CAMPUS 02 GRAZ **02**

MASTER THESIS

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from the

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International Marketing & Sales Management

of *CAMPUS 02* University of Applied Sciences

CONCEPT FOR THE MARKET ENTRY
OF A CRM SOFTWARE BRAND INTO THE UK MARKET

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Graz, 23rd May 2017

Declaration of Authenticity

I hereby certify that I have written the present thesis independently and without help from any third parties. I have not used any sources other than those which are clearly indicated and have duly provided details of the sources of both direct and indirect quotations.

The present piece of work and parts thereof, have to date not been presented to this or any other examination board in the same or similar form, nor have they been published. The present version is the same as the electronic version submitted.

Graz, on the 23rd May 2017   …………………………

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Acknowledgement

Summary

Nowadays, more and more companies are forced to internationalise due to the increasing globalisation and the need to remain competitive. Especially for small firms, an international expansion could lead to cost savings and the establishment of greater know-how and competencies. However, many firms fail in going international due to a poor entry planning. Thus, companies have to consider the importance of a well-developed market entry concept, which requires a thorough analysis, planning, implementation and control phase. In this master thesis, the market entry of small-scale enterprises in the British software market will, on both a theoretical and practical level, be investigated. The thesis aims to develop a market entry concept for Koerbler GmbH, a small Austrian web agency situated in the south of Styria. Based on one already existing customer in the UK, the company wants to expand its business there by entering the British software market with its CRM software brand KundenMeister. Therefore, this concept focuses on SMEs, the B2B sector as well as on the UK software market. In order to gain greater insights into the UK business environment, 15 qualitative expert interviews with internationalisation institutions, B2B/service companies already entered the UK market, and with companies selling their software in the UK are carried out. A comparison of theory and practice suggests that due to great cultural differences in the business etiquette of Austria and the UK as well as the limited financial and personnel resources of Koerbler, the company should enter the UK market via direct export by using a distributor. Furthermore, the highly competitive market area requires a so-called 'verticalisation' of the firm's CRM software by focusing on specific industry sectors, which are in the case of Koerbler the consultancy and health sector. Thus, target groups of the firm are primarily distribution partners, but also SMEs operating in those industries. In order to differentiate from other CRM software firms, Koerbler GmbH should position itself as solution-oriented and dynamic company in the UK market. This positioning should be emphasised by defining a stellar USP that is communicated uniformly across all means. In this context, communication instruments suitable for the UK are personnel selling, a website with .co.uk domain, trade fairs and social media, in particular LinkedIn, Facebook and Twitter. Finally, as a certain level of trust is needed in UK business deals, branding, references and building up a wide network of partners are necessary entry measures.

Abstract

Immer mehr Unternehmen werden aufgrund der zunehmenden Globalisierung und der Notwendigkeit wettbewerbsfähig zu bleiben zur Internationalisierung getrieben. Insbesondere für Kleinunternehmen kann eine Auslandsexpansion zu Kosteneinsparungen und dem Aufbau größeren Wissens und Kompetenzen führen. Viele Betriebe scheitern jedoch aufgrund einer schlechten Eintrittsplanung daran, international tätig zu werden. Die Wichtigkeit eines ausgefeilten Markteintrittskonzeptes, das einer gründlichen Analyse-, Planungs-, Implementierungs- und Kontrollphase bedarf, muss daher berücksichtigt werden. Im Rahmen dieser Masterarbeit wird ein Markteintritt von KMUs in den britischen Softwaremarkt in der Theorie und Praxis untersucht. Die Arbeit zielt darauf ab, ein Eintrittskonzept für die Koerbler GmbH, eine kleine österreichische Webagentur aus der Südsteiermark, zu entwickeln. Basierend auf einem bereits bestehenden Kunden in der UK möchte die Firma die Geschäftsaktivitäten dort, durch den Eintritt mit ihrer CRM-Software KundenMeister, erweitern. Der Fokus dieses Konzeptes liegt daher auf KMUs, dem B2B Sektor sowie dem britischen Softwaremarkt. Um einen besseren Einblick in das britische Geschäftsumfeld zu erlangen, werden 15 Experteninterviews mit Internationalisierungsorganisationen, B2B/DL-Firmen, die bereits in den UK Markt eingetreten sind, und auch mit Firmen, die ihre Software in Großbritannien verkaufen, durchgeführt. Theorie und Praxis zeigen, dass aufgrund der großen kulturellen Unterschiede in der Geschäftsetikette von Österreich und UK sowie der eingeschränkten finanziellen und personellen Ressourcen von Koerbler, ein Markteintritt via direktem Export mittels Händler empfohlen wird. Weiters bedarf es aufgrund des starken Wettbewerbs einer sogenannten „Vertikalisierung" der Software, bei der sich das Unternehmen auf bestimmte Branchen spezialisiert – im Fall von Koerbler auf den Beratungs- und Gesundheitssektor. Zielgruppen sind somit Distributoren und KMUs aus diesen Branchen. Um sich von anderen CRM-Softwarefirmen abzuheben, muss sich Koerbler als lösungsorientiert und dynamisch in der UK positionieren. Diese Positionierung sollte durch die Definition eines USP, der über alle Mittel hinweg einheitlich verbreitet wird, betont werden. Diesbezüglich stellen der persönliche Verkauf, eine Website mit .co.uk Domain, Messen und Soziale Medien, speziell LinkedIn, Facebook und Twitter, geeignete Kommunikationsinstrumente für Großbritannien dar. Da britische Geschäftsabschlüsse außerdem ein gewisses Vertrauen voraussetzen, sind auch Markenbildung, Referenzen und der Aufbau eines Netzwerkes an diversen Geschäftspartnern notwendige Eintrittsmaßnahmen.

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List of Abbreviations

APEC	Asia-Pacific Economic Cooperation
BCG	Boston Consulting Group
BI	Business Intelligence
BSA	Business Software Alliance
B2B	Business-to-Business
B2C	Business-to-Consumer
BYOD	Bring Your Own Device
CAGR	Compounded Annual Growth Rate
CI	Corporate Identity
CPI	Corruption Perceptions Index
CRM	Customer Relationship Management
CSS	Customer Service and Support
DMS	Document Management System
EMC	Export Management Company
ERP	Enterprise Resource Planning
E-Services	Electronical Services
EU	European Union
GBP	Great Britain Pound (Pound Sterling)
GDP	Gross Domestic Product
GE	General Electrics
GNI	Gross National Income
HR	Human Resources
ICT	Information and Communication Technologies
IDC	International Data Corporation
IDI	ICT Development Index
I-Model	Innovation-related Model

IoT	Internet of Things
IP	Intellectual Property
IT	Information Technology
JV	Joint Venture
KPIs	Key Performance Indicators
M&A	Mergers & Acquisition
NRI	Networked Readiness Index
OECD	Organisation for Economic Co-Operation and Development
PESTLE	Political, Environmental, Social, Technological, Legal, Ecological)
PwC	PricewaterhouseCoopers International
SaaP	Software-as-a-Product
SaaS	Software-as-a-Service
SEO	Search Engine Optimisation
SMEs	Small- and Medium-Sized Enterprises
SWOT	Strengths, Weaknesses, Opportunities, Threats
U-Model	Uppsala Model
USP	Unique Selling Proposition

1. Introduction

For the successful graduation of the master degree programme 'International Marketing', run by the University of Applied Sciences Campus 02, a master thesis with focus on an International Marketing topic is written. Thus, this master thesis contains the development of a market entry concept for an Austrian web agency in UK's Information Technology (IT) market, using the example of the agency's Customer Relationship Management (CRM) software.

1.1. Initial Situation

The increasing development of the information and communication technology, the worldwide distribution of information through mass media as well as the ongoing process of industrialisation lead to a proceeding globalisation. As a consequence thereof, a growth in world trade and capital flows can be identified. A further effect of the increasing globalisation is the homogeneity in consumer preferences and demand (cf. Greve 2000, p. 2). Based on the increasing global interlacing and export orientation of the economy in German-speaking countries, new possibilities and challenges appear for companies within those countries (cf. Haber/Höfferer/Sternad 2013, p. 3). The Globalization Index measures the economic, social and political globalisation, using a scale of one to 100 points. Focusing on the economic globalisation, including the intensity of cross-border trade, investment and income flows in relation to the gross domestic product (GDP) and also the impact of trade and capital transaction restrictions, Austria reached 84.16 points in the year 2012 (cf. ETH zürich 2015, p. 3f.; Statista GmbH 2015).

Moreover, companies which would like to remain competitive within this global contest cannot longer afford to exclusively focus on their domestic market. Therefore, internationalisation is an important factor regarding future prospects of firms. This increasingly applies also to small- and medium-sized enterprises (SMEs) (cf. Schrempp 2002, p. V). Some of the benefits of international activities for SMEs could be cost savings, market expansions, or the development of further know-how and competencies (cf. Jakl/Volery 2006, p. 2).

As part of the Information Technology (IT) sector, especially the software industry has become a true global activity. The reason for this is the development and dissemination of software in a non-physical form, so that development and supply chains can easily circumvent national boundaries (cf. GOV.UK 2001, p. 1). The

growing importance of software and IT services is also shown in the increasing worldwide turnover of the industry. In 2014 the worldwide turnover in the software and IT service sector was 877 billion Euros, and is expected to grow to an amount of 1,076 billion Euros until 2018 (cf. Statista GmbH 2015). Furthermore, increasing IT expenses of industrial countries, especially caused due to the usage of new technologies, boost the international software industry, which is considered to be one of the few big future markets (cf. Bernroider 2003, p. 17 quoted from: Ghimire 1997, p. 154; Friedewald 1997, p. 119; Menke 1996, p. 172). Predicted to be a $36 billion market, the CRM software market is fundamental to the growth of the software industry and is already the fastest growing type of enterprise software by surpassing Enterprise Ressource Planning (ERP) as the largest grossing business software sub-segment (cf. Hollar 2015).

Koerbler GmbH is an Austrian small-sized enterprise offering IT services ranging from the creation of websites and web shops to software development. The web agency has clients throughout Austria and also in some parts of Germany (cf. Körbler 2016). Regarding the Austrian software market, staff recruitment was identified as the most critical growth problem for Austrian software firms (cf. Bernroider 2003, p. 23 quoted from: Janko/Stöger 1992). According to the analysts of the International Data Corporation (IDC) *"…the UK is a hotbed of IT activity, ranging from sophisticated eBusiness awareness to CRM (Customer Relationship Management) and ASP (Application Service Provider – software as a service over the internet) adoption to rapid growth of spending on IT software and services."* (GOV.UK 2011, p.1) Therefore, Koerbler GmbH wants to introduce its CRM software KundenMeister into the UK market. Through the recommendation of a mutual business contact the web agency has already established a business relation with a British health organisation, which uses the company's system since 2014. Now, it is planned to win more customers in the UK and to establish KundenMeister as an attractive CRM software on the British IT market (cf. Körbler 2016). As the system is available in the customer's language and also provides critical functions like different currencies, KundenMeister is able to meet the international requirements of a CRM software (cf. Bauriedel 2014, p. 2 – 3).

1.2. Challenges
Several factors like scarce resources, the lack of experience or no consistent execution of the market entry project, make it harder for SMEs to successfully

internationalise. Thus, the development and preparation of a systematic and individual internationalisation concept is vital (cf. Jakl/Volery 2006, p. 2/ Eden 2002, p. 39). Although Koerbler GmbH already has customers in Germany and also one client in the UK, no clear internationalisation concept has been developed up to now. Regarding the introduction of the company's CRM software KundenMeister in the UK, the web agency is lacking appropriate information about the British IT and software market and has not carried out a market analysis yet. Furthermore, there is also a general deficit concerning the know-how about foreign entry possibilities. Therefore, the company demands a detailed market entry concept including a precise investigation of service export modes, market entry strategies and marketing mix options with focus on the international promotion and marketing communication (cf. Körbler 2016).

1.3. Objectives

In order to provide a clear overview of objectives, the goals are divided into company and thesis objectives.

1.3.1. Company Objectives

The main goal of Koerbler GmbH is to acquire three major UK enterprises and to achieve a turnover of € 50,000 in the British software market by the end of 2019, whereby € 25,000 is achieved through licences and € 25,000 through services.

Moreover, the company carries out two further market entries in UK-similar European countries within the next five business years, using this master thesis as general basis and thus, aims to generate a quarter of the company's total turnover through international activities by the end of 2021.

1.3.2. Thesis Objectives

The main objective of this master thesis is to develop a market entry concept for Koerbler GmbH for the international market entry of the company's CRM software brand KundenMeister into the UK software market.

1.3.3. Limitations of the Thesis

Based on the limited time frame, the execution of the developed market entry concept is not part of the master thesis. Also, the creation of an entire business plan is not included.

1.4. Frame of Reference

INTRODUCTION

Initial Situation
- Increasing IT expenses of industrial countries boost the international software industry
- Staff recruitment was identified as the most critical growth problem of Austrian software firms
- UK is a hotbed of IT activity

Challenges
- No clear internationalisation concept developed up to now
- Information deficit regarding the British IT and software market
- Lack of general market entry know-how

Company & Thesis Objectives

Company
- The main goal of Koerbler GmbH is to acquire three major UK enterprises and to achieve a turnover of € 50,000 in the British software market by the end of 2019, whereby € 25,000 is achieved through licences and € 25,000 through services.
- The company carries out two further market entries in UK-similar European countries within the next five business years, using this master thesis as general basis and thus, aims to generate a quarter of the company's total turnover through international activities by the end of 2021.

Thesis
- The main objective of this master thesis is to develop a market entry concept for Koerbler GmbH for the international market entry of the company's CRM software brand KundenMeister into the UK software market

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Final Graphical Summary

Figure 1: Frame of Reference (own presentation)

2. International Business in the Software Industry

In general, international business describes transactions across national borders, which are executed to satisfy the goals of individuals, organisations and companies. Due to international business, new markets are offered to entities and the combination of domestic and international business leads to greater opportunities regarding expansion, growth and income than doing domestic business alone (cf. Czinkota/Ronkainen/Moffet 2011, p. 4f.). For several years the internationalisation in the IT sector has been expanded heavily. Not only big players go global, but also small- and medium sized enterprises need to align their business activities internationally (cf. Boes et al. 2012, p. 12).

2.1. International Business Environment of the Software Industry

According to the European Information Technology Observatory, software is defined as *"…a set of instructions that cause a computer to perform one or more tasks"* (EITO 2012/13, p. 13). The main condition for being able to carry out computerised work is the combination of software and hardware (the computer). Since this master thesis aims to develop a concept for the market entry into a European country, the following chapter analyses the European business environment of the software industry. Basically, the model of business environment differentiates between a broader environment, which is also called macro-environment, and a narrow environment referred to as micro-or industry-environment (cf. EITO 2012/13, p. 13; Hungenberg 2012, p. 89f.).

2.1.1. Macro-Environment

The macro-environment of a corporation comprises economic, technological, socio-cultural, ecological as well as political and legal conditions, which are basically equal to each firm (cf. Hungenberg 2012, p. 90).

Economic Environment: Economic factors are very important for the assessment of a country as these components directly influence the sales opportunities of a firm's products on the foreign market (cf. Quack 1995, p. 49). Important influencing factors are the economic growth, inflation, interest and exchange rates (cf. Hungenberg 2012, p. 94). Regarding the European software industry, the sector is forecasted to have a value of $134.7 billion (€122.5 billion) in 2019, which represents an increase of 29.5% since 2014. Thus, the compound annual growth

rate (CAGR) of the market between 2014 and 2019 is expected to be 5.3%. Basically, the software market distinguishes between systems and applications software. Systems software consists of the three areas 'operating systems', 'network and database management' and 'other systems software'. Applications software includes 'general business productivity and home use applications', 'cross-industry and vertical market applications' as well as 'other application software' (cf. Marketline 2015a, p. 7 - 11). Table 1 shows the segmentation of the European software market by categories in 2014. A list of countries included in the European investigation can be found in the appendix (cf. Appendix, p. A-4).

Category	$ billion	%
General business productivity & home applications	25.4	24.4%
Network and database management	22.5	21.7%
Cross-industry and vertical application	22.3	21.5%
Operating system software	19.0	18.3%
Other system software	9.0	8.7%
Other application software	5.7	5.5%

Table 1: European Software Market (based on Marketline 2015a, p. 9)

General business productivity and home applications form the largest segment of the European software industry, which makes 24.4 % of the market's total value (cf. Marketline 2015a, p. 9).

Political and Legal Environment: Within the political and legal environment, different factors, like the constellation of political institutions, their political actors, the political stability as well as legal conditions (laws, restrictions, taxes, tariffs, etc.) are investigated (cf. Burmann/Kirchgeorg/Meffert 2012, p. 61 quoted from: Ahlert/Schröder 1996, n.p.). According to national laws, which differ from country to country, a company must not only consider the laws of its home country, but also of the host country in which it operates. Reason for this is the impact these laws have on the way a company conducts its business, and on the opportunities available to each firm such as managing its workforce (recruitment, labour relations laws), financing its operations (securities, banking and credit laws), marketing its goods/services (advertising, distribution, consumer protection laws) or developing and using technology (patent, copyright and trademark laws) (cf. Griffin/Pustay 2015, p. 79 – 84). Software is first and foremost intellectual property (IP) that can

be protected by a number of different legal constructs, demonstrated in Table 2 (cf. Kittlaus/Clough 2009, p. 64 - 73).

Protection Alternatives	
Trademark	Protection for the names of brands
Trade Secret	Protection of company-internal knowledge (primarily against employees)
Copyright	Protection against copying of information, algorithms, specific expressions of an idea or way of doing something
Patent	Protection of the specific technical implementation of a concept or idea (for software it can often not be separated from the idea)

Table 2: IP Protection Alternatives (based on Kittlaus/Clough 2009, p. 74)

In the context of IP protection, one major problem of the software industry is piracy. Software piracy includes both the duplication of commercially available software in order to avoid fees, and the unauthorised copying of a company's own internally developed programs (cf. Glass/Wood 1996, p. 1189; Straub/Collins 1990, p. 147). According to the Global Software Survey published by the Business Software Alliance (BSA) in 2013, the piracy rate of Western Europe amounts to 29%, whereas the piracy rate of Central and Eastern Europe is 61% (cf. BSA 2014, p. 7). The detailed country analysis can be found in the appendix (cf. Appendix, p. A-4f.).

Socio-cultural Environment: The social and cultural environment has a tremendous impact on international marketing as the buying behaviour, perceptions and patterns of consumers are influenced by differences in social conditions, religion and material culture (cf. Doole/Lowe 2008, p. 7). The interaction of a culture's elements, which are language, social structure, communication, religion, values and attitudes, affect the local environment in which an international business operates. Thus, business activities mainly influenced by culture are the product development regarding design, styles and colours, as well as a firm's advertising, negotiation methods, and way of dealing with people, whether they are customers, employees or partners (cf. Griffin/Pustay 2015, p. 111; Albaum/Duerr/Josiassen 2016, p. 128f.). Regarding foreign market entries of SMEs in the software industry, a study from Ojala and Tyrväinen has shown that cultural distance does not play an important role in a firm's target country selection. However, another investigation by Waarts/Van Everdingen demonstrated that cultural differences between countries, even within the European Union (EU), are still so large that they influence the likelihood of adoption by companies operating in different countries (cf.

Ojala/Tyrväinen 2007, p. 141f.; Waarts/Van Everdingen 2005, p. 601). In general, adoption is defined as acceptance of an innovation by different individuals, e.g. the acceptance of a new product by the buyer. These findings have important implications for business-to-business (B2B) companies expanding in foreign countries with new products and services (cf. Haas/Neumair n.d.).

Technological Environment: A country's technical development level and its willingness to open up to technological innovations influence the types of products, which can be sold in foreign markets. Depending on the industry, the technological environment describes also the availability of scientific institutions, technological progress (e.g. patent applications) and the availability of specific technologies (cf. Burmann/Kirchgeorg/Meffert 2012, p. 61 quoted from: Kirchgeorg/Meffert 1998; Quack 1995, p. 53). In 2015, 1,922 patents were applied in Europe for the category 'IT methods for management', which includes software for administrative, financial, commercial, managerial, supervisory and forecasting purposes (cf. EPO n.d.(a); Schmoch 2008, p. 8).

2.1.2. Micro-Environment

The micro-environment includes factors like customers and competition that specifically describe the industry of an entity's business area (cf. Hungenberg 2012, p. 90).

Competitors: In general, the competitive environment can be analysed by Porter's Five Forces, which are the bargaining power of buyers, bargaining power of suppliers, new entrants, the threat of substitution as well as rivalry among current competitors. These forces determine the intensity of industry competition and profitability (cf. Porter 2013, p. 37f.). While buyer power seems to be higher for large concerns requiring multi-user licences or using open-source alternatives, the buyer power for small companies can be very low due to high switching costs and less power in negotiating prices and terms of use. However, buyer power in Europe's software industry is moderate. Also, the supplier power in the industry is moderate. Suppliers of the software industry comprise software developers, but also hardware producers. The supplier power of developers is low as strong competition exists among employees. Due to the fact that software is wholly designed on computer hardware, the supplier power of hardware producers is relatively high. Furthermore, the likelihood of new entrants in the European software industry is very strong. The

reason for this is the increased internet access which leads to a rapid spread of software. The distribution over the internet also simplifies the internationalisation of software firms and thus, causes also high rivalry among existing competitors. Another reason for the high rivalry in the industry is the amount of large concerns offering broad product portfolios. There are also few software substitutes such as open-source softwares, free web-based applications and pirated versions. Nevertheless, the threat of substitutes in Europe's software business is moderate (cf. Marketline 2015a, p. 12 - 20).

2.1.3. Trends and Developments in International Software Industry

Cloud computing, mobile devices, the consumerisation of technology as well as big data and IT security had been significant software trends in recent years, which today overlap and intertwine also with current developments of the international software industry (cf. SoftSelect n.d.(a); PwC 2011, p. 1; PwC 2016, p. 16). As part of the 'Global 100 Software Leaders' study by PricewaterhouseCoopers International (PwC) in 2016, three major current key trends impacting global leaders and other software companies have been identified:

- **Digital Innovation:** Start-ups and established software companies are competing to provide better ideas and new capabilities, fueled by low interest rates and globalisation.
- **Industry 4.0:** This term describes the new focus in industrial revolution regarding the organisation and management of the entire value chain over a product's life cycle. In software business, together the software-based cloud and the hardware-based Internet of Things (IoT) are rewriting the possibilities and speed of developments.
- **Convergence:** Software is becoming more dominant in many industries, also affecting revenues as new software capabilities are triggering transformation of every vertical industry (cf. PwC 2016, p. 2 - 11; Bitkom/VDMA/ZVEI 2015, p. 8).

2.1.4. CRM Software – Definition and Trends

Customer Relationship Management defines the integrated adaptation of a firm's relationship to its customers. In this context, CRM softwares provide technological support for a faster and better handling of arising marketing, sales and customer service tasks. Thus, such systems enable a more efficient dissemination of customer information within the company and allow an entity to effectively use the

data for an adaptation of customer relationships (cf. Helmke/Uebel/Dangelmaier 2013, p. 7). CRM software belongs to the category of enterprise software, or also called business software. Enterprise software describes an application software that links a company's business activities inter-divisionally and accesses data in order to improve the interoperability of the organisational units (cf. Kees 2015, p. 1). One major trend regarding CRM softwares is **cloud computing**, which is often related to the term Software-as-a-Service (SaaS). SaaS is a specific cloud delivery model, in which the software provider takes the responsibility of operating the software on the provider's premises, while the customer utilises the software via the network. Further trends in CRM business involve the increased dissemination of mobile applications (**Mobile CRM**), the integration of social media components (**Social CRM**), applications that enhance the collaboration between employees (**Collaborative CRM**) as well as user-friendly CRM systems (**Convenient CRM**) (cf. SoftSelect n.d.(b); cordis.europa.eu 2009, p. 9, 16).

2.2. Software Internationalisation

Internationalisation is often considered as natural stage in a software firm evolution. However, a study by Rönkkö/Peltonen has shown that if a firm in the software industry does not enter foreign markets in an early stage of the firm's life-cycle, it is not likely to do that later either. Furthermore, the software industry is seen as untypical industry regarding international expansion since the internet as distribution channel, which provides instant access to global markets, cannot be easily utilised by many other sectors. An electronical software delivery is therefore considered as 'intangible' export. Additionally, many software firms start with their first international sales before domestic sales. This is especially the case for providers of specialised systems and applications operating in the B2B sector (cf. Rönkko/Peltonen 2010, p. 38 – 46; VEDP 2009, p. 2).

2.2.1. Software-as-a-Service

Traditionally, software companies followed a business model through which software was offered as a product. However, the software industry increasingly moves to services, turning products into tools for software vendors to sell services (cf. Heredia/Colomo-Palacios/De Amescua 2015, p. 396; Mäkilä/Järvi/Rönkkö/ Nissilä 2010, p. 115). So, a new business model called Software-as-a-Service (SaaS) arose. SaaS means that the software is not delivered to the customer, but

the client gets access and usage rights. The software provider carries the costs for software support, maintenance and operation. In contrast, 'Software-as-a-Product (SaaP)' describes the delivery of a software copy to the client, who receives usage but no ownership rights. Thus, the customer has to carry the costs for support, maintenance and operation of the software (cf. Popp 2011, p. 27).

2.2.2. Characteristics of Services

Basically, services distinguish from products by four key characteristics. First of all, the most basic and quoted difference between goods and services is the **intangibility** as services cannot be seen, tasted, felt, heard or smelled before being consumed. This results in customers being unable to perceive the service before, sometimes also during or after, the service delivery. Next, while products are first produced, then stored, sold and consumed, a service is characterised by **inseparability** where the production and consumption happen simultaneously and after the service being sold. The customer's presence during service delivery varies across services. Furthermore, **variability** (or heterogeneity) means that the quality of the service may vary depending on the service provider, the time and way how it is provided. Finally, **perishability** is the fourth key characteristic of services and describes the impossibility of a service being stored for later sales or use. These characteristics are of great importance in service internationalisation as the nature of a service has an impact on how it is traded (cf. Mudie/Pirrie 2006, p. 3 - 5; Stephenson 1999, p. 4).

2.2.3. Success Factors of SaaS Internationalisation

A study about SMEs exporting business software as a service has examined six key factors that are essential for the SaaS internationalisation process. This success factors are grouped to three main domains, called technical, human and market domain (cf. Reuwer/Jansen/Brinkkemper 2013, p. 140 - 157). Table 3 explains those factors in detail.

Key Factors of SaaS Internationalisation		
Technical Domain	Generic software; Technical internationalisation and localisation	The software has to be applicable in foreign markets and the internationalisation process should not consume too many resources.
Human Domain	Personal customer contact	SaaS internationalisation requires intensive relationships in the target country.
	Entrepreneurial management	The task of the entrepreneur is to keep the eyes open to new possibilities that may accelerate the firm's internationalisation.
Market Domain	Domestic market base	By following a stage theory, a solid domestic market base must exist, before entering new markets.
	Psychical proximity	The psychical proximity plays an important role in a company's decision of which markets to enter. Most of the surveyed firms preferred to enter markets that are English-speaking or neighbouring countries.
	Usage of specific market selection criteria	A country's IT penetration and maturity level should be analysed before a market entry, to prevent limited data traffic capacity, low acceptation rates and uptime.

Table 3: Key Factors of SaaS Internationalisation (based on Reuwer/Jansen/ Brinkkemper 2013, p. 140 - 162)

2.2.4. Challenges of SaaS Internationalisation

SaaS can be defined as electronic service (e-service) as it describes an internet-based application that fulfils service needs by seamlessly bringing together distributed, specialised resources to enable complex transactions (cf. Tiwana/Balasubramaniam 2001, p. 1 quoted from: Seybold 1999, n.p.)

The potential for offering e-services across borders is enormous. However, also several strategic challenges exist:

- **Human Capital:** As service industries are knowledge- and information-intense, companies need a highly skilled workforce in order to achieve competitive advantage. Thus, employees with a certain level of educational and technological skills are demanded for a successful e-service export.

- **Marketing Challenges:** International service providers face the challenge of understanding their e-service customers' desires and concerns, as their beliefs, values, lifestyles, economic status and technological skills vary widely. Therefore, e-services need to be designed, so that also the least techno-ready customer is able to use them.

- **Competitiveness of the Industry:** A strong domestic market increases the level of competition, and consequently drives innovation and competitive pricing. Moreover, the usage of information and communication technologies can be an essential part in a competitive strategy as this helps to lower administrative costs, improve supply chain logistics efficiency, enhance service quality and increase responsiveness to customer requirements.

- **Organisational Challenges:** The transmission and growth rate of internet information requires organisational adaptation. One of the key challenges is the order fulfilment since service delivery demands efficient logistics. Another challenge is the alignment of the service operation strategy to the target market's requirement of a simple web interface. Furthermore, challenges are also seen in the establishment of an organisational structure where speed and acceptance of changes are inherent.

- **Public Policy:** Financial, legal and market access issues also represent challenges in the export of e-services, including taxation, electronic payment systems, copyright protection, privacy as well as patents, trademarks and domain names (cf. Javalgi/Martin/Todd 2004, p. 567 - 569; Laudon/Traver 2016, p. 757; Colby/Parasuraman 2003, p. 33).

2.3. Market Entry Barriers in International Business

Every organisation that plans to internationalise and start activities in a foreign country needs to overcome barriers which might prevent them to easily enter a particular market. In general, market entry barriers can be classified into institutional and behavioural market entry barriers (cf. Kasper/Van Helsdingen/De Vries 1999, p. 406; Meffert/Bolz 1998, p. 141).

2.3.1. Types of Entry Barriers

Institutional barriers differentiate between tariff and non-tariff barriers (cf. Meffert/Bolz 1998, p. 141).

While tariff barriers include duties and taxes, non-tariff barriers are:

- administrative and legal barriers (slow down importing a product or make it difficult or impossible),
- boycotts (refusal of people or government to purchase a product),
- embargos, which forbid or prohibit any imports,
- exchange restrictions that affect foreign exchange transactions, and
- quotas (limits in terms of units or monetary value on the amount of a product imported or exported) (cf. Brady 2011, p. 83 - 85).

Behavioural market entry barriers are divided into market-related and inter-corporate barriers. Regarding the market, obstacles for a market entry can be demand behaviour, language, culture, competition, distribution system or administrative barriers. In contrast, inter-corporate barriers involve hindrances relating to information retrieval, recruitment and management, as well as the establishment of supplier relationships (cf. Meffert/Bolz 1998, p. 141).

2.3.2. Entry Barriers to the Software Market

As mentioned in the initial situation of this thesis, software can be developed and disseminated in a non-physical form, which helps firms to easily circumvent national boundaries. Due to this 'invisible" character of services, taxation and tariffs are of minor importance in international trade. Nevertheless, there are several barriers that especially affect the service sector (cf. Köhler 1991, p. 142; Haller 2015, p. 438). Major market entry barriers to the service industry and thus to the software market, are cultural as well as a number of political and legal barriers (cf. Haller 2015, p. 438).

Cultural Barriers: Cultural norms have a significant impact on the acceptability and adoption patterns of services. As services involve human resources, the likelihood of cultural incompatibility is greater. Cultural barriers include for example inadequate language skills, differences in mentality and the fact of being a foreign company in the respective target country (cf. Samiee 1999, p. 326; Benkenstein/Thom/Weiß/Hirschl 2009, p. 13).

Political and Legal Barriers: Politically, governments intervene in trade in order to protect the particular nation's economy and industry, which can impact both the imports and exports of a country. Several key policy areas, shown in Figure 2, can

be used by governments to create rules and regulations to control and manage trade. (cf. Carpenter/Dunung n.d., p. 73 - 76).
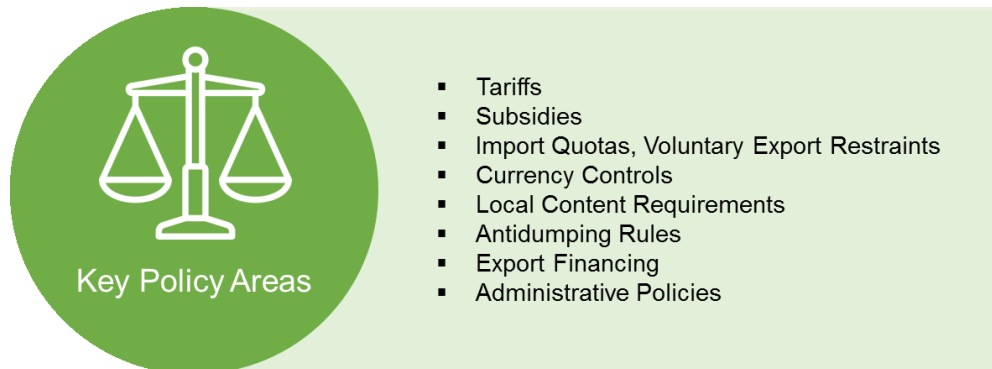
Figure 2: Key Policy Areas in Trade (based on Carpenter/Dunung n.d., p. 75f.)

For example, by limiting the convertibility of one currency into others or by using bureaucratic policies to make entry or operations more difficult and time consuming, governments intervene in trade and thus build up entry barriers (cf. Carpenter/Dunung n.d., p. 75f.). Furthermore, also national regulations like fiscal and labour laws as well as laws concerning the entry and stay of the visited country need to be considered (cf. Höfferer/Lenger/Sternad 2013, p. 195).

Besides cultural and legal obstacles, entry barriers especially to the software market are:

- Financial resources
- Marketing and sales network
- Knowledge of user's environment
- Technological skills and capabilities
- Image and reputation
- Corporate culture (cf. Athreye 2001, p. 194 quoted from: Malerba/Torrisi 1996, n.p.)

While the know-how of the user's environment and reputation have been identified as important barriers to the customized market (e.g. software services), technological skills are key barriers to the system software market and financial resources to the package software market (cf. Athreye 2001, p. 194. quoted from: Malerba/Torrisi 1996, n.p.).

2.4. SMEs in the International Software Industry

Today, internationalisation plays an important role in the competitiveness of firms of all sizes. Also SMEs can benefit from cross-border activities, providing revenue growth as well as possibilities to exchange knowledge and enhance capabilities. In general, there is no single agreed definition of SMEs. Often criterions like the number of employees or financial assets are used for classification, whereby the extent of those criteria varies across countries (cf. Wilson n.d., p. 44; OECD 2015, p. 17). However, there exists an EU-wide definition of SMEs by the European Commission, shown in Figure 3.

Enterprise category	Headcount: annual work unit (AWU)	Annual turnover	or	Annual balance sheet total
Medium-sized	< 250	≤ EUR 50 million	or	≤ EUR 43 million
Small	< 50	≤ EUR 10 million	or	≤ EUR 10 million
Micro	< 10	≤ EUR 2 million	or	≤ EUR 2 million

Figure 3: SME Definition (European Union 2015, p. 11)

In order to be considered as an SME the fulfilment of the headcount is mandatory, while it is only necessary to satisfy one of the financial requirements, either the annual turnover or the balance sheet total ceiling. Furthermore, in order to calculate this data it must also be considered if the company is an autonomous, partner or linked enterprise (cf. European Union 2015, p. 11 – 15).

2.4.1. Motivations and Drivers of SME Internationalisation

Several studies about the drivers of SME internationalisation by private and public sources across OECD and APEC member economies identified four key motivating factors for SMEs going abroad:

- **Growth Motives:** Growth and increased profit opportunities are often the main stimuli of a firm's international expansion. In this context, also an increased market size, a stronger market position as well as the reduction of the

dependency on a single or a small number of markets are named as further internationalisation motives.

- **Knowledge-related Motives:** SMEs are both pushed and pulled into international markets due to knowledge assets. On the one hand, internationalisation is pushed through a manager's previous international experience and related management capacity factors, while on the other hand firms go international to gain missing know-how needed for achieving an advantage in technological development.

- **Network/Social Ties:** A firm's social and network capital can have positive effects on international activities and thus, taking advantage of collaborative links is a common internationalisation driver.

- **Domestic/Regional Market Drivers:** Market threats at home markets, like intense local competition, limited or saturated markets, declining purchasing power or diminishing consumer sentiment also drive firms abroad. Moreover, several studies identified a region's favourable Country-of-Origin image as additional internationalisation motive (cf. OECD 2009, p. 12 - 14; Kasper/Van Helsdingen/De Vries 1999, p. 399f.).

2.4.2. SME Internationalisation Theories

In general, SMEs differ from large concerns in their organisation, availability of resources and leadership style. The personality of the entrepreneur, who is also the owner in most cases, often has a great influence on the company. Flat hierarchies as well as close and informal ties exist between company leader and employees. Moreover, SMEs are characterised by their low market share and their high flexibility to react to environmental changes (cf. Immerschitt/Stumpf 2014, p. 20 quoted from: Mugler 2008, p. 25ff.). These differences of SMEs to large firms are also of great importance for the understanding of SME internationalisation theories (cf. Coviello/Martin 1999, p. 42).

For more than 20 years, several theoretical and empirical researches have dealt with the internationalisation process of enterprises and identified four major approaches regarding the internationalisation of SMEs: the stage, network, international entrepreneurship and born global approach (cf. Lin 2010, p. 2; Olejnik/Swoboda 2012, p. 467).

The Stage Approach

The stage approach describes the internationalisation process as a gradual development, which follows a series of particular stages over a relatively long period of time. Two models inherent in this approach are the Uppsala model (U-Model) and the Innovation-related internationalisation model (I-Model) (cf. Melin 1992, p. 102; Lin 2010, p. 2)

The Uppsala model assumes that due to missing know-how of foreign markets and the likelihood of avoiding uncertainty, firms follow a stepwise extension of operations. According to the U-Model, psychic distance is seen as significant factor in the selection of the internationalisation process, which will decrease as international experience and knowledge increase. Thus, the stages of the U-Model are:

1. no regular export activities (neighbouring, well-known or similar to home market countries)
2. export via independent representatives
3. sales subsidiary and
4. production/manufacturing (cf. Johanson/Wiedersheim 1975, p. 306f.)

Developed by several researchers, the I-Model basically views internationalisation as an innovation-adoption process, also following specific steps. For example, the model by Reid contains the steps of export awareness, export intention, trial, evaluation and acceptance, where specific firm- and decision-maker variables play particular roles at each step. Thus, each subsequent process step is seen as an innovation for the company (cf. Lin 2010, p. 4f.; Reid 1981, p. 102).

The Network Approach

According to the network approach, internationalisation depends on a company's network and relationships. Due to the establishment of financial, technological and market relationships with other members of the network, firms are able to gradually increase cross-border activities. Furthermore, as some types of knowledge are only accessible for network insiders, strong commitments to partners offer firms the possibility to create and discover new opportunities and thus, promote progressive learning. The network approach is viewed as three-step-process:

1. **Extension:** Company constructing the network or attaching itself to an existing one

2. **Penetration:** Development of the firm's position in the network
3. **Integration:** Company linking itself to and coordinating several networks (cf. Lin 2010, p. 7f.; Johanson/Vahlne 2009, p. 1423)

The International Entrepreneurship Approach

The international entrepreneurship approach defines internationalisation from the perspective of the entrepreneur, combined with the entrepreneur's experience and network. International entrepreneurship can therefore be seen as innovative, proactive and risk-seeking behaviour aiming at value creation and growth in business organisations across national borders (Lin 2010, p. 14; McDougall/Oviatt 2000, p. 903)

The Born Global Approach

A born global, also referred to as 'International New Venture', is a business, typically a small firm, that "*…from inception, seeks to derive significant competitive advantage from the use of resources and the sale of outputs in multiple countries.*" In this context, competitive advantage is often related to a more sophisticated knowledge base. So, knowledge-intensive companies are more likely to internationalise more rapidly and often domestic and international expansion is carried out concurrently (cf. McDougall/Oviatt 1994, p. 49; Olejnik/Swoboda 2012, p. 468 quoted from: Weerawardena et al. 2007, n.p.; Bell 2013, p. 341).

Especially for small software firms, the network approach is of great importance since the companies' internationalisation decisions and growth patterns, also including market selection and choice of entry mode, are very much shaped by their network of formal and informal relationships. Furthermore, also the study about SaaS internationalisation, mentioned in Chapter 2.2.1., has shown that larger firms tend to use existing networks and foreign subsidiaries for the SaaS internationalisation, while small companies follow a combination of the stage, network and international entrepreneurship theories (cf. Coviello/Munro 1999, p. 128; Reuwer/Jansen/Brinkkemper 2013, p. 154f.).

2.4.3. International Opportunities and Barriers for SMEs

Gaining access to global markets has become an important instrument for the further development of SMEs. Several opportunities, such as larger and new niche

markets, possibilities to exploit scale and technological advantages as well as upgrading of technological capabilities are offered by the access to global markets. Moreover, SMEs can also benefit from possibilities of spreading risks, lowering and sharing costs, and improving access to finance. Furthermore, network-oriented business models that enable SMEs to conduct business with larger firms, as well as the reduction of language barriers and travel costs facilitate the internationalisation of SMEs (cf. OECD 2004, p. 25; Wilson n.d., p. 45f.).

Besides those opportunities, SMEs also face some barriers in the internationalisation process (Table 4), identified within several studies conducted by private individuals and public organisations in OECD, APEC and other economies (cf. OECD 2009, p. 9).

Barriers of SME internationalisation	
Shortage of working capital to finance exports	Lack of capital requirements and limited access to key infrastructure
Limited information to locate/analyse markets	Inadequate knowledge of overseas markets
Inability to contact potential overseas customers	Difficulties in achieving an adequate representation in target export markets, finding an appropriate foreign market partner and gaining access to suitable distribution channels.
Lack of managerial time, skills and knowledge	Managerial (risk) perceptions, lack of know-how about international markets and managers' psychological barriers.

Table 4: Barriers to SME Internationalisation (based on OECD 2009, p. 9f.)

3. Market Entry Concept

An internationalisation strategy is defined as a long-term effective concept in order to create the conditions necessary for taking advantage of foreign business opportunities (cf. Sternad 2013, p. 25; Mussnig/Rausch/Mödritscher 2013, p. 54).

3.1. Concept for the Market Entry as Service SME

Many firms fail in internationalising services due to poor planning and a lack of market screening, cost considerations and weighing of alternatives. However, a thoroughly developed go-to-market plan significantly increases the chances of success; e.g. choosing the right entry strategy saves time and money, provides strategic advantages and reduces the risks of international operations. Thus,

entering a foreign country requires a solicitous planning, that includes not only the entry strategy, but also thinking ahead for contingencies. For the proper development and planning of an internationalisation strategy, it is recommended to represent those decisions within a structured planning process, which consists of four different phases as shown in Figure 4 (cf. Reif et al. 1997, p. 9; Trade Horizons 2014; Neelankavil/Rai 2009, p. 146; Brady 2011, p. 103; Meffert/Bolz 1998, p. 35).
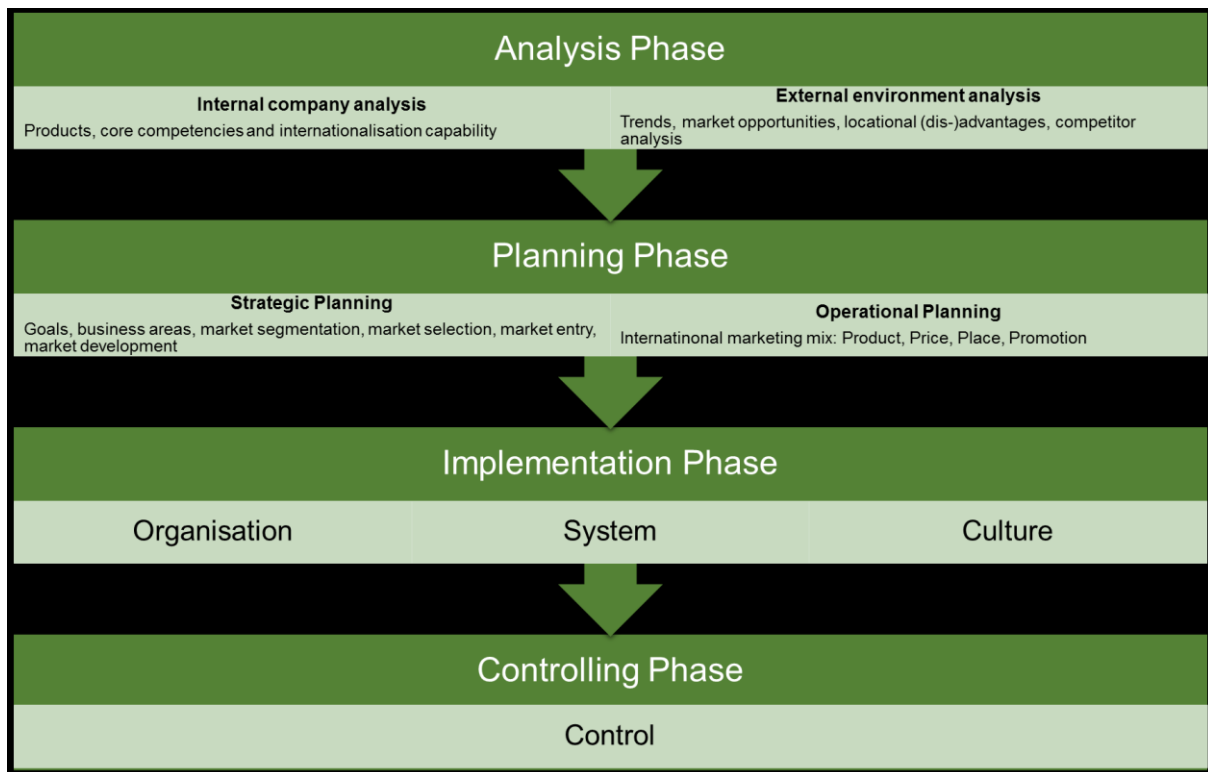
Figure 4: Planning Process in International Marketing (based on Meffert/Bolz 1998, p. 36; Sternad 2013, p. 26)

Starting point of the international marketing planning is the analysis and forecast of the foreign market and the firm's internal capabilities. The next process step is the strategic and operational planning, where first of all goals, constraints as well as principles of conduct for the selection of target countries and the deployment of instruments are defined for several years. Then, an action plan is created which determines the intensity, type and sequence of operational measures. The implementation phase focuses on the execution of the defined strategic and operational activities. The last step of the planning process forms the international control, where a target-actual comparison should investigate if the previously defined goals have been achieved through the used strategies and instruments (cf. Reif et al. 1997, p. 9; Meffert/Bolz 1998, p. 35 - 18).

