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Irish company documenting its expansion into Australia on social media

Leading Edge’s CEO, Joe Aherne, is documenting his company’s export strategy and activities to enter the Australian market through a social media and online campaign titled ‘Leading Edge Group in Oz (#LEGinOz) – Growing a Sustainable Business Down Under’.

The Irish company provides lean and continuous process improvement consultancy, training and certification across a number of sectors, in particular the healthcare industry.

The campaign began a number of weeks ago, when Aherne initiated a Google Adwords campaign, search engine optimisation and regionalisation of his website to www.leadingedgegroup.com/australia.

As a result, the company secured a four-figure deal in Australia that has the potential to grow exponentially and provide a key reference site for his business there.

“The acid test was getting the first deal, and this happened quite quickly once we kicked off our online campaign. Online and digital media provide companies with such a measurable and cost effective way to enter new markets, and they should be capitalised on in any export venture,” he said.

TV series to profile Irish entrepreneurs

EY Ireland has announced the 24 finalists to compete in three categories – emerging, industry and international – and for the overall title of this year’s Irish EY Entrepreneur of the Year.

A five-part TV series, profiling each of the 24 finalists and their journey through the 2013 EY Entrepreneur of the Year programme, will air every Monday from September 30 to October 21 on RTÉ 1 at 8.30pm. The winners for each category and the overall winner of EY Entrepreneur of the Year will be announced at Gala Awards, held in Dublin at Citywest on October 24, which will also be televised by RTÉ.

September 25 is the deadline for companies to get their applications in if they wish to hire a graduate through Enterprise Ireland’s Graduates for International Growth (G4IG) programme. The scheme is designed to support companies with ambitious growth plans in key markets in hiring a graduate to assist with market research and possible future business development capability.

Companies that are supported will create one or more entry-level graduate market researcher positions. Graduate market researchers will work overseas for a minimum of 6 months to a maximum of 12 months to complete a project related to companies’ growth plans in the overseas market. For more information, see www.enterprise-ireland.com/G4IG.

“We began our YouTube and blog campaign ‘Building a sustainable business down under – #LEGinOz’ and we are charting each step of the course so that other businesses can see how we are doing in this new territory. I have no doubt that we will learn some lessons the hard way, but we will share both positive and negative experiences for the benefit of Irish businesses back home, who are interested in making the export leap.”

Blog and video content is available every week, with blog posts being posted regularly during the week and videos from Australia being posted weekly. To tune into the #LEGinOz campaign, use the hashtag on Twitter and LinkedIn, or visit www.leadingedgegroup.com.
Atlantic Flight Training Academy signs deal with Kazakhstan national’s airline

Atlantic Flight Training Academy (AFTA), based at Cork International Airport, has signed a deal with Air Astana, the national airline of Kazakhstan, which will see significant groups of the airline’s cadets arrive in Cork each year for the next four years, to complete 16 months of airline pilot training at the academy. This adds to previous clients of the Atlantic pilot training school at Cork Airport, which include BA, Aer Lingus, Virgin, Aer Arann and Jet2.

Irish Breeze cleans up with WaterWipes

Drogheda-based firm Irish Breeze is following the launch of its WaterWipes baby wipe product with a WaterWipes make-up remover aimed at the adult market.

Last year, Irish Breeze scored a notable success by getting its WaterWipes product listed with Walgreens, the United State’s largest drugstore chain with more than 8,300 stores spread across the 50 states of the union. Winning the Walgreens account took several months of relationship building, said Irish Breeze MD, Edward McClosky, but progress was boosted by a sporting fixture.

“In September last year, the senior Walgreens executive Joe Magnacca travelled to Dublin to attend the Navy versus Notre Dame American football match in the Aviva Stadium, so we met up with him during that visit. He was impressed with our WaterWipes product, which is made from cotton wool and uses 99.9% water and 0.1% fruit extract for its moisture. It doesn’t use any artificial chemicals, such as parabens or lanolin or alcohol, and it has no artificial fragrances, so it helps reduce nappy rash. It’s a very innovative product and there is nothing else like it.

“We were already listed with Boots the Chemist, which is 40% owned by Walgreens, but winning the American order was a separate campaign. We are also selling in the US on Amazon and doing very well.”

Launched in 1993, Irish Breeze is Ireland’s only manufacturer of cotton wool, and its initial success was based on its BabyKind range of baby wipe products. The company currently employs 30 people.

“It took us five years to develop the technology behind WaterWipes, but that work is now paying off and we are growing fast,” said McClosky. “We recently launched a version of WaterWipes aimed at the adult market – a facial wipe for removing cosmetics that won’t leave your skin feeling tight or greasy – and we are having a great response to that. There is a lot of customers out there, who don’t like using ordinary facial wipes, but who like to use ours.”

Audiotek completes €4 million Las Vegas Nightclub project Hakkasan

Audiotek, a Dublin based global provider of sound, lighting and video consultancy and solutions, has completed a €4 million contract for the Hakkasan Nightclub, Las Vegas. This is the first Hakkasan nightclub site in Las Vegas, which opened this summer in the landmark MGM Grand Hotel. Audiotek designed and installed the sound, lighting and audio visual elements of the new 80,000 sq-ft, five-tier nightclub that rocks the famous strip and attracts over 5,000 clubbers per night.

ePubDirect selected by IMF for worldwide book distribution

Irish company, ePubDirect has been selected by the International Monetary Fund (IMF) to deliver digital content, including books, reports and datasets to consumers worldwide. ePubDirect provides an eBook distribution service for medium and large publishers internationally. The IMF will use ePubDirect’s network of more than 1,000 sales channels and 25,500 libraries to expand the organisation reach internationally.

In addition to the IMF win, as highlighted in the last issue of The Market, the company has recently secured a major distribution agreement with one of the biggest publishers in the world, the Random House Group, in UK and Australia. ePubDirect is also currently undertaking a Series A round of investment.
The contract win is a significant achievement for an Irish start-up, especially in a very competitive region, where winning that first piece of business can be extremely difficult and time consuming.

Qpercom achieves breakthrough sale in Asia

Qpercom, a spin-off from the National University of Ireland, Galway, has made a breakthrough in the ASEAN medical education market with the adoption of its online marking tool (OMT) by one of the region’s top-ranking universities. A chance meeting with Asian academics, attending a medical education conference in Lyons, France, in 2012 led CEO Dr Thomas Kropmans to join in and win a competitive tender process for the delivery of a bespoke assessment system.

“To succeed in Asia, it’s not just enough to have a great product; you have to have a proven track record with organisations that are globally established. Luckily for us, our software has been operational in ten prestigious European universities, including the Karolinska Institute in Sweden, which awards the Nobel Prize for medical achievement,” said Dr Kropmans. Other medical schools to have purchased the system include Dundee University in Scotland and Erasmus University in the Netherlands.

The OMT is designed to improve the accuracy of objective structured clinical examinations (OSCEs), which evaluate the practical skills of trainee and postgraduate doctors in medical schools around the world. The software replaces the laborious paper trail involved in traditional paper-based approaches, reducing costs and minimising the potential for human error.

The company is also making advances into the world of human resources, with the help of Enterprise Ireland and contacts already established in ASEAN. As a direct result of the tender win, Qpercom has been approached by several Singaporean businesses. “Being a versatile system, it will prove to be an invaluable resource for companies measuring the skills of prospective or existing employees, particularly those with large work forces,” said Kropmans.

The team visited Singapore for the first time last month to ensure that they were available during the crucial pilot tests of the OMT, which were delivered successfully. “Doing business in ASEAN required us to restructure our thinking regarding customer relations and care,” he said. “We felt that it was important to meet the people on the ground who would be responsible for using the software during examinations.”

Ireland has long been regarded as an important provider of medical education in Asia, and Qpercom is adding to this reputation, commented Smruti Inamdar, Director for ASEAN with Enterprise Ireland in Singapore. “The contract win is a significant achievement for an Irish start-up, especially in a very competitive region, where winning that first piece of business can be extremely difficult and time consuming.”

Capitalising on this important reference sale, Dr Thomas Kropmans intends to re-visit Singapore in January 2014 to promote the online marking tool at the Asia Pacific Medical Education Conference, hosted by the National University of Singapore’s School of Medicine.

Gabriel Scientific promises sweeter dreams for Gulf customers

Irish company Gabriel Scientific has secured its first order in the UAE, with a multi-million euro deal to supply in the region of 90,000 pillows to Gulf Pharmacies for the next five years. The company’s Sleep Angel pillows are hermetically sealed, keeping out bacteria, bugs and fluids while letting air flow through. This provides a natural feel to the pillow, allowing a ‘give’ when you place your head on it, compared to a ‘lilo’, which feels soft to begin with, but eventually becomes uncomfortable, the company explains. The deal signing was attended by the board of directors of both Julphar Pharma and Gulf Pharmacies.

The company’s Sleep Angel pillows are hermetically sealed, keeping out bacteria, bugs and fluids while letting air flow through.
Asia Pacific and Middle East aviation buyers visit Ireland

Enterprise Ireland's Singapore and Middle East offices brought a delegation of 32 international buyers and influencers from the region's airlines and airports to Ireland this summer to showcase the capacity of 13 companies serving the industry.

As well as meeting the Irish companies on a one-to-one basis, the delegates listened to guest speakers, including the CTO of Aer Lingus and the Director of Engineering for Ryanair, undertook site visits to Dublin and Shannon airports and visited the premises of Dublin Aerospace and Eirtech Aviation.

Other Irish companies on show during the buyer visit included Cut-e; Inflight Dublin; Parc Aviation; Botany Weaving; Mobile Travel Technologies; Team Accessories Ltd (Jet Technology Centre); Simtech; Direct Personnel; Dublin Airport Authority; Aerospace Software Development and Armac Systems.

The 32 international delegates represented airlines and aviation companies from Vietnam, Indonesia, Malaysia, Philippines, South Korea, Russia, the UAE, Libya, Jordan, Turkey and Saudi Arabia.

ChinaCache and Altobridge form strategic partnership

ChinaCache International Holdings, a provider of internet content and application delivery services in China, and Irish company Altobridge have entered into a strategic partnership aimed at co-marketing new solutions for mobile internet content delivery.

“We have the vision that before long, 90% of global internet traffic will be accessed via smart mobile devices,” predicts Mike Fitzgerald, CEO of Altobridge.

The crux of the strategic partnership between ChinaCache and Altobridge is that it will move content more logically across networks via an approach the partners have named mC-aN (mobile content-aware networks). The result is said to be a dramatic improvement in quality of user experience, a measurable reduction in transmission costs and a reduction in capital expenditure for network operators.

The two companies have also agreed to cooperate commercially by introducing each other's broader portfolio of products, services and solutions to their partners and customers.

Irish companies network with the big hitters at CommunicAsia

Enterprise Ireland’s local offices organised a networking reception in Singapore this June to coincide with CommunicAsia, the largest integrated ICT event in a region with over 3 billion mobile subscribers and 82% mobile penetration.

The event titled ‘Innovation ahead of T.I.M.E’ was opened by the Irish Ambassador to Singapore, Joe Hayes, and the keynote address on ‘Mobile Innovations and the Promise of Tomorrow’ was delivered by Anil Chet Karamsingh, Director of Tower One Innovations.

The event provided seven Irish companies – Altobridge, Cut-e, Digisoft.tv, NascTech, Openet, Tango Telecom and the Now Factory – the opportunity to mingle with decision makers in high-profile Asian organisations, including Fox Sports, Huawei Technologies, the telecom application and service provider Senid Software International and telecoms operators Singtel, Axiata Malaysia and Maxis.

Irish nutrition products have got Seoul

Sona Nutrition became the first Irish FMCG brand to launch in the health and beauty care sector in South Korea this June with the introduction of its branded Sonavita effervescent nutritional tablets Vitamin C and B+

Established in 1984, Sona Nutrition has expanded to become the number one vitamin/food supplement range in Ireland. In addition, it exports to 27 countries globally, mainly through a sister company Sona Pharma.

The recent launch in Seoul by Sona Nutrition and its local partner, Cilantro Co, included a workshop and taste test challenge with competing products. The event, which was supported by Enterprise Ireland and the Irish Embassy in Korea, was attended by 25 trade guests from key retail account buyers with health and beauty drugstores, power bloggers, journalists and marketing agencies.

The company first met its Korean partner Cilantro Co less than a year ago at an event in Ireland staged in Enterprise Ireland’s Seoul Office, which saw health and beauty drugstore buyers being brought to Ireland. “This relatively new retail category in Korea, which has been growing exponentially – tripling between 2007-2011, has been further accelerated as major retail groups are entering into this market with aggressive plans to open new chain store outlets nationwide and actively seeking brand new products to fill and differentiate their shelves," Dianne Rhee at El Seoul told The Market.

“We have since come a long way to launch the product in such a short while,” John Spain, Sales Manager of Sona added. “We put a lot of effort and work into the formulation to suit our Korean customers’ preferences, needs and taste. We hope to expand and add more products into the Korean market, working closely with our partners.”
**Free hot desk facilities in Central London**

Enterprise Ireland’s UK office at Shaftesbury House in central London is offering clients hot desk facilities with WiFi, desk space and a private meeting area – all free of charge. Akari Software is one of the companies to have used it. “My office on Shaftesbury Avenue I call it,” says CEO, Eoghan O’Leary. “I have used it for quiet work on my laptop, for meetings with clients and potential business partners. You must book it and observe some basic protocols – bring your own coffee, for example, and don’t leave your mess behind. Otherwise, it’s like your ideal office – only better. It’s free.”

Another happy client is Ostia Solutions. “We have made heavy use of the EI hot desk area since its inception in early 2013. It’s a godsend in terms of the central London location, quality of space, quietness and ease of booking. We find it best suited for individual work and informal meetings,” COO, Gerard Clinton told *The Market*.

Caroline Jamieson at EI London says the space is designed to cater for clients who need office facilities in central London just now and again. “The hot desk offer features internet access but it should be noted that this service is not being offered as a business centre. It is part of the working office space for Enterprise Ireland and the IDA,” she says. For more details, she can be contacted at caroline.jamieson@enterprise-ireland.com.

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**Intern mit Deutsch?**

The German Embassy and the German language agency, the Goethe Institute, are looking for Irish firms who would like to take on a Leaving Certificate German student or a third-level German language student as an intern.

The initiative is part of a wider campaign, supported also by the Austrian and Swiss embassies, to have more Irish students, secondary and third-level, studying German, with the main carrot for the learners being the fact that there are plenty of employment prospects for those who have German as a second language. For employers who get involved, the long-term benefit is that they should in future have greater access to language graduates who will help them succeed in German-language markets.

Historically, there has been a correlation between Irish economic performance and the proportion of secondary students studying foreign languages, says Harald Seibell, a first secretary with the German Embassy in Dublin. “Unfortunately, the perception has been that when the Irish economy is doing badly, a second language will help your prospects when you emigrate. We want to show Irish students that having German helps give you plenty of employment prospects when you decide to stay in the country. There are lots of multinationals and Irish indigenous companies looking for German-speaking staff. Just check out the current vacancies listed on the www.german-irish.ie website.”

The campaign is being coordinated by Kristin Brogan, a lecturer in German at IT Tralee, who points out that German is a hugely important economic language. She said: “It is a native language for almost a fifth of all EU citizens. For Irish exporters, it is hugely important to have German speakers to target the German-speaking market. There are good personal reasons for studying German too – it can give you access to low-cost third-level study in Germany, Austria and Switzerland.”

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**A summer in Monaghan proves win-win for French students and Irish exporter**

Usually, when you exhibit at a trade show, you hope to pick up a few sales, but when Mullan Lighting exhibited at the Maison et Objet interior design show, in Paris in January, the firm also picked up eight French interns.

“We received Enterprise Ireland support to attend the show, and it really went well for us,” says Marketing Director Edel McCarron. “We secured a €25,000 contract in Paris and have a lot of new potential customers who we could be doing business with in the near future. We will definitely be attending Maison et Objet next year.

“But the real bonus for us at our first Maison et Objet was that we had eight marketing students from five different French third-level institutions come to our stand and ask if they could work with us over the summer.

“We agreed, and they travelled to Monaghan and worked for us as interns. They were unpaid, but we organised their accommodation here and also provided weekend outings so they could see a bit of the country during the stay. They were very happy and so were we.

“We put the interns to work trying to generate new sales leads in 17 different Francophone countries using lists we had of architects and designers, and they did very well for us. We would hope to take on as many student interns next year.”
Latvia to join the euro and become fastest growing EU economy

Latvia is set to become the 18th country to adopt the euro as its currency, starting on January 1, 2014. The country’s currency has been pegged to the euro for eight years, but as a full euro member, Latvia will be able to take part in all the key decisions in the eurogroup of ministers and the board of the ECB.

Latvia was one of the non-euro Member States, along with Romania and Hungary, to receive an EU-IMF financial assistance programme after the 2008 economic crisis, so satisfying the conditions for joining the euro in 2013 is a major achievement, according to Olli Rehn, who is now predicting that Latvia “will be the fastest-growing economy in the EU this year”.

