



Berner Fachhochschule
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Introduction Case Study



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swissuniversities

The case

Merz + Benteli – International Market Entry

This case was published in:

Paul Ammann, merz+benteli, Markteintritt Russland, in: Fallstudien zum Marketing, Kiehl Verlag, 2015

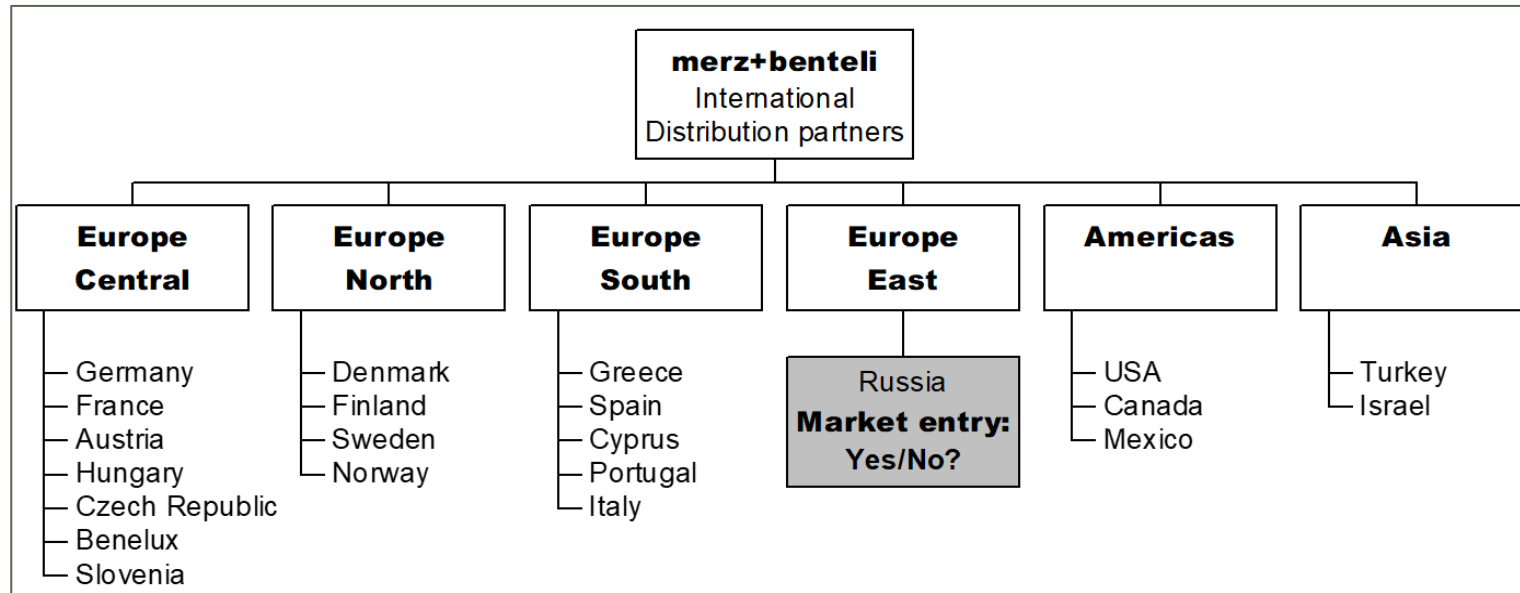
Introduction

The case introduces the students to the most important decisions which have to be taken before entering a new export market:

- Analysis of Opportunities, Threats, Strengths and Weaknesses
- Pricing in Russia
- Mitigation of risks
- Dealing with cultural differences
- Distributor-management: Selecting, Supporting and Control the partner

