SUPPORTING IRISH COMPANIES TO TAP INTO THE EUROZONE OPPORTUNITY

ENTER THE EUROZONE PROGRAM
ENTERPRISE IRELAND, ESMT BERLIN, IMS MARKETING

#EnterTheEurozone
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TOTAL WORDS: 3,609
Enterprise Ireland’s diversification agenda places great importance on the Eurozone, one of the world’s most dynamic, prosperous and stable markets, on the doorstep of the Republic of Ireland. Given the proximity, ease of access, shared membership of the EU, common currency and the untapped opportunities for Irish companies in this region, Enterprise Ireland sees the Eurozone as a key market for export growth in the coming years and has identified a need to increase supports for client companies entering and scaling here.

Enterprise Ireland, as an Irish government agency, was tasked with accelerating efforts to address this situation. It sought partners to design and deliver a unified program drawing on the success of Irish companies that had already diversified. ESMT Berlin (training delivery) and IMS in Galway (one-to-one business advisors) were selected due to the quality of their teams and their experience in similar projects.

As a joint team, the partners had three months to design, recruit, and deliver an effective program before the original Brexit date of Oct 31, 2019. The team also had multiple internal stakeholders, as well as the 20 client companies committing to join each cohort.

The program needed to build on existing sales and marketing frameworks, while bringing in specific market entry knowledge from the partners. By describing the program as a journey, clients could gauge the time investment needed and the likely outcome – a Market Entry Plan (MEP), working towards a first contract in the market.

By describing Learning and Development (L&D) as steps on a journey, clients who might have been hesitant bought into the process. The program successfully blended Eurozone locations (Berlin and Paris) for inspiration, Irish locations (Dublin) for convenience, and online e-learning (supported by Business Advisors) for effectiveness.

The learning activities were designed at many levels (one to many, one to one, peer to peer) to ensure clients of varying capacities would progress to gain the skills needed. The activities were designed to build on each other – gathering market intelligence, preparation, decisions, and skills for execution.

During program delivery, considerable effort was spent on communication between the partners and with clients to ensure an almost seamless delivery. This was supported by shared technology platforms, a common design, and frequent briefings.

The progress clients made between Day 1 and the finale (with a specific, costed Market Entry Plan with clear targets and next steps) was dramatic. Enterprise Ireland will work with this group and measure further outcomes in terms of contract wins. This progress has led to the confirmation of repeat programs and has inspired companies not yet on the program to consider diversification.
Enterprise Ireland is the Irish government agency responsible for promoting export sales and jobs for Irish business. Noted as the largest VC in Europe and second worldwide (by deal flow), it has a network of more than 35 offices globally. Enterprise Ireland views management development within client companies as a key tool to deliver its mission.

The European School of Management and Technology (ESMT Berlin) was founded by 25 leading global companies and institutions. ESMT ranked number 1 in Germany and number 12 globally in the latest Financial Times Executive Education Ranking. ESMT’s mission is to create and impart new knowledge to advance business and society. ESMT develops entrepreneurial leaders who think globally and act responsibly.

IMS Marketing is a strategic marketing partner for organizations seeking to research, enter, and promote their products and services in European markets. IMS was established in 2007 and currently employs an experienced team of 19 marketing professionals who assist clients in the planning and implementation of their international marketing programs.
Enterprise Ireland has identified a high level of untapped opportunity for Irish companies within Eurozone markets. For these companies, the Eurozone boasts several important advantages, including shared currency, no customs, no tariffs, regulatory alignment, proximity and ease of access. Despite reliance on the UK market dropping from 97% in the 1920s to 18% in 2012, Brexit has emphasized the importance of accelerating ongoing diversification efforts into Eurozone markets.

The key Enterprise Ireland Eurozone Strategy 2020 set out specific targets for Enterprise Ireland to achieve through working with Irish companies.