3V helps bring smart phones payment card to the Danish market

Irish company 3V Transaction Services, which operates in the payments sector, has developed an application for the Finnish telecoms company’s DNA, which will allow it to bring new kinds of payment services to the Finnish public. Developed in cooperation with Visa, DNA Täpäkkä is a virtual Visa payment card that works in smartphones and on the internet. “As we see it, there's every possibility for Finland to become a forerunner in mobile purchasing,” 3V’s Chief Operating Officer, Seamus Minogue, told The Market.

LED lighting players join forces to target massive German market for eco-products

Enterprise Ireland’s electronic sector unit is working with EI’s team in Düsseldorf to support a cluster of Irish LED lighting players targeting the massive German market. “Key exporters here include Nualight, Feasa and Excelsys. Other clients with high potential include Patina, LED, Veelite, Epi-Light, Selc and ikon semiconductor,” says Emer O’Byrne, a Market Adviser for Germany, Austria and Switzerland, who is based in Enterprise Ireland, Düsseldorf.

Joint initiatives include knowledge seminars and market expert introductions. In May, for example, 12 companies attended a seminar on opportunities in German-speaking markets, and EI Düsseldorf intends to support a strong presence of Irish companies in Frankfurt next spring at Light and Building 2014, the world’s largest lighting trade show, which attracted 196,000 visitors and over 2,300 exhibitors in 2012.

The European market for energy efficient lighting was worth approximately €1 billion. Drivers for the sector include rising energy costs and environmental awareness, improving technologies and economies of scale. In addition, European directives introduced in 2009 aim to phase out incandescent lamps and traditional halogen bulbs by 2012 and 2016, respectively.

“The LED lighting market in Europe has experienced massive growth in recent years, with rates as high as 43.2% in 2010. Germany, with a market share of 22.1%, makes it the largest market,” O’Byrne says. “The LED market here is expected to grow by an average of 27% per annum between 2008 and 2018, and total revenue in the German LED industry to grow from €40.2m in 2013 to €62.4m in 2015.”

Germany needs to achieve a 40% reduction in carbon dioxide emissions by 2020; therefore, a significant reduction in electricity consumption is required. One route to this will be modernising and improving the efficiency of public street lighting by applying LED technology, O’Byrne believes.

“One in three street lamps in Germany is over 30 years old, inefficient and in need of replacement,” she says. Therefore, the key players that Irish companies should be targeting are decision-makers in German municipalities – many of whom are starting to realise the savings potential associated with LED street lighting – and on a broader scale, architects and energy efficiency and lighting consultants.

Car lighting is another industry-specific opportunity set to emerge over the next five years, O’Byrne adds. Germany’s automotive industry is the largest in Europe and has the highest concentration of auto-related R&D, design, supply, manufacturing, and assembly facilities. Leading manufacturers in the premium segment include Audi, BMW, Daimler and Porsche. Also volume-manufacturers like Ford, Opel/GM, and Volkswagen have plants in Germany.
Shimmer honoured by Frost & Sullivan’s Product Leadership Award

Shimmer, an Irish-owned global provider of wearable wireless sensors, has received the 2013 Frost & Sullivan Product Leadership Award for its flexible, body-worn wireless sensing platform. “Our solution measures life by capturing, transmitting and processing sensed data to establish scientifically proven methods to derive meaning, insight and deliver real societal benefit,” Shimmer’s Chief Technology Officer, Benjamin Kuris, told The Market.

Announcing the award, Frost & Sullivan industry analyst Aravind Seshagiri commented, “The Shimmer platform is already being referred to as the ‘de facto standard’ hardware for mobile health applications in the research and academic space, which denotes potential for high uptake. In the enterprise and OEM market, Shimmer is in a strong position to partner with companies for the development of application-specific solutions, and it has already delivered solutions to the European market in healthcare, sports, market research, and rehabilitation.”

Irish company paves way for new type of bank account

Realex has launched Realex Fire, a new personal payment account designed to transform the way people and businesses are paid. Having been working on the product for several years, what the company has created is a payments account that enables users to lodge and withdraw funds, create a circle of people to pay, send and receive payments, operate multiple accounts and get notifications on Facebook.

Opening an account is completed online at www.realexfire.com, and users can transfer funds from other bank accounts. All Realex Fire payments are processed in real time, with no transaction fees for personal users.

REALEX FOUNDER AND CEO, COLM LYON

Irish technology to help save lives in Western Canada

Decisions [D4H] has secured a five-year contract with the Government of Alberta, Canada, for the Dublin company’s software, which improves emergency response efforts.

Decisions [D4H], whose mission is to ‘Save Lives’ by improving how response teams are managed, will provide its software to 40 Canadian search and rescue teams in Alberta, serving a population of almost four million across a land mass over seven times the size of Ireland. The software is designed to help the teams manage their incidents, personnel and equipment and to submit reports to Alberta’s Provincial Government for the creation of shared statistics.

Terminalfour wins new university clients in Australia and New Zealand

The Irish web content management company TERMINALFOUR has won four new university clients in Australia and New Zealand (ANZ) in the past six months, translating to €800,000 in new business.

The company’s new clients include the Royal Melbourne Institute of Technology, Macquarie University, Sydney, and University of Canterbury in New Zealand. The successes are underpinned, the company says, by increased investment in these territories, including the opening of TERMINALFOUR offices in Sydney and Auckland.
€150m renewable energy fund company launched in Dublin

A new renewable energy asset management business, Amarenco, is to launch in Dublin, focusing on solar photovoltaic investments in Europe. The company is in the later stages of finalising arrangements for a solar fund, which is awaiting regulatory approval. The €150 million fund will focus initially on assets in the South of England and France. Another Irish-owned company, Quintas Energy, will provide physical asset management solutions to each invested solar park portfolio.

ALISON helps tackle youth unemployment in the Arab world

Irish-based multimedia education provider ALISON has partnered with Silatech, a Qatar-based social initiative, to provide employability-related skills courses to the Arabic world. Founded in 2007, ALISON stands for Advance Learning Interactive Systems Online. The Galway-based for-profit social enterprise provides free, interactive multimedia basic education and workplace skills training courses with certification online. It currently has two million registered learners and 300,000 graduates worldwide.

Through the partnership with Silatech, the ALISON portal and top five most popular courses have been translated into Arabic, and other relevant online Arabic eLearning has been aggregated into the portal ‘www.ta3mal.com’. As content grows, publishers and owners will be free to offer their courses in return for a share of ad-revenue. The portal is already being rolled out to internet-connected youth centres across Egypt.

There are around 112 million young people in the Arab world between the ages of 15 and 29, accounting for 30% of total population, the largest proportion of youth in the region’s history. Youth unemployment is around 25%, the highest of any region in the world.

“Online learning alone will not solve the issue of Arab unemployment,” Silatech’s Chief Programmes Officer, Martin Roeske, commented. “It is, however, a key piece of the puzzle, providing quality learning in remote communities, which lack trainers and curricula.”

The Market is now accepting advertising

The Market is Enterprise Ireland’s business magazine for exporting companies. It is dedicated to inspiring Irish companies to internationalise and to providing know-how and market intelligence on overseas markets and strategies for selling internationally.

Are we reaching your market?
The Market reaches directly onto the desks of CEOs and executive teams in over 5,000 Irish companies; these are the people involved in export, marketing or strategic planning. In addition, The Market is read by our subscribers in banks, third-level business schools and legal and financial consultancy practices.

What do the people who know about magazines say about The Market?
Our editor was named Magazine Ireland’s Business Magazine Editor of the Year 2011. In addition, The Market was named Magazine Ireland’s Customer/Client Magazine of the Year in 2007 and 2009 and B-2-B Magazine Designer of the Year in 2009.

What do our readers say about The Market?
The following are the results of a recent readership survey.

84% rated the quality of the magazine as good/excellent.
82% rated the magazine as good/excellent at keeping up to date with the latest news and supports available for Irish exporters.
89% felt the articles were pitched at the right level.
80% indicated they had taken various forms of action as a result of reading The Market.
33% had considered a new region/geographic location for their business as a result of reading The Market.

If you feel The Market is targeting your market, talk to Duncan Black for further information and rates. E: duncan.black@enterprise-ireland.com, T: +353 1 727 2820 or email the.market@enterprise-ireland.com
Autumn Diary

What's on

SEPTEMBER

Seminar on Middle East Water and Wastewater Market
September 10
This seminar will outline opportunities and challenges, with a panel of experts from across the region.
v: East Point Business Park, Dublin 3
e: daniel.cunningham@enterprise-ireland.com
t: +353 (01) 7272942
w: www.enterprise-ireland.com/wastewater2013

EAIE – Education Fair
September 10
Education in Ireland will attend EAIE, the biggest international education event in Europe, to develop and maintain institutional links and partnerships.
v: Istanbul
e: lucia.reynolds@enterprise-ireland.com
t: +353 (01) 7272359

Dutch Engineering Trade Dinner
September 12
An opportunity to enhance relationships with Dutch customers and partners.
v: Amsterdam
e: james.mackrill@enterprise-ireland.com
t: +31 (20) 6763141

International Markets Week 2013
September 16
One-to-one meetings between clients of Enterprise Ireland and the organisation’s overseas representatives on market opportunities and increasing export business.
v: RDS, Dublin
e: jim.maguire@enterprise-ireland.com
t: +353 (01) 7272456
w: www.enterprise-ireland.com/IMW2013

Market Access and Development
September 17 and 18
Focusing on various methods for entering foreign markets, examining the tax and financial implications and benefits and risks of establishing subsidiaries, using agents, acquiring business abroad, etc.
v: Cork (17th) and Dublin (18th)
e: tom.early@enterprise-ireland.com
t: +353 (01) 7272942

Introducing Innovation and R&D Supports for Your Company
September 17
An outline of Enterprise Ireland R&D supports and a case study. Open to all companies wishing to innovate.
v: Harlequin Hotel, Castlebar, Co Mayo
e: margaret.charleton@enterprise-ireland.com
t: +353 (091) 735940/55946

NACAC – Education Event
September 19
Education in Ireland and the seven universities will exhibit at this annual international education event, which brings together over 5,000 US and Canadian high-school counsellors.
v: Toronto
e: gill.roe@enterprise-ireland.com
t: +353 (01) 7272365

Messaging and Value Proposition Workshop
September 24
Workshop on developing a strong and compelling value proposition, delivered by Futurecurve.
v: East Point Business Park, Dublin 3
e: bridgin.durnin@enterprise-ireland.com
t: +353 (01) 7272734

Big Ideas Showcase 2013
September 25
Platform for the inventors and promoters of commercial opportunities developed in Ireland’s higher education institutes to pitch to investors.
v: Aviva Stadium, Dublin 4
e: ciara.clogher@enterprise-ireland.com
t: +353 (01) 7272725
w: www.enterprise-ireland.com/bigideas

Sales Pipeline Management
September 26
One-day workshop and follow-up implementation session for companies to implement a structured and systematic sales pipeline management system.
v: East Point Business Park, Dublin 3
e: bridgin.durnin@enterprise-ireland.com
t: +353 (01) 7272734

OCTOBER

Pitching to Win New Business
October 01
Participants will learn to fine tune their sales pitch and presentation with the support of expert trainers, in the company of similar businesses.
v: East Point Business Park, Dublin 3
e: bridgin.durnin@enterprise-ireland.com
t: +353 (01) 7272734

UK Trade Mission to the North West of England
October 06 – 09
Mission for Irish software and services companies with horizontal business offerings. Will include individual itineraries with prospective customers in both Manchester and Liverpool, in addition to a speed business brokerage event and a range of business networking functions.
v: Manchester and Liverpool
e: gavin.mcwhirter@enterprise-ireland.com
t: +44 (0207) 4388722

Russian Aviation and Transport Trade Mission
October 07 – 10
Coinciding with the ‘Wings of Russia’ International Aviation Forum, this event will allow companies to engage with a large number of influential Russian customers. The mission also seeks to highlight Ireland’s excellence in the aviation field, attracting new customers for the attending companies, as well as attracting investment to Shannon.
v: Moscow
e: gerard.maccarthy@enterprise-ireland.com
t: +7 (495) 9375943
w: www.enterprise-ireland.com/russiatrademission

Mipcom 2013 – Ireland on Screen
October 07
Mipcom is the international marketplace entertainment content.
v: Cannes
e: damien.mccarney@enterprise-ireland.com
t: +353 (01) 727-2181
Renewables/Cleantech Mission to Poland

**October 07**

Coinciding with the Poleko Trade Fair, Enterprise Ireland is bringing a group of Irish clients from the cleantech industry to Poland to explore opportunities in the renewable energy and wastewater markets.

**Contact:**
- Poznan, Poland
- Mike Hogan
- Tel: +353 (01) 727-2886

International Lead Generation – Shaping Business

**October 08**

Practical one-day workshop and follow-up coaching programme to enable businesses to plan and implement more effective lead generation programmes. Aimed at companies operating in B2B space.

**Contact:**
- East Point Business Park, Dublin 3
- Bridgin.durnin@enterprise-ireland.com
- Tel: +353 (01) 727-2734

Winning B2B Internationally – Engaging and Convincing Buyers

**October 09**

One-day workshop and follow-up coaching programme aimed at helping companies win more business by following a well-proven approach to understanding buyer behaviour and developing a convincing business case.

**Contact:**
- East Point Business Park, Dublin 3
- Bridgin.durnin@enterprise-ireland.com
- Tel: +353 (01) 727-2734

GITEX Technology Week

**October 13**

GITEX Technology Week is a key event for the ICT sector for the Middle East and North Africa. Enterprise Ireland will organise an Irish pavilion at GITEX to showcase client companies.

**Contact:**
- Dublin
- Abdull.ali@enterprise-ireland.com
- Tel: +971 (4) 3760408

Food Innovation Mission to the USA

**October 14**

Mission aimed at helping to create new relationships for participating Irish food companies, leading to joint-ventures or R&D collaboration with US companies.

**Contact:**
- New York, USA
- david.butler@enterprise-ireland.com
- Tel: +353 (01) 727-2886

UK High-Potential Start-Up (HPSU) Networking Event

**October 14**

Event aimed at promoting networking between Irish HPSUs and prospective British business.

**Contact:**
- London
- giles.oneill@enterprise-ireland.com
- Tel: +44 (207) 438701

Cloud Sales and Marketing

**October 15**

Delivered by Harry Largey and Gary Leyden from Cloud Mover, designed for CEOs and heads of sales and marketing functions, companies will be brought up to speed with current best practices and practical examples of how the sales and marketing function should be built and operated in Cloud companies.

**Contact:**
- East Point Business Park, Dublin 3
- Andrew.peet@enterprise-ireland.com
- Tel: +353 (01) 727-2134

Competitiveness

**October 15 and 16**

This workshop will examine how to develop and assess the financial implications of strategy to decrease unit costs by cost-cutting, increasing line productivity, re-organising the plant, and re-positioning along the value-chain through outsourcing and customer development.

**Contact:**
- Cork (15th) and Dublin (16th)
- Tom.early@enterprise-ireland.com
- Tel: +353 (01) 727-2942

Salão do Universitário

**October 19**

Salão do Universitário Education fair for institutions participating in the Brazilian Science without Borders programme.

**Contact:**
- São Paulo
- lucia.reynolds@enterprise-ireland.com
- Tel: +353 (01) 727-2359

Education and Technology Trade Mission to Brazil

**October 21**

This trade mission offers client companies an opportunity to develop and deepen relationships with key partners and buyers in the Brazilian market.

**Contact:**
- São Paulo
- Conor.fahy@enterprise-ireland.com
- Tel: +353 (01) 727-2624

Medinireland 2013

**October 22**

Enterprise Ireland will bring influential business buyers from across the world to Medinireland, the showcase for Irish companies in the medical technologies sector, in an event that will feature a conference exhibition and partnering meetings.

**Contact:**
- Convention Centre Dublin
- ann.marie.walsh@enterprise-ireland.com
- Tel: +353 (01) 727-2854

Engineering and Construction Trade Mission to Australia

**October 23**

Trade mission aiming to enable participants to concrete existing relationships, allow new market entrants to build on market knowledge in Perth and help Irish firms to extend their reach into the Queensland engineering and construction sector.

**Contact:**
- Perth and Brisbane
- Christopher.littlewood@enterprise-ireland.com
- Tel: +61 (2) 92738517

Cloud Financial Metrics

**October 24**

One-day workshop with follow-up implementation sessions designed to help software and Cloud computing companies to understand and implement Cloud Financial Metrics for their business.

**Contact:**
- East Point Business Park, Dublin 3
- Andrew.peet@enterprise-ireland.com
- Tel: +353 (01) 727-2134

Using the Internet to Compete in International Markets

**October 24**

Focusing on the strategies and processes needed to identify, reach and retain new international customers on the web.

**Contact:**
- Dublin
- Eoin.osiochru@enterprise-ireland.com
- Tel: +353 (01) 727-296

Dublin Web Summit

**October 30**

Two-day tech and start-up conference attracting high-profile speakers from the world of the web. Enterprise Ireland will host a stand at the Start-up Village.