Merz + Benteli

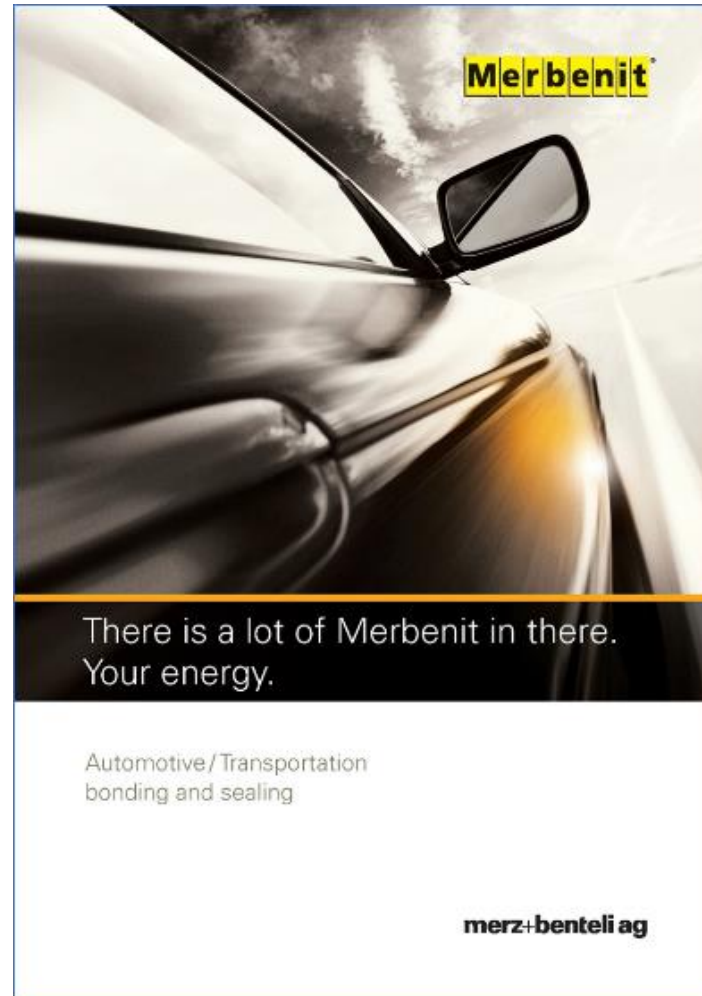
Main Question: Should the company enter the Russian market?



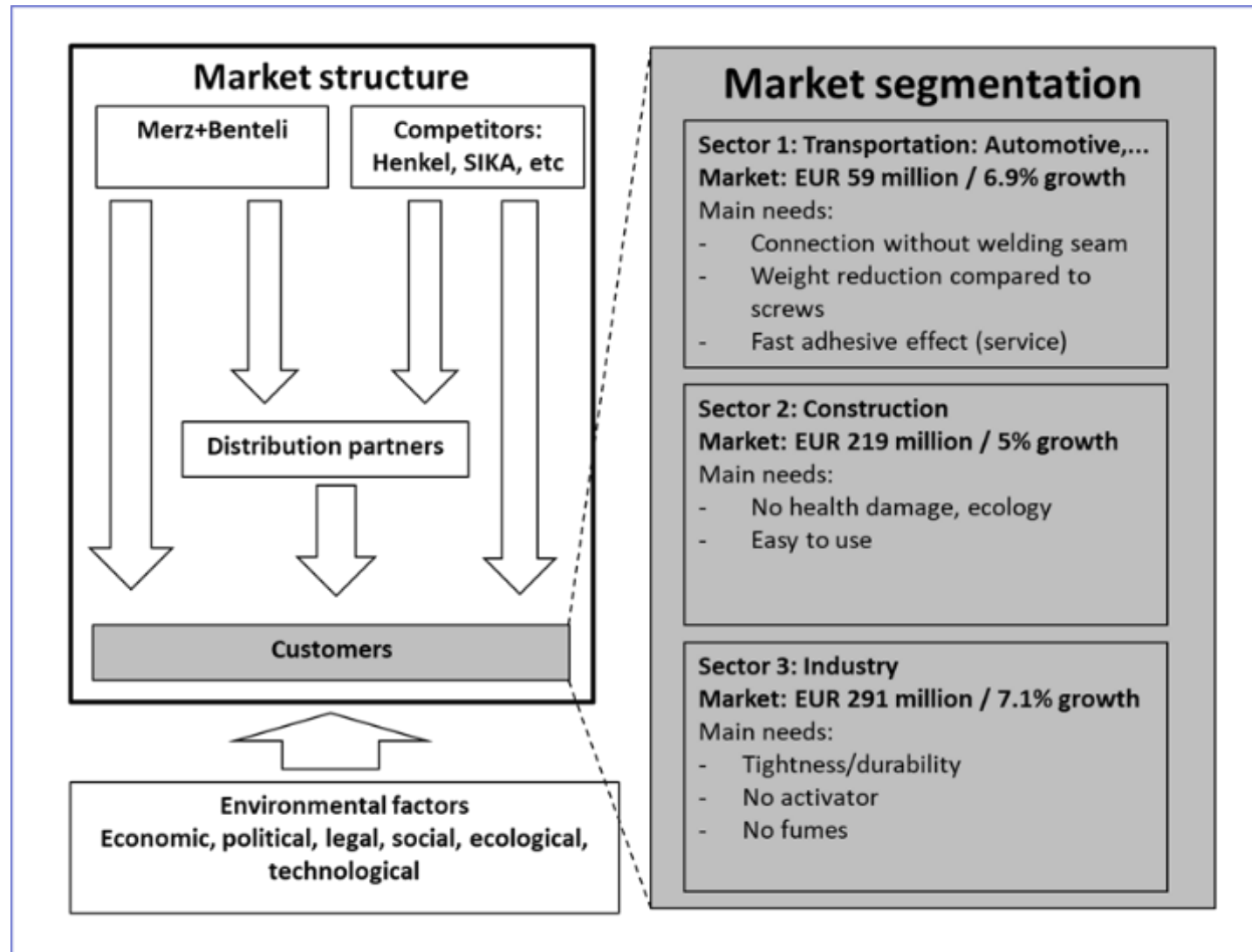
- Merz + Benteli has 85 employees - with sales of around CHF 41 million. 80% of sales come from exports.

