

Internationalization for Small and Medium-Sized companies

Agenda

Welcome and introduction

Ways of creating growth

Motives for internationalization

Keys to successful internationalization

Important issues to consider when internationalizing

Market selection – different approaches

Market selection - the funnel method

Factors influencing market selection

External

Internal

Sources of information

Platforms for internationalization and Funding support programs

Export Business Plan

Success story

Cresco Innovation

Q&A and wrap up

Ways of creating growth



Motives for internationalization

- Existing market is too small
- More customers / the right customers
- Follow customers abroad
- Use unique know-how and technology and copy success
- Gain efficiency, benefits of scale, longer production cycles
- Extended product life cycles
- Gain expertise and information
- Defend yourself against competitors
- Risk diversification
- Better staff development
- Increased value of the company

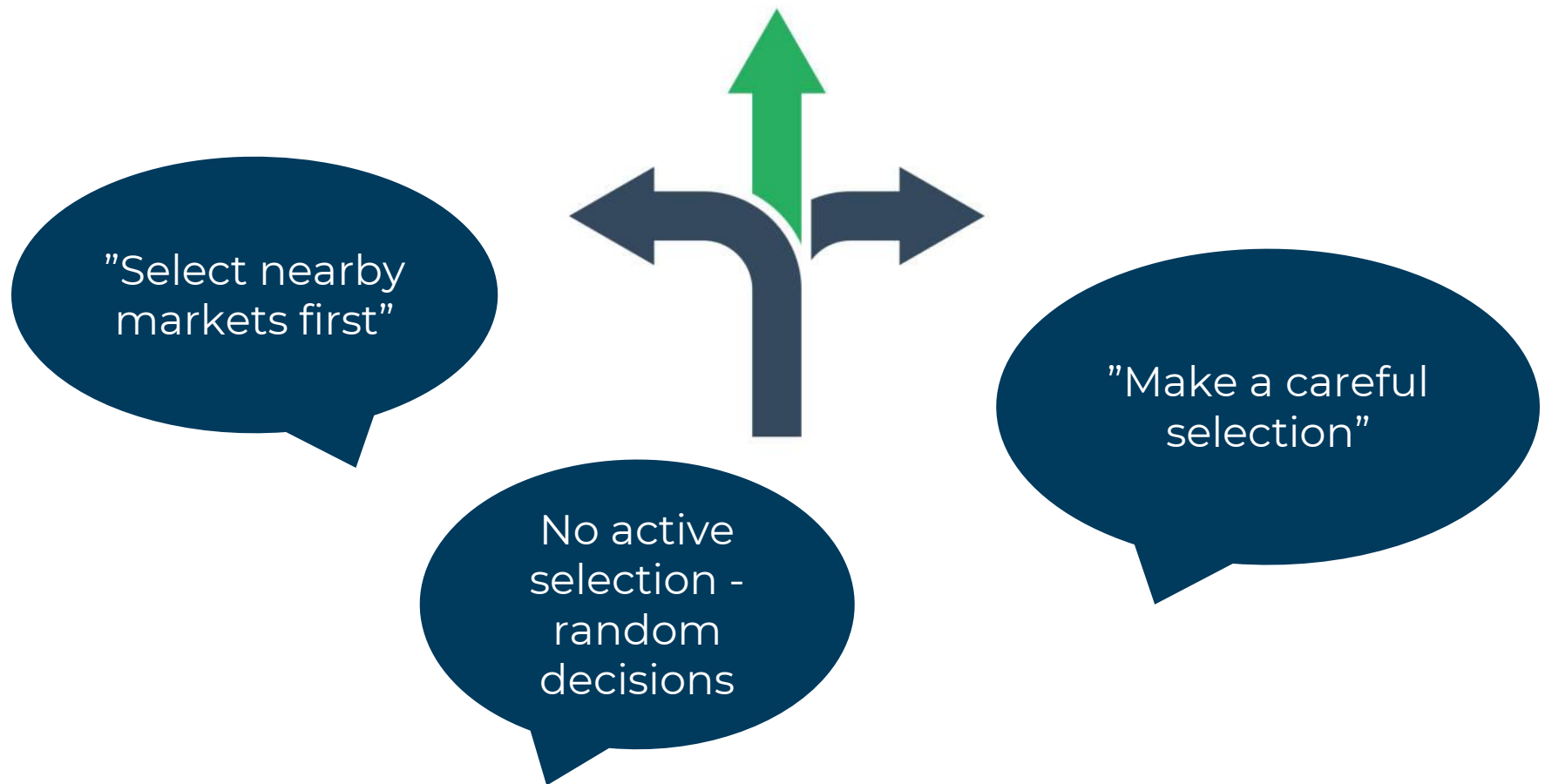
Keys to successful internationalization

- A business idea that works internationally
- A long-term approach with a clear vision and goals
- Committed and motivated company management
- Production capacity in your own company as well as among suppliers
- Competitive pricing with good profitability
- Good reference customers
- Sales materials in the right language
- Good market knowledge
- Good language skills
- CSR policy
- Good financial situation
- Storytelling
- Good domestic market sales
- Patents
- Quality and environmental certifications

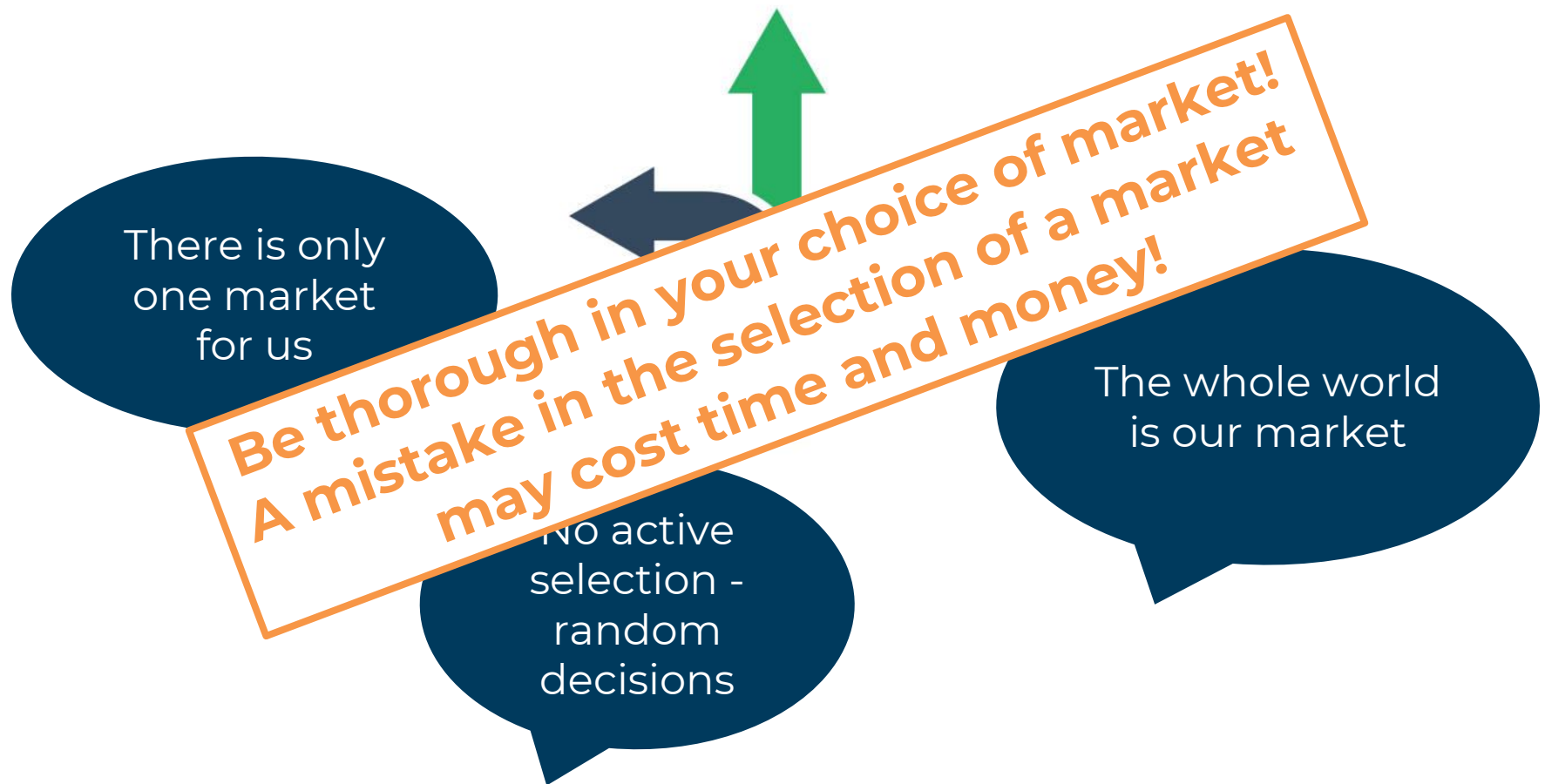
Important issues to consider when internationalizing