**Contact:**
- RDS, Dublin 4
- Linda.coyle@enterprise-ireland.com
- Tel: +353 (01) 727-2851

Www.websummit.net
**Autumn Diary**

### What's on

#### NOVEMBER

**Trade Mission to South Africa and Nigeria**  
**November 11**  
Mission to Africa, focusing on growth sectors such as e-learning and education, financial services technologies and telecoms and linking up with the Africacom Trade Fair in Cape Town.  
**v:** Johannesburg, South Africa, and Lagos, Nigeria  
**e:** fred.klinkenberg@enterprise-ireland.com  
**t:** +27 (10) 0030218

**Africacom 2013**  
**November 12**  
An Irish pavilion at Africacom aims to promote Irish companies to key business people in the telecoms industry from South Africa and across the continent.  
**v:** Cape Town  
**e:** fred.klinkenberg@enterprise-ireland.com  
**t:** +27 (10) 0030218

**FX and Limiting the Risk of International Trade**  
**November 12 and 13**  
Exploring how and when to engage with financial institutions to mitigate risks associated with international trade using instruments such as foreign exchange, letters of credit, invoice discounting, credit insurance, performance bonds, etc.  
**v:** Galway (12th) and Dublin (13th)  
**e:** tom.early@enterprise-ireland.com  
**t:** +353 (01) 727-2942

**Financial Services Embassy Dinner, London**  
**November 14**  
Annual financial services dinner at the Irish Embassy in London, providing Irish companies with an opportunity to enhance existing relationships with senior executives from top UK financial institutions.  
**v:** London  
**e:** judi.blackmur@enterprise-ireland.com  
**t:** +44 (20) 74388710

**Trade Mission to India**  
**November 18**  
Trade mission aimed at opening doors for companies particularly in the software and services sector. It will facilitate meetings with Indian decision-makers and will include networking opportunities with potential partners and customers.  
**v:** Mumbai  
**e:** sid.naithani@enterprise-ireland.com  
**t:** +0091 (1) 9867222785

**CEO Forum 2013**  
**November 21**  
Jointly sponsored by Enterprise Ireland and Deloitte, this invitation-only event attracts audiences of 350 to 400 participants and provides an opportunity for CEOs to network.  
**v:** Dublin Castle  
**e:** jackie.whelan@enterprise-ireland.com  
**t:** +353 (01) 727-2742

**Technology Centres Forum**  
**November 28**  
Outlining how the EI/IDA supported Technology Centres work to an industry-defined research agenda, this event will include meetings and demonstrations.  
**v:** Dublin  
**e:** ciara.clogher@enterprise-ireland.com  
**t:** +353 (01) 727-2725

### DECEMBER

**Trade Mission to Japan**  
**December 02 – 06**  
Focusing on companies already selling into the Japanese market.  
**v:** Tokyo and Osaka  
**e:** eddie.hughes@enterprise-ireland.com  
**t:** +81 (3) 32630613

**Trade Mission to South East Asia**  
**December 09**  
Focusing on the Malaysian and Singaporean markets.  
**v:** Singapore and Kuala Lumpur  
**e:** smruti.inamdar@enterprise-ireland.com  
**t:** +60 (3) 21640616

**Star Fair**  
**December 14**  
The major higher education promotion event in Malaysia.  
**v:** Kuala Lumpur  
**e:** terry.mcparland@enterprise-ireland.com  
**t:** +353 (01) 727-2952

Email details of your upcoming business events to the.market@enterprise-ireland.com

* Dates subject to confirmation
EU’s new €70 billion research fund promises to be simpler for top academics and innovative SMEs. Gary Finnegan reports from Brussels.

BIG SUPPORT FOR SME R&D ON THE HORIZON

Less red tape, quicker decisions on funding, more help in accessing venture capital, and a dedicated ‘SME instrument’: the EU’s new research and innovation fund is designed to turn knowledge into marketable products and services.

Irish companies have done well from the European R&D fund in the past, with Ireland ranking fourth when it comes to drawing down EU research money for SMEs. Indeed, more than 20% of the grants won by Irish applicants went to smaller companies – well above the continent-wide target of 15%.

Now, with Brussels keen on using its financial clout to boost growth and job creation, technology-driven companies in a range of fields are in line to benefit.

‘Horizon 2020’, the successor to the Seventh Framework Programme (FP7), will make funds available from 2014 and is hailed by Máire Geoghegan-Quinn, the EU Commissioner for Research, Innovation and Science, as a solution to Europe’s “innovation emergency”.

Geoghegan-Quinn says European researchers have a great track record when it comes to generating scientific knowledge but scientists and technology companies have been less adept at bringing this to market.

She cites the story of MP3 technology, which was developed in Europe as a means of digitally storing audio files, yet its commercial potential was realised elsewhere, ultimately making millions for companies like Apple via its iTunes library.

BRINGING IDEAS TO MARKET

The EU has been funding high quality research projects for decades but from here on, there will be greater emphasis on innovation – a task best suited to smaller firms, according to Geoghegan-Quinn.

“Horizon 2020 focuses more than ever on bringing great ideas to the market. It provides opportunities for business, and it changes people’s lives for the better,” she says.

This shift is not without controversy. Some university scientists argue that investment in basic research, where any eventual application is often unforeseeable, generates the essential raw material for innovators. This complaint has been tempered by the fact that the overall size of the fund has grown, still leaving billions of euro in grant money for academics.

While the final value of the 7-year programme is yet to be signed off by the European Parliament, it is expected to have a total budget in excess of €70bn – much more than the €50bn available through FP7, but shy of the €80bn Brussels had initially requested from national governments.

Around a quarter of this funding pot is earmarked for ‘excellence in science’, supporting basic laboratory research; at least €15 billion will be dedicated to technological innovation, with particular emphasis on SMEs; and close to €30 billion is likely to be ring-fenced to address ‘societal challenges’ such as climate change, sustainable transport, renewable energy, food security and healthy ageing.

The pro-industry tenor of Horizon 2020 is also visible in the unveiling of a series of new public-private partnerships known as Joint Technology Initiatives (JTIs). These will see a joint EU-industry investment of €22 billion in innovative medicines, green transport, aeronautics, bio-based industries, fuel cells and hydrogen and electronics.

SME-FRIENDLY

German MEP Christian Ehler helped to steer vital pro-business elements of the Horizon 2020 through the European Parliament, including a ‘Fast-Track to Innovation’ programme, which will allow small innovative projects be funded at any time.

Compared with FP7, Horizon 2020 will be less bureaucratic, according to Ehler. “The rules of participation for Horizon 2020 will bring substantial improvements for participants; a shortened time of eight months for grants [in the previous programme, applicants had to wait a whole year], a greater acceptance of the beneficiaries’ accounting practices and reduced administrative burden,” Ehler said.

Imelda Lambkin, Enterprise Ireland’s National Director for FP7, said the enlarged and revamped programme is good news for Irish businesses. “The key thing is that it brings the research and innovation agendas together. This is good news for companies and makes it easier for us to provide a one-stop-shop support service,” she said.

Lambkin said smaller companies often think that EU research funding is not for them, but that view is outdated. “In actual fact, times have very much changed. Even since FP7 the European Commission has targeted SMEs to help them progress from early-stage research into commercialisation,” she said. “We want to see more companies making use of the funds available. There is really nothing for SMEs to be afraid of.”
THE STRESS TEST FOR RESILIENCE IN A NEW PARADIGM
Adapting to opportunities in emerging middle-class markets is certain to be a key theme of global economic growth for decades to come. Pat O’Riordan, based in Enterprise Ireland’s Mumbai office, argues that the Indian market will test, shape and develop companies’ ability to meet this challenge like no other.

There is a dazzling and quite overwhelming array of emerging growth markets that Irish exporters can set their sights on. Ravi Venkatesan, a former Chairman of Microsoft India and Cummins India, captures both the challenge and opportunity that India presents very well in his book *Conquering the Chaos*. The premise of his thesis being: ‘If you can win in India, you can win everywhere’.

India will test the competitiveness and leanness of Irish businesses like no other. This can be transformative for companies and industries. It has the rewards of scale and offers huge potential for companies that can demonstrate the capabilities and competitiveness that India demands. Thus, it is a market that is going to be extremely important as Irish companies seek to adapt to opportunities in emerging-market middle classes across the world, which is certain to be a key theme of global economic growth for decades to come.

Whilst India’s sheen has faded in recent years, with GDP growth rates falling from the heady rates of 8.5%+ to current Hindu levels of growth of a mere 5%, the emergence of one of the largest middle classes globally is steadily unfolding. If there’s one thing that can be backed in India, it is the unstoppable rise of the middle-class consumer. It is a sure and one-way bet.

India has proven to be a difficult and complex market for many companies, not just Irish. Trade barriers and import duties are high, with the local operating environment being complex and difficult to navigate. It is fair to say that the biggest single issue is that companies tend to view markets such as India opportunistically and, critically, do not spend adequate time *in situ* understanding the market. The truism that ‘boots on the ground’ matter is particularly true in India.

But Irish companies are nothing if not adaptable, and there are superb exceptions of companies performing very well, including the Kerry Group plc, CRH plc, Glanbia plc and the PM Group – all building very sustainable businesses that will scale significantly in the medium and longer term.
At the helm of Indian business life for the past decade, Barclays head Frank Hancock has a unique view on how companies can compete in what is set to become one of the largest middle-income markets in the world. John Stanley asks him for his tips to smooth the passage.

Frank Hancock’s commute to work is longer than most. For the past decade, he has said goodbye to his wife, Jane, and their three daughters at the family home in Bagenalstown, Co Carlow, and taken the plane to Mumbai.

As Managing Director and Head of Corporate Finance for India at Barclays Bank, he has a wealth of experience and advice to offer Irish companies interested in doing business with this rapidly growing economy. He has participated in the global expansion of Indian business that has taken place over the past 10 years, advising on large cross-border deals such as Tata Steel’s €10 billion acquisition of Corus plc in 2007 and Bharti Airtel’s €8 billion acquisition of Zain’s African operations in 2010.

He points out that China and India now represent two of the largest global markets for exporters and both are major destinations for foreign investment. “Having opened itself up to global markets over the past 20 years, India possesses a dynamic private sector with globally competitive businesses,” he says.

Referencing the pioneering work of economic historian Angus Maddison, Hancock notes that in the 15th century India and China each accounted for approximately 20% of global economic activity. Immediately after the Second World War that figure had fallen to around 2% for India. But, Hancock notes, it is now back up to 10% and rising, driven by domestic consumer growth and the dynamic private sector.

“How you see India today,” he says, “really does depend on your point of view and on your timescale. In the immediate short-term, the country has some pretty serious headwinds to contend with. These include poor infrastructure, lack of governance, corruption and a somewhat chaotic but nevertheless democratic system of government. But in spite of these headwinds, many Indian businesses and multinational companies have developed their own approaches to successfully tapping the domestic market.

“This is a country with a young and highly entrepreneurial population. It has a population of around one billion people. About 70% of these are engaged in subsistence living. But there are still around 100 million value-conscious middle-income earners who are in the market for goods and services, albeit at costs typically 50% to 70% less than in developed Western economies. And there are also some 20 million people who have European levels of purchasing power.
A SMOOTH PASSAGE TO INDIA
What it takes to succeed

Broad attributes for success include the following:

- CEO and board commitment and support,
- A commitment to careful market research,
- Adaptation of the business model to meet demanding price points,
- In-market presence and
- A balance sheet that can stay the course.

India will not be a market for everyone, but it is a very compelling proposition for any Irish company with a global ambition to compete in emerging markets.

“So while some of the short-term problems are currently on the ascendant, foreign businesses looking at future growth potential should probably be developing separate medium-term strategies for both India and China.”

One key reason for developing different strategies for these two economic powerhouses, he says, is the difference in the way they work. “China is a ‘top down’ sort of place, whereas India is in many ways far more ‘bottom up’ in approach and a much more complex place in which to do business.”

Hancock suggests that one of the difficulties in doing business in China, where local and central authority is strong, is that if a problem arises the foreign business partner has little or no comeback. In India, however, the judicial system is independent and the rule of law works.

But the trick, of course, is to avoid things going wrong in the first place. With close to 20 years’ experience of working full-time in India, Hancock is convinced that “this is really a relationship-based place” and that it comes down to “looking the person in the eye and trusting them”. He cautions, however, that that is by no means as simple as it might seem. Indians are polite people, and it goes against the grain for them to be negative about any given situation, he says. That’s one way in which misunderstandings can arise.

He is insistent that getting a local partner, whether by way of an acquisition or a joint venture, or via a distribution or licensing agreement, and putting in place a locally employed management team are critical components for success.

“Thinking that you can run an Indian business from a head office somewhere else simply doesn’t work. India is far too big and complicated a country for that. It’s essential that local operations be given autonomy, that’s what succeeds. India can be lacking in transparency, and it is absolutely essential that you avoid that aspect of business. It can be done, but to do so, you need strong local managers who can manage relationships.”

He also says that most corruption tends to be associated with obtaining approvals and permits from local authorities and is therefore focused on those sectors where a lot of approvals are required, such as spirits or beer. His solution? Avoid sectors that require a lot of government approvals. Alternatively, deal with the private sector, which operates in a transparent manner.

He advises anyone looking at India’s potential for the first time to begin in one of the country’s two largest cities, Delhi or Mumbai.

“The key thing is to meet a lot of people and to ask a lot of questions. Never accept anything at face value, talk to other foreigners and to business and trade associations; learn from their experience. Use local accountants and lawyers who know the lie of the land.”

Ideally, he suggests, a new entrant should identify a group of trustworthy people who can form a kind of ‘kitchen cabinet’, helping to develop a suitable strategy and to identify a suitable local partner who can make things happen.

However, it is virtually impossible to know who will make a good potential business partner just through meeting people, he adds. “Don’t jump into bed with the first person you meet. Everyone has a track record, and you really do have to check that out thoroughly,” Hancock advises. “It could take six months, or it could take two years to find the right partner, but that is a vital piece of the jigsaw.”

In addition to finding a good partner, Hancock says, it is important to have clarity about the objectives and aspirations of both parties in the venture. “The objectives need to be very clear and upfront, not just yours but also those of the local partner.”

A second mistake for many newcomers is failing to have a sufficiently good understanding of the market. “You simply have to take a tailored approach to the market, to customise your products or services to meet local needs and local price constraints. That’s one of the reasons why it’s so important to have a locally sourced management team.”

Hancock thinks any imported product or
service that meets the needs of India’s increasingly wealthy population and growing domestic consumer demand has good potential. “A large number of foreign multinational companies, for example Hindustan Unilever or GSK, as well as domestic players like ITC and Dabur, have been successful in this space.”

However, while the IT sector, and software development in particular, has blossomed in India, Hancock cautions it is a tricky sector. “IT is heavily exposed to foreign competition and, while the sector contains global champions like TCS, a number of the second-tier players are struggling,” he says.

Hancock feels he is well suited to business life in India. He and his wife moved there in 1994 and a little under 10 years later decided to relocate the family’s permanent residence to Ireland, primarily for education purposes, with Hancock commuting backwards and forwards.

He spends on average three or four days at home each month, with two to three weeks in Ireland in summer and at Christmas.

“I just came to India and got hooked,” the English-born banker freely admits. “It’s a big, exciting place, with a lot of strong cultural and business links with the UK, and also to Ireland, so it’s not an alien place to me at all.”

It also means that while he is in India, he is free to focus on the job in hand without distraction. That fits well with the Indian approach to business. “There is a strong and confident work ethic here,” he says. “The place tends to function 24 hours a day, and it’s hard to switch off completely. Indians tend to keep family time to themselves. Furthermore, the concept of hobbies and leisure activities is almost unknown, so for business people, there is family time and business activity, and they generally don’t mix business and pleasure.”

Where Ireland can compete

As identified by Pat O’Riordan.

Opportunities and fit for Ireland can be summarised across five key sectors:

1. **International education and learning technologies (especially certification)**
   
   Irish higher education institutes are performing very well, and the opportunity that is being realised is scalable for decades to come. A further huge opportunity exists for training and skills development at all levels.

2. **Agri-foods and associated equipment/services**
   
   India, as the largest dairy producer in the world, has to grow its volume by 50% over the next decade. This growth will not be linear, and it will require trusted supply sources and partners for productivity increases.

3. **Life Sciences**
   
   India is increasingly going to have to address quality issues in its domestic industry if it is to retain its title of ‘Pharmacy to the World’. The generics industry is having to deal with standards such as GMP (Good Manufacturing Practice). The medical devices industry is nascent at $2.5 billion and heavily dependent on imported products (80%+), with the largest domestic company having revenues of approx. $100m.

4. **Enterprise software**
   
   Pricing is very competitive in this sector but deep product software with an adapted business model can have a bright future across industries such as telecoms, banking, insurance and life sciences.

