International Marketing Implementation for B2B SME

Case: ARTISAMA

Thesis within International Logistics and Supply Chain Management

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1 Executive summary

There has been a raising interest nowadays from graduate students to go with an entrepreneurial life as soon as they finish studies or after one or two years professional experience. Because of the raising demands and needs from consumers and the cheap start up cost for SME, it is worth trying to go all along with a business idea and try to make it work or at least learn from the experience. Artisama comes as response to my personal choice of creating an Import/Distribution company for handcrafted Moroccan Artisanal; however, the choice of my production line and segments to be targeted was not effective enough to allow for success.

So, as the CEO of the company I made a choice of remodeling and rethinking the company, by narrowing the set of production and the targeted market niches, in order to be more specific and position the company as the leader in three main segments:

- Leather garments
- Silver
- Natural oil based cosmetics

The paper will present to the reader the new company, with the new segments, products and strategies that have through the study shown a possibility of success that will depend only and on the professionalism of the owner and the company Markets crew. In addition, the paper main objective or purpose is to provide the reader with a real life case about young entrepreneurs and foreign Small business enterprises. Artisama is positive about the expected result and are looking forward to generate profit and start contracting by the end of September 2010.

Moreover, as stated in the paper the purpose is about to learn from my experience and push young entrepreneurs to go along with their ideas and try, because, the return on the investment from a knowledge perspective is relevant and considerable.

Finally, Artisama is planning on implementing the new strategies and starting re-operating in summer 2010, meaning that results about the choice of alternatives and strategies can be provided as a separate report for the readers that might show interest on having the first semester financial and strategy feedback.
- Company’s Background

As a holder of BBA and Master degree in International Logistics and Supply Chain Management, my purpose was to open a company expecting to offer a new set of items and products from Morocco to the Swedish market in order to bring some exotics and flavour to the Nordic life style.

The company opened on the 25th of May 2009, and was supposed to start operating in September. However; the company faced some difficulties in marketing its products as well as in segmenting the right items that will fit the Swedish demands, expectations and needs. In order to learn more about the company objectives, goals, mission statement and vision please consider the following table:

- Chart 1 Mission, Vision and Objectives

- **Mission statement**
  
  Become the First Swedish company that provides high quality Moroccan handmade leather and jewellery Articles in addition to pure Bio cosmetic products. Segments of products that were chosen because of their natural and creative aspects, in addition, to their high quality and international existing demand in foreign countries. Artisama promises to grow around Sweden and extend to Nordic countries. Our main task is to satisfy our consumers by bringing exotic and healthy features to their life style

- **Objectives**
  
  Artisama main goal is first to introduce to Sweden and the Nordic countries the Moroccan artisanal, and so by offering and providing a specific range of products and items that will bring sensuality and exoticism to our consumers life style. Artisama promises to grow in within Sweden and Nordic countries and be able to answer and satisfy all our consumers’ needs in terms of handcrafted jewellery, leather items as well as natural bio oil based cosmetics. Finally, our consumer satisfaction is our duty

- **Vision**
  
  Be the leader in importing and distributing a specific and rich range of exotic items directly from morocco to Sweden. Besides, Artisama promises its product to be original, healthy and handcrafted. Our core value is to deliver our unique clients authentic Moroccan handicrafts, provide quality service and promote fair trade

- **Company’s products and services**
Pictures of products for mass production are available in the appendix; the pictures for customized market will not be available because of the confidentiality of the items. In addition to the fact that the company is re-launching new products diffusion before starting operations may be very risky.

* Silver handcrafts items and jewelry

* Leather items and accessories

* Bio, Natural and Cosmetic product.

In addition to the final products offered, the company will offer an alternative to purchase based on raw materials such as: leather (cow, sheep, camels, and lamb), oil (olive oil, three different brands of trees) and silver. The company offers contractors a choice to customize their purchases in term of design, packaging and branding to extent their production lines.

The production and conception will be made in Morocco for a competitive price, combined with a cheap cost of logistic.

Finally, competitive advantages can be defined in general as the condition under which a company is enabled to operate in a more efficient or highly quality way, than its competitors, which benefits the company’s overall activities resulting in higher profit and notoriety in the market place.

Moreover, the companies try to work and establish more sustainable advantages than traditional competitive advantages that might be duplicated and so on. Thus, sustainable advantages are perceived as advantages that cannot and might not enable competitors to duplicate the benefits of the firm strategy.

In addition in order to achieve sustainable advantages the firm generic strategy must be grounded in an attribute that should answer four different criteria, which are:

- Valuable
- Rare
- Imperfectly inimitable
- Organizationally supported

Therefore, Artisama’s sustainable advantages will be defined as follow:
- Being the first company in the domain operating in the Swedish market

- The nature of our products plays a crucial role in the value addition

- International competitive lead-time. From Morocco to Sweden.

- The company’s knowledge on both culture, Swedish/Moroccan, is sustainable

- The knowledge in term of design cannot be duplicated

- Representing the first choice for companies wishing to contract with Morocco

- Government implication in the process will bring a risk free environment.
2 Introduction

As we all know all types of businesses are in a constant change because of the various market fluctuations and changes. Besides, new businesses are not exempted from those challenges, especially when it comes to the business life cycle ongoing issues. Those are most of the time related to managerial, marketing and branding issues. For new entrepreneurs the perception of challenge plays a crucial role in decision making and implementation. Most of Young Entrepreneur’s lack field experience and the theoretical background will not be of an effective help if not combined with a strong personality.

The idea is that once an entrepreneur faces a challenge, his or her own perception of it will affect the way they will deal with it. In other words, is the challenge perceived as a threat or opportunity?

Most of the time retrieval is the options most taken by Young Entrepreneurs once faced with challenges which at that time they think may not handle or overcome. In other words, declaring chapter 11 and trying to go or develop a new business plan for a new idea, or simply just retrieve from the Entrepreneurial world. However, personality in this specific matter plays a crucial role in the perception of the issue either as a problem or as a challenge.

So as we can see it all comes in the business world about making a decision, still the process behind making a decision is in most cases corrupted by lack of experience, change perception and uncertainty for Young Entrepreneurs. Besides, Wherever you see a successful business, someone once made a courageous decision (Drucker, 2000).

In other words, as an owner of the business I chose to re-study and re-model my business concept in order to be able to offer a more effective service and category of products that are shown to appeal to the Swedish consumer needs, demand and expectations.

The business will identify the different challenges faced during the business opening, categorized in the different business fields that will be mentioned in the challenges section.

