

THE IMPORTANCE OF GOOD MARKET KNOWLEDGE AND GOOD STRATEGY FOR BUSINESS SUCCESS IN SWITZERLAND.



13.9.2022



REPUBLIC OF SLOVENIA



EXAMPLES OF NEW INITIATIVES: CEE SWISS IMPULSE SESSIONS

**CEE-SWISS
IMPULSE SESSIONS** 45 minutes
inspiration

THE DIGITAL REVOLUTION
Prof. Mikołaj Jan Piskorski, IMD

What can CEE economies do to take advantage of the digital revolution,
and how can Switzerland support?"

31. August 2021
11:00 - 11:45 | online webinar



**CEE-SWISS
IMPULSE SESSIONS** 45 minutes
inspiration

**HOW TO
STRENGTHEN YOUR MINDSET?**
Dr. Martin Inderbitzin, Neuroscientist and Pancreatic Cancer Survivor

Neuroscientific insights and practical methods that will help you to
improve your mindset for personal and business success.

November 2nd, 2021
11:00 - 11:45 CET | online webinar



**CEE-SWISS
IMPULSE SESSIONS** 45 minutes
inspiration

WORKING ACROSS CULTURES!
Prof. Dr. Anna Lupina-Wegener, Full Professor in intercultural Management at
Haute Ecole Spécialisée de Suisse Occidentale

What you need to know to develop successful Swiss and CEE Collaborations

December 7th, 2021
11:00 - 11:45 CET | online webinar



**CEE-SWISS
IMPULSE SESSIONS** 45 minutes
inspiration

**CHALLENGES & OPPORTUNITIES
FOR THE FUTURE OF ENERGY SUPPLY**
How the world – and CEE – can solve the energy problem

Dr. Christian Schaffner, Executive Director of the Energy Science Center (ESC) of ETH Zurich

Tuesday, January 11th, 2022
11:00 - 11:45 CET | online webinar



AGENDA

-  **Who am I? What is SEC?**
-  **Export Strategy**
-  **Market Information in Switzerland**
-  **Q&A**

SHORT CV OLIVER BERTSCHINGER

Personal

Born in 1967, living in Oberrieden/Zürich, happily married with two great kids. Loving family, friends, music and sports.

Professional Career

As of 2022 **Swiss Marketing Zurich**, President
As of 2021 **Chamber of Commerce Switzerland – Central Europe**, President and Managing Director
As of 2017 **Triple Eight Solutions AG**, Founder, Consultant, Trainer
2010-2016 **Switzerland Global Enterprise**, Regional Director Europe, Africa and Central Asia,
Member of the International Executive Committee
2009 - 2010 **Lunchgate AG (Zurich)**, Head of Marketing & Operations, Member of the Executive Committee
1995 – 2009 **UBS AG**
UBS Corporate Centre (Zurich, Hong Kong, Tokyo), Head of Sponsorship Asia Pacific (2005-2009)
UBS Switzerland (Zurich), Head of Marketing Operations, Resources & Institutional Investors (1999-2005)
UBS Private Banking (Basel), Euro Program Management, Head of Marketing & Training (1997-1999)
UBS Investment Bank (New York) and UBS Corporate Center, Trainee, Project Manager