The product

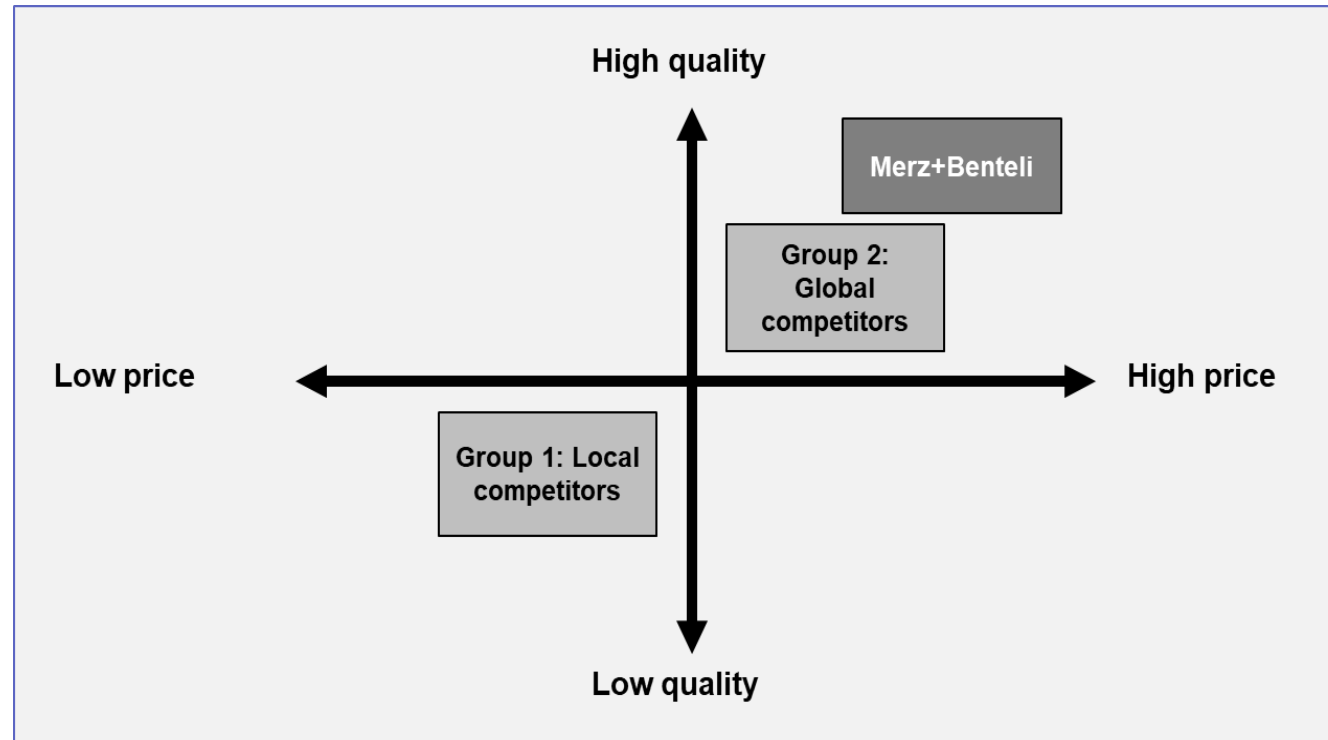
The company is selling industrial bonding and sealing (glues)