Besides, the business plan will offer a set of techniques, models and processes that will help shifting the business from the problematic stage to the solutions and alternatives implementation of the new vision and mission of the company.

In other words, the business plan main objective is to learn from the first year challenges and mistakes and try from the feedback of that year to come out with new, creative, differ-
ent and specific alternative in order to change the scope, positioning and segmentation of
the company.
3 Main issues and Methodology

3.1 Challenges

The company was supposed to start operating in December 2009, however, we encountered some difficulties that slowed down the on-going of the purchasing and selling of the products and services offered.

The problems faced can be categorized into the following areas:

- Suppliers willingness to cooperate
- Logistics and transportation costs and models allocation
- Marketing
- Positioning and Segmentation
- Branding

The business plan will be based on a Marketing, Logistic perspective in an attempt to identify the different problems, sort them by importance, identify the gaps, list problem-solving alternatives, select the best strategy alternatives, strategy implementation, and follow-up. Besides, the business plan will offer a financial analysis to potential costs, profits and grow figures in order to have a clear picture on the company financial forecasts.

As to this point the challenge in this case is perceived as opportunity to shift the business to a more effective, secure and risk free profitable business.

3.2 Purpose

The purpose of the business plan in general is to learn from how to make new business ideas work and compete in an international market categorized with uncertainty.

An uncertainty based on one side on the Young Entrepreneurs lack of experience and personality control, and in the other side by the different market variables and fluctuations and consumer behaviour changing patterns.

As a Young Entrepreneur my objective was and still is to own a business and use of my skills to shift from local operations to national and finally global. Still many young business ideas owners fail to go further with providing and promoting their products and services, because of:
• Lack of experience
• Challenge perception: a threat or opportunity
• Targeting quick growth and profit
• Lack of information about:
  - Consumers needs and expectations
  - Consumers behaviour
  - Market fluctuation and demand
  - Industry and competitors lack of information
  - Which segments, with which products or services

In addition, the business plan main purpose is to offer techniques, models and processes to implement in order to give the business a chance to succeed and even more learn from the case, meaning “Learning by doing”.

Finally, the choice of this purpose can be justified by different arguments but mainly: to identify the international Marketing techniques, models and processes to use in order to overcome such business uncertainty and challenges and offer a reliable literature for future Young Entrepreneurs to help them establishing an international business in a foreign market.

3.3 Theoretical frame of reference

As we may all know businesses are in a on-going change because of the various consumer and demands changes in global and local markets. Moreover, emerging businesses are not exempted or risk free from those challenges, especially when it comes to the business life cycle challenges, which are most of the time related to managerial and/or marketing as well as branding issues. Most of Young Entrepreneur’s if not all of them in my opinion lack field experience, and the theoretical background will not be of an efficient and effective help if not combined with a strong personality and a multidimensional perception of business.

In this business plan most focus will be directed to the Marketing section, using International Marketing theories and models to study the different challenges and their nature. The use of International Marketing is relevant to the nature of the business, since Artisama will be dealing with a business opening in a foreign country, which shift the business into a more global perspective, so in order to understand the consumers needs and drives as well as the market patterns there will be a combination of cultural studies as well as Interna-
tional Marketing implications and implementations of strategies to allow for a deeper understanding about the consumers’ expectations, and buying behaviour. Thus, the cultural studies mainly influenced by the Hofstedes (2001) Cultural Dimensions will help us understand the consumers and by then satisfying their existing or created needs by the use of the proper effective International Marketing tools, since the cultural identity influences the process of decision making when buying products. Moreover, the choice of using only Hofstede’s comes with the need to understand the Swedes business culture, in order to be more efficient when coming to negotiation, since the business is a B2B so most of the contracts and relationships will be Business directed and not consumer directed.

*Cultural theories:*

For the purpose of this business plan the cultural theories will be those developed by Hofstede, since this last has come out with dimension to cultural classification that are internationally used and applied.

According to Hofstede there exist five different types of cultural dimensions

- Power distance
- Uncertainty avoidance
- Individualism Vs Collectivism
- Masculinity Vs Femininity
- Long-term Vs Short term orientation

The figures below will give an illustration of the five dimensions in general and for Sweden, which will be used in the Marketing section when analysing the consumer behaviour and the market patterns. In addition, These dimensions will be explained in further details in the Marketing section when analysing the consumers.
International Marketing theories:

In contrast to domestic operations marketing activities taking place across national boundaries, requires understanding of the multiple environment, cultures, perception and infrastructures to operate, promote and distribute, the reason why, the choice of this type of literature is crucial to the effective implementation of the strategies to be used.

Integrating a new business to the market along with a long-term marketing orientation bring together suppliers, customers, competitors, suppliers and the company itself to create value in the entire business system. In addition it is said that, it is the business system as a whole that creates value within a set of dynamic relationship (Bradly, 2005)

The use of this literature aims to first generate an understanding of international marketing processes concepts and the global international environment within which companies are operating, which will allow us to identify and analyse non-domestic market opportunities. Second, it helps developing an understanding of the different and various concepts of marketing strategies as well as planning, within an international context.

Besides, it aims as well to identify the strategic options available for market entries, selection and development of product policy.
Finally, it aims at presenting the importance of strategic choices and tactical details, throw a balanced view, in implementation, promotion and understanding of the significance standardisation and market adaptation for an international marketing success.

The following International marketing model may give an insight about the main factors taking into consideration for strategies implementation which will be used during the study and analysis part.
4  Marketing Plan

4.1  Market analysis components

4.1.1  The consumer

4.1.1.1  introduction

Artisama is an import distribution company which is trying to establish and position itself as the leader in promoting and offering a specific range of finished and raw material products that are designed to satisfy the consumers’ needs in term of exotic, health, fashion and high quality expectations.

The company is in an entry level stage position at the moment we speak on, and targeting to satisfy a foreign consumer, Swedish, so in order to know about:

- What type of products to offer?
- What kind of segments to target?
- What kind of International Marketing techniques, strategies and modes to implement?

We should learn more about the type of consumers the company is targeting in term of cultural differences, population, perception of foreign commodities and purchasing behaviour.

4.1.1.2  Population characteristics

According to the Swedish statistics bureau:

Of the 2007 population, 13.4% which is 1.23 million were born abroad, which reflects:

- The inter-Nordic migrations, earlier periods of labor immigration, and later decades of refugee and family immigration.

In addition, Sweden was transformed from a nation of emigration ending after the World War I to, a nation of immigration during the World War II. Moreover, in 2008, immigration has reached one of its most highest rates accounting 101,171 people moving to Sweden.