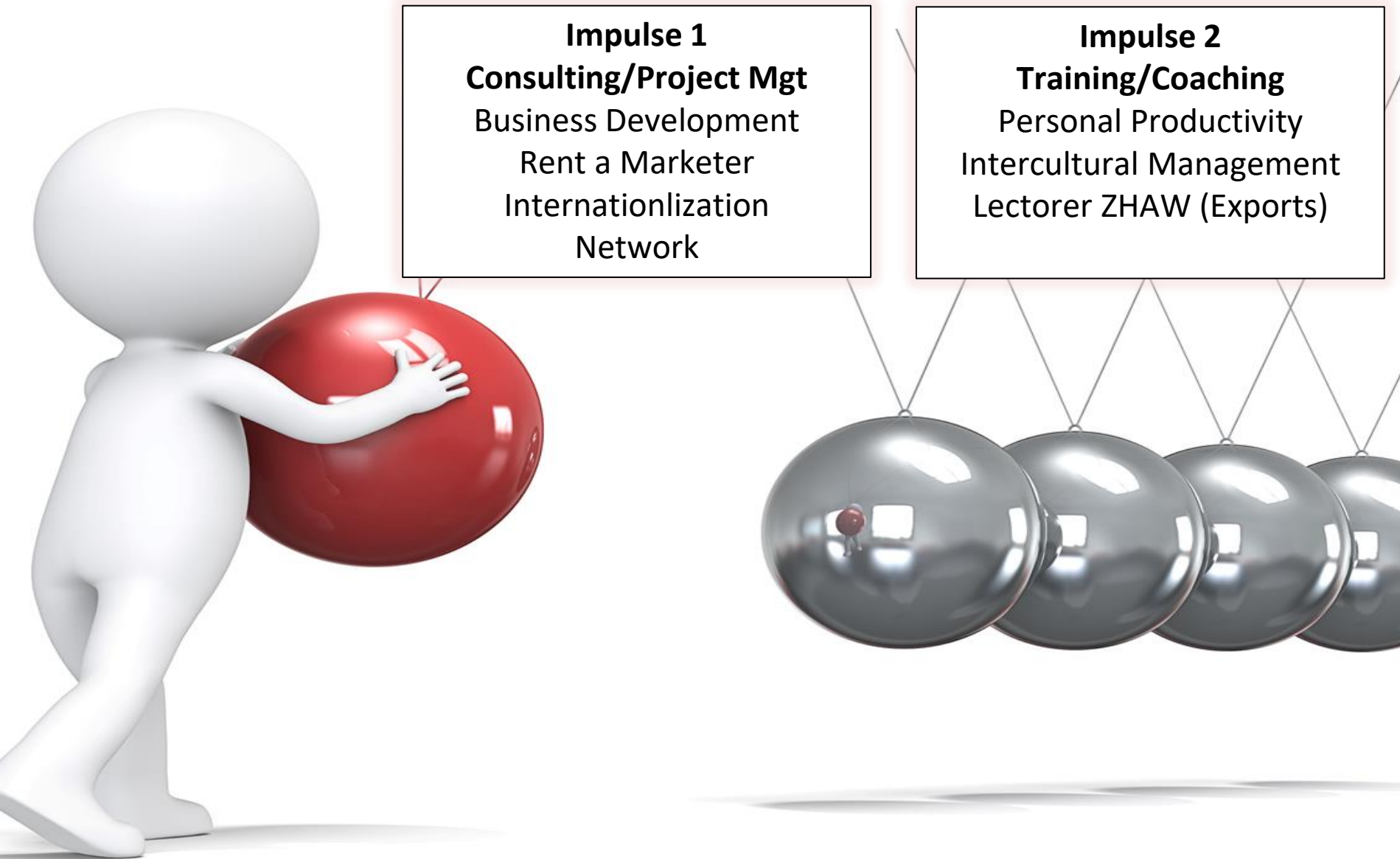
Education

2017 **SAWI**, Certificate in Advanced Digital Marketing
1996 **University of New York**, Certificate in Advertising & Marketing
1994 **University of Zurich**, Master of Business (lic.oec.publ)

ROLE AT S-GE: EXPORT AND INVESTMENT PROMOTION.



TRIPLE EIGHT SOLUTIONS: IMPULSE FOR YOUR SUCCESS.



SEC: OUR REGION & PARTNERS.



- 1. Swiss-Baltic Chamber of Commerce, SBCC, Tallin**
- 2. Swiss Chamber Poland, Warszawa**
- 3. Chamber of Commerce Switzerland-Czech Republic, HST Prag**
- 4. Chamber of Commerce Switzerland-Slovak Republic, HSSR Bratislava**
- 5. Swisscham Hungary, Budapest**
- 6. Chamber of Commerce Switzerland-Romania, Bucharest**
- 7. Croatian Business Club, Zagreb**
- 8. Swiss-Serbian Chamber of Commerce, SSCC, Belgrad**
- 9. Chamber of Commerce Bulgaria-Switzerland, BSCC, Sofia**
- 10. North Macedonian Business Club, Skopje**
- 11. Swiss-Albanian Chamber of Commerce, SWISSA, Tirana**

WHO ARE WE?



