you dealing with

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someone who has authority to contract on behalf of the customer?

① Consideration: Each party has to be contractually bound to provide something, e.g., goods or services for payment.

④ Offer & Acceptances: At some stage in the negotiations one party needs to have offered to the other party and had accepted the important terms of the contract.

→ What to put into the contract?

- Basic Checklist

Notes ① Contract Price & Currency

② Who exactly are the parties to the contract

③ Products or Services to be delivered.

Thursday

- ④ Delivery terms and dates. Time is of the essence. Ensure you are indeed able to meet the delivery dates you advise. If in doubt refrain from affirming fixed dates. Beware of possible damages caused to your business partner who might just rely on the delivery dates and have arranged for selling-on.
- ⑤ Payment Terms
- ⑥ 'Frustration' and events of force majeure (see below) and termination provisions.
- ⑦ Limitations on liability and liquidated damages (again, see below)
- ⑧ Guarantee Obligations
- ⑨ Conditions relating to returns, shortages and quality
- ⑩ Time limits for pursuing claims.
- ⑪ Applicable law governing the contract

(12) Agreement on jurisdiction for the resolution of any disputes

(13) Points of contract for both customer and seller.

Reviewing the Agreements Terms and Conditions:

Make sure that :

- Goods and/or services to be delivered are properly described.
- The contract price and currency are unambiguous.
- Shipment procedure is clear and who has responsibility for arranging it, and paying the costs.

d) Payment terms are defined.
If open ac, the number of days following date of invoice/despatch of goods as the case

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may be. Do not leave it open for interpretation.

- c) The contract is subject to a law and jurisdiction - i.e., forum for the resolution of disputes with which you are comfortable.
- f) You are comfortable on the one hand, any limitations of liability and on the other, any penalties or liquidated damages.
- g) Any and all tax issues are addressed. If your tax adviser has identified your customer will be obliged to deduct any tax from the payments due to you,

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the contract must require your customer to gross up the payment, so that after deduction of the tax, the net amount is the

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amount to you under the contract.

* w) Force majeure is defined. If an event outside your control and that of your customer occurs which prevents you from delivering on time e.g., it would be unreasonable for your customer to penalise you.

i) If your contract price is in foreign currency, you will have needed to talk to your bank at an early stage about exchange rates to establish the value of the

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foreign currency in Sterling.

It makes good sense to sell forward the foreign currency receivable to your bank so

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that you can fix the sterling amount you will receive for each payment. Alternatively, you could fix the foreign exchange rate contractually.

* Do NOT assume that the contract presented to you is correct. Take time to check it, clause by clause.

~~CHOZ : Managing the Export -~~

① What are your responsibilities for delivery? & To which country you are moving the goods.

www.instituteofcustomerservice.com

www.customerfutures.com

- www.law.cornell.edu/ucc/1-table.html

- www.jus.vio.no/en/sea-carriage-hague-visby-rules.1968/doc.html

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June

June

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PARKO

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- www.mkaaccdb.eu.int (eu market access database)

- www.the-notaries-society.org.uk

- www-bsi-global.com

- www.uncitral.org

- www3.international-chambers.org

- www.international-chambers.org

Notes

work about 1 week at Harvard - working with
experts will allow you to work on
and think / think about problems

June

Thursday

13

June

NOTES ON:

8 Exporting Guide
9 for
10 SME Canada

11 [Published By :
12 Team Canada Inc.
13 Publication]

14
15
16
17 BD : 02 SEP 2015,
18 ED : 02 SEP 2015.

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20 Notes

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PARKO

⇒ Market Types: Generally most foreign markets fall into one of the following three market types:

a) Type - I: Fast paced, competitive economics (e.g., US, Western Europe)

- Efficient product and service delivery, excellent quality assurance and an in-depth marketing plan are critical to success.

- If you are not fluent in the language, you can work through ~~the~~ a local partner to handle linguistic and cultural differences and challenges.

Notes

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Saturday

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Sunday

- b) Type-II: Relationship based,
relatively affluent economies
(e.g., some countries in South America)
- Interpersonal communication skills, cultural sensitivity and linguistic fluency are critical for developing a business relationship with a local partner.
 - Initially relationships need to be developed at a senior level.
- c) International Financial Institutions (IFI) funded economies e.g., Africa
- Developing or changing economies
 - Market development takes time
 - flexibility and political astuteness are important.
 - It is helpful to have experience working with third-party funding organisations (e.g., Canadian International Development Agency or World Bank)

Some countries like Japan have characteristics of both market types 1 and 2.

- for developing Market profiles suitable for your business refer to Table (Page - 18/19)

13 P's of International Marketing

- Payment: How complex are international transactions?
- Personnel: Do staff have the necessary skills?
- Planning: Have you planned your business, market, account and sales calls?
- Paperwork: Have you completed all of the required documents?

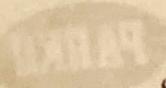
18

Tuesday

- Practices: Have you considered differences in cultural and business practices?
- Partnerships: Have you selected a partner to create a stronger market presence?
- Policies: What are your current and planned policies?
- Positioning: How will you be perceived in the market?
- Protection: Have you assessed the risks and taken steps to protect your company and its intellectual property?

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NOTES ON :

GUIDE TO DOING

BUSINESS

IN THE NETHERLANDS

(2012)

PUBLISHED BY : MUTHOEF BURMA

BD : 02 SEP 2015.

ED : 02 SEP 2015.

Notes

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June

24 Monday

PARKO

BUSINESS STRUCTURES: Dutch law recognises the existence of foreign legal entities. Any foreign individual, partnership or company (resident or non-resident) may do business in the Netherlands without having to adopt a Dutch legal form. The status of a foreign-owned company in the Netherlands is the same as a Dutch company. There may be registration requirements however.

[Details about incorporation / form of organisation - P 23 / 25]
 ~ www.nfia.nl

Notes

June

Tuesday **25**

- Tax INCENTIVES: The following tax incentives may be available
- a) Innovation Box
 - b) New R&D cost-related deduction
 - c) Free Depreciation
 - d) General Investment deduction
 - e) Energy Investment deduction
 - f) Environmental Investment deduction

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Dutch Tax System: Corporate income tax is levied on income and capital gains alike at a maximum rate of 25% for more than €200'000 taxable income. A reduced rate of 20% applies to taxable income up to €200'000.

Notes

- there are no provincial or municipal taxes on income.
- losses can be in principle

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Wednesday

PARKO

be carried back for one year and carried forward for nine years. To improve taxpayer's cash flow positions, a temporary relaxation of the loss carry back rules has been introduced.

As a result, taxpayers have the option to request, to carry back their losses for three years rather than 1 year. If so, the carry forward period is limited to six years, rather than nine years. The election is only available for losses suffered in the taxable years 2009 - 2011.

The Netherlands has a participation exemption regulation which allows companies to receive dividends, or realize

Notes

June

27

Thursday

capital gains, for qualifying subsidiaries, without becoming subject to corporate income tax for this type of income.

Intellectual Property:

- a) Patents
- b) Designs
- c) Trademarks
- d) Copyright
- e) Neighbouring Rights
- f) Database Rights *
- g) Know-How protection ✓
- h) Trade Names
- i)

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