As of 2008, the largest immigrant groups living in Sweden consists of people born in:

- Finland (175,113)
• Iraq (109,446)
• The former Yugoslavia (72,285)
• Poland (63,822)
• Iran (57,663)
• Bosnia & Herzegovina (55,960)
• Denmark (44,310)
• Norway (44,310)
• Chile (28,118)
• Thailand (25,858)
• Somalia (25,159)
• Lebanon (23,291).

These figures are of great importance when considering segmentation as well as the choice of the International Marketing techniques and strategies that will be in use. The Swedish population is a mixed population where all the cultures interact in a social, economical and behavioural manner. Since our products are from an African-Mediterranean country, Morocco, the foreign cohabiting population will be perceived in a different manner. However, once have to understand that since Artisama is a B2B company so most of the marketing strategies and distribution channels will be provided by the contractors, meaning that Artisama will just infiltrate the existing network and use of its infrastructures.

Finally, the figures above will show to our clients that there exist common variables between our products and most of the foreign populations, in term of awareness about our products and their quality as well as the fact that there exists so far no common supply as we offer us such exotic, handmade and high quality products. Artisama means by no common supply of the three products categories from one single country, there may exist providers of leather or jewellery or cosmetics, but still not with the same products, designs and quality Artisama will be offering.
The figures above show that there exist a consistency in age distribution between the ranges of ages 15-19 and 60-64 which in my point of view offers us a wide segment with a consistent number of potential consumers that can fit in the different products categories the company is offering.

In addition, the figure will show our clients that our products have a market that just need to be infiltrated and because of the high quality and cheap prices we are offering, the clients will in my opinion have no choice but to market for us knowing that their return and profit on our products will be at least 350% higher. Again, since Artisama is an intermediary and as mentioned before a B2B business, the contractor’s networks and infrastructure will be in use to market for the individual consumer. In other words, we have to promote for our clients, businesses, about the sustainable advantages that we have over any other existing or coming companies that will try to open such a company. Our sustainable advantages that are imperfectly imitable, valuable and organizationally supported will in my view push the elits to contract, in addition to the growing interest about Moroccan products.

Finally, those figures above show that Sweden has a very diver demography which I strongly believe will affect the mother culture and may be for a shift in some of the perceptions, principles and behaviours. However; we have to know that the basic

4.1.1.3 Cultural characteristics

In order to develop an understanding about the Swedish consumer culture, Hofstedes cultural dimensions will be the basis for analysis and understanding in this particular matter. According to Hofstedes, the five cultural dimensions he developed can help companies un-
understand the type of culture and perception of the five variables the targeted consumers fit in. In addition, Hofstede's focus was not on defining culture as a refinement of the mind or as a highly civilized attitude and behavior but more on highlighting the most important patterns of thinking, feeling, and acting. These cultural differences manifest themselves in a culture's choices of symbol, principles, rituals, values and perceptions.

In addition according to (Hofstede, 2001):

**Power Distance Index (PDI)**

- It describes the extent to which, the less powerful members of any given organization, institution or the low social class accept and/or expect that power is distributed unequally and unfairly. This variable proposes that a society's level of inequality is approved by the followers as much rather by the leaders of that society. In addition, power and inequality are extremely fundamental and basics concepts existing in any society, and anybody with some international global experience will be aware that all societies are unequal, however, some are more unequal than others.

**Individualism (IDV)**

- Collectivism is the degree to which individuals are integrated into groups socially or organizationally. On the individualist side Hofstede finds societies in which the ties and relationships between individuals are loose, where everyone is expected to look after him or herself and his or her close related family. On the collectivist side, Hofstede finds societies in which people are integrated into cohesive in-groups since they are born, which exist often in extended families continuing protecting each others in exchange for an unquestioning loyalty.

**Masculinity (MAS)**

- Femininity refers to the distribution of roles between the genders, male and female, in societies. This variable identifies and studies the role of gender in societies and distribution of role among them. Some countries may have a high masculinity degree than others, such as Saudi Arabia, and other countries may have a more equal gender perception and role distribution such as Nordic countries especially Sweden.

**Uncertainty Avoidance Index (UAI)**

- Deals with society's tolerance for uncertainty and ambiguity. It indicates the level to which a culture conditioned its members to feel either uncomfortable or comfortable in unstructured, unexpected and uncertain situations. Uncertainty avoiding
cultures and societies try reducing the possibility of such situations by strict laws and rules, typical to Asian, African countries. People in uncertainty avoiding countries and cultures are in addition more emotional, and motivated by inner nervous energy. The opposite type, uncertainty accepting cultures are more tolerant and show more acceptances to unknown materials, by trying to have as few rules as possible. Besides, they are not expected by their environment to express emotions.

**Long-Term Orientation (LTO)**

- This fifth dimension was founded and studied among students in 23 different countries around the globe, using a questionnaire designed by the Chinese scholars, that deals with: Virtue regardless of Truth. It shows that values associated with Long Term Orientation are thrift and perseverance; where in contrast values associated with Short Term Orientation are respect for traditions, cultures and norms as well as fulfilling social obligations.

<table>
<thead>
<tr>
<th>Country</th>
<th>Power Distance</th>
<th>Uncertainty Avoidance</th>
<th>Individualism</th>
<th>Masculinity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina (ARG)</td>
<td>49</td>
<td>86</td>
<td>46</td>
<td>56</td>
</tr>
<tr>
<td>Denmark (DEN)</td>
<td>18</td>
<td>23</td>
<td>74</td>
<td>16</td>
</tr>
<tr>
<td>Eastern Africa (EAF)</td>
<td>64</td>
<td>52</td>
<td>27</td>
<td>41</td>
</tr>
<tr>
<td>Finland (FIN)</td>
<td>33</td>
<td>59</td>
<td>63</td>
<td>26</td>
</tr>
<tr>
<td>France (FRA)</td>
<td>68</td>
<td>86</td>
<td>71</td>
<td>43</td>
</tr>
<tr>
<td>Germany (FRG)</td>
<td>35</td>
<td>65</td>
<td>67</td>
<td>66</td>
</tr>
<tr>
<td>Great Britain (GBR)</td>
<td>35</td>
<td>35</td>
<td>89</td>
<td>66</td>
</tr>
<tr>
<td>Greece (GRE)</td>
<td>60</td>
<td>112</td>
<td>35</td>
<td>57</td>
</tr>
<tr>
<td>Ireland (IRE)</td>
<td>28</td>
<td>35</td>
<td>70</td>
<td>68</td>
</tr>
<tr>
<td>Israel (ISR)</td>
<td>13</td>
<td>81</td>
<td>54</td>
<td>47</td>
</tr>
<tr>
<td>Spain (SPA)</td>
<td>57</td>
<td>86</td>
<td>51</td>
<td>42</td>
</tr>
<tr>
<td>Sweden (SWE)</td>
<td>31</td>
<td>29</td>
<td>71</td>
<td>5</td>
</tr>
<tr>
<td>Switzerland (SWI)</td>
<td>34</td>
<td>58</td>
<td>68</td>
<td>70</td>
</tr>
<tr>
<td>West Africa (WAF)</td>
<td>77</td>
<td>54</td>
<td>20</td>
<td>46</td>
</tr>
</tbody>
</table>