SEC is **Switzerland's key organization** which **connects** **Switzerland** and the **17 countries of Central Eastern Europe (CEE)** regarding

1. **Economy/Trade**
2. **Science/Education**
3. **Society/Culture**

Our **main goals** are:

1. **improving the manifold relationships between Switzerland and the CEE countries**
2. **Making our members, clients and partners more successful.**

OUR COMMUNITY OF INFLUENTIAL PERSONALITIES AND ORGANIZATIONS.



OUR MAIN SERVICES



OUR BOARD



Oliver Bertschinger
President
Triple Eight Solutions AG



Raoul Keller
Vice-President
Swissmem



Dr. Daniel C. Schmid
Vice-President
Swiss HR Academy | HWZ



Marek Dutkiewicz
HR Campus



Dr. Peter Petrin
Carenea



Marcel Thoutberger
MOWAG GmbH



Melina von Dungen
ZKB



Malcolm Werchota
Novartis



Christoph Baumgartner
Leister AG



Christoph Müller
Alfleth Engineering AG

OUR BOARD – GUEST AND EX OFFICIO



**Dr. Andrej
Vckovski**

CEO
Netcetera AG
(Guest)



Thomas Foerst

S-GE
(Ex Officio)



Catia Capaul

Swissmem
(Ex Officio)



Dr. Tony Moré

SECO
(Ex Officio)



EXPORT STRATEGY PROCESS (1/2)

1. Export Strategy

a) Company

- Why do you want to export?
- Are you export fit enough?
- SWOT (products, organization, staff, distribution, after sales service etc.)

b) Export environment

- market research
- market attractiveness rankings
- competitor analysis
- understanding of target market (culture, logistic, distribution etc.)

c) Offering

- which products or services do you want to export?
- do you need to change your existing products?
- Your packaging? Your labelling?

2. Export Plan

- Objectives
- Market entry strategies
- Financials
- Pricing
- Marketing
- Distribution (broker, wholesaler, retailer, own representation, service offering, e-commerce etc.)
- Etc.

EXPORT STRATEGY PROCESS (2/2)

3. Market Selection

a) Pre Selection of Markets

Selection of an array of markets based on the companies domestic strengths by eliminating all other markets via «killer criteria» in all important decision fields such as political system, legal system, sociocultural aspects, geographic aspects, demographics, economy, currency availability, restrictions etc.

b) Market Analysis

In depth analysis of country specific opportunities and risks including market volume, growth, buying power, buyer structure, distribution channels, competitors, financial need, tax system, property market, client interest in our USP, availability of labor, etc.etc.
→ generates forced ranking of export markets

c) Market Segmentation

Splitting overall market into marketable, homogeneous sub-markets (segments) in order to best possibly being able to conquer them.