In contrast to large concerns, SMEs cannot afford to undertake a thorough systematic planning process due to their limited resources regarding information and knowledge acquisition. While it is necessary to investigate and plan before a market entry, especially for SMEs the process might be unsystematic, multidirectional and less sequential; e.g. a technology-acquiring firm may decide on the foreign location first before conducting market research (cf. Li/Li/Dalgic 2004, p. 94 – 109).

3.2. Phases of a Market Entry Concept

The following chapter explains the different phases of a market entry concept in more detail.

3.2.1. Analysis Phase

A comprehensive know-how about both the market realities of the target country and the firm's internal capabilities is essential for ensuring export success. The internal analysis helps to assess a company's potential to go international by investigating management objectives, international experience, service capability and financial capacity of the firm. Based on the internal analysis, a company knows if appropriate in-house capabilities are available to meet the demands of exporting. Although a company might have necessary internal capabilities to internationalise, a firm has to examine if also appropriate environmental conditions and market opportunities are available in order to be successful in the foreign market (cf. Reif et al. 1997, p. 9f.; Sternad 2013, p. 30).

3.2.2. Planning Phase

After the analysis phase it is necessary to define goals about what should be accomplished by the internationalisation, and to decide on the strategies for target achievement. Those strategies include the market segmentation, selection of the right market entry mode and timing as well as the deployment of all marketing instruments (cf. Sternad 2013, p. 35; Meffert/Bolz 1998, p. 37). The specific arrangement and utilisation of the instruments are part of the operational planning in form of an action plan. Here, the focus is placed on the decision whether to process the selected markets uniformly (standardised) or country-specifically (differentiated). Regarding this decision, the instruments of the

- Product policy (product/service, product range, brand, customer service),

- Communication policy (advertisement, sales promotion, public relations, sponsoring, direct communication),
- Distribution policy (sales channels, logistics) and
- Pricing policy (price, discounts, loans, delivery and payment terms) need to be considered (cf. Meffert/Bolz 1998, p. 37f.).

The aim of the export planning is to organise the export efficiently in order to maximise the success chances in foreign markets while minimising disruption of the quality of a firm's domestic day-to-day business (cf. Reif et al. 1997, p. 10).

3.2.3. Implementation Phase

Within the implementation phase the strategic and operational plans are executed. A smooth realisation of those plans requires an efficient international organisation as well as a functioning coordination. Thus, the organisation, coordination and control of foreign operations are of particular importance in this phase. Furthermore, in this context a company also has to define to which extent decision-making authorities are centralised or decentralised, which means whether decisions are made by domestic headquarters or organisational units abroad. In order to be able to realise the planned measures efficiently, the availability of relevant personnel both quantitative and qualitative needs to be ensured. This task is part of the Human Resource Management of the international corporation (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 23f.).

3.2.4. Controlling Phase

In the controlling phase, a firm has to examine whether and to which extent the strategically and operationally planned targets are met in the individual foreign markets. Typical key performance indicators (KPIs) are the country-specific turnover, market share or profit as well as the image. For this investigation the actual status is resumed and compared to the firm's plans within a target-actual statement. Based on this statement a cause analysis is carried out and adjustment measures are initiated. Besides the goal-oriented marketing control also the different elements of the marketing planning system, such as the corporate mission statement, planning assumptions or organisation of the marketing planning, have to be monitored continuously. Due to the complexity of international marketing decisions, an international controlling system should be integrated to control activities carried

out in foreign subsidiaries and the domestic headquarters (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 474f.).

4. Analysis Phase

A thorough analysis represents the basis for each strategy and aims to acquire know-how and relevant information about the external and internal situation of the company. As mentioned, the external analysis includes the investigation of global conditions and the industry, whereas the internal analysis identifies foreign market-specific strengths and weaknesses of the corporation. Finally, the opportunities and threats derived from the external analysis have to be compared systematically with the firm's strengths and weaknesses (cf. Meffert/Burmann/Kirchgeorg 2015, p. 21).

4.1. Internal Analysis

Whether a company will be successful in a foreign market or not depends on several criteria. The analysis of such company-specific factors helps to assess a firm's strengths and weaknesses regarding the foreign commitment and can be examined within a so-called potential analysis. The potential analysis compares a firm's existing capabilities with the potential needed for the realisation of a new task and so, detects gaps regarding strengths and vulnerabilities compared with competition. Once a year, management and executives should conduct a potential analysis in order to systematically determine the corporate's (un-)exploited potentials. In a first step, the most relevant criteria, which are necessary for being successful in a foreign market, are defined. Possible criteria are shown in Figure 5 (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 53; Vollmuth 2008, p. 357; Koppelmann 2004, p. 273).
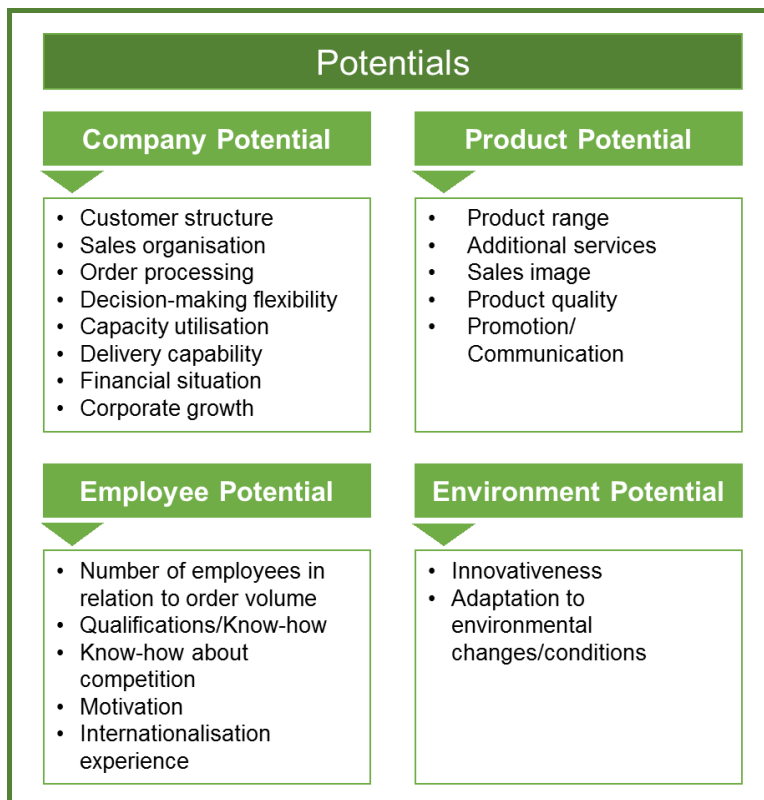
Figure 5: Criteria for Internal Analysis via Potential Assessment (based on Berndt/Fantapié Altobelli/Sander 2016, p. 28; Voigt et al. 2005, p. 82 - 85; Vollmuth 2008, p. 357f.; Koppelmann 2004, p. 274)

After determining criteria, an evaluation, ideally in comparison with the market leader, is necessary. For this purpose, a scale is required (e.g. +3 to -3). Based on the filled questionnaires by management and executives, average values are calculated and represented within a graphical company profile. This allows an easy identification of positive and weak areas that should be expanded or rather reduced (cf. Vollmuth 2008, p. 358).

4.2. External Analysis

On the one hand, the external analysis includes the investigation of global determinants that affect an economy independently of the industry. On the other hand, also the industry and competition within the individual branch are examined (cf. Berndt/ Fantapié Altobelli/Sander 2016, p. 21).

4.2.1. Country Analysis

Global determinants strongly vary across countries and thus, might limit the room for manoeuvre in international marketing. Therefore, information about the countries, the company plans to expand its business into, need to be collected (cf.

Berndt/ Fantapié Altobelli/Sander 2016, p. 27; Quack 1995, p. 16). A well-known and general framework for analysing and comparing country conditions is the PEST analysis that distinguishes between political, economic, socio-cultural and technological factors, which have been described in Chapter 2.1.1. The framework (Figure 6) can also be extended to PESTLE, including legal and environmental factors. In combination, those elements create particular opportunities and threats for entities (cf. Rugman/Collinson 2012, p. 465).

Political/Legal factors	**E**conomical factors	**S**ocio-cultural factors	**T**echnological factors
• Taxation law • Political changes • Changes in employment law • Political stability • Critical situations/War • Green issues	• GNP/GDP • Inflation rate • Exchange rate • Interest rate • Employment level • Energy availability/cost • Banking policies	• Cultural changes • Demographic changes • Values • Income distribution • Life expectations • Education level • Health level	• R&D Investment • Spread of technological changes • Product substitutions • IT • Electronic commerce/internet

Figure 6: PEST Framework for Country Analysis (based on Analoui/Karami 2012, p. 465)

To receive a more comprehensive overview of the distance between the domestic and foreign country, regarding cultural and business differences, the psychic distance is measured within the external analysis. Many researchers have created national stereotypes and characterised distinct cultural groups to provide a framework of the wide variety of institutions, religions, beliefs and behavioural patterns. Figure 7 represents different studies about national cultures (cf. Rugman/Collinson 2012, p. 134).

National culture studies					
Cultural dimensions by **Kluckhohn/ Strodtbeck**	Cultural dimensions by **Hall**	Cultural dimensions by **Hofstede**	Cultural dimensions by **Trompenaars**	Cultural dimensions of **The GLOBE study**	Cultural dimensions by **Dülfer**
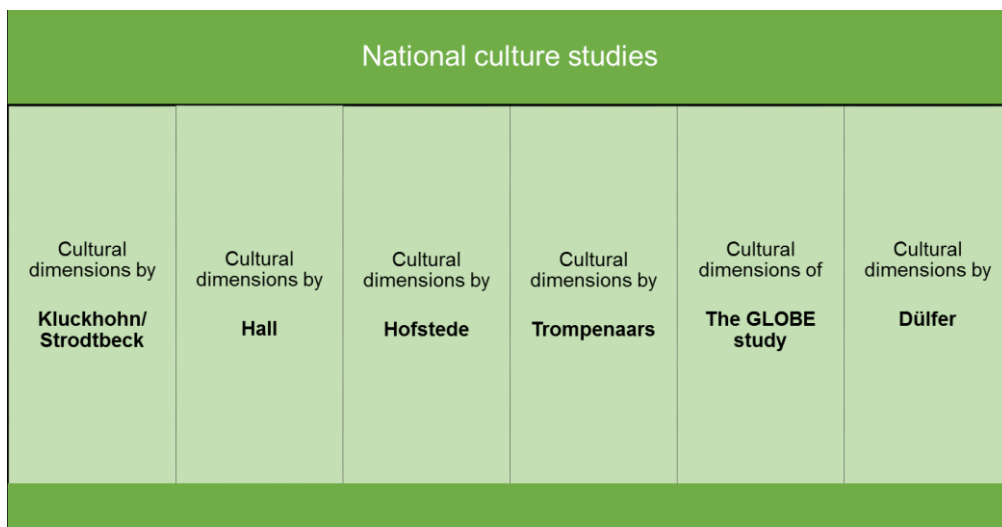
Figure 7: National Culture Studies (based on Kutschker/Schmid 2011, p. 703)

The most well-known study in management and business economics was developed by Hofstede, who identified the following five dimensions of national culture differences:

- **Power Distance** relates to human inequality and describes the extent to which less powerful people of organisations accept that power is distributed unequally;

- **Uncertainty Avoidance** explains the degree to which a culture feels (un)comfortable in unknown situations;

- **Individualism vs. Collectivism** represents the extent to which individuals are supposed to look after themselves or remain integrated into groups;

- **Masculinity vs. Femininity** relates to the distribution of emotional roles between men and women;

- **Long-term vs. Short-term Orientation** describes if people focus on the future or past regarding their efforts;

- **Indulgence** defines the extent to which people try to control their desires and impulses (cf. Kutschker/Schmid 2011, p. 718; Hofstede 2001, p. xixf., 29; Hofstede n.d.)

4.2.2. Industry Analysis

According to Porter it is necessary to conduct an industry analysis in addition to the PEST framework in order to determine the competitive structure of a particular market. The industry structure strongly influences both the rules of competition as well as the strategies that are available to a firm. In contrast, external forces like economic or social factors, play a tangential role. Those forces affect all providers of a country and thus, it depends on a company's capabilities how to cope with these external forces. Porter's Five Forces model differentiates between five influencing branch components determining the competitive intensity and profitability of an industry (cf. Wall/Minocha/Rees 2010, p. 241f.; Porter 2013, p. 35 - 37). Figure 8 represents those factors, also already mentioned in Chapter 2.1.2.
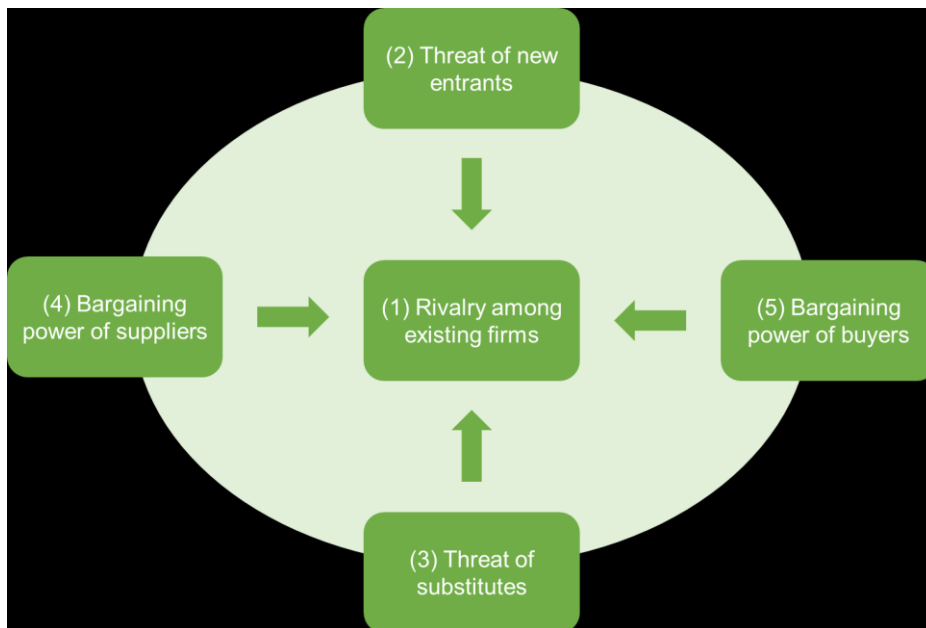
Figure 8: Porter's Five Forces Model for Industry Analysis (based on Hungenberg 2012, p. 102)

The five forces are determined by a number of individual factors, which are:

(1) The **rivalry among existing firms** depends on several factors like the number of existing competitors, rate of industry growth, degree of product differentiation and height of exit barriers. Moreover, there exist different levels of industry competitiveness. While pricing competition means that companies are trying to undercut competitors' prices, performance competition applies when firms try to win customers by improved product quality or additional services.

(2) The **threat of new entrants** is determined by present market entry barriers and the expected reaction of existing competitors to the new entrant. Possible entry barriers are economies of scale, product differentiation, high investment needs, access to distribution channels, governmental restrictions and high switching costs for customers.

(3) The **threat of substitutes** describes the risk of new processes or products that may make existing offerings useless. This factor depends to a large extent on the price-performance ratio of substitutes and the own company products, but also on the customers' perception of substitutes as alternative products.

(4) The **bargaining power of suppliers** is defined by the suppliers' ability to enforce higher prices or to reduce the quality of their products. A high supplier power exists if there is a low number of other suppliers or if there are substitutes in a particular market. Other reasons may be, that the industry is not an

important customer to the supplier, the supplier's product is an important input factor for the client's business or the supplier has built up high switching costs.

(5) The **bargaining power of buyers** is characterised by the customers' ability to claim lower prices or a higher quality and better service performance. While a high degree of product differentiation or high switching costs reduce the buyers' power, a high level of product know-how by customers or the opportunity of backward integration increase the bargaining power of buyers. The balance of power is also determined by the number of buyers and their purchase volume (cf. Hungenberg 2012, p. 101 - 106; Porter 2013, p. 39 - 64; Wall/Minocha/Rees 2010, p. 241f.).

4.3. Merging Analysis Results

In order to examine whether a company has the necessary capabilities to take advantage of market opportunities, the results of the internal and external analysis need to be merged in an appropriate form. Basically, two categories of summary analyses can be distinguished, namely **portfolio concepts**, such as the BCG portfolio (Boston Consulting Group), GE (General Electrics)/McKinsey Matrix and the Directional Policy Matrix as well as **qualitative methods** like the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis (cf. Sternad 2013, p. 34; Perlitz/Schrank 2013, p. 216).

The **BCG portfolio** links the product life cycle concept (=market growth) to the learning curve concept (=relative market share). Thus, a company is able to define (un-)successful products, product groups or business units. Regarding the internationalisation of a firm, the application of the BCG analysis might be relevant since, for example, the learning curve can be reached faster through exports. An earlier export orientation might lead to cost benefits, which will further result in market leadership and 'Star' products. The **McKinsey/GE matrix** is based on a scoring model including an analysis of the market attractiveness and competitive strength. Those factors reflect the results of the internal and external analysis. In contrast to the BCG portfolio, the dimensions of the McKinsey matrix are defined by different sub-categories. The different criteria are weighted, evaluated and finally, represented in a Nine-Box-Matrix. In general, the McKinsey matrix is used for the evaluation of strategic business units, but in an international context the analysis can be extended by a geographical dimension where countries are represented as

analysis objects. The **SWOT analysis** compares internal strengths and weaknesses with external opportunities and threats in a qualitative format. This tool can be applied to strategic business units, functional areas or geographical units. The aim of the SWOT is to figure out which chances can be used by current strengths, how risks can be eliminated through internal strengths and which weaknesses should be reduced in order to not expose the firm to risks. Based on the SWOT also important key factors can be identified, which in a further step enable companies to derive marketing goals and strategies (cf. Perlitz/Schrank 2013, p. 216 - 237.; Sternad 2013, p. 34; Meffert/Burmann/Kirchgeorg 2015, p. 224).

Due to the fact that the BCG portfolio and the McKinsey/GE matrix only consider two variables, and underlie a certain subjectivity because of the scoring, the SWOT is chosen as tool for merging the analysis results since all previous identified data is utilised by this method (cf. Perlitz/Schrank 2013, p. 221, 235).

5. Planning Phase

Based on profound information and forecasts about foreign markets, a strategically oriented planning is executed. The strategic planning regarding the foreign commitment of companies is closely linked to the international marketing strategies. Thus, foreign commitment is the interaction of decisions in terms of foreign market selection, timing strategies and choice of foreign entry mode (cf. Berndt/ Fantapié Altobelli/Sander 2016, p. 21; Meissner 1995, p. 77; Zentes/Swoboda/Schramm-Klein 2013, p. 88).

5.1. Definition of Strategic and Operational Goals

Starting point of each international marketing plan is the definition of strategic marketing goals (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 115). Figure 9 demonstrates the international target system.
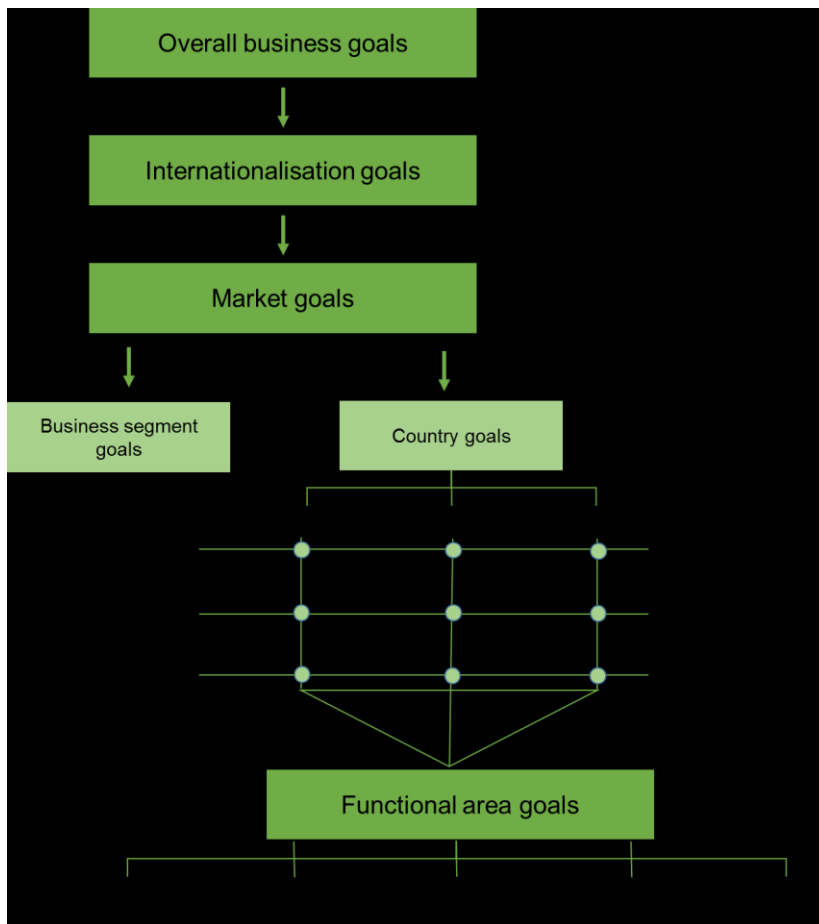
Figure 9: International Target System (based on Hünerberg 1994, p. 93; Berndt/Fantapié Altobelli/Sander 2016, p. 116)

As shown, crucial prerequisites for a long-term strategical planning are the general corporate philosophy and specific company objectives. Based on those overall business goals, including growth and profit objectives, security targets as well as power and prestige goals, internationalisation targets are derived. In a further step, market goals are formulated for the individual countries and a company's business segments, which are then specified in operational targets for the individual functional areas (cf. Meissner 1995, p. 82; Berndt/Fantapié Altobelli/Sander, 2016, p. 115ff.; Hünerberg 1994, p. 93).

Regarding the marketing, objectives for the international marketing mix (product, price, place, promotion) are determined and can be differentiated in:
- economic,
- psychological and
- spreading/coverage goals (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 116 - 120).

As this master thesis especially focuses on the international promotion in the software business, there is a closer examination concerning the marketing communication goals (Table 5).

Advertising Planning		
Economic Goals	Non-Economic Goals	
	Psychological Goals	Spreading Goals
• Profit • Turnover • Market share • Etc.	• Attention • Brand awareness • Recall • Emotional impact • Preference formation • Positioning	• Coverage (number of people reached) • Contact frequency (number of actual information contacts)

Table 5: Advertising Planning Goals (based on: Wöhe/Döring/Brösel 2016, p. 436)

Basically, economic goals cannot be directly influenced by classical advertising activities. A successful economic target achievement can rarely be traced to a single marketing policy measure, but depends on several factors such as competitive actions, consumer behaviour or the own pricing policy. Thus, non-economic goals are of greater importance in terms of promotion. Furthermore, there exists an interrelation between all types of targets, which can either be positive or negative. For instance, the contact with a promotional campaign (spreading goal) might lead to a positive attitude towards the advertised product (psychological goal), resulting in the attainment of economic goals, like the product purchase (cf. Wallbrecher 2008, p. 81; Sander 1993, p. 272f.).

5.2. Market Segmentation

A company dealing with a large market often faces the challenge of not being able to serve all customers equally as they are too numerous, widely geographically dispersed or having too diverse demands. So, instead of competing in all areas, firms should identify the most attractive market segments, resulting in a target-group-oriented marketing approach. Consequently, marketing efforts concentrate on customers which could be satisfied most likely. The target-group-oriented approach basically follows three steps:

1. **Segmenting:** Division of a market into clearly defined customer groups, which require specific products or an individual marketing mix.
2. **Targeting:** Evaluation of the segments' attractiveness and selection of one or more segments.

3. **Positioning:** Development of a viable competitive position for the company and its offerings (cf. Kotler/Keller/Bliemel 2007, p. 356).

5.2.1. Market Segmenting and Segmentation Criteria

Markets consist of potential customers, which distinguish from each other due to different desires, attitudes, buying habits, resources and places of residence. Based on these aspects, a market can be divided into sub-markets, so-called segments (Kotler/Keller/Bliemel 2007, p. 357).

Depending if a company operates in the business-to-consumer (B2C) or business-to-business (B2B) industry, market segmentation criteria vary across those sectors. The main difference between the B2C and the B2B sector are the buyers as B2C firms serve end consumers, while the customers of B2B entities are other enterprises. Moreover, the B2B sector is further characterised by multi-personnel decisions, formalised demand as well as a high degree of customisation and interaction. Segmentation criteria for the B2C sector are mainly geographic, demographic and psychographic factors. Furthermore, in recent years also the so-called Sinus Milieus were used to differentiate people regarding their lifestyles. Within the B2B sector no comparable milieus exist (cf. Bak 2016, p. 22 – 24; Backhaus/Voeth 2015, p. 21; SINUS Markt- und Sozialforschung GmbH n.d.). However, companies can be segmented by using the following criteria:

- Industry
- Number of employees
- Turnover
- Location
- Decision-making processes
- Operational and organisational structure
- Supplier retention and loyalty (cf. Bak 2016, p. 24)

Several possibilities exist for the segmentation of a market, however, an effective segmentation calls for specific requirements, represented in Table 6.

Requirements for Market Segmentation	
Relevant	Segmentation criteria have to represent characteristics and behavioural patterns, which are pre-requisites for the purchase of a specific product and to differentiate from external heterogeneous market segments.
Measurable	Segments have to be measurable in order to identify and monitor their size, purchasing power etc.
Substantial	A segment needs to be big enough in terms of its size and profit potential.
Reachable	The segmentation criteria must ensure a targeted communication of market segments.
Separable	Segments have to be separable regarding their concepts. Thus, segments should react differently to separated marketing programmes and marketing mix elements.
Feasible	Segmentation hast to be feasible by addressing and serving segments through effective marketing programmes.
Economical	The benefits of the segmentation have to be greater than the arising costs.
Temporal Stability	Segments should be stable over a specific period of time.

Table 6: Requirements for Market Segmentation (based on Kotler/Keller/Bliemel 2007, p. 386; Meffert/Burmann/Kirchgeorg 2015, p. 181f.)

5.2.2. Targeting and Market Selection

After segmenting, the different segments have to be evaluated and the firm has to decide which and how many segments to serve. Regarding the segment assessment, two aspects have to be considered: **size and growth rate** of the segment (1) and **targets and resources** of the company (2). The selection of the target segments can be executed by various qualitative and quantitative methods (Figure 10). The two most simple and cost-efficient instruments are the checklist and profile method, which are explained in the appendix (cf. Appendix, p. A-5 – A-7; Kotler/Keller/Bliemel 2007, p. 387; Freter 2008, p. 224f., 244).
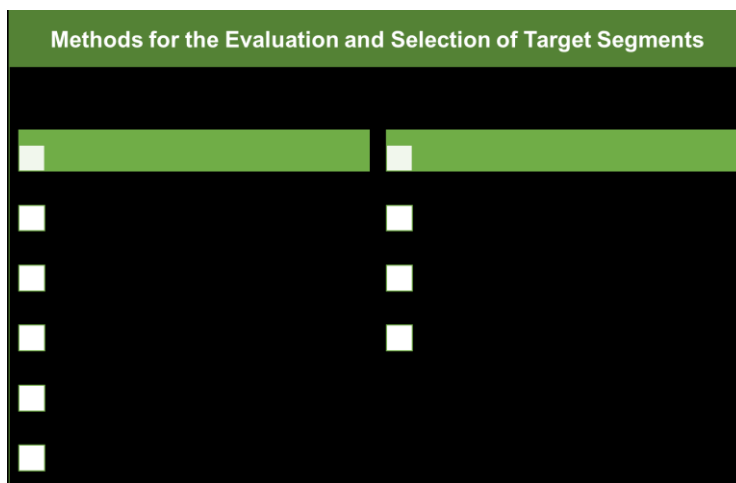
Figure 10: Methods for the Evaluation and Selection of Market Segments (based on Freter 2008, p. 222)

Based on the evaluation, a company then decides on one or several target markets and so, different market cultivation strategies can be derived. In this context, four basic types of market cultivation can be distinguished, shown in Figure 11 (cf. Kotler/Keller/Bliemel 2007, p. 387; Wöhe/Döring/Brösel 2016, p. 377).

Distinction Instrument Usage / Market focus	Undifferentiated	Differentiated
Full	(1) Undifferentiated Marketing	(2) Differentiated Marketing
Partially	(3) Concetrated Marketing	(4) Parcelled Marketing

Figure 11: Types of Market Cultivation Strategies (based on Freter 2008, p. 245)

(1) **Undifferentiated Marketing** means that the total market is covered by one specific marketing mix. This strategy is also considered as mass-market strategy, where all segments are addressed without taking segment-specific characteristics into account. Undifferentiated marketing is more appropriate for homogenous products (e.g. sugar, petrol etc.) or monopolistic companies.

(2) **Differentiated Marketing** exists, when different marketing mix approaches are used for all defined market segments. So, a company tries to serve all relevant customer groups of a market with own offerings.

(3) **Concentrated Marketing** means that only one or few market segments are chosen and cultivated with a uniform marketing mix and a strongly specialised offering. A company pursuing this strategy is also referred to as niche provider.

(4) **Parcelled Marketing** describes a strategy, where a firm serves at least two segments of the same market, but not all segments with the same marketing mix (cf. Kreutzer 2013, p. 190f.; Wöhe/Döring/Brösel 2016, p. 377; Freter 2008, p. 245 - 249).

Another targeting approach are the five patterns of target market selection, which represents the development of the basic types mentioned above. Those five patterns are:

- **Single-segment Concentration:** By using concentrated marketing, a company is able to gain great know-how of the market segments' needs and establish a good reputation, leading to a strong position in the firm's target segment.

However, concentrated marketing also bears high risks as a market segment might disappear due to decreased customer demand, new competitors or technological progress.

- **Selective Specialisation:** Based on an objective assessment, a company selects several attractive segments which fit to the firm's resources and targets. In contrast to the concentration strategy, selective specialisation has the advantage of spreading the entity's risks.

- **Product Specialisation:** The company focuses on one specific product, which is sold to several customer groups. Whereas the firm is able to build up a good reputation within this product area, there is also the danger of the product being displaced by a completely new technology.

- **Market Specialisation:** The firm specialises in satisfying several needs of a particular customer segment and thus, will be perceived as an expert for this customer group. Therefore, the company also becomes the supplier for additional products which can be used by these clients. Nevertheless, if there are any budget cuts it might happen that the customer group stops purchasing from the market-specialised company. Therefore, this strategy is suitable for companies that know the segment very well and have analysed motives and attitudes for years.

- **Full Market Coverage:** Following this strategy means that a corporation aims to provide all customer groups with diverse products. This strategy is more appropriate for large concerns and includes the two types of undifferentiated and differentiated marketing as described above. While undifferentiated marketing is more cost-efficient, differentiated marketing leads to higher total revenues (cf. Kotler/Keller/Bliemel 2007, p. 388f.; Freter 2008, p. 251 - 253).

5.2.3. Positioning

The strategic positioning determines the position of service brands, processes, strategic business units or entire service companies with the aim of designing the company's offerings in a way, so that they occupy a special, appreciated and competitive position in the target customers' minds. Thus, a positioning strategy includes the creation, communication and maintenance of distinctive differences, which are valued by those customers with whom a company would like to establish a long-term relationship. For positioning a service it is therefore crucial to understand the difference between important and determinant attributes. While

important attributes are essential to the customer, but not for the buying decision, determinant attributes are characteristics where consumers perceive differences between competing alternatives. Regarding the 4 P's of the marketing mix, price and product attributes are commonly associated with positioning. However, for services also other P's of the services marketing mix, like service processes (e.g. convenience, ease to use), service personnel, distribution systems etc. have to be considered. Furthermore, effective positioning of services requires firms to carry out a positioning analysis by linking the market and competitor analysis to the internal corporate analysis. On the basis of those analyses a position statement can be developed, which articulates the desired position of the company's goods and services in the target market. The aim of the positioning analysis is to gather information about the company's position in relation to key competitors regarding customer-relevant criteria. In a further step, approaches for the repositioning and differentiation from existing services can be derived or positioning gaps can be identified (cf. Meffert/Bruhn 2012a, p. 118f.; Kotler/Keller/Bliemel 2007, p. 423; Lovelock/Wirtz 2011, p. 88 - 93).

In general, the positioning analysis includes five steps:
1. Determination of the **positioning object**, which can be single services, processes, strategic business units or the entire service firm.
2. Definition of **relevant performance characteristics**, which can be derived from customer statements.
3. Specification of the **current positioning** by placing own as well as competitive analysis objects in the feature space.
4. **Comparison of current and desired positioning** from the customers' point of view.
5. **Derivation of strategic thrusts**, e.g. occupation of a profitable market niche or repositioning of a service (cf. Meffert/Bruhn 2012a, p. 118f.).

In this context, positioning maps can be used for visualising the positioning analysis and representing consumer's perceptions of competitive offerings graphically. (cf. Lovelock/Wirtz 2011, p. 94).

5.3. Market Entry Modes for Software Companies

After deciding to sell in a foreign country, a company has to select the best form of market entry. According to Eramilli and Sharma, an entry mode is defined as

"…*structural agreement that allows a firm to implement its product market strategy in a host country either by carrying out only the marketing operations (i.e., via export modes), or both production and marketing operations there by itself or in partnership with others (contractual modes, joint ventures, wholly owned operations)*" (Eramilli/Sharma 2004, p. 2). Thus, an entry mode enables the entry of a company's products, technology, human skills or other resources in a foreign market (cf. Root 1994, p. 5). A variety of different possibilities for entering a foreign market exist, however entry modes can be classified in three main categories:

1. Export modes
2. Intermediate/contractual modes
3. Investments modes (cf. Hollensen 2016, p. 358)

Each of these entry modes show a different degree of control, risk and flexibility as illustrated in Figure 12. Furthermore, in literature several criteria for the systematisation of entry modes have been defined, which are especially the:

- Management services and domestic/national investment
- Control options of foreign activities
- Cooperation dependency
- Institutional settlement of activities (cf. Hollensen 2016, p. 345; Meissner 1995, p. 52f.)
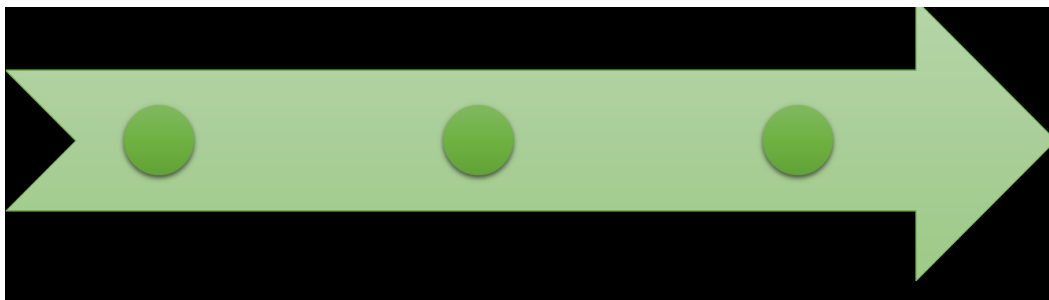
Figure 12: Classification of Entry Modes (based on Hollensen 2016, p. 345)

The riskiness of moving into a new country also depends on a company's offerings. As product manufacturers can learn through the Uppsala strategy by exporting, followed by domestic manufacture and overseas sales offices, product internationalisation is considered to be less risky than going abroad with a service. In contrast, the risk of market mistakes is greater with services since the service provider is forced to deal directly with the customer. Regardless of how much of the service is produced in the home market, part of it is always provided locally. Thus, the range of international market entry options for services also vary from those of

goods. Although some of those possibilities would be appropriate for manufactured goods too, five main strategies for internationalising services can be distinguished (Figure 13) (cf. Carman/Langeard 1980, p. 18; Fletcher/Crawford 2014, p. 574; Grönroos 1999, p. 293).

Figure 13: Service Market Entry Modes (based on Grönroos 1999, p. 293)

5.3.1. Export Modes

The term 'export' defines the cross-border provision of economic performances to foreign customers and distinguishes between the export of goods and services. The export of goods, also referred to as 'visible export', takes place if tangible goods like (semi-)finished products or raw materials are sold abroad. Service export or 'invisible export' describes services acquired in return for payment, whereby customer and service provider come from different states (cf. Büter 2010, p. 1, 67). As mentioned in Chapter 2.2., software that is delivered electronically, is considered to be an 'intangible' export. Export is the most commonly used form of first market entry in a new foreign country and service export is considered to be the simplest type of doing business abroad. As mentioned in Chapter 2.2.2., services are, not like products, subject to tariff barriers, but are confronted with cultural and language barriers as well as national regulations and laws of the target country. The main export process steps are generally the same for goods as for services; differences only exist in the necessity of export permissions and documents. Furthermore, also regulations regarding value-added tax and recapitulative statement have to be considered in service export (cf. Haber/Höfferer/Sternad 2013, p. 62, 195; Gelbrich/Müller 2011, p. 403f.).

Characteristics of Service Export

The characteristics of service export are defined by considerations about 'who' or 'what' crosses an international boundary in the transaction. There are several theories and approaches in literature about how to classify and characterise service export. The approach of Clark et al. differentiates between four types, based on previous literature findings:

- **Contact-based Services**, where service export takes place by people moving into or out of a nation (e.g. consultancy services)

- **Vehicle-based Services** which are data and information that cross national boundaries through communication 'vehicles' such as radio, TV, satellite transmissions etc. So, this type describes the cross-national data transfer.

- **Asset-based Services,** where service ideas tied to foreign direct investment enter a nation to establish an operating platform (e.g. banks)

- **Object-based Services**, which cross national boundaries in connection with a physical object (e.g. computer software, video cassettes, repairs to machinery) (cf. Clark/Rajaratnam/Smith 1996, p. 12f.; Dolski/Hermanns 2004, p. 90)

Further examples of service export characterisations are the ones of Lovelock, who differentiates between people-processing, possession-processing and information-based services; Kasper and Van Helsdingen who divided services according to their transportability; and Sampson and Snape who identified four categories regarding the mobility of service provider and customer (cf. Dolski/Hermanns 2004 p. 91f.).

Regarding the relationship of the export company to the foreign business partner, export is further divided into direct and indirect export (cf. Büter 2010, p. 67).

Direct export means that a direct contractual or business relation exists between the domestic firm and the foreign partner and, products or services are directly sold to customers abroad. These customers can be either the final customer or intermediaries, who are situated in the foreign market. Therefore, if the export is carried out through an intermediator, this form is also considered as direct export if the purchase contract is concluded between those parties (cf. Büter 2010, p. 67f.; Sternad 2013, p. 63).

Intermediators can be agents or distributors:

- **Agent:** Independent company which sells the products or services to customers on behalf of the manufacturer (exporter) and in exchange for a pre-agreed commission.
- **Distributor (Importer):** Independent merchant, who buys on own accounts and stocks the exporter's products. Distributors have the freedom of choosing their own customers and sales conditions. Thus, importers profit from the difference between the products' selling and buying price (Hollensen 2016, p. 372f.).

The advantage of using an intermediator is that agents and distributors have great know-how about the foreign market, customs and conventions and already have existing local business relationships. However, in direct export the exporter is responsible for the commercial initiation and execution of the export business and bears the risks related to this market entry form. Thus, the exporter has to ensure the compliance with custom and trade regulations (Hollensen 2016, p. 373; Büter 2010, p. 67).

In case of **indirect export**, a legally-independent export trader acts as intermediary between the producing domestic company and the foreign partner. Therefore, only an indirect relation exists between the exporter and the foreign customer. In indirect export five different entry options, described in Table 7, exist (cf. Büter 2010, p. 67f.; Kutschker/Schmid 2011, p. 856; Hollensen 2016, p. 368).

Indirect Export Possibilities	
Export buying agent	Representative of foreign buyers, situated in the exporter's home country. The export buying agent is hired and paid by the buyer and provides the identification of potential sellers and the negotiation of prices.
Broker	Specialist in contractual functions, who brings buyer and seller together. Often brokers specialise in particular products or services.
Export management company (EMC)/Export house	Specialist companies which act as export department and conduct business on behalf of the manufacturer. EMCs handle the necessary documentation and share their know-how of local purchasing practices and government regulations.
Trading company	In contrast to other entry options, trading companies also offer financial services, such as guaranteeing of loans or financing accounts as well as managing counter-trade activities.
Piggybacking	An export-inexperienced SME deals with a so-called carrier, who already operates in the foreign market and acts on the behalf of the exporter.

Table 7: Entry Options in Indirect Exporting (based on Hollensen 2016, p. 368 - 371)

In indirect export, the export trader bears the responsibility for the business initiation and execution as well as for the risks (Table 8). Especially for SMEs lacking necessary resources for a direct market cultivation, indirect export represents a good alternative for being present on foreign markets (cf. Büter 2010, p. 67f.; Sternad 2013, p. 66).

Advantages of Direct Export	Disadvantages of Direct Export
• Higher control over distribution • Suitable for more complex products/services • Low use of resources • Cost-efficient • Better know-how of foreign customers' needs • Gaining country-specific know-how • Possibility of export promotion	• Not suitable for products/services of low durability or requiring comprehensive after-sales service • Threat of exchange rate depreciation • Acceptance problems due to missing local presence • Delayed response to inquiries
Advantages of Indirect Export	**Disadvantages of Indirect Export**
• Low use of resources • Low risk • Taking advantage of intermediary's know-how and customer proximity • Low organisation complexity • High reversibility and flexibility (switching options)	• Not suitable for complex products/services • Cost-intensive in the long run • Lack of gathering own foreign experience • No control over marketing mix • Lack of direct relationships with customers

Table 8: Advantages and Disadvantages of Direct and Indirect Export (based on Kutschker/Schmid 2011, p. 856 - 864)

Besides direct and indirect export, **systems export** represents another form for the internationalisation of services. Systems export is defined as "…*a joint export effort by two or more firms whose solutions complement each other*" (Grönroos 1999, p. 293). Thus, a service firm supports a product-exporting company or another service firm by providing distribution, engineering, security or other services in connection with the offering of the partner entity. Systems export is the most commonly used internationalisation mode of service providers in the B2B sector (cf. Grönroos 1999, p. 293f.; Haller 2015, p. 433).

5.3.2. Intermediate and Investment Modes

Intermediate or also so-called **'contractual' entry modes** are, like exporting, non-equity modes. These modes do not include equity investments by a foreign entrant and are becoming increasingly popular among service firms. Intermediate modes are licensing, franchising as well as contract manufacturing and represent an indirect entry of services. (cf. Erramilli/Agarwal/Dev 2002, p. 223f.; Albaum/Duerr 2016, p. 384; Grönroos 1999, p. 294).

Licensing means that a company in one country, the so-called licensor, enters into a contractual agreement with a company or person in the foreign market (licensee) by granting rights of use to immaterial property. A license often includes the rights on:

- Technology, know-how, manufacturing processes
- Patents
- Copyrights
- Trademark, brand names, logos
- Product/facility design
- Marketing knowledge and processes
- Other types of trade secrets (cf. Albaum/Duerr 2016, p. 381; Büter 2010, p. 100)

Licences are long-term contracts running over several years which can either be exclusive or non-exclusive. Exclusive indicates that the licensor can only allocate one license for the particular region/country (cf. Büter 2010, p. 102).

Franchising defines a cooperation between independent entrepreneurs, who operate on their own account and name. Basis for the cooperation is the franchise contract in which the franchisor grants the franchisee the right to use the company and sales concept in return for the payment of a franchise fee. In contrast to licensing, franchising does not only include the usage rights on immaterial property, but on the entire business package (market and sales concept). This business package includes:

- Transfer of necessary rights (brand names, trademarks, logos)
- Consultancy and support for the franchisee regarding the business establishment
- Execution of advertising and sales promotion measures (cf. Kieser 2011, p. 12; Büter 2010, p. 105)

Franchising especially applies to standardised and technical consumer goods or services that do not require any explanation (Büter 2010, p. 105).

Contract manufacturing means that a company contracts the manufacturing or assembling of its products to manufacturers established in the foreign market, while still being responsible for marketing and distribution of the products. This form of market entry often includes the transfer of technology or the provision of technical

assistance for the foreign manufacturer. However, contract manufacturing is purely a sourcing activity (cf. Albaum/Duerr 2016, p. 384).

Advantages of Licensing	Disadvantages of Licensing
• Rapid entry with low resource requirements • Circumvention of market entry barriers (e.g. tariffs) • Avoidance of risks regarding foreign trade and direct investments	• Limited control over licensee's activities • Risk of missing sales efforts or image problems • Risk of knowledge sharing • Conflicts regarding quality and price
Advantages of Franchising	**Disadvantages of Franchising**
• Rapid entry with low resource and capital requirements • Risk sharing between franchisor and franchisee • Right of instruction and control by franchisor • Economies of scale • Taking advantage of franchisee's local know-how	• Only suitable for standardised products • Threat of imitation and loss of know-how • Great efforts regarding management and control of franchise system • Limited influence on franchisee • Reputation and image depending on behaviour of individual franchisee
Advantages of Contract Manufacturing	**Disadvantages of Contract Manufacturing**
• Minimum investment of money and time • Rapid entry into new market • Appropriate when a local production base is needed • Exploitation of cost and quality differences between domestic and foreign market • Possibility to circumvent import restrictions in host country • Supporting programmes in host country	• Possible quality problems • Coordination problems • Risk of knowledge sharing • High dependency on foreign partner • Image losses

Table 9: Advantages and Disadvantages of Intermediate Entry Modes (based on Kutschker/Schmid 2011, p. 870 - 884; Büter 2010, p. 103 - 108; Albaum/Duerr 2016, p. 384f.)

Investment modes represent a direct entry of the service entity and include ownership of production units in the foreign market, based on some form of equity or foreign direct investment. Equity modes can be divided into two main categories: equity joint ventures (JV) and wholly-owned operations (cf. Grönroos 1999, p. 294; Kazmi 2008, p. 177; Pan/Tse 2000, p. 535).

A **joint venture** includes the establishment of a firm by two companies from different countries in order to benefit from financial, management and marketing advantages. The partner firms share both profits and costs of the JV, whereby the degree of control is defined by the size of the firms' shares. Thus, JVs can be differentiated in minority, 50/50 and majority JVs. Often, this form of market entry is chosen, if full ownership of a company is legally not possible, political uncertainties exist or if local

market know-how and distribution networks need to be established rapidly. International JVs often face the challenge of conflicting interests, based on cultural aspects, expectations, business practices, management principles as well as communication problems resulting from the geographic distance and language barriers between the parent company and the foreign JV (cf. Busch/Fuchs/Unger 2008, p. 172f.; Pan/Tse 2000, p. 538; Tian 2016, p. 105).