**Eurozone 2020: what success looks like**

- **300 New Exporters to Eurozone**
- **200 clients growing exports from €200k to €500k+**
- **50% increase in exports to Eurozone = €6.15bn p.a**
- **3 €1bn markets & 2 €0.5 markets**

**Greater scale of Irish companies in Eurozone**
- at company, market, and sector levels

**Strategic shift in the export footprint**
- from UK focus to Eurozone

**More Irish companies embedded in Eurozone**
- Recognition of importance

Click HERE to read more
Any program would need to target approximately 600 to 700 Irish companies with an established market offering, not yet exporting to the rest of the Eurozone. Most companies within this group have:

- A minimum annual turnover of €500,000 (established business model)
- Exporting a minimum of €25,000 annually to the UK or a market outside the Eurozone
- Not significantly (under €25,000) exporting to the Eurozone

Other Enterprise Ireland clients had already achieved significant export success in the core Eurozone markets of the Netherlands, Germany, France, Belgium, as well as Spain and Italy. The program would seek to inspire the target group to do the same.

For Irish companies with vision, the Eurozone offers incredible growth opportunities:

Growing and Diverse Market
Open for Business
Same Currency and Regulations
Key Enterprise Ireland Strategy
Easy to Reach Market
However, despite the benefits, there was a perception among Irish SMEs of the Eurozone as a difficult market, acting as a barrier to engagement.

Enterprise Ireland’s overseas offices provided services aimed at securing market entry, including lead generation, buyer/partner introductions, marketing opportunities (e.g. trade missions, events), and access to funding.

The experience of Enterprise Ireland’s Eurozone offices is that companies are more likely to succeed with market entry if they prepare in advance. This work should include market research, a good understanding of the competitive environment, and a unique value proposition for the target market. Additionally, the company should have established sales and marketing capability in-house – including marketing collateral that can be adapted for the new market – and enough resources (human and finance) to commit to market entry.

Enterprise Ireland’s experience showed that not all clients were taking these steps.

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**Eurozone Untapped Opportunity €38bn**

**Eurozone Population: 341m**
**EI Exports: €4.8 bn**

The Eurozone has 5x the population of the UK yet less than 2/3rd of the exports from Irish companies.

- **France**
  - Population: 67m
  - EI Exports: €1.03bn

- **UK**
  - Population: 66m
  - EI Exports: €7.9 bn

- **Netherlands**
  - Population: 17m
  - EI Exports: €1.07bn

- **Italy**
  - Population: 60m
  - EI Exports: €465m

- **Belgium and Luxembourg**
  - Population: 12m
  - EI Exports: €467m

- **Spain and Portugal**
  - Population: 57m
  - EI Exports: €399m

- **Germany and Austria**
  - Population: 92m
  - EI Exports: €1.21 bn

Source: Source: Anne Lanigan - Enterprise Ireland – Eurozone Opportunity
Click [HERE](#) to read more
Some of the key issues identified by the overseas offices that undermined a company’s chance of successful new market entry included:

- Underestimating the impact of cultural nuances on a wide range of business-critical areas
- Underestimating the extent of resources required, including commitment, time, effort, and finance
- Attempting ad-hoc market entry rather than a strategic approach underpinned by CEO/MD commitment
- Lack of clarity around the motivation for market selection
- Insufficient understanding of variations in local laws and regulations
- Underestimating the importance of language, in certain sectors and countries
- Placing insufficient importance on localization (both language and cultural) on the in-market and digital presence
- Insufficient commitment to customization/modification of the product/service offering
- Expecting to be able to replicate success in another market (such as the UK) by taking the same approach
THE COMMITMENT

Enterprise Ireland had previously started several initiatives to diversify Irish companies into European markets – most notably the ongoing presence of Eurozone-based teams and sales and marketing training/consultancy support delivered in Ireland.

Given the scale of the challenge, an even more ambitious response was needed. This sought to unify previous one-to-one support with an L&D approach towards an end goal of market entry.