We may notice from the table above that Sweden is characterized by high level of Individualism, among the highest in the word, as well as a moderate power distance and uncertainty avoidance cultural dimension.
In other words, Individualism/Collectivism describes the degree and level to which cultures rely on at the same time having allegiance to the self or, to the group. Those variable will help Artisama understand the business environment from the Swedes perception of those dimensions, besides, those variable are mostly applied in scenarios involving B2B, when it comes to negotiation for example. Moreover, even our clients use the same variables to understand and identify to the Moroccan market, thankfully Morocco is considered a future potential ally for many countries in a social and economical way, because of its growing international economic importance and opening to the global market.

Finally, the table shows that Nordic countries share the same degree of perception about the five dimensions which offers an alternative to grow in within the Nordic countries starting by Sweden, followed by Norway, then Denmark and Finland.

**Individualism Vs Collectivism factors :**

- **Economic development**: Wealthy cultures have a tendency to be more individualistic than poor cultures that tend to be more collectivistic.

- **Climate**: Cultures in colder climate have a tendency to be individualistic, where in warmer culture climates tend to be collectivistic.

Moreover, we may found from the table above that, there exists a strong negative correlation, between a given cultures power distance and its the individualism Vs collectivism index. Meaning that, any high PDI culture may have a tendency to be more collectivistic than a culture with a low PDI that tends to be more individualistic in a sens.

Finally, this information will help approach the clients effectively by understanding their cultural patterns and turn them into a benefit to Artisama.

Sweden has a low Power distance and uncertainty avoidance ratios which prove to Artisama that clients are open to foreign commodities and the success lies in fitting in their business philosophies and cultures. Besides, those variables will allow the company to be more effective in being consistent about its own philosophy and culture as well as the negotiation strategies which will be applied by myself.

**Consequences:**

Collectivistic cultures tend to be group-oriented, imposing a large significant psychological distance between in-group and out-group members, where in-group members are expected to have and show absolute loyalty to their groups (Hofstedes, 2001).
For example, in a conflict situation, members of the collectivistic cultures will most likely use and choose avoidance, intermediaries, or other face to face saving techniques. In contrast, people in the individualistic cultures and societies do not perceive a large psychological distance between in-group and out-group members. They value self-expression as a mean of resolving problems, and will most likely use confrontational strategies when dealing with conflicts as well as interpersonal and social problems (Hofstede, 2001).

Some of the readers may question the use of only Hofstede and not other scholars in the cultural field. For this matter, the choice was based on the accuracy of information and dimensions used in order to understand the business culture of foreign countries with which one may contract with, so in this case, Hofstede comes with dimensions that will help the company and myself understand the Swedish business culture especially when it comes to negotiation and perception of foreign commodities since Artisama is a B2B.

4.1.2 The industry and Competitors

4.1.2.1 The industry

Artisama is one of the few if not the only company existing of its sort in the Swedish market, according to the Moroccan embassy, we are the first to open such an import/distribution company aiming to distribute and import:

- Leather garments
- Silver jewellery and accessories
- Natural oil based cosmetic

Meaning that, we have a strong competitive and sustainable competitive advantage that will show to be our key element in contracting with our future clients, which will be discussed in more detail in the competitive advantage section.

Since the production is designed for the three different markets: leather, silver and cosmetics, there are several companies in the field providing similar lines and categories of production as Artisama does. However; Artisama is differentiating itself and positioned as to be the first provider of leather garments, silver jewellery and natural oil based cosmetics in Sweden. Besides, the different products characteristics that will show to be the best in answering the Swedish market demand and the consumer expectations for such items and products. If we talk about the Swedish leather market, it is characterized as follows:
So far Artisama, the company is targeting the Swedish market first, the reason why the information provided is for Sweden local market. In addition, the growth strategy is considering expansion in the Nordic markets such as Denmark, Norway and Finland and that because of the close culture similarities, ease to access and distribution existing between these countries.

4.1.2.2 The competitors

The main competitors and importers of Artisama are India and China. India provides Sweden with leather and silver as well, China offers cheap labour to mass production or customized production. However, Morocco, offers in return a combination of both advantages gained from India and China with an added value based on the quality of designs and products as well as the unique exotic taste and fashion Artisama is offering.

In other words, Artisama is offering similar product but with different raw materials, designs and creativity combined with a low cost of labour and transportation from Morocco to Sweden.

Since Artisama is the only company importing and distributing from Morocco to Sweden as well as the fact that it is a B2B business our competitors in the industry are only India and china in terms of leather garments and silver. However, our quality, exotic and low costs, offered by Artisama, are imperfectly inimitable which narrows our competition at this point to zero.

In order to avoid confusion about our products compared to other providers such as Justmorocco.com, once have to understand that those sites and sellers deal with all types of artisanal and handmade products from Morocco, which are quite similar but not the same,
In addition to the fact that those products are directed for consumer individual usage and Artisama products are directed to Businesses. Artisama by this is drawing the line between consumer directed and business directed.

Finally, those internet providers, B2C, are not considered competitors because of the nature of their segments as consumer targeted in contrast with Artisama which is Business oriented.

The Moroccan embassy in Sweden, has declared that Artisama is the first B2B company targeting the three production categories we are offering and operating in Sweden from Morocco, which at this point can be considered a double edge opportunity, depending on how successful the negotiations with contractors as well as how qualified our product to the norms and the Swedish market needs are.

4.1.3 The market consumption and production
4.1.3.1 The market of lether garments in Sweden

According to Eurostat (2009) and Euromonitor (2009):

- In 2008, the declining and decreasing growth rate of Sweden’s leather was characterized by consumer expenditure amounting for: 138 million Euros, which represents approximately 2.1 percent of expenditure on Outerwear.