4. Market Entry

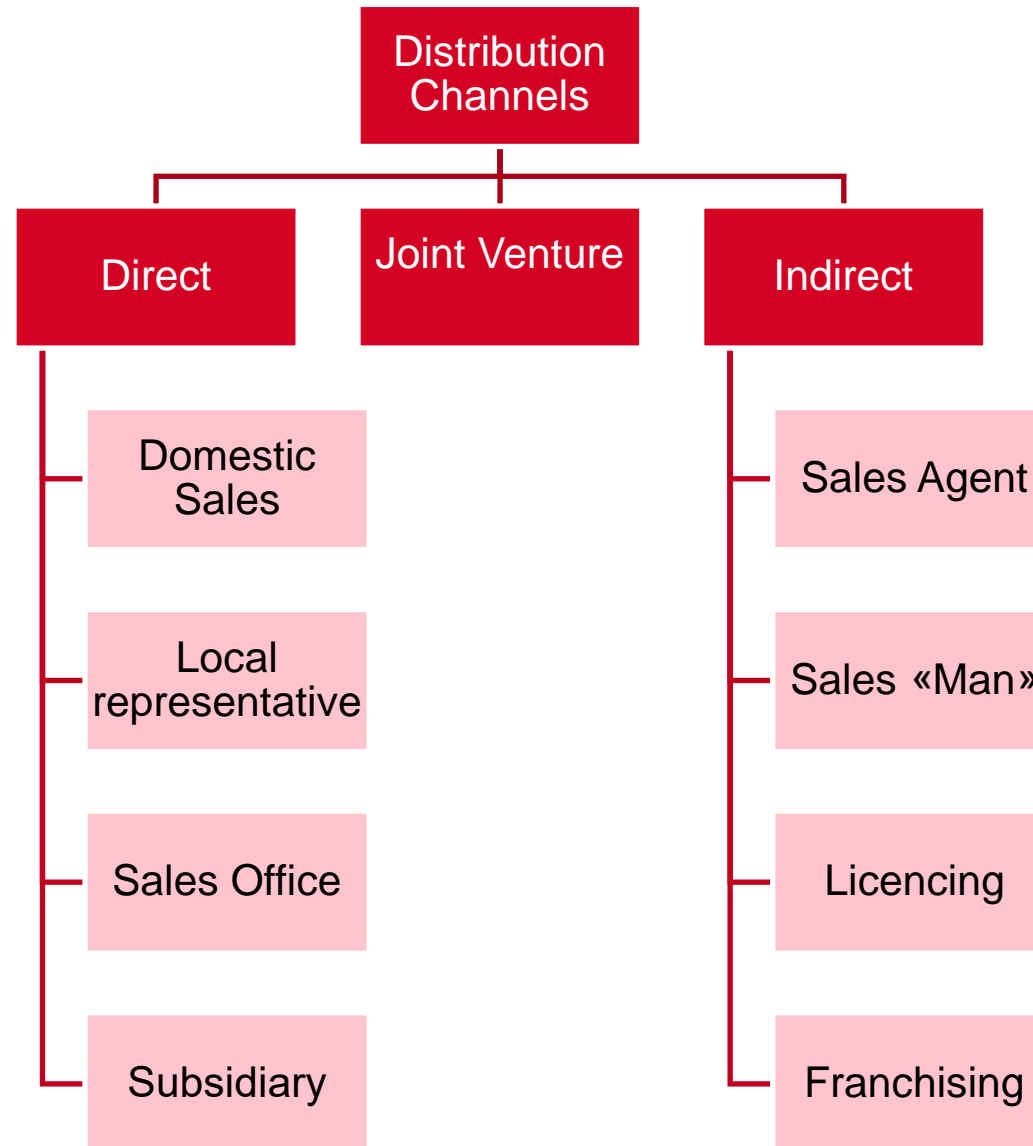
Trial and Error

- After the preliminary market selection it is advisable to enter promising markets on a trial and error basis trying to limit risks and resources.
- The goal is to gain practical information on important elements such as client reactions, partners, economy, culture, legal, political etc.
- Define a clear market entry strategy
- Define your distribution strategy and choose your partner
- After the trial and error phase which can last several years the company focusses on the most important markets

Additional information about how to how to select the right export market.

<https://www.linkedin.com/pulse/triple-eight-solutions-blog3-how-select-right-export-bertschinger/>

DISTRIBUTION STRATEGIES.



Option 1: Domestic Sales

Sales staff travels from home country to export markets.

Advantage:

- Cheap, quick

Disadvantage:

- Limited local know-how (culture, customs, behavior, market, logistics)
- Limited client contact, poor client service and after-sales service
- Travel

Option 2: local representative:

Own employee that is stationed in export market without a local legal identity.

Advantage:

- More local know-how, fairly cheap, improved acquisition etc.

Disadvantage:

- Difficult coordination with home organization, difficult to

Option 3: Sales Office

Several domestic employees work abroad in a more professional environment focusing on distribution / sales.