A **wholly-owned subsidiary** may be either established in form of a Greenfield venture or as merger & acquisition (M&A). While Greenfield venture entails starting a new firm from scratch, M&A includes the purchase of an already established local company. Basically, Greenfield allows to build up the enterprise in the desired way more easily as it can be very hard to change the culture or operating routines of an acquired entity. However, establishing a totally new firm takes years and thus, the risk of competitors pre-empting the market exists (cf. Tian 2016, p. 106f.).

Advantages of Joint Venture	Disadvantages of Joint Venture
• Suitable if import restrictions exist in host country • Accelerated market entry • Market know-how of local partner • Economies of scale and scope • Reduction of capital requirements • Risk sharing • Decrease of rivalry in a particular market	• Lack of autonomous decision-making • Possible discrepancies between partners • High coordination effort required • High need of human resources • Profits are shared • Difficulties of finding right partner
Advantages of Greenfield Venture	**Disadvantages of Greenfield Venture**
• Establishment of firm adapted to country's culture • No need of suitable acquisition candidates • Strategies more compatible with overall corporate strategy • Simple integration of subsidiary into the entire organisational structure	• Time-consuming • Economies of scale only available after a while • Lack of country- and culture-specific know-how • Increase of rivalry in particular market
Advantages of Acquisitions	**Disadvantages of Acquisitions**
• Rapid market entry and penetration • Economies of scope • Rapid payback of investmetns • Existing business relations and human resources • Acquisition of skills and qualifications • Taking advantage of the acquired firm's image	• Small number of acquisition possibilities • High resource demand • Aversion towards foreign investors • Lower commitment and satisfaction of employees • Problems regarding financial, structural, strategical and cultural integration

Table 10: Advantages and Disadvantages of Investment Entry Modes (based on Kutschker/Schmid 2011, p. 891 - 922)

5.3.3. Online Market Entry Strategy

In recent years, the internet and e-commerce have enabled the distribution and sale of digitised goods and services from anywhere in the world, all around the clock. As

electronic marketing can be administered from anywhere on the globe reaching customers throughout a large international market, the service provider is not bound to a certain location. Thus, the choice of a market entry mode as well as the market selection are both influenced by the development of the internet. Electronic marketing as internationalisation strategy means that a service company is able to expand its accessibility by the use of advanced electronic technology. So, the internet offers firms a further option to communicate and sell the firm's offerings, collect data about the buying habits and patterns of customers as well as to use network partners in order to arrange delivery and payment. International supply of services via electronic instruments creates value in the supply chain by reducing various market entry barriers. Due to the lacking resources of SMEs, the internet represents a cost-efficient opportunity of doing business in foreign markets and helps to overcome four main SME internationalisation barriers (cf. Javalgi/Martin/Todd 2004, p. 560ff.; Dung Le/Rothlauf 2008, p. 4; Grönroos 1999, p. 295; Eixelsberger/Sternad/Stromberger 2016, p. 1; Hamill 1997, p. 312).

Those barriers are:

- **Psychological Barriers** as the internet can increase international awareness and commitment trough the access to global information sources;
- **Operational Barriers** since export documentation is simplified by electronic data transfers and payments;
- **Organisational Barriers** due to cost-efficient market research possibilities, improved international know-how and lower dependence on traditional intermediaries;
- **Product/market Barriers**, as the internet eases the selection of countries and provides international customer feedback (cf. Hamill 1997, p. 312)

Besides the reduction of entry barriers, also international communication and search costs can be lowered by the use of the internet as entry strategy. However, a study about e-business companies by Dung Le and Rothlauf has shown that simply setting up a website for each country is not enough for a successful internationalisation. The firms investigated in this study mentioned the great importance of being physically present in key markets. Another study by Moen/Gavlen/Endresen has demonstrated that in the internationalisation process of small software firms the internet mainly takes over the role as tool for maintaining relationships, due to its ability to distribute information independently of geographical distance and time

constraints (cf. Zekos 2005, p. 60; Dung Le/Rothlauf 2008, p. 22; Moen/Gavlen/Endresen 2004, p. 1246).

5.3.4. Factors Influencing Entry Mode Decision

A company's choice of its entry mode represents a complex process as the selection is often influenced by a number of conflicting forces. Those forces can be classified in four different categories, shown in Figure 14 (cf. Hollensen 2016, p. 352).

INTERNAL FACTORS

- Firm size
- International experience
- Product complexity
- Product differentiation advantage
- Risk-taking willingness
- Competitiveness
- Corporate leadership style

EXTERNAL FACTORS

- Socio-cultural distance
- Country risk
- Market size and growth
- Direct and indirect trade barriers
- Intensity of competition
- Small number of export intermediaries

Entry Mode Decision

DESIRED MODE CHARACTERISTICS

- Risk averse
- Control
- Flexibility

TRANSACTION-SPECIFIC FACTORS

- Tacit nature of know-how
- Opportunistic behaviour
- Transaction costs
- Frequency of transactions
- Uncertainty

Figure 14: Factors Influencing Entry Mode Decision (based on Hollensen 2016, p. 352; Zentes/Swoboda/Schramm-Klein 2013, p. 274 - 280)

Besides the above-mentioned criteria, further structural factors that are influencing the export of e-services are:

1. **Technical Infrastructure**

   Technical infrastructure describes the access to e-commerce, which consists of two main components: the access to internet services (1) and the access to electronically traded services (2).

2. **Governmental/Regulatory Infrastructure**

   Regulatory and commerce infrastructure, which includes factors such as legal services, currencies, clearing systems as well as banking and financial networks, are of great importance for the adoption of e-commerce and the reduction of many structural barriers. Legal issues like software copyrights,

trademarks or intellectual properties must be considered in e-commerce and a clear legislation is necessary to promote e-commerce globally.

3. **Economic/Non-economic Factors**

E-commerce is all about speed, connectivity, as well as sharing and exchanging goods, services and information. Thus, e-commerce also affects the way business is conducted across many service industries around the globe.

4. **Social/Cultural Factors**

Cultural elements like language, colours, values, education and religion are forces influencing an individual's perception and attitude towards the usage of the internet. Especially language, education and the technical infrastructure are three key factors for countries lagging behind in the growth of e-business. For example, in countries where the majority of people is English-speaking, there exists the highest internet diffusion. Thus, the diffusion of e-commerce is clearly linked to cultural differences (cf. Javalgi/Martin/Todd 2004, p. 563 - 566; Panangaryia 2000, p. 966; Javalgi/Ramsey 2001, p. 376; Sprano/Zakak 2000, p. 114 - 122).

5.3.5. Selection of Right Entry Mode

The selection of foreign entry mode by service companies particularly depends on the extent of service-specific characteristics. The approach of Vandermerwe and Chadwick shown in Figure 16, represents a model for the entry mode decision based on constitutive characteristics (cf. Meffert/Bruhn 2012a, p. 457).
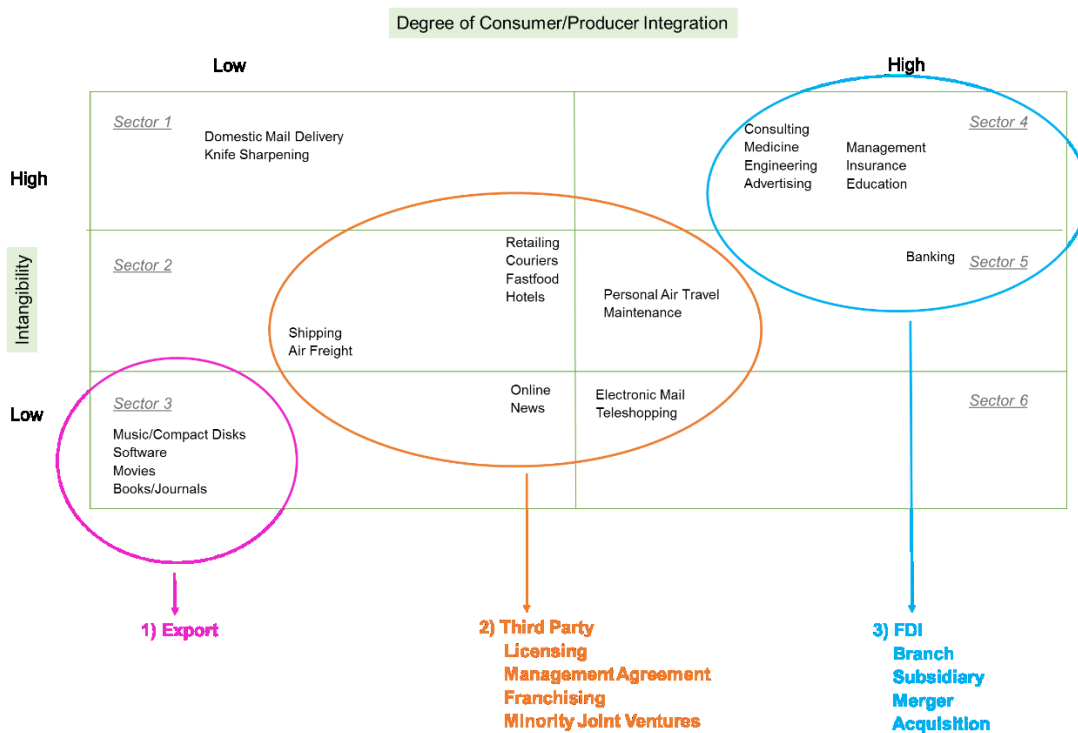
Figure 15: Entry Modes for Services (based on Vandermerwe/Chadwick 1989, p. 84; Meffert/Bruhn 2012a, p. 457)

As Figure 15 demonstrates, export is especially suitable for refined or digitised services (cf. Meffert/Bruhn 2012a, p. 457).

Market entry modes differ from each other in multiple aspects. For the selection of the right mode, the different entry forms can be characterised along a number of evaluation criteria. The six most important dimensions are:

- **Control**

  The degree of control varies across different entry modes; and determines how much control management has over operations in international markets. While export modes are characterised by low control, investment modes like wholly-owned subsidiaries provide the most control since full ownership allows determining the firm's own direction. However, also within the group of investment modes, the level of control differs, e.g. Joint Ventures reduce the degree of management control as there might be conflicts where goals of the partners diverge.

- **Resource Commitment**

  Resource commitment refers to financial, physical and human resources, which entities employ for entering new foreign markets. This dimension is closely

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linked to control, because the higher the control, the higher the resource commitment.

- **Costs and Profit Potential**

  Different entry modes include diverse costs of serving the chosen market. Producing in the domestic market may has the advantage of lower production and logistics costs, but can also lead to a reduction in economies of scale and thus, to higher unit costs. Although the revenue is shared in cooperation modes (JV), the revenue might be higher due to a greater knowledge base.

- **Flexibility**

  Flexibility describes a company's ability to rapidly change entry modes with minimal costs. This dimension is also closely linked to resource commitment since the more resources tied to a specific market, the less flexibly a company can react and change its strategy. Thus, investment modes are the least flexible ones, while exporting allows a firm to terminate an agent contract for a short-time period.

- **Partner resources**

  Besides financial resources, local partners also provide local market know-how, existing customer relations and access to different distribution networks.

- **Knowledge dissemination**

  Knowledge dissemination describes the risk of a partner expropriating firm-specific advantages in know-how and using it against the company's interests. Dissemination risks are the lowest for investment modes, while licensing is associated with high dissemination since this entry mode is created for the purpose of exchanging information between entities (cf. Grünig/Morschett 2012, p. 143f.; Driscoll/Paliwoda 1997, p. 63 - 68; Hill/Hwang/Kim 1990, p. 119; Hollensen 2016, p. 357).

A systematic evaluation process for the market entry mode decision represents the two-step approach of Grünig/Morschett. The first step of this process includes the **elimination of less suitable entry modes** (1) based on external and internal conditions. Secondly, the **best suitable entry mode is selected** (2) within a detailed evaluation (cf. Grünig/Morschett 2012, p. 207).

(1) Possible instruments for the rough selection of potential entry strategies are checklist methods, scoring models or portfolio analyses. **Checklist methods** are particularly applied for eliminating unsuitable entry modes by investigating

whether the previous-defined evaluation criteria are fulfilled or not. In order to retain an entry form in the selection process, all criteria must be fulfilled. Alternatively, it is also possible to eliminate those entry modes which least meet the requirements or to define must-requirements, which have to be fulfilled in any case. Further details about the checklist approach are in the appendix (cf. Appendix, p. A-4f.; Berndt/Fantapié Altobelli/Sander 2016, p. 134, 192; Herrmann/Huber 2013, p. 165; Freter 2008, p. 223).

(2) For the detailed entry mode evaluation and selection, a **scoring model (value-benefit-analysis)** should be applied as this instrument helps to effectively structure a firm's action alternatives. Based on the decision-maker's preferences, different elements of those alternatives are organised by using a multidimensional target system. Both quantitative and qualitative aspects can be combined within a value-benefit-analysis and are then weighted due to their importance. Criteria with higher relevance imply also a greater weighting. Although the weighting and the evaluation of the elements are results of subjective assessments, the scoring model has several advantages, shown in Figure 16 (cf. Grünig/Morschett 2012, p. 147; Zangemeister 2014, p. 45; Lohaus/Habermann 2012, p. 88).
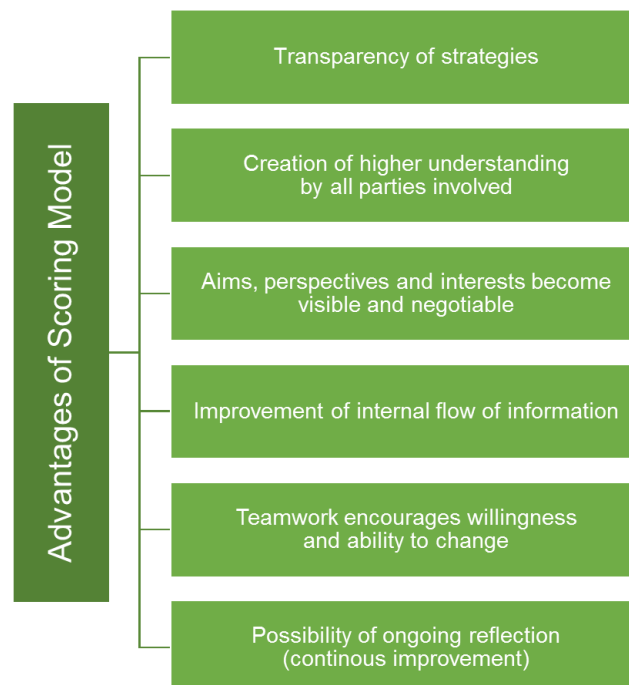
Figure 16: Advantages of Scoring Model (based on Viktor/Heister 2015, p. 70)

The detailed procedure of the value-benefit-analysis is explained in the appendix (cf. Appendix, p. A-7).

5.4. Market Entry Timing

Another aspect within strategic market entry decisions represents the selection of the right market entry timing. A timing strategy comprises the planning, execution and realisation of a firm's market entry time and depends on a variety of different environmental factors. On the one hand, a firm has to determine the sequence of market entries in multiple markets (transnational timing strategies), on the other hand it also has to decide on the entry timing in relation to competition (country-specific timing strategies) (cf. Neubert 2006, p. 49; Meffert/Bruhn 2012a, p. 157; Meffert/Bruhn 2012b, p. 846; Kutschker/Schmid 2011, p. 986).

5.4.1. Transnational Timing Strategies

In the context of transnational timing strategies, a company has to decide whether markets are entered gradually or simultaneously by the firm. Thus, three main approaches can be differentiated (Figure 17) (cf. Roehr 2004, p. 75; Swoboda 2002, p. 95).
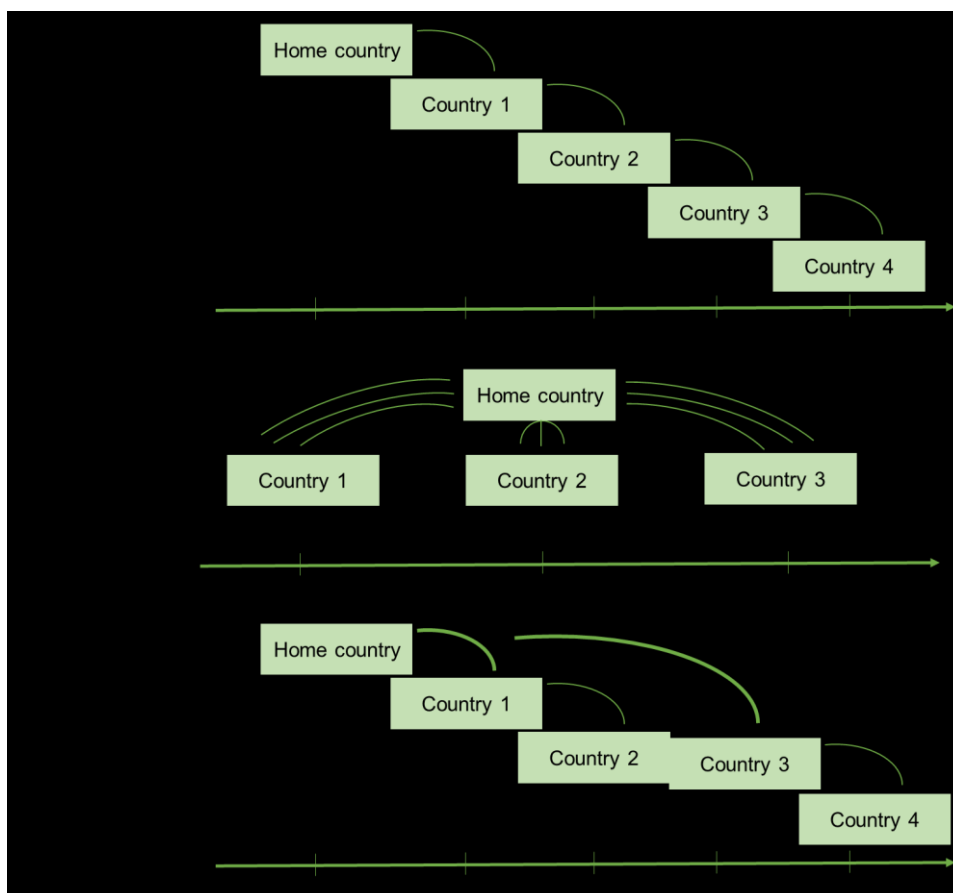
Figure 17: Timing Strategies for Market Entry (Swoboda 2002, p. 95)

1. The **waterfall model** is characterised by a gradual entry of foreign markets, which means that markets are cultivated one by one, after a comprehensive information search of the particular market. Firstly, the most promising markets which are similar to the home market are entered. If the position on these markets is ensured, the company continues by entering further markets. So, the heterogeneity of foreign markets increases with each step. The waterfall model is suitable for companies with limited resources, which are not able to serve multiple markets simultaneously. Furthermore, this approach also enables a better risk control since foreign activities can be cancelled on each step and firms can therefore exploit the experience gained in the different markets. However, for easily imitable goods or services, the waterfall model provides the danger of competitors launching similar offerings earlier.

2. The **sprinkler model** means entering all relevant markets simultaneously. This approach provides the advantage of building up market entry barriers for new entrants and to spread the risks on several markets.

3. The **selective approach** is a combination of the above-mentioned methods. While the firm concentrates its resources on selected markets, the decision whether markets are entered simultaneously or gradually depends on the situation (cf. Meffert/Bruhn 2012b, p. 846; Berndt/Fantapié Altobelli/Sander 2016, p. 184 – 187; Kutschker/Schmid 2011, p. 991f.; Zentes/Morschett/Schramm-Klein 2016, p. 169).

5.4.2. Country-specific Timing Strategies

Country-specific timing strategies define whether a company enters a market promptly or lately compared to its competitors. Thus, the pioneer and the follower strategy can be differentiated (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 187).

A **pioneer** enters a market as the first company. In order to prevent market entries by new entries, the pioneer aims at building up market entry barriers such as know-how, economies of scale or strong customer relationships. Nevertheless, a pioneer faces high market entry costs and risks. While an **earlier follower** enters a market directly after the pioneer, a **late follower** is characterised by a comparatively late market entry. Reasons for entering a market as follower are for example already available market data, avoidance of misinvestments or learning from pioneer's mistakes. However, followers have to overcome market entry barriers and

compensate the pioneer's competitive advantage (cf. Meffert/Bruhn 2012a, p. 158 - 160; Roehr 2004, p. 76).

5.4.3. Selection of Right Timing Strategy

Due to the fact that a software system consists of multiple software modules, which might be independently marketable, the decision on the right timing strategy can also be taken for each individual module or service. While a pioneer strategy should be pursued with strategically important software modules/service components, follower strategies might be more suitable for other elements. Thus, in terms of timing, software companies can enter the market with the entire software system or gradually with single system elements based on customers' successive procurement structures (cf. Wimmer/Zerr/Roth 1993, p. 35).

5.5. Firm-specific Aspects for Market Entry

When SMEs expand their activities to international markets, an organisational structure that enables the leadership and management to effectively support, guide and control the growing organisation, has to be set up. Such an organisational structure involves the components integrating mechanisms, vertical and horizontal differentiation (Figure 18) (cf. Doole/Lowe 2005, p. 155; Hill 2014, p. 412).
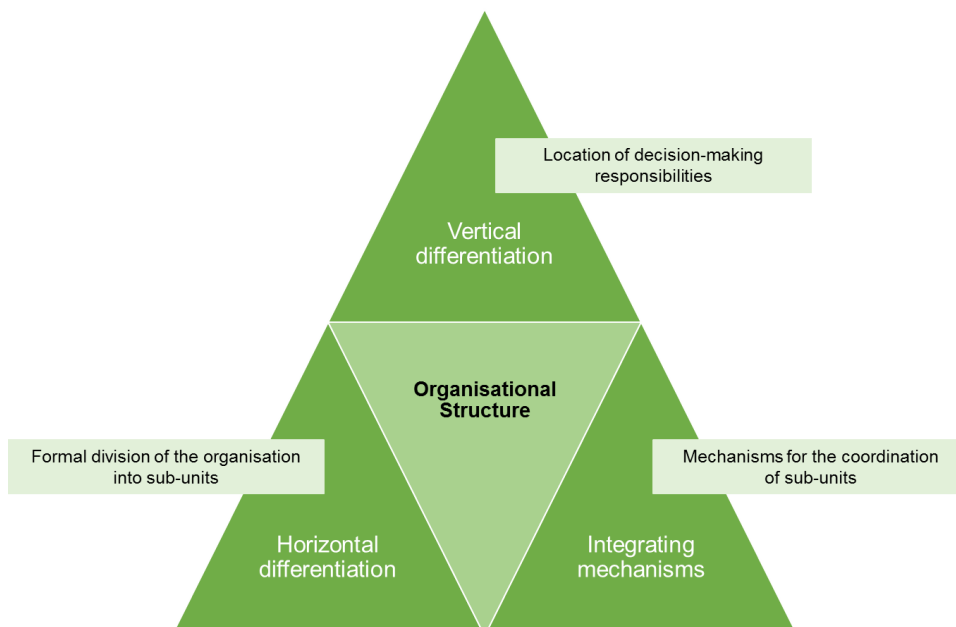
Figure 18: Components of Organisational Structure (based on Hill 2014, p. 412)

Regarding vertical differentiation, a firm has to decide whether allowing subsidiaries making strategy, finance, marketing and production decisions (**decentralisation**) or

centralising the decision-making at corporate headquarters (**centralisation**). The horizontal differentiation defines if domestic and foreign businesses are separated (**differentiated structure**) or merged (**integrated structure**) within the organisation or if there is a simultaneous realisation of market proximity and efficiency (**network structure**). However, in the early stage the internationalisation of a firm rarely influences the organisational structure. Especially at SMEs, the person responsible for foreign business is directly subordinated to the corporate management (cf. Griffin/Pustay 2015, p. 420; Roehr 2004, p. 82f.).

5.6. Success Factors of Market Entry

Success factors are *"…the limited number of areas in which results, if they are satisfactory, will ensure successful competitive performance for the organization"*. This means that within those key areas things have to work well, so that the business flourish (Rockart 1979, p. 85).

Figure 19 shows market entry success factors defined by Neubert.

Success Factors of Market Entry

Qualifications of employees/project members	Balanced staffing with locals, expatriates and specialists
Company-readiness for internationalisation	Reconsiderations of financial and human resources, organisational structure, foreign business' share of turnover
Management of expectations	Involvement of decision-makers in ongoing foreign events
Transfer of know-how and experiences	Learning speed of company determines the market success significantly
Manager's personal attitude	Appreciation for task complexity, curiosity and respect towards various cultures and willingness to learn

Figure 19: Success Factors of Market Entry by Neubert (based on Neubert 2006, p. 310 - 314)

Furthermore, the 'Going International' study by Faix et al. has identified different success factors in foreign business, ranked by their level of importance (Figure 20).
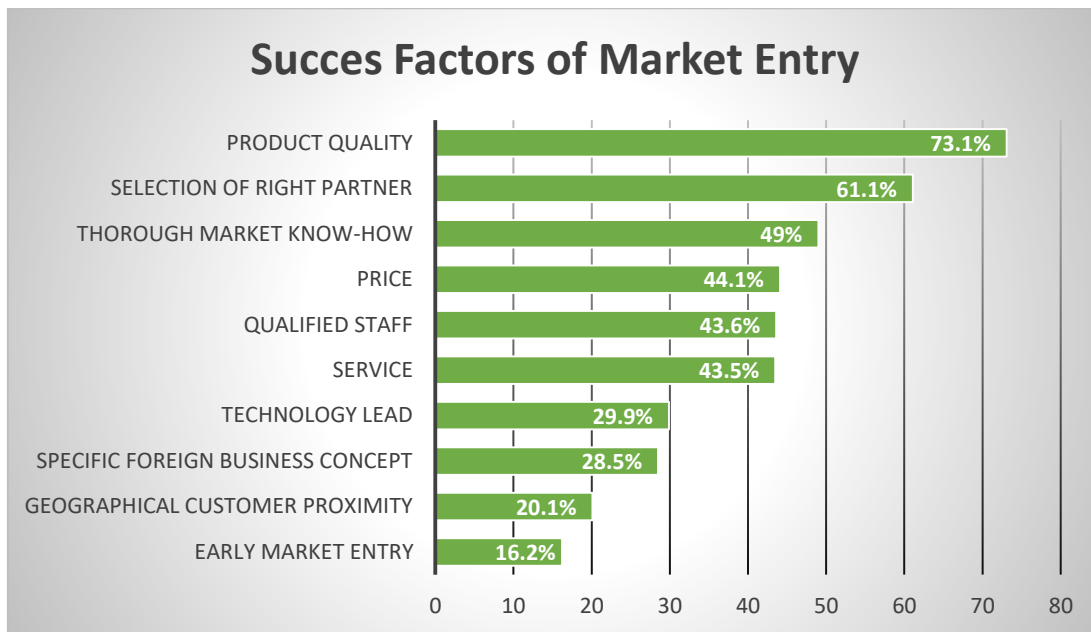
Figure 20: Success Factors of Market Entry by Faix et al. (based on Faix et al. 2006, p. 164)

5.7. International Marketing Mix

The focus of the operational international marketing planning is placed on the development of the individual marketing instruments, also referred to as marketing mix. The design of an effective marketing mix should include the decisions made in the entire international marketing strategy. Thus, decisions from international goals, market segmentation or entry mode represent the basis for the marketing mix development (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 249; Katsioloudes/Hadjidakis 2007, p. 285).

5.7.1. Introduction to International Marketing Mix

Basically, the planning and designing of the international marketing mix is similar to the one of national marketing, but requires the consideration of country-specific conditions like technical/legal restrictions or cultural differences. Besides defining which instruments to integrate in the international marketing mix and how to use and design them from a country-specific perspective, companies face the key question to which extent the marketing mix elements product, price, place and promotion (Figure 21) should be standardised or adapted (cf. Zentes/Swoboda/Schramm-Klein 2013, p. 353 – 359; Czinkota/Ronkainen/Moffett 2001, p. 486).
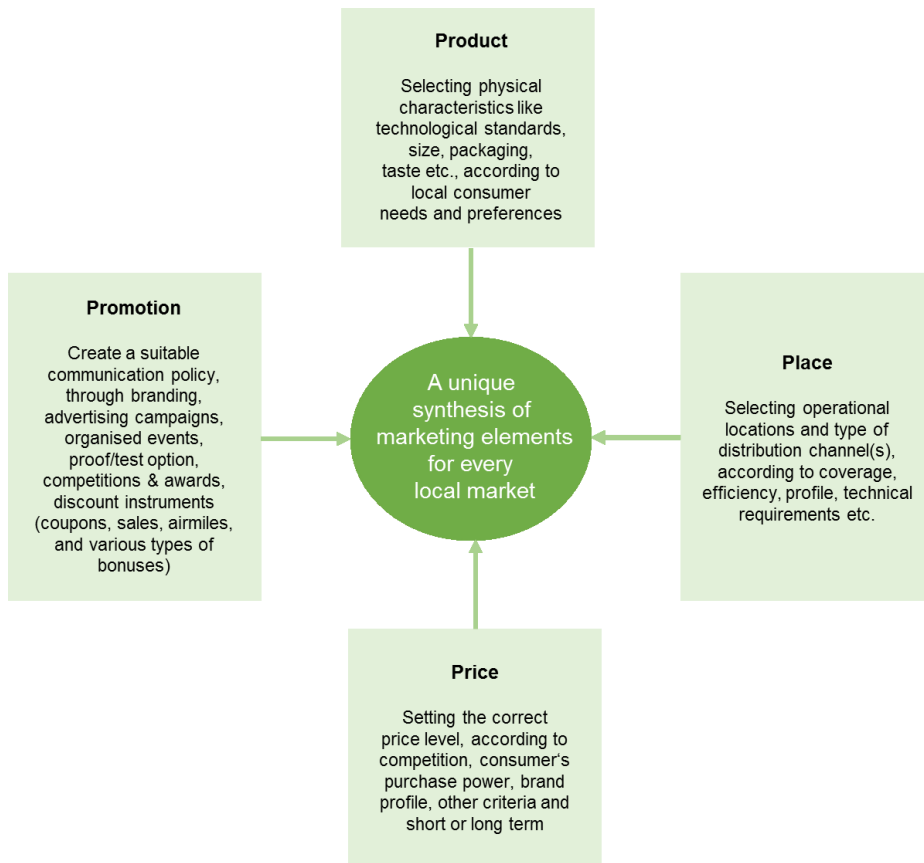
Figure 21: International Marketing Mix (Katsioloudes/Hadjidakis 2007, p. 285)

As this thesis concentrates on the international marketing communication of Koerbler's software brand KundenMeister, the following chapter only deals with the promotion of the international market mix.

5.7.2. International Promotion & Communication in the Software Industry

International promotion is defined as the planning, execution and control of numerous communication activities in the different foreign markets as well as their integration to one communicational mix in order to achieve the firm's promotional goals. Figure 22 shows the wide range of communication activities available for entities (cf. Berndt/Fantapié Altobelli/Sander 2016, p. 365).

Figure 22: Instruments of Market Communication (based on Busch/Fuchs/Unger 2008, p. 455)

The strategic scope for the above-mentioned instruments represents the corporate identity (CI) policy. A CI is defined as desired situation which expresses the individual character and uniqueness of a company and thus, enables an easy identification and differentiation of the firm to competing enterprises by its target groups. The main components of the CI are the corporate design, corporate communication and corporate behaviour (cf. Bernd/Fantapié Altobelli/Sander 2016, p. 372; Perlitz/Schrank 2013, p. 527).

Another major issue within a firm's overall marketing strategy is the branding policy (cf. De Mooij 2014, p. 33). A brand is "*…a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers*" (AMA n.d.). Basically, due to distinctive service characteristics like intangibility, services are barely patentable and customers perceive a higher purchase risk. Thus, especially for service firms, branding plays an important role as strong brands increase customers' trust. So, the main function of a brand is to create trust and provide orientation. Figure 23 represents further brand functions both from customers' as well as from companies' perspectives (cf. Kotler et al. 2009, p. 451; Busch/Fuchs/Unger 2008, p. 901).
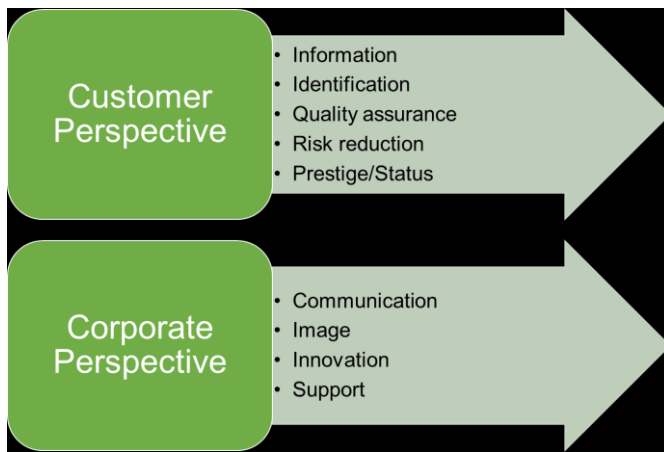
Figure 23: Functions of Brands (based on Busch/Fuchs/Unger 2008, p. 901)

Regarding the execution of international marketing communication, one crucial aspect is the decision whether to develop uniform communicational instruments across foreign markets (**standardisation**) or to adapt them locally (**differentiation**). While in standardised communication strategies national desires and preferences are not taken into account, differentiating the communication instruments enables a firm to address various target groups and to react more flexible to local competition and customers. Further reasons for and against standardisation are stated in Table 11. (Berndt/Fantapié Altobelli/Sander 2016, p. 415; Perlitz/Schrank 2013, p. 529 - 532).

Reasons for Standardisation	Reasons against Standardisation
• Cost benefits (e.g. Advertising material) • Internationally uniform image • Increasing transnational homogeneity of consumer preferences • Bundling of financial resources	• Lack of considerations of country-specific particularities • Possible loss of efficiency • Different consumer preferences • Danger of "statement trivialisation"

Table 11: Reasons for and against Communication Standardisation (based on Berndt/Fantapié Altobelli/Sander 2016, p. 416)

Software communication has to deal with the fact that the software advertised consists of several elements and often represents a very technologically complex solution. Therefore, the software provider has to convey its system expertise instead of promoting single components. However, this should not be done by overemphasising technological arguments, but by aligning the communications mix to the problems and expectations of the target users. Important communication instruments in software marketing are therefore customer magazines, direct mailings as well as presentations and demonstrations during fairs, at reference companies or on site at the customer's premises. Often software elements are

implemented gradually and thus, direct marketing measures positively impact the credibility, customer loyalty and need for explanation. Besides those classical communication instruments, also 'newer' tools are appropriate for IT marketing (cf. Wimmer/Zerr/Roth 1993, p. 36f.; Bauer 1991, p. 242; Gerth 2015, p. 512).

Special advertising formats of media advertising	Programme cut-ins; programme sponsoring; TV infomercials; flyers in print media
Online Advertising	Display ads as online version of classical ads; commercials in social media, paid ads (SEA); ads on partner websites (Affiliates); in-text-advertisements (branded keywords)
In-Game/In-Video ads	Integration of advertisements in videoclips or computer games
Special advertising formats of outdoor advertising	Large formats (mega posters); ads via „ambient media" (advertising in living environment of target group), e.g. stairs, petrol nozzles, free postcards; digitized ad spaces (info-screens, videoboards)
Branded Content	Creation of concepts with journalists for the integration of products/brands in editorial content (as alternative to product placement)
Social Networking	Publication of branded content via social profiles like Facebook, YouTube, Twitter etc.; provision of social media buttons to share or forward brand messages
Viral Advertising	Provision of prepared brand messages, e.g. video clips in the internet; the dissemination is carried out by the target group itself
Mobile Advertising	Advertisements and promotional offers via mobile devices (smarphones, tablets); often in conjunction with local connections

Figure 24: New Communication Instruments for Software Firms (based on Gerth 2015, p. 513)

The communication tools presented in Figure 24, provide new possibilities for software firms to communicate with target customers and accompany the customer journey through several offline and online touchpoints. With each additional channel, the importance of integrated communication increases. This means that all measures have to be coordinated in form, content and time. Furthermore, in the B2B sector purchase decisions are mainly made by multiple persons ('buying centre') and so, a target-oriented communication adapted to their information needs is an important aspect in software promotion. As buying centres often face complex buying decisions, time pressure and information overload, developing a strong B2B brand can help to demonstrate security and quality. Brand communication in the IT sector generally involves reputational factors like competency, innovation or tradition. However, as those factors are used by a large number of providers, differentiation is rarely possible and so, emotional communication messages are more effective (cf. Gerth 2015, p. 158 - 531; Wimmer/Zerr/Roth 1993, p. 37).

6. Graphical Summary of Theoretical Part

Figure 25 represents a customised market entry concept for Koerbler GmbH based on a comprehensive literature review. In the first step an internal and external analysis is conducted, including the analysis of UK's economic, political/legal, socio-cultural and technological environment as well as the analysis of potential customers and competitive structure of the British software market. After merging the analysis results within a SWOT, the strategic and operational planning is carried out. Thus, strategies such as segmentation, entry mode and timing are defined and the promotion and communication mix are designed. Based on the decisions, a clear action plan including measures and costs, is developed. Finally, recommendations and measures are given regarding implementation and controlling aspects.
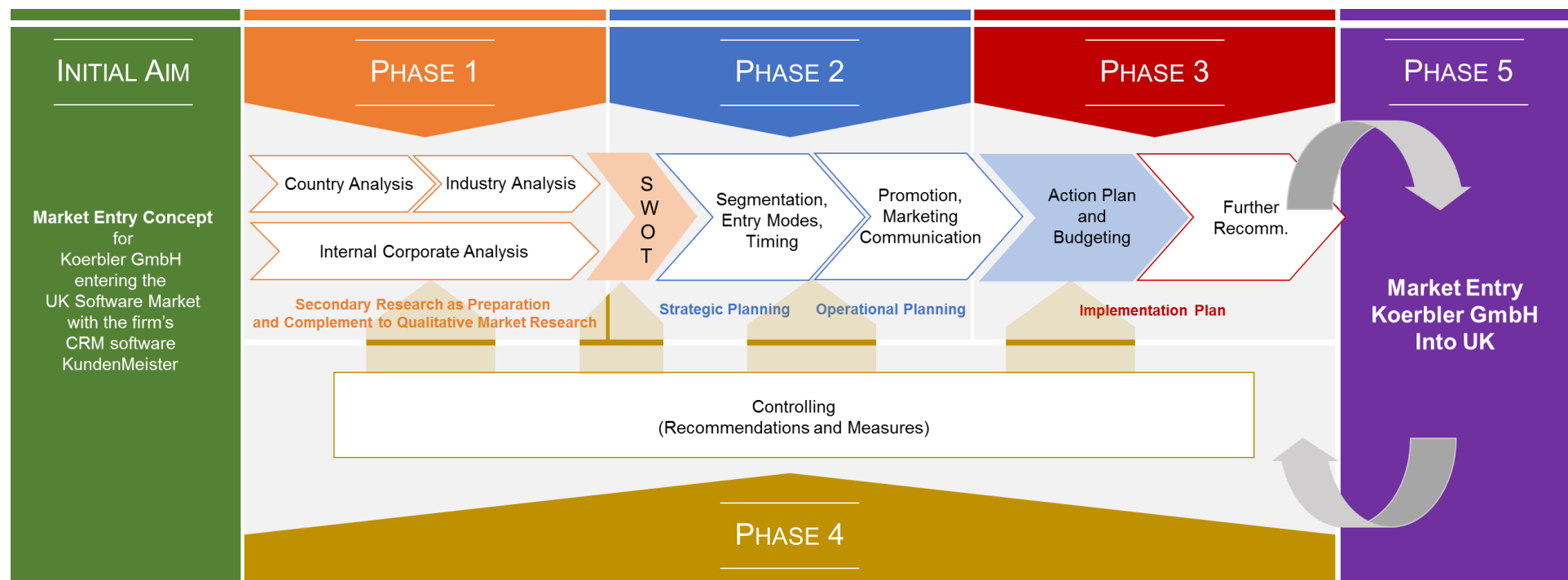
Figure 25: Graphical Summary of Theoretical Part (own presentation)

7. Koerbler GmbH

This master thesis aims to develop a market entry concept for the Austrian web agency Koerbler GmbH, situated in Leitring in the south of Styria. In the following chapter the company's history, services as well as target groups and competitors are described.

7.1. History

Koerbler GmbH is an Austrian digital marketing company which was founded as one-man business in 2002 by today's CEO Mario Körbler. The transformation of the agency into a limited liability company was carried out in 2013. Since the firm's foundation Koerbler is growing continuously. The company's total turnover nearly increased eight-fold from the year 2008 until 2015. Regarding workforce, the peak was reached in 2015 with a total number of 30 employees. Today the company employs 25 people (cf. Körbler 2016). Figure 26 shows the corporate development of Koerbler by comparing the entity's turnover with total personnel costs from 2008 until 2015.
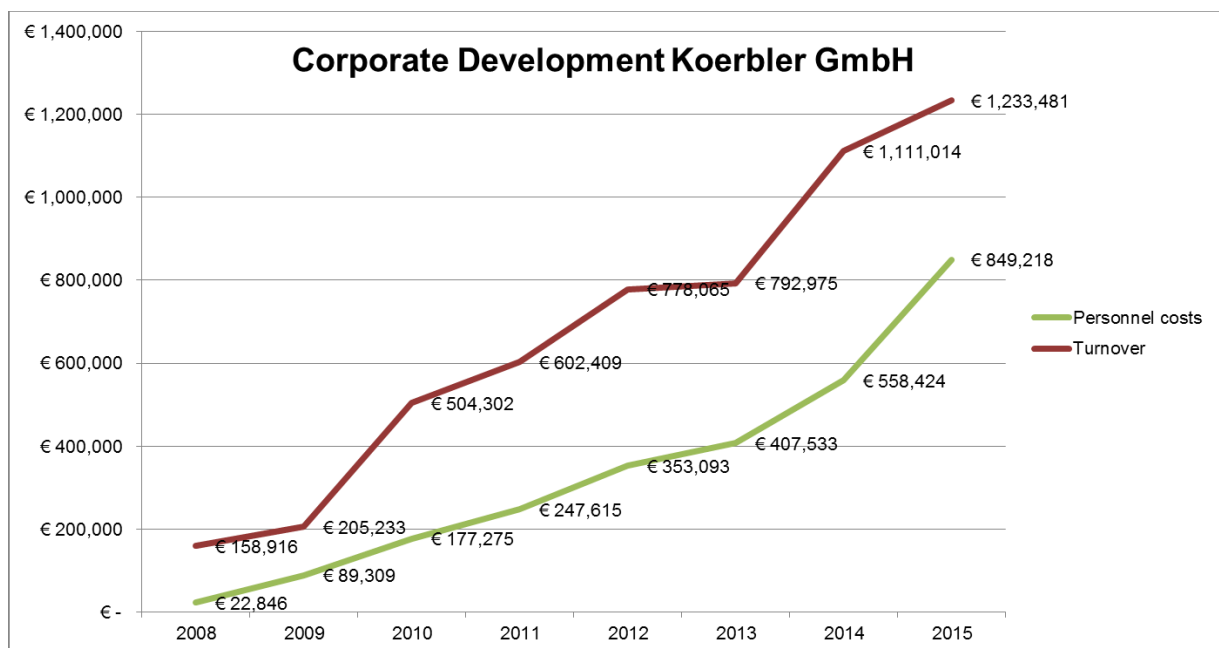
Figure 26: Corporate Development Koerbler GmbH (own presentation)

Based on the functional organisational structure of Koerbler, staff is grouped into functional areas and departments (cf. Körbler 2016). Figure 27 represents the entity's organisational chart.
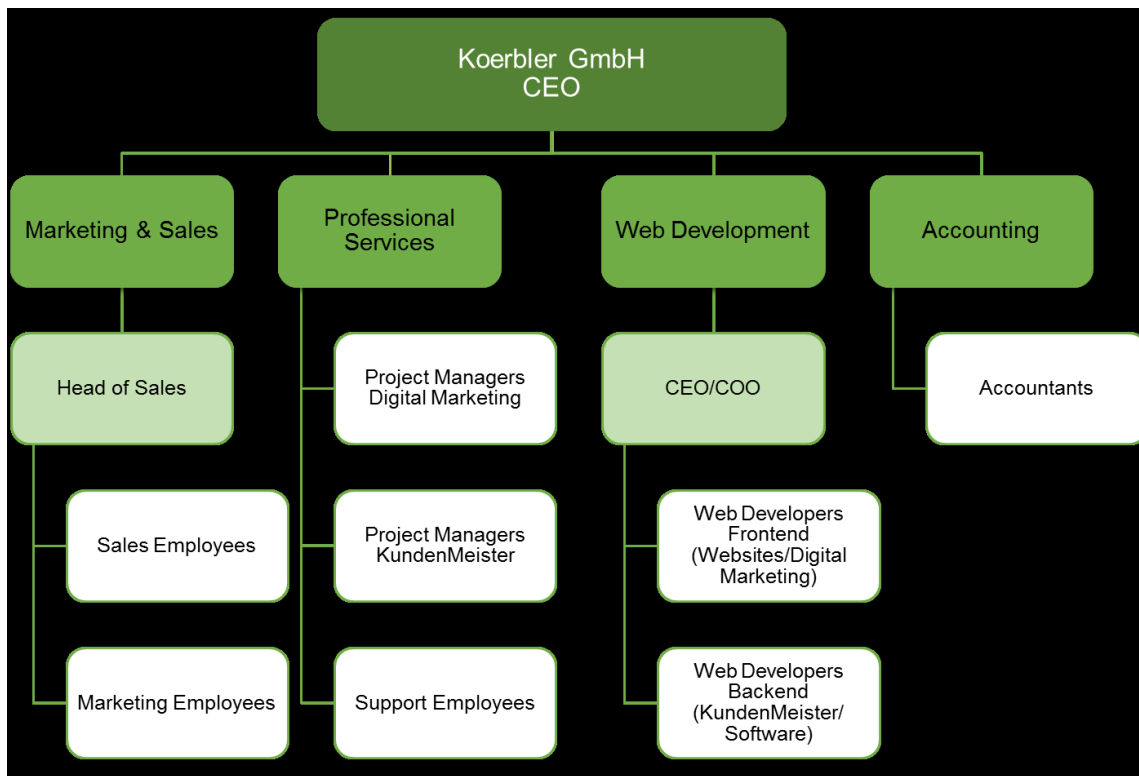
Figure 27: Organisational Structure Koerbler GmbH (own presentation)

Moreover, in some departments, e.g. Professional Services or Web Development, employees responsible for digital marketing activities and for software development can be differentiated (cf. Körbler 2016).