ESMT and IMS Marketing were selected following this competitive procurement process, which concluded in July 2019. Both were selected based on their relevant experience and the quality of the teams proposed.

It is vital to underline that any tender process can provide only a partial program design. ESMT, Enterprise Ireland, and IMS Marketing had less than three months to come together and design a complete program, then recruit and launch (for an early October start), given that the original Brexit date was October 2019.

Once selected, all three partners on the program worked closely to finalize the practical elements of its design. The combined experiences of all three parties and a collaborative process carefully considered the culture of the Irish SME. This was a key success factor for the entire program and resulted in the tailoring of both the learning content and support templates for participants.

Much focus was on achieving a seamless link between the learning content delivered by ESMT and the mentoring provided by IMS Marketing throughout the program journey.

“Before we issued the tender request the CMD team engaged with over 30 leading European business schools and consultancies. The aim was to fully brief them on the problem that we needed to solve, but also to incorporate the best possible practices into the request. We wanted to find partners that fully understood our own client’s needs, and who could successfully share their knowledge with them.”

Paul Browne
Programme Manager, Client Management Development Enterprise Ireland
The Evolved Commitment

A core aim of the “Enter the Eurozone” program is to give Irish companies the sales and marketing skills, confidence, and motivation to win their first significant contract in a core Eurozone market. This aim underpins the entire design, development, and delivery of the program.

Given the lead time in winning contracts, an interim outcome of the program is the development by each client company of a Market Entry Plan (MEP). Key program components to deliver this outcome included:

- **Anchor:** A connection to the Eurozone was needed to underline the importance of the market entry and to overcome any participant reticence. ESMT’s campus in Berlin and the delivery of the program at a second mainland Eurozone location fulfilled this role.

- **Training:** Irish companies must learn the skills for market entry, not just have the information handed to them. The program acknowledges the senior (CEO/MD) level of participants, with the training focussing on practical items they need to know in the next 6-9 months as they build and execute their MEP and seek to gain their first significant contract. ESMT led in this role.

- **Business Advisors (BACs):** One-to-one support from Business Advisors focused on embedding the training lessons within clients and on developing the MEP. They brought credibility in dealing with (smaller) Irish companies and were well versed in Eurozone target markets. IMS Marketing led in this role.

In addition to the program partners, other Enterprise Ireland people besides CMD worked with clients on their journey.

- **Development Advisors** are Enterprise Ireland staff based in Ireland acting as the key account managers for client companies. They play a critical role in preparing and recruiting the most appropriate clients for Enterprise Ireland development programs and support them throughout the program.

- **Market Advisors** are Enterprise Ireland staff based in overseas offices. They contribute at specific points of the client journey – for example, on the launch day and engage with the BACs as part of handover/follow through. On completion of the program, the client company will work with the Market Advisor in their selected Eurozone market for assistance, based on the execution of their MEP.
Including Enterprise Ireland’s CMD team, three organizations (Enterprise Ireland, ESMT, and IMS) and three divisions within Enterprise Ireland needed to work with 20 client companies in order to successfully achieve the goals of each cohort of the program.

**CLIENT COMMITMENT TO JOIN THE PROGRAM**

Clients “self-selected” to join the program – Enterprise Ireland could describe the benefits, but only the CEO of client companies could make the final commitment. Nevertheless, an evaluation panel was put in place to ensure fairness in selecting clients. The goals of the panel were to test client commitment and to secure a diverse group (by gender, sector, region, and stage of company growth). This ensured a better program experience and linked to Enterprise Ireland’s strategic goals.

Our experience is that the program has been consistently oversubscribed (31 companies for 20 spaces/40 people attending) and has a strong pipeline for the future.
The Eurozone is the most important market for Irish exporters,
THE LEARNING AND DEVELOPMENT INITIATIVE

Defining a framework for the program design and outcome

Market entry is a multifaceted challenge. The immediate challenge after the partnering agreement was to align one framework for the program design.