- During the period 2004-2008, The leather garments market grew on average about 1.88 percent each year.

- Sweden was ranked the 9th in European leather garments consumption. In addition the size of the Swedish population affects and limits the clothing market size, although the per/capita expenditure on leather garments were about 18.1 Euros which is far above the EU average that is 13.7 Euro.

Finally, the demand for leather garments is mainly determined by variables such as:

- Demographics, perception of consumers towards fashion as well as the economic developments and finally types of products

Type of products
According to Eurostat (2009) and Euromonitor (2009): it can be assumed that 80-85 percent of the consumption, is concerned with jackets and coats for both genders, male and female.

In one hand, during the autumn and winter seasons, interlined coats and outdoor jackets are in demand; whereas, in the other hand, lighter jackets for women of soft leather are preferred during the spring and/or summer seasons. Major colors in autumn and winter are:

- Black, Dark and Light brown, while the variety in women’s jackets is extended by several colors like red, purple, grey, yellow, green and more others depending on the trend and demand.

4.1.3.2 The market of Cosmetics in Sweden

There is a general lack of information on the industrial demand for natural ingredients, as well as for general ingredient needs of the cosmetics industry in Sweden because of the different nature of cosmetic products and ingredients used and certified by the government.

**Cosmetics consumption and production**

According to the European Cosmetics, Toiletry and Perfumery Association (Colipa):

- Sweden is ranked the 9th largest cosmetics and toiletry market in the EU, with a market share of 1.9 percent, amounting in 2008 to a total of 1.28 Billion Euros. Moreover, in 2007-2008, the consumption of cosmetics decreased and declined by 2.4 percent, mainly as a consequence of a huge decrease in the monetary value of the korona.

- Finally, the per capita consumption of cosmetics in Sweden according to (Colipa, 2009) was about 137 Euros, which shows that there exists a considerable demand for cosmetic in the Swedish market all along with a consistent purchasing power.

4.1.3.3 The jewellery market in Sweden

According to Eurostat (2009) and Euromonitor (2009):

- The Swedish jewellery market was valued about approximately 467 Million Euros in the year of 2008, in terms of retail sales.

- The Swedes spent in the year of 2008 approximately about 51 Euros per capita, which was higher than the EU average of 47 Euros. This above average consump-
tion indicates and proofs a high demand for precious jewellery, although it should be noted, that prices for jewellery in the Swedish market are among the most expensive and highest in the European Union.

- Sweden is the 9th largest and biggest jewellery market, in the European Union, being actually below Belgium, Austria and finally Portugal.

The share of precious jewellery was reasonably high at 84 percent of total Swedish jewellery sales, but has decreased compared to 87 percent in the year of 2004. The main reason was the substantial and considerable rise in costume jewellery sales, which remains as luxury item as well as has become more expensive.

Sales of costume jewellery have risen at a faster rate, with an average annual increase of about 7 percent in the period between 2004-2008. However, in 2008, sales of both costume and precious jewellery dropped and decreased, as Swedish become careful and attentive in their spending and expenditures because of the economic recession and financial pressure.

According to the CBI market survey, in the last years, jewellery has regained popularity with the major trend coming from the raising importance of image and appearance, which applies not only to young people, but also more and more to older people who want to look younger. This trend has been used by the clothing and accessory chains stores who introduced to the market:

- Accessible silver
- Costume jewellery,
- Flexibility to suit seasonal trends in fashion.

**Product groups**

According to the CBI market survey, Silver jewellery remains most popular by term of volume. In the accessible jewellery segment, there is a considerable demand for silver jewellery of celebrities local designers such as: “Efva Attling” or Swedish /Danish brand jewellery.

Finally, in the gold jewellery market, the lower carats 9 or 14 were and still very popular, with a recent new shift and interest from traditional yellow gold to modern fashionable
white or red gold. Regardless of the high gold prices, Swedish people turned to have kept and preserve their interest in gold.

4.2 Market Segmentation

4.2.1 Products related needs set

Consumer often if not always is faced with a broad range of products that are designed to satisfy a specific need or a range of needs. Besides, consumers build expectations about the different markets value and satisfaction to be delivered in order for them to buy and purchase the existing products.

Artisama set of products is categorized into three different sets:

- Leather garments
- Silver raw material and accessories
- Natural oil based cosmetics

In addition, the main segmentation variable in use will be based on income. Since, Sweden is known for its transparency, fair salaries distribution and the good social services they offer, all the groups chosen are based on age and income. Knowing that in Sweden you start working around the age of 15-16. This means that even the youth segments have a purchasing power in addition to the help they got from their parents. Moreover, the older age segments are chosen because of the fact that these people are considered wealthy and with a considerable purchasing power.

At this point we have to be careful about how to set the right level of expectations, which have to be related to the set of needs to be fulfilled. The Swedish consumer is a very picky and demanding consumer, and most of them share the same values and perceptions about quality, health, and foreign commodities.

Artisama products promise to deliver the consumer:

- High quality product and services
- Iso certified products
- A unique taste, design and style
Environmental friendly products

According to the Swedish market and consumer demand of foreign exotic commodities we may identify the following set of needs related to the categories of products offered.

<table>
<thead>
<tr>
<th>Products</th>
<th>Related set of needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Leather garments</td>
<td>- Different animals leather type</td>
</tr>
<tr>
<td></td>
<td>- Colourful, exotic and high quality</td>
</tr>
<tr>
<td></td>
<td>- 100 percent leather</td>
</tr>
<tr>
<td>- Silver products and accessories</td>
<td>- Cheap fashionable products</td>
</tr>
<tr>
<td></td>
<td>- Exotic designs</td>
</tr>
<tr>
<td></td>
<td>- Hand made</td>
</tr>
<tr>
<td>- Natural oil based cosmetics</td>
<td>- Healthy, natural</td>
</tr>
<tr>
<td></td>
<td>- Olive and Argon Oil based products</td>
</tr>
<tr>
<td></td>
<td>- Iso certified products</td>
</tr>
</tbody>
</table>

Since the Swedish consumer is a very mixed consumer, because of the different cultures they came from, Artisama defined this set of needs that is expected to handle all types of consumers demand. However, our main task is to prove to our clients that Artisama is different than existing suppliers as well as the fact that it is offering sustainable advantages that are highly competitive and inimitable. This means that, Artisama products are designed to fit a Swedish market characterized by a mixed society and cultures which Artisama will turn into advantage because of the nature of products we are offering.