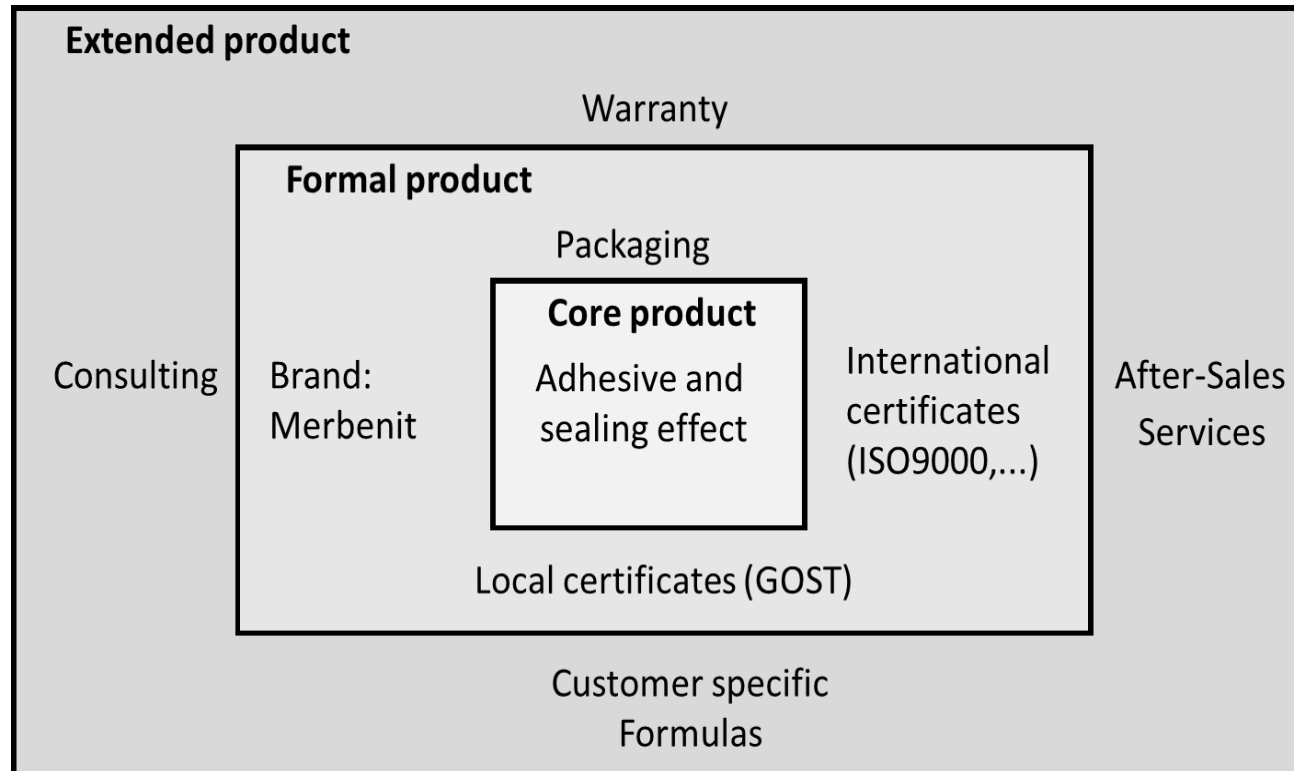
Market Structure in Russia



Market Positioning



Market Mix – Product – three levels



Three main stumbling blocks of international market entry



Stumbling block 1:

Companies underestimate the impact of cultural differences on the success of a market entry!



Stumbling block 2:

Companies often are not sufficiently thorough when choosing distribution partners.



Stumbling block 3:

The support required for the partner is often underestimated by companies and not implemented consistently

Tasks for students

1. SWOT
2. Dealing with problematic factors in Russia
3. Pricing in Russia
4. Mitigate risks
5. Dealing with cultural differences
6. Selecting the partner
7. Support of the distribution partner
8. Controlling the partner
9. Final Appraisal

Thank you!

If you any question, please contact paul.ammann@bfh.ch