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# Entering the German markets

- Maviteknik Oy



International Business

Research Project (mini Thesis)

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## CONTENTS

1	INTRODUCTION .....	1
1.1.	Company .....	1
1.2.	Marketing and sales of Hese .....	2
1.3.	Research objectives and question.....	2
1.4.	Methods.....	3
2	THEORY .....	3
2.1.	Market entry .....	3
2.1.1.	Barriers of entry.....	3
2.1.2.	Foreign Market Analysis .....	4
2.1.3.	The mode of entry .....	5
2.2.	Export management.....	6
2.3.	Sales management and B2B sales .....	7
2.4.	The German markets .....	8
2.5.	Road maintenance in Germany .....	10
3	RESEARCH .....	11
4	RECOMMENDATIONS .....	11
5	CONCLUSION .....	11
	REFERENCES .....	26
	SOURCES .....	28

Appendix 1 Hese machinery brochure

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## 1 INTRODUCTION

This mini thesis is made for the company Samet Group Oy/ Maviteknik Oy, which are located in Tervakoski and Humppila, Finland. The purpose of this mini thesis was to examine possible customers and expanding the company's markets to Germany cost efficiently. The research question was "Who are the possible customers in Germany?". This project included gathering contacts and possible resellers information, which would help entering the German markets. The intention was to pitch the Hese 1000- machinery, since it is nearly impossible to break, which means that it doesn't require maintenance. The goal was to market the Hese 1000 as a secondary source of livelihood for farming.

### 1.1 Company

Samet Group Oy is a subcontracting company which operates in metal industry. The company is located in Janakkala, Tervakoski and it has been operating there since 1970s. Samet Group is the parent company of Samet Oy and Maviteknik Oy which are concentrated in bending, shaping and handling of pipes, profiles and iron. The work is done based on customer's photos. The subsidiaries are completely owned by the parent company. Maviteknik Tietokoneet Oy cooperates closely with Samet Group. It manufactures, sells and markets Hese road maintenance machines. Samet Group operates in two cities, Tervakoski and Humppila. It practices B to B sales and its markets are mainly in Finland. The amount of staff is around 50 employees and the turnover in 2015 was 8 million. The CEO of Samet Group is Esa Kohtamäki. (Samet Group Oy.)

Samet Oy is one of the Samet Group's subsidiaries and it's located in Tervakoski. It's concentrated in bending and refinement of pipes. Samet Oy's turnover in 2012 was 1,8 million and it has 16 employees. The production consists of bending steel, aluminum, acid resisting, stainless and brass pipes and profiles and pre-making the part of the whole product. They can also do other surface finishing, for example painting. Samet Oy also produces and stores copper pipes. The CEO of the Samet Oy is Olli Kokko and the executive vice president is Esa Kohtamäki. (Samet Oy.)

Another subsidiary of Samet Group is Maviteknik Oy which is concentrated in subcontracting of metal technical work. The Company is located in Humppila and it's more successful in trade than Samet Oy. Welding and assembly works which include electricity and hydraulic installations are the main products of Maviteknik Oy. The products of Parker-Hannifin strengthens company's hydraulic knowledge. Maviteknik also manufactures pipes and it has Parker Store inside the business premises which sells their products. The CEO of Maviteknik is Esa Kohtamäki and executive vice president is Olli Kokko. (Maviteknik Oy.)

Maviteknik Tietokoneet Oy, which operates in B2B sales, cooperates closely with Maviteknik Oy. It's also located in Humppila and it manufactures the Hese road maintenance machinery. (Maviteknik Tietokoneet Oy.)



(Hese machine, snapshot from Hese machinery brochure)

## 1.2 Marketing and sales of Hese

The marketing and sales are currently done by the Agri market- company around Finland. Customers include contractors, farmers and companies that take care of the environment. The markets are mainly in Finland, but a couple of Hese 1000 have also been sold to Sweden, Norway, Germany and Switzerland. To Switzerland the machine was sold via the internet. In Finland they have been marketed in agricultural fairs and the Winter Road days. Among other cities the Hese machinery is already used for road care in Hämeenlinna, Humppila and Forssa. The goal is to get the machineries to produce around the year, since they are suitable for snow ploughing in the winter and gravel road care in the summer, as well as maintaining forest and field roads. Abroad they are also used for making roads in the mountains. The machinery is made based on orders and production takes about three to five weeks.