Enterprise Ireland has a broad range of capability development programs related to sales and marketing. All are adopting a standardized language (see the “6 Elements of Sales and Marketing” diagram). ESMT Berlin and IMS Marketing adopted this language, mapping their own sales and marketing approaches to this framework.

Translating a framework into a program

Orange: review the market research behind the choice of Eurozone markets.

Yellow: confirm or adapt the existing value proposition to the new target market.

Green: identify and build a route to market, including evaluation of the partner route or validating direct channels.

Blue: map out a market entry plan, including the financial and human resources to execute it.

Dark green: adapt to business cultures where English is a working but not primary language.

Purple: spark the ambition to overcome the unknown and take steps towards entering new markets.

"As an European business school founded by business, we are honored to stand by the side of the Irish companies in making their first significant step into the Eurozone. This program not only creates positive business impact but also strengthens the ties within the EU markets in the post-Brexit era."

Professor Dr. Harald Hungenberg
Dean of Executive Education, ESMT Berlin
Describing the program as a journey allowed client companies to check if the destination aligned with their own goals. It allowed Irish companies to check they could make the time investment needed to benefit from it.

ESMT shared key learnings to clients at each of the five stages on the Enter the Eurozone program. Each stage addressed key questions clients encountered as they took their market entry journey.

Nan Guo
Program Director, Executive Education
ESMT Berlin
Program approach

The five-phase design reflects common development needs for clients executing a market entry project. But from the client’s perspective, a key desire is to receive individualized coaching and support tied to their company specific situation.

Therefore, the delivery partners implemented three layers of learning and development in the program:

1. One to many: Clients complete the online market intelligence module and participate in face-to-face classroom sessions developed and delivered by ESMT.

2. One on one: Each company is assigned an experienced Business Advisor led by IMS Marketing, who helps embed the key learnings and support the implementation of MEPs.

3. Peer to peer: Companies avail of peer learning opportunities with fellow participants to overcome key challenges.
Central to the client journey is the MEP, a tool developed based on the six elements of sales and marketing and a guide for clients to strategize, plan, and execute their market entry projects. Clients are also supported by tutorials on eILearn, Enterprise Ireland’s online learning support platform. The MEP is shared via a digital platform (Microsoft Office, which encouraged information sharing within the client companies – our information suggests this is a key success factor.

“With the Business Advisor support, the Market Entry Plan is a truthful reflection of the client’s understanding of the market entry challenge and their efforts.

Tools like market segmentation, PEST(EL), market size estimation, competitor analysis are customized and included in the MEP. The MEP is a key indicator of the client’s progress and further needs for Enterprise Ireland, ESMT, and IMS Marketing to act on.”

Kevin Moran
Director, IMS Marketing
As each company entered the program with varying degree of management skills and experience, the module-based approach ensured that all companies made progress towards developing a MEP for their chosen Eurozone market. The one-to-one support by Enterprise Ireland’s Business Advisors ensured that each client achieved the following by the end of each phase:

**Phase 1: Starting the Journey**

A typical failing is that companies often approach the market using a shotgun marketing approach, trying to enter too many markets with too few resources. The key element of this phase was the selection of the target Eurozone market as a “working assumption” (i.e. clients could change their selection later). The client companies made this choice following one-to-one meetings with Enterprise Ireland and IMS Marketing. Making a market choice brought a strategic focus to each client’s journey into the Eurozone.

**Phase 2: Market Intelligence**

During this phase, the initial steps in researching their target Eurozone market were taken. This process, which included practical templates supported by the one-to-one mentoring, ensured that many companies were following a market-data-led approach, in many cases for the first time.

Data is useless in isolation. The step also challenged the companies to answer key questions: Why is this market attractive? What makes it attractive? How do we believe we can be successful in this target market?

Another key impact was client realization that market intelligence was a continuous process. This led many of the companies to continue their market research and validation efforts after the program's conclusion.