5. **Services across the spectrum and particularly in engineering**
   
   India’s low-cost labour market will enable the rise of a manufacturing sector. It is already becoming the factory for the world for small automobiles, with international players such as Ford, Hyundai, Suzuki and domestic powerhouses like the Tata Group and Mahindra developing models for the global marketplace in this segment. Many of their tier-one vendors are following, and the opportunity for Irish companies is quite significant in respect of both technology transfer and India’s domestic ‘mittelstand’ (mid-sized companies) which require partners.

All of the above sectors logically rhyme with the rise of India’s middle class. ‘Does my offering resonate with this end-market consumer pattern?’ is in fact the key question that any company needs to ask.

**Irish trade mission**

Minister Richard Bruton will lead a trade and investment Mission to India, running from November 16 to 22, 2013. For further details, contact: Pat O’Riordan at Enterprise Ireland Mumbai. Email pat.oriordan@enterprise-ireland.com
INTO THE VALLEY

A new Enterprise Ireland programme takes start-ups to one of the world’s great technology hotspots and facilitates introductions with industry movers and shakers. Ian Campbell asks some of the first participants what they got out of it.
The lure of Silicon Valley remains as strong as ever for tech companies, home to some of the biggest businesses in the sector since the 1970s but continually refreshed through an ecosystem of start-ups and investors looking for the next big thing. Ask any Irish company that’s been there, and they will tell you that cold calling is a waste of time. You need a presence on the ground and face-to-face meetings.

With its Access Silicon Valley programme, Enterprise Ireland takes Irish companies over and facilitates introductions. Partnering with the US Market Access Centre in the San Jose State University Research Foundation, companies that want to participate are put through a three-day bootcamp in Dublin before a shortlist is selected to make the trip.

“Boot camp is relevant to any kind of company because it gives them a fresh perspective on what they’re doing,” said Simone Boswell, senior market adviser for EI in the States. “We get them to reorganise their pitch, which often means leading with the commercial value of what they’re about. We also help them ‘Americanise’ it a little, to focus on what people in the US would want to hear. Even if you don’t get chosen to go forward, start-ups will get a lot out it.”

With the first programme completed, it’s possible to identify recurring reasons why companies fall short at boot camp. Typically, it was a lack of market readiness, according to Boswell, with more time needed to define strategies and match products to opportunities.

For the successful seven that won through, the reasons they wanted to go were a three-way even split between meeting potential customers, partners and investors. Once landed, they were allocated a local mentor with knowledge specific to their sector and given a tailored 10-day itinerary that included introductions to relevant industry contacts, insiders and experts.

DOING THE BUSINESS

Shane O’Leary, co-founder of Pubble, was particularly pleased with the programme because he got a new customer out of it. “Our mentor introduced me to a potential client; we did the meeting and closed the sale, justifying the whole trip,” he said. “We’re now implementing the product for them.”

The firm has developed a sophisticated platform for the type of Q&A pages now found on most websites.

“The network of people you meet constantly leads to new meetings, and it’s hard to go home.”
Applying for Access Silicon Valley

Enterprise Ireland client companies are eligible to enter the programme, which is run in three phases:

**Phase 1**
You will be asked to complete an online assessment followed by a video call with USMAC to evaluate your product or service offering and product-market fit. This will also ensure that the content of the bootcamp (Phase 2) is designed to meet your specific needs and level.

**Phase 2**
This is a three-day intensive and interactive boot camp delivered by USMAC. The boot camp will focus on helping participants to understand the unique corporate culture of Silicon Valley and San Francisco, business model validation, pitch perfection and generating meetings with potential prospective customers, partners and/or investors. Participants have the opportunity for one-to-one mentoring sessions with the USMAC team to help them apply the learning from the boot camp to their business. They will be observed pitching prior to and during the boot camp, as well as taught skills to perfect their pitch, which will be an element in assessing readiness to progress to the US-based Phase 3.

**Phase 3**
Companies that are in a position at this time to progress to Phase 3 will undertake post-boot camp mentoring. Companies will be matched with an industry-relevant US-based mentor for a six week period following the boot camp. Some mentoring sessions will take place remotely at a time suitable to both the participant and assigned mentor. These sessions will help the participant prepare relevant marketing materials and plan out the itinerary and meetings for their US visit.

This will be followed by a 10-day US itinerary. During the two-week US visit, USMAC mentors, using their extensive network in the US, will schedule a number of meetings for companies with relevant industry contacts. Participants will also have the opportunity to pitch at a networking event and obtain feedback on the pitch and on meetings attended. Incubation space will be provided for the duration of the visit.

Enterprise Ireland will fund 80 per cent of the overall programme. For more information, see www.enterprise-ireland.com/access siliconvalley.

The difference is that Pubble gets smarter as questions are asked, generating automatic responses to recurring queries. There is also a hook-up with social media sites.

“Funding is crucial to becoming a part of the ecosystem of Silicon Valley,” said O’Leary. “For us, it was more about positioning ourselves for pitching to the US rather than changing the product. A lot of it is about image and presentation, but fundamentally it’s about having an interesting product.”

Grainne Barron, founder of Viddyad, was so energised by the experience that she immediately opened an office in San Francisco.

“It takes months to get money and develop relationships so you have to be there all the time. The network of people you meet constantly leads to new meetings, and it’s hard to go home. You need to keep your network oiled, and I can’t wait to get back,” she said.

The company has developed a platform that allows firms to use templates and stock images to create their own high-quality video adverts, an idea that was enthusiastically received in San Francisco. Having validated the technology and proven the business model, with customers and revenue in Ireland, the Valley programme offered a vital next stage.

“I went there focused on finding partners and customers more than on investment. If you have a product up and working with paying customers, it helps, but whatever you’ve done, people will always want more, so don’t get dismayed,” she warned. “You tell them you have paying customers, and they tell you that you need more. It can be tough but nothing worthwhile is ever easy.”

A big positive was that people had not seen anything quite like Viddyad though one advisor warned that it was the kind idea that will be replicated. “Kids will be coming out of American universities with something similar, but Viddyad is technically sophisticated and already generating revenue. You see lots of startups in Silicon Valley with good ideas and loads of users, but they haven’t been monetised,” said Barron.

**TARGETING CALIFORNIA**

Alan Wyley was on the programme for different reasons, having identified California as a key market for his website, Connectedtrips. Aimed at people looking to book specialist retreats that cater for exercise/health programmes, he wants his portal to be a TripAdvisor for the wellness industry. It also provides a local database of teachers and classes as well as the opportunity to become part of an online community.

The EI programme helped Wyley hone his go-to-market strategy. “In the wellness space, California is capital of the world. We launched the site earlier this year in 40 countries but it took the programme to realise that California was the key market,” he said. “That was a fundamental shift; it was always in our business plan, but it became much more important. I want to build a network there and grow the number of connected users and partners.”

A seasoned entrepreneur with two sold-on start-ups behind him – one in CRM, the other an online payment platform – Wyley knows California well but welcomed the reintroduction. “On the one hand, it can be a viciously competitive market. Anyone who goes there has to have their eyes open and know that it’s not the land of milk and honey. But on the other, it is a very open environment.

“The ability to very quickly network is fantastic and much easier than Europe where people aren’t as open to helping strangers,” he said.

After the trip, California became the key focus for growing his business, rather than Ireland and the UK. “With properly differentiated products you can really make it work in California. There are no institutional impediments to success – it’s set up to help entrepreneurs,” he said.

All three Irish entrepreneurs agreed that the programme was a valuable stepping-stone for their businesses. “I had good quality meetings that I wouldn’t have been able to get on my own,” said Wyley, “but I know it will take months and years rather than weeks and months to succeed there.”

Grainne Barron has no problem recommending the programme to other Irish firms. “It’s about economics of scale. It’s more efficient for EI to set up meetings when it’s got seven companies, and it’s easier for us than going on our own. We get to leverage the power of seven companies and the network of EI contacts,” she said.

Shane O’Leary found the programme useful and loved the energy of the Valley. “I had a long list of meetings and ended up staying seven weeks. The programme is great because the US is all about face-to-face contact and getting to know people. You can’t cold-call America because of the scale,” he said.
Enterprise Ireland recently hosted a two-day event in Dublin targeted to Irish technology companies considering expansion into the US education market, attracting 70 attendees from 30 companies. The biggest takeaway? The US education market is extremely fragmented, with complex and cumbersome procurement processes, lengthy sales cycles and multiple decision makers. But, as all speakers pointed out, the market offers excellent opportunities for those companies who truly understand it, know how to differentiate their offerings from competitors and can apply creative thinking to market entry.

Despite the budget uncertainties and endless political debates of today’s US Government, there is money to be spent in the US education market, emphasised Jenny House, president of Red Rocks Reports. She referenced two relatively new programmes, Race to the Top and First in the World, as well as initiatives for career and technology education, maths and science and teacher effectiveness among the areas with highest federal budgets.

Keynote speaker Adam Newman provided attendees with an overview of the current investment climate and pointed out that recent investment volumes in 2011-2012 exceeded the historical high of 1999.

The seminar addressed the two primary components of the US education market: K-12, spanning primary and secondary education; and higher ed, spanning college and post-graduate education. Each segment has distinctly different drivers and different decision processes.

Glenn McCandless, founder and president of Focus Marketing, led sessions focused on K-12. This market has become increasingly complex over the last decade and now encompasses public schools, private schools, charter schools, virtual schools and home school programmes. Most share a primary common driver – Common Core Student Standards – now adopted by 45 states, plus the District of Columbia. Technology companies in this market typically fall into the following categories: teacher tools, learning management systems, assessments, curriculum, interventions, content management and HR and personnel evaluation.

Farimah Schuerman, managing partner for Academic Business Advisors, led sessions focused on the higher ed market, which comprises community colleges, vocational schools, state universities, private universities and for-profit universities. Workforce readiness is increasingly influencing higher ed offerings and student experiences. Technology offerings tend to be in areas such as online and blended learning, MOOCs, learning management, assessments and student and teacher tools – including mobile apps.

Some of the pointers speakers had to offer were as follows:
- New market entrants should stake out a foothold in regions not already saturated with competition. Instead of targeting big cities such as Boston, New York, or San Francisco, they should consider second-tier cities such as St Louis, Phoenix and Minneapolis. The bonus: office space and cost of living is more affordable in these cities, too.
- Each US state should be considered a separate market. State and local laws impact both higher ed and K-12 segments. As one attendee stated, “You wouldn’t use the same marketing plan for the UK and Australia. Likewise, you can’t use the same plan for California and Virginia.” To avoid wasting precious time and resources, companies are advised to target very carefully and strategically.
- Charter schools and private universities have the greatest buying autonomy. These could be good targets for pilot projects.
- Companies should be prepared for long sales cycles and cyclical purchases. It’s very important to understand the funding and buying cycles of your targets. Establishing solid customer relationships and proof of ROI are critical to success. The importance of customer relationships makes long-distance selling exceedingly difficult.
- The US funding model has federal, state and local components. It is important to know where funds are flowing – at all levels – in order to most effectively target prospects.
- Companies should consider carefully selected and crafted partnerships with US companies to accelerate market traction and to more rapidly gain credibility.
- The US education market is already crowded with competitors. Companies must carefully differentiate their offerings, directly address the pressing needs/ issues of potential buyers and communicate clearly the solution’s benefits.

“I thought one of the most valuable insights for attendees – and one that I personally learned the hard way – was the importance of segmenting the US market. It is not a homogenous market, and therefore, buyers are not looking for a one-size fits-all solution,” said Sean Walsh, marketing manager for TERMINALFOUR. “To be successful, companies must do an intense amount of research and study. They’ve got to understand how different states and institutions are affected by funding cuts, how demographics influence planned purchases, the potential impact of MOOCs and much more. And, they’ve got to expect to live out of a suitcase for quite some time.”
Each month, over a billion euro of Irish goods and services are sold in the UK. As well as providing a market for large and established players, it’s a great first overseas destination for young Irish companies. Here Charlie Taylor looks at four that have made it onto the ‘Ones to Watch’ list of companies Enterprise Ireland UK works with today and believes could be the Irish success stories in Britain tomorrow.
What they do:
The construction sector may still be in the doldrums in Ireland, but a number of prestigious projects taking place elsewhere are providing exciting opportunities for smart Irish firms. One of those taking full advantage is Zutec, a technology solutions company. It has developed an online database to store catalogues, maintenance manuals, construction drawings and technical documents that are handed over from contractor to client at the end of a build.

Zutec currently has 10 full-time staff employed at its Dun Laoghaire headquarters and also has offices in Hong Kong, Melbourne, Boston, Dubai and London. The company secured contracts early on in Ireland with Beaumont Hospital, University Hospital Galway, University Hospital Cork and Dundrum Shopping Centre, among others.

Growing in the UK:
It then set its sights further afield, securing a tender worth €1 million as part of the redevelopment of Wembley Stadium in 2006.

Another landmark development at Westfield London, the largest urban mall in Europe, saw more than 900 users uploading data, including tens of thousands of drawings, hundreds of thousands of documents and other essential information.

More recently, Zutec has been working on London’s highest profile development, ‘The Shard’ providing a software solution for the management of snagging, commissioning and hand-over documentation. From an initial estimate of 2,500 snags, Zutec’s commissioning software identified more than 45,000, all of which were collected, signed off and handed over.

In addition to working on some of the UK’s largest and most prestigious building projects, Zutec solutions are being applied on projects across the globe with Australia and the Middle East also proving to be key markets.

The company’s London-based operations director John Leahy said the UK is a key market for Zutec. “The Wembley Stadium contract was the project that catapulted us onto the main stage and we’ve been operating here successfully ever since,” he said. I think we’ve got a good slice of the market now, and I think the reason for this is that we were one of the first companies to embrace the cloud,” he added.

What sets Zutec apart:
Leahy says that while there are a number of competitors operating in the company’s space, Zutec’s offering is far more advanced than that offered by its rivals. “Our solutions are engineering-led, which gives us a key competitive advantage over other firms that are developing products that aren’t so advanced as ours. Essentially, we have a much deeper understanding of what our clients require and are in the position to meet those requirements time and time again,” he said.

With the company achieving ISO9001 certification in London in August 2013, it seems as though the prospects for Zutec in the UK market are positive.
Wattics

What they do:
Wattics, a NovaUCD-based energy management company, has engineered an innovative software solution that connects to off-the-shelf smart meters and discreetly decodes energy patterns of individual electrical loads.

The solution works with electrical, gas, water and heat meters used in industrial and commercial sites. It allows organisations to diagnose power use and discover if a piece of machinery or a set of appliances is experiencing energy inefficiency. The system has been proven to significantly reduce energy costs and has been adopted by a number of leading firms in Ireland and elsewhere.

Wattics was established in June 2011 by Dr Antonio Ruzzelli, Anthony Schoofs, Alex Sintoni and Seamus Porter as a spin-out company from UCD’s School of Computer Science and Informatics, and the CLARITY Centre for Sensor Web Technologies. The firm was named best emerging company in Ireland at the Irish Times InterTradeIreland Innovation Awards 2012.

After five years of research and development, Wattics’ founders were able to convert all the firms taking part in its pilot programme into paying clients. The firm’s Irish client list has continued to grow and now includes Jurys Inn, the K Club and KPMG. Furthermore, it now has its software installed on 150 sites across five countries, including Japan and South Africa.

Growing in the UK:
Wattics is now in the process of expanding into the UK market with assistance from Enterprise Ireland, and the signs so far are that its solution is finding favour with organisations there. “Ireland is very much a testbed for us. The medium term goal is exports, and the way we are pushing this is by engaging with global players such as Hitachi and GDF Suez,” said Dr Ruzzelli. “We do have a number of direct competitors, which is not too surprising given that the global energy market is booming right now.

What sets Wattics apart:
“Most of our competitors aren’t offering solutions that provide business intelligence or power recognition indicators that alert users to what actions to take to become more energy-efficient, as ours does,” Ruzzelli said. “Our solution is unique when compared to other software-as-a-service products of this kind. We believe it has a global reach and we are in the lucky position of being able to sell it directly or allow other companies to integrate it into their solutions to provide a better service to their customers. So, rather than competing with other energy management companies, we actually provide a great service that they can use in their own solutions, making it a win-win for everyone concerned.”

“One to watch Wattics”

“Most of our competitors aren’t offering solutions that provide business intelligence or power recognition indicators that alert users to what actions to take to become more energy-efficient, as ours does.”
WeddingDates

What they do:
Getting married is one of the biggest events in a couple’s life, but one that can also be stressful for all concerned. When Ciara Crossan came up with the idea for a web-based service that would enable couples to find their ideal wedding venue and to hook up with suppliers to arrange flowers, cakes, dresses and so on, little did she know it would lead to a new business venture that would prove successful in both Ireland and the UK.

WeddingDates was established in Cork in February 2008 with a website – weddingdates.ie – going live six months later. Since its inception, the site has grown to the point where it is estimated to be used by more than three-quarters of engaged couples in Ireland.

The company, which now employs nine full-time staff, was a winner in the Irish Social Media Awards in 2011. It is a graduate of Enterprise Ireland’s High Potential Start-up programme.

Growing in the UK:
So successful has the WeddingDates’ business been that it now has over 400 clients on its books in Ireland and the UK, and Crossan has moved over to London to live in order to grow the business further there.