## 1.3 Research objectives and question

The objectives for this mini thesis are 1. Study theory (market entry, export management, sales management), 2. Study German markets, 3. Analyze data of theory part, 4. Recommendations to company how to enter the market. The first two objectives helped gain an understanding for entering the German markets with road maintenance machinery. Analyzing the gathered data increased knowledge on how the situation on road maintenance is now in Germany. Last but not least the recommendations are done for Maviteknik Oy by answering the research question “Who are the possible customers in Germany?”.

## 1.4 Methods

Research started by gathering websites and online books that could be used for the theory part in this mini thesis. What really helped understand more about the machinery was the brochure of Hese 1000, which came from Esa Kohtmäki, who was the contact person from Maviteknik Oy. Also a thesis, written by Ville Komulainen on the topic “Road Maintenance in Finland and Germany”, was used to define how the situation on road care is now in Germany. This way an understanding, if the Hese 1000- machinery could be needed in Germany, was easier.

The way we gathered information from people in Germany was by conducting a Google Forms survey on how they see the situation on road care now and if they feel machines like the Hese 1000, could be used there. This survey was sent to the Germans we know, but also to HAMKs partner schools in Germany so they could share it with their students. This way there were more answers gathered and more information gained.

For research e-mails were sent where we asked about any information to help us in the project, such as contacts or resellers who could possibly promote the Hese 1000- machinery. These e-mails were sent to contacts gotten from lecturer Sven Rassel and many German companies.

## 2 THEORY

The theory for this mini thesis consists of 1. Market entry, 2. Export management, 3. Sales management and B2B sales, 4. The German markets and 5. Road maintenance in Germany. These topics helped gain a better understanding of the German markets for road care products, like the Hese 1000-machinery.

### 2.1 Market entry

Market entry is defined by the Business Dictionary as “Activities associated with bringing a product or service to a targeted market”. Market entry research looks at barriers of entry, costs of marketing, sales and delivery, as well as the expected results from the entrance to the wanted market. (Business Dictionary)

#### 2.1.1 Barriers of entry

Business Dictionary defines barriers of entry as “factors that obstruct or restrict entry of new firms into an industry or market”. The different types of barriers of entry are government regulations, start-up costs, technology, economies of scale, product differentiation, access to suppliers and distribution channels, and competitive response. (Business Dictionary)

*Government regulations* affect the market entry through different permissions and licences required. For Germany and Finland, EU Regulations affect sales of products. (study.com)

*Start-up costs* mean the financial resources needed to create a new company. The financial resources needed can vary from very little to high investments, depending on whether the company needs to buy/rent expensive equipment or a factory, storage, office space etc. to manufacture and sell the product. (study.com)

*Technology* affects entry to markets through patents. If a part of product is patented already, it is difficult to enter the market. (study.com)

*Economies of scale* means that when you produce more of the product, the production costs get lower. To improve economies of scale, a company usually has to hire more staff or have a larger factory to produce more goods. (study.com)

*Product differentiation* plays a key role in the market entry. The more a product is different from anything else on the market, the larger their share of the market is and stands out as a completely different product that cannot be replaced with a competitive product. In product differentiation, high quality of the product, brand recognition and additional services are of high importance. (study.com)

In order to have *access to suppliers and distribution channels* a company must take contact with the companies that supply the equipment or raw materials they need for the product as well as try to find a distributor for the product in a new market. A distributor might be some retailer or a company under which or with whom they would operate in the market entered. (study.com)

*Competitive response* is a factor that can scare away many new entrants to a market. Competitive brands and companies try to attract customers after a new product has entered the market by marketing their own product as a good that brings more utility to the customer. In order to understand the rivalry within the market, analysing the customer base and competitors is essential. (preplounge.com)

### 2.1.2 Foreign Market Analysis

The company that wishes to enter new markets wants to increase its market share, profits and revenues. Company should first assess alternative foreign markets, then evaluate the costs, benefits and risks and lastly select the best alternative.