Advantage:

- Improved infrastructure, possibility to deliver high – quality service
- Improved acquisition power

Disadvantage:

- High cost

Option 4: Subsidiary

Delivers the same or similar services as mother house including production

Advantage:

- Best possible market control
- Taking advantage of local opportunities such as cheap labor, production subsidies etc.

Disadvantage:

- Substantial and long-term financial commitment
- More exposure to political and economic risk

Option 1: Sales Agent

Works on provision in a designated market area. Either only for leads or even with the right to make deals, sign contracts.

Advantage:

- Company controls normally all important elements such as price, product, marketing material, service etc. and most importantly, the client contact

Option 2: Salesperson

Buys the products in his own name and sells it

Disadvantage:

Company loses contact to the client.

Option 3: Licencing

Company sells licence to licensee. Either brand licence, sales licence, production licence or product licence. Licensee pays a licence fee

Advantage:

- Licensee does everything, knows the market etc. and pays a fee

Disadvantage:

- No contact to clients or market, limited upside potential

Option 4: Franchising

Franchising is a special version of licencing where the franchise buyer also receives additional elements such as the brand, marketing material, homogenous store designs etc.

Advantage:

- Franchising and licensing in general are great to work around trade barriers, expand with limited resources into new markets, limit various risks etc.

Disadvantage:

- Reputational risk if the licensee doesn't perform
- Loss of know-how to the licensee

JOINT VENTURE.

- Mix between direct and indirect distribution
- Partnership with local company
- Success of joint venture depends on how much the two partners get along and how their competences are complementary.

Advantage

- Export company can profit from the local brand name and reputation of partner company
- Needs less capital and hence risk is lower

Disadvantage

- Long-term partnership with other company whose goals are not necessarily the same
- Less control



Competiveness

Competitive advantage

Mature, little service

Favorable home market

Easy logistics

Standardized services & products

Capabilities

International experience

Adequate financial & HR
ressources

Delivery on time/adaption

Readyness to scale

International marketing
know-how, cultural fit

Committment.