- What offering to select
- Legal aspects, regulations and certifications
- What market to select
- What market segment to select
- Sales arguments for the entire value chain
- Pricing strategies
- Competition – direct and indirect
- Distribution channel
- Finding and selecting partners
- Marketing strategy
- Cost of establishment

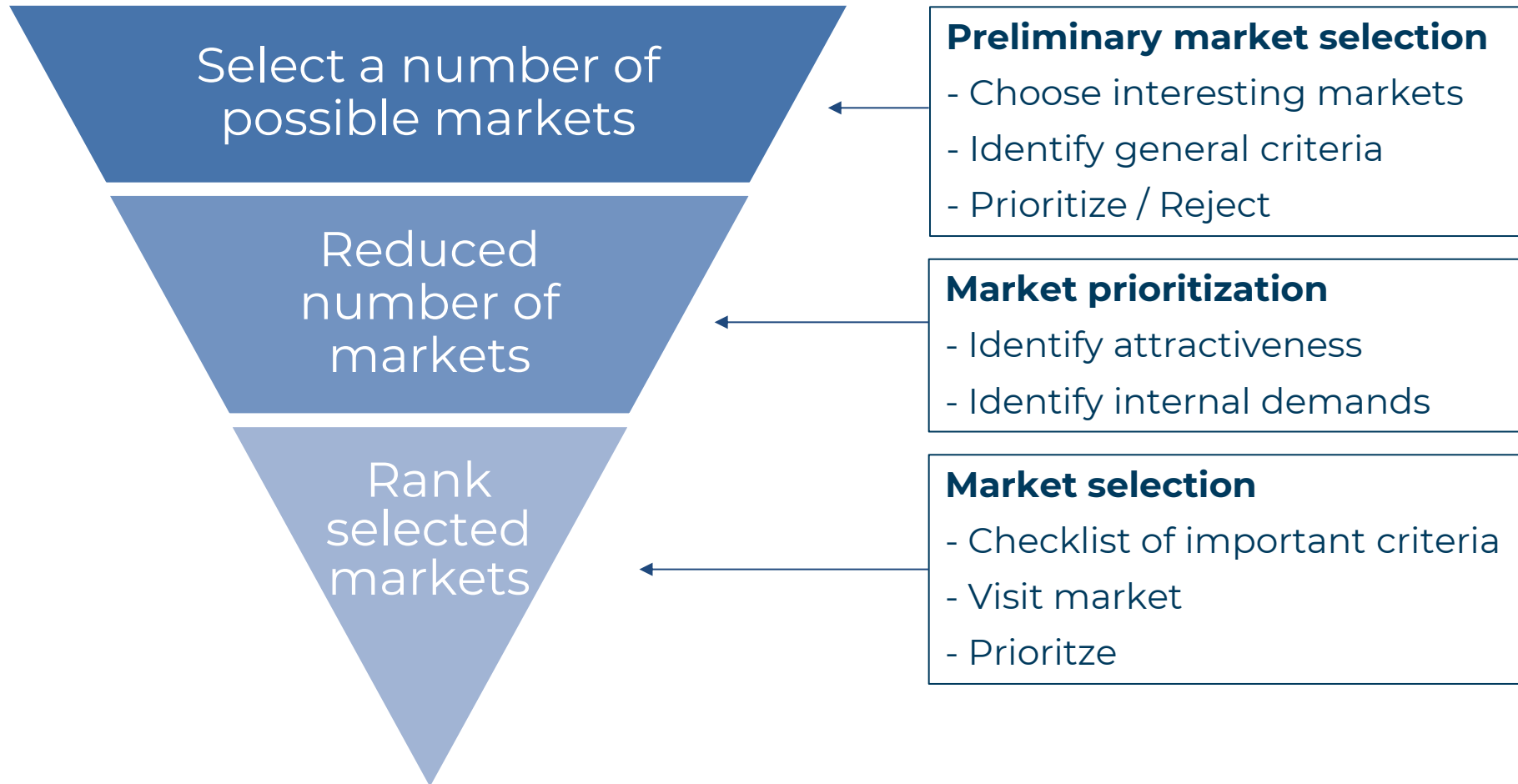
Market selection – different approaches



Market selection



Market selection – the funnel method



External factors influencing market selection

P	Political	Policies & Laws, (tax, labour, trade...), Stability, Corruption
E	Economic	Economic growth, Inflation, Interest rates, Exchange rates, Unemployment levels, Household income
S	Social	Cultural & lifestyle trends, Population, Age distribution, Career views, Consumer behavior, Cultural barrier
T	Technological	Technological incentives & developments, Innovation, Automation, R&D activity
L	Legal	Labour & consumer laws, Market & import/export regulations, Health & safety policies and guidelines, Data protection
E	Environmental	Climate change, Environmental regulations, Waste management, Policy & consumer environmental awareness

Internal factors influencing market selection

- Prior experience
- Market knowledge
- Language skills
- Existing patents
- Personal and financial resources
- Employees with connections to the market
- Existing certifications
- Name of company and products

Sources of information

- Official statistics
- Market databases
- Trade fairs
- Competitors' websites and social media
- Trade journals
- Other companies
- Trade and investment councils, Chambers of commerce
- Local clusters and consultants
- Industry associations
- Visits to end customers
- Market surveys already carried out
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Platforms for internationalization and Funding support programs

APPENDIX