“The natural step was moving into the UK market because it has the same language, it’s nearby and has a similar wedding culture to Ireland...”

What sets WeddingDates apart:
Crossan added that while the company does have competitors, no one else is offering a combination of both online marketing and software solutions to clients. “We’ve proven our worth in Ireland and are now doing so in the UK and have plans to expand further into other countries in Europe and possibly into South Africa, Australia and New Zealand as well,” she said.

“Between starting to think about going to the UK in September 2011 and making my first sale there took just three months, so I knew there was potential for us to do well. We’ve now more clients in the UK than in Ireland, and the appetite for what we’re doing is very big here,” she said.

The company undertook its own research into the market and received some assistance from Enterprise Ireland’s London office. Crossan also used some of her contacts in the hospitality sector to arrange meetings with some of the major players in the industry in Britain.

“One to Watch
WeddingDates

The natural step was moving into the UK market because it has the same language, it’s nearby and has a similar wedding culture to Ireland...”
What they do:
Recycling has become big business in the past few years, and taking full advantage of this, Cynar, a Portlaoise firm, has developed an innovative technology that converts a variety of plastics into synthetic fuels. The company’s first full-scale plant has received all required permitting and licensing and is operating in Ireland.

Paul Murray, the firm’s business development director, said the firm had difficulties initially because it had to educate the market about the technology. Once the firm had completed construction of its Portlaoise plant in 2009 it was in a better position to go to operators in the UK.

Growing in the UK:
Cynar, which was established in 2007, agreed a £70 million deal with waste company Sita UK (a subsidiary of Suez Environmental) in 2010 to build 10 new plants. These include one in Bristol, which will be Britain’s first ever facility capable of producing diesel from end-of-life plastics.

The Bristol plant, which is expected to go into commission before the end of this year, will produce about 4.2 million litres of diesel fuel per year from 6,000 tonnes of plastics, such as yoghurt pots and carrier bags.

As if that weren’t impressive enough, Cynar is also currently building the first of a possible eight plants in Almeria, in Spain, which is to go into commission next year.

What sets Cynar apart:
Murray admits that it is not the only firm out there doing similar work in a booming sector. But he believes Cynar’s offering is superior to that produced by rivals. “There are a number of firms operating in our field that have sizeable operations, particularly in the US. However, most of these are producing crude oil, whereas we produce a refined fuel that can be reused and blended, thereby giving us competitive advantage,” he said.

The UK One to Watch List
Enterprise Ireland’s UK office plans to run an ongoing campaign highlighting companies bringing Irish innovation to the UK, profiling them on the EI UK LinkedIn group and via @EI_theUK on Twitter. For further information, email john.hunt@enterprise-ireland.com.
More predictable and repeatable sales, increased turnover and higher profits are just some of the gains companies have got by participating in the International Selling Programme. Cian Molloy caught up with some of the alumni to find out why.

THE SCIENCE OF SELLING

The International Selling Programme (ISP) developed by Enterprise Ireland in conjunction with the Dublin Institute of Technology (DIT) has been in operation for seven years now and has assisted 385 companies to have more efficient and more effective sales operations.

The feedback from participants is overwhelmingly positive, with more than 50% of participants surveyed in 2011 reporting that the programme’s teachings had a ‘significant’ or ‘very significant’ effect on the number and value of contracts they were winning.

Admittedly many of the participating companies were always on a fast growth track and a direct cause and effect is hard to prove, but the survey by Prof Robert Galavan of NUI Maynooth found that since participating in the ISP, the surveyed companies had experienced an average increase in employment of 27%, an average turnover increase of 68% and an average increase in profits of a massive 651%.

MILKING IT

“It’s the most practical, most useful course that I have ever done,” says Sheila Gilroy-Collins, sales and marketing manager with the Different Dairy Company, a division of Donegal Creamery plc. “The course changed my approach as to how I thought about sales, and, because I shared my learning with my colleagues, including my MD Alan Cunningham, we’ve become a lot more methodical about what we do.

“It gives you a whole load of tools to help you work more effectively. Two of these, ‘the Sales Pipeline’ and ‘the Business Battlecard’, would benefit almost any company,” Gilroy-Collins continues. The Sales Pipeline helps us identify what stage we are at in the sales process with a prospective client and which prospects are the most likely to come to fruition and which are not.”

Meanwhile, the Business Battlecard is all about working out what your competitive advantage is and how you measure it. “Too many companies talk about their USP,” she says, “but when you drill down into their claims, you find yourself saying ‘So what?’ You really need to work out what you need to offer to make you better than your competitors.”

“For me, it was important to learn the theory behind best practice in the sales process.”
The programme is geared to CEOs, MDs and directors, sales managers, business development managers, senior level executives and/or those with a strategic responsibility for increasing export sales or developing new markets. So far, some 20% of participating companies have sent additional staff members on subsequent ISP courses.

MASTERY
The Kerry-based dairy equipment manufacturer Dairymaster has sent five of its key personnel on the ISP so far, the latest being Paul Kelly, who is an animal health monitoring specialist responsible for the sales of the company’s Moo Monitor heat-detection system.

“I’m probably the youngest ISP participant on record, as I am only 24,” he told The Market. “I have an agriculture degree, where I specialised in agri-business, and that included an element of marketing and sales, but the ISP course was more practical. It gave me a lot of valuable tools and a greater understanding of the sales process and how to be more effective. For example, you don’t just go and chat to people; you set goals for what you want to achieve before your conversation begins.

“The key account module was particularly valuable,” he continues. “The lesson is that you can’t manage something if you don’t measure it, so you need to set KPIs and to review them regularly. Annual reviews aren’t good enough, reviews need to be quarterly, bi-monthly or monthly if you want to catch issues early.”

VEHICLE FOR SUCCESS
Not everything on the ISP course is 100% applicable to every enterprise, but the majority of it will be, says Jim Sheehan, Executive Vice-President of Business Development at WiseTek. The company specialises in the responsible disposal of end-of-life IT equipment, including the re-use and recycling of IT components.

“We would be one of the few companies where the sales pipeline doesn’t really apply, mainly because we have no way of knowing what IT components we will have for sale from one month to the next,” Sheehan says. “One of the elements I found most useful was about how to prepare for entering new markets and working in new cultures.

“We’re now trying to sell into Japan, and thanks to the ISP, I am a lot more confident when I go there. I know about things like having my business cards ready, being prepared to bow to people and the importance of waiting for an answer. In Japan, when you put a proposition or a question to a potential client you have to wait for their response. They are not stalling; they are paying their respect to you by giving you due consideration.”

The cost of the course is subsidised by Enterprise Ireland, which pays 70% of fees for participants from SMEs and 50% for
participants from larger companies. In 2013, the cost per participant for the companies was €3,897 for SMEs and €6,495 for larger companies.

“It’s not a course for everybody,” says Rob White, Director of Business Development at Cartrawler, the developers of a global car rental booking engine used by airlines, hotels and other travel companies. “It’s expensive enough, so you wouldn’t be putting your entire sales team on it. In our company, it would just be for those who we have identified as having the potential to grow within our organisation and take on more responsibility.”

White participated in the programme in 2009, as did two of his colleagues this year. “For me, it was important to learn the theory behind best practice in the sales process,” he told The Market. “I found the sales pipeline module, the presentation module, the meet the buyer module and the planning for the year module all very helpful. What was good was the way each module was tailored to each company’s needs, as there are not many companies like ours.

“At present, as the company continues to grow, we have 10 people in our sales team,” White continues. “We recently signed up Monarch Airlines in the UK and Brussels Airlines in Belgium. Going through the stages of the sales pipeline is something we talk about regularly when discussing how we are making progress. After getting a company name, how do we find the person we need to contact, make contact with that person, pitch to them, get their agreement and a contract and then work with them into the future?”

International Selling Programme manager Louise Leonard at DIT says that it’s difficult to quantify the success of the course, because the impact on individual participants varies so much. Nevertheless, she claims: “Our alumni tell us that they now sell more effectively – selling the right products to the right customers at better margins.

“They are better at analysing market opportunities and spending less time chasing up ‘deals in the pipeline’ that are never going to be won. More science is being applied to the sales process, and, as a result, people are seeing higher conversion rates.”

The International Selling Programme runs from January to November, and those wishing to participate in 2014 should apply by October 25th via their Enterprise Ireland Development Advisor. For further information, see www.enterprise-ireland.com/internationalselling
A recent real-time sentiment analysis of marketing professionals in Ireland showed a striking level of negative and pessimistic thinking about the future. Donal Nugent looks at the challenges facing the profession as the era of big data emerges.

**MAD MEN OR SAD MEN?**
Back in what are now the good old days of marketing, when a company wanted to build awareness of its brand, the question largely centred on spend. Billboards, TV and radio, and magazines and newspapers were expensive, if imperfect, mediums by which the consumer was reached. While all, of course, continue to be important, the era of addressing an audience without any clear sense of who they are, or how receptive they have been to your message has, in a short space of time, simply gone out the window. Big data is the reason for this paradigm shift, with vast amounts of detailed and individualised consumer data, fed by the unstoppable rise of social media, now available to businesses through the internet.

As exemplified by sites such as Facebook and Twitter, social media provides not just broad brushstrokes, but photo-quality portraits of modern consumers. And, unlike the traditional recipient of a mass media message, Facebook’s one billion users offer a two-way conversation with what they see around them, actively liking, disliking, admiring, rubbing or just ignoring the selling efforts directed at them.

All of this has created a curious, and to many marketing professionals, unsettling paradox. On the one hand, unparalleled levels of insight about the consumer are now available; on the other, compelling reasons to translate this knowledge into the big spending marketing campaigns of the past have diminished. Bespoke promotions, built on individualised knowledge, are now the order of the day, and the fear of many is that, as big data cuts out of the equation but what is unnerving for many is that marketing can no longer control the rapidly changing terrain of marketing.

The measurement of the emotional response to some key questions undoubtedly provide an insight that more standard reporting simply cannot offer (see graphs).

b-sm@rk founder and CEO, Nicola Farronato, says the depth of negative feeling around big data identified by b-sm@rk didn’t surprise him. “We are in a moment in time where a lot of big data is coming from many different sources, but we also have to address what you could call a semantic problem with this information. If you are a marketing manager, responsible for a Facebook page with thousands of likes, the pressing question is how you can action and use this data to really understand your consumers. Big data, by itself, may not really provide you with the measures to instantly act upon the information. We see MySmark as providing data that can be used to distil the bigger picture, to filter the information and to accelerate the capability of marketing professionals to understand it.”

**CROSSROADS**

Jacques Henry-Bezy is Managing Director of marketing consultants Bespoke and Beyond, a position that allows him to observe at first hand the rapidly changing terrain of marketing.

Jacques accepts that, for an industry that was built on the idea of marketing as a ‘one-way transaction from brand to consumer’, the seismic changes of the last five years have certainly presented challenges. “Marketing has not been cut out of the equation but what is unnerving for many is that marketing can no longer control a substantial part of the brand image being formed.” The shift is, in effect, a power transfer that has put control in the hands of consumers. “To me, this is very positive and the brands that are winning in this environment are those that are accepting these changes and addressing them through innovation.”

Jacques believes the future role of the marketing professional will centre on delivering brands that are very clear in their purpose and values. “The question ‘What do consumers want?’ is not a new one, but companies are listening more carefully than ever before to find the answer. Brands that have values and the capacity to answer are the ones that are winning.”

In terms of responding, Jacques says “a good reflex for me is to go back to basics. to ask: what is your brand culture and brand story. The difference today is that when you tell your part of the story, you have to accept that a significant other part of the brand story will be handled by others.”
Sadness was the primary emotional response among marketing professionals to the role data has in their industry.

The impact of value-driven behaviours was seen to generate considerable anger in the profession.

The impact of current environmental factors on creativity was seen as overwhelmingly negative.

Is the abundance of data combined with high expectations that we know everything about customers, driving the industry? What role does data have now in our industry?

Number of votes: 26

What is the influence of value-driven behaviours by consumers and buyers on marketing?

Number of votes: 36

Where does emphasis on cost, on value, on data as drivers leave creative?

Number of votes: 13
Positioning himself among the optimists in terms of dealing with this new reality, he says the challenges need to be seen as largely structural in nature. “There is probably, at agency level, conservatism and a certain prudence that comes with a scarcity of budget, but brand owners are crying out for new ideas, for simple and effective solutions to engage in an authentic and sincere way with their consumers. With that in mind, optimism has to be on the agenda of every marketing person. More than ever, there is an equation to be solved, which is to understand what consumers want, and more than ever the limelight is on marketing as it seeks to do this.”

REVOLUTION
Branding and marketing expert Noel Toolan of Naloot Ltd agrees that the shifting sands of big data have put the consumer in control now more than ever. “The whole weighting of power has changed significantly in a very short period of time. Previously, the people who controlled the capital had the power. Marketing was all about making enough noise to get the attention of the right number of people. Today, the real power is with individuals and networks of individuals. The marketing profession is trying to work out how to respond to this revolution.”

While much of this change has been fed by technology, Noel says it would be a mistake to misinterpret the nature of this paradigm shift. “Marketing has always been about word of mouth and that hasn’t changed. The ‘old rules’ in a sense never really applied – they were just about using very crude instruments to generate interest – people have always trusted their own networks more than an outside voice.” Noel reflects on his experience working with Baileys Cream Liqueur as it developed into a global brand as emblematic of this: “We understood that a brand survives and grows on word of mouth. Our marketing was actually targeted at our current users – we knew that if our most loyal customers were reassured, they would be the ones who would generate new business for us.” The difference with social media, he believes, is simply that you can now do this more quickly. “Technological breakthroughs have unleashed the power to accelerate marketing – making it a lot easier to get your story out there.”

The recent merger of Omnicom Group and Publicis Groupe to create the largest marketing-services company in the world is, Noel believes, evidence of fear among the old guard of the industry rather than a sign of a future pathway being formed. Instead, he predicts, the future will belong to the start-ups and the agile innovators. “Treating consumers as a monolith isn’t working any more and clients see that. They see competitors who come out of nowhere, get recognised and promote their message on an individualised basis, rather than using the old stuff that costs 20 times more, and they ask ‘why aren’t we doing that’?”

While the issue of how the marketing industry can monetise this new reality remains an open and uncertain one, Noel, like Jacques, rejects the pessimistic response. ‘At the end of day, a lot of the real strength of advertising was in the creative idea. That won’t change. The profession will simply reform around the creative idea and big data. At the end of the day, I believe we may be looking at a golden age of marketing. As a business model, I understand why it is frightening but it is a great time to be a creative.’
Falling commodity prices have taken some of the intense heat and urgency out of the Australian mining industry. But Queensland and Western Australia are still boom states, with plenty of market spice to attract Irish companies. With an Irish trade mission approaching, Anthony King surveys that latest situation on the ground.

The Aussie economy blisters ahead despite the economic storms over most Western economies. The reason: its vast resources. The main players have been Western Australia and Queensland. Asia, and especially China, has proved thirsty for minerals and energy in these states, fuelling an export-led mining bonanza.

It is predicted that Australia will overtake Qatar by 2020 to become the world’s biggest exporter of liquid natural gas (LNG). Sleepy towns in Queensland were hit by a gas boom after new technology made extraction of coal seam natural gas viable. The UK’s BG Group and Australian groups Origin Energy and Santos are reportedly spending A$60bn on three ventures near the port town of Gladstone to export LNG to Asia. But dollars from mining and energy industries are also being ploughed back into infrastructure development, opening up significant opportunities for Irish companies.

In the last year, more Irish companies have latched onto this demand for capacity that can contribute to the infrastructure, mining and energy industries down under.

It’s timely then that this October Enterprise Ireland is organising a trade mission to Australia, taking in the two economic powerhouses of Queensland and Western Australia from 23 to 29 October.

“We have been focusing on building a strong presence for Irish engineering and construction firms in this market over the last 18 months with some good success. The region has experienced the most prolonged period of investment in mining and resource projects and remained somewhat sheltered by the global financial crisis,” says Enterprise Ireland’s Chris Littlewood, based in Sydney. He notes that there is still over A$450bn worth of work to be completed on existing projects and a further A$140bn+ in Western Australia due to come on line over the next year or so, with A$100bn on gas and coal projects in Queensland alone.

“There is longevity in this market for those organisations willing to build a presence here and become established,” he says.

Barry Griffin, MD of environmental contractors Lining Technology, has been looking for opportunities in the Australian market for the past year. The company specialises in the installation of geosynthetic materials in the mining, waste management and water industries. It opted to set up its Australian hub in Brisbane and secured its first contract recently – to install a geosynthetic lining system for a brine pond within a coal seam gas site in Queensland. The project is designed to protect groundwater from brine contamination – a waste-product of extraction.

“This project is a chance for our company to show the Australia market what we can do,” says Griffin.

“Silver linings Since arriving here, business in Ireland has begun to get busy again, but Griffin first looked around for opportunities overseas after work slowed back home. He considered markets such as Canada and the Middle East, but opted for Australia after attending International Markets Week. Enterprise Ireland advisers helped the company explore options and make contact with good people, he says.