Key element of corporate
strategy

Full support by Senior Mgt

Readiness to take risks

Readiness to go the extra
mile

Export Success Factors

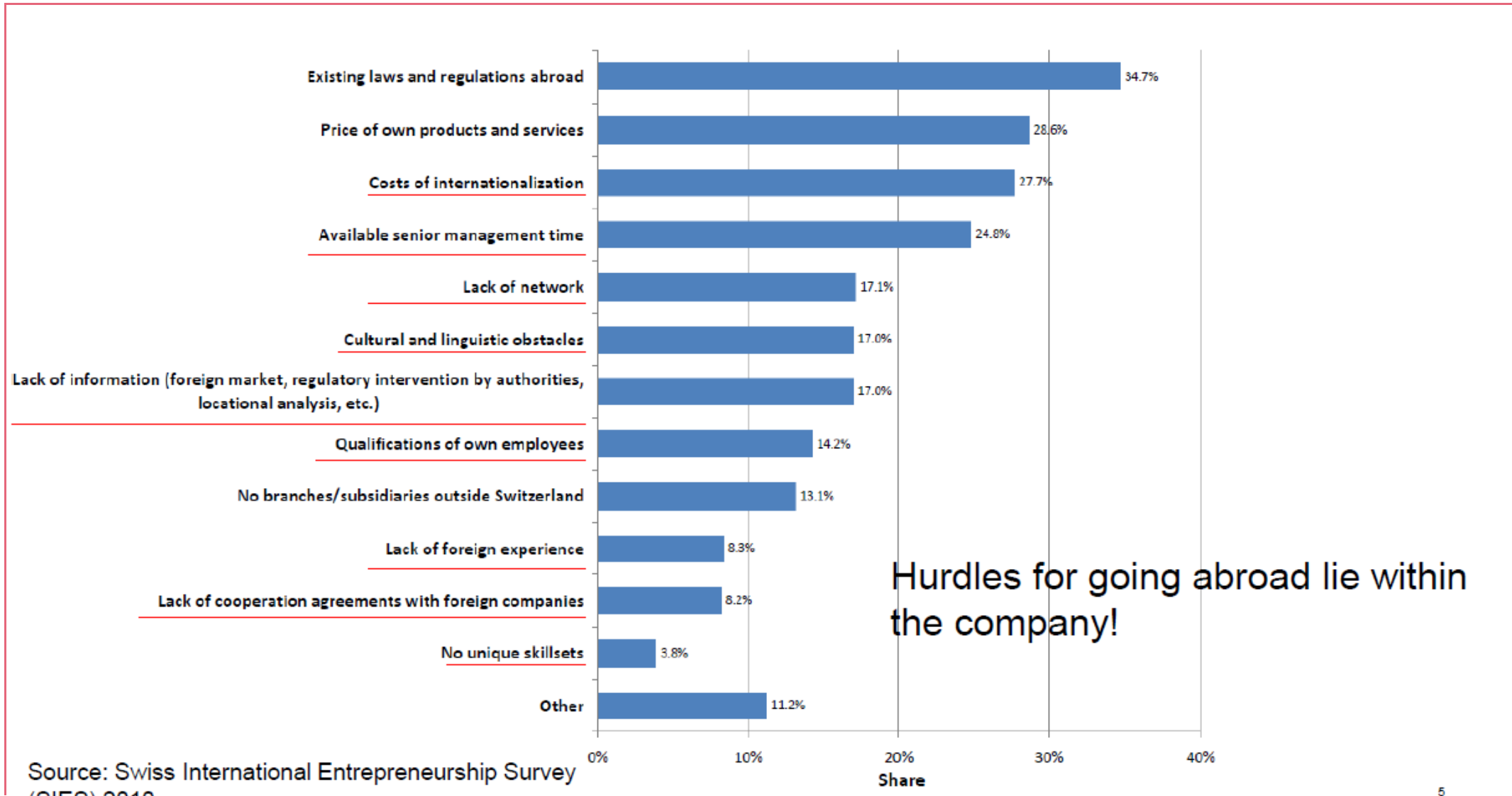
Economy
Legal
Market
Politics

Competition
Staff / Partners
Nature
Product



Export Risks (1/2)

EXPORT RISKS (2/2)





2. Doing Business in Switzerland?

SWITZERLAND AND 26 CANTONS.



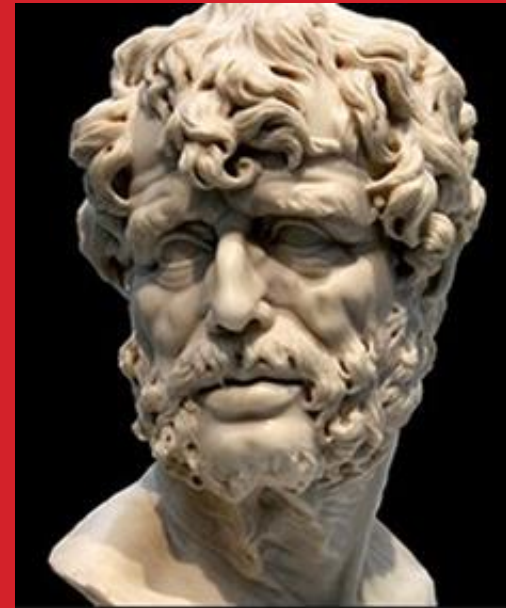


3. Market Research / Competitor Analysis?



**«THERE IS NO FAVORABLE WIND FOR THE
SAILOR WHO DOESN'T KNOW WHERE TO GO»**

**LUCIAS ANNAEUS SENECA,
1 V. CHR. – 65 N. CHR.**



EXAMPLE OF HOW TO DO A MARKET RESEARCH.

- You need information to make an educated decision. And a structured approach to this information. Strictly follow it!
- 1. Define the goal for your analysis and what you want to look at** (market, products, stakeholders, trends, competitors)
- 2. Determine all necessary comparison criteria**
(only the most important ones:
 - Product- and Price-Strategy
 - reputation/communication strategy
 - distribution strategy
 - other elements that key to your market)
- 3. Find out who your most important competitors are**
 - real competitor
 - distributor
 - clients
 - new competitors
 - substitutions for your product
- 4. Research all information together**
- 5. Create an analysis and an evaluation from this**



SWITZERLAND AND 26 CANTONS.