**Phase 3: Berlin Module**

The campus-based workshops delivered by ESMT had significant impact for all companies. Two senior representatives from each client company travelled to Berlin. In some cases, this was the first time they had invested significantly in this type of executive training and development.

The work from previous phases gave clients the foundation to leverage the strategic workshops delivered by ESMT. “Business Model and Value Proposition Canvas” and peer-to-peer learning opportunities helped the companies formulate their market entry strategy. “Organisational Decision Making” made companies realize why and how to engage the whole organization in the market entry project.

*The Enter the Eurozone program provided clients with a clear goal of winning their first Eurozone contract at the end of a highly structured, four-month process. The program itself was designed for impact, with clear KPIs, and the aim of increasing the skill levels of clients.*

Keelin Fagan, Head of Client Learning & Development, Enterprise Ireland
Phase 4: Paris Module

Energized by the learnings in Berlin, the client representatives returned to Ireland where, over the four weeks that followed, the Business Advisors helped each company individually to integrate these learnings into their market entry strategy. These interventions focused on fine-tuning the value proposition and revisiting some of their market research gaps.

The second element of Business Advisors’ role was preparing the clients for their visit to Paris. There, strategic workshops were delivered by ESMT in areas such as sales strategy, business negotiations, and route-to-market strategy. The impacts from this phase were demonstrated by the “before” and “after” comparison of each client’s MEP, which were shared with IMS Marketing, ESMT, and Enterprise Ireland.

Phase 5: Market Entry Plan

The end goal of the journey was a completed, tested MEP by each participant company. One example of this plan is included in the Appendix B MEP Campion. All the plans were scored by peers during the finale event and this sample is typical of the progress that each company made.

Program evaluation

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<th>Scale of 1-5, 1 = best</th>
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<tr>
<td>Would you recommend this program?</td>
<td>1.11</td>
</tr>
<tr>
<td>Extend to which program encouraged new ideas</td>
<td>1.19</td>
</tr>
<tr>
<td>Extend to which program supported the development of new skills</td>
<td>1.16</td>
</tr>
<tr>
<td>My personal expectations were met</td>
<td>1.22</td>
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<tr>
<td>Program design and structure</td>
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Client Testimonials Video

Click to play
Overall Impact of Program:

While each step of Enter the Eurozone brought learnings, the process of going through the full journey accompanied by world-class support, also brought the realization to many clients that they already had the capability to successfully execute a MEP. This motivated clients to take the next steps clearly laid out in it.

The following are seen as the key impacts from the entire program:

(1) Strategic management skills

“Transformative” and “accelerative” were widely used by clients to describe how the program impacted them both personally and organizationally. Noting the starting point of many of the companies on the program, the growth in confidence, clarity, and overall strategic approach is very impressive.

(2) Commercial milestones achieved

Several companies achieved commercial milestones in the four months of the program, ahead of the Eurozone program timetable. This included first customer wins and the signing of sales partner agreements.

Just as important as these “wins” are examples where companies saw their original pre-program assumptions on target markets, value proposition, and route-to-market change significantly – a significant cost saving compared to failing “in market.”

(3) A roadmap for further international market expansion

The program supports initial market entry, gaining the skills to repeat it in another market. Many clients have ambitions to look at additional markets in 2020 and to use the Eurozone methodology to assist them.

(4) Implementation support

The learnings from many training and development programs are often lost as the participants slip back into their busy work lives. With the Eurozone program the impact is deeply embedded in each company.

This impact stems from the systematic hand-over from ESMT and IMS into the Enterprise Ireland ecosystem of international supports. As part of the final MEP, the future gaps and supports of each client were discussed and formally included in a hand-over to Enterprise Ireland, to be considered as clients execute their plans.

“I was so impressed at the finale to see that participants had developed a real Market Entry Plan and had clearly worked hard on all elements of the journey. The participants I spoke to were themselves very impressed with the progress they made and some may even deliver Eurozone exports as soon as this year.”