7.2. Business Areas and Services

The main business of Koerbler includes the execution and implementation of web-based projects, focusing on digital marketing activities and software development. Thus, the company's service offerings can be divided into four main areas: websites and web shops, hosting, online marketing consultancy as well as software development (cf. Koerbler 2009/ Körbler 2016). Figure 28 demonstrates the share of each business area in total turnover.

Figure 28: Share of Koerbler's Business Areas in Total Turnover (own presentation)

Regarding websites and web shops the firm's services range from the design through to the final implementation of the internet presence. Moreover, Koerbler undertakes the domain registration as well as additional services like web and e-mail hosting. In the field of online marketing the agency offers consulting services regarding Search Engine Optimisation (SEO), Social Media Marketing, Affiliate and SMS Marketing. Finally, the fourth business area includes the development of individual software solutions and the sale of the firm's own CRM software (cf. Koerbler GmbH n.d./Körbler 2016).

7.3. Target Groups and Competitors

Since the market entry concept is written for Koerbler GmbH's CRM software brand KundenMeister, this sub-chapter concentrates on the target groups and competitors within the business area of software development.

Koerbler is operating in the B2B sector and provides its services to all types of organisations from every business industry. Currently, more than 500 companies use the CRM software KundenMeister for managing their daily business operations and customer relationships. The main customer base is located in Austria, ranging from recruiters, sports clubs and health organisations to businesses in the tourism, retail or media industry. However, the web agency also has few customers in Germany and one major client in the UK. Regarding the sizes of companies, 95 percent of the 500 total CRM customers are SMEs, whereas the other five percent represent large concerns (cf. Körbler 2016).

Besides CRM software providers, competition is also seen in providers of other software systems, for example Enterprise Resource Planning (ERP), Document Management System (DMS), Business Intelligence (BI) or Human Resource (HR), since unlike any other CRM software, KundenMeister combines features of several enterprise solutions (cf. Körbler 2016).

8. Market Research

Market research is defined as the systematic collection, preparation, analysis and interpretation of relevant information about the market and influencing factors in order to take appropriate marketing decisions. Firstly, it has to be defined if a secondary or primary market research should be executed. While secondary means that information is obtained through already existing data, a primary research includes a new, specific data collection. The data for the situation analysis, which includes both the external analysis of global conditions and the industry as well as the internal analysis of corporate strengths and weaknesses, is obtained through secondary market research. As in many cases, the secondary research of this thesis serves as a preparation and complement to the primary research (cf. Fantapié Altobelli 2011, p. 4; Kuß 2012, 15; Olbrich/Battenfeld/Buhr 2012, p. 67). Figure 29 illustrates the procedure of the market research conducted within those thesis.

Situational Analysis
- Internal Analysis (Potential Analysis)
- External Analysis (Country Analysis – PESTLE, Industry Analysis – Porter's 5 Forces)

Research Design
- Research Targets (based on Research Question)
- Methods of Investigation (Quantitative vs. Qualitative Methods)
- Research Sample (Sampling Procedures, Definition of Sample Groups)
- Data Analysis (Analysis Methods for Qualitative Interviews)

Qualitative Interviews
- Interview Guides (for each Sample Group)
- Contacting of Sample Groups (Search for Experts according to defined research sample)
- Execution of Interviews (15 Qualitative Interviews)
- Evaluation and Interpretation of Interviews (Analysis and Summary of Interview Results)

Figure 29: Procedure of Market Research (own presentation)

8.1. Situation Analysis

As mentioned in the theory of this thesis, the situation analysis forms the first step in an internationalisation concept and results will complement to the following primary market research. This chapter concentrates on the assessment of internal (company) and external (country and industry) factors that Koerbler has to consider when entering the British software market.

8.1.1. Internal Analysis

The potential analysis is used for the evaluation of Koerbler's internal situation in order to identify the firm's strengths and weaknesses. As a first step, the most relevant criteria (potentials) for being successful in a foreign market are defined. Those criteria have already been mentioned in theory. Next, a rating scale is set up to be able to assess the own company and the market leader of the CRM software industry regarding the defined potentials. For this evaluation a numerical rating scale from +3 to -3 is chosen, as this allows the respondents to clearly state whether the named potential is seen as strength (positive value) or weakness (negative value). Rating scales are ordinal scales which enable subjective rankings of qualitative data. By adding numerical values to the scale it can be analysed for which of the companies the criterions are pronounced stronger or weaker. Additionally, by an even number of scale values a certain centrality effect can be avoided, forcing respondents to choose between the 'positive' or 'negative' scale side (cf. Bortz/Döring 2006, p. 69; Berger-Grabner 2016, p. 123; Asche 1990, p. 112).

For the potential analysis within the Koerbler GmbH, a questionnaire for the CEO, head of sales and project managers is developed (cf. Appendix, p. A-8 – A-11). The individual outcomes of the four completed questionnaires are then summarised by calculating the average for each criterion both for Koerbler and Salesforce, which is - with a 21.1% annual growth rate and absolute growth of over $902 million in CRM revenue - the market leader in CRM business (cf. Columbus 2016). The final result of the potential analysis is presented within a graphical profile (Figure 30).
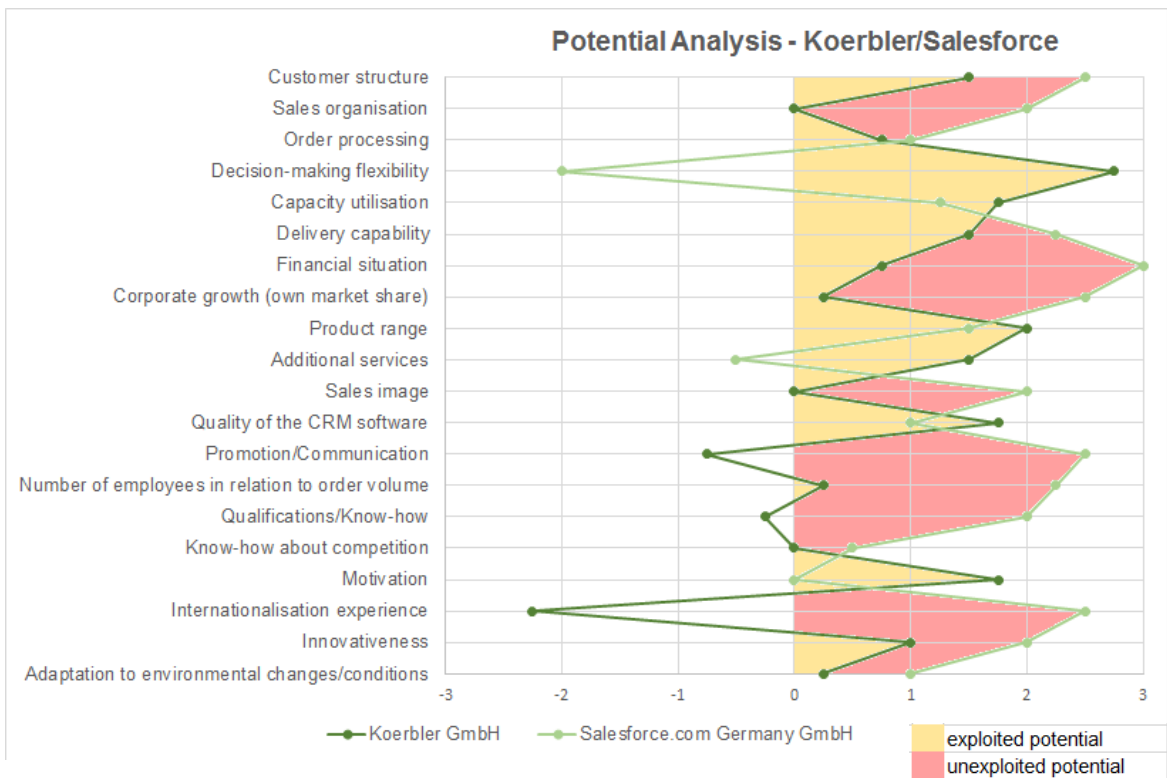
Figure 30: Internal Potential Analysis (own presentation)

The potential analysis profile clearly shows the strengths and weaknesses of Koerbler and demonstrates critical gaps to the market leader. The area of negative numerical scales identifies the weaknesses, which are in case of Koerbler especially the internationalisation experience as well as the promotion and communication of the firm's CRM software. Also, the know-how and qualifications of the company's employees are assessed negatively. In contrast, Salesforce's greatest perceived flaw is the missing flexibility in decision-making processes. Whereas the yellow areas on the positive scale side show Koerbler's strengths and thus, the already exploited potential, the red areas represent distinct discrepancies to Salesforce. Besides the internationalisation experience, promotion and employees' qualifications, especially the financial situation, corporate growth, sales organisation as well as the number of employees in relation to the order volume, are also unexploited potentials of Koerbler, where the market leader considerably performs better. Nevertheless, the strengths of Koerbler still outweigh the firm's weaknesses.

Promotion and Communication

Basically, the promotion and communication measures of Koerbler GmbH regarding its CRM software are limited to the online area. Thus, there are no offline communication instruments used for promoting and advertising the software

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KundenMeister. The main instrument of the firm's communication mix is the software's website, which is available in German and partly available in English. Besides the presentation and explanation of the various software modules and features, also specific application areas for different industry sectors are represented on the firm's website. Moreover, references and success stories are published in order to achieve greater credibility and acquire new customers. In addition to the software's website, further communication instruments are newsletters and blog articles, informing customers about software updates, CRM and industry trends, including tips and tutorials how to properly utilise a CRM system. Regarding social media, only Facebook is used regularly, although KundenMeister has its own Twitter account and XING group. From time to time, Koerbler publishes sponsored posts in online IT magazines, like t3n, or articles in regional print magazines. Sporadically, the company invests money in paid ads (Google AdWords). Furthermore, a free 30-day trial of the CRM software is offered to customers as well as demo videos on YouTube and an own KundenMeister manual. Regarding the name of the software, KundenMeister represents a registered trademark on a national level (Austria). There are no specific CI guidelines defined at Koerbler, however, colours and font types are used uniformly in order to ensure a certain corporate design. Overall, the promotion and communication of the software is evaluated as one of the firm's weaknesses. Main reason for that is also the lack of professional English skills needed for software business as none of the marketing or sales employees is able to translate contents of promotional measures in a 'native' way (cf. Körbler 2017a).

8.1.2. External Analysis

The external analysis includes an investigation of the target country and the respective industry. For analysing the UK's macro-environment, the so-called PESTLE instrument is applied to evaluate the country's political, economic, socio-cultural, technological, legal and environmental situation.

General Country Profile

The United Kingdom comprises England, Wales and Scotland, which together form Great Britain, as well as Northern Ireland. UK has 65,572,000 inhabitants and the country covers around 243,610 square kilometres (status 2016). The capital city of the UK is London with a population of 8,754,710 inhabitants (2015 est.). Further

major cities are Birmingham, Glasgow and Liverpool. UK's official language is English and its currency is the Pound Sterling (GBP). While UK only borders Ireland by land, the country also borders Belgium, Germany, Denmark, France, the Netherlands and Norway by sea (cf. europa.eu n.d.; WKO 2017a, p. 1; City Population 2016; OEC n.d.; CIA 2017).

UK's Economic Environment

As leading trading power and financial centre, the UK is the third largest economy in Europe after Germany and France as well as the ninth largest export economy in the world (cf. CIA 2017; OEC n.d.). According to the AMB Country Risk Report, the UK is a country risk tier-1 country with low level of economic risk (cf. AMB 2016, p. 1). Table 12 shows relevant economic figures in comparison with Austria. Basically, with $2.86 trillion, UK's GDP is 135 times higher than the world median of $21.2 billion. Furthermore, also UK's GDP per capita level exceeds the world median sevenfold (cf. Graphiq n.d.).

Economic figures	UK		Austria	
	2014	**2015**	**2014**	**2015**
GDP	$ 3,002.4 billion	$ 2,858.5 billion	$ 437.6 billion	$ 374.3 billion
GDP per capita (PPP)	$ 40,217 billion	$ 41,325 billion	$ 47.706 billion	$ 47,824 billion
GDP real growth rate (annual growth %)	3.1%	2.2 %	0.6%	1.0%
Inflation rate (%; compared with previous year)	1.5%	0.1%	1.5%	0.8%
Unemployment rate	6.1%	5.3%	5.6%	5.7%
Exports (total) Imports (total)	$ 505.2 billion $ 690.5 billion	$ 460.2 billion $ 626.4 billion	$ 178.2 billion $ 182.0 billion	$ 152.8 billion $ 156.1 billion

Table 12: Economic Figures of UK and Austria (based on WKO 2017a, p. 1 – 6; WKO 2017b, p. 1 – 6; OECD 2017a; OECD 2017b)

The GDP growth rate in 2015 was 0.7% lower than the median for all countries (2.92%), and a sharp slowdown compared to the 3.1% UK GDP rise in 2014. However, consumer spending and business investments contributed strongly to UK GDP growth in 2015. As UK's Gross National Income (GNI) of $2.8 trillion is lower than the GDP, it can be assumed that the country has more foreign investments within its borders than investments abroad. Although export rates went up, imports increased even faster, especially assisted by the strength of sterling against the euro. From 2016 to 2020, a potential output growth averaging 2.1% a year is

forecasted. This growth will be supported by further strong growth in the labour supply and solid levels of business investments. Furthermore, a low inflation rate from 1.8% in 2016 to 2.2% and a GDP growth of average 2.3% a year is expected until 2020 (cf. IFS 2016, p. 23f., 48; Graphiq n.d.; tradingeconomics n.d.).

In 2015 the most important sectors of UK's economy were trade, repairs, transport, accommodation and food services followed by public education, health and social work, industry (incl. energy) as well as professional, scientific and support services. The country's top exports are cars, gold, medical goods, diverse processed goods and engines. By contrast, main imports of UK are also cars, petroleum (products), medical and processed goods as well as electronical devices. Moreover, services like banking, insurance and real estate activities are key drivers of the British GDP growth and represent three quarters of economic production. In 2015, service exports amounted to $349,075 billion, while service imports were in total $211,690 billion. Figure 31 demonstrates UK's top export and import countries in 2015 based on their share of total exports/imports (cf. OECD 2017a; AMB 2016, p. 2; CIA 2017; WKO 2017a).

Figure 31: UK's Top Five Export and Import Countries 2015 (based on WKO 2017a, p. 6)

The UK has important trade relationships with other EU members due to its access to the single market (cf. CIA 2017). Since the country's decision to leave the EU, the country faces great economic uncertainty. Right after the vote, the pound and the stock exchange rate dropped significantly to a thirty-year low in June 2016 (cf. AMB 2016, p. 2).

UK's Political and Legal Environment

The UK consists of a parliamentary constitutional monarchy with Queen ELIZABETH II as chief of state. This means that although the Queen is head of

state, the ability to make and pass legislation applies to an elected parliament. Since July 2016, Theresa May is UK's prime minister and thus, the head of government. The prime minister leads the government with support of the cabinet and ministers, and is responsible for all policy and decisions. Regarding UK's legislative branch, there exists a bicameral parliament which includes the Houses of Lords and the Houses of Commons (650 seats). The highest court in the UK is the Supreme Court. According to AMB, the political risk of the country is considered very low (cf. CIA 2017; The Royal Household n.d.; GOV.UK n.d.; AMB 2016, p. 1).

While England and Wales have a common law system, Scotland and Northern Ireland have their own judicial systems. In 1973, the UK joined the European Union, which means that the EU law takes precedence over UK law. However, as the country expedites the Brexit, EU laws are to be transferred into UK law (cf. Carter/Swift 2009; CILEx n.d.; BBC News 2017).

Thus, the so-called Brexit, abbreviation for 'Britains exit' from the EU, is one current topic that needs to be monitored regarding UK's political and legal environment. By a majority of about 51.9 percent, British people voted in June 2016 to leave the EU, which also poses challenges for entrepreneurs from other countries. Although legal conditions will not change immediately, companies have to prepare themselves for possible consequences, which are:

- Reintroduction of tariffs and certificates of origin
- Additional efforts; e.g. as the UID number is no longer sufficient as evidence of entrepreneurial status, but requires other certificates
- Risk of changed or invalidated local laws
- Political consequences due to the loss of a country with strong connections to the USA and a powerful common foreign and security policy (cf. WKO 2016, p. 2 - 8; Deloitte 2016)

These consequences need to be considered by companies as they have to adapt their merchandise management systems to new conditions as well as their prices to the reintroduced tariffs. In addition, also restrictions in labour movement can have a tremendous impact on companies delegating their employees to the UK. However, in Austria the most Brexit-affected industries are vehicles, semi-finished goods and supplies for the construction sector as tariffs are of minor importance for services. Thus, Brexit does not really represent an obstacle in software market entry (cf. WKO 2016, p. 7; Deloitte 2016).

Furthermore, with a Corruption Perceptions Index (CPI) of 81, the UK is considered to be 'clean' regarding public sector corruption, and is ranked on 10th place in a global context of total 176 countries (cf. Transparency International 2017, p. 4f.).

UK's Socio-Cultural Environment

In order to assess cultural conditions of the UK target market, Hofstede's cultural dimensions, already described in theory, are investigated. Figure 32 shows the main distinctions between the British and Austrian culture. The main differences refer to individualism and uncertainty avoidance. Compared to Austria, the British are highly private people and also comfortable in unfamiliar situations (cf. Hofstede n.d.).
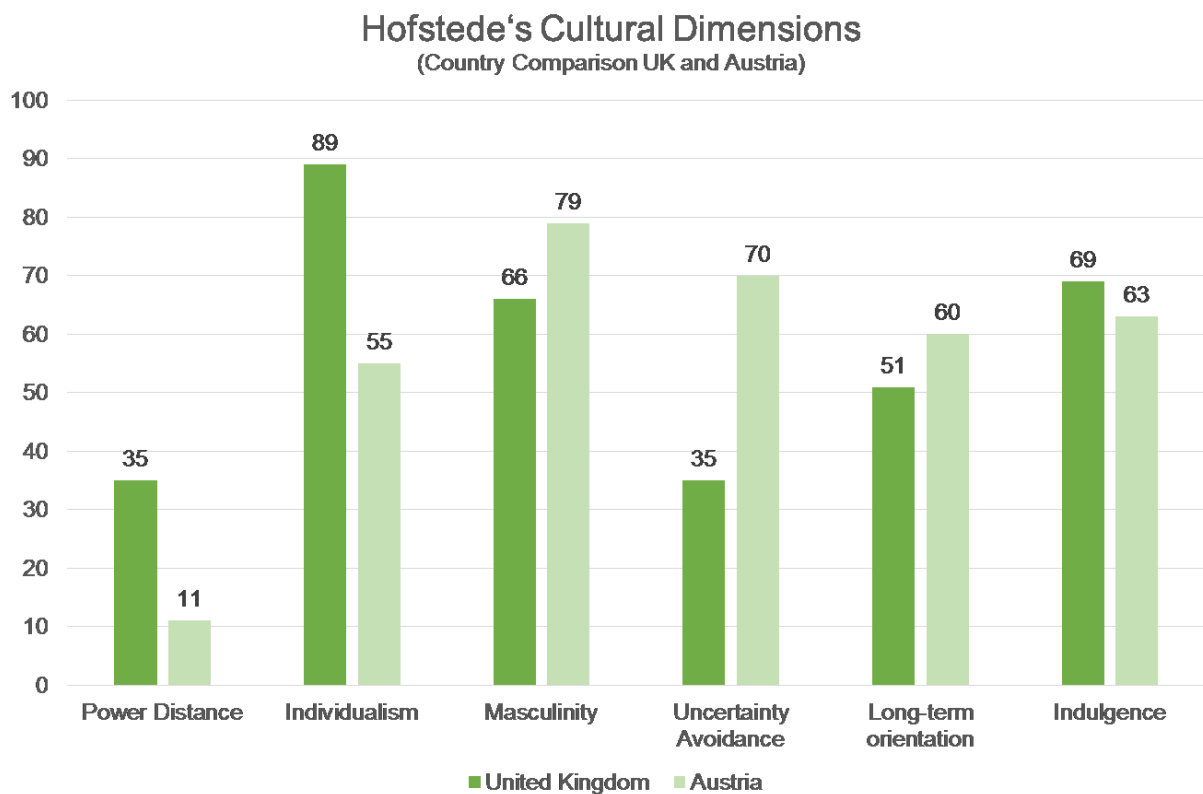
Figure 32: Hofstede' Cultural Dimensions UK and Austria (based on Hofstede n.d.)

With a score of 35, UK is one of the lower ranking countries regarding **Power Distance**, where society believes that inequalities between people should be reduced and each individual should be treated equally. In business context, this means that organisations often have flat hierarchies in which supervisors and employees are seen as equals and responsibility is evenly distributed. Decision-making processes in the UK often include as many people as possible and so, also teamwork is a valued competency. Research showed that the Power Distance Index

is lower among the higher class in the UK than in working classes (cf. Hofstede n.d.; UKEssays 2015).

UK's **Individualism** score is one of the highest scores in a global context and clearly indicates that British are taught from an early stage to think of themselves and to identify their individual life purpose. Thus, personal fulfilment, people's time and their need for freedom are highly important to UK people. Moreover, British expect to be rewarded for hard work and to show respect for privacy (cf. Hofstede n.d.; UKEssays 2015).

The score of 66 demonstrates that UK is a **masculine** culture and therefore, highly success-oriented. This means that British have a clear performance ambition and live in order to work. Regarding gender roles, British believe that women can do anything a man can do and so, successful women are highly respected and admired in the UK (cf. Hofstede n.d.; UKEssays 2015).

Regarding **Uncertainty Avoidance** the UK ranks very low, which results in a nation that is open to new and unknown situations. This also implies that there are not too many rules in the UK, but the ones that exist are adhered to. In business environment, the low Uncertainty Avoidance appears in not detailed-oriented planning, while goals are very clear due to the high degree of masculinity. As long-term strategy is more important than daily incidents, UK's working style is characterised by reaching goals in a very relaxed business manner. Furthermore, also a high change and risk acceptance exist in UK culture. The high level of creativity and the strong need for innovations of British people also thrives in heavy consumerism of new and innovative products and creative industries (cf. Hofstede n.d.; UKEssays 2015).

With an intermediate score of 51 in terms of **long-term orientation**, no clear statement can be derived. However, as British promote equality, high creativity and individualism, they are not strongly attached to customs and tradition (cf. Hofstede n.d.; UKEssays 2015).

Finally, with a score of 69 UK's culture can be considered **indulgent** and thus, is characterised by a positive attitude and a tendency towards optimism. People are

quite willing to realise their desires and impulses regarding enjoying life and having fun (cf. Hofstede n.d.).

UK's Technological Environment

As mentioned in Chapter 2.1.1., a country's technological environment describes its technological progress as well as the availability of scientific institutions and specific technologies. In general, over the last recent years the number of households with access to computers and internet increased steadily (Figure 33).
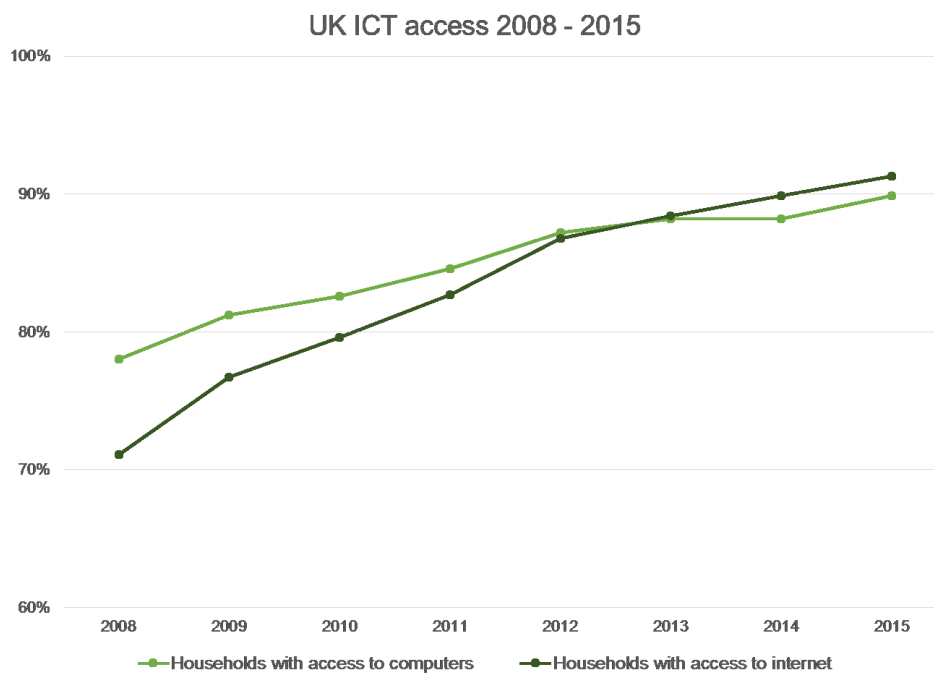
Figure 33: UK ICT Access (based on OECD 2017a)

While in 2008, 71.1% of the British households had internet access, the number went up to 91.3% in 2015. Moreover, the ICT Development Index (IDI) represents an indicator for a country's ICT access, use and skills, where UK ranked on the 5th place among 175 countries, just behind Switzerland, Denmark, Iceland and Korea. Another important benchmark for a target market's technological environment is the Networked Readiness Index (NRI), which represents a key tool for the assessment of a country's preparedness to exploit the benefits of new technologies and the opportunities of the digital transformation. This also correlates with a country's socio-cultural environment and its likelihood of adoption, described in Chapter 2.1.1. The NRI evaluates a country based on four categories:

1. Environment for technology use
2. ICT infrastructure, affordability and skills

3. Technology adoption/usage by different stakeholder groups
4. Economic and social impact of new technologies (cf. OECD 2017a; ITU 2016, p. 5 – 12; World Economic Forum 2016, p. 3)

Figure 34 illustrates the NRI profile of UK in 2016, where the country ranked with a value of 5.7 on 8th place out of 139 countries. The four basic categories are further classified into different pillars and factors, explained in the appendix (cf. Appendix, p. A-12; World Economic Forum 2016, p. 188).
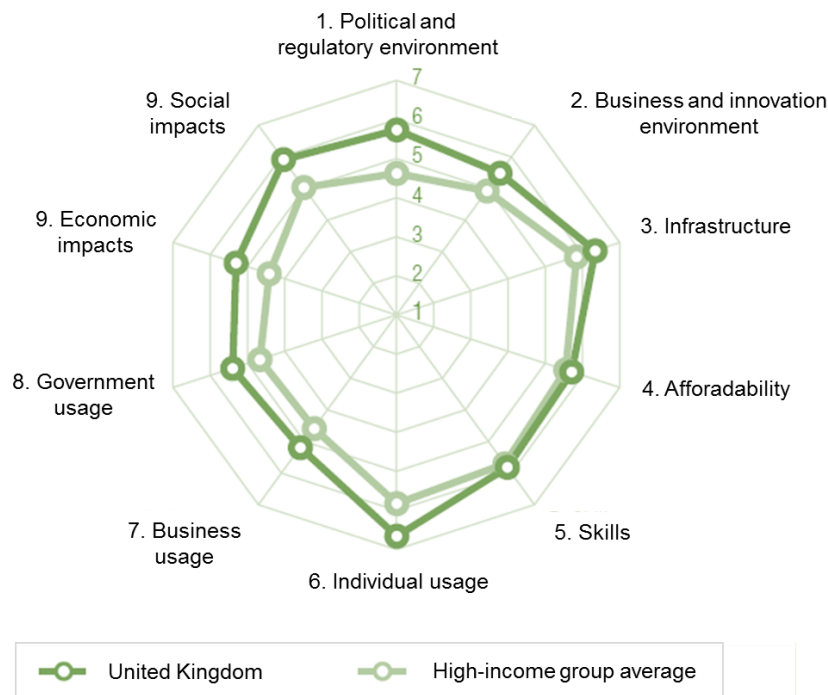
Figure 34: UK NRI (based on World Economic Forum 2016, p. 188)

Regarding patent applications, which determines a country's technological progress, 5.037 patents were applied in the UK in 2015 (cf. EPO n.d.(b)).

Overview of UK's Software Market

In recent years, the UK software market has experienced fluctuating growth levels, but is expected to move into strong and stable growth over the period to 2019. While in 2014 the UK software market had total revenues of $19.3 billion, representing a CAGR of 5.2% between 2010 and 2014, the market is forecasted to accelerate with an anticipated CAGR of 6.9% to reach a value of $27 billion in 2019. This represents an increase of 39.9% since 2014. Furthermore, the UK accounts for 18.6% of the European software market value. Several UK areas, such as London, Berkshire, Oxfordshire and Buckinghamshire, are key players in software and thus, pose

strong competition in Europe to become the regional technology hub. With a share of 24.7% of the market's total value, the network and database management forms the largest segment of UK's software market. Basically, with 51.9% the systems software segment in the UK is larger than the application software segment, where CRM software belongs to (cf. Marketline 2015b, p. 2 - 9; Grechenig/Bernhart/Breiteneder/Kappel 2010, p. 83).

Regarding labour force, in 2013 the employment rate in the IT, software and computer services sector accounted for 31.5% of all UK jobs in creative industries. Moreover, with an advanced economy and a mature IT market, the UK is a notable destination for cloud services. In 2015, 84% of UK firms said that they used at least one cloud-based service, which is 6% more than in 2014. Additionally, a survey has shown that around 37% of enterprises spent their cloud computing budget on SaaS delivery model (cf. Creative Industries 2014; I&A 2016, p. 39; IT Europa 2016).

However, as the demand for cloud computing rises also data protection plays an increasingly important role in the software sector. The main legislation in this area forms the Data Protection Act, which defines how data is to be managed according to the rights of both companies and individuals. According to the BSA study in 2015, the rate of unlicensed software installation amounted to 22%, which is a commercial value of $1,935 million. Regarding the protection of software, 66 patent applications were filed in the UK in 2015 for the category 'IT methods for management' (cf. GOV.UK 2014; BSA 2014, p. 7).

Buyers

As Koerbler operates in the B2B sector, the following paragraph analyses the business landscape of UK's software industry. Basically, in 2016 there were 5.5 million businesses in the UK, a rise of 97,000 compared to the previous year. More than 99% of UK businesses are SMEs (5.4 million), also including 5.3 million micro-enterprises with less than ten employees. While 74% of businesses operate in the service sector, the retail sector accounted for 19%, construction sector for 18% and the manufacturing industry for 5% of businesses (cf. Rhodes 2016, p. 3 – 8).

A study by Gartner Inc. examined that key areas in the IT industry has been the software and IT services segments. Software spending is forecasted to grow by 7.2% in 2017 from $333 billion to $357 billion (cf. Gartner 2016).

According to the CRM software buyer trend report by Software Advice in 2014, where US, UK and Australian SMEs were investigated (128 correspondents per country), only 22% of all CRM buyers actually use a CRM software for managing their customer relationships. In contrast, most of the customers apply manual methods, such as paper or spreadsheets (53%). A smaller percentage of buyers use e-mail clients or other softwares for their CRM activities. When comparing those figures with the previous year, there was no increase in switching from one CRM product to another. Thus, there still exist significant opportunities in the small business market for CRM vendors to increase market penetration. The top requested CRM application by small firms is sales force automation, including contact management, which is the traditional first step for a small business to improve its efficiency, organise contact data and track interactions. While marketing automation is the second-most required CRM feature, very few CRM buyers are requesting a customer service and support (CSS) application. However, more UK customers are seeking CSS features compared to Australian buyers and, thus may be more on track to pursue a balanced technology strategy. Among those buyers seeking a sales force automation application, interaction tracking is the most required sales functionality. Figure 35 shows the main requested CRM sales modules (cf. Borowski 2014).
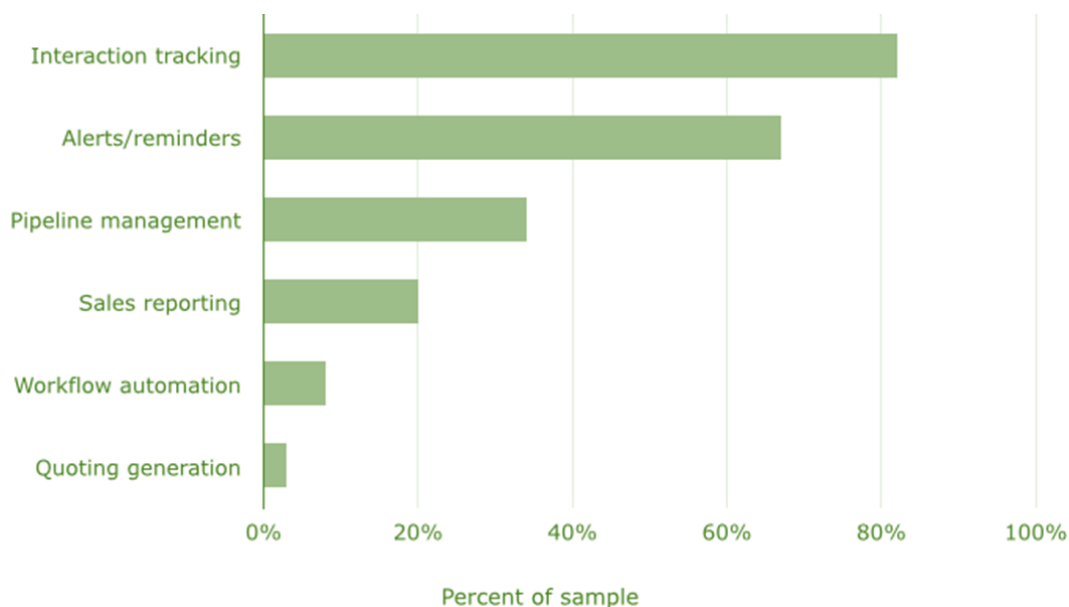
Figure 35: Top-Requested CRM Sales Functionalities (Borowski 2014)

Small businesses who seek a marketing automation, usually prefer a module for e-mail marketing, including custom e-mail templates and drag-and-drop e-mail design. Regarding CSS, ticket management to organise incoming customer requests is

sought by UK SMEs. While 62% of small firms are looking to purchase a single CRM application, 37% of businesses prefer an integrated suite and 1% seeking multiple stand-alone products. According to the buyer trend report, the vast majority of UK customers purchase one single stand-alone solution. Three-fourths of investigated small businesses claimed that they prefer cloud solutions, rather than on-premise softwares. Furthermore, e-mail client, calendar, company website, industry-specific and social media represent the five top-requested tools, which should be integrated into their CRM system. Moreover, the main British users of CRM software come from the IT, consulting and retail sector. Figure 36 illustrates prospective buyers by industry in an international comparison (cf. Borowski 2014).
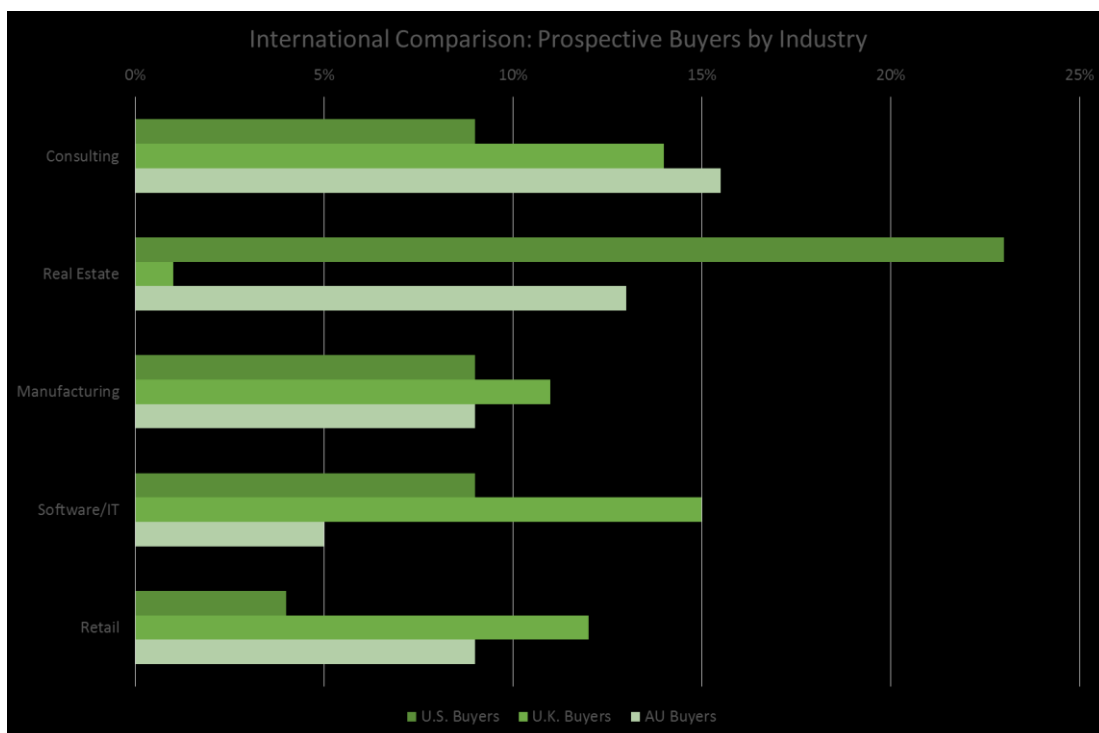
Figure 36: Prospective Buyers by Industry (Borowski 2014)

Overall, the report by Software Advice has shown that there exist higher growing opportunities for those providers, who offer a broader CRM suite rather than a single solution (cf. Borowski 2014).

Competitors

Competition within the UK software market is driven by constant advances in technology, the presence of large international companies and increasing new entrants offering alternative business models (cf. Marketline 2015b, p. 2). The

competitive structure of UK's software market is analysed in detail by applying the Porter's Five Forces model.

First of all, the **buyer power** in the UK software market is considered moderate. On the one hand, as some buyers have to rely on specific players due to industry-specific software or need for training, switching-costs can be high. On the other hand, large concerns often purchase multi-user licenses, providing them with stronger bargaining power. Furthermore, switching costs for buyers may be lowered due to firms partnering with other enterprises in order to deliver applications that foster interoperability. In addition, open-source softwares represent a less cost-intensive alternative for buyers. There is also the threat of buyers eventually integrating backwards by solving their own software requirements through employing qualified programmers. The move to SaaS also lowers upfront costs and may be a more accessible software variant, thus also increasing buyer power (cf. Marketline 2015b, p. 13).

As mentioned for the European software business in Chapter 2.1.2., the situation of **supplier power** is the same for UK's market. High supplier power exists in terms of hardware producers, who represent an irreplaceable part of the market as software cannot be run without hardware. In contrast, supplier power is low for employees since strong competition exists among them. All in all, the supplier power in the UK is moderate (cf. Marketline 2015b, p. 15).

In recent years also the access to distribution channels has been eased through the increased internet usage, which allows software to be purchased, delivered and updated without the need for physical media or conventional distribution channels. With a percentage of 92.6% of UK internet users in 2016, **new entrants** are able to exploit contemporary distribution channels. Nevertheless, key players are dominant in certain software areas, which makes it harder for new firms to enter the UK software market. Also costs and time efforts for patent and copyright issues need to be considered by new entrants. In 2015, the UK scored highly in property rights, which may encourage new entities with proprietary strategies. On the one hand, access to skilled workforce is limited to new entrants due to the fact that a lot of big concerns offer trainings and certifications to staff. On the other hand, new entrants might be more dynamic and able to offer rapid progression and share capital. Overall, the threat of new entrants in UK's software market is strong (cf. Marketline 2015b, p. 16f.; InternetLiveStats n.d.).

Open-source softwares, free web-based applications and pirated versions often represent cost-efficient alternatives for users. In this context, also software security and the use of service-based business models are becoming increasingly important for companies combating free substitutes. However, the overall **threat of substitutes** is considered moderate (cf. Marketline 2015b, p. 18).

The **degree of rivalry** in UK's software market is strong. Reason for this is on the one hand the broad product range offered by large companies and on the other hand, the internet which facilitates the distribution of software over the internet by foreign entities. Furthermore, also advances in technology enhance rivalry and allow new entrants to gain market share. Also, currently discussed changes in international tax regime might lead to an increase in rivalry as software firms that have taken advantage of the 'nation-less' aspect in software distribution may see a rise in their effective tax rates (cf. Marketline 2015b, p. 19f.).

Today, more than 100.000 software companies are operating in the United Kingdom (cf. GOV.UK 2014). However, as mentioned SaaS allows software to be disseminated and accessed online, simplifying the internationalisation of software firms and increasing the threat of new entrants. Thus, when analysing competition in the software industry, not only UK competitors, but global major players need to be considered. Focusing on the CRM business, Salesforce, Oracle and SAP represented the top three vendors in 2015. While Salesforce continues to grow within the CRM software industry, Oracle and SAP decline in market share (cf. appsruntheworld.com 2016; Zolman n.d.). The UK is also home to its own strong national player, Sage Group plc. Sage is UK's largest software company and ranked number 3 software vendor in Europe according to the Truffle 100 Report in 2015. Although the company is a leader in accounting software, it represents a potential competitor by also offering its own CRM software through the cloud (cf. Marketline 2015b, p. 7; Switzerland Global Enterprise 2013, p. 24; Truffle Capital 2015; Sage GmbH n.d.).
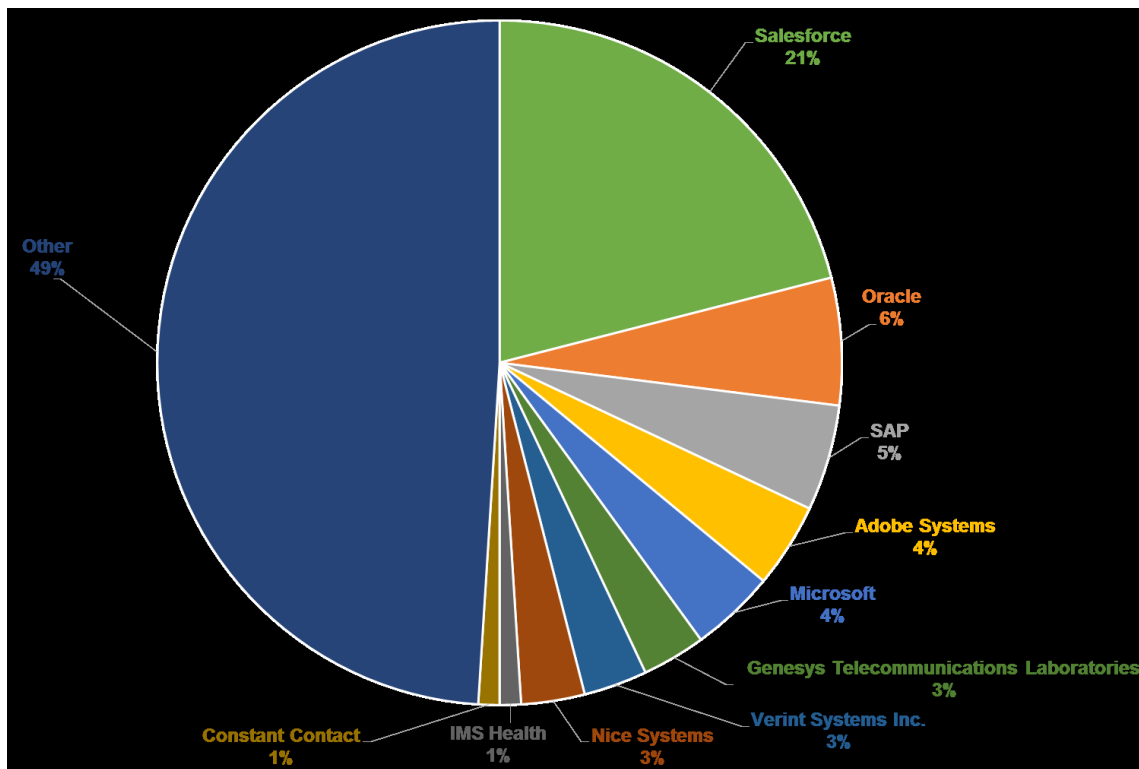
Figure 37: Market Share of Global CRM Software Vendors in 2015 (based on appsruntheworld.com 2016)

Salesforce is a global web-based software firm founded in 1999, which has been the first company offering software through the cloud. By specialising in SaaS, the company has more than 150,000 customers worldwide, ranging from different branches to various business sizes. The firm's product range includes cloud solutions for sales, service, marketing, community, analytics, apps, Internet of Things (IoT) and commerce (cf. BusinessDictionary n.d.(a); Salesforce n.d.).

Oracle provides computer hardware and enterprise software solutions, including licenses and cloud subscriptions. Operating in the USA, Europe, Asia-Pacific as well as Middle East and Africa, the company consists of more than 420,000 customers in 145 countries. Also Oracle's CRM software specialises on features for firm's sales, marketing, service and social media (cf. Marketline 2015b, p. 24; Oracle n.d.).

SAP is a German software company leading in the provision of enterprise applications regarding software and software-related services. SAP is well-known for its ERP and data management programs. Additionally, the firm also derives revenue from its support, consulting, development, training and other services. More than 253,500 companies in over 180 countries are served with the entity's on-premise software products and cloud subscription solutions. The products and services of SAP are marketed and distributed through a worldwide network of local

subsidiaries that are licensed to distribute SAP products to customers in the respective territories. Furthermore, in some countries the firm has distributorship agreements with independent resellers (cf. Marketline 2015b, p. 30; Business Dictionary n.d.(b)).

Besides the direct competitors in the CRM business, indirect rivals are other software companies ranking on top of the European software vendors. Those are for example Dassault Systemes (FR), Hexagon (SWE), Wincor Nixdorf (GER), Asseco Group (POL) or Software AG (GER). In addition, 1CRM, SugarCRM, vtiger CRM and XRMS are open-source softwares that represent potential substitute products (cf. Truffle Capital 2015; visual4 GmbH n.d.). A detailed listing of Top CRM Software Vendors can be found in the appendix (cf. Appendix, p. A-52 – A-60).

8.2. Primary Market Research (Design)

The determination of the research design is a complex task, where fundamental decisions about the applicable methods are taken (cf. Kuß 2012, p. 15).