Griffin’s advice is that companies must be prepared for a hard graft once they arrive. “You can’t be relying on the office back home. You just have to be prepared, especially given the time distances. It was a tough few weeks trying to get the business off the ground here.” Asked about advice for SMEs considering Australia, he stresses the need to plan ahead: “I planned ahead, but I wish I did ten times more.”

Prospects The Australian economy has softened somewhat, say economic commentators. The Financial Times noted in June this year...
Openings down under
that spending in the public and private sectors dropped 3.9% in the first three months in Western Australia. Griffin noticed a dip in Brisbane, especially in housing construction. The street chatter is that there was a retrenchment in spending, because the country was moving toward an election – held in September. Some commentators, though, believe that it’s no bad thing that some of the heat has been taken out of the resource and energy boom. And it could be a silver lining for Irish companies. “There’s been a refocus in the Australian market on lean operation and productivity, and that has significant potential for Irish companies, as has been the case in the Irish market for some years now”, says Littlewood.

“The urgency has gone out of the market,” agrees Rod Marsh of the Irish firm Mincon, which has a base in Perth. “The big margins seen a couple of years back are probably gone, and the urgency to bring new projects on stream are gone, but many companies have sunk billions into development and they are not walking away.” Commodity prices have fallen, but the country’s resources are still in demand. Shell plans A$30bn of investments in Australia over the next five years, and around A$200 billion is flowing into seven plants to convert gas to liquid natural gas for shipment, according to a recent report in The Economist.

Mincon is selling its product throughout Australia, but also using Perth as an export base. The company supplies down-the-hole hammers and bits for the drilling industry: drill and blast operations, geothermal operations, and quarrying or civil construction. The Perth base specialises in reverse circulation tools – drills that allow mineral explorers to chew through rock while pushing the cuttings up through the middle of the hammer so as not to contaminate the sample sediment.

“We supply throughout Australia, but we also export internationally from Perth,” Marsh explains. “One of the benefits is that Western Australia, and the country in general, is recognised as a source of knowledge for the mining industry, so it gives us credibility.”

Using Australia as a base for export is a theme Ken Smith, Agent-General for Queensland, who is based in London, is keen to promote. He says Queensland and Australia are ideally placed for the growing economies of the Asia-Pacific region. “Countries like Indonesia, with a population of 240 million, are large, vibrant and growing,” he points out. “If you move to Australia, it opens up opportunities across a range of markets, with which we have active export relationships.”

Australia is not a low-cost base, however. Brisbane and, especially, Perth are expensive places in which to live and work. In Queensland,
the annual spend on engineering and construction is levelling off, but it is still twice as high as it was in 2008, which was considered a boom year. The business opportunities come with the downsie of boom prices. Ex-pats complain Perth is like a gold-mining town with prices to boot: a beer can set you back A$11. Wages are high. The Financial Times recounted how truck drivers in iron mines could earn A$200,000 in Western Australia, and rents in Port Hedland, the world’s biggest export terminal, rival Manhattan.

“While getting a feel for the market, you could be spending A$200 a night for a hotel, and meals out will add up”, Griffin notes. He says connections are really valuable. “I knew a few people out here in Brisbane and got a lot of help regards setting up an office and setting up the business. You need to know people. In the banking, the insurance, people to vouch for you.”

Given the scale of the projects in Queensland and Western Australia, Griffin says Irish SMEs should consider partnering with other companies. “If you knew a competitor was coming out here, talk to them and see about coming out in force. Come with two or three people even. Then you can show a bigger balance sheet and offer something unique, rather than trying to come out here and do it all yourself.”

**OPPORTUNITY KNOCKS**
The significant opportunities for Irish geotechnical services, construction products, engineering services and construction services companies will be on view during the October visit, Littlewood promises. “Australian companies continue to demonstrate receptiveness to Irish skills across this region, with increasing emphasis on those companies that can deliver productivity gains in an environment that is becoming increasingly cost sensitive.”

A lot of the new population centres that have sprung up around mining and resource projects like Karratha, Port Hedland in Western Australia, and Gladstone in Queensland now require urban infrastructure, so that in itself is a significant opportunity. There are also opportunities in road, rail, environmental services and port and civic infrastructure in places like Brisbane and Perth. Queensland is around seven times the size of the UK, and most of the population is strung along the seaboard.

For companies considering the move down under, Littlewood advises: “Do your research. Do take advantage of Enterprise Ireland’s contacts, and don’t expect it to happen overnight. Queensland and Western Australia are parochial states, but the barriers are not impenetrable if you take the time and commit to market. You can find long-term business in both states, if you are there for the long run.”

Smith in London is upbeat about prospects for Irish companies too, particularly in the construction sector. Queensland has a population of just over 4.6 million spread along the coast, which features major tourist areas and tourism infrastructure, but also facilities for natural resources, agriculture and a growing aviation sector. He promises plenty of openings in civil construction for roads and rail, hospital services, health services and community services. “It’s a very vibrant and growing economy with lots of opportunities,” he says.

The distance between Perth and Brisbane is around the same as between New York and Los Angeles, so he says it is important to visit both and see the differences. The delegation visiting Queensland and Western Australia are, he says, visiting “the two regions in Australia that have phenomenal growth in their economies and are contributing way beyond their population share to GDP. These are areas where there are significant and broad opportunities for businesses to enter the market.”

**Trade Mission**
Enterprise Ireland is organising a trade mission to Australia, taking in the two economic powerhouses of Queensland and Western Australia from 23 to 29 October.

For further information, email christopher.littlewood@enterprise-ireland.com
Cath Kidston’s fabrics are a precursor to the modern vintage vibe that permeates today’s fashion and interiors scene. Lucille Redmond delves through the book celebrating her 20 years in business for insights into how flower power, dots and pastels have notched up annual sales of over GBP£100 for the CK brand.

ATH KIDSTON is a global brand, selling a light-hearted frilly, flowery, hippy-dippy line that is characteristically English to an eager public from Britain to Japan.

Her book Coming Up Roses might prove an educative read for Irish businesses: could Irish brands do the same, updating the beautiful designs of the 1900s Celtic Revival, for example, to sell to an international market?

Coming Up Roses is a step-by-step account of how the brand was built, from locally-made aprons and tea cosies and duvet covers to, sadly, Asian factories supplying the English-designed goods for sale in her own shops from London to Tokyo.

Kidston had an enormously wealthy, privileged and happy childhood – her people were Scottish shipbuilders and her father a banker as well as Clyde Shipping Company chairman. She and her siblings were tutored locally, then she went to a series of boarding schools – in one, she was a class above Princess Di.

Her parents never told her that she had been diagnosed as dyslexic – but then, her mother didn’t awfully approve of academic women anyway. After school, she headed for London and lots of upper-class-girl jobs in shops and dog-walking and so on.

Cath’s adored father died suddenly from a brain tumour when she was 19, shocking her into a desire for a serious career. She had great contacts already, and managed to talk her way into an apprenticeship with interior design star Nicky Haslam.

Then she and her friend Shona McKinney went into business together, opening a shop selling vintage materials for curtains – a firm that has designed for Buckingham Palace and Downing Street. She learned her trade here, bidding at auctions, managing people, finding suppliers who could fulfil her designs, balancing accounts, producing a great catalogue.

From the start, Kidston’s ethos was what used to be called the Protestant Ethic: never borrow, grow the firm little by little, plough any profits back into the business.

She went out on her own with a tiny brocante shop on the edge of Notting Hill – a cheap, arty neighbourhood then, with rent half that of more central areas. Financing the shop by continuing her own interior design business, she pulled in a good accountant and produced the kind of designs she loved: rose-sprinkled fabrics and wallpaper, polka dots and 1950s-style prints, hand-painted rescue furniture.

She built her brand by deciding on one idea, ‘vintage modern’, and building on it from that shop into a chain across Britain, plus deals with Ikea, Millets, Nokia and a corporation that put her shops into department store chains throughout Japan.

Her book tells of hard work, gradually increasing skills, and also disasters turned to the good. A Czech factory sent duvet covers instead of fabric – she made them up into cushions, aprons, padded
SPOT ON

hangers, wash bags, frilly 1950s-style swimsuits.

“My first proper product collection was born, completely by accident!” The swimsuits were a surprise hit, picked up by Vogue and Women’s Wear Daily.

In the early days, her so-very-English goods were made in Britain, though her fabric printers kept going under. “I eventually tried moving some of the production to Northern Ireland, as a factory there was getting grants from the government so it seemed a safer prospect, but when the Armed Forces contract was given to another firm, the factory’s funding was withdrawn and I was back to square one.”

When she was diagnosed with breast cancer at the age of 37 – the disease that killed her mother – she decided to abandon her interiors business and concentrate on the shop and its branded goods.

She wrote a book, with the help of her music producer husband, and this publicised the brand. With the increasing popularity of her country house nursery look, Debenhams commissioned a bed linen range and Ikea got her to design their Rosali print fabric and curtains – an instant sell-out; and Laura Ashley brought her on to the design consultancy board.

Ploughing back the £80,000 from the Ikea commission, she hired a print designer and a full-time bookkeeper, opened an office and plunged properly into wholesaling.

Coming Up Roses is a guidebook for setting up in the design business: she tells how contacts helped her – the journalists she had met in Nicky Haslam’s day, the Laura Ashley family who’d been neighbours of her family, Lulu Guinness, who came in with her in LGCK (Lulu Guinness Cath Kidston, a firm set up to manage both companies).

By 2005, she had 35 shops around Britain and in Ireland; she partnered with a big Japanese firm called United Arrow to open shops in chain stores around Japan capitalising on the Japanese love of adorableness. Her designs are printed on everything from phones to tents to aprons to baby clothes and are an instantly recognisable worldwide brand.

Coming Up Roses is an unmissable read for anyone in the consumer/retail business. And its lessons about government strategy and funding for local manufacturing are worth deep consideration: if that Northern Ireland factory had kept its funding, it might still be giving employment there.

“I love the fact that we still manufacture some of our products in the UK, but we’d had bad experiences with British manufacturers going bust, and struggled to find the right skills to make our products here, so Asia was the only option,” she says.

Kidston has a list of useful advice in her book: stay true to your idea, learn to say no, don’t confuse a distraction for an opportunity, and so on. Her own unstoppable cheer and courage come through the story in a book full of inspiration for young businesspeople.
With a recent small business survey finding that only one per cent of Irish firms are currently SEPA compliant, it’s not surprising that banks and software providers are increasing their efforts to alert customers on their need for action. John Stanley reports.

PAYMENTS REVOLUTION CLOCK TICKING FOR IRISH BUSINESSES
Most Irish businesses have yet to come to grips with the full implications of an imminent revolution in electronic payments throughout the euro area. Originally conceived back in 2000, the Single Euro Payments Area (SEPA) is designed to remove the technical, legal and commercial barriers to a single domestic payments market. It should make electronic payments between 32 European countries, including a number of non-eurozone ones, almost as easy as cash payments are now.

It means, for example, that a consumer will be able to pay by direct debit from her Irish current account for services provided by companies throughout Europe without the need for a separate overseas current account. Businesses, on the other hand, will be able to make all their euro payments in a standard format from their Irish current accounts using SEPA payment instructions.

SEPA Credit Transfer (SCT) was introduced in January 2008 and SEPA Direct Debit (SDD) in November 2009, so this revolution is, in fact, already well under way. However, with the deadline for full migration by eurozone countries to the new system now just months away on February 1st 2014, it is increasingly clear that most businesses and consumers are ill-prepared.

A survey undertaken by the European Central Bank last November, for example, shows that transfers by SCT accounted for less than a third (30.6%) of all euro area credit transfers, while SDDs amounted to just 2.1%. Another recent survey, undertaken by EuroFinance, found that 52% of corporates in the SEPA area had still to start their SEPA preparedness projects while almost a quarter have not yet even begun investigating the issue.

At a macro level, there is still a surprising lack of awareness in certain pockets of the business community – and almost no awareness at all at consumer level,” says Neil Kelly, Head of Product, Cash Management at Barclays. This is of particular concern, he says, because of the breadth of issues that need to be addressed.

One issue for many businesses will be the provision of an eight-week, no-quibble right of refund on direct debit payments. Some modifications are expected to address the potential problems that this could represent. There is talk of a further clause to eliminate the “no quibble” clause in respect of goods that have been consumed. “Welcome news in Holland, where lots of people play the lottery by DD,” Kelly points out.

But there are other issues that need to be carefully considered. For example, companies expecting to sell in 32 counties over the phone or online from a single location will discover they will still need physical DD documentation as e-mandates will not transpose across borders.

Companies are also failing to recognise just how pervasive SEPA is throughout their organisations, says Barry Manning, Head of Cash Management at Danske Bank Ireland, which has deep experience of SEPA implementation already undertaken in Northern Europe. “The biggest challenges are unquestionably systems related,” he says. The move to a new XML format for transactions is a technical requirement, and he believes that many companies think this simply involves a conversion of existing data, possibly by a third party, rather than fundamental change.

That, he suggests, is a mistake, because it flies in the face of the intended purpose of SEPA and negates the efficiencies, cost savings and competitiveness envisaged. “It’s really just kicking the can down the road,” he says.

He also identifies direct debits rather than credits as representing the real challenge for businesses. He points out that other changes in SEPA, for example in relation to management of settlement risk for banks, will have short-term cash flow implications for some businesses.

“Companies should not only focus on their own readiness, but also understand their clients’ and suppliers’ readiness efforts,” says Barclays’ Kelly. “If companies discover they are not ready, they may have a hard time paying due invoices. At the same time, suppliers that are not ready may have serious issues with their physical supply chain, and the payment industry may be confronted with a backlog of issues that need fixing.”

Bas Rebel, senior director, treasury advisory at PwC in the Netherlands, has undertaken detailed research on SEPA preparations throughout Europe. This suggests that many companies are simply running out of time and that banks will be forced to hire a lot of temporary staff to address the processing backlog. “I don’t think we’re facing Armageddon,” he told The Market, “but there will be a lot of frantic, last minute things being done beneath the radar. There is unquestionably some kind of crisis in the making. With less than six months to go, it will be more than a hiccup.”

Nor, he says, is the problem confined to smaller firms. “In our study in July we found good news and bad news. The good news is that companies are more serious about getting to grips with SEPA. But the bad news is that 34% are still in great danger of missing the deadline.

That compares with a figure of 55% last February.” The latest figure is not confined to SMEs, he adds, but includes medium-sized and bigger companies with more complex payments systems needing to be integrated. “For many companies the issue now is one of business continuity planning. It’s very late in the day even for plan B, let alone plan A.”

“COMPANIES ARE FAILING TO RECOGNISE JUST HOW PERVERSIVE SEPA IS THROUGHOUT THEIR ORGANISATIONS.”
The march of technology has created a global village. But if you want to progress in the German online market, localisation is the way to go. Donal Nugent reports.
Internet retailing is booming in Germany, with young and middle-aged consumers, in particular, showing increasing willingness to make key shopping decisions online and on a routine basis. With concerns around security of payment – one of the historic impediments to growth – now largely addressed, the larger players are reaping the rewards of progress. According to Euromonitor, Amazon.de led internet retailing in Europe’s biggest economy in 2012, with a 22% share of the market. The success of sites like Amazon and eBay can also be seen as broadly indicative of the factors driving market growth – easy access to a wide array of products, competitive prices, strong customer service and the ability to share experiences with others before making the purchasing decision.

As the growth continues, the appeal of the German market to Irish online sellers should be self-evident. Germany is the fourth largest market for Enterprise Ireland clients – the third if the food industry is excluded – and it has seen a particular surge over the last three years. A recent Enterprise Ireland conference focused on selling online in Germany, and the message from the day was that, even if your company is not offering consumer goods, or operating in the B2C space at all, you cannot afford to ignore the lessons of those who are successfully selling online in Germany.

**RECOMMENDED ACTIONS CENTRE AROUND FOUR KEY AREAS:**

**PROPOSITION:** The days when Irish companies saw their websites as semi-static online brochures – only to be updated when circumstances dictated – are, thankfully, fading fast. However, while most recognise their virtual presence is a continual work in progress, an underlying Anglo-centric bias is an issue many find less easy to address, and the result can be a website that is simply not fit for purpose in its target market.

From the Irish point of view, the biggest issue we have is that we presume people in other countries think the way we do. However, not everyone is as open to foreign influences as the Irish are, Eoin O’Siochru of Enterprise Ireland’s Internet Marketing Unit observes. In a market like Germany, where consumers and businesses automatically gear their online purchases to national websites, “the first question you have to ask is ‘how will they trust us?’ If you’re in the consumer space, it is critical to build that trust.”

One model that can work for Irish companies, O’Siochru notes, is to take a ‘cultural shortcut’ by selling through an existing e-tailer in market. However, whether it’s B2B or B2C, one thing that unites all Irish business websites is the need to fully understand the German decision-making mentality. “Germans place a huge emphasis on uncertainty avoidance in their decision-making process. They like to verify everything in order to trust it. Testimonials, white papers and references from academics are all extremely important in establishing in the German mindset that your product is as good as you say it is.”