Anne Lanigan, Regional Director, Eurozone, Enterprise Ireland
100% would recommend. The insights gained throughout the week was incredible. The opportunity to work with the staff from ESMT has been amazing, and truly shows why they are as highly praised as they are. The ability to engage and look at situations so familiar from different approaches really helped achieve it for ourselves also. Answers were brought out of us and not given.

Shane Connolly  
Director Of Business Development, Trinzo

Fast-paced but presented in a fun, engaging manner.

Charlotte Bird  
CFO, Ark Energy

Focus on getting your value proposition ready for export. This is critical before going out to the marketplace. What is your value proposition and how is it better than the existing offering? Also, how will relationships between the local partner and end customers work – upstream and downstream? This needs to be well thought out, future-proofed, and robust in the event of any future disputes.

Geoff Fitzpatrick  
Director, Fitz Scientific
In line with client demand, the Enter the Eurozone program will be repeated with five more cohorts (120+ Irish companies) in 2020 and 2021 as part of a four-year agreement. Enterprise Ireland, ESMT, and IMS will continue to monitor client needs (across the full spectrum of services offered) and evolve the program as needed.

Two items that were key learnings have already been implemented:

**Involvement of clients’ internal teams**

After learning about the leadership process, which emphasizes the early engagement of the team in key business decision-making processes, the CEOs of the client companies involved their team in critically reviewing their assumptions about the market entry project.

This has proven to be effective in “socializing” their Eurozone market entry strategies within their company, in mitigating the common mistakes, and in increasing the commitment level of the company about their ventures into new markets.

**Seamless integration of all the levels of support from all three delivery partners**

The multi-layer support is effective but challenging, because consistency with clients is only possible if ESMT, IMS Advisors, and Enterprise Ireland MAs know what has been done by other partners and what is expected from them.

Besides using a common digital platform for document sharing, more briefing calls are being timetabled to make sure the most important things are shared and acted upon in a timely manner. One best practice to be continued is the client snapshot and summary before each educational intervention.
REFERENCES AND BIBLIOGRAPHY


KEY TO ABBREVIATIONS

BA: Business Advisors, Ireland-based market entry specialists from IMS Marketing

MA: Market Advisors, Enterprise Ireland team based in several Eurozone locations

DA: Development Advisor, Ireland-based account managers of Enterprise Ireland

CMD: Enterprise Ireland’s client management and development team, externally focused learning and development specialists

ESMT: ESMT European School of Management and Technology GmbH, ESMT Berlin

IMS: IMS Marketing

ITT: invitation to tender, part of the public procurement process

L&D: learning and development

MEP: market entry plan

SME: small and medium-sized enterprises, defined by the European Commission as having less than 250 employees and less than €50m turnover
Internal program metrics
– within 3 months of program conclusion

- Completion of MEP
- Company implementation of MEP
- Participant interest/placement/enrolment
- Tracking drop-offs
- Tracking participant engagement levels – offline/online
- Participant progression through the journey
  – attending all workshops as well as one-to-one and group events
- Training evaluation and participant satisfaction
- Extent to which companies embed learning from the program in their internal processes

External Enterprise Ireland metrics
– within 12 months of program conclusion

- Primary objective: number of Enterprise Ireland clients from the program achieving first significant contracts in the Eurozone
- Secondary objectives: increase in sales revenue growth in the Eurozone, the number of companies that actively engage with an Enterprise Ireland overseas office in the Eurozone.
APPENDIX B  
– MEP CAMPION

Campion Market Entry Plan - Campion MEP

Who we are, what we do!

- Over 30 years in business
- 50 employees in Tipperary and Dublin
- We sell, install & service pumps in Ireland
- Our clients include ThreeArena, Inish Water, Dublin Airport and The Convention Centre
- We developed our own software platform...
- ...then developed a smartphone App
- Together, they form a powerful solution
- We realized that our solution could help other companies too and so the journey begins...