Finally, these needs and products characteristics are ties up to the Swedish expectations because of the current demand of bio, natural and organic products designed and produced in a fashionable, exotic and creative way.
4.2.2 Swedish customers Segments Targeted

4.2.2.1 Leather garments market

Concerning the leather garment the company is considering targeting the following segments:

- The Men/Womenswear, and
- Childrenswear.

The choice of these two segments is relevant to the past demand and expenditures on men, women and children wear in Sweden as shown in the figures below according to the Swedish clothing industry guide:

- “The Swedish menswear market generated total revenues of approximately 2.84 Million Dollars in 2008, representing a compound annual growth rate of 3.4 percent for the period between 2004-2008.


- The Swedish childrenswear market generated total revenues of 1.3 Billion Dollars in 2008, representing a compound annual growth rate of 1.9 percent for the period between 2004-2008.”

According to those figures above we may notice that there exist a growing demand on men, women and childrenswear and since the demand for leather in within the clothing industry is growing by 1.9 % annually the company is expecting its products to fit into the clothing market for outerwear in Sweden by answering the related set of needs mentioned in the section above. Knowing that the company is targeting the whole Sweden, which will be done through use of our clients existing networks

4.2.2.2 Silver jewellery and accessories

According to Eurostat (2009) and Euromonitor (2009):

The current change and shift in the world’s demographics, aging and decreasing populations, in many countries around the world is representing a major main challenge to organizations and societies worldwide.
One particularly essential implication, is the emergence and on-going growth of silver market, the market segment is defined by aged 55 and older. This market segment is very attractive and promising, although it is still poorly underdeveloped in terms of products and services offering. This information is adopted from the German market that has many similarities to the Swedish one.

It is at this point where the company is positioned to offer a well developed range of silver products and services expected to satisfy the youth and adult generation in Sweden. Artisama is offering creative, exotic, customized and fashionable designs for Silver products combining both high quality and affordable price which makes the ratio of a higher value than existing products in the industry.

Because of the nature of the products and their related needs, Artisama identified two main segments for Silver products which are:

- The youth teenager market 15-19
- The adult market 20-40
- The Older market 55-68 (characterized by a considerable purchasing power in Sweden)

The products offered will be based on creative, fashionable and customized Silver products and designs that will incorporate other material such us leather in different colors in order to offer a wide range of selection that will fit the segments targeted.

**4.2.2.3 Natural oil based cosmetics**

From the table in the population section we may notice that there exist a symmetric distribution of Men and Women between the age section 15-19 to 60-64, which offers us a wide range of segmentation for the cosmetics products, knowing that most of the youth, adult and aged population show a need and demand for natural based cosmetics products.

The segment targeted will be simply based on sex and age, meaning that we are targeting for daily cosmetic products:

- Women between the ages of 15 to 60.

In addition to the daily cosmetic products we offer SPA related products which can fit in both sex categories in within the same age range.
Moreover, those categories fit the related set of needs provided by the cosmetics products and that are shared by most of the population due to the nature of society and perception about environment and nature as well as natural environmental friendly products.

Finally, these cosmetic products will meet the Swedish consumer preferences in term of: environmental friendly, high quality, natural and fashionably exotic.

4.2.3 Description of each group
4.2.3.1 Leather garments
As mentioned in the above section the leather garment market in Sweden will be segmented into:

- The Men/Womenswear ,and

The Swedish society is a rich one categorized by a high level of individualism. Meaning that both genders afford having independent separate expenditures with individual purchasing decision power, because the Swedish culture is more individualistic in thinking than collectivistic according to Hofstede and as shown in the consumer cultural characteristics section, which erase the old family purchase power that was dominant by the man and affected by the family when it comes to decision making.

As shown in section above, women/men wear expenditures are of 4.7 Billion and 2.8 Billion Dollars respectively. Which show that there exist a demand and purchasing power that just need to be fulfilled by answering the customer’s needs in term of exotic, fashionable and healthy products, but most of it is the value added by the designs and the customised styles that will be adopted and expected to reach and exceed the customers’ expectations.

- Childrenswear

The children in the Swedish society are well taking care of and with the growing trends in children fashion and clothing lines, the Swedes are on top line in that matter. In other words, Sweden is known by its taste in fashion and children as reflection to the future society follow those trends. Besides, children expenditures in Sweden are as follow:
According to the Swedish clothing industry guide, the Swedish childrenswear market generated a total revenues of 1.3 Billion Dollars in 2008, representing a compound annual growth rate of 1.9 percent for the period 2004-2008.

Those figures show that there exists a considerable demand for children wear in Sweden in general. As matter of fact, Artisama promise to deliver leather clothing products especially jackets and shoes to the children wear market by answering some of the untargeted needs by the competition, especially those identified in the product related needs set section.

4.2.3.2 Silver products
- The youth teenager market 15-19
- The adult market 20-40

4.2.3.3 Natural oil based cosmetics
- Women between the ages of 15 to 60 (daily cosmetics)
- Men/Women 25-60 (Spa cosmetics)

4.3 International marketing strategies

4.3.1 The products
Artisama set of products are designed and segmented to fit a foreign international market characterized by its own cultural, market and demand behaviours. The choice of the products offered was driving from the expected needs and set of related needs corresponding to the Swedish consumer expectations and the market demand and supply patterns.

The products main characteristics:
- High quality/affordable
- Exotic
- Iso certified
- Environmental friendly and healthy

In order for our products to perform effectively in the Swedish market, the company have chosen to adopt a standardization Vs adaptation strategy. Meaning that, in one hand the
product will be adapted to the current and future needs of the consumer and market, and in the other hand some of the products will be standardized. The choice behind this strategy is subjective and relevant to entry market strategy adopted by the company, which is basically based on introducing and creating awareness about our products, by offering a set of standard products that are still differentiated in term of quality and design from the old or existing products in the market.

**Standardization:**

The choice of this strategy was driving from the different advantages that might and can be gained from adapting standardization. Those advantages are as follows:

- International uniformity: people or consumer in general likes to find their products all around the word, with the same characteristics and uniformity. This strategy will be used in within the Swedish market as consumer will find our products all around Sweden with the same quality and uniformity. Besides, this concept is chosen as well because of the future growth strategies involving entering Nordic markets such as Denmark, Norway and Finland.