International research has confirmed a significant gap between our two cultures in this respect, with Germans scoring highest in terms of uncertainty – avoidance behaviour among European online shoppers, and the Irish scoring the lowest. However, while it’s clearly vital to adapt culturally, O’Siochru advises against over-localising. “At the end of the day, it’s about using common sense. Your buyer needs to see certain trust signals built into your website, but it’s not about pretending to be German. It’s about being consistent, making sure the site works and that your audience understands it.”

**BLOCKS**

Poor execution of online communications continues to be a key issue among Irish websites targeting Germany, according to Manus Rooney, Senior Market Advisor at Enterprise Ireland in Düsseldorf, and it isn’t just an issue of badly written text. "The proposition in Ireland is that an online offer is price driven, but in Germany it is value driven, so the message has to be different and to be tweaked around that expectation.”

For a B2C site, this awareness of how people purchase needs to extend to an understanding of how they pay. “One frequent stumbling block that needs to be addressed directly is the lack of credit card penetration in Germany. If you’re not aware of the local payment methods then you can’t complete an e-commerce transaction.”

Recognising the cost implications to taking action, Rooney stresses the need for buy-in at management level. “You have to invest in resources, IT and marketing. It can’t be done on a shoestring, and it can’t be handed over to an intern. There are places you can go to, to get those resources at a professional level, and Enterprise Ireland can help companies with that.”

**AUDIT**

Susanne Dirks of e-Vorsprung Consulting is a marketing specialist based in Ireland. Helping companies navigate the issues they face when targeting the German market, Dirks believes that the German online market has been historically overlooked by Irish companies, who favour the UK and US instead. “Language is a big factor,” she acknowledges, “particularly if you don’t have the requisite skills in-house.”
While many Germans also speak English, another pitfall is to assume they will be happy to search online through it. “When you are buying something, you want to know everything you can about it. You can’t do that in a second language.”

Dirks was recently invited by Enterprise Ireland to audit the quality of German-facing web pages of Irish SMEs. Not surprisingly, quality of translation emerged as a key issue. Suzanne’s advice is to remember that localising a website “is not about translation; it’s about trans-creation. You have to ask if your value proposition is the same in Germany as Ireland.” Rather than a translator, a German-language copywriter may be the service provider you need, she adds.

A second critical issue identified was poor search engine optimisation (SEO) in German, to the point where some companies were almost impossible to find through organic searches. Dirk’s findings highlight the importance of investing time in getting keyword search terms right in German – as well as identifying the websites for inbound links.

Like others, she stresses the importance of understanding the German approach to uncertainty avoidance and online payments. In addition to the credit card issue, she points out that “in German online retailing, we have the concept of paying by invoice. You order an item and then you have 15 days to pay for it.” For companies who don’t embrace this her message is stark: “You can see a clear link between shopping cart abandonment and the payment methods on offer.”

Dirks has created a checklist for German websites and her recommended actions centre around four key areas: the value proposition – are you offering the German customer what they want?; visibility – is your website appearing in search results and in the directories your potential customers use?; content – is it appropriate in terms of cultural and linguistic expectations?; and, finally, customer service – how are you providing your customers with backup and support?

In terms of implementation, she argues that the process of localisation can be done in a structured way. “You have to take a strategic view. Once you recognise the issues, it is possible to overcome them with the right approach – they aren’t insurmountable. The real challenge is around appreciation of what that right approach is and then addressing it with the right skills set.”

CUP WINNER

With its roots in the commercial print industry, Cupprint emerged in its current form in 2008–09 when, as CEO Terry Fox explains, “the pipeline of the commercial print business simply switched off” and the company decided to pursue a path of reinvention by becoming a supplier of printed cups. While it wasn’t a new idea, Cupprint’s USP gained it immediate traction. “When we looked at the cup print business, we saw people waiting 16 weeks and minimum orders of 50,000 cups required. We identified an opportunity for the same product delivered in a more customer friendly way, with minimum orders of 5,000 and much faster turnaround.”

Entry into the German market came, if not by chance then certainly out of the blue, when they received a sales enquiry from Freie-Produktioner, a company that had found Cupprint’s English language site and wanted to avail of their services in Germany. The relationship developed quickly to the point where Freie-Produktioner became Cupprint’s partner in Germany. “From the beginning, they understood that developing the right website and web shop would be key to our success in the market,” Fox says. “The site was the first of its kind anywhere in terms of letting you order your cups online.”

Cupprint’s web presence is now the main channel for export growth and, from a standing start, it supplies two million units annually to Germany.

Although a number of competitors have since copied the approach, Freie-Produktioner continues to invest in the online shop. The latest innovation allows one-off customers to design and order their customised paper cups through the website.

Produktioner also puts a strong emphasis on search visibility, while the need to meet German buyer expectations was quickly reflected in actions taken by Cupprint. “For the German market, the main challenge is certification and quality,” Terry observes. “Price is important but no matter what the price is, if the product isn’t high quality and certified, you will find it difficult to sell.”

REVIEW

Cupprint’s success confirms the importance of local market knowledge in developing an online presence in Germany. While language and culture can first pose difficulties, overcoming them can have some unexpected benefits. “When Irish SMEs hit the language barrier, they often find it becomes more difficult to use the relationship building skills they have traditionally fallen back on. This can mean reformulating their entire marketing strategy from the ground up. Very often, they find even their original website wasn’t fit for purpose, so there can be a lot of benefits when a company has to formalise its market communications plan. We are seeing some very good examples of that in relation to the German market right now.”

An Enterprise Ireland guide on developing a successful online presence for the German market will be launched during International Markets Week.
Margaret Heffernan shares some tips on how she diagnoses a company’s future prospects.

**HIDDEN SIGNS OF A HEALTHY COMPANY**

**OUTSIDE LIVES**
Companies that require face time and measure commitment in hours burn people out. If you see employees stay late (but they’re not very busy), or if staffers regularly assume that everyone will work through weekends, you have a problem on your hands. If, on the other hand, employees are encouraged to go home and have a life, you’ll typically find high levels of productivity and creativity. Why? Because the richness of those lives collides with the discipline of work to generate new insights and ideas. Conversely, people who are overworked develop tunnel vision, and all they look for is an end.

**ORGANIC TALENT**
In healthy companies, employees are highly committed and tend to stick around, so turnover exists but isn’t high. More importantly, at healthy companies you see a lot of movement up through the ranks. This reveals people are staying because they’re growing, and not because they’re afraid to leave. The most striking case of this I’ve seen is a receptionist who eventually joined the company’s board. She was able to do so because business growth created opportunity and because both were encouraged through training and support. She was by no means an isolated case. By the time she was on the board, there was of course nothing about the company she didn’t know.

**CONSTRUCTIVE CONFLICT**
Great companies handle conflict well. Their leaders expect, want and respect conflict and debate. When challenged, they don’t look shocked or affronted because they welcome the engagement that conflict requires. The very best leaders deliberately create structure for conflict: they appoint devil’s advocates to challenge mission-critical decisions; they get executives to change places so they can argue from different perspectives. They appreciate that conflict is the mechanism through which organisations do the best thinking, and can only do so by being good at it.

**SANE PAY**
Healthy companies pay well, but not too well. Most importantly, they eschew performance-related pay. This doesn't mean that they don't reward success; they do. But those rewards more often take the form of public accolades, extra vacation time, learning opportunities or extra resources. All of these rewards fuel and enhance creativity so they keep everyone focused on the larger motivations that make companies successful. People stay and do good work because it matters.

Whenever I visit companies – which I do as often as I can – I look for these vital signs. When I don’t find them, I worry, even if the company’s doing well. The downside of not having these qualities isn’t obvious at once or even quickly. But sooner or later the best people leave or burn out. The leaders don’t get good advice – or, sometimes, any advice – and they easily mistake silence for harmony. Everyone’s working hard but rarely well. And the best people are invariably interviewing elsewhere. The balance sheet may look great, but it’s showing the past, not the future.
GET READY FOR 4G

By the end of this year, all Ireland’s mobile operators will be launching 4G networks. The next generation wireless technology, also known as LTE (Long Term Evolution), will deliver data transmission speeds five times faster than existing 3G networks. While the cost and precise availability of new services are still to be announced, the way the spectrum was sold by ComReg (Commission for Communications Regulation) ensures it will be rolled out regionally and not just consigned to the biggest towns and cities. One of the plus points of the 800MHz spectrum is that it covers large areas with fewer cell sites, giving faster speeds to rural consumers and businesses that have been beyond the reach of fixed-line broadband services.

A number of 4G compatible handsets are already available in Ireland – three of them on test here – but you may have to upgrade your data package to get the faster speeds. Right now, 4G smartphones are exclusively higher-end models but as LTE becomes widely available, expect cheaper devices to follow. But a key selling point of faster speeds is accessing multimedia services like video; best enjoyed on large, higher resolution screens that come at a premium. Apple fans be warned: current iPhones won’t work with 4G.

So what speeds can we expect? As part of a Vodafone 4G trial, I was armed with a Samsung S3s and let loose on Dublin. Using a couple of different online speed testers, I got 17Mbps download speeds just north of Abbey Street and 2Mbps upload. I was able to enjoy video clips on YouTube without the buffering that mars the 3G experience, and fire off emails with big attachments without having to watch and wait for them to go.

Speeds of 70Mbps are theoretically possible with LTE, but contention will make it impossible to achieve anything close. As more people share the same base station to access the service, speeds drop. The consensus is that users can expect to achieve between 10Mbps and 20Mbps download speeds. To put this in context, it’s not just five times faster than existing 3G services, it’s a lot quicker than most people’s fixed broadband connections. No question, it’s a massive leap forward.
Nokia Lumia 925

Up to €350 (depending on contract)

Windows 8 is struggling to secure a foothold in the tablet and laptop markets, and, as an operating system for smartphones, Windows Mobile is still lagging a long way behind Android and Apple. However, the latest Nokia phone shows that it’s continuing to evolve at pace and well worth a look, particularly if you work in a Microsoft environment and can benefit from the easy integration with Office software tools.

The live tile interface divides people like Marmite – for me it’s one of the best ways to navigate your way around a smartphone. You can pin anything from key contacts to favourite apps on the home page, adjust the size and move them around to get a clear and concise configuration that quickly gets you to what you want. Apps and other phone features are accessed from a vertical list on a second page. All up, it’s a neat combination of order and customisation that competitors struggle to match.

With a 4.5in screen, 8.7-megapixel camera, and Nokia’s own take on streaming music and maps, smartphone functionality is all present and correct. With over 160,000 apps in its apps store, it may be a long way short of the big two, but it’s growing. A very good phone. But you’d wonder how long Nokia is going to stick with a largely neglected operating system before it gives Android a go.

Sony Xperia Z

Up to €200 (depending on contract)

An angular design and robust build quality (it’s even waterproof) inspire confidence that is matched by Sony’s specification. The Xperia Z boasts a 5in screen, so while it’s not as pocket friendly as other smartphones, it makes easier work of typing on the QWERTY keypad. And video looks excellent on the full HD display.

Specific to Sony’s take on Android is the Walkman MP3 player and a better-than-average on-board speaker. A 13-megapixel camera is also impressive, while Sony’s one touch function uses NFC (Near Field Communication) to share content. If you have a Sony Bravia TV, simply touch it off the remote control to view photos and video on a bigger screen.

This is Sony’s best smartphone to date. A lot of people will be watching with interest to see if the imminent release of the Xperia M will help it grab a further share of the Android market.

Samsung Galaxy S3

Up to €350 (depending on contract)

The best-selling Android phone may have been superseded by the S4, but its slightly smaller screen size (4.8in as opposed to 5in) and cheaper asking price, ensures it’s still in demand. With one of the best high resolution screens around, a superfast processor, and the option of expanding storage with a MicroSD slot, it has a lot going for it.

Samsung continues to add nice touches to distinguish itself from other Android phones, including its version of Apple’s Siri voice activation, S Voice. And your first introduction to the phone, a rippling home screen that unlocks with a finger swipe, is also distinctive. An 8-megapixel camera delivers better than average pictures.

Design wise, it favours a more curvaceous aesthetic with rounded corners – unlike the more angular Nokia and Sony – and a slightly narrower screen. It definitely slips more easily into a pocket, but it’s a little less authoritative to hold.

*049*
SAVY, IMPULSIVE OR JUST A GOOD SPORT?

O

H, BOY, can brand extension work, says Brandgym author David Taylor, citing Apple’s move – from computers into mobile phones, music players and the multifunctional iPad – and Dove’s from expansion soap to pamperers like shampoo, shower gel, silky nourishment body cream, etc.

But it is tricky: the chances of success are less than one in two, unless you do it right. Taylor makes the case that growing your core business, rather than extending into new and risky possibilities, is a surer route to profit. Grow the Core is his textbook on how to do it.

Too many brands rely on the sizzle rather than the sausage, Taylor says – the image, rather than the product. He quotes computer repair company Geek Squad’s catchphrase: “Advertising is a tax on having an unremarkable product”. In other words, if your product is good enough, you won’t need so much advertising.

But what is the core of your business? “Follow the money,” advises Taylor – Hellmann’s sell many dips and sauces, for instance, but mayonnaise makes up the bulk of the company’s income. The core is also your product’s identity in shoppers’ minds: when someone thinks of Timberland, boots come to mind, even though Timberland now makes clothes too.

Taylor reveals disasters like Heinz’s move into chilled soup – which lasted just 18 months and made the canned-soup giant a paltry £1 million. Growing its core brand proved much more successful. Growing the core does not add additional complexity, he writes. It increases economies of scale; it is usually more profitable than new products and it reinforces and refreshes what made you famous.

Taylor’s book is not purely a textbook on positioning your product and growing it: it offers a basic philosophy that sets the mind buzzing and will give zing to business thinking.

“Advertising is a tax on having an unremarkable product.” In other words, if your product is good enough, you won’t need so much advertising.

How on earth did the bank crash happen? John Coates’s The Hour Between Dog and Wolf gives a plausible explanation. Coates, a former Wall Street trader and a neuroscientist – a research fellow in Cognitive and Behavioural Neuroscience in Judge Business School in the University of Cambridge – blames it on the fact that most traders are young men, subject to hormonal waves of irrational exuberance and manic buying.
He starts his book in the 1990s dot.com bubble, when he was trading derivatives for Goldman Sachs, then Merrill Lynch, then working for Deutsche Bank. The gap between stock prices and the underlying fundamentals was so great that some “legendary investors” who bet against the prices retired from Wall Street, he writes.

He compares the energy of that bubble to the Roaring Twenties – it overflowed the stock exchange and permeated the culture. It was a time of loft parties where kids in shades got millions in funding; a time when traders were manic. When traders enjoy an extended winning streak they experience a high that is powerfully narcotic,” Coates writes.

The crash, when it came, brought down that narcotic dream, just as it did in the Twenties. Coates quotes The New York Times on the day after the crash of 1929, which described Wall Street as “a street of vanished hopes, of curiously silent apprehension and a sort of paralysed hypnosis”.

Describing the work of neuroscientists in Rockefeller University, who have studied the actions of steroid hormones, especially testosterone, Coates concludes that rationality comes a far-off second to the actions of hormones in decision-making. “Rather than assuming rationality and an efficient market – the unfortunate upshot of which has been a trading community gone feral – we should study the behaviour of actual traders and investors... only we should include the influence of their biology.”

Coates’s book is an interesting read as he follows four imaginary traders – until page 190, when it becomes a roller coaster. After describing the glorious weather that so often precedes disaster (summer 1914, autumn 1929, and, though he doesn’t say it, spring 1916 in Dublin), he moves onto the bubbling trading floor of the late 2000s just as “the penny drops. The US housing market is falling off a cliff, and is taking the banking system with it.”

Coates describes the bedlam, the yelling and selling as “the mortgage market drops like a knife”, the traders’ enormous shock – and its effect on their trading.

The solution, Coates suggests, to the effects of male hormones on trading practices is not to separate banking from trading, or to snip-snip the bankers, but rather to bring in people not so troubled by testosterone rages: women, who throng the asset management desks but are rare among traders, and older men, who are seen as too slow and cautious by the formerly wealthy young bucks.

A fascinating book. Grab it, scarf down a fistful of tranquillisers, and start reading.

Mark de Rond, another Judge man – he is Associate Professor of Strategy and Organisation in the business school – takes the sporting metaphors often used in business as his basis for an extended rumination on teams and stars and how they work in companies.

In each chapter, Rond presents one of the sporting clichés and takes it to pieces to see why it is or is not true. He starts with the eponymous “there is no ‘I’ in team” and disses it. Stars, he writes, typically show tenacity, perfectionism, paranoia and self-confidence. But do these factors make them great in a team?

‘Luck’, Rond reckons, gives us an illusion of control and calms us; studies say a lucky charm raises our self-confidence.