8.2.1. Research Targets

The main research question of this thesis deals with the issue, which **steps and decisions** are necessary for the **development of a successful market entry concept** for Koerbler GmbH, regarding the firm's entry into the British software market. The following research targets help to obtain a suitable response to this research question:

- Gain information about the macro- and micro-environment of the British software market
- Identify critical success factors for entering UK's software market
- Identify relevant barriers and obstacles for entering UK's software market
- Discover the most appropriate entry mode for SMEs entering the British software market
- Gain information regarding a suitable communication mix for the British software market, including possible promotional activities and instruments

8.2.2. Methods of Investigation

Primary market research can be further distinguished in quantitative and qualitative market research. Quantitative market research includes clearly measurable and numerical results and answers questions regarding who, how much, what and how

often. The quantitative market research is also characterised by a large sample size, often more than 200 people. In contrast, qualitative market research is more in-depth and therefore examines behavioural motives and opinions by answering questions of why and for what reason. The sample size in qualitative researches consists of a manageable number of people (cf. Schürmann 2016, p. 84). As described in Chapter 1.2. the Koerbler GmbH is lacking know-how about the UK software market and general foreign entry options. Thus, a qualitative market research is chosen for this master thesis, since this investigation method is useful for determining causes of behaviour, motives and interrelationships, generating ideas, selecting alternatives and identifying relevant factors with low level of knowledge (cf. Oberzaucher 2012, p. 24f.). Figure 38 represents possible instruments of qualitative market research.
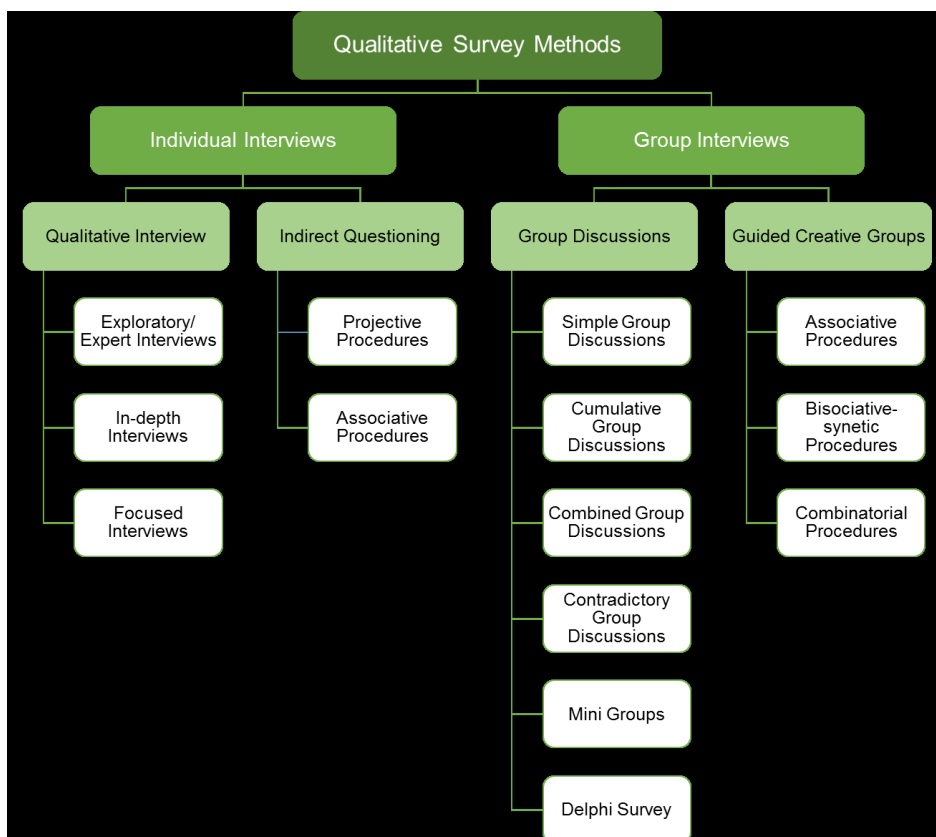
Figure 38: Qualitative Survey Methods (based on Fantapié Altobelli 2011, p. 69)

For this master thesis, **expert interviews** are chosen as research instrument since this method allows the investigation of know-how, experiences, attitudes and opinions. In this context, an expert is defined as someone with technical, process and interpretive know-how, which relates to a specifically professional field of action. So, the expertise not only consists of reflexively accessible know-how, but is characterised by practical knowledge. Furthermore, the way how the interviewer is

involved in the expert interview depends on the degree of standardisation and structuring. A high degree of standardisation implies a great interference by the interviewer, while a lower degree of structuring allows room for narrative and presentation forms by the interviewees. However, a certain degree of standardisation facilitates the comparability of interview answers and therefore, **semi-standardised interviews** are conducted within this thesis. This means that process and content of the interview are roughly specified within an interview guide. This guide includes the most important topics/questions, which should be addressed during the interview, whereas the wording and order of questions have not been specified yet. It is up to the interviewer to skip questions, ask additional ones or to deepen some aspects in order to create a very natural conversation. Thus, in expert interviews the interviewer takes on the role of an interested listener in order to receive a comprehensive information overview. Moreover, the open-minded discussion atmosphere also allows to address very complex issues (cf. Kepper 2008, p. 182; Bogner/Menz 2005, p. 46; Berekoven/Eckert/Ellenrieder 2009, p. 250; Kuß 2012, p. 140 ; Mey/Mruck 2011, p. 259f.; Fantapié Altobelli 2011, p. 69; Magerhans 2016; p. 169).

8.2.3. Research Sample

First of all, the selection of the survey unit includes the decision between a full and partial census. For this thesis, a partial census is chosen, which merely involves parts of the population, a so-called 'sample' (cf. Fantapié Altobelli 2011, p. 183). Figure 39 represents sampling procedures of a partial census.
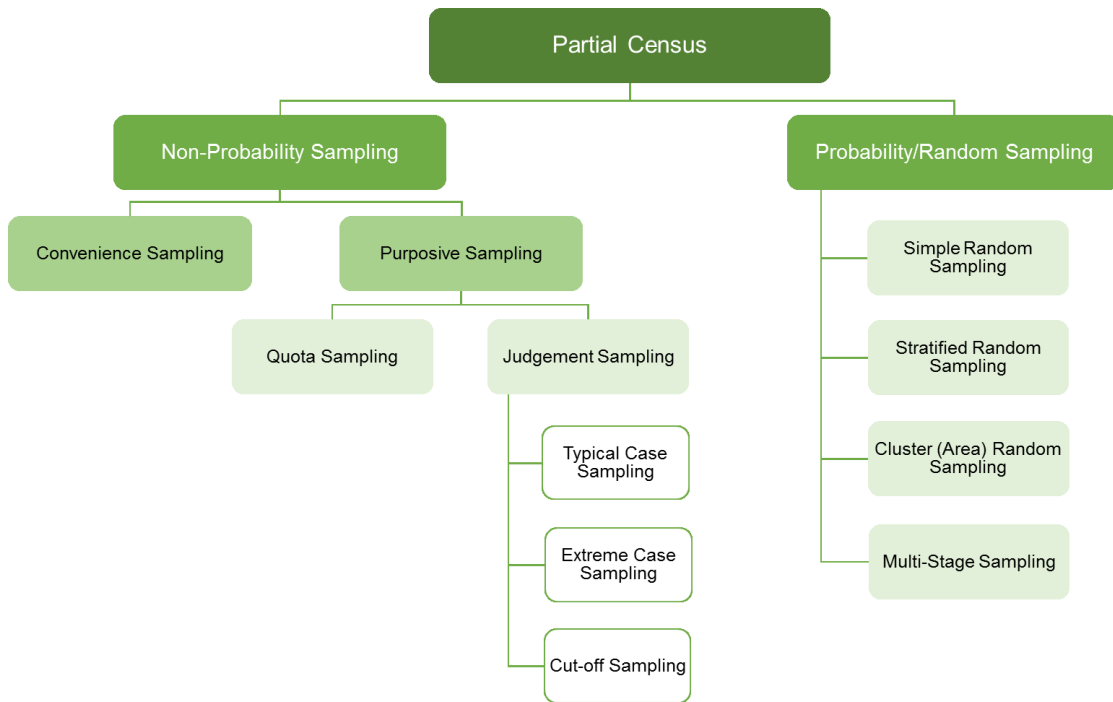
Figure 39: Partial Census Procedures (based on Fantapié Altobelli 2011, p. 186; Brosius/Haas/Koschel 2016, p. 67)

The sampling in expert interviews is based on the research question(s), which means that according to those question(s) interview persons who are able to give information on the research topic have to be found. Therefore, expert interviews represent a **purposive sampling**, where the selection of interview partners is made deliberately regarding relevant characteristics. Furthermore, expert surveys are considered to be **extreme case samplings** as extreme cases represent situations in which the researcher expects to receive particularly detailed information about a specific research topic, because the examined characteristics are significantly pronounced (cf. Bogner/Littig/Menz 2014, p. 34f.; Berekoven/Eckert/Ellenrieder 2009, p. 49; Brosius/Haas/Koschel 2016, p. 73). As mentioned, the selection of experts for the primary market research of this master thesis is made deliberately according to specific characteristics, shown in Table 13. In total, 15 qualitative interviews are conducted with experts, who have extensive experience in entering the UK market and doing international business in the British software industry (cf. Appendix, p. A-10). In order to receive a well-balanced mix of information and to gain insights into the research topic from different viewpoints, the research sample is clustered into three different sub-groups.

	Experts on UK internationalisation	Managers/Employees already entered UK	Managers/Employees of software companies
Definition	• Experts on UK internationalisation from public or private institutions (e.g. WKO, AHK)	• Managers/Employees of companies, involved in or informed about the market entry process into the UK	• Managers/Employees of companies selling software in the UK market • Agents, distributors, export traders etc. selling software in the UK market
Experience	• At least three years of experience in working with the UK	• At least one year of experience in working with the UK • Completed market entry process • B2B or service sector	• At least one year of experience in selling software in the UK
Preferable	• Experts on the UK software market	• SMEs • Software business	• SMEs • CRM software business

Table 13: Research Sample and Criteria (own presentation)

As seen in Table 13, the interviewees must meet the criteria of one of the three expert groups. As minimum, four respondents need to be interviewed for each segment. Furthermore, for each sample group different interview guides are developed, shown in the appendix (cf. Appendix, p. A-14 – A-38). Both the secondary as well as the primary market research are completed at mid-March, including the evaluation and interpretation of research results. Depending on the location of each respondent, the interviews are conducted face-to-face or via telephone/Skype.

8.2.4. Data Analysis

A variety of analysis methods exist for the evaluation of qualitative interviews. However, the general structure for the data analysis can be divided into four steps. First the data material is converted into a readable format by **transcribing** the interviews (1). Next, each interview is **analysed separately** (2) and then **similarities** between the interview answers are **identified** (3) in order to obtain more general findings. Finally, the results are **again checked** for possible misinterpretations (4) (cf. Lamnek 2010, p. 368f.).

As the purpose of the primary market research is the acquisition of information, the qualitative content analysis is considered to be a suitable analysis method for expert

interviews. The qualitative content analysis is defined as empirical, methodically controlled evaluation of larger text volumes, where the evaluation is carried out systematically and according to specific rules with the aim of making the results transparent and generalisable (cf. Bogner/Littig/Menz 2014, p. 72; Fantapié Altobelli 2011, p. 344; Mayring 2010, p. 13). Regarding the interpretation of qualitative texts, three basic analysis techniques can be differentiated:

1. **Summarisation:** The aim of the summarising content analysis is the reduction of the data material, so that the most relevant content remains.

2. **Explication/Explanation:** The explication analysis provides additional data material which expands the know-how and understanding, and explains specific text passages.

3. **Structuring:** The structuring content analysis filters out specific aspects of the data material and evaluates the data based on defined criteria (cf. Mayring 2010, p. 65).

For this master thesis the summarising content analysis is used as analysis method since summarisation and inductive category formation are particularly suitable for explorative surveys (cf. Mayring/Brunner 2009, p. 671). Figure 40 represents the process steps of a summarising content analysis.

01	Determination of analysis units
02	Paraphrasing of relevant text passages
03	Generalisation of paraphrases
04	1st reduction through selection and bundling
05	2nd reduction through selection and bundling
06	Compilation of statements as category system
07	Check of category system based on starting material
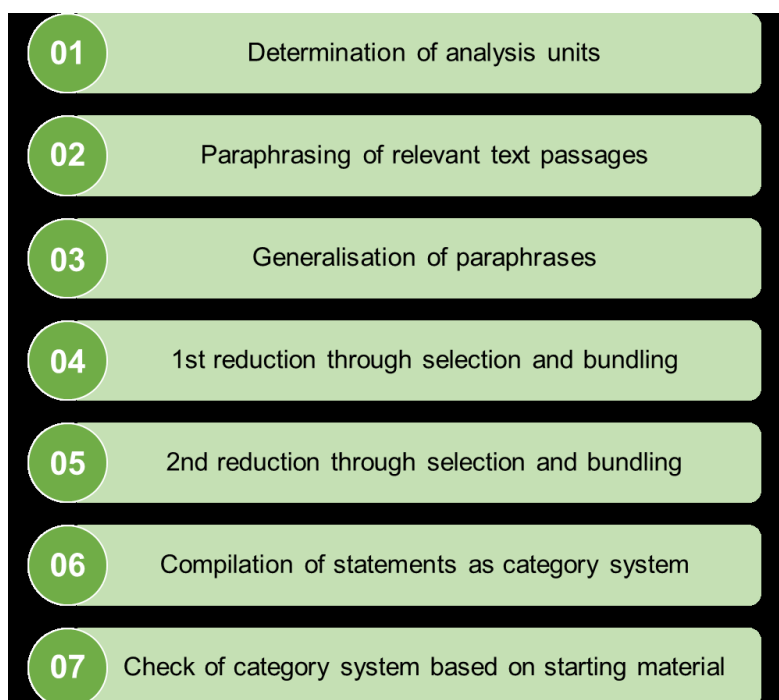
Figure 40: Summarising Content Analysis (based on Mayring 2010, p. 68)

In order to facilitate the development of a category system, the interview guide for the qualitative interviews is pre-structured by defined categories. Furthermore, the

qualitative content analysis of this thesis is supported by using the software programme MAXQDA.

8.2.5. *Evaluation of Qualitative Interviews*

The following chapter outlines the most important results of the primary market research, which was conducted to complement to the secondary analysis in order to be able to answer the thesis' research question. The list of interview partners as well as the detailed category system can be found in the appendix (Appendix, p. A-13; A-39 – A-50).

Overview of Interview Partners

In total, 15 expert interviews were conducted within the primary research of this thesis. All interviews were executed via telephone or Skype and took on average about 45 minutes. In order to ensure a great mix of information and to investigate the research topic from different viewpoints, the experts interviewed differentiated in their experience and their work related with the UK market. Thus, interview partners included:

- Seven UK internationalisation experts from private or public institutions, including consultants for UK market entries. Five of them have expert know-how in the ICT sector.
- Four B2B and service companies already entered the UK market successfully. Two of those companies are offering communication and information solutions.
- Four experts from companies selling their softwares in the UK. All of those firms are providers of enterprise softwares, including one CRM software company. Three of the interviewed entities have their main activity solely in the software development area.

The expert's years of experience with the UK as well as the years of the companies operating in the British market vary between one and 47 years. More than half of them have more than 20 years of experience.

Opinions on UK Environment and British Software Market

By most of the interviewees, the UK in general is defined as open market with high market potential. Furthermore, the UK is known for its great variety of business landscape including companies of different sizes and from various industry sectors.

However, many of the experts also mentioned the highly competitive structure of the market as well as British people not actively seeking products from foreign countries. Reasons for this are on the one hand that British people prefer doing business with British companies and avoid making contracts with foreigners, on the other hand some of the experts think that it is very difficult to compete with companies or suppliers which have been operating in the UK for a very long time. Also, the software market in particular was described as very competitive and is characterised by a high amount of start-ups and small firms as well as a few big players. Thus, the interviewees estimate that the potential for Austrian CRM software in the UK is only high if the product represents a solution with great value for UK firms. Nevertheless, most of the experts stated that products from Austria have an overall good reputation in the UK.

Moreover, the main benefits of the UK market, especially for software companies, are the availability of technology-affine people and the well-advanced market regarding technologies and innovations. The major players of the British software market stated in the interviews comply with the competitors identified within the external analysis, first and foremost Microsoft, Salesforce and SAP. Key factors for their success given are the firms' image, reputation and great branding.

Several factors, like economic, political or cultural aspects can have a great influence on the market entry of a company in a foreign country. The majority of the interviewees indicate that cultural differences between Austria and UK have the highest impact on a market entry. In this context, especially differences in business etiquette and communication as well as British people preferring local presence of a company are mentioned. Other critical influencing factors are of political and legal nature as Brits attach high importance to data protection laws. Furthermore, also the Brexit was mentioned by the majority of experts, but nine of 15 interviewees do not think that it will impact the market entry of a software. The other six experts are not sure about the consequences of Britain leaving the EU, and stated that there might be a challenge in future. However, all interviewees advised to observe the impact of the Brexit carefully. Regarding technological influencing factors, some of the experts think that the well-advanced market environment of the UK positively affects a firm's market entry. As the business model Software-as-a-Service has become increasingly prevalent in recent years, the respondents stated that this

model eases the market entry process and allows a faster implementation of the software.

Opinions on Market Entry Process

Literature shows that a thorough go-to-market plan reduces the risk of international activities and provides strategic advantages. This also corresponds to the experts' opinions, who mentioned the higher probability of success and competitiveness as well as the determination of such an approach in the company's internationalisation strategy as reasons for following a systematic procedure for their UK market entry. Only one expert did not make use of a systematic approach as the market entry was driven by a customer inquiry and therefore, needed to be executed very quickly. Thus, it can be assumed that following a systematic approach takes a significantly long time and requires a lot of effort, since the experts highlighted the importance of careful and thorough market analysis. So, all of the companies that followed a systematic market entry process, started with a market and competitor analysis in order to identify their market potential and the way how to position their company. The next steps covered the determination of the right entry mode and the alignment of the organisational structure to international activities, including the set-up of subsidiaries or the establishment of an interface between companies and distribution partners. If the market entry planning could be done repeatedly, half of the experts would not change anything and would again use a partner network as market entry mode. The other half would provide a higher initial budget for the UK market entry in order to avoid high after-investments, and would use local partners as entry mode because of the partner's know-how and the difficulties to build up a good reputation in the UK.

Regarding the costs for a market entry, nearly all of the asked experts named personnel costs as well as travel or hotel costs as main cost items and their amount depending on the chosen market entry mode. Further costs that have to be taken into account are marketing expenses and costs for translating marketing and sales materials into English.

The majority of the interviewees especially recommended the establishment of a network as necessary measure for a UK market entry. Besides finding the right distribution partners, this network should also include customers, business partners, internationalisation institutions or consultants like tax advisors or lawyers, knowing

the British law system. Furthermore, all of the experts highlighted the necessity of preparing everything, ranging from the company's website to presentations and software trials, in English, which coincides with the mentioned success factors for a UK market entry. Other recommended measures include the execution of a thorough market analysis and entry planning as well as the identification of the software's unique selling proposition (USP) for UK customers. Being unique and providing a real solution to UK customers is stated by the majority of experts as one of the most important factors when entering the UK market. Further expert statements are illustrated in Figure 41.

Figure 41: Recommendations UK Market Entry Measures (own presentation)

Business contacts or public institutions can also provide help in entering the UK market. The main benefits mentioned are the contact initiation with further business contacts or customers, consultancy services, financial support and the provision of market information. In contrast to those advantages, some of the respondents are of the opinion that working together with such organisations require high time, effort, and is associated with a lot of bureaucracy.

While two out of the four companies already entered the UK market used direct export via distributor as market entry mode, the two other firms established a wholly-owned subsidiary. As mentioned, the two companies which entered the market by a distributor would again select this mode, whereas one of the firms would also use a local partner instead of establishing a subsidiary when planning the market entry again. Regarding the expert opinions on the best suitable entry mode of an Austrian SME, the majority suggested different types of export modes, as illustrated in Figure 42.
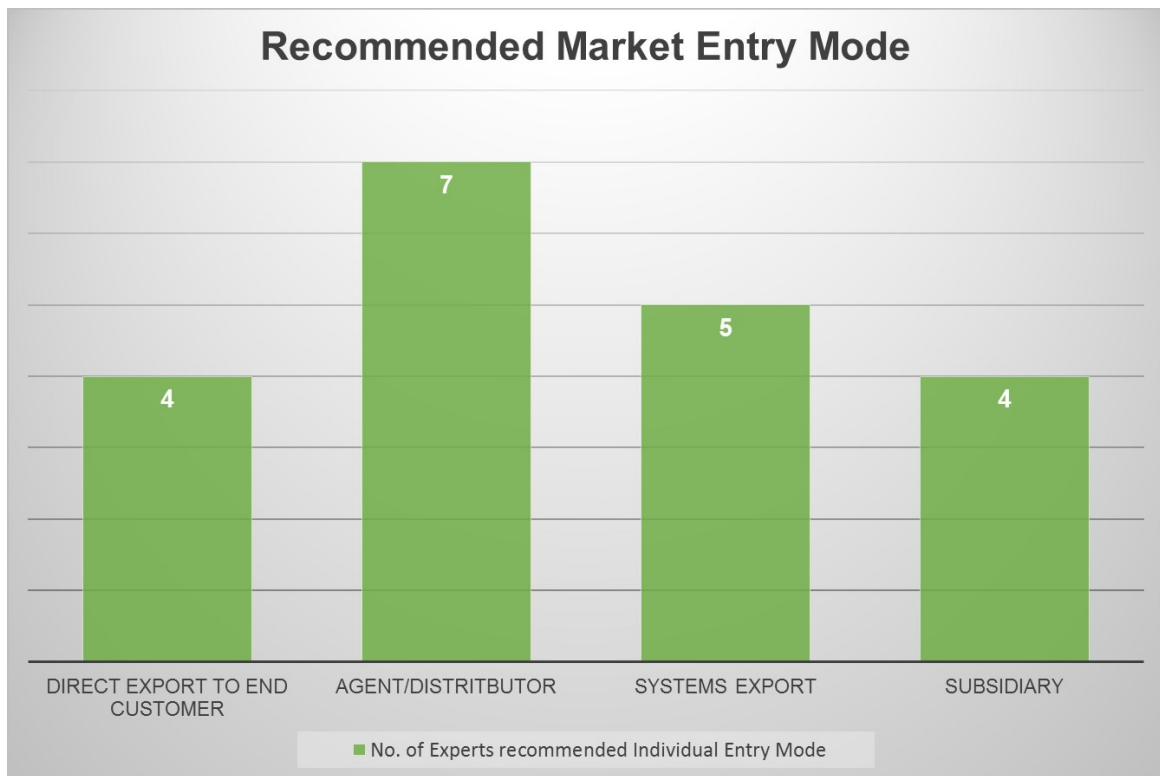
Figure 42: Recommended Market Entry Mode (own presentation)

The export mode via agent/distributor or alliance partner is recommended due to the local partner's know-how of the market and existing set-up of sales and marketing channels. Furthermore, a company is able to take advantage of the distributor's network of business partners. Thus, this entry mode enables SMEs to save personnel and financial resources. While the lack of personal contact to the end customer is described as disadvantage of an export via partner, other experts mentioned this factor as main benefit of a wholly-owned subsidiary. Further reasons for establishing a subsidiary in the UK are the higher penetrating power as well as the higher control of international activities since partners often have their own interests. However, all of the experts are of the opinion that subsidiaries require high investments. In addition, four experts stated that following a stage approach by gradually entering the UK market might be a successful market entry method for SMEs as this allows to gain market know-how.

Several company- and environment-specific factors can have a great impact on the selection of a firm's entry mode. Figure 43 shows the top three criteria of each category.

Company-specific Factors		Environment-specific Factors	
☐	Resources (financial, personnel etc.)	☐	Target groups and their demands
☐	Type and quality of product	☐	Cultural differences between home and target market
☐	Qualifications of employees/ Company size	☐	Availability of partners
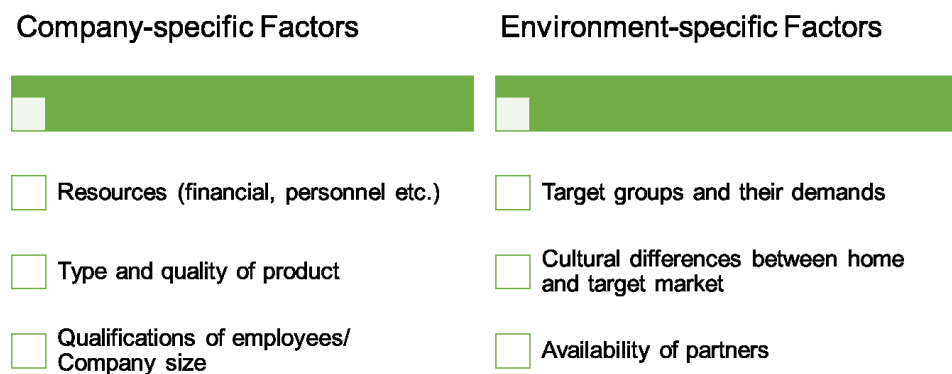
Figure 43: Factors Influencing the Selection of Entry Mode (own presentation)

Three respondents mentioned that selecting an entry mode strongly depends on the type of product. If the software is a standardised solution, export is assumed to be the best entry mode for an Austrian SME. Using a local partner can be especially beneficent if also consultancy or trainings are offered as additional services. However, if the firm's core business is focused on consultancy or if the software has to be customised, a subsidiary is suggested, because close customer contact is required.

Due to varying needs of UK customers and the necessity to establish a contact point between home and foreign market, the majority of the experts think that a firm's organisational structure need to be aligned to international activities by employing a UK country manager responsible for UK measures and the communication between the company and customers/partners.

Opinions on Communication Policy for the UK Software Market

In the field of communication decisions, experts recommended a mix of direct marketing, event marketing, PR and new media. Almost all respondents agreed on personal contact being the most important communication instrument for the UK. Additionally, trade fairs were estimated as a good possibility to present a software's functionalities and getting in touch with potential customers and partners. This instrument can also be combined with presentations and talks to position the company as industry expert. In the category of social media, especially LinkedIn, Facebook and Twitter were named as relevant B2B online channels. However, many of the respondents highlighted the importance of a website with a .co.uk domain and in correct British English. Moreover, references and case studies represent a vital communication channel to build up reputation and for convincing

customers of the firm's reliability. It is also suggested to utilise popular software magazines, like ComputerWeekly.

Besides those communication instruments, further promotional measures recommended are the development of a strong brand and corporate identity in order to emphasise the company's uniqueness.

All interviewees mentioned the language as essential adaptation in terms of the communication policy for the UK market. However, the majority agreed on standardising promotional measures, due to the fact that no other arguments, colours etc. are needed for addressing UK customers and adaptations might be too expensive for an SME.

Opinions on Success Factors and Market Entry Barriers

Within the interviews, the experts were asked to rank success factors given by literature, using a scale from one (least important) to ten (most important) points. Figure 44 shows the average points each factor reached.

Figure 44: Success Factors of UK Market Entry (own presentation)

Further success factors mentioned by the experts are a large network of business partners and relationships, followed by marketing measures and the promotion of the software's USP.

In contrast, the right use of the local language, the market's competitive structure as well as cultural differences are assumed to be the most critical entry barriers to the UK.

Main Primary Research Results

Overall, the main aspects mentioned by the interviewees were the highly competitive market structure and the cultural differences between Austria and the UK market. Those differences have to be considered especially in the business etiquette and in the use of the local language, whether in the software interface, or promotional materials. In order to overcome linguistic and cultural barriers, the experts recommended the market entry via distributor or agent and the establishment of a wide network of different business partners. Furthermore, the interviewees highlighted the importance of a high-quality product for UK customers, which calls for great promotion of its USP particularly via personal contact, trade fairs and social media.

8.3. Merging of Analysis Results - SWOT

The SWOT analysis merges the results of external and internal analysis by linking environmental developments to the capabilities of Koerbler GmbH in order to identify potential threats and opportunities when entering the UK software market. The results of the SWOT are ranked according to their level of impact.

Market and environment development…	…meets a strength or weakness in the system…				…which leads to an opportunity or risk…			…and implies following action
	☺	☹	Strength/Weakness	Reasons	☺	☹	Opportunity/Threat	To-Do/Aim
Great cultural differences in terms of business etiquette and communication		3	Internationalisation experience	Lack of internationalisation know-how and experts; business with foreign customers have only been initiated by existing business network		3	Negative impact of missing know-how of UK's business culture on business activities; risk of misunderstandings	Execution of market entry planning and entry decisions in consideration of company's missing internationalisation know-how; inform employees about UK business culture
Language as key aspect for products/services and market communication in the UK		2	Language skills	Although able to communicate with British people, there is a lack of experts with professional language skills in English for creating advertising material etc.		3	Customers downgrading company/software if web-site, contracts, marketing material are not provided in clear British English	Hire a professional translator for translating the software functions and the firm's market communication measures
Depreciation of the pound		1	Money reserves	Small company which has less financial resources in contrast to bigger firms		2	Less ability to absorb major currency swings compared to larger competitors	Invoicing in Euro and/or forward exchange contracts
Highly competitive market		1	Promotion/Communication	Lack of personnel and financial resources		2	Low or no awareness of company or brand by UK customers	Identify cost-efficient, but effective communication instruments for the UK

Market and environment development…	…meets a strength or weakness in the system…				…which leads to an opportunity or risk…			…and implies following action
	☺	☹	Strength/Weakness	Reasons	☺	☹	Opportunity/Threat	To-Do/Aim
Advanced economy and mature IT market	3		Modern technology usage	Technology-affine employees and cooperation with external specialists	3		Austrian software/technology compatible with most of UK's operating systems/ technologies	Monitor trends in technology, especially of UK's IT market
High demand for cloud computing and SaaS business model	3		Business model of company	Experts in SaaS provision	3		Considerable lead over other companies currently rearranging their business models	Monitor further trends in business models in order to expand company lead
High percentage of SMEs in the UK market	3		Features and modular structure of software (suitable for SMEs)	SMEs as main target group in Austria	3		Easier market breakthrough	Enter the UK by targeting SMEs first
Low level of economic risk	3		Creditworthy company	Secure payment inflows and outflows	3		Company not exposed to negative influences on investment	Regularly check UK's economic risk level
Low level of corruption	3		Conscientiousness of company and employees	Reliable business processing	3		High acceptance of company by customers and government	Regularly check UK's corruption level
Small number of SMEs using CRM software for managing their customer relationships	2		Company's references, case studies and success stories	Experts in doing business with SMEs	2		High market potential and easier addressing of potential customers	Translate the firm's case studies and success stories and also ask customers to reference the company
Experts estimating great potential for Austrian CRM providers if software represents a solution for UK customers	2		Wide range and high quality of CRM software	Adaptation of software to customer needs and requirements	2		Good image/reputation in UK market	Identify and comm-unicate USP of software for UK customers

Market and environment development…	...meets a strength or weakness in the system...				...which leads to an opportunity or risk...			...and implies following action
	☺	☹	Strength/Weakness	Reasons	☺	☹	Opportunity/Threat	To-Do/Aim
Increase in software spending	2		Quality of the CRM software	Continuous improvement process	2		High potential sales volume	Identify best positioning for software in UK; align sales to develop a strong sales organisation
Greater demand for broader CRM suite than a single solution	2		Product range	Combining of multiple software functions within one software	2		High demand for company's software KundenMeister by UK customers	Continuously improve and develop the software
High insecurity of people due to Brexit	2		High flexibility and adaptability of company	Small company able to react to environmental changes more flexible	2		Being able to adapt company quicker to the consequences of Brexit and better exploit market potential than competition	Monitor changes in political/legal situation of UK, especially in terms of Brexit
British people being less loyal, but change-driven	1		Innovation level	Working closely together with customers and try to think ahead with regards to future needs	1		Increase level of competitiveness	Encourage employees to come up with new ideas, test and rework them
UK companies preferring local presence, customer proximity	1		Delivery capability	SaaS model	1		Overcoming SME internationalisation barriers; faster implementation of software and easier market entry	Communicate benefits of SaaS model
Legend	☺ = Strength//Opportunity, ☹ = Weakness/Threat; Degree of impact: 1 = low, 2 = medium, 3 = high							

Figure 45: SWOT Analysis Koerbler GmbH (own presentation)

While an evaluation of the firm's strengths/weaknesses is derived from the results of the potential analysis, the impact regarding opportunities/threats is rated by the author of this thesis based on findings from secondary and primary research. **However, it is recommended that Koerbler has the results of the SWOT again reviewed by UK experts.**

9. Market Entry Concept for Koerbler GmbH

The following chapter represents the market entry concept for Koerbler GmbH into the British software market. Decisions for the planning phase as well as further recommendations for the implementation and control phase are given.

9.1. Analysis Phase

The most important results of the analysis phase are illustrated in the SWOT, where internal and external analysis results are merged. Also primary research results provide additional information for the development of a clear market entry concept for Koerbler. Overall, the main aspects to consider when entering the UK market are the great cultural differences between British and Austrian people regarding business communication and behaviour, the language which is a pre-requisite whether for promotional activities, support services or software/trial functions as well as the importance of networks and relationships. These results correspond with the findings of the theoretical part, which also identified cultural factors as most critical entry barrier and the combination of network and stage approach as the most appropriate internationalisation theory for software SMEs.

9.2. Planning Phase

The planning phase deals with the definition of relevant goals and the selection of target groups, entry mode and promotional measures.

9.2.1. Definition of Strategic and Operational Goals

The formulation of strategic marketing goals represents the starting point of each international marketing plan. Basis of the international target system are the overall business goals. Internationalisation goals and market objectives for the UK have already been defined in the introduction of this thesis and again illustrated in Figure 46. As this thesis concentrates on the communication policy, only promotional goals are defined in terms of functional areas.
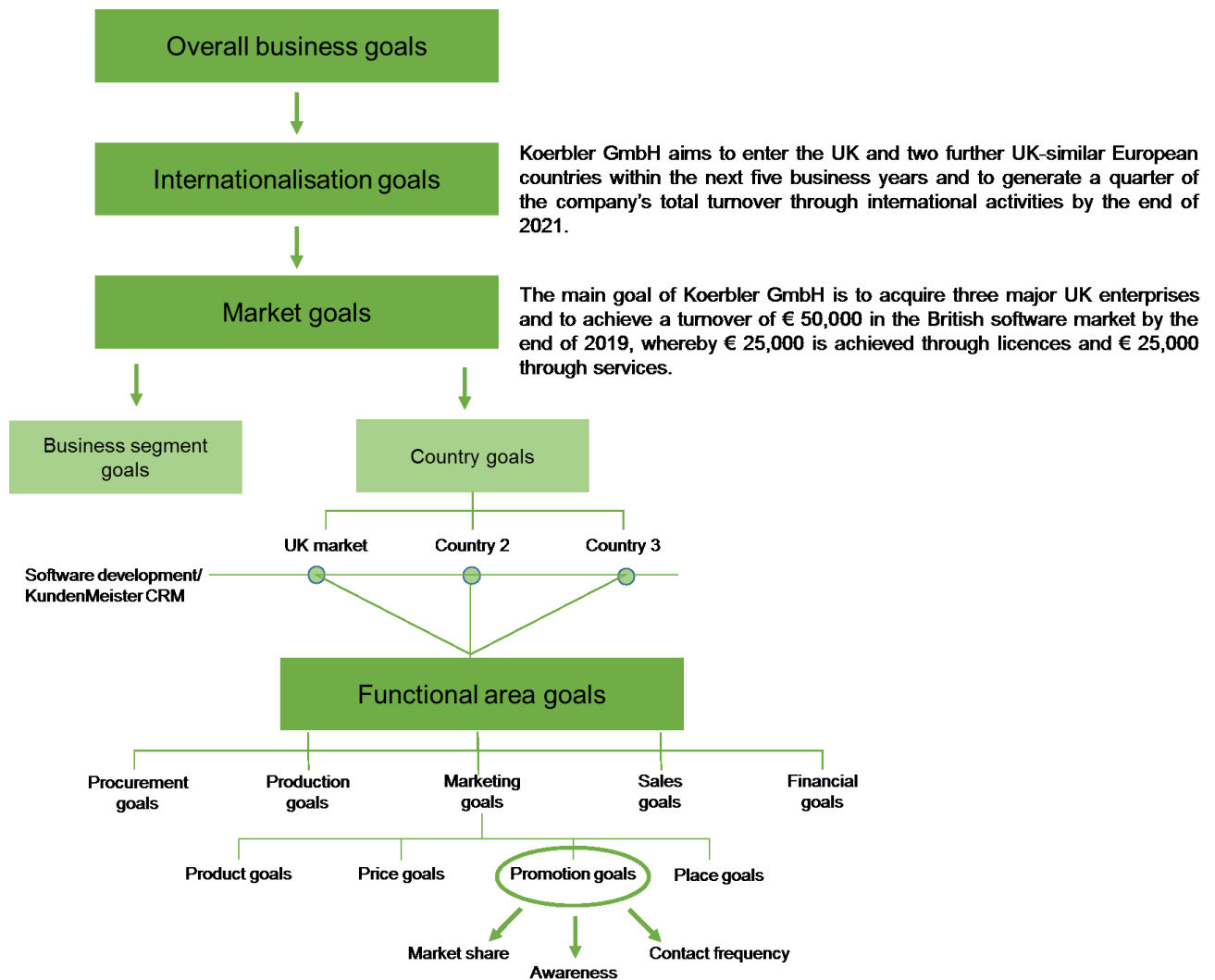
Figure 46: International Target System of Koerbler (own presentation)

The promotion goals for Koerbler GmbH regarding the UK market can be derived from the previous defined objectives. Thus, the international target system of Koerbler could be extended by the following promotion goals:

- Gain relative market share of 0.37% in the segment of CRM software in the UK, compared to the main competitor Salesforce by the end of 2019.

- Increase the level of awareness to 5% in the primary target group by the end of 2020.

- The number of visits on the website www.kundenmeister.com by UK customers increases fivefold from 5,479 visits (cf. Körbler 2017b; state March 2017) to 27,395 visits.

The relative market share in the UK is calculated by dividing Koerbler's target revenue by the revenue of the main competitor in the CRM software industry. The

revenue of Salesforce in 2019 is forecasted to reach $14,799 million (€13,681 million) (cf. Miller 2016, p. 14).

$$\frac{50,000}{13,681,000} \times 100 = 0.37\%$$

Figure 47: Relative Market Share of Koerbler in the UK (own presentation)

If the exchange rate between the Dollar and Euro remains the same until 2019 and Koerbler and Salesforce are able to reach these revenues, it can be assumed that **the company will achieve a relative market share of 0.37% by the end of 2019.**

9.2.2. Market Segmentation and Definition of Target Group

Within the B2B sector, a market can be segmented into clearly defined customer groups by using several different criteria. Based on the findings from literature and market research, the segmentation of the UK market is carried out by means of the two segmentation criteria industry and company size. Nearly all of the experts are of the opinion that SMEs should be the main target group of a CRM software company entering the UK, due to the fact that large concerns often prefer softwares from other large enterprises, like Microsoft, and their buying decisions are often very political and include many different people. Furthermore, many of the experts think that verticalisation, which means focusing on one specific industry sector, is also key when entering the UK software market. This allows a company to present itself as specialist on the market. Secondary research has also shown that the main British users of CRM software are from the retail, IT and consultancy sector. Thus, the selection of target groups for Koerbler concentrates on SMEs and those three industries, plus the health sector since Koerbler already has one customer within this branch. It is recommended to focus on two target groups in the first business years in the UK as on the one hand, concentrating on more than one sector bears less risk and on the other hand, fewer resources are required than by serving the entire market. The evaluation of the segments is executed by applying the profile method as this instrument allows a more differentiated assessment of the segments and is therefore more expressive and informative than a checklist. The competitive intensity (number of CRM softwares available for the segments), the segment size (number of SMEs in the respective industry sector) and the growth potential (growth rate of SMEs in the industry sector) are used as evaluation criteria for each segment.

The definition of SMEs for the assessment is based on the companies' turnover, while the growth rate includes the SME number of 2016 compared to the previous year. Detailed figures can be found in the appendix (cf. Appendix, p. A-50f.).

Relevant Criteria	-	1	2	3	4	5	+
Competitive Intensity		X		XX		X	
Segment Size		X		X		X	
Growth Potential		X		X	X	X	

X – SMEs in the software sector   X – SMEs in the consultancy sector
X – SMEs in the health sector   X – SMEs in the retail sector
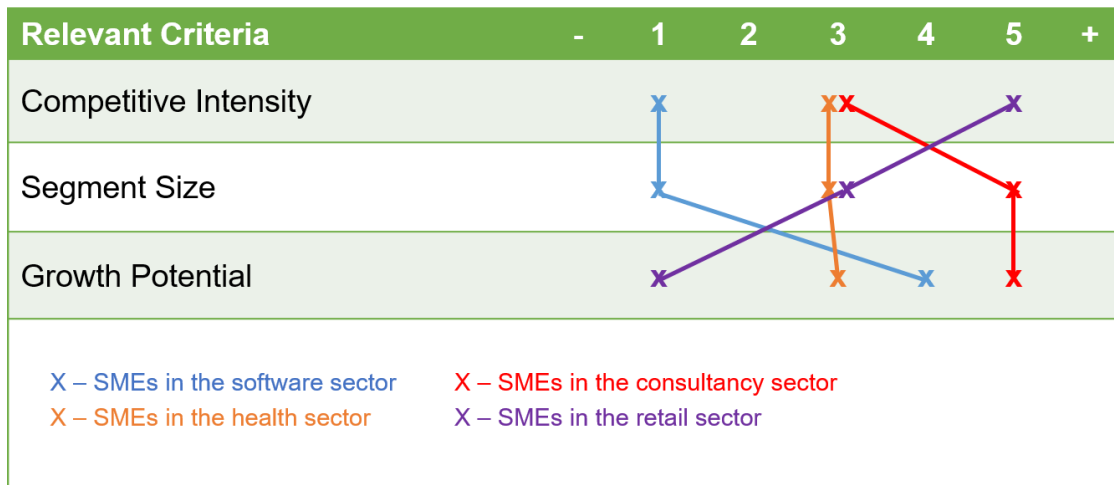
Figure 48: Evaluation of Market Segments (own presentation)

The selection of the two most appropriate segments for Koerbler is done by calculating the average score of each segment (Table 14).

No.	Segment	Calculation	Score
1	SMEs in the software sector	(1+1+4)/3	2
2	SMEs in the health sector	(3+3+3)/3	3
3	SMEs in the consultancy sector	(3+5+5)/3	6.5
4	SMEs in the retail sector	(5+3+1)/3	3

Table 14: Calculation of Segment Scores (own presentation)

Based on the scores, the author of this thesis recommends Koerbler to address SMEs in the consultancy and health sector. Although segment 2 and 4 achieved the same scores, the company is advised to expand its business in the industry sector, where already one customer could have been acquired and thus, can be used as reference to win other health institutions.

The next part of market segmentation is the positioning analysis, which is carried out within five steps. Firstly, the entire software firm is defined as positioning object. The determination of relevant performance characteristics is based on the answers of the primary research, including:

- Dynamic/Active
- Solution-oriented
- Service-oriented
- Professional/Experienced

The competitors' positions are derived from one industry expert, who had worked together with all of those companies, whether as customer, partner or employee (cf. Appendix, p. A-51).
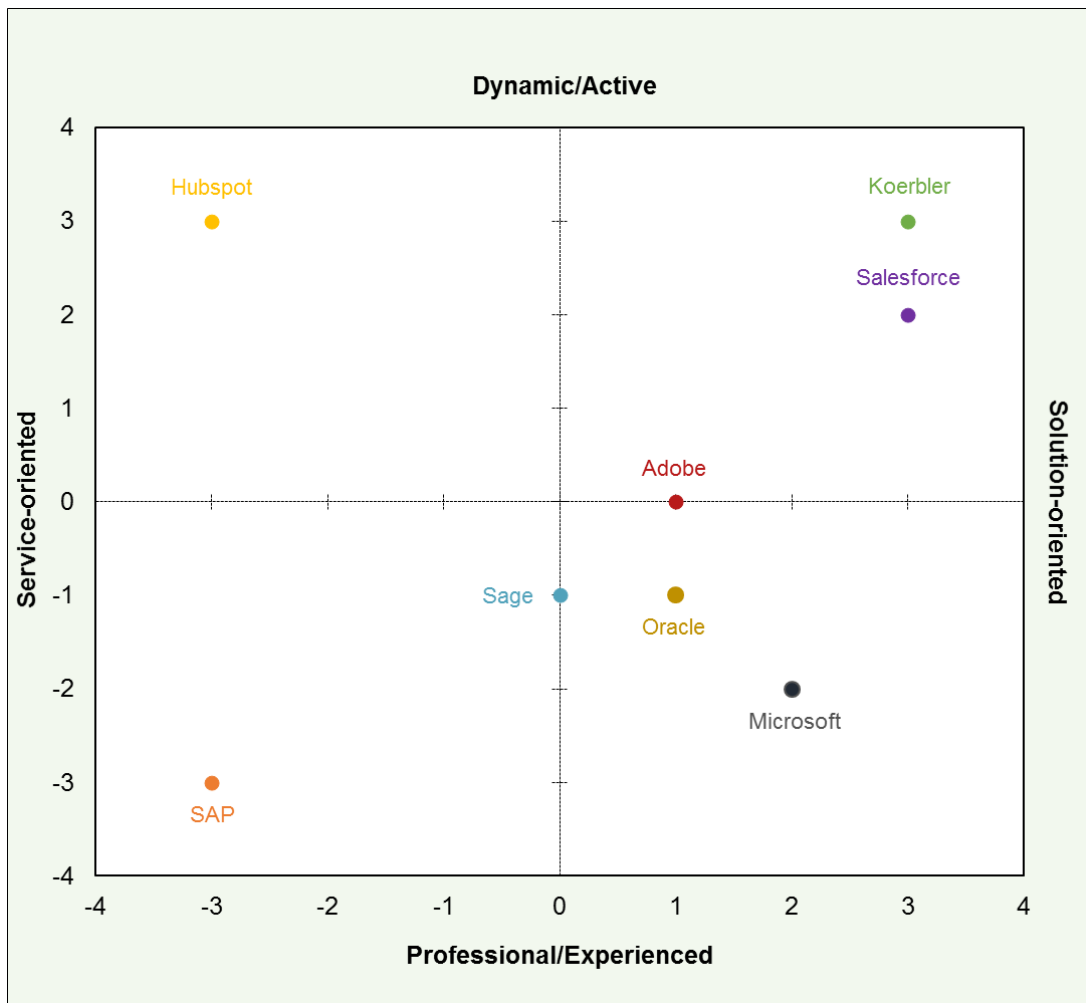
Figure 49: Positioning Map (own presentation)

The result of the positioning map (Figure 49) is in line with the opinions of other experts. For instance, one of them stated that several of the big players in the CRM software market, like Microsoft, SAP or Oracle take on the role of experts, who are qualified, and where everything is very well organised, while 'smaller' and younger companies follow more an easy-going, dynamic way of promoting them. Most of the interviewees think that being solution-driven and able to react to customer requirements actively and flexibly is the best way to place a software company on the UK market. This can also be seen in the ranking of success factors as product quality is key for a firm operating in the British software market. **Thus, the author advises Koerbler to position itself as solution-oriented and dynamic software company.** Furthermore, nearly all of the experts recommended to promote the software itself as user-friendly solution. Nevertheless, this positioning does not

represent a final decision as the competitive positions are based on the answers of only one expert. Therefore, Koerbler is advised to counter-check the results within a representative survey.