WHO CAN HELP TO FIND INFORMATION (1/3)

- Industry Associations
- Cantonal Chambers of Commerce
- Switzerland Global Enterprise (www.s-ge.com)
- State secretary of economy: www.seco.ch
- Professional Data Bases e.g.,
 - [Statista - The Statistics Portal for Market Data, Market Research and Market Studies](#)
 - [Firmenverzeichnis - Internationale Firmeninformationen – KOMPASS](#)
- Lawyers, Fiduciaries, the big 4, consultants etc.
- Experts (e.g. www.prodigo.ch or [Home - RBR - Digital Business Architekt \(rogerbasler.ch\)](http://Home-RBR-Digital-Business-Architekt-rogerbasler.ch))
- Embassies / Trade Promotion Organizations of Slovenia
- Dr. Google
- Network-Organizations like www.cee.swiss / Rotary Club / Lions etc.

WHO CAN HELP TO FIND INFORMATION (2/3)

- Swiss Trade Market Registry (one per canton: e.g., Zürich: [Handelsregister | Kanton Zürich \(zh.ch\)](#))
- Webpage of competitor and their social media accounts (follow their page!)
- Proprietary market research or market research you can buy
- Press (press releases of competitor, news in daily press, but also articles in specialized press for your industry)
- Test results from independent research institutes or customer evaluations
 - <https://swissqualquest.ch/>, google business, [Arbeitgeber bewerten](#)  [Finde deinen besten Arbeitgeber](#)  ([kununu.com](#)) (rating as an employer), www.ktipp.ch (consumer tests), www.beobachter.ch etc. etc.
- Store testing / product testing
- Visit Trade-Fairs, talk to industry colleagues, or talk to members of industry associations
- National (www.seco.ch) and cantonal governments

WHO CAN HELP TO FIND INFORMATION (3/3)

- Regional, cantonal and city investment promotion organizations (Standortförderung)
 - [Greater Geneva Bern Area](#) GGBA
 - [Greater Zürich Area](#), GZA
 - [Basel Area](#), BA
 - [St. Gallen Bodensee Area](#)
 - [Standortförderung Kanton Aargau](#), [Kanton Zürich](#), etc.
 - [Overview of all Cantons](#)

EXAMPLE OF COMPETITOR ANALYSIS

Competitive Analysis Example			
		Company 1 (us)	Competitor 1
		Direct Competitors	
Company Profile	Comapny Highlights	Founded 2009. Offers technical training. Revenue driven from ads.	Founded 1998. Offers training to people who want to learn.
Key Competitive Advantage			Huge organic reach - 2m visitors pm. Vast toolkit already in place (1,600 peices of content)
Target Market	Market Information	Professionals who want to get ahead technically, aged 23 - 40, who don't have a degree.	Professionals who want to get ahead technically, aged 23 - 40, who don't have a degree.
Market Share		3%	Approx 15%
Marketing Strategy		Organic only - 10k p/m + Facebook ads	Huge organic traffic only. Circa 2m visitors per month
Products & Services	Product Information	Courses paid for one by one	Subscription gets you access to all courses
Pricing		\$20 per course	\$12 per month
Distribution Channels		Direct and carefully chosen affiliates	Online direct only. Does not work with affiliates.
Strengths	SWOTT Information	Quality of product - delivered by domain experts who keep the content up to date	Huge organic traffic + breath of courses offered
Weaknesses		Not enough content.	Keeping old content up to date is costly. Their community requires employees to manage
Opportunities		Build a community that self manages itself. Have a recruitment drive to get more experts	Offer two pricing models - monthly and course by course?
Threats		A big company e.g. LinkedIn could move into the space and make it difficult to compete	A more fun solution, or a solution with easier to digest content could capture their customer base
Trends		Online learning at your own pace. Learning that lasts an entire career	

A FEW WORDS ABOUT MARKET RESEARCH

Simple example

- 1. Define: What do you want to find out, what is the objective of your research?** The more focused, the better
- 2. What kind of information do you want at the end?** Numbers, Charts, a big report?
- 3. Target segment / who do I want to questionned or analyzed?**
- 4. Who shall do it?** Your own people, e.g. sales, marketing, external market research agency?
- 5. What market research methodes are optimal for this research?**

Explanation of types of market research: [Types of Market Research \(Updated 2022\) - Qualtrics](#)

IMPORTANT ADDRESSES OF INDUSTRY ASSOCIATIONS.