When assessing alternative foreign markets company should consider different factors. First of all, it's crucial to assess the market potential. Company should know how large the market is nowadays, is it growing or declining, what are the future prospects, is there need for such product and what are the key drivers of success and can company manage them. Secondly, the company should assess the competition. They should know the main competitors, their strengths and weaknesses but also their company's own strengths and weaknesses. It's also important to examine how the foreign companies have done in the country the company wishes to enter. The company should also know the main distribution channels. Third thing to analyze when entering the new market is legal and political system of the country the company wishes to enter. It's critical to know whether the government encourages or discourages the foreign investments and what laws and regulations is there and are there any trade barriers. The company should also take into consideration the political re-

lations with its home country and the country it wishes to enter. The last thing that the company should assess at least is the sociocultural influences. They should get to know the differences and similarities of the foreign and their home market. The company should also know that are the foreign products in favor of the local people, what type are the main customers: young/old, rural/urban, educated or not.

The second factor that the company should take into consideration after the assessing is to evaluate the costs, benefits and risks of the market entry. Costs are divided into two categories: the opportunity costs and direct costs. The direct costs are the costs that occur when the company enters to the new market. Opportunity costs are the profits that the company could have earned but it lost because of the delay from entering into a market instead of another market. Benefits, on the other hand, define and show the company why it should enter to the new markets. The benefits can be for example profits and sales, lower manufacturing costs, competitive advantage and new technology. Entering the new markets can bring risks also and therefore it's crucial to determine the possible risks. These risks can be for example operating complexity and financial losses.

Lastly, companies should decide the best alternative for them from the markets they assessed. (Griffin R. W., Pustay M.W., 2015)

### 2.1.3 The mode of entry

After the foreign market analysis the company needs to choose the mode of entry. The modes are exporting, International Licensing, International Franchising, Specialized Modes: Contract Manufacturing, Management Contracts and Turnkey Projects, and Foreign Direct Investment: Joint Venture.

Exporting is taking the company's product from its home country to the foreign country and sell it there. Main advantages of exporting are easy control of financial exposure and entering foreign markets gradually. The main disadvantages are vulnerability to tariffs and non-tariff barriers and possible logistical complexities.

International Licensing on the other hand is a company selling rights to use their intellectual property to other companies for a payment. The main advantages are low financial risks and the knowledge of the local markets from the licensee. The main disadvantages are the limited market opportunities and profits and also potential conflicts and disagreements with licensee.

The third option is franchising which allows business to work under the name of another company. In this case the franchisor has more control and provides more support than in licensing. Its main advantages are also low financial risks and the knowledge it gains from the franchisee. The main disadvantages are dependence of franchisee and limited market opportunities.

The Specialized Modes which are Contract Manufacturing, Management Contracts and Turnkey Projects have same kind of advantages and disadvantages. The main advantage they have is that with them the company can focus its resources on its area of expertise. The main disadvantages they have are financial risks.

Lastly, the company can choose the Foreign Direct Investment mode. This includes Joint Venture which is two or more companies working together on a shared firm which promotes their mutual interest. The main advantage it holds is the high profit potential and the main disadvantage is complexity of management. (Griffin R. W., Pustay M.W., 2015)

## 2.2 Export management

Exporting has become a norm in today’s world because of globalization. Exporting is the transportation of products and services from one country to another, while following laws and regulations of each country. Companies that start exporting their products to other countries need to have their export management in order. The main task of the manager is to secure exports, ensure transports are on time, make sure quality is good and does all things that are specified in the contract made between the export and the importer. (Export Management Notes, civilserviceindia.com)

Below is a figure of the Export marketing planning process, which clearly and simply identifies the steps needed for finding out a target export market for a certain product or service. The first step is to make a marketing research, which will identify and measure the opportunity of the markets that you are looking at. This should be done with time carefully, since if it’s done right the marketing research will identify opportunities and problems with the possible market. After this is done well, the company can move on to making a marketing strategy for the markets they are planning to export to, based on the marketing research that was done. Before deciding on the export market they will make forecasts and budgets to estimate how their products and services will do in the new markets. Also this is done to know what the company should change to adapt to the markets when talking about, for example, labor and inventory. (Export Management Notes, civilserviceindia.com)

Figure: Export marketing planning process:



After targeting the export marketing and getting orders in from consumers or resellers for the products or services that the company offers, the export manager must make a plan to secure the order. The manager will form a team from the organization who will take care of the specific order, while the manager is supervising. While keeping in contact with the importer and making plans for the exporting, the manager also must provide necessary executive instructions to the employees working on this export. This is done so that everyone working on the export gets all the information they need, without any issues. If something goes wrong with the task given it is the manager's job to evaluate the possibilities and conduct a new plan to correct the mistakes, ultimately the export manager must write a report to top management. (Export Management Notes, [civilserviceindia.com](http://civilserviceindia.com))

Companies may want to export their products for different reasons, such as offering a different product or a lower priced product to new countries. Also if it's low risk to export for the company, it is a great way to get a bigger and more diverse market and gain more profit on the company's products. On the other hand we must also take into consideration the biggest issues of starting to export, which are language barriers, government control, difference in laws, payment issues, custom duty and lack of information. These issues can possibly be overcome by making a contract with an export management company. (Export Management Notes, [civilserviceindia.com](http://civilserviceindia.com))

Exporting to countries may happen straight from the company to customer, but the company can also use an export management company. They provide knowledge and skills of selling in a country to the company wanting to export its products. They may work on commission, a fee basis or by taking the goods in to possession and selling them forward. The export management company can promote the products of its clients, arrange transports, give warranties to clients and services for after the purchase has been made and it may also extend import credit. Export management companies may only work as external export sales departments for non-competitive manufacturers. (Olegario Llamazares, *Dictionary of International Trade*, 2017)

### 2.3 Sales management and B2B sales

B2B sales refers to "Business to Business". It's selling products and services from one business to another. In B2B sales the sales person and the buyer are professionals and the selling situation is more formal than in B2C selling ("Business to Consumer"). The buyer knows how to deal with salespeople and it's important that the salesperson is a professional who knows the product he's selling. (Connick Wendy, 2016). It's also important that the Sales Manager knows at least the following four areas: the company's sales, structure of the market, buyer's needs and the competition. (B2B Market research specialists)

It's essential that the Sales Manager knows the company's sales in order to compete in the markets. He needs to know who are the biggest clients and their purchases. With this information Sales Manager can keep a track of the sales and the performance in the future. It's also crucial to know the market structure: market size and growth prospects and com-

petitor's shares. Sales Manager should know this information from the specific market that the company operates in. To know this, it will help to fill up the information gaps and help in the competition. Third thing is to know the buyer's needs. Sales Manager should make a campaign that contains the factors that make people buy the product. This is also essential in B2B sales situation where the salesperson needs to sell a product to a company. Salesperson should know the needs of the company. Last thing that is crucial for the Sales Manager to know is the competition. Managers usually underestimate or won't take into account the competition of the market. It's important to know own weaknesses in order to correct them and make the products and/or services more competitive. (B2B Market research specialists)

In addition to these areas, it's essential to have the right marketing strategy in order to compete in international markets. Company's should make external and internal analysis. It's crucial to think about the following things: Technology - Does the company have more advanced product and what are its benefits, Marketing - Can the company operate there with full power, Finance - Does the company have enough money to expand the business abroad and Production - Does the company have enough money to expand the production and manufacture. After these questions the company should make the following strategic decisions: Who are the main competitors?, How should the firm compete? (quality, quantity, price, technology), What information is needed? (need for marketing research) and What are the benefits of the product? (multiple use). Businesses should make a business plan for the next few years that takes into consideration the possible changes in the market and competitors plans. (Mathur U.C., 2008)

Nowadays it's essential to take into consideration the online marketing. It's probably the most cost effective and fastest channel for B2B sales, especially in international markets. According to eMarketer and a July 2010 comScore study online marketing increases awareness by 62%, purchase by 21% and brand loyalty by 19%. Online Marketing is independent marketing tool which increases awareness, sales and value of a customer. It's also cheap way to advertise your products. It's important to be in the social media since that's where most of the business people spend their time and where they create networks. (Leake, William, Vaccarello, Lauren, and Ginty, Maura, 2012)

### 2.4 The German markets

Germany is the 4th largest economy in the whole world and it's part of the European Union. It counts as more than 20 percent of EU's gross domestic product and is the largest consumer market in all of EU with 80.6 million people in population. (export.gov, 2017). Germanys' Gross Domestic Product was worth 3363.45 US dollars in 2015, this represents 5.42 percent of the whole world economy. This means