Apprently not; Rond describes various star egotists, including injury-prone baseball star ‘Pistol Pete’ Reiser, who sneaked out of hospital tearing off his bandages after being told to sit out the remainder of the season. He limped to the station and took the train to Pittsburgh, where he was told to suit up to give the lads a boost by his mere appearance. But when they ran out of pinch hitters in the fourteenth inning, Reiser stepped up to the plate, hit a line drive over the second baseman’s head, raced for first base – and woke up in hospital, just showing how stars can put the team at risk by hiding weakness.

Looking at the statement “There’s no such thing as luck”, Rond describes how superstitious stars Serena Williams won’t change her shoes if she’s on a winning streak and Tiger Woods relies on a red shirt. ‘Luck’, Rond reckons, gives us an illusion of control and calms us; studies say a lucky charm raises our self-confidence. Seve Ballesteros, though, says: “I win on narrow courses, I win on open courses; I win when it’s wet and I win when it’s dry; I win when it’s windy and I win when it’s calm. Still they say I’m lucky.”

An entertaining and thought-provoking book – especially for sports-loving business readers – There is an I in Team is one to stash on the Kindle.
MARKET INTELLIGENCE

ICT/SOFTWARE & SERVICES

Sourcing Dynamics for the New Mobile Workplace

Forrester
August 2013
This report maps out the new sourcing landscape for the second wave of mobile workplace services, highlighting areas for strategic sourcing versus the orchestration of decentralised purchases. It also defines the key criteria for vendor selections that will “build the river bed” in which the second wave of mobile workplace services can flow.

Ten Myths and Realities of the Software Market in 2013

Forrester
August 2013
This report aims to help CIOs benchmark their own software strategy against that of their peers by confronting the common myths around software adoption and showing the reality according to Forrester’s annual Foresights software survey.

Will Cloud Services Make or Break Your Offshore Provider?

Gartner
August 2013
This analysis from Gartner assesses the approaches to the cloud of the top five Indian outsourcing providers. The underlying context is that challenging economic conditions and business demands on sourcing managers are increasing the pressure to move from traditional models to cloud-based services and that offshore providers will fail without a cloud strategy to keep their services relevant.

Marketers Embrace the Power of Digital Video in China

Forrester
July 2013
This report aims to help marketers evaluate the strengths of the different video platforms available and build a more effective digital video marketing strategy for the Chinese market.

Wealth in South Africa: Sizing the Market

Datamonitor
August 2013
This report aims to size the wealth market in South Africa and its growth potential. It is part of a three-part series that can assist companies establish opportunities in the region.

Telematics: Potential and Limitations in the Motor Insurance Segment

Datamonitor
June 2013
This report analyses the current pricing methods for motor insurance and comments on the potential of telematics to improve them. It explores the major limitations and benefits of telematics for insurers and consumers and examines some of significant recent developments. The report also analyses what is to be expected in the future and the key issues that will continue to shape telematics and usage-based insurance.

Telecoms Statistics for Latin America and 190+ countries

Globalcomms Database
August 2013
This database provides data on wireless, broadband and fixed-line subscribers, markets and service providers in Latin America and 190+ countries.

Compiled by Enterprise Ireland’s Information Centre team.

Enterprise Ireland’s Market Research Centre hosts Ireland’s most comprehensive collection of business information and is staffed by specialists who can aid quick and effective searches. The team can help clients of Enterprise Ireland find information on markets, products, companies and management.

The centre subscribes to a wide range of databases, including:
- Datamonitor Profiles
- Euromonitor Passports & Sectors
- Espicom
- Frost & Sullivan

Here is just a sample of the types of research and reports to which the centre has access.
FOOD, RETAIL AND CONSUMER PRODUCTS

Electronics and Appliance Specialist Retailers in India by Euromonitor
July 2013
This report provides insight into the status of retailers in a variety of geographic regions and product categories gaining access to statistics on volume and value.

Anti-Counterfeiting Strategies for FMCG Companies by Datamonitor
July 2013
Counterfeit goods are found across all industries and on all continents, with their proliferation increasing significantly in the past five to ten years. In fact, the Counterfeiting Intelligence Bureau of the International Chamber of Commerce has estimated that counterfeit goods account for between 5% and 7% of all world trade. This report tracks technical advances and provides recommendations on anti-counterfeiting measures for manufacturers.

UK Coffee & Sandwich Shops by Key Note
July 2013
This Key Note market assessment update reviews the UK’s coffee and sandwich shops industry, with a focus on the top ten branded chains in each sector. Key Note predict strong performance for both coffee and sandwich shops over the coming five years. The total number of top ten branded coffee shops is expected to grow by 21.7% over the forecast period. For the sandwich shops sector, growth of 18.5% is forecast.

E-Commerce: The Internet Grocery UK Market Report 2013 by Key Note
July 2013
Key Note estimate that sales of groceries transacted online saw double-digit growth between 2007 and 2011, increasing by 127% overall. This report predicts that the internet grocery market will continue to go from strength to strength over the forthcoming years, forecasting year-on-year double-digit growth for 2012 to 2016.

CLEANTECH, LIFE SCIENCE, CONSTRUCTION AND INDUSTRIAL

Analysis of the Packaged Wastewater Treatment Market in India by Frost & Sullivan
July 2013
The packaged wastewater treatment market in India is mainly driven by the industrial segment, of which the food and beverage, pharmaceutical and textile industries are expected to be the key growth drivers. The period of this study is 2012 to 2017, with 2012 as the base year and 2013 – 2017 as the forecast period.

Teledicine – Seize the Year: Perspectives from the American Telemedicine Association (ATA) Annual International Meeting & Trade Show 2013 by Frost & Sullivan
July 2013
Frost & Sullivan present perspectives from ATA 2013, held in Austin, Texas, during the second quarter of 2013, gathered through a 12-question survey of conference participants. The results provide some subjective insight into the thinking related to the sector’s journey in search of universal recognition and medical community acceptance.

Global Market for Vaccine Technologies by BCC
July 2013
This report provides a market evaluation for vaccine types/categories for humans and animals, including their respective regional sales, applications, regulatory aspects, market forecasts (through 2017), prospects, innovation and challenges, patent analyses, clinical trials, market leaders and market shares of vaccine sales.

Environmental Markets for Biotechnology by BCC
August 2013
This study provides a comprehensive and detailed analysis of the current and forecasted market from 2013 through 2018 for environmental biotechnology products and their use in a variety of waste treatment markets.

Global Markets and Technologies for Natural Gas Storage by BCC
July 2013
This study focuses on the storage of natural gas in the gaseous form and as liquefied natural gas (LNG), examining the underlying investment opportunities in the development of the natural gas industry.

Building Insulation Products Market Report – UK 2013 to 2017 Analysis by AMA Research
July 2013
This report provides an analysis of recent market performance and forecasts over the medium term, with indications of key trends and views on the future prospects for the UK building insulation products market.

UK Medical Equipment Market Update 2013 by Key Note
July 2013
The UK market for medical equipment and consumables is expected to continue to grow over the next five years. This report projects a growth of 4.9% and 4.3% in 2013 and 2014, respectively. Over the five-year forecast period, it is expected that the overall UK medical equipment market will increase by 23.1%.

Enterprise Ireland clients may obtain market research information from the Market Research Centre, free of charge, by a simple phone call or email. Alternatively, clients can visit the centre or regional offices to view publications such as those listed above. (Please make an appointment if visiting a regional office.)

To set up an appointment, contact the Market Research Centre at 01 727 2324 or email: market.research@enterprise-ireland.com. Please note that access to the material summarised on this page is covered by copyright restrictions. Reports may not be loaned or sent out to clients. Further details about the Market Research Centre are available on www.enterprise-ireland.com/en/Export-Assistance/Market-Research-Centre.
An update on customs compliance, trade regulations and negotiations

TRADE REGULATIONS, INFORMATION AND NEGOTIATIONS

EU roaming charges to be abolished by summer 2014

The European Commission has voted for measures to fast-track major reforms of telecoms regulations, which aim to merge all 27 EU countries in a single telecom market.

Speaking at the “Single Telecom Market for Growth and Jobs” public hearing in Brussels, Vice-President of the European Commission responsible for the Digital Agenda, Neelie Kroes noted that the EU had already taken action on mobile roaming: removing barriers, making prices fairer, and introducing choice.

“But we still aren’t there,” she said. “Many citizens, for example, buy their minutes and megabytes as part of a bundle. But that bundle normally only works at home – rarely across the single market. I want to develop quick solutions that build on what we’ve already achieved, but the end goal must be clear. I know many of us dream of a true, integrated single market. And in such a market, there is no roaming.”

Commenting, Caroline Curmeen at ECC Ireland said, “This is great news for consumers who still face large roaming bills when travelling with the costs of data roaming, in particular, remaining stubbornly high. We hope that these new reforms will finally spell the end for ‘bill shocks’ in Europe.”

First round of negotiations commence on EU-US trade and investment partnership

The first round of the negotiations for a Transatlantic Trade and Investment Partnership (TTIP) took place in Washington this July. The negotiations are aimed at removing trade barriers (tariffs, unnecessary regulations, etc.) to make it easier to trade goods and services between the EU and the US. The two territories also want to make it easier for companies to invest in each other’s economies. The trade relationship is already the biggest in the world, with trade in goods and services between the US and EU valued at €2 billion per day.

EU makes important changes to Generalised Scheme of Preferences (GSP) regulations

A new regulation amending the European Union Generalised Scheme of Preferences (GSP) for developing countries will come into force on January 1, 2014. As well as a general arrangement defining tariff reductions or suspensions for goods imported from developing countries, the amended regulation includes a special incentive scheme, GSP+, which grants further tariff reductions to countries that sign, ratify and effectively implement a set of 27 core United Nations and International Labour Organisation conventions on human and labour rights, environmental protection and good governance.

European Commission seeks to ease customs formalities for ships

The European Commission has set out plans to ease customs formalities for shipping – reducing red tape, cutting delays in ports and making the sector more competitive.

Information on export duties and regulation is available in the ‘Export’ section of Enterprise Ireland’s website.

EU brings its first WTO case against Russia

The EU has launched a challenge to Russia’s so-called ‘recycling fee’ on vehicles by requesting consultations in the World Trade Organisation. Russia introduced the fee on September 1, 2012, just days after joining the WTO. While imposed on all imports from the EU, vehicles produced in Russia are exempted. An exemption is also available for vehicles imported from Kazakhstan and Belarus, forming a customs union with Russia.

EU and Moldova conclude Deep and Comprehensive Free Trade Area

The EU and the Republic of Moldova have successfully held the final round of negotiations on a Deep and Comprehensive Free Trade Area (DCFTA). The aim of the DCFTA is to bring Moldova’s economy closer to that of the EU. It will facilitate significantly improved mutual access for European and Moldovan goods and services and help provide for a more open, stable and predictable legal environment for the benefit of Moldovan businesses and consumers.
Travel News

AirAsia X adds new routes and extra capacity to key airports in Australia

AirAsia X is to launch a four-times weekly direct service between Kuala Lumpur and Adelaide International Airport in Southern Australia this October. Using an Airbus A330-300, the new route will be the only direct low-cost service between Malaysia and Adelaide. Earlier this month, AirAsia X also increased its frequency to other cities in Australia, including Sydney, Melbourne, Perth and Coolangatta.

Commenting on behalf of AirAsia in Ireland, Ian McCool predicted that the combination of an excellent carrier, strong code share partners (Emirates and Etihad), good routings and regular schedules would prove very popular with Irish exporters to the region.

Moderate increases to 2014 travel costs

2014 Travel Price Forecast from Carlson Wagonlit Travel (CWT) indicates that worldwide travel prices will increase moderately next year, in line with limited economic growth expected across the globe.

Christophe Renard, vice president, CWT Solutions Group, commented, “While we expect moderate price increases worldwide next year, there are some notable exceptions. Prices in Europe are likely to decrease because of the continued economic uncertainty in the region, while emerging markets such as Argentina could experience far higher increases in 2014.”

Going, going, gone

Just when you thought that airline prices and bookings couldn’t get any more complex, the Spanish carrier Iberia is to auction off upgrades to its business class cabin to passengers booked into economy. The option to bid for an upgrade will be available through the ‘Manage your booking’ page on the airline’s website. The upgrade will provide access to all Iberia’s business class services, including lounges, premium check-in and a fast track through airport security.

Aer Lingus to launch new services to San Francisco and Toronto

Aer Lingus has announced an expansion to its transatlantic route offering for 2014.
In addition to existing services to Boston, Chicago, New York and Orlando, the airline will commence a year-round direct service between Dublin and San Francisco from March 2014, with five services per week.
Aer Lingus will also commence a direct, year-round service to Canada. A daily direct service between Dublin and Toronto will operate during the summer season, with up to four weekly services operating during the winter.
Meanwhile, two further aircraft will be based in Shannon and used to deliver increased frequency on existing services to Boston and New York, providing year-round connections from Shannon to the East Coast of the United States.

Adults only, please

About the only thing worse than being seated on a long-haul flight next to the screaming baby is when the baby is yours. Now Scoot, the Singapore based no-frills carrier, has introduced ScootinSilence on rows 21-25 of its aircraft, upholstered in the company’s distinctive yellow. As well as offering extended legroom, the cabin has an age limit of 12 and over – a move which the airline hopes will create a quiet zone. The ‘no kids allowed’ area follows a move by Malaysia Airlines to introduced a child-free zone on the upper deck of its A380s last year.

Easy Taxi plans global rollout

Easy Taxi, Latin America’s number one taxi app, has announced plans to expand into Asia, Africa and the Middle East. The app’s value proposition is straight-forward: download/open the Easy Taxi app, available for iOS, Android and the new BlackBerry devices, confirm your pickup point and order your cab with the press of a button. Within seconds, you should receive confirmation of the name, photo and car model/plate of your driver and will be able to follow the vehicle’s location in real-time as it approaches you. Another plus, the company says, is that since drivers are checked for compliance before joining the network, passengers need not worry about safety.

The company’s first stop in Africa will be Lagos in Nigeria, a metropolitan area with a population of 20 million, with more countries to follow. See www.easytaxi.com
Perth is the capital (and largest city) of the Australian state of Western Australia. It is the fourth most populated city in Australia, with an estimated 2 million living in Greater Perth. The City of Perth comprises the CBD (Central Business District), East Perth, West Perth and Northbridge. In addition to the rapidly growing clusters of specialised service industries such as software development, environmental management, civic and environmental engineering, most of Western Australia’s significant civic, resources (gold, diamonds, coal, oil, natural gas, etc.) and financial sectors are either headquartered in, or directed from within, the CBD. In 2012, Perth was placed 9th in the Economist Intelligence Unit’s list of the world’s most liveable cities.

**FROM THE AIRPORT TO THE CITY:**

Perth Airport is 12km from the city. There are several methods of transport: CONNECT shuttle buses operate a collection/drop-off service to/from city hotels at a cost of A$18 (single), A$30 (return). Taxis are available outside the International Terminal (T1), and cost in the region of A$40 to Perth/CBD. There is no public transport option available for transfers from T1.

**SLEEP:**

1st Choice: The Duxton, 1 St Georges Terrace, is renowned for being a stylish corporate hotel that transforms into something of a leisure indulgence at weekends. (It has a 24-hr business centre, WiFi is free throughout and there is a complementary morning chauffeur service into CBD. www.perth.duxtonhotels.com

2nd Choice: Mantra on Hay, 201 Hay Street, is an apartment-style property located on the eastern side of CBD. It is ideal for longer stays, as each apartment includes a fully equipped kitchen, and lounge and dining areas. www.mantra.com.au

**EAT:**

Lunch: Fraser’s Restaurant, Fraser Avenue, King Park, has many things going for it, not least being its contemporary Australian food and its truly stunning location, which overlooks the city and the glistening Swan River. www.frasersrestaurant.com.au

Dinner: Jackson’s, 483 Beaufort St, Highgate, is a fine dining restaurant where deals are sealed and contacts consolidated. Modern Australian fare is provided (by multi-award winning English chef, Neal Jackson) amidst an atmosphere of white-gloved servers and a truly creative culinary environment. Jackson’s is currently listed in Australian Gourmet Traveller’s Top 100 restaurants list. Closed Sunday/Monday. www.jacksonsrestaurant.com.au

**THREE THINGS TO DO IF YOU HAVE A FEW HOURS TO SPARE:**

Tourist attraction: It doesn’t get any more different to Irish eyes than AQWA (Aquarium of Western Australia), which features over 40 exhibits, 4 million litres of water, 4,000 fish (from moon jellyfish to four-metre sharks), and one of the world’s largest living coral reefs. www.aqwa.com.au

Browsing: Elizabeth’s, 820 Hay Street, is a second-hand bookshop to beat all second-hand bookshops. If you can’t find what you’re looking for here, then the book probably doesn’t exist! www.elizabethsbookshop.com.au

Sights: Kings Park and Botanic Gardens boasts over 2,000 Western Australia plant species and is a particularly calm area to visit during the autumn. Also, don’t miss the Park & Gardens walkway, which is a broad 222m-long glass/steel structure that allows one to stroll among the treetops. www.bgpa.wa.gov.au
## Enterprise Ireland International Network

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<thead>
<tr>
<th>Region/Office</th>
<th>Telephone</th>
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