- Reinforces positive consumer perceptions: One of the main major payoffs of great quality for a single product category or line is that the reputation of our products will help the company sell more of them. Moreover, positive word-of-mouth will pay dividends for the brand owners in general, and in the marketing field once know that a happy consumer affect positively three potential once, and unsatisfied consumer will take away or affect negatively 10 potential consumer.

- Economies of scale: since some of our products will be standardized and non-adopted, this implies that the company will benefit from the advantages associated with producing in a bulk. Besides, since those products will be bought in big quantities from our suppliers, the cost per unit will decrease considerably.

- Quality is improved: for those products which will be designed standard, the quality will be in a constant improvement and the suppliers can be trained to enhance the quality of their products. Since the changes will be associated to a huge bulk of products, manufacturers and future investors may consider investing in technologies and Research and Development to ensure safeguarding the quality of our standard production.
Finally, from the table above the company, Artisama, is positioned Transnational because of the nature of the adapted range of production that is different but under the same brand. Moreover, the company is also positioned Global because of the standardized set of products under the same brand. This will definitely affect Artisama’s Marketing and Sales strategies. Therefore, according to Artisama’s type of products and brand association, the Marketing and Sales efforts will be different from the transnational perspective to the global one. These marketing efforts will be mentioned in the promotion strategy section.

**Adaptation:**

As we already mentioned the production will be both standardized and adapted. The adaptation strategy will affect or will be adapted to more than 50 percent adapted to the current and future consumers and markets needs. So because of the various market fluctuations adaptation is the best strategy to offer a product that will fit and is flexible.

Adaptation strategy was chosen because of the numerous advantages that can be gained and will fit the company long-term strategies.

- Improved fit between product and consumer: going with adaptation will help the company design and produce articles and items that will fit different types of consumers. Meaning that we are producing according to the consumer demands and market patterns, which make the company consumer-oriented rather product oriented.

- Expanded penetration: by being able to offer customized adapted products, this will help the company penetrating and expanding its market as well as the set of consumers segmented, which go along with the company long-term growth strategies.
Flexibility: adaptation strategy allow the company to be flexible in term of answering different consumers and market demands as well as satisfying the consumers untargeted needs by the competition. Moreover, flexibility is a major component when going global and in achieving sustainable growth.

4.3.2 Communication

There are a significant range of cultural issues and factors that need to be consider by entrepreneurs and international marketers, when communicating with the targeted consumers in different cultures.

- The work ethic of employees/customers to be targeted by media promotion.
- Levels of illiteracy and the availability of education for the local population.
- The similarity/diversity of beliefs, religion, morality, values in the targeted nations.
- The family and the roles of its members are factors to be taken into account (Marketing teacher’s, 2000)

These variables are important for Artisama once it comes to negotiating and dealing with our clients, since in order to establish a good effective relationship, especially a B2B one I should be aware of the differences and patterns exiting in the Swedish culture that are portrayed in the Organizational level.

The table below summarizes the most important and common international communication alternatives, from which we will select the best strategy suiting the company’s objectives, vision and long-term growth.

<table>
<thead>
<tr>
<th>Product strategy</th>
<th>Communications strategy</th>
<th>Product/functions Met</th>
<th>Conditions of product use</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Extension</td>
<td>Extension</td>
<td>Same</td>
<td>Same</td>
</tr>
<tr>
<td>2 Extension</td>
<td>Adaptation</td>
<td>Different</td>
<td>Same</td>
</tr>
<tr>
<td>3 Adaptation</td>
<td>Extension</td>
<td>Same</td>
<td>Different</td>
</tr>
<tr>
<td>4 Adaptation</td>
<td>Adaptation</td>
<td>Different</td>
<td>Different</td>
</tr>
<tr>
<td>5 Invention</td>
<td>New</td>
<td>Same</td>
<td>-</td>
</tr>
</tbody>
</table>

Figure 4-4 International strategic alternatives

So, according to the products functions and conditions of use, we will choose the best communication strategy to adapt. Artisama set of products as mentioned in the section above will be standardized and adapted, which mean that we will be adopting two different communication strategies.
Concerning standardized items and articles, the best communication strategy is:

- Extension: since in this category the products have either the same function/conditions of use or the same function but different conditions

Concerning adapted products, the best communication strategy is:

- Adaptation: since in this category the products have either different function/condition of use or different functions but the same conditions

**4.3.3 Distribution**

In general a distribution channel is used to link the manufacturers or suppliers of a particular product to the end user. In our case, the company should manage and take care of choosing and establishing the right distribution channels that will best suit the company and consumers needs for fast delivery and accurate distribution.

In designing a distribution channels for a company, firm or organisation, there exist three steps to consider:

- Identifying the functions to be performed by the distribution system
- Designing the channels
- Putting the stricture into operation

![Figure 4-5 Reverse channels of distribution](image)

Artisama is planning on using Reverse channel of distribution for some of its products as a result of the environmental friendly considerations adopted by the company.
4.3.4 Products promotion strategies

4.3.4.1 Promotion and communication

Promotion is defined as: Promotion is concerned with any vehicle you employ for getting people to know more about your product or service. Advertising, public relations, point-of-sale displays, and word-of-mouth promotion are all traditional ways for promoting a product. Promotion can be seen as a way of closing the information gap between would-be sellers and would-be buyers. Your choice of a promotional strategy will be dependent upon your budget, the type of product or service you are selling, and availability of said promotional vehicle (Jones, 2007).

In addition, a company’s or firm’s total marketing communications mix or promotion mix, consists of the specific chosen range of: advertising, personal selling, sales promotion, as well as public relations tools and mechanisms, that the company will use and implement in order to pursue and achieve its advertising and marketing objectives. The five main types of promotion according to (Kotler, 2000) are:

Chart 4-3 Promotion and communication strategies description

<table>
<thead>
<tr>
<th><strong>Advertising</strong></th>
<th>Any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal selling</strong></td>
<td>Personal presentation by the firm’s sales forces to make sales and build customer relationships.</td>
</tr>
</tbody>
</table>
Most of mass media advertising will be done by the contracted companies. However; Artisama is considering using some forms of marketing directed to B2B such as: billboards, vehicle printing…

Artisama sales forces will work on interactive presentation to their customers, businesses, in order to create awareness, keep on track of the future growth strategies and so on.

The companies will be offered sales packages and deals in a periodic schedule in order to re-enforce the relationship. Be considered as investment on cost of maintaining relationships.

Our public relation strategy is directed to both Sweden and Morocco, as part of the profit will be directed to enhance the quality of labor production in term of handcrafted techniques that will be taught from Moroccan experts in the domain. For
Morocco, we are considering investing in enhancing the life quality of women in mountain areas, by offering education and financial help to work on leather and jewellery as some of our collection will be handmade exclusive.