List of national
support organisations



APPENDIX

List of funding
support programs

List of national support organisations

Countries

 Norway	3
 Poland	5
 Portugal.....	7
 Slovenia.....	10
 Sweden	13
 Ukraine.....	16

Portugal

AICEP Portugal Global

Internationalization, Export, Investment.

Offers: Public agency supporting Portuguese companies in internationalization and attracting foreign investment. Provides advisory services, market info, and networking.



All regions (PT)



portugalglobal.pt

ANI – National Innovation Agency

R&D, Innovation, Technology.

Offers: Promotes and supports technological innovation and collaboration between companies and research entities. Provides funding schemes and Innovation support services.



All regions (PT)



ani.pt

CCDR-A – Regional Development and Coordination Commission of Alentejo

Regional development, EU funds, environment, land planning.

Offers: Coordinates EU programs and regional development strategies in Alentejo, supports companies and local authorities with funding opportunities.



Alentejo



ccdr-a.gov.pt

Ukraine

Dlia.Business

National program for entrepreneurs and business.

Offers: An online portal and network of business support centers that provides information, advice, and assistance in obtaining financial instruments, including grants.



All regions (UA)



business.dlia.gov.ua

Entrepreneurship Development Fund

Financial program of credits for business.

Offers: A financial organization created to provide financial support to entrepreneurs, including through a lending program.



All regions (UA)



bdf.gov.ua

EU4Business in Ukraine

EU funds in Eastern Europe Partnership.

Offers: The European Union's EU4Business Initiative ultimately serves SMEs as the beneficiaries of EU support in the Eastern Partnership countries — Armenia, Azerbaijan, Georgia, Moldova, and Ukraine.