Ambition, Passion, Commitment

Key Goals:

1. Achieve recurring revenue of €1.5m/year by 2021
2. Grow our presence across Europe through partners
3. Potential for €5.2m+ Eurozone revenue by 2025

Key Next Steps:

1. Develop marketing and sales collateral for Italian market
2. Develop customer support and training methods for rollout of software system to end user
3. Support EDM in customer meetings and demonstrations
4. Validate pricing structure and market assumptions through primary market research with target customers
5. We are interested in the Market Discovery fund. Assistance from Enterprise Ireland would be greatly appreciated

Our Experience

Before the Eurozone Programme:
- No clear direction on how to achieve market entry
- We did not know how to price our software
- We did not know what type of customer to target in the Eurozone

During the Eurozone Programme:
- High calibre of lecturers provided key learnings
- Irrelevant insights and expertise from other companies on the programme
- Time away from day to day operations to focus on achieving growth
- Made new friends, great companies and like minded individuals

End of Eurozone Programme:
- Identified new market with real potential
- Appointed a Business Development Manager for export sales
- In discussions with new customers
- Attending international market expo for our industry

Click HERE to read more
APPENDIX C
IDEAL EUROZONE JOURNEY

1. Scope
Conduct market research using available resources to identify the opportunities for your company in Eurozone markets.
- Market Research Centre
- Online resources
- Professional network
- Ambition workshops
- Going Global Guides

2. Assessment
Compare & assess the opportunities you have identified in the Eurozone.
- Development Advisor
- Exporter Development Scorecard

3. Validation
Conduct more in-depth research to confirm the target market which will be your initial focus for entry to the Eurozone.
- Market Study Visit
- E Market Discovery Fund

4. Prepare for Market Entry
Refine Value Proposition
Using your newly-acquired market knowledge, define your value proposition in the context of your chosen market to meet the needs of your target customers.
- Direct sales
- Partnerships
- Distributors

5. Scale
Scale in your initial Eurozone market
Your journey does not end when you have entered the market – it has just begun. Continue to grow your business & scale in the market.
- Build relationships
- Establish and grow market presence – office set up, local staff etc.

Ambition, passion, vision and commitment
APPENDIX D – TEAMS

ENTERPRISE IRELAND TEAM
Client Management and Development

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Department Manager

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Eurozone Programme Manager

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- John Magill
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- Xiaojing Yue
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MA, Spain

Emily Gallen
MA, Benelux

Nicol Hoppe
MA, Germany, Switzerland & Austria

Matthijs Egger
MA, Benelux

Sara Bonomi
MA, Italy
Teaching faculty
Experts on strategy, competitive strategy, business model design, market entry, business negotiation, sales & marketing

Harald Hungenberg
Dean of executive education, Professor of Strategy at ESMT Berlin

Francis de Vericourt
Professor of Management Science, ESMT Berlin

Bianca Schmitz
Co-director of the Hidden Champions Institute (HCI) Program director at ESMT Berlin

Martin Kupp
– 2020 cohort
Visiting professor at ESMT Berlin and associate professor of entrepreneurship at ESCP Europe

Bülent Gögdün
Program director, ESMT Berlin

Additional Resources
Ideation, German/Irish network and connection to German SMEs
IMS MARKETING TEAM

Business Advisors
IMS Marketing provides 1-1 strategic mentoring and advice to the participant companies through each stage of their Eurozone market entry journey.

Kevin Moran  
Managing Director

Karagh Kelly  
Commercial Director

Leonie Tansey  
Head of Client Services

Denise Kennedy  
Client Marketing Manager

Emer McGuire  
Client Marketing Manager

Niall O’Shea  
Marketing Consultant
Some of the investment initiatives supported by Enterprise Ireland are also co-funded by the European Regional Development Fund (ERDF).