Direct Marketing

In order to attract, retain and nurture a list of potential and future highly profitable customers, Artisama needs to craft its direct marketing strategy around a number of specific marketing activities, which can be implemented in a simple way, but over time develop into a fairly outstanding and sophisticated set of direct marketing processes.

The following figures is adopted because of the importance directed toward trust, generating leads and growing relationships that we believe are keys concept in achieving a highly effective direct marketing over time and in the long run

Finally, the following direct marketing activities are chosen because of the expected experience and unprecedented improvement in our business’s results:

![Systematic direct marketing effective cycle](image)

The main objective for Artisama in this section is to create and establish a long-term relationship with its clients based on:

- Developing and building trust through strategic marketing efforts directed especially to our clients, in addition to Artisama’s organizational philosophy and culture that will fit into the Swedish business environment

- Once trust has been established it will be converted to contracts and sales
- Artisama will work on getting feedback and giving feedback to its clients in a scheduled basis in order to keep the contractors updated about Artisama’s activities, performance and news.

- Finally, Artisma Direct marketing is designed to build a strong long-term relationship based on trust and professionalism which will benefit both the company and the clients.
5 Logistic plan

5.1 Logistics models choice

Since the company is an international company aiming to import from Morocco and distribute in Sweden, Artisama is considering using a multi-model of logistics and transportation.

The model will use a combination of the best effective suitable models to our type of products to import and distribute.

The combination will be as follows:

- Land/sea: will be used to ship items from the suppliers to the Moroccan international seaports; Casablanca and Tangier. Then, Artisama is considering using land transportation models combining trucks and railways once shipments are delivered to the Swedish port; Gothenburg.

- Sea/land: most of the items will be shipped from Morocco using sea transportation, combined with land transportation once in Swedish territory.

- Air/land: because of the nature of some of the quick orders that have to be shipped in a short time interval will be shipped from Morocco by Air and distributed once in Sweden by use of land transportation.

Finally, the mentioned above is one alternative to shipment and distribution from Morocco to Sweden; However, the best alternative choice will be use of existing international logistics companies that will take care of all the logistics services allowing the company to focus on its core objectives. The companies that fit our strategies and profile are: Schenker and APM terminals.

5.2 Logistics Costs

Because of the nature business, sensitive, information on logistics costs will not be offered, since it is considered as a competitive advantage. So, for confidentiality matters please consider my choice.
5.3 Logistic approach

The products that are standardized and designed to mass distribution are stocked in our supplier’s inventories all along the year, because of the cheap and irrelevant costs of stocks and real estate renting.

For the customized designs and production, and because of the quick effective time of production that our suppliers are offering, Artisama is considering use of Just-In-Time order fulfilment and inventory management.

Since we are intermediaries the choice of JIT is relevant to the cost reduction the company is targeting on inventory handling and carrying costs. Therefore, a maximum profit will be achieved throw the choice of JIT, and because of the multiple package of Advantages our suppliers are offering us, the strategy is a winning solution and alternative.

Finally, so orders to suppliers will be placed upon reception of orders from the customers, than the suppliers will start working on the chosen designs for customized production. Since the suppliers infrastructure in Morocco allow for a quick mass production, because of the different cheap costs of labour, production and raw materials supply, Artisama is very positive about the JIT expected and targeted benefits, especially when it comes to close distance between Morocco and Sweden as opposed to its competitors from India and China.
6 Financial plan

This section was designed to describe some of the financial costs and give a financial overview of the company, recommendation from the government and suppliers to not include this section was taken into consideration, because of the sensitive nature of information that will be in use, concerning costs of suppliers and customs in addition to the Moroccan government subventions offered.

Finally, dear readers please consider the importance of financial data in this highly competitive global market to understand my choice in that matter.
7 Conclusion

Artisama Company started operating in the 25th of May 2009, as an import distribution company from Morocco to Sweden of a huge range of products and related raw materials. The company was founded by myself, Mohamed Reda Ben Ach, as an answer to my ambitions to go with my own business as well as a need that was observed and studied of the products offered from the Swedish market and consumers, which offered an opportunity to investment.

However, as a young entrepreneur I faced several problems that slowed down the well going of the business operations and even push myself as owner to retrieve and declare chapter 11.

Because of my perception of threats and problems as challenge, I was determined to go forward and try to learn from the opportunity and experience with an open professional mind.

So, the paper comes as an answer to remodel and rethink the company presented in the form of a business plan, which will consider the use of different techniques and strategies to enhance the business and try to upgrade it and position it as the leader in the domain. Which bring us to the main purpose of the study that is to learn from the experience as a worst case scenario.

The paper offers a new updated era of the company, where we have narrowed the set of products to three main categories:

- Leather garments
- Silver products and accessories
- Natural oil based cosmetics

These categories were chosen because of the existing demand and market opportunities in within the Swedish market. In addition, Artisama as an intermediary has two main importers competitors which are: India and China, but because of the nature of our products and the close distance between Morocco and Sweden, Artisama set of competitive and sustainable competitive advantages can and will put the company in a safe position to compete.
The study shows as well that Artisama main sustainable advantages lies on the fact that we are the first to open in Sweden from Morocco and because of our knowledge and understanding of both cultures we are in the leading position for companies that will take a decision to contract with Moroccan companies or new coming ones in the Swedish market. This advantage will be developed in further details as the company will work on its patents and distribution rights, which again will give the company much more value and notoriety.

Concerning the paper, the study provided is not general and has many limitations in term of strategies implementation and choice, the chosen strategies and techniques are relevant to the nature of the company, which means that most of them are customized to the objectives and expectation from both the company and market. In addition, the result section will not and cannot be provided since feedback on strategies implementation will be only available after the first semester of the business life cycle. So the nature of the paper is an informative business plan rather than analytical, meaning that the choice of the theories and methodology is only to argument and justify the decisions taken, in term of strategies and models, for the reader by using relevant literature in the area.

Finally, because of the sensitive nature of the business, at its entry level, forbidden the company from providing any type of financial data and information in the business plan, since the majority of this information is considered confidential as well as the fact that its considered part of our main competitive advantages. The readers that might be interested in knowing about the company life cycle and financial activities in addition to the feedback from the new vision of the company, Artisama is glad to inform you that report will be available at the end of the first financial semester in fall 2010.
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Appendix

**Appendix 1** Simplest of products and designs

1-

2-

3-