All regions (UA)



eu4business.org.ua

Office of Entrepreneurship and Export Development

National agency for entrepreneurs and business.

Offers: A government agency working to promote the development of SMEs and the export of Ukrainian goods and services.



All regions (UA)



sps.org.ua

Funding

Country	Name	Description	Link
Europe	Interreg		Link
Europe	The Up2Circ Accelerator	The Up2Circ Accelerator's Second Open Call aims to support up to 40 projects that validate the adoption of circular business models and implement concrete actions toward circular products, processes, and services. Small Scale Projects (Feasibility Studies): Funding: €15,000 Project Duration: 6 months; Large Scale Projects (Piloting and Demonstration): Funding: €50,000; Project Duration: 12 months. Applications can be submitted online starting March 1, 2025.	Link
Europe	Tekniker	greenSME is a European Union-funded initiative under the Horizon Europe program, designed to assist manufacturing small and medium-sized enterprises (SMEs) in adopting sustainable practices through advanced technologies and social innovation. SME will receive financial support of up to 35,000 EUR, to implement the elaborated action plan.	Link
Europe	Eureka Innwide	What: up to 60,000EUR for feasibility study target markets in Africa, the Americas, Asia, and Oceania If you are an innovative SME, you can apply to Innwide for a grant of 60,000 euro to assess the viability of your research or commercial ambitions in international markets. Over a six-month period, SMEs can conduct market feasibility studies for innovative projects or solutions and work with local experts in the selected target country.	Link
Denmark Finland Iceland Norway Sweden	NEFCO	International financial institution founded by the five Nordic countries, Denmark, Finland, Iceland, Norway, and Sweden. Nefco finances the initial scale-up of Nordic green solutions on the international markets. Nefco offers a range of different finance options incl. loans and equity-type financing, Green recovery loan financing, and concessionary loans for internationalization.	Link

List of funding support programs

Financial incentives	3
Financing investment	4
Funding	5
Innovation	10
Liquidity loans.....	10
National program for entrepreneurs and business.....	11
Research and development	11
Support.....	12

National program for entrepreneurs and business

Country	Name	Description	Link
Poland	Ministry of Funds and Regional Policy of Poland	European Funds for Infrastructure, Climate, Environment (FENIKS) - Support for enterprises in the field of energy efficiency, energy generation from renewable sources (photovoltaics, wind energy, biomass), biomethane production and energy storage.	Link
Poland	Ministry of Funds and Regional Policy of Poland	European Funds for a Modern Economy (FENG). This flagship program offers support across various thematic modules, such as the SMART Path. Entrepreneurs can obtain funding for research and development (R&D), innovation implementation, digital and green transformation, research infrastructure expansion, and employee competency development.	Link
Poland	Ministry of Funds and Regional Policy of Poland	National Reconstruction Plan (KPO). This program, supports, among other things, the green and digital transformation in the cultural and creative sectors.	Link
Poland	Modernization Fund	A new European Union instrument for 13 countries facing the greatest challenges in achieving EU CO2 emission reduction targets.	Link
Ukraine	E-Work (ePo60ra)	State grants for opening business.	Link

Research and development

Country	Name	Description	Link
Norway	Forskningsrådet	Supports research and development projects for both private companies, research organisations and similar organisation	Link

Export Business Plan

Company presentation

- Business concept and vision
- SWOT analysis of company
- Product/Market matrix

Motives for internationalization

- International experience
- Export strengths

Export offering

- Offering
- Key sales arguments
- Customer benefits identified
- Winning features
- Product adaptations

Market

- Markets selection
- Market segments
- Positioning
- Pricing strategy

Competitive analysis

- Direct
- Indirect

Distribution

- Wholesale, retail, internet etc

Marketing

- Selected marketing mix (SoMe, TV, outdoor etc.)

Business goals

- External goals
- Internal goals

Financing

- Sales Budget
- Export financing

Risk analysis

- Potential risk of doing business with selected market(s)

Organization

- Your organization and responsables

Sales Agreements

- Description of sales agreements with your partners

Action plan

- How to follow up on marketing activities and next step

Thank you

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