9.2.3. Selection of Market Entry Mode

For the selection of the right entry mode for Koerbler GmbH, the less suitable entry modes are first eliminated by applying the checklist method. The three categories export, intermediary and investment modes are assessed due to their degree of fulfilment regarding external and internal conditions. The entry mode which least meet the requirements is eliminated. The two remaining modes are then investigated in detail by comparing them within a value-benefit-analysis. Table 15 illustrates the results of the checklist. The evaluation criteria are derived from theory and results of the primary analysis, where experts were asked about criteria influencing the entry mode decision.

	Relevant Criteria	Export Modes	Intermediary Modes	Investment Modes
Internal Criteria	Firm size	☒	☐	☐
	International experience	☒	☐	☐
	Product complexity	☒	☐	☐
	Product differentiation advantage	☐	☐	☒
	Risk-taking willingness	☒	☐	☐
	Competitiveness	☒	☐	☐
	Corporate leadership style	☒	☐	☐
	Company objectives/drivers	☒	☐	☐
	Qualifications/skills of employees	☒	☐	☐
	Type and quality of product	☒	☐	☐
	International orientation of company	☒	☐	☐
External Criteria	Socio-cultural distance	☒	☐	☐
	Country risk	☐	☒	☒
	Market size and growth	☐	☐	☒
	Direct and indirect trade barriers	☐	☒	☒
	Intensity of competition	☒	☐	☐
	Number of export intermediaries	☐	☒	☒
	Target groups and demands	☒	☐	☒
	Country-specific conditions	☐	☒	☒

Table 15: Checklist for Eliminating Less Suitable Entry Modes (own presentation)

Intermediary modes like franchising or licensing represent less suitable entry modes for Koerbler. Only the country risk/conditions, trade barriers and number of export intermediaries would plead for these entry modes, as for example, preferences of British people for local suppliers promote the selection for contractual arrangements with a local company. Although several export intermediaries exist, lots of them work together with large concerns like Sage or Microsoft and thus, promote intermediate and investment modes. However, especially the small company size, including the

limited resource availability and low international experience of Koerbler, favour the choice of export modes. As software represents a hard service, where consumption and production can be decoupled and service standardisation is encouraged, physical presence in the respective country is not necessary. Export modes are also preferred due to Koerbler's low risk-taking willingness, the limited availability of organisational capabilities (competitiveness) and the corporate leadership style, which does not require high control over international activities. As nearly all of the interviewees mentioned great cultural differences between Austria and UK, Koerbler also favours entry modes with low resource commitments and high flexibility. Thus, the checklist excludes intermediate modes as entry mode for Koerbler GmbH (cf. Hollensen 2016, p. 353 – 356; Zentes/Swoboda/Schramm-Klein 2013, p. 274 – 279).

For the detailed entry mode selection the two remaining modes with their specific alternatives are evaluated within a value-benefit-analysis. The comparison of the entry modes is done by weighting and rating the six most important assessment dimensions, already mentioned in the theoretical part. The weighting of the criteria is executed by the CEO of Koerbler and three further department managers in order to receive more responses and to reduce subjective influences. Findings from literature and market research form the basis for the rating of entry modes made by the author. The rating is done by a scale from one to five points. The higher the number, the higher the value in terms of contributing to the respective dimension. Besides those six assessment dimensions, also the company- and environment-specific criteria recommended by the interviewed experts, can be used for the final entry mode selection. Thus, if some of those criteria are of particular importance to the company, it is suggested to add these dimensions to the value-benefit-analysis and evaluate them for each entry mode. Moreover, the author advises Koerbler to have the results of the value-benefit-analysis verified by internationalisation experts.

Evaluation Criteria	Weight (W) Σ = 100	Market Entry Modes											
		Export Modes						Investment Modes					
		Direct Export		Indirect Export		Systems Export		Wholly-owned Subsidiary		M&A		Joint Venture	
		Score (S)	SxW	S	SxW	S	SxW	S	SxW	S	SxW	S	SxW
High control	10.25	3	30.75	1	10.25	3	30.75	5	51.25	5	51.25	3	30.75
Low resource commitment	17.5	5	87.5	5	87.5	4	70	1	17.5	1	17.5	3	52.5
Low costs/High profit potential	31.25	5	156.25	3	93.75	4	125	3	93.75	2	62.5	4	93.75
High flexibility	17.5	5	87.5	4	70	4	70	1	17.5	1	17.5	2	35
High partner resources	16.75	4	67	4	67	3	50.25	1	16.75	1	16.75	5	83.75
Low risk of knowledge dissemination	6.75	4	27	4	27	3	20.25	5	33.75	5	33.75	1	6.75
Utility Σ = 1910 (Σ = 100%)		456 (23.95%)		355.5 (18.6%)		366.25 (19.2%)		230.5 (12.1%)		199.25 (10.4%)		302.5 (15.8%)	

Figure 50: Value-Benefit-Analysis (own presentation)

The scores of the value-benefit-analysis (Figure 50) as well as the previously conducted checklist show that export modes are in general the best entry category for Koerbler. With a utility value of 456, **direct export** represents the most suitable way for the company to enter the UK software market. The primary influencing factors contributing to this selection are the resource commitment, high flexibility, low costs and a high profit potential.

Regarding the close percentage gap between direct export and indirect or systems export, the following arguments (Figure 51) support the choice for direct export:

Issue	Arguments in favour for direct export
Success factor for UK market entry: **Branding & Reputation**	Entry mode allows image building and branding without being dependent on any Alliance or export partner
High **profit potential** important to Koerbler	Company does not have to share profit with business partners
British people prefer to do business with **locally present companies**	Entry mode promotes personal contact with target group(s)
Control over international activities	Higher control due to independence of business partners and no conflicts of interests
Importance of **low costs** for Koerbler	Direct export being more cost-efficient in the long run
Great **cultural differences** between Austria and UK	Better possibility to gain relevant market know-how, which represents a success factor for UK market entry

Figure 51: Arguments supporting Choice of Direct Export (own presentation)

Both literature and primary market research results show that instead of exporting the software directly to the end customer, using an intermediator like an agent or distributor will help Koerbler to overcome cultural and linguistic barriers and to take advantage of the partner's local business relationships. Besides low costs and resources, further advantages of direct export are the better know-how of foreign customer's needs, the possibility of gaining market know-how as well as the higher control over distribution, which help to overcome the company's weaknesses regarding internationalisation experience. According to the internal analysis, a further vulnerability of Koerbler is the promotion and communication, which can be managed by using a distributor as intermediator, who helps to pay and undertake marketing promotion for the software abroad. As the software of Koerbler is a SaaS solution, the business partner does not have to take on responsibility for the delivery of the software. However, due to the limited resources of the company, the local business partner should undertake sales, after-sales, support services and promotional activities in the UK. This result is in line with the recommendations given by the surveyed experts. **Thus, the author of this thesis suggests entering the UK software market via direct export by using a distributor.**

9.2.4. Market Entry Timing and Firm-Specific Aspects

In coordination with Koerbler GmbH it has been defined to focus this master thesis concept solely on the market entry into the British software market. Therefore, no

decision regarding transnational timing strategies have to be considered. As the company started its first international activities in Germany and now plans to gradually enter the UK and two further UK-similar European countries within the next five business years, the waterfall approach was previously chosen by Koerbler as timing strategy. Due to the high intensity of competition in the UK, identified within the competitor analysis and the primary market research, Koerbler GmbH does not have the choice between different country-specific timing strategies, but is forced to enter the market as late follower. Thus, it is recommended to constantly monitor the competitive situation in the British software market in order to differentiate from competition regarding positioning and reputational factors. Although entering the market as late follower bears the risk of already well-established pioneers and customers preferring specific solutions or brands, Koerbler GmbH can take advantage of UK people being less supplier-loyal and more likely to switch to solutions that help them to work cheaper and faster. However, also experts rate the timing as least important factor when entering a foreign market.

Timing

As mentioned in the theoretical part, a software firm's timing strategy also consists of the decision on entering the market with the entire system or gradually with single components. Due to the fact that there is a high demand for a broader CRM suite rather than a single solution, Koerbler is suggested to enter the UK market with the entire software system. Since the software KundenMeister is continually developed, new features should be implemented gradually over time. In this context, the company also has to consider the strategic importance of each newly invented component as this influences the decision on a pioneer or follower strategy. Thus, if Koerbler is able to take on a leading role in terms of specific features for individual industry sectors, following a pioneer strategy is recommended.

Organisational Structure

On the one hand, a company's alignment of the organisational structure to international activities depends on the selection of the entry mode, while on the other hand also the availability of personnel resources impacts a firm's structure. Both literature and expert opinions confirm that in the early stage of SME internationalisation process, the best way to organise foreign activities is by choosing one dedicated employee taking on responsibility for UK operations and communication to target groups. Therefore, the author suggests defining a UK

country manager, who acts as contact point between home and foreign market and manages the relationships to selected distributors. This approach does not only contribute to Koerbler's low resource availability, but also encourages the bundling of know-how regarding UK market and measures.

9.2.5. Promotion and Marketing Communication

In order to enter the UK successfully, this chapter outlines necessary operative steps in terms of promotional and communication activities to increase brand awareness for building up a unique CI. Neither the company nor the software brand of Koerbler are known in the UK market yet. Thus, the firm faces a market situation, which requires intensive communication to raise the brand recognition. Furthermore, due to the chosen market entry mode two target groups have to be considered:

1. Distributors located in the UK, who sell (CRM) softwares
2. End users, e.g. SMEs in the consultancy or health sector
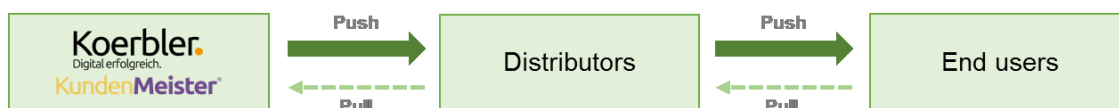
Figure 52: Target Groups and Communication Strategy (own presentation)

The author recommends Koerbler to focus on the primary target group 'Distributors' in the first year after the market entry and to follow a so-called 'Push' strategy. This means, marketing activities should be targeted at distributors in order to push the software and to convince distributors to list Koerbler's software brand KundenMeister. As soon as software licenses are sold regularly and a distribution network could have been established, it is also advisable to focus on the secondary target group 'End users' in order to build up a general reputation in the British software market. As shown in Figure 52 by the dotted lines, this approach might also lead to 'Pull' effects, where customers actively request the software KundenMeister from distributors and these, in turn, from Koerbler GmbH. However, due to the limited budget of Koerbler there are no resources to directly target SMEs in the consultancy or health sector and pull effects are unlikely to occur in the early phases of market entry until achieving a good reputation among distributors. Moreover, marketing for end users is done primarily by the distributors itself,

whereas Koerbler takes on a supportive role. The following measures are suggested for attracting distributors as well as end users.

1. **References/Case Studies/Success Stories:** Koerbler GmbH should translate its current success stories and case studies in English and present them on the company's website. Furthermore, also current customers should be contacted and asked for their reference in order to show potential distributors that Koerbler is a reliable supplier and business partner. Especially internationally well-known customers of Koerbler, like Jacques Lemans, Novartis, Universal Music etc. should be used as reference as British people show keen interested in success stories of a small company providing a solution for popular and large concerns.

2. **Trade Fairs and Events:** The company is advised to participate at industry-specific fairs or events, such as the Gartner Digital Workplace Summit or the Business Software Roadshow of itSHOWCASE in order to present the software's functionalities and to convince potential distributors and clients of the firm's expertise. In addition, as personal contact was identified to be one of the most important success factors in the UK, trade fairs and events provide the possibility to establish a great business network.

3. **Personal Selling and Presentations:** Again, as direct face-to-face contact is a key aspect in the UK, distributors should be contacted and visited in person to persuade them to sell the unknown CRM software KundenMeister. Part of personal selling can also be sales presentations, for example in hotels and for a specific target group. In this context, an interviewee mentioned the possibility of doing a presentation together with other Austrian software firms that are offering complementing products to attract potential customers/partners and also benefit from cost-sharing opportunities regarding seminar rooms, catering etc. Furthermore, also e-mail marketing is a recommended communication instrument for Koerbler. After participating at a trade fair and/or visiting a distributor, a monthly newsletter including company information, software updates or roadmaps should be sent to the target group(s). As the company has already set up a KundenMeister newsletter, only linguistic adaptations have to be made.

4. **Website and Social Media:** One of the first actions to undertake when entering the UK market should be an English website with a .co.uk domain. The website contents not only have to be appealing, but also have to be translated in an excellent way - both in style and grammar. Furthermore, nearly all interviewees

highlighted the importance of a company being present in social media as this represents an essential communication tool for customer retention and initiating contacts. Thus, it is recommended to create an English-speaking fan-page at Facebook and translate the contents of the Austrian site. Next, also the Twitter account of KundenMeister should be reactivated and filled with compelling messages. In addition, creating a LinkedIn account is suggested as this platform dominates the B2B social media marketing in the UK and allows companies and people to connect on a more professional level. (cf. Brusveen 2016).

5. **Network:** The establishment of a network is key for success in the UK. Thus, it is recommended to continuously expand the firm's network and to keep in contact with existing business partners in order to encourage customer retention and stay in the people's mind. This network should not only contain business relationships with distributors or end users of the software, but also with opinion leaders and experts who are known in the IT/software sector and who could write reviews or recommendations about Koerbler's CRM software KundenMeister.

6. **Branding/CI:** Besides the mentioned communication instruments, also branding and the development of a clear corporate identity should be considered within the company's overall marketing strategy. Therefore, the positioning characteristics mentioned in Chapter 9.2.2. should be used in Koerbler's communication strategy in order to build up a strong brand and express the individual character and uniqueness of the software. As having a good USP was identified as one of the main success factors when entering the UK market, Koerbler GmbH is advised to define a USP that helps the company to differentiate from competitive software solutions in the UK. Possible starting points could be the quality of KundenMeister which combines several features of enterprise solutions and the software's intuitive user interface. In this context, Koerbler is also advised to spread the same message on all platforms and instruments used, to ensure a consistent image, which will also help to reduce customer's purchase risk due to the intangible character of the offering. Regarding the German brand name of Koerbler's software, experts also recommended either to translate it or to choose another English name for the UK entry.

Further recommendations regarding Koerbler's communication policy after a first year of doing business in the UK are:

- Advertising in magazines like ComputerWeekly

- Invest in SEO measures

- Contact lead generating companies

Table 16 represents the prioritisation of the above-mentioned measures for Koerbler regarding the firm's promotion and communication in the UK by also considering the SMEs' low availability of personnel and financial resources.

Description	Prioritisation		
	Need for action	Time resources	Financial resources
Branding/CI	High	Medium	Low
References/Case Studies/Success Stories	High	Medium	Low
Participation in Gartner Digital Workplace Summit	High	High	Medium
Participation in Business Software Roadshow	High	High	High
Contact and meet distributors	High	High	Medium
English Website with .co.uk domain	High	Low	Medium
Active postings on LinkedIn, Facebook and Twitter	High	Medium	Low
Network	High	High	Low
Organise sales presentations	Medium	High	Medium
E-mail marketing via newsletter	Medium	Low	Low
Advertising in ComputerWeekly	Low	Low	High
Invest in SEO measures	Low	High	Medium
Contact lead generating companies	Low	Medium	High

Table 16: Recommended Promotion and Communication Measures (own presentation)

On basis of the company's limited resources and the experts' answers within the primary research, it is suggested to standardise the content, design and structure of Koerbler's communication materials to ensure low effort and resource commitment. Although there exist cultural differences between Austria and UK as well as British people having a diverse mentality, the majority of experts are of the opinion that a total customisation of the communication policy is not necessary for the market entry. Only the humour and wording (language style and proper use of technical terms) should be considered when translating the documents. Two experts also pointed out the necessity of translating a German brand name for the British market and to register it as trademark on an international basis.

9.3. Implementation and Control

The implementation and controlling of this concept are not part of the master thesis project. Therefore, the following chapter only provides recommendations for further actions, based on literature and analysis results.

9.3.1. Recommendations

Due to the fact that the risk of new entrants and the intensity of competition are expected to grow further in future, it is recommended to realise the market entry into the UK as soon as possible according to the proposed action plan in section 9.4. Furthermore, as the UK is a very well-advanced and fast-moving country, Koerbler is suggested to push the firm's capability and readiness to innovate in order to distinguish from competition in the long run.

Implementation Recommendations

In the implementation phase the search for distribution and other business partners represents an essential first step. Potential distributors are listed in the appendix (cf. Appendix, p. A-61). Nevertheless, Koerbler is advised to check the distributor's portfolio first and be aware of risks and possibilities of a small or large distributor. While a larger partner might have a greater network, the risk of product cannibalisation can be higher due to competing CRM softwares included in the distributor's product range. Thus, recommended requirements for potential partners are:

- At least two years of working experience in the software industry
- Know-how about SaaS model
- Product portfolio mainly including complementary software products
- Willingness to enter into a close cooperation with Koerbler and share market information with the company

In order to identify trustworthy partners, who really fit to the company and its objectives, it is important to meet potential distributors personally and to maintain direct contact with them. In this context, being aware of UK business and meeting etiquettes, outlined in this thesis, is crucial for success. Ways to identify potential partners and initiating first contacts are:

- Austrian Chamber of Commerce (Austrian foreign trade centre in London)
- British Chambers of Commerce

- Participation at trade fairs/events
- Companies offering lead generating services (e.g. Callbox, Sales Accelerant)
- Involvement of an export consultant

During the partner search phase in the first year, Koerbler GmbH should focus on those UK locations, which are especially known as technology hubs. Literature and interviewees confirm the relevance of locations like London, Birmingham and Oxford in software sales. Another aspect to consider when getting in touch with business partners is the necessity of the website, company and software presentations being already translated at the moment of contact initiation. Furthermore, the general formulation and defined contents of the contract with distribution partners are critical for a successful collaboration. Thus, issues outlined in Figure 53 should be determined. Due to limited resources of Koerbler and existing cultural differences between Austria and UK, the author suggests maximum outsourcing of marketing activities and customer services.

General
- Name of contract
- Contract parties
- Legal position of contract parties
- Contractual period and claim for compensation
- Limitations of freedom of contract

Product/Customers
- Contractual object(s)
- Customers
- Contract territory
- Pricing
- Reservation of ownership
- Property rights regarding trademarks, patents etc.

Marketing/Services
- Sales promotion (e.g. minimum turnover, participation at trade fairs etc.)
- Execution of promotional measures
- Execution of customer support services

Figure 53: Content of Distribution Contract (based on Brenner/Zillmer/Berger 2017, p. 163f.)

Besides distribution partners, it can be considered to enter into a partnership with other software providers, so-called Alliances, offering complementary products, and

with whom joint marketing and promotional activities can be undertaken. Also, the already existing UK customer of Koerbler in the health sector should be contacted for connecting the company to further institutions in this branch. Overall, personal support to business partners is of particular importance in order to strengthen the business relationship. Thus, partners can be invited to the Austrian company location and should be informed regularly about software updates and features.

Controlling Recommendations

For controlling external developments it is suggested to monitor the UK market continuously in order to react proactively to market trends, customer requirements and competition. However, as the possibilities of Koerbler to carry out regular market surveys is limited due to the firm's lack of resources, it is even more recommended to source relevant and up-to-date market information from institutions like the Austrian Embassy in London or the UK Software Metrics Association (UKSMA) for free. In addition, also monitoring internal developments is a crucial part of the control phase when entering a foreign market. In order to assess the success of Koerbler's internationalisation steps in the UK, the company should establish a controlling process.

Key Success Factors

Regarding the five most important key success factors, which are described in theory and have been ranked by the interviewees, recommendations for market know-how, right partner and customer proximity had already been given in the previous sections of this thesis. By choosing a distributor as entry mode for the UK, customer proximity and reduction of cultural distances can be managed. The selection of such a partner should be based on his product portfolio and further requirements mentioned. This thesis also covers current market information, but should be regularly updated by checking UK reports from associations and public institutions. Regarding the product quality it is advised to regularly gather customer feedback and monitor competitor offerings. Finally, in order to ensure availability of qualified staff, the author recommends to continuously visit, train and check distributors.

9.3.2. Measures

For the above-recommended controlling process, Koerbler GmbH should monitor the following KPIs according to the advised reporting frequency.

Measure	Reporting frequency
Number of software licenses sold	Yearly
Return on Investment	Yearly
Turnover with software licenses and services	Yearly
Market share percentage	Yearly
Number of active customers	Yearly
Number of contacts established with UK distributors/business partners	Yearly
Brand awareness/image	Every 2 years
Customer satisfaction	Every 2 – 3 years
Website traffic	Yearly
Number of enquiries (purchase, trial) via website	Yearly
Social media metrics	Monthly

Table 17: KPIs (own presentation)

9.4. Action Plan and Budgeting

Table 18 provides an overview of the required steps and costs in 2017 directly connected to the UK market entry. Working hours needed by the staff of Koerbler GmbH are not included. All costs stated represent gross amounts. Depending on the budget, further actions are listed at the bottom of the action plan.

No	Recommended Action	Detailed Information	Est. costs in €	Responsible Person	Period
1	Observation of UK market and competition	• Developments of the UK market have to be recorded and monitored continuously	Personnel costs	Marketing employee	Start from July 2017; ongoing
2	Branding/CI	• Position Koerbler as solution-oriented and dynamic business partner on the UK software market • Promote KundenMeister (English brand name!) as user-friendly tool • Define a USP and ensure the use of a uniform message across all communication instruments	Personnel costs	CEO	Start from July 2017; ongoing
3	References	• Contacting of Austrian/UK reference customers	**€ 100** (phone) + Personnel costs	Sales/Office employee(s)	July to August 2017
3	Participation at Business Software Roadshow	• Travel expenses (€ 200) • Communication • Exhibition fee (€ 908*) • Costs for the creation of specific communication material (€ 2,500) *No information available about exhibition fees; as this fair only lasts half a day, costs of the Gartner Summit are divided by four	**€ 3,608** (for one person) + personnel costs	Marketing/ Sales employee(s)	September 2017
4	Participation at Gartner Digital Workplace Summit	• Accommodation (€ 226) • Travel expenses (€ 200) • Communication • Exhibition fee (€ 3,632) • Costs for the creation of specific communication material (€2,500)	**€ 6,984** (for two persons) + personnel costs	Marketing/ Sales employee(s)	September 2017

No	Recommended Action	Detailed Information	Est. costs in €	Responsible Person	Period
5	Personnel selling and meetings with distributors	• Accommodation (€ 88 per night) • Travel expenses (€ 200) • Communication • Additional expenses (€ 250 food, underground zone 1-9) http://content.tfl.gov.uk/adult-fares-2017.pdf	**€ 866** (per person for one week) + personnel costs	CEO, Head of Sales	After fairs; ongoing
6	Presentation with complementing software producers	• Travel expenses (€ 200) • Communication • Conference room (€ 462) • Catering (€ 1,038) It is assumed that this presentation is held with two other firms, so costs for conference room and catering can be divided by three. http://cieelondon.org/catering.html	**€ 700**	Head of Sales	Between October and December 2017
7	Translations of e-mail newsletter	• Integrate newsletter tool in British website • Translation of German newsletter contents (average length of newsletter: 500 words; EUR 0.25 per word)	**€ 1,500** (monthly newsletter for a year)	Marketing employee	August to September 2017
8	Creation and translation of website	• Creation of a website (landing page) with co.uk domain (€ 15 per month) • Creation and translation of content for UK landing page (€ 2,500; est. 10,000 words; EUR 0.25 per word)	**€ 2,680**	Marketing employee	July to August 2017
9	Active postings on LinkedIn, Twitter and Facebook (+creation and linking to blog posts)	• Publish one post/tweet per week on each platform • Try to get in touch with opinion leaders/experts of the industry • Translation of posts/tweets and blog articles (average length of post 20 words and of blog 300 words; EUR 0.25 per word)	**€ 4,160** (weekly postings/blogs for a year) + Personnel costs	Marketing employee	From August or September 2017; ongoing
10	Build up a network	• Activate and build up a network of distributors, business partners, opinion leaders etc.	Personnel costs	CEO	From September 2017; ongoing

No	Recommended Action	Detailed Information	Est. costs in €	Responsible Person	Period
11	Trademark registration	• KundenMeister or adapted brand name should be protected as a Community Trademark in order to be valid in the entire EU. Registration has to be done for two Nice-Classifications (Class 9 & 42) http://web2.wipo.int/classifications/nice/ nicepub/en/fr/edition-20170101/classheadings/	€ 900	CEO	July 2017; needs to be extended after 10 years
12	Advertising in magazines like ComputerWeekly	• Try to communicate the CI and positioning characteristics of the software and company	Price on request (not calculated)	Marketing employee	2018
13	Search Engine Optimisation for English website	• Update website content regularly and create SEO-friendly content (e.g. outsourced to https://www.found.co.uk/) • Translation of content	Price on request (not calculated)	Marketing employee	2018 - 2019
14	Use lead generating companies	• Try to communicate the CI and positioning characteristics of the software and company	Price on request (not calculated)	Head of Sales, CEO	2018
Estimated costs for all 11 actions (excl. personnel costs)			**€ 21,498**		

Table 18: Action Plan and Budgeting (own presentation)

As Table 18 shows, the main costs are caused by trade fairs and the translation of all promotion materials, which is a key part to successfully enter the UK market and therefore, should be done very carefully. The costs for the translation are derived from the online translation service Tolingo. Depending on the language style, translations cost between 17 and 25 Cent. However, as the texts on the KundenMeister website include lots of technical terms, the highest costs per word are used for the calculation. Furthermore, also the costs for flight and accommodation represent an average price presented at several hotel and airline websites. Action 11 can be seen as general marketing costs, since the registration of the software brand as Community Trademark is useful for the entire EU area. Overall, the total costs in 2017 for the market entry into the British software market amount to € 21,498.

10. Final Graphical Summary

Figure 54 shows that the most important aspects to consider when entering the UK are the cultural differences, the need for high quality products as well as the high number of competitors and SMEs in the software industry. The SWOT points out that there is high potential for Koerbler due to its qualitative SaaS solution and the firm's flexibility. Decisions derived are the market entry via distributors, who also represent the primary target group of Koerbler and the positioning as solution-oriented and dynamic software firm. In total, necessary promotional measures like website, trade fairs, personnel selling and branding will cause costs of € 21,498, which should be implemented and controlled based on great relationships with distributors and Alliance partners and the ongoing monitoring via KPIs.
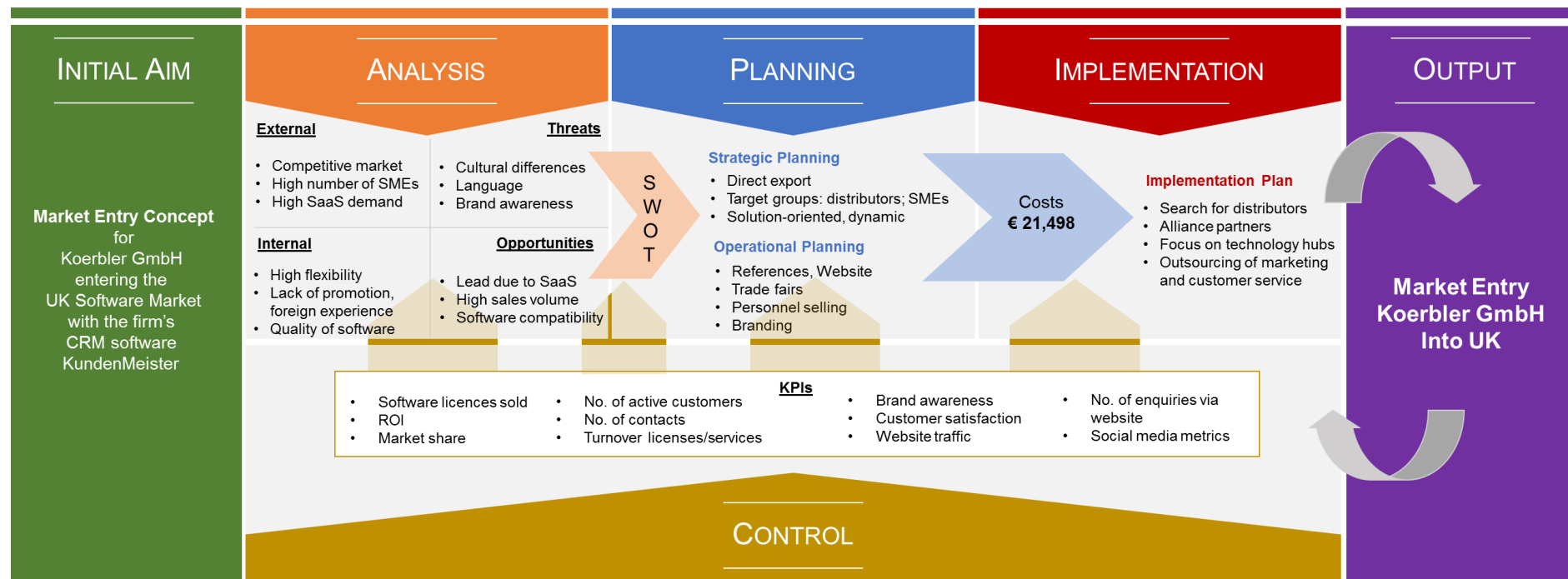
Figure 54: Final Graphical Summary (own presentation)

11. Author's Summary

The personal summary of the author reflects the process of writing this master thesis and identifies learning results, challenges and obstacles the author of this thesis had to cope with.

One of the main findings of the author includes the great importance of a clear and thoroughly-developed market entry concept. A strategic and structured approach to entering a foreign market is an essential factor for the overall success of a company expanding its business to other countries. Although the company, for which this market entry concept was written, already had customers in Germany and also in the UK market, the author had to face challenges in terms of reconciling the firm's low resource availability and small company size with the company's internationalisation aims.

Based on the fact that this market entry concept had to take three key aspects into account – SMEs, B2B sector and British software industry – it was relatively challenging for the author to find appropriate literature. Nevertheless, by using existing literature and compensating the remaining information deficit through the execution of a thorough secondary and primary analysis, the market entry concept could be developed on the basis of profound theoretical and empirical results. Thus, using new and different approaches, applying joined-up thinking and reflecting contents critically, are considered as the most important learning successes of this master thesis.

Overall, the author of this thesis experienced working on a real business case as great opportunity to gain and strengthen know-how in foreign entry possibilities and applying the theory learned in the Master degree programme 'International Marketing' to practice.

Finally, the author of this thesis hopes that the developed market entry concept contributes to the future success of Koerbler GmbH.

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13. Appendix

Appendix: Table of Contents

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1. European Software Market

Within the theoretical part of this master thesis, the European software market has been investigated in Chapter 2. This investigation is based on results of a study by Marketline. Table A-1 below represents all European countries included in the Marketline study.

European Software Market Countries	
Austria	Belgium
Czech Republic	Denmark
Finland	France
Germany	Greece
Ireland	Italy
Netherlands	Norway
Poland	Portugal
Russia	Spain
Sweden	Switzerland
Turkey	UK

Table A- 1: List of European Countries included in Marketline Software Study (based on Marketline 2015a, p. 7)

1.1. Piracy Rate of the European Software Industry (BSA Study)

As mentioned in Chapter 2.1. in the theoretical part of this thesis, software is often subject to piracy issues. The Global Software Study by the Business Software Alliance (BSA) has examined the piracy rate of Europe. Figure A-1 as well as Figure A-2 show the results of this study according to the individual countries.

CENTRAL AND EASTERN EUROPE								
Albania	75%	75%	75%	78%	$10	$6	$8	$11
Armenia	86%	88%	90%	93%	$26	$26	$14	$8
Azerbaijan	85%	87%	88%	92%	$103	$67	$52	$50
Belarus	86%	87%	87%	—	$173	$87	$55	—
Bosnia	65%	66%	66%	68%	$21	$15	$14	$13
Bulgaria	63%	64%	67%	68%	$101	$102	$115	$63
Croatia	52%	53%	54%	54%	$64	$74	$71	$68
Czech Republic	34%	35%	37%	39%	$182	$214	$174	$161
Estonia	47%	48%	50%	51%	$20	$25	$19	$20
FYROM	65%	66%	67%	68%	$19	$22	$15	$11
Georgia	90%	91%	95%	—	$40	$52	$54	—
Hungary	39%	41%	41%	42%	$127	$143	$113	$125
Kazakhstan	74%	76%	78%	79%	$136	$123	$74	$110
Latvia	53%	54%	56%	56%	$29	$32	$24	$29
Lithuania	53%	54%	54%	56%	$47	$44	$31	$37
Moldova	90%	90%	91%	92%	$57	$45	$28	$43
Montenegro	78%	79%	81%	83%	$7	$7	$11	$7
Poland	51%	53%	54%	57%	$563	$618	$506	$580
Romania	62%	63%	65%	68%	$208	$207	$183	$151
Russia	62%	63%	67%	73%	$2,658	$3,227	$2,613	$4,123
Serbia	69%	72%	74%	76%	$70	$104	$67	$72
Slovakia	37%	40%	43%	45%	$67	$68	$65	$54
Slovenia	45%	46%	46%	48%	$41	$51	$39	$39
Ukraine	83%	84%	85%	83%	$444	$647	$272	$403
Rest of CEE	89%	90%	88%	88%	$105	$127	$56	$173
TOTAL CEE	**61%**	**62%**	**64%**	**68%**	**$5,318**	**$6,133**	**$4,673**	**$6,351**

Figure A- 1: Piracy Rate Central and Eastern Europe (BSA 2014, p. 8)

WESTERN EUROPE								
Austria	22%	23%	25%	25%	$173	$226	$212	$157
Belgium	24%	24%	25%	25%	$237	$252	$239	$223
Cyprus	47%	48%	48%	50%	$19	$19	$16	$14
Denmark	23%	24%	26%	25%	$224	$222	$203	$193
Finland	24%	25%	25%	25%	$208	$210	$175	$160
France	36%	37%	40%	42%	$2,685	$2,754	$2,544	$2,601
Germany	24%	26%	28%	27%	$2,158	$2,265	$2,023	$1,937
Greece	62%	61%	58%	58%	$220	$343	$248	$198
Iceland	48%	48%	49%	48%	$12	$17	$11	$33
Ireland	33%	34%	35%	34%	$107	$144	$125	$106
Italy	47%	48%	49%	49%	$1,747	$1,945	$1,733	$1,779
Luxembourg	20%	20%	21%	21%	$30	$33	$30	$16
Malta	44%	43%	45%	46%	$5	$7	$7	$7
Netherlands	25%	27%	28%	28%	$584	$644	$525	$502
Norway	25%	27%	29%	29%	$248	$289	$195	$195
Portugal	40%	40%	40%	43%	$180	$245	$221	$167
Spain	45%	44%	42%	43%	$1,044	$1,216	$1,014	$903
Sweden	23%	24%	25%	25%	$397	$461	$304	$324
Switzerland	24%	25%	25%	25%	$469	$514	$344	$303
United Kingdom	24%	26%	27%	26%	$2,019	$1,943	$1,581	$1,837
TOTAL WE	**29%**	**32%**	**34%**	**33%**	**$12,766**	**$13,749**	**$11,750**	**$11,655**
TOTAL WORLDWIDE	**43%**	**42%**	**43%**	**38%**	**$62,709**	**$63,456**	**$51,443**	**$47,809**
European Union	31%	33%	35%	35%	$13,486	$14,433	$12,469	$12,383
BRIC Countries*	67%	70%	71%	75%	$17,187	$17,907	$14,453	$14,429

*BRIC Countries are Brazil, Russia, India, and China.

Figure A- 2: Piracy Rate Western Europe (BSA 2014, p. 9)

2. Method for the Selection of Target Segments

Qualitative as well as quantitative methods can be applied for the evaluation and selection of the right target market segments. Whereas qualitative methods are more appropriate for a rough selection of the segments, quantitative instruments are used for a more detailed selection. As mentioned in Chapter 5.2.2., the two simplest and most cost-efficient methods are the checklist as well as the profile method.

2.1. Checklist Method

The checklist method evaluates segments based on the availability of relevant criteria. The definition of minimum requirements for those criteria can help to examine their fulfilment level within each market segment. The process of the checklist method includes the following steps:

1. Determination of relevant criteria
2. Analysis of criteria fulfilment for each market segment
3. Exclusion of those segments, which do not fulfil certain criteria (cf. (Freter 2008, p. 223; Berndt/Fantapié Altobelli/Sander 2016, p. 134; Stahr 1993, p. 31)

An example of the checklist method is represented in Table A-2. If a large number of evaluation criteria are defined, those segments which least fulfil the requirements are eliminated (cf. Freter 2008, p. 223).

Relevant criteria	Segment 1	Segment 2	Segment 3
Competitive Intensity (less than 3 potential competitors)	x		x
Segment Size (more than 20,000 potential customers)	x	x	
Growth Potential (growth of segment by minimum 10% p.a.)	x	x	x

Table A- 2: Example of Checklist Method (based on Freter 2008, p. 223)

The checklist method is a simple and cost-efficient instrument that can be applied very fast in order to eliminate irrelevant segments. One advantage of this method is the inclusion of several different criteria, while there is a lack of downgrading the criteria due to their degree of availability. Furthermore, also the importance of the various factors is not considered. Thus, this method is more suitable for the evaluation and selection of new segments (cf. Freter 2008, p. 224).

2.2. Profile Method

In contrast to a checklist, the profile method evaluates the segments based on their degree of availability by using a scale, e.g. scale of 5, 7, or 100 points. The results of the analysis can be presented by using profiles. Therefore, by drawing a connection between all single outcomes, strengths and weaknesses can be identified for each segment. Figure A-3 shows an example of the profile method. The attractiveness of a segment depends on the number of points reached (cf. Freter 2008, p. 224; Hungenberg 2012, p. 160f.).

Relevant Criteria	-	1	2	3	4	5	+
Competitive Intensity							
Segment size							
Growth potential							
Segment 1: ————							
Segment 2: ————							
Segment 3: ————							
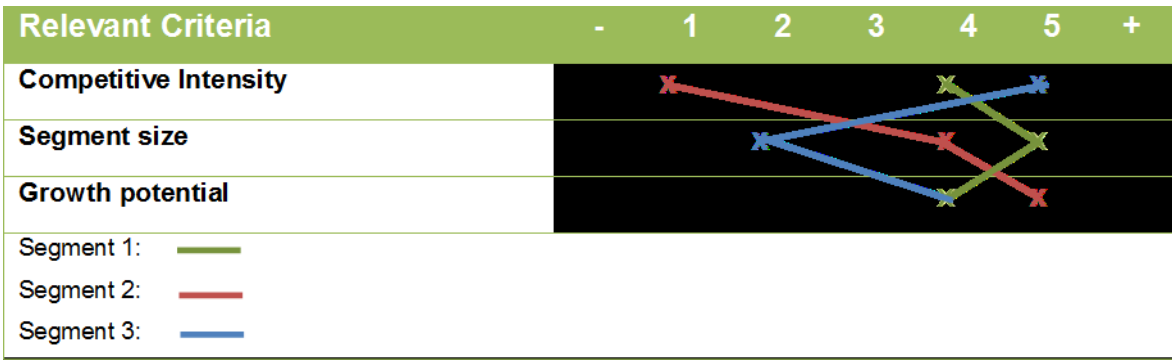
Figure A- 3: Example of Profile Method (based on Freter 2008, p. 224)

Like the checklist instrument, also the profile method is simple and cost-efficient, but requires a more differentiated evaluation. The assessment underlies subjective influences, which can be reduced by calculating the average from evaluations of multiple persons. Moreover, the evaluation of the factors' importance is also

missing. Due to the more differentiated assessment, the profile method is more expressive and informative than the checklist procedure (cf. Freter 2008, p. 225).

3. Scoring Model (Value-Benefit-Analysis)

The evaluation of strategy alternatives is carried out by a value-benefit analysis. This instrument is applied to simplify the decision between difficult assessable alternatives. Although there exists a lack of objective evaluation, the value-benefit-analysis provides intersubjective results. By converting non-monetary criteria in quantitative dimensions, this method also enables the comparison between qualitative factors. For the evaluation and selection of the right entry mode, the scoring model consists of the following stages:

1. **Definition of Criteria:** First of all, decision-relevant factors need to be determined.

2. **Weighting of Criteria:** For a better understanding of the decision-maker's value system, weights have to be defined which reflect the relative importance of the elements.

3. **Definition of Measurement Scale**: Within the scope of a scoring model, a scale is developed for the comparison of the criteria. For example, a five-point-scale can be used, where 'One' represents a criterion which is not fulfilled, while 'Five' means that the criterion is met at the maximum.

4. **Investigation of Fulfilment Level**: For each alternative, the different criteria are now evaluated. This means that each criterion is assessed by its degree of fulfilment based on the previous-defined measurement scale.

5. **Calculation of (Weighted) Net Value Subtotals**: The criterion's fulfilment level is multiplied with the criterion's weight.

6. **Calculation of Total Benefit and Selection of Alternative**: The total benefit results from the summation of the weighted net value subtotals. Depending on the determined scale, the alternative with the highest (lowest) overall score is selected (cf. Viktor/Heister 2015, p. 67 – 70; Zantow/Dinauer 2011, p. 478 – 480).

4. Questionnaires Potential Analysis

4.1. Potential Analysis Koerbler GmbH – English Questionnaire

The purpose of this potential analysis is to identify strengths and weaknesses of the Koerbler GmbH regarding the firm's international market entry with its CRM software brand KundenMeister into the UK software market.

Please fill in the questionnaire below by evaluating the different criteria regarding their degree of availability within the **Koerbler GmbH.** The evaluation should refer to the firm's business area 'software development'. The ratings are ranging from -3 *(very bad)* to +3 *(very good).*

Dimension	Rating					
	-3	**-2**	**-1**	**+1**	**+2**	**+3**
Company Potential						
Customer structure	☐	☐	☐	☐	☐	☐
Sales organisation	☐	☐	☐	☐	☐	☐
Order processing	☐	☐	☐	☐	☐	☐
Decision-making flexibility	☐	☐	☐	☐	☐	☐
Capacity utilisation	☐	☐	☐	☐	☐	☐
Delivery capability	☐	☐	☐	☐	☐	☐
Financial situation	☐	☐	☐	☐	☐	☐
Corporate growth (own market share)	☐	☐	☐	☐	☐	☐
Product/Service Potential						
Product range	☐	☐	☐	☐	☐	☐
Additional services	☐	☐	☐	☐	☐	☐
Sales image	☐	☐	☐	☐	☐	☐
Quality of the CRM software	☐	☐	☐	☐	☐	☐
Promotion/Communication	☐	☐	☐	☐	☐	☐
Employee Potential						
Number of employees in relation to order volume	☐	☐	☐	☐	☐	☐
Qualifications/Know-how	☐	☐	☐	☐	☐	☐
Know-how about competition	☐	☐	☐	☐	☐	☐
Motivation	☐	☐	☐	☐	☐	☐
Internationalisation experience	☐	☐	☐	☐	☐	☐
Environment Potential						
Innovativeness	☐	☐	☐	☐	☐	☐
Adaptation to environmental changes/conditions	☐	☐	☐	☐	☐	☐

Table A- 3: Potential Analysis Koerbler – English Criteria (own presentation)

Now, please fill in the questionnaire again by evaluating those criteria based on the degree of availability within the **salesforce.com Germany GmbH**, the market leader of the CRM software industry. Again, the evaluation should be based on the given ratings, ranging from -3 *(very bad)* to +3 *(very good).*

Dimension	Rating					
	-3	**-2**	**-1**	**+1**	**+2**	**+3**
Company Potential						
Customer structure	☐	☐	☐	☐	☐	☐
Sales organisation	☐	☐	☐	☐	☐	☐
Order processing	☐	☐	☐	☐	☐	☐
Decision-making flexibility	☐	☐	☐	☐	☐	☐
Capacity utilisation	☐	☐	☐	☐	☐	☐
Delivery capability	☐	☐	☐	☐	☐	☐
Financial situation	☐	☐	☐	☐	☐	☐
Corporate growth (own market share)	☐	☐	☐	☐	☐	☐
Product/Service Potential						
Product range	☐	☐	☐	☐	☐	☐
Additional services	☐	☐	☐	☐	☐	☐
Sales image	☐	☐	☐	☐	☐	☐
Quality of the CRM software	☐	☐	☐	☐	☐	☐
Promotion/Communication	☐	☐	☐	☐	☐	☐
Employee Potential						
Number of employees in relation to order volume	☐	☐	☐	☐	☐	☐
Qualifications/Know-how	☐	☐	☐	☐	☐	☐
Know-how about competition	☐	☐	☐	☐	☐	☐
Motivation	☐	☐	☐	☐	☐	☐
Internationalisation experience	☐	☐	☐	☐	☐	☐
Environment Potential						
Innovativeness	☐	☐	☐	☐	☐	☐
Adaptation to environmental changes/conditions	☐	☐	☐	☐	☐	☐

Table A- 4: Potential Analysis Salesforce – English Criteria (own presentation)

Thank you for taking the time to fill in the questionnaires!

4.2. Potential Anaylsis Koerbler GmbH – German Questionnaire

Ziel dieser Potenzialanalyse ist es, Stärken und Schwächen der Koerbler GmbH in Bezug auf den internationalen Markteintritt der Firma mit deren CRM Softwaremarke KundenMeister in den britischen Softwaremarkt, zu identifizieren.