- Extended list ([Liste der Wirtschaftsverbände der Schweiz – Wikipedia](#))
- Machines & Metals: Swissmem (www.swissmem.ch)
- Swiss Farmers Associations ([Schweizer Bauernverband - Im Dienste der Schweizer Landwirtschaft - Schweizer Bauernverband \(sbv-usp.ch\)](#))
- Biotech ([Association – Swiss Biotech](#))
- Medtech ([Die Stimme der Schweizer Medizintechnik Branche | Swiss Medtech \(swiss-medtech.ch\)](#))
- IT
 - www.swico.ch
 - www.digitalswitzerland.com
 - [swissICT Webseite - Herzlich Willkommen bei swissICT!](#)
 - [Alp ICT : mise en réseau et promotion du numérique en Suisse occidentale](#)
 - [Swiss Game Developers Association SGDA - Connecting game developers in Switzerland](#)

IMPORTANT ADDRESSES OF INDUSTRY ASSOCIATIONS (2/2)

- Umbrella Organization for all Swiss businesses ([The economy. All of us. | economiesuisse](#))
- Pharma ([scienceindustries – Home](#))
- Watches ([FH - Federation of the Swiss watch industry FH \(fhs.swiss\)](#))
- Finance ([Schweizerische Bankiervereinigung – SwissBanking](#))
- Textiles ([Startseite - Swiss Textiles](#))
- Construction ([Dachverband der Schweizer Bauwirtschaft – Bauenschweiz](#))
- Food ([Fial – Foederation der Schweizerischen Nahrungsmittel-Industrien](#))
- Retail ([Swiss Retail Federation – Verband der Mittel- und Grossbetriebe des schweizerischen Detailhandels \(swiss-retail.ch\)](#))
- Chocolate Manufacturers ([Chocosuisse](#))
- Cantonal Chambers of Commerce ([Schweizer Industrie- und Handelskammer - SIHK/CCIS](#))

IMPORTANT ADDRESSES MARKETING.

- Information about the Swiss marketing market: www.marketing.ch / www.werbewoche.ch
- Find ad agencies: www.leadingswissagencies.ch www.werbeagenturen.ch / www.search.ch / www.asw.ch
- Top-Swiss Agenturen: [LSA – Ranking Kommunikationsagenturen 2019 \(leadingswissagencies.ch\)](http://www.leadingswissagencies.ch)
- Example of smaller agencies who can help you setup market research: MfG Müller [Qualitative Marktforschung / Nadja Mueller Schmid / Zürich \(mfgmueller.ch\)](http://www.mfgmueller.ch)
- Market Leader in Market Research: www.link.ch
- Largest Marketing Association to network: www.swissmarketing.ch

A close-up photograph of a person's hand raised in the air, palm facing forward. The hand is wearing a silver-toned metal link watch with a blue dial. The person is wearing a dark suit sleeve. In the background, the heads of other people in a crowd are visible, blurred. A white horizontal banner is positioned across the lower third of the image.

4. Questions?

MY CONTACTS:



- ✓ **President and Managing Director SEC**
- ✓ **Former head of Europe, Africa & Central Asia** of Switzerland's national economic promotion agency S-GE
- ✓ **Marketing & business development specialist**
- ✓ **Co-Founder of several startups**
- ✓ **President of Swiss Marketing Zurich**



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obertschinger@cee.swiss

The image features a classic 'The End' title card. It consists of several concentric circles in shades of red, creating a tunnel-like effect that leads to a solid black circle in the center. The words 'The End' are written in a white, cursive script font across the middle of the black circle. The text has a slight drop shadow, making it stand out against the dark background.

The End