Bitte füllen Sie den untenstehenden Fragebogen aus, indem Sie die diversen Kriterien anhand deren Ausprägungsgrad innerhalb der **Koerbler GmbH** bewerten. Die Beurteilung sollte sich auf den Geschäftsbereich „Softwareentwicklung" des Unternehmens beziehen. Die Skalenwerte reichen dabei von -3 *(sehr schlecht)* bis +3 *(sehr gut)*.

Dimensionen	Ausprägung					
	-3	-2	-1	+1	+2	+3
Unternehmenspotenzial						
Kundenstruktur	☐	☐	☐	☐	☐	☐
Vertriebsorganisation	☐	☐	☐	☐	☐	☐
Auftragsbearbeitung	☐	☐	☐	☐	☐	☐
Flexibilität bei Entscheidungen	☐	☐	☐	☐	☐	☐
Kapazitätsauslastung	☐	☐	☐	☐	☐	☐
Lieferfähigkeit	☐	☐	☐	☐	☐	☐
Finanzsituation	☐	☐	☐	☐	☐	☐
Unternehmenswachstum (eigener Marktanteil)	☐	☐	☐	☐	☐	☐
Produkt-/Dienstleistungspotenzial						
Sortimentsbreite	☐	☐	☐	☐	☐	☐
Zusatzleistungen	☐	☐	☐	☐	☐	☐
Absatzimage	☐	☐	☐	☐	☐	☐
Qualität der CRM Software	☐	☐	☐	☐	☐	☐
Werbung/Kommunikation	☐	☐	☐	☐	☐	☐
Mitarbeiterpotenzial						
Anzahl der Mitarbeiter im Verhältnis zum Auftragsvolumen	☐	☐	☐	☐	☐	☐
Qualifikationen/Fachwissen	☐	☐	☐	☐	☐	☐
Wissen über Mitbewerber	☐	☐	☐	☐	☐	☐
Motivation	☐	☐	☐	☐	☐	☐
Auslandserfahrung	☐	☐	☐	☐	☐	☐
Umweltpotenzial						
Innovationsgrad	☐	☐	☐	☐	☐	☐
Anpassung an Umweltveränderungen und Umweltbedingungen	☐	☐	☐	☐	☐	☐

Table A- 5: Potential Analysis Koerbler – German Criteria (own presentation)

Füllen Sie nun den Fragebogen erneut aus, indem Sie nun die Kriterien anhand ihres Ausprägungsgrades innerhalb der **salesforce.com Germany GmbH**, dem Marktführer des CRM Softwaremarkts, bewerten. Wieder sollte die Beurteilung auf den zur Verfügung stehenden Skalenwerten, die von -3 *(sehr schlecht)* bis +3 *(sehr gut)* reichen, beruhen.

Dimensionen	Ausprägung					
	-3	-2	-1	+1	+2	+3
Unternehmenspotenzial						
Kundenstruktur	☐	☐	☐	☐	☐	☐
Vertriebsorganisation	☐	☐	☐	☐	☐	☐
Auftragsbearbeitung	☐	☐	☐	☐	☐	☐
Flexibilität bei Entscheidungen	☐	☐	☐	☐	☐	☐
Kapazitätsauslastung	☐	☐	☐	☐	☐	☐
Lieferfähigkeit	☐	☐	☐	☐	☐	☐
Finanzsituation	☐	☐	☐	☐	☐	☐
Unternehmenswachstum (eigener Marktanteil)	☐	☐	☐	☐	☐	☐
Produkt-/Dienstleistungspotenzial						
Sortimentsbreite	☐	☐	☐	☐	☐	☐
Zusatzleistungen	☐	☐	☐	☐	☐	☐
Absatzimage	☐	☐	☐	☐	☐	☐
Qualität der CRM Software	☐	☐	☐	☐	☐	☐
Werbung/Kommunikation	☐	☐	☐	☐	☐	☐
Mitarbeiterpotenzial						
Anzahl der Mitarbeiter im Verhältnis zum Auftragsvolumen	☐	☐	☐	☐	☐	☐
Qualifikationen/Fachwissen	☐	☐	☐	☐	☐	☐
Wissen über Mitbewerber	☐	☐	☐	☐	☐	☐
Motivation	☐	☐	☐	☐	☐	☐
Auslandserfahrung	☐	☐	☐	☐	☐	☐
Umweltpotenzial						
Innovationsgrad	☐	☐	☐	☐	☐	☐
Anpassung an Umweltveränderungen und Umweltbedingungen	☐	☐	☐	☐	☐	☐

Table A- 6: Potential Analysis Salesforce – German Criteria (own presentation)

Vielen Dank für Ihre Teilnahme!

5. United Kingdom – Networked Readiness Index

United Kingdom

	Rank (out of 139)	Value (1–7)
Networked Readiness Index	**8**	**5.7**
Networked Readiness Index 2015 (out of 143)	8	5.6
Networked Readiness Index 2014 (out of 148)	9	5.5
Networked Readiness Index 2013 (out of 144)	7	5.6
A. Environment subindex	**3**	**5.6**
1st pillar: Political and regulatory environment	5	5.7
2nd pillar: Business and innovation environment	5	5.5
B. Readiness subindex	**20**	**5.9**
3rd pillar: Infrastructure	20	6.3
4th pillar: Affordability	53	5.7
5th pillar: Skills	24	5.8
C. Usage subindex	**11**	**5.7**
6th pillar: Individual usage	5	6.6
7th pillar: Business usage	16	5.2
8th pillar: Government usage	10	5.4
D. Impact subindex	**7**	**5.6**
9th pillar: Economic impacts	11	5.3
10th pillar: Social impacts	5	5.9

United Kingdom — **High-income group average**
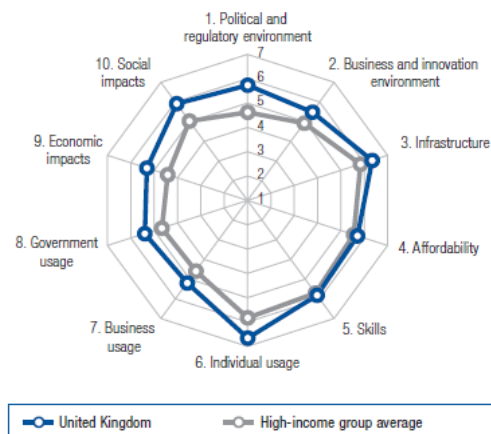
The Networked Readiness Index in detail

INDICATOR	RANK/139	VALUE
1st pillar: Political and regulatory environment		
1.01 Effectiveness of law-making bodies*	5	5.7
1.02 Laws relating to ICTs*	6	5.5
1.03 Judicial independence*	10	6.2
1.04 Efficiency of legal system in settling disputes*	6	5.7
1.05 Efficiency of legal system in challenging regs*	9	5.3
1.06 Intellectual property protection*	7	6.0
1.07 Software piracy rate, % software installed	9	24
1.08 No. procedures to enforce a contract	14	29
1.09 No. days to enforce a contract	41	437
2nd pillar: Business and innovation environment		
2.01 Availability of latest technologies*	5	6.5
2.02 Venture capital availability*	14	3.9
2.03 Total tax rate, % profits	45	32.0
2.04 No. days to start a business	24	5
2.05 No. procedures to start a business	22	4
2.06 Intensity of local competition*	3	6.0
2.07 Tertiary education gross enrollment rate, %	46	56.9
2.08 Quality of management schools*	3	5.9
2.09 Gov't procurement of advanced tech*	34	3.8
3rd pillar: Infrastructure		
3.01 Electricity production, kWh/capita	39	5557.2
3.02 Mobile network coverage, % pop.	55	99.7
3.03 Int'l Internet bandwidth, kb/s per user	7	429.8
3.04 Secure Internet servers/million pop.	15	1291.2
4th pillar: Affordability		
4.01 Prepaid mobile cellular tariffs, PPP $/min.	113	0.43
4.02 Fixed broadband Internet tariffs, PPP $/month	6	14.12
4.03 Internet & telephony competition, 0–2 (best)	73	1.88
5th pillar: Skills		
5.01 Quality of education system*	21	4.7
5.02 Quality of math & science education*	46	4.4
5.03 Secondary education gross enrollment rate, %	9	124.4
5.04 Adult literacy rate, %	n/a	n/a[1]

INDICATOR	RANK/139	VALUE
6th pillar: Individual usage		
6.01 Mobile phone subscriptions/100 pop.	52	123.6
6.02 Individuals using Internet, %	8	91.6
6.03 Households w/ personal computer, %	10	90.8
6.04 Households w/ Internet access, %	12	89.9
6.05 Fixed broadband Internet subs/100 pop.	7	37.4
6.06 Mobile broadband subs/100 pop.	17	88.8
6.07 Use of virtual social networks*	5	6.5
7th pillar: Business usage		
7.01 Firm-level technology absorption*	14	5.7
7.02 Capacity for innovation*	10	5.4
7.03 PCT patents, applications/million pop.	18	93.2
7.04 ICT use for business-to-business transactions*	2	6.0
7.05 Business-to-consumer Internet use*	1	6.4
7.06 Extent of staff training*	21	4.8
8th pillar: Government usage		
8.01 Importance of ICTs to gov't vision*	16	4.9
8.02 Government Online Service Index, 0–1 (best)	11	0.90
8.03 Gov't success in ICT promotion*	15	4.9
9th pillar: Economic impacts		
9.01 Impact of ICTs on business models*	2	5.9
9.02 ICT PCT patents, applications/million pop.	17	31.1
9.03 Impact of ICTs on organizational models*	1	5.8
9.04 Knowledge-intensive jobs, % workforce	8	47.4
10th pillar: Social impacts		
10.01 Impact of ICTs on access to basic services*	19	5.7
10.02 Internet access in schools*	7	6.1
10.03 ICT use & gov't efficiency*	15	5.1
10.04 E-Participation Index, 0–1 (best)	4	0.96

Note: Indicators followed by an asterisk (*) are measured on a 1-to-7 (best) scale. For further details and explanation, please refer to the section "How to Read the Country/Economy Profiles" on page 53.

[1] See the "Technical Notes and Sources" section.

Figure A- 4: United Kingdom NRI (World Economic Forum 2016, p. 188)

6. Interview Partners

Table A-3 represents the experts, who were interviewed within the primary market research of this master thesis.

	Company Name	Name of Interviewee	Country
Experts on UK internationalisation	Thinking Silicon	John Greenway	UK
	Schiltron Associates	Calum Byers	UK
	WKO Foreign Trade Center London	Monika Dunkel	UK
	Several Organisations (Responsible Employee for Internationalisation)	Michael Riha	GER
	Singlid	Alain Sanjaume	UK
	Listérus & Partners	Brian Lacey	UK
	Crossglobo Business Development & Marketing e.U.	Heinz Koderhold	AUT
Managers/Employees already entered UK	Hydro Tinck	Hans-Jürgen Gmeiner	SVN
	Synpulse Management Consulting	Berno Ullings	GER
	Frequentis UK Limited	John Gurney	UK
	Tait Communications (previous)	Hans van der Linde	AUT
Managers/Employees of software companies	SAP (previous)	Phillip Parfitt	UK
	Smec – Smarter E-Commerce GmbH	Julia Strasser	AUT
	AMI Software	Steve Hayward	UK
	SSI Schaefer Limited	Dominic Crimp	UK

Table A- 7: Interview Partners (own presentation)

7. Interview Guides

7.1. Interview Guides in English

7.1.1. Interview Guide for Experts on UK Internationalisation

Interviewee Information

Date:
Name of interview partner:
Company/Institution:
Position in the company/institution:

Interview Procedure

1. Welcoming of interviewee and introduction
2. Opening questions
3. Interview on detailed topics
4. Closing (open questions of interviewee)

Introduction

Dear Mr./Ms. XX,

Thank you for taking the time to participate in my market research. As I already mentioned, I'm currently working on my master thesis within the scope of the master degree programme 'International Marketing' at the University of Applied Sciences Campus 02 in Graz/Austria.

The aim of the thesis is to develop a concept for the market entry of a CRM software brand into the UK market. The interview will take approximately 45 minutes.

Before starting with the interview, I would like to ask for your consent to record our conversation as this would facilitate the interview analysis and interpretation afterwards.

Do you have any questions or do you need any further information before we start?

(Start recording)

First of all, I would like to start with some general questions about you and your company.

1) How many years of experience in international marketing do you have? *(open question)*

   a) In which industries do you have internationalisation experience? *(open question)*

2) Which support services does your company offer to Austrian companies entering a foreign market? *(open question)*

3) In your opinion, what characterises the UK market? *(open question)*

4) Which environment-specific factors are especially influencing the market entry into the UK market? Why? *(open question; if necessary explain political/legal, economic, socio-cultural, technological, environmental factors)*

   a) How would you evaluate the BREXIT in the context of foreign market entry, especially in terms of softwares/services? *(open question)*

5) If you think of an Austrian (software) SME entering the UK market, which market entry mode would you recommend? Why? *(open question)*

6) In your opinion, which criteria need to be considered when selecting an entry mode? *(open question; remark: external factors like market size, country risk etc. or internal factors like company size, internationalisation experience etc.)*

7) In recent years the software industry has increasingly moved to services and a new business model called Software-as-a-service established. In your opinion,

does this business model influence the market entry process of softwares? *(open question)*

8) How important is it for a company to align its organisational structure to the international activities? *(open question, remark: decentralised/centralised decision-making, differentiated, integrated or network structure)*

   a) Which organisational structure would you recommend an SME entering a foreign market? *(open question)*

9) What are the costs of a market entry into the UK? *(open question)*

10) Which measures do you recommend a software SME regarding a UK market entry? *(open question)*

11) Which business partners/institutions (in Austria and/or UK) should a software company/SME contact when entering the UK market? *(open question)*

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INTERVIEW – Development of a successful communication policy

</div>

12) What promotional marketing measures do you think are essential for the UK software/service market? *(open question; remark: branding, reputational factors, adaptation of marketing instruments, language, CI)*

13) Which communication instruments would you recommend a software/service company for the British market? *(open question)*

14) Would you recommend an Austrian software/service company to standardise or adapt its communication policy to the requirements of the UK market? Why? *(open question; if adaption see question a)*

   a) If adaptation: Which adaptations are, from your point of view, absolutely essential for the UK software market and why? *(open question)*

15) What are the key success factors for entering the UK market? *(open question)*

16) How would you rank the importance of the following success factors? *(1 = least important, 10 = most important)*

    ____ Product quality

    ____ Selection of right partner

    ____ Thorough market know-how

    ____ Price

    ____ Qualified staff

    ____ Service

    ____ Technology Lead

    ____ Foreign business concept

    ____ Geographical customer proximity

    ____ Timing

17) What are the most critical market entry barriers to the UK market? *(open question)*

18) To summarise, what is the most important aspect to consider when entering the UK market? *(open question)*

19) Do you have any questions or further suggestions/comments on previous discussed topics? *(open question)*

Thank you very much for your participation and valuable input!

Interviewee Information

Date:
Name of interview partner:
Company/Institution:
Position in the company/institution:

Interview Procedure

5.   Welcoming of interviewee and introduction
6.   Opening questions
7.   Interview on detailed topics
8.   Closing (open questions of interviewee)

Introduction

Dear Mr./Ms. XX,

Thank you for taking the time to participate in my market research. As I already mentioned, I'm currently working on my master thesis within the scope of the master degree programme 'International Marketing' at the University of Applied Sciences Campus 02 in Graz/Austria.

The aim of the thesis is to develop a concept for the market entry of a CRM software brand into the UK market. The interview will take approximately 45 minutes.

Before starting with the interview, I would like to ask for your consent to record our conversation as this would facilitate the interview analysis and interpretation afterwards.

Do you have any questions or do you need any further information before we start?

(Start recording)

First of all, I would like to start with some general questions about you and your company.

1) What is your company's main activity? *(open question)*

2) Since how many years has your company been operating in the UK? *(open question)*

INTERVIEW – UK environment and British (software) market

3) Why was the UK market chosen for your international activities? What were the main motivations/drivers? (open question)

4) In your opinion, what characterises the UK market? *(open question)*

5) Which environment-specific factors are especially influencing the market entry into the UK market? Why? *(open question; if necessary explain political/legal, economic, socio-cultural, technological, environmental factors)*

   a) How would you evaluate the BREXIT in the context of foreign market entry, especially in terms of softwares/services? *(open question)*

INTERVIEW – Market entry process

6) Did your company follow a systematic approach when entering the UK market? *(closed question, if yes see question a, if no see question b)*

   a) If yes: Can you describe it? *(open question)*
   b) If no: Why not? How had the market entry been carried out? *(open question)*

7) Which market entry mode did your company select for the market entry in the UK? Why? *(open question, remark: exporting, franchising, licensing etc.)*

a) Which advantages and disadvantages does this entry mode have? *(open question)*

8) In retrospect: would you select the same market entry mode again? Why (not)? *(open question)*

9) In your opinion, which criteria have to be considered when selecting an entry mode? *(open question; remark: external factors like market size, country risk etc. or internal factors like company size, internationalisation experience etc.)*

10) If you think of an Austrian (service) SME entering the UK market, which market entry mode would you recommend? Why? *(open question)*

11) Have you aligned your firm's organisational structure to international activities? Why (not)? *(open question)*

   a) Which organisational structure would you recommend for an SME entering a foreign market? *(open question)*

12) Were there any business partners/institutions that helped you with the market entry process into the UK? *(open question)*

   a) If yes: Which institutions would you recommend? *(open question)*

INTERVIEW – Development of a successful communication policy

13) Did your company standardise marketing communication or did you adapt it to local requirements? Why? *(open question; remark: advertising material, communication channels, branding etc.; if adapted see question a)*

   a) If adapted: Which adaptations of the promotion/communication mix are, from your point of view, absolutely essential for the UK market and why? *(open question)*

14) Which communication instruments would you recommend a (software) service company for the British market? *(open question)*

15) What are the key success factors for entering the UK market? *(open question)*

16) How would you rank the importance of the following success factors? *(ranking; 1 = least important, 10 = most important)*

_____ Product quality

_____ Selection of right partner

_____ Thorough market know-how

_____ Price

_____ Qualified staff

_____ Service

_____ Technology Lead

_____ Foreign business concept

_____ Geographical customer proximity

_____ Timing

17) What are the most critical market entry barriers to the UK market? *(open question)*

a) Were there general problems when entering the UK market - if yes, which one? *(open question)*

CLOSING – Further suggestions/questions

18) In retrospect: what would you do differently if you had to plan your firm's UK market entry again? *(open question)*

19) Do you have any questions or further suggestions/comments on previous discussed topics? *(open question)*

Thank you very much for your participation and valuable input!

Interviewee Information

Date:

Name of interview partner:

Company/Institution:

Position in the company/institution:

Interview Procedure

9. Welcoming of interviewee and introduction
10. Opening questions
11. Interview on detailed topics
12. Closing (open questions of interviewee)

Introduction

Dear Mr./Ms. XX,

Thank you for taking the time to participate in my market research. As I already mentioned, I'm currently working on my master thesis within the scope of the master degree programme 'International Marketing' at the University of Applied Sciences Campus 02 in Graz/Austria.

The aim of the thesis is to develop a concept for the market entry of a CRM software brand into the UK market. The interview will take approximately 45 minutes.

Before starting with the interview, I would like to ask for your consent to record our conversation as this would facilitate the interview analysis and interpretation afterwards.

Do you have any questions or do you need any further information before we start?

(Start recording)

First of all, I would like to start with some general questions about you and your company.

1) What is your company's main activity? *(open question)*

   a) What kind of software do you sell in the UK market? *(open question, remark: enterprise software, systems software etc.)*

   b) Which additional services do you offer your customers in comparison to main competitors? *(open question)*

2) How many years of experience in selling software in the UK do you have? *(open question)*

INTERVIEW – UK environment and British (software) market

3) What benefits does the UK market offer for companies selling software there? *(open question)*

4) In your opinion, what characterises the UK market? *(open question)*

5) Which environment-specific factors are especially influencing the sale of software in the UK market? Why? *(open question; if necessary explain political/legal, economic, socio-cultural, technological, environmental factors)*

   a) How would you evaluate the BREXIT in the context of foreign market entry, especially in terms of softwares/services? *(open question)*

6) What do you think, how is the British software market built up? *(open question; supportive remark: customers, competition, types of software)*

   a) Regarding competition: Who are the major players? What do you think is key for their success? *(open question; remark: potentials, e.g. company, product, employees etc.)*

7) In your opinion, how would you rate the market potential for Austrian CRM software in the UK? Why? *(open question)*

8) If you think of a small Austrian software company entering the UK market, which market entry mode would you recommend? Why? *(open question)*

   a) In your opinion, which criteria have to be considered when selecting an entry mode? *(open question; remark: external factors like market size, country risk etc. or internal factors like company size, internationalisation experience etc.)*

9) In recent years the software industry has increasingly moved to services and a new business model called Software-as-a-service established. In your opinion, does this business model influence the market entry process of softwares? *(open question)*

10) Which measures do you recommend a software SME regarding a UK market entry? *(open question)*

11) Which business partners/institutions (in Austria and/or UK) should a software company/SME contact when entering the UK software market? *(open question)*

12) What promotional marketing measures do you think are essential for the UK software market? *(open question; remark: branding, reputational factors, adaptation of marketing instruments, language, CI)*

13) Which communication instruments would you recommend a software company for the British market? *(open question)*

14) Would you recommend an Austrian software company to standardise or adapt its communication policy to the requirements of the UK market? Why? *(open question; if adaptation see question a)*

   a) If adaptation: Which adaptations are, from your point of view, absolutely essential for the UK software market and why? *(open question)*

15) In your opinion, how must a software firm be placed on the UK market to be successful? *(open question)*

   a) Any special recommendations for CRM softwares?

16) In your opinion, which target groups should be addressed by a CRM software company in the UK market? *(open question)*

17) What are the key success factors for entering the UK market? *(open question, remark: product quality, market know-how, staff, timing etc.)*

18) What are the most critical market entry barriers to the UK market? *(open question)*

   a) In your opinion, what are the main challenges when entering the UK market by following the business model Software-as-a-Service? *(open question)*

19) To summarise, what is the most important aspect to consider when selling software in the UK market? *(open question)*

20) Do you have any questions or further suggestions/comments on previous discussed topics? *(open question)*

Thank you very much for your participation and valuable input!

7.2. Interview Guides in German

7.2.1. German Interview Guide for Experts on UK Internationalisation

Informationen zur befragten Person

Datum:

Name des Interviewpartners:

Unternehmen/Organisation:

Position im Unternehmen/Organisation:

Interview Ablauf

1. Begrüßung des Experten und Einführung/Vorstellung
2. Eröffnungsfragen
3. Interview mit detaillierten Fragen zum Thema
4. Abschluss (offene Fragen des Befragten)

Einführung/Vorstellung

Lieber Herr/liebe Frau XX

Vielen Dank für Ihre Zeit und Ihre Bereitschaft an meiner Marktforschung teilzunehmen. Wie bereits erwähnt, schreibe ich derzeit meine Masterarbeit innerhalb des Masterstudiums "International Marketing" an der FH Campus 02 in Graz/Österreich.

Ziel dieser Befragung ist die Erstellung eines Konzeptes für den Markteintritt einer CRM Software in den britischen Markt. Das Interview wird ungefähr 45 Minuten in Anspruch nehmen.

Bevor wir mit dem Interview beginnen, muss ich Sie noch fragen, ob Sie etwas dagegen haben, wenn ich unser Gespräch aufzeichne? Die Aufnahme soll später lediglich die Analyse und Interpretation des Interviews vereinfachen.

Haben Sie noch irgendwelche Fragen bevor wir beginnen?

(Aufnahme starten)

Zunächst werde ich ein paar allgemeine Fragen zu Ihrer Person und Ihrem Unternehmen stellen.

1) Wie viele Jahre Erfahrung haben Sie bereits im internationalen Marketing? *(offene Frage)*

   a) In welchen Branchen konnten Sie bereits Internationalisierungserfahrung sammeln? *(offene Frage)*

2) Welche Supportleistungen bietet Ihre Organisation österreichischen Unternehmen hinsichtlich einem Markteintritt in einen ausländischen Markt? *(offene Frage)*

INTERVIEW – UK Umfeld und britischer (Software) Market

3) Welche Charakteristiken sind Ihrer Meinung nach für den UK Markt ausschlaggebend? *(offene Frage)*

4) Welche umweltbezogenen Faktoren beeinflussen den Markteintritt nach Großbritannien? Warum? *(offene Fragen, wenn notwendig Beschreibung von politisch-rechtlichen, ökonomischen, sozio-kulturellen, technologischen Faktoren)*

   a) Wie würden Sie den BREXIT im Zusammenhang mit einem Markteintritt, speziell für Software/Dienstleistungsunternehmen, einstufen? *(offene Frage)*

INTERVIEW – Markteintrittsprozess

5) Wenn Sie an einen österreichischen Klein- und Mittelbetrieb, der nach Großbritannien eintritt, denken – welche Markteintrittsform würden Sie empfehlen? Warum? *(offene Frage, Hinweis: Export, Franchising, Licensing, Joint Venture, etc.)*

6) Welche Faktoren müssen Ihrer Meinung nach bei der Wahl der Eintrittsform berücksichtigt werden? *(offene Frage; Hinweis: Externe Faktoren wie Marktgröße, Länderrisiko etc. oder interne Faktoren wie Unternehmensgröße, Internationalisierungserfahrung etc.)*

7) In den letzten Jahren hat sich die Softwareindustrie zunehmend auf Dienstleistungen verlagert und ein neues Geschäftsmodell, genannt Software-as-a-Service, wurde eingeführt. Würden Sie sagen, dass dieses Geschäftsmodell den Markteintrittsprozess von Softwares beeinflusst? *(offene Frage)*

8) Wie wichtig ist die Ausrichtung der Unternehmensstruktur auf internationale Aktivitäten für ein Unternehmen? *(offene Frage, Hinweis: dezentralisierte/zentralisierte Entscheidungsfindung, differenzierte, integrierte oder Netzwerk-Struktur)*

   a) Welche Unternehmensstruktur würden Sie einem KMU für einen ausländischen Markteintritt empfehlen? *(offene Frage)*

9) Welche Kosten gilt es bei einem Markteintritt nach Großbritannien zu berücksichtigen? *(offene Frage)*

10) Welche Maßnahmen würden Sie einem Software KMU hinsichtlich einem Markteintritt nach Großbritannien empfehlen? *(offene Frage)*

11) Welche Geschäftspartner/Institutionen (in Österreich und/oder UK) sollte ein Software KMU bei einem Markteintritt nach Großbritannien kontaktieren? *(offene Frage)*

INTERVIEW – Entwicklung einer erfolgreichen Kommunikationspolitik

12) Welche verkaufsfördernden Marketing-Maßnahmen, sind für den britischen Software/Dienstleistungsmarkt Ihrer Meinung nach besonders wichtig? *(offene Frage; Hinweis: Markenführung, Reputationsfaktoren, Anpassung d. Marketinginstrumente, Sprache, Unternehmensidentität)*

13) Welche Kommunikationsinstrumente würden Sie einem Software/Dienstleistungsunternehmen für den britischen Markt empfehlen? *(offene Frage)*

14) Würden Sie einem österreichischen Software/Dienstleistungsbetrieb empfehlen, seine Kommunikationspolitik zu standardisieren oder an die Anforderungen des britischen Marktes anzupassen? Warum? *(offene Frage, wenn Anpassung siehe Frage a)*

   a) Wenn Anpassung: Welche Anpassungen sind Ihrer Meinung nach absolut notwendig für den britischen (Software) Markt und warum? *(offene Frage)*

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INTERVIEW – Erfolgsfaktoren und Hindernisse

</div>

15) Was sind die wichtigsten Erfolgsfaktoren für einen Markteintritt nach Großbritannien? *(offene Frage)*

16) Wie würden Sie die folgenden Erfolgsfaktoren hinsichtlich ihrer Wichtigkeit ordnen? *(1 = am wenigsten wichtig, 10 = am wichtigsten)*
   _____ Produktqualität
   _____ Auswahl richtiger Partner
   _____ Gründliches Marktwissen
   _____ Preis
   _____ Qualifiziertes Personal
   _____ Zusätzliche Leistungen/Service
   _____ Technologieführerschaft
   _____ Eintrittskonzept/Business-Konzept
   _____ Geographische Kundennähe
   _____ Zeitliche Koordinierung

17) Was sind die wesentlichsten Markteintrittsbarrieren des UK Marktes? *(offene Frage)*

18) Zusammenfassend, was ist der wichtigste Aspekt, den es bei einem Markteintritt in die UK zu berücksichtigen gilt? *(offene Frage)*

19) Haben Sie noch Fragen oder weitere Anregungen/Kommentare zu den besprochenen Themengebieten? *(offene Frage)*

Vielen Dank für Ihre Teilnahme und den interessanten Input!

7.2.2. German Interview Guide for Managers/Employees of B2B or Service Companies already entered the UK Market

Informationen zur befragten Person

Datum:
Name des Interviewpartners:
Unternehmen/Organisation:
Position im Unternehmen/Organisation:

Interview Ablauf

1. Begrüßung des Experten und Einführung/Vorstellung
2. Eröffnungsfragen
3. Interview mit detaillierten Fragen zum Thema
4. Abschluss (offene Fragen des Befragten)

Einführung/Vorstellung

Lieber Herr/liebe Frau XX

Vielen Dank für Ihre Zeit und Ihre Bereitschaft an meiner Marktforschung teilzunehmen. Wie bereits erwähnt, schreibe ich derzeit meine Masterarbeit innerhalb des Masterstudiums "International Marketing" an der FH Campus 02 in Graz/Österreich.

Ziel dieser Befragung ist die Erstellung eines Konzeptes für den Markteintritt einer CRM Software in den britischen Markt. Das Interview wird ungefähr 45 Minuten in Anspruch nehmen.

Bevor wir mit dem Interview beginnen, muss ich Sie noch fragen, ob Sie etwas dagegen haben, wenn ich unser Gespräch aufzeichne? Die Aufnahme soll später lediglich die Analyse und Interpretation des Interviews vereinfachen.

Haben Sie noch irgendwelche Fragen bevor wir beginnen?
(Aufnahme starten)

ERÖFFNUNGSFRAGEN – Allgemeine Informationen

Zunächst werde ich ein paar allgemeine Fragen zu Ihrer Person und Ihrem Unternehmen stellen.

1) Was ist das Kerngeschäft Ihres Unternehmens? *(offene Frage)*

2) Seit wie vielen Jahren sind Sie nun in Großbritannien tätig? *(offene Frage)*

INTERVIEW – UK Umfeld und britischer (Software) Market

3) Warum wurde Großbritannien als Markt für Ihre internationalen Aktivitäten ausgewählt? Was waren die Hauptmotive? *(offene Frage)*

4) Welche Charakteristiken sind Ihrer Meinung nach für den UK Markt ausschlaggebend? *(offene Frage)*

5) Welche umweltbezogenen Faktoren beeinflussen den Markteintritt nach Großbritannien? Warum? *(offene Fragen, wenn notwendig Beschreibung von politisch-rechtlichen, ökonomischen, sozio-kulturellen, technologischen Faktoren)*

   a) Wie würden Sie den BREXIT im Zusammenhang mit einem Markteintritt, speziell für Software/Dienstleistungsunternehmen, einstufen? *(offene Frage)*

6) Hat Ihr Unternehmen eine systematische/planmäßige Vorgehensweise beim Eintritt nach Großbritannien verfolgt? *(geschlossene Frage, wenn ja siehe Frage a, wenn nein siehe Frage b)*

   a) Wenn ja: Könnten Sie die Vorgehensweise beschreiben? *(offene Frage)*
   b) Wenn nein: Warum nicht? Wie wurde der Markteintrittsprozess vollzogen? *(offene Frage)*

7) Welche Markteintrittsform hat Ihr Unternehmen hinsichtlich dem Markteintritt in die UK gewählt? Warum? *(offene Frage, Hinweis: Export, Franchising, Licensing Joint Venture etc.)*

   a) Welche Vor- und Nachteile bringt diese Eintrittsform mit sich? *(offene Frage)*

8) Rückblickend: Würden Sie diese Eintrittsform erneut wählen? Warum (nicht)? *(offene Frage)*

9) Welche Faktoren müssen Ihrer Meinung nach bei der Wahl der Eintrittsform berücksichtigt werden? *(offene Frage; Hinweis: Externe Faktoren wie Marktgröße, Länderrisiko etc. oder interne Faktoren wie Unternehmensgröße, Internationalisierungserfahrung etc.)*

10) Wenn Sie an einen österreichischen Klein- und Mittelbetrieb, der nach Großbritannien eintritt, denken – welche Markteintrittsform würden Sie empfehlen? Warum? *(offene Frage)*

11) Wurde die Organisationsstruktur Ihres Unternehmens auf die internationalen Aktivitäten ausgerichtet? Warum (nicht)? *(Hinweis: dezentralisierte/ zentralisierte Entscheidungsfindung, differenzierte, integrierte oder Netzwerk-Struktur)*

   a) Welche Unternehmensstruktur würden Sie einem KMU für einen ausländischen Markteintritt empfehlen? *(offene Frage)*

12) Gab es Geschäftspartner/Institutionen, die Sie bei Ihrem Markteintrittsprozess nach Großbritannien begleitet/unterstützt haben? *(offene Frage)*

    a) Wenn ja: Welche Institutionen können Sie weiterempfehlen? *(offene Frage)*

INTERVIEW – Entwicklung einer erfolgreichen Kommunikationspolitik

13) Wurde Ihre Marketing-/Werbekommunikation standardisiert oder an die lokalen Gegebenheiten angepasst? Warum? *(offene Frage; Hinweis: Werbematerial, Kommunikationskanäle, Markenführung etc.; wenn adaptiert siehe Frage a)*

    a) Wenn Anpassung: Welche Anpassungen sind Ihrer Meinung nach absolut notwendig für den britischen (Software) Markt und warum? *(offene Frage)*

14) Welche Kommunikationsinstrumente würden Sie einem Software/Dienstleistungsunternehmen für den britischen Markt empfehlen? *(offene Frage)*

INTERVIEW – Erfolgsfaktoren und Hindernisse

15) Was sind die wichtigsten Erfolgsfaktoren für einen Markteintritt nach Großbritannien? *(offene Frage)*

16) Wie würden Sie die folgenden Erfolgsfaktoren hinsichtlich ihrer Wichtigkeit ordnen? *(1 = am wenigsten wichtig, 10 = am wichtigsten)*
    ____ Produktqualität
    ____ Auswahl richtiger Partner
    ____ Gründliches Marktwissen
    ____ Preis
    ____ Qualifiziertes Personal
    ____ Zusätzliche Leistungen/Service
    ____ Technologieführerschaft
    ____ Eintrittskonzept/Business-Konzept

_____ Geographische Kundennähe

_____ Zeitliche Koordinierung

17) Was sind die wesentlichsten Markteintrittsbarrieren des UK Marktes? *(offene Frage)*

   a) Gab es allgemeine Probleme beim Markteintritt nach Großbritannien? Wenn ja, welche? *(offene Frage)*

ABSCHLUSS – Weitere Anmerkungen/Fragen

18) Rückblickend: Was würden Sie anders machen, wenn Sie den Markteintritt nach Großbritannien erneut planen müssten? *(offene Frage)*

19) Haben Sie noch Fragen oder weitere Anregungen/Kommentare zu den besprochenen Themengebieten? *(offene Frage)*

Vielen Dank für Ihre Teilnahme und den interessanten Input!

7.2.3. German Interview Guide for Managers/Employees of Companies selling Software in the UK (or agents/distributors)

Informationen zur befragten Person

Datum:

Name des Interviewpartners:

Unternehmen/Organisation:

Position im Unternehmen/Organisation:

Interview Ablauf

1. Begrüßung des Experten und Einführung/Vorstellung
2. Eröffnungsfragen
3. Interview mit detaillierten Fragen zum Thema
4. Abschluss (offene Fragen des Befragten)

Einführung/Vorstellung

Lieber Herr/liebe Frau XX

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Ziel dieser Befragung ist die Erstellung eines Konzeptes für den Markteintritt einer CRM Software in den britischen Markt. Das Interview wird ungefähr 45 Minuten in Anspruch nehmen.

Bevor wir mit dem Interview beginnen, muss ich Sie noch fragen, ob Sie etwas dagegen haben, wenn ich unser Gespräch aufzeichne? Die Aufnahme soll später lediglich die Analyse und Interpretation des Interviews vereinfachen.

Haben Sie noch irgendwelche Fragen bevor wir beginnen?

(Aufnahme starten)

ERÖFFNUNGSFRAGEN – Allgemeine Informationen

Zunächst werde ich ein paar allgemeine Fragen zu Ihrer Person und Ihrem Unternehmen stellen.

1) Was ist das Kerngeschäft Ihres Unternehmens? *(offene Frage)*

   a) Welche Art von Software verkaufen Sie in Großbritannien? *(offene Frage, Hinweis: Unternehmenssoftware, Systemsoftware etc.)*

   b) Welche zusätzlichen Leistungen bieten Sie Ihren Kunden im Vergleich zu Ihren Hauptwettbewerbern? *(offene Frage)*

2) Wie viele Jahre Erfahrung haben Sie bereits im Verkauf von Software in Großbritannien? *(offene Frage)*

INTERVIEW – UK Umfeld und britischer (Software) Market

3) Welche Vorteile bietet der UK Markt für Unternehmen, die ihre Software dort verkaufen? *(offene Frage)*

4) Welche Charakteristiken sind Ihrer Meinung nach für den UK Markt ausschlaggebend? *(offene Frage)*

5) Welche umweltbezogenen Faktoren beeinflussen den Markteintritt nach Großbritannien? Warum? *(offene Frage, wenn notwendig Beschreibung von politisch-rechtlichen, ökonomischen, sozio-kulturellen, technologischen Faktoren)*

   a) Wie würden Sie den BREXIT im Zusammenhang mit einem Markteintritt, speziell für Software/Dienstleistungsunternehmen, einstufen? *(offene Frage)*

6) Was denken Sie, wie der britische Softwaremarkt aufgebaut ist? *(offene Frage; Unterstützender Hinweis: Kunden, Wettbewerber, Arten von Software)*

   a) Hinsichtlich Wettbewerb: Wer sind die größten Hauptkonkurrenten? Was glauben Sie ist für deren Erfolg ausschlaggebend? *(offene Frage; Hinweis: Potenziale, z.B.: Unternehmen, Produkt, Mitarbeiter etc.)*

7) Wie würden Sie Ihrer Meinung nach das Potenzial österreichischer CRM Software in Großbritannien einstufen? Warum? *(offene Frage)*

INTERVIEW – Markteintrittsprozess

8) Wenn Sie an einen österreichischen Klein- und Mittelbetrieb, der nach Großbritannien eintritt, denken – welche Markteintrittsform würden Sie empfehlen? Warum? *(offene Frage, Hinweis: Export, Franchising, Licensing, Joint Venture, etc.)*

   a) Welche Faktoren müssen Ihrer Meinung nach bei der Wahl der Eintrittsform berücksichtigt werden? *(open question)*

9) In den letzten Jahren hat sich die Softwareindustrie zunehmend auf Dienstleistungen verlagert und ein neues Geschäftsmodell, genannt Software-as-a-Service, wurde eingeführt. Würden Sie sagen, dass dieses

Geschäftsmodell den Markteintrittsprozess von Softwares beeinflusst? *(offene Frage)*

10) Welche Maßnahmen würden Sie einem Software KMU hinsichtlich einem Markteintritt nach Großbritannien empfehlen? *(offene Frage)*

11) Welche Geschäftspartner/Institutionen (in Österreich und/oder UK) sollte ein Software KMU bei einem Markteintritt nach Großbritannien kontaktieren? *(offene Frage)*

<div style="background-color:#dfedd5;padding:4px;">INTERVIEW – Entwicklung einer erfolgreichen Kommunikationspolitik</div>

12) Welche verkaufsfördernden Marketing-Maßnahmen denken Sie, sind für den britischen Software/Dienstleistungsmarkt besonders wichtig? *(offene Frage; Hinweis: Markenführung, Reputationsfaktoren, Anpassung d. Marketinginstrumente, Sprache, Unternehmensidentität)*

13) Welche Kommunikationsinstrumente würden Sie einem Software/Dienstleistungsunternehmen für den britischen Markt empfehlen? *(offene Frage)*

14) Würden Sie einem österreichischen Software/Dienstleistungsbetrieb empfehlen, seine Kommunikationspolitik zu standardisieren oder an die Anforderungen des britischen Marktes anzupassen? Warum? *(offene Frage, wenn Anpassung siehe Frage a)*

    a) Wenn Anpassung: Welche Anpassungen sind Ihrer Meinung nach absolut notwendig für den britischen (Software) Markt und warum? *(offene Frage)*

15) Wie müsste sich Ihrer Meinung nach ein Softwareunternehmen am britischen Markt positionieren, um erfolgreich zu sein? *(offene Frage; Hinweis: Preis, Qualität, Eigenschaften)*

    a) Irgendwelche besonderen Hinweise/Empfehlungen, die für CRM Softwares gelten?

16) Welche Zielgruppen sollte ein CRM Softwareunternehmen Ihrer Meinung nach in Großbritannien adressieren/ansprechen? *(offene Frage)*

17) Was sind die wichtigsten Erfolgsfaktoren für einen Markteintritt nach Großbritannien? *(offene Frage, Hinweis: Produktqualität, Marktwissen, Mitarbeiter, Zeitliche Koordinierung etc.)*

18) Was sind die wesentlichsten Markteintrittsbarrieren des UK Marktes? *(offene Frage)*

    a) Was sind Ihrer Meinung nach die Hauptherausforderungen bei einem Markteintritt in die UK mittels Software-as-a-Service Geschäftsmodell? *(offene Frage)*

19) Zusammenfassend, was ist der wichtigste Aspekt, den es beim Verkauf von Software in der UK zu berücksichtigen gilt? *(offene Frage)*

20) Haben Sie noch Fragen oder weitere Anregungen/Kommentare zu den besprochenen Themengebieten? *(offene Frage)*

Vielen Dank für Ihre Teilnahme und den interessanten Input!

8. Category System of Qualitative Market Research

<div style="background-color:#e8f0d8;">

General information

</div>

UK internationalisation experts

Years of experience in international marketing

- 5 [1]
- 9 [1]
- 15 [1]
- 20 [1]
- 23 [1]
- 25 [1]
- 35 [1]

Industry sectors, in which international experience has been gained

- ICT [5]
- Utility & Energy [1]
- Digital advertising [1]
- All industries [1]

Support services of public or private institutions for market entries

- Market entry consultancy [5]
- Business plan [3]
- Market selection [2]
- Market analysis [3]
- Market entry execution [3]
- Financial support [1]
- Contact mediation [1]
- Training of sales people [1]

B2B/service companies entered the UK market

Company's main activity

- Communication & information solutions [2]

- Management consultancy   [1]
- Manufacturing of hydropower turbines   [1]

Years of operation in the UK market

- 1   [1]
- 7   [1]
- 25   [1]
- 38   [1]

Companies selling software in the UK market

Company's main activity

- Logistical systems & storage technologies   [1]
- Software development   [3]

Type of software sold in the UK market

- Warehouse management software   [1]
- Market intelligence software   [1]
- Google shopping software   [1]
- AdWords software   [1]
- ERP software   [1]
- HRM software   [1]
- CRM software   [1]
- SCM software   [1]

Additional services offered

- Support   [2
- Training   [2]
- Consultancy   [2]
- Maintenance   [1]
- No services   [1]

Years of operation in the UK market

- 1   [1]
- 16   [1]

- 30   [1]
- 47   [1]

UK environment and British (software) market

Main category 1: Environment of UK (software) market

Subcategory 1A: Reasons for choosing the UK market
- Similarity to the home market   [1]
- Saturated home market   [1]
- High number of potential customers   [2]

Subcategory 1B: Benefits of the UK market for software companies
- Technology-affine people   [2]
- Advanced market   [2]
- Market size   [1]
- Presence of all industry sectors [1]

Subcategory 1C: Characteristics of the UK market
- Solution-oriented   [3]
- Openness   [6]
- Cultural/Political diversity   [2]
- Fast-moving market   [2]
- Innovative   [3]
- Competitive   [5]
- Not actively seeking foreign products [5]
- High market potential   [6]
- Not loyal/supplier-friendly   [2]
- Great variety of business landscape   [5]

Subcategory 1D: Structure of British software market
- Lots of competition   [6]
- Few big players, lots of start-ups [5]
- High verticalisation   [1]

- Lots of US software firms [2]
- Some UK areas as technology hub [2]
- Growing market [1]

Subcategory 1E: Major players in the UK software market

- Microsoft [3]
- SAP [2]
- Salesforce [3]
- Oracle [1]
- HP [1]
- Hubspot [1]
- Adobe [1]
- Sage [1]
- IBM [1]

Subcategory 1F: Success factors of major players

- Image/Reputation [2]
- High marketing expenses [1]
- Branding [2]
- Many features [1]
- Pricing [1]
- High switching costs [1]

Subcategory 1G: Environment-specific factors influencing the market entry into the UK

- Economic (Reasons)
  - Good education [1]
  - Depreciation of Pound [3]
  - High costs [2]
  - Decrease of capital gains tax [1]
- Cultural (Reasons)
  - Different business etiquette and communication [8]
  - More relationship-oriented [2]
  - Prefer local presence, customer proximity [5]

- o Different corporate leadership style [1]
- Technological (Reasons)
  - o Technological well-advanced country [4]
- Political/Legal (Reasons)
  - o Data protection and cyber security laws [4]
  - o Brexit [6]
  - o Risk if not understanding WTO regulations [1]
- No influences [3]

Subcategory 1H: Influences of SaaS model regarding a market entry
- Faster implementation of software [4]
- Easier market entry process [4]
- Overcome local distances [2]
- Easier/faster provision of support and additional services [2]
- Other tax rules [1]

Subcategory 1I: Market potential for Austrian CRM software in the UK
- High (Reasons)
  - o Only if product represents a solution [4]
  - o Good reputation of Austrian products [3]
- Low (Reasons)
  - o Difficult to compete with local and other well-established companies in the market [1]

Market entry process

Main category 2: Realisation of UK market entry

Subcategory 2A: Systematic Approach
- Yes (Reason)
  - o Increase probability of success [3]
  - o Ensuring firm's competitiveness [2]
  - o Company's internationalisation strategy [1]
- No (Reasons)

      o   Market entry based on coincidence (customer actively demanded the firm's solution)   [1]

Subcategory 2B: Costs of a market entry into the UK

- Costs for market entry mode (rent, sales partner)   [6]
- Personnel costs   [5]
- Travel/Hotel costs   [4]
- Translation costs   [3]
- Marketing costs   [4]
- Phone costs   [1]
- Consultancy partners (lawyers, tax consultant)   [1]
- Registration of Ltd. Company   [1]

Subcategory 2C: Recommended measures for a market entry into the UK

- Establish a support, marketing and sales model for UK   [2]
- Find business partners/establish a network   [10]
- Prepare everything in English   [11]
- Market analysis and market entry planning   [7]
- Identify the USP of your product for UK customers   [7]
- Identify opinion leaders in your industry   [1]
- Get in touch with/win first customers   [2]
- Carry out marketing measures (trade fairs, branding)   [3]
- Entering the market with seniors due to credibility reasons   [1]
- Use lead generating companies   [2]

Subcategory 2D: Business partners/institutions used/recommended

- Yes (Reasons)
  - Help you to meet mandatory data protection requirements   [1]
  - Initiate contacts/networking   [5]
  - Consultancy and measures regarding market entry   [4]
  - Provide information about market environment   [3]
  - Financial support for SMEs   [3]
- No (Reasons)
  - Risk of knowledge dissemination [1]

- o Own dynamic gets lost   [1]
- o Requires lots of time and effort   [2]

Subcategory 2E: Changes in market entry planning

- Yes
  - o Use a local partner because of market know-how and reputation   [1]
  - o Provide higher initial investment/budget   [1]
- No
  - o Again use a partner network   [2]

Main category 3: Market entry mode

Subcategory 3A: Chosen market entry mode

- Direct export via distributor   [2]
- Wholly-owned subsidiary   [2]

Subcategory 3B: Recommended entry mode for Austrian SME

- Direct export to end customer in the UK   [4]
- Direct export via agent/distributor located in the UK   [7]
- Systems export   [5]
- Subsidiary in the target market   [4]

Subcategory 3C: Criteria to consider when selecting an entry mode

- Company-specific/internal factors:
  - o Internationalisation experience   [3]
  - o Company objectives and drivers   [2]
  - o Resources (financial, personnel, time)   [11]
  - o Qualifications/Skills of employees   [5]
  - o Company size   [5]
  - o Risk-taking willingness   [2]
  - o Type and quality of product   [6]
  - o International orientation of company   [1]
  - o Product complexity   [1]

- Environment-specific/external factors:
    - Target groups and their demands [4]
    - Cultural differences between home and target market [4]
    - Country-specific conditions & characteristics [1]
    - Market size [1]
    - Availability of partners [2]
    - Competitive structure of market [1]

Main category 4: Organisational structure

Subcategory 4A: Alignment of organisational structure conducted
- Yes
    - Global area structure [2]
    - Global functional structure [1]
    - One responsible employee [1]

Subcategory 4B: Importance of/Reasons for alignment of organisational structure
- Important (Reasons)
    - Different needs and requirements of UK market [2]
    - Establish a contact point between home and foreign market to provide support services and communication quickly and in the local language of the country [3]
    - Quick decision-making processes and reporting [1]
- Depending on your go-to market model and selected entry mode [2]

Subcategory 4C: Recommended organisational structure for Austrian SME
- One dedicated employee as country manager, responsible for UK activities and communication between company and customers/partners [8]
- Alignment to market areas [2]
- Global functional structure [1]

Development of a successful communication policy

Main category 5: Communication policy

Subcategory 5A: Promotional measures/communications instruments used/ recommended

- Website (co.uk)   [7]
- Trade fairs and events   [10]
- Seminars/Conferences   [3]
- Social Media   [9]
- Articles in magazines, publications   [4]
- Whitepapers/Reports   [2]
- Presentations   [5]
- References/Case Studies/Success Stories   [6]
- E-mail Marketing   [3]
- Personal contact   [14]
- Evaluations/Recommendations   [1]
- Certifications   [1]
- WikiLeaks   [1]
- Joining associations   [1]
- SEA/SEO   [2]
- Incentives   [2]
- Free trial/pilots   [3]
- Corporate identity (Corporate image etc.)   [5]
- Branding   [3]

Subcategory 5B: Standardisation/Adaptation of communication policy
- Standardisation (Reasons)
  - Too expensive/too much resources needed   [5]
  - No need for different colours, messages etc.   [7]
  - No cultural issues regarding advertising   [2]
  - Similar communication instruments used   [3]
- Adaptation (Reasons)
  - Different needs and requirements of British people   [2]

- o Different language [15]
- o Different mentality/humour etc. [3]
- Adaptations
  - o Language [15]
  - o Messages/Sales arguments [1]
  - o Brand name [2]
  - o Wording [4]
  - o Colours [1]
  - o References [1]
  - o Contact person [1]

Main category 6: Targeting and Positioning

Subcategory 6A: Positioning of software firm on the UK market
- Company:
  - o Solution-oriented [3]
  - o Professional [2]
  - o Service-oriented [2]
  - o Innovative and active [3]
- Software:
  - o User-friendly [4]

Subcategory 6B: Target groups to address
- Focus on target groups in one or few similar industry sector(s) [4]
- Focus on specific regional areas where customers are located [1]
- Address SMEs [2]
- Try to win large concerns first [1]
- Also be aware of opinion leaders [1]

Main category 7: Key success factors/market entry barriers for entering the UK market

Subcategory 7A: Key success factors for entering the UK market

- Additional services [5]
- Market-know how [6]
- Documents/Support etc. in local language [4]
- Software trial for free [2]
- Network & relationships [9]
- USP/Marketing [8]
- Qualified staff [3]
- Geographical customer proximity [2]
- Market entry concept [3]
- Selection of right partner [2]
- Verticalisation/industry focus [4]
- Product quality [4]
- Pricing [2]

Subcategory 7B: Most critical market entry barriers to the UK market

- Competition [6]
- Culture [6]
- Lots of resources needed [3]
- Language [7]
- Local presence [3]
- Lack of market/customer know-how [4]
- Reputation & credibility in the market [1]
- Find qualified staff [1]
- Legal aspects [5]

Subcategory 7C: Problems with regard to the market entry

- No problems [3]
- Did not achieve the planned results in the first year [1]

Subcategory 7D: Challenges of entering the UK market via SaaS model

- Compatibility problems/Lack of infrastructure   [1]
- Location of data centres   [1]
- No challenges   [2]

9. Segmentation and Definition of Target Group

Table A-8 shows the detailed figures used for evaluating the different segments and possible target groups for Koerbler GmbH.

Competitive Intensity				
	Health	Consultancy	IT/Software	Retail
No. of offered CRM softwares	305	298	341	274

Segment Size				
	Health	Consultancy	IT/Software	Retail
No. of SMEs in the industry (2016)	7,495	10,930	5,890	7,725

Growth Potential				
	Health	Consultancy	IT/Software	Retail
No. of SMEs in the industry in 2015	7,200	10,165	5,580	7,520
No. of SMEs in the industry in 2016	7,495	10,930	5,890	7,725
Growth rate	4.1%	7.5%	5.6%	2.7%

Table A- 8: Figures for Market Segmentation and Targeting (based on Software Advice n.d.; Office for National Statistics 2016)

For rating the segments on a scale from one to five, the author of this thesis defines a specific value range for each criterion. For this purpose, the highest and the lowest value of a criterion are classified as 1 (worst result) or 5 (best result) and then gradations are calculated. Figure A-5 shows the classifications of each criterion.

Competitve Intensity   Segment Size   Growth Potential

Figure A- 5: Classification of Segmentation Criteria (own presentation)

10. Positioning of Main Competitors

MICROSOFT								
Value	**3**	**2**	**1**	**0**	**1**	**2**	**3**	**Value**
Dynamic/Active	☐	☐	☐	☐	☐	☒	☐	Professional/ Experienced
Service-oriented	☐	☐	☐	☐	☐	☒	☐	Solution-oriented

SAP								
Value	**3**	**2**	**1**	**0**	**1**	**2**	**3**	**Value**
Dynamic/Active	☐	☐	☐	☐	☐	☐	☒	Professional/ Experienced
Service-oriented	☒	☐	☐	☐	☐	☐	☐	Solution-oriented

SALESFORCE								
Value	**3**	**2**	**1**	**0**	**1**	**2**	**3**	**Value**
Dynamic/Active	☐	☒	☐	☐	☐	☐	☐	Professional/ Experienced
Service-oriented	☐	☐	☐	☐	☐	☐	☒	Solution-oriented

ORACLE								
Value	**3**	**2**	**1**	**0**	**1**	**2**	**3**	**Value**
Dynamic/Active	☐	☐	☐	☐	☒	☐	☐	Professional/ Experienced
Service-oriented	☐	☐	☐	☐	☒	☐	☐	Solution-oriented

HUBSPOT								
Value	**3**	**2**	**1**	**0**	**1**	**2**	**3**	**Value**
Dynamic/Active	☒	☐	☐	☐	☐	☐	☐	Professional/ Experienced
Service-oriented	☒	☐	☐	☐	☐	☐	☐	Solution-oriented

SAGE								
Value	**3**	**2**	**1**	**0**	**1**	**2**	**3**	**Value**
Dynamic/Active	☐	☐	☐	☐	☒	☐	☐	Professional/ Experienced
Service-oriented	☐	☐	☐	☒	☐	☐	☐	Solution-oriented

ADOBE								
Value	**3**	**2**	**1**	**0**	**1**	**2**	**3**	**Value**
Dynamic/Active	☐	☐	☐	☒	☐	☐	☐	Professional/ Experienced
Service-oriented	☐	☐	☐	☐	☒	☐	☐	Solution-oriented

Table A- 9: Positioning of Main Competitors (own presentation)

11. List of Potential Competitors

Company	Key Industries	Staff
24Seven Office	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	50
Accruent	Construction and Real Estate	750
ACI Worldwide Inc.	Banking and Financial Services, Retail	4600
Act-On Software	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	300
Aditro	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	1300
Adobe Systems	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	13266
AdRoll	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	470
AgilOne	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	11
Akio Solutions	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	100
Amdocs	Communication, Utility	24950
Aplicor	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	100
Aptean	Aerospace & Defense, Automotive, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Leisure & Hospitality, Life Sciences, Manufacturing, Oil and Gas, Professional Services, Retail, Transportation	1500
Apttus	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	300
Aspect Software	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	1900
Astute Solutions	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	120

Autotask Corporation	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	440
Avaya Inc.	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	17000
Base CRM	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	110
Bazaarvoice Inc.	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	826
Bpm'online	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	550
BroadVision	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	163
Bullhorn	Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	600
Campus Management	Education	750
Capillary Technologies	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	410
Capital ID	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	50
CAS Software AG	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	450
ChannelAdvisor	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Professional Services, Retail, Transportation	600
Channelinsight	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	50
Cincom Systems Inc.	Aerospace & Defense, Automotive, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Healthcare, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	700
Cisco Systems	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	75049

Clarabridge	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	300
ClearSlide	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	250
Cleverbridge	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	300
ClickSoftware	Aerospace & Defense, Automotive, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Leisure & Hospitality, Manufacturing, Retail, Transportation, Utility	600
Comarch SoftM	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	3500
Constant Contact	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	2500
Constellation Software Inc.	Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Leisure & Hospitality, Life Sciences, Manufacturing, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	10700
CRMnext	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	300
CSG Systems International	Banking and Financial Services, Communication, Transportation, Utility	3277
Dealertrack	Automotive, Retail	2500
Deem	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	400
Deltek, Inc.	Aerospace & Defense, Construction and Real Estate, Government, Manufacturing, Media, Oil and Gas, Professional Services	2200
Deluxe Corp.	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	5830
Digital River	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	1317
ECi Software Solutions	Distribution, Manufacturing	630
eFront, S.A.	Banking and Financial Services, Construction and Real Estate	600
eGain Corporation	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance,	681

	Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	
Epicor	Aerospace & Defense, Automotive, Construction and Real Estate, Consumer Packaged Goods, Distribution, Healthcare, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation	3900
Eptica	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	80
etouches	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	109
Exact Holding BV	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Government, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Professional Services, Retail, Transportation, Utility	1550
Experian Healthcare	Healthcare	785
FICO	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	2803
First Data	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	24000
FIS Global	Banking and Financial Services, Insurance	55000
Fiserv	Banking and Financial Services, Communication, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	22000
Five9	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	630
Genesys Telecommun ications Laboratories	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	2720
Gigya	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	325
Google	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	47756
HootSuite	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	700
HubSpot	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged	1157

	Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	
Huron	Education, Healthcare, Life Sciences, Professional Services	2671
IBM	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	377757
IFS Industrial and Financial Systems AB	Aerospace & Defense, Automotive, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Life Sciences, Manufacturing, Oil and Gas, Professional Services, Transportation, Utility	2800
IMS Health	Consumer Packaged Goods, Healthcare, Life Sciences	15000
inContact Inc.	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	1015
Infor	Aerospace & Defense, Automotive, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	14000
Infusionsoft	Automotive, Banking and Financial Services, Communication, Consumer Packaged Goods, Education, Healthcare, Leisure & Hospitality, Media, Professional Services, Retail, Transportation	650
InMoment	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	300
InsideSales.com	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	70
Interactive Intelligence	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	2309
Intershop	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	389
Intuit Inc.	Automotive, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Professional Services, Retail, Transportation	7700
Itron Inc.	Utility	8000
Jack Henry & Associates	Banking and Financial Services	6000
JDA Software Group, Inc.	Aerospace & Defense, Automotive, Communication, Consumer Packaged Goods, Distribution, Leisure & Hospitality, Life Sciences, Manufacturing, Oil and Gas, Professional Services, Retail, Transportation, Utility	4800
Jeeves Information Systems AB	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	200
Jive Software	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance,	721

	Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	
Kayako	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	140
Kibo	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	155
LinkedIn Corporation	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	9732
Lithium Technologies	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	500
LiveOps	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	800
LivePerson Inc.	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	1058
Marin Software	Media	550
Market6	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	98
Marketo	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	950
Maximizer Software Inc.	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	150
McKesson	Healthcare	76000
Medallia	Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	850
Microsoft	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	99000
Moxie Software	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	200
NetSuite	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged	4603

	Goods, Distribution, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	
NewVoiceMedia	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	370
Nice Systems	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	3500
Nuance Communications Inc.	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	13500
Opower	Utility	577
Oracle	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	140000
Pegasystems	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	3333
PNI Digital Media	Retail	150
PROS Holdings	Automotive, Banking and Financial Services, Communication, Consumer Packaged Goods, Life Sciences, Manufacturing, Retail, Transportation	1033
QAD Inc.	Aerospace & Defense, Automotive, Consumer Packaged Goods, Distribution, Life Sciences, Manufacturing	1650
Qualtrics	Education, Consumer Packaged Goods, Banking and Financial Services, Government, Healthcare, Manufacturing, Media, Non Profit, Professional Services, Retail, Leisure & Hospitality	1200
Questback	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	300
Qvidian	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	98
Relx	Media, Professional Services	30000
Reynolds &Reynolds Company	Automotive, Retail	4300
Sage	Aerospace & Defense, Automotive, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Professional Services, Retail, Transportation	14000
Salesforce	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	21000
Salesfusion	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	70

SAP	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	74551
SAS Institute	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	14019
Selligent	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	250
Siemens PLM Software	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	8200
SmartFocus	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	700
Spredfast	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	500
Sprinklr	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	900
SS&C Technologies	Banking and Financial Services, Construction and Real Estate, Government	4100
StayinFront	CPG and Life Sciences	150
Steelwedge Software	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	300
SugarCRM	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	550
SuperOffice	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	250
Swiftpage	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	300
Symphony EYC	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	650
SYSPRO	Distribution, Manufacturing	450

Teradata Marketing Applications	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	11500
Thunderhead	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	300
TOTVS	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	12000
UNIT4	Professional Services, Construction and Real Estate, Distribution, Education, Government, Non Profit, Banking and Financial Services, Healthcare, Insurance, Retail, Transportation	30000
Veeva Systems Inc.	Life Sciences	1542
Velocify	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	200
Verint Systems Inc.	Aerospace & Defense, Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	4800
Visma	Construction and Real Estate, Consumer Packaged Goods, Distribution, Government, Manufacturing, Oil and Gas, Professional Services, Retail, Transportation	5600
Vistaprint	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Distribution, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Manufacturing, Media, Professional Services, Retail, Transportation	4400
Zendesk	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	806
Zoho Corp.	Automotive, Banking and Financial Services, Communication, Construction and Real Estate, Consumer Packaged Goods, Education, Government, Healthcare, Insurance, Leisure & Hospitality, Life Sciences, Manufacturing, Media, Non Profit, Oil and Gas, Professional Services, Retail, Transportation, Utility	3500

Table A- 10: Potential Competitors (based on appsruntheworld.com n.d.)

12. List of Institutions/Distributors supporting the Market Entry into the UK

Institution	Office Address	Telephone	E-Mail
Foreign Trade Centre London	45 Princes Gate, SW7 2QA London	+44 20 75 84 44 11	london@wko.at
Styrian Internationalisation Centre	Körblergasse 117, 8010 Graz	+43 316 601-400	office@ic-steiermark.at
British Chambers of Commerce	65 Petty France SW1H 9EU London	+44 (0)20 7654 5800	enquiries@britishchambers.org.uk
Capito	-	+44 (0) 1506 460 300	enquiries@capito.co.uk
DMC Software	Churchill House, Isis Way, Minerva Business Park, Peterborough PE2 6QR	0800 652 2423	enquiries@dmcsoftware.co.uk
CentrePoint Software	122 Minories, London, EC3N 1NT	+44 (0) 20 7831 3050	info@centrepointsoftware.co.uk
Preact	-	+44 (0)1628 661810	sales@preact.co.uk
Vohkus	Centurion House, Barnes Wallis Road, Segensworth, PO15 5TT	0845 647 0400	info@vohkus.com

Table A- 11: Institutions/Distributors supporting UK Market Entry (own presentation)

13. Project Plans

Within the project plans necessary steps and tasks are identified and carefully planned in order to finish the market research as well as the entire master thesis in a timely manner.

13.1. Master Thesis Project Plan

In the following chapter the work breakdown structure and milestones of this master thesis are shown. Furthermore, the detailed project plan defines each necessary step regarding the conclusion of this master thesis project.

13.1.1.   Work Breakdown Structure of Master Thesis
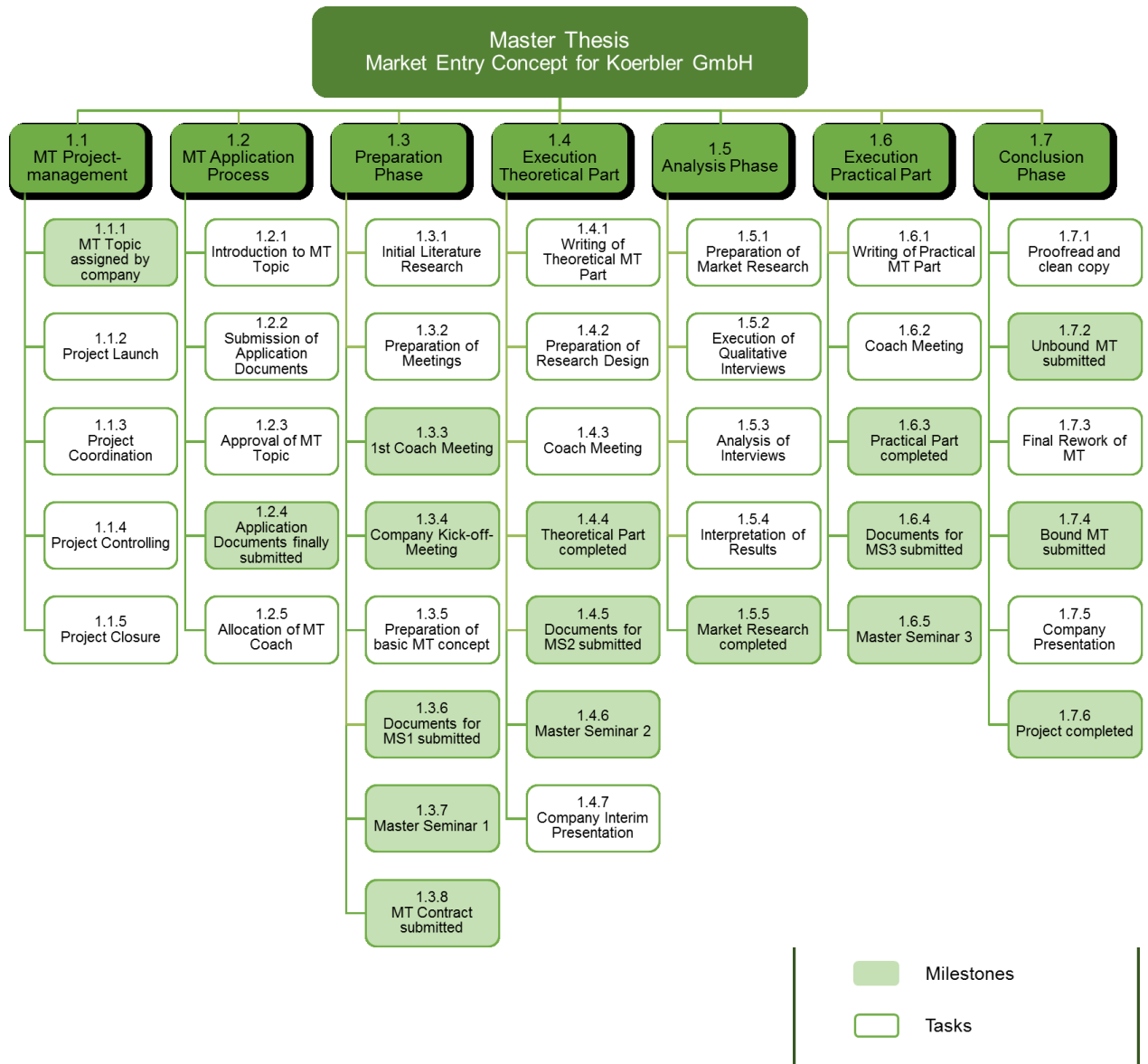
Figure A- 6: Work Breakdown Structure of Master Thesis (own presentation)

13.1.2. Milestone Plan of Master Thesis

PSP Code	Milestone	Planned Date	Actual Date
1.1.1	MT Topic assigned by company	28.01.2016	28.01.2016
1.2.4	Application Documents finally submitted	20.06.2016	15.06.2016
1.3.3	1st Coach Meeting	01.10.2016	01.10.2016
1.3.4	Company Kick-off-Meeting	10.10.2016	10.10.2016
1.3.6	Documents for MS1 submitted	21.10.2016	20.10.2016
1.3.7	Master Seminar 1	27. – 29.10.2016	27.10.2016
1.3.8	MT Contract submitted	18.11.2016	16.11.2106
1.4.4	Theoretical Part completed	30.12.2016	29.12.2016
1.4.5	Documents for MS2 submitted	20.01.2017	19.01.2016
1.4.6	Master Seminar 2	24. – 28.01.2017	24.01.2017
1.5.5	Market Research completed	15.03.2017	15.03.2017
1.6.3	Practical Part completed	16.04.2017	30.03.2017
1.6.4	Documents for MS3 submitted	19.04.2017	19.04.2017
1.6.5	Master Seminar 3	25. – 29.04.2017	28.04.2017
1.7.2	Unbound Master Thesis (MT) submitted	12.05.2017	10.05.2017
1.7.4	Bound Master Thesis (MT) submitted	30.06.2017	
1.7.6	Project completed	23.07.2017	

Table A- 12: Milestone Plan of Master Thesis (own presentation)

13.1.3. Detailed Project Plan of Master Thesis

Nr	PSP	Proceeding	Start	End	Who
1		Realisation of the Master Thesis	29.08.2016	30.06.2017	S
2		Execution of Literature Research	29.08.2016	28.01.2017	S
3	1.2	MT Application Process	11.12.2015	09.09.2016	
4	1.2.1	Introduction to MT Topic	11.12.2015	11.12.2015	U
5	1.2.1	Company selection	12.12.2015	31.03.2016	S
6	1.2.1	Preparation of Application Documents	01.04.2016	21.04.2016	S
7	1.2.2	Submission of Application Documents	22.04.2016	22.04.2016	S
8	1.2.3	Approval of MT Topic	02.05.2016	02.05.2016	U
9	1.2.4	Application Documents finally submitted	20.06.2016	20.06.2016	S
10	1.2.5	Allocation of MT Coach	09.09.2016	09.09.2016	U
11	1.3	Preparation Phase	29.08.2016	02.11.2016	S
12	1.3.1	Inclusion of Initial Literature Research into Basic MT Concept	29.08.2016	02.11.2016	S
13	1.3.2	Preparation of Basic MT Concept for 1st Coach Meeting	29.08.2016	11.09.2016	S
14	1.3.2	Creation of planned Table of Contents	29.08.2016	11.09.2016	S
15	1.3.2	Get in touch with MT Coach	12.09.2016	12.09.2016	S
16	1.3.2	Arrangement of Kick-off-Meeting	22.09.2016	22.09.2016	S, C, E
17	1.3.2	Transmission of Documents for 1st Coach Meeting	22.09.2016	22.09.2016	S
18	1.3.2	Preparation for 1st Coach Meeting	12.09.2016	01.10.2016	S
19	1.3.2	Transmission of Agenda for 1st Coach Meeting	26.09.2016	26.09.2016	S
20	1.3.3	1st Coach Meeting	01.10.2016	01.10.2016	S,C
21	1.3.3	Rework Basic MT Concept according to Coach Feedback	02.10.2016	04.10.2016	S
22	1.3.5	Creation of Project Plan, WBS and Milestone Plan	02.10.2016	04.10.2016	S
23	1.3.3	Preparation for Kick-off-Meeting	03.10.2016	09.10.2016	S
24	1.3.3	Transmission of Documents for Kick-off-Meeting	05.10.2016	05.10.2016	S
25	1.3.3	Transmission of Agenda for Kick-off-Meeting	05.10.2016	05.10.2016	S
26	1.3.3	Kick-off-Meeting	10.10.2016	10.10.2016	S,C,E
27	1.3.3	Rework Basic MT Concept according to Coach and Company Feedback	10.10.2016	12.10.2016	S
28		Preparation Master Seminar 1			
29	1.3.5	Writing of Initial Situation	01.09.2016	08.09.2016	S
30	1.3.5	Definition of Challenge and Objectives (Company and MT Objectives)	01.09.2016	08.09.2016	S
31	1.3.5	Development of Table of Contents and Frame of Reference	09.09.2016	11.09.2016	S
32	1.3.6	Creation of preliminary Bibliography	23.09.2016	15.10.2016	S
33	1.3.6	Creation of preliminary Project Plan, Milestones and WBS	03.10.2016	05.10.2016	S
34	1.3.6	Writing of Company Introduction	05.10.2016	09.10.2016	S
35	1.3.6	Transmission of Documents for MS1	12.10.2016	12.10.2016	S
36	1.3.6	Rework of Documents for MS1 according to Coach Feedback	16.10.2016	19.10.2016	S
37	1.3.6	Documents for MS1 submitted	21.10.2016	21.10.2016	S

Legend:

S	Student	Work packages	
C	Coach	Milestones	
E	Enterprise	Preparation Master Seminars	
U	University	Buffer time	
EO	Editorial Office	Dependencies and connections	

Figure A- 7: Detailed Project Plan of Master Thesis – Part 1 (own presentation)

Figure A- 8: Detailed Project Plan of Master Thesis - Part 2 (own presentation)

The Gantt chart contains the following task rows:

Nr	PSP	Proceeding	Start	End	Who
37	1.3.6	Documents for MS1 submitted	21.10.2016	21.10.2016	S
38	1.3.7	Master Seminar 1	27.10.2016	27.10.2016	S
39	1.3.7	Rework of Basic MT Concept according to MS1 Feedback	28.10.2016	30.10.2016	S
40	1.3.7	Coach Meeting	CW 44	CW 44	
41	1.3.8	Transmission and Signing of MT Conctract	31.10.2016	07.11.2016	S,C,E
42	1.3.8	MT Contract submitted	18.11.2016	18.11.2016	S
43	1.4	Execution Theoretical Part			
44	1.4.1	Writing of Chapter 2 - International Business in the Software Industry	03.11.2016	09.11.2016	S
45	1.4.1	Writing of Chapter 3 - Market Entry Concept	10.11.2016	13.11.2016	S
46	1.4.1	Writing of Chapter 4 - Analysis Phase	21.11.2016	27.11.2016	S
47	1.4.1	Writing of Chapter 5 - Planning Phase	28.11.2016	08.12.2016	S
48	1.4.1	Writing of Chapter 6 - Graphical Summary	28.11.2016	08.12.2016	S
49	1.4.3	Transmission of Contents created to date (Theoretical Part)	15.12.2016	15.12.2016	S
50	1.4.3	Coach Telephone Conference (Theoretical Part, Research Design)	21.12.2016	21.12.2016	S,C
51	1.4.2	Rework of Theory and according to Coach Feedback	21.12.2016	21.12.2016	S
52	1.4.3	Development of Research Design	19.12.2016	30.12.2016	S
53	1.4.4	Theoretical Part completed	30.12.2016	30.12.2016	S
54		Preparation Master Seminar 2			
55	1.4.5	Preparation of Documents for MS2	30.12.2016	08.01.2017	S
56	1.4.5	Transmission of Documents for MS2	08.01.2017	08.01.2017	S
57	1.4.5	Rework of Theory and Research Design according to Coach Feedback	13.01.2017	15.01.2017	S
58	1.4.5	Documents for MS2 submitted	20.01.2017	20.01.2017	S
59	1.4.6	Master Seminar 2	24.-28.01.2017	24.-28.01.2017	S
60	1.4.6	Rework of Theory and Research Design according to MS2 Feedback	29.01.2017	01.02.2017	S
61	1.4.7	Company Interim Presentation	CW 05	CW 05	S
62	1.5	Analysis Phase			
63	1.5.1	Development of Research Design	19.12.2016	30.12.2016	S
64	1.5.1	Selection of Interviewees	30.12.2016	30.12.2016	S
65	1.5.1	Development of Questionnaire/Conversation Guide	02.02.2017	04.02.2017	S
66	1.5.1	Arrangement of Interview Appointments	02.01.2017	03.03.2017	S
67	1.5.1	Transmission of Questionnaire/Conversation Guide	04.02.2017	04.02.2017	S
68	1.5.1	Rework of Questionnaire/Conversation Guide according to Coach Feedback	08.02.2017	08.02.2017	S
69	1.5.2	Execution of Qualitative Interviews	09.02.2017	03.03.2017	S
70	1.5.3	Analysis of Results	04.03.2017	09.03.2017	S
71	1.5.4	Interpretation of Results	10.03.2017	13.03.2017	S
72	1.5.4	Market Research completed	15.03.2017	15.03.2017	S
73	1.6	Execution Practical Part			
74	1.6.1	Writing of Chapter 7 - Company Introduction	05.10.2016	09.10.2016	S

Legend:

S	Student		Work packages
C	Coach		Milestones
E	Enterprise		Preparation Master Seminars
U	University		Buffer time
EO	Editorial Office		Dependencies and connections

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Nr	PSP	Proceeding	Start	End	Who
74	1.6.1	Writing of Chapter 7 - Company Introduction	05.10.2016	09.10.2016	S
75	1.6.1	Writing of Chapter 8 - Market Research	19.12.2016	15.03.2017	S
76	1.6.1	Transmission of contents created to date	15.03.2017	15.03.2017	S
77	1.6.1	Rework of Chapter 7 and 8 according to Coach Feedback	18.03.2017	19.03.2017	S
78	1.6.1	Writing of Chapter 9 - Market Entry Concept for Koerbler Ltd.	16.03.2017	02.04.2017	S
79	1.6.1	Writing of Chapter 10 - Final Graphical Summary	03.04.2017	03.04.2017	S
80	1.6.1	Arrangement of Coach Meeting	03.04.2017	06.04.2017	
81	1.6.1	Transmission of Practical Part + Agenda for Coach Meeting	03.04.2017	03.04.2017	S
82	1.6.2	Coach Meeting	CW 14/15	CW 14/15	S,C
83	1.6.2	Rework of Practical Part according to Coach Feedback	14.04.2017	16.04.2017	S
84	1.6.3	Practical Part completed	16.04.2017	16.04.2017	S
85		Preparation Master Seminar 3			
86	1.6.4	Preparation of Documents for MS3	03.04.2017	06.04.2017	S
87	1.6.4	Transmission of Documents for MS3	06.04.2017	06.04.2017	S
88	1.6.4	Rework of Documents for MS3 according to Coach Feedback	10.04.2017	14.04.2017	S
89	1.6.4	Documents for MS3 submitted	19.04.2017	19.04.2017	S
90	1.6.5	Master Seminar 3	25.-29.04.2017	25.-29.04.2017	S
91	1.6.5	Rework of MT according to MS3 Feedback, Writing of Abstract	30.04.2017	02.05.2017	S
92	1.7	Conclusion Phase			
93	1.7.1	Proofread by Editorial Office	03.05.2017	09.05.2017	EO, S
94	1.7.1	Rework of MT according to Proofread and own Checkup	10.05.2017	11.05.2017	S
95	1.7.2	Unbound MT submitted	12.05.2017	12.05.2017	S
96	1.7.3	Assessment of MT	12.05.2017	CW 24	C,U
97	1.7.3	Rework and final Checkup of MT	18.06.2017	22.06.2017	S
98	1.7.3	Arrangement of Appointment for Company Presentation	19.06.2017	23.06.2017	S,E
99	1.7.3	Printing and Binding of MT	23.06.2017	28.06.2017	S
100	1.7.4	Bound MT submitted	30.06.2017	30.06.2017	S
101	1.7.5	Preparation of Company Presentation	17.07.2017	23.07.2017	S
102	1.7.5	Company Presentation	CW 30	CW 30	S
103	1.7.6	MT Project completed	23.07.2017	23.07.2017	S

Legend:
S	Student		Work packages
C	Coach		Milestones
E	Enterprise		Preparation Master Seminars
U	University		Buffer time
EO	Editorial Office		Dependencies and connections

Figure A- 9: Detailed Project Plan of Master Thesis - Part 3 (own presentation)

13.2. Market Research Project Plan

In the following chapter the work breakdown structure and milestones concerning the market research of this master thesis are shown. Furthermore, the detailed project plan defines each necessary step regarding the conduction of a secondary and primary market research.

13.2.1. Work Breakdown Structure of Market Research
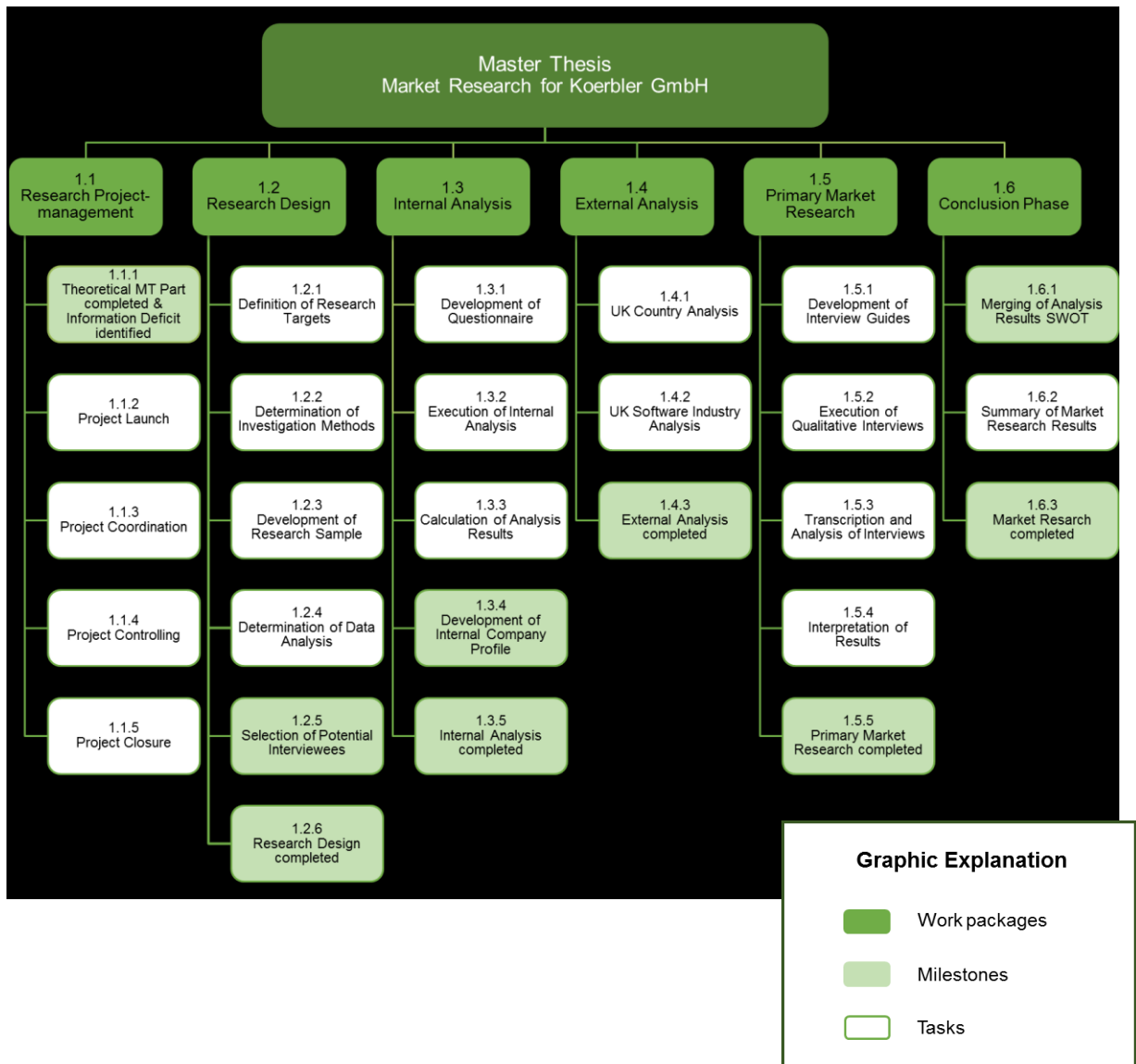
Figure A- 10: Work Breakdown Structure of Market Research (own presentation)

13.2.2. Milestone Plan of Market Research

PSP Code	Milestone	Planned Date	Actual Date
1.1.1	Theoretical MT Part completed & Information Deficit identified	18.12.2016	18.12.2016
1.2.5	Selection of potential Interviewees	30.12.2016	30.12.2016
1.2.6	Primary Market Research Design completed	30.12.2016	30.12.206
1.3.4	Development of Internal Company Profile	28.01.2017	25.01.2017
1.3.5	Internal Analysis completed	31.01.2017	29.01.2017
1.4.3	External Analysis completed	27.01.2017	27.01.2017
1.5.5	Primary Market Research completed	12.03.2017	12.03.2017
1.6.1	Merging of Analysis Results – SWOT	13.03.2017	13.03.2017
1.6.3	Market Research completed	15.03.2017	15.03.2017

Table A- 13: Milestone Plan of Market Research (own presentation)

13.2.3.   Detailed Project Plan of Market Research

Nr	PSP	Proceeding	Start	End	Who
1		Realisation of Market Research	18.12.2016	15.03.2017	S
2		Execution of Literature Research for Market Research Chapter	19.12.2016	29.12.2016	S
3	1.1.1	Theoretical Part of MT completed & Information Deficit identified	18.12.2016	18.12.2016	S
4	1.2	Research Design	19.12.2016	30.12.2016	
5	1.2.1	Definition of Research Targets	19.12.2016	19.12.2016	S
6	1.2.2	Determination of Investigation Methods	20.12.2016	22.12.2016	S
7	1.2.3	Development of Research Sample	28.12.2016	28.12.2016	S
8	1.2.4	Determination of Data Analysis	29.12.2016	29.12.2016	
9	1.2.5	Selection of Potential Interviewees	30.12.2016	30.12.2016	S
10	1.2.6	Primary Market Research Design completed	30.12.2016	30.12.2016	S
11	1.2.5	Arrangement of Interview Appointments	02.01.2017	03.03.2017	S, I
12	1.3	Internal Analyis	02.01.2017	31.01.2017	
13	1.3.1	Development of Questionnaire for Potential Analysis	02.01.2017	04.01.2017	S
14	1.3.1	Transmission of Questionnaire	05.01.2017	05.01.2017	S
15	1.3.1	Rework of Questionnaire according to Coach Feedback	10.01.2017	10.01.2017	S
16	1.3.2	Execution of Internal Analysis (Fill in of Questionnaires)	25.01.2017	27.01.2017	S, E
17	1.3.3	Calculation of Analysis Results	28.01.2017	28.01.2017	S
18	1.3.4	Development of Internal Company Profile	28.01.2017	28.01.2017	S
19	1.3.4	Writing of Chapter 8.1.1. - Internal Analysis (Summary of Firm's Strenghts and Weaknesses)	29.01.2017	31.01.2017	S
20	1.3.5	Internal Analysis completed	31.01.2017	31.01.2017	S

S	Student		Work packages
C	Coach		Milestones
E	Enterprise		Preparation Master Seminars
U	University		Buffer time
I	Interviewees (Experts)		Dependencies and connections

Figure A- 11: Detailed Project Plan of Market Research - Part 1 (own presentation)

Nr	PSP	Proceeding	Start	End	Who
21	1.4	External Analysis	25.01.2017	04.02.2017	
22	1.4.1	Execution of UK Country Analysis (PESTLE, Hofstede)	25.01.2017	26.01.2017	S
23	1.4.2	Execution of UK Software Industry Analysis (Porter's Five Forces)	26.01.2017	27.01.2017	S
24	1.4.2	Completion of Chapter 8.1.2. - External Analysis (Summary of Opportunities and Threats)	27.01.2017	27.01.2017	S
25	1.4.3	External Analysis completed	27.01.2017	27.01.2017	S
27	1.4.4	Transmission of Situation Analysis Results	01.02.2017	01.02.2017	S
28	1.4.4	Rework of Situation Analysis Results according to Coach Feedback	04.02.2017	04.02.2017	S
29	1.5	Primary Market Research	02.02.2017	13.03.2017	
30	1.5.1	Development of Interview Guides	02.02.2017	04.02.2017	S
31	1.5.1	Transmission of Interview Guides	04.02.2017	04.02.2017	S
32	1.5.1	Rework of Interview Guides according to Coach Feedback	08.02.2017	08.02.2017	S
33	1.5.2	Execution of 15 Qualitative Interviews	09.02.2017	03.03.2017	S,I
34	1.5.3	Transcription of Interviews	09.02.2017	03.03.2017	S
35	1.5.3	Analysis of Interview Results	04.03.2017	09.03.2017	S
36	1.5.4	Interpretation of Interview Results	10.03.2017	12.03.2017	S
37	1.5.5	Primary Market Research completed	12.03.2017	12.03.2017	S
38	1.6	Conclusion Phase	13.03.2017	15.03.2017	
39	1.6.1	Merging of Analysis Results - SWOT	13.03.2017	13.03.2017	
40	1.6.2	Completion of Chapter 8 - Market Research (Summary of Market Research Results)	14.03.2017	15.03.2017	S
41	1.6.3	Market Research completed	15.03.2017	15.03.2017	S

Legend:
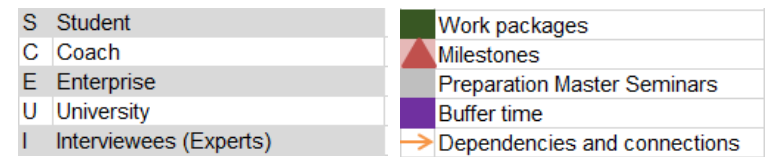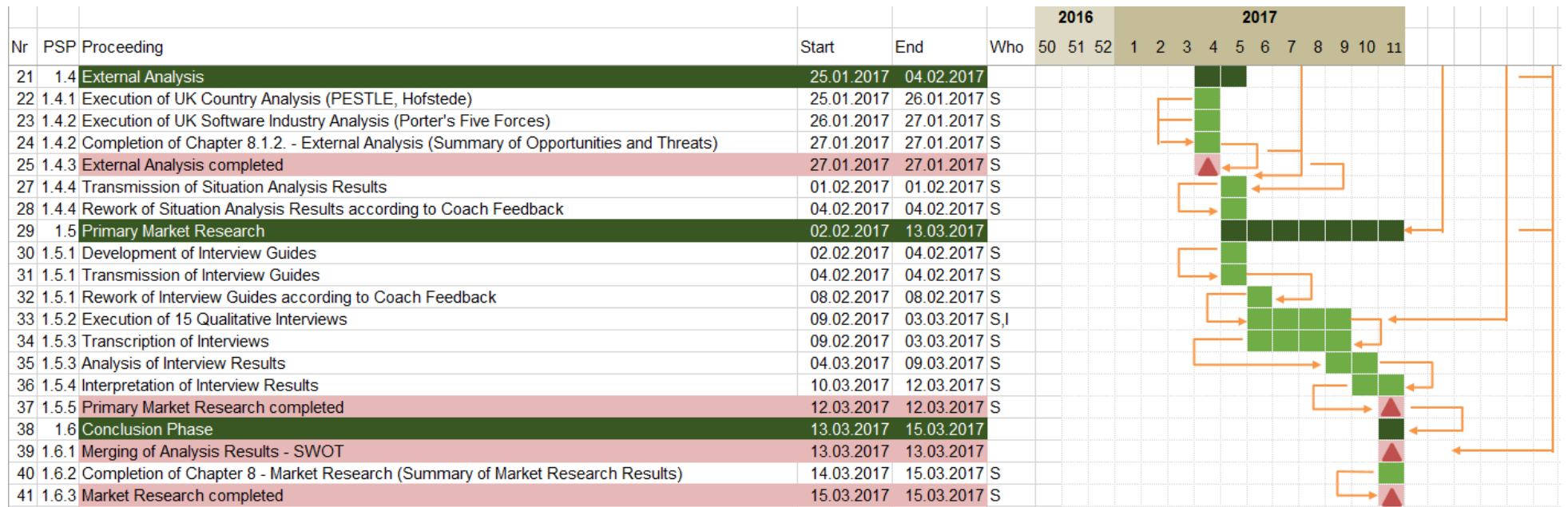|			
S	Student		Work packages
C	Coach		Milestones
E	Enterprise		Preparation Master Seminars
U	University		Buffer time
I	Interviewees (Experts)		Dependencies and connections

Figure A- 12: Detailed Project Plan of Market Research - Part 2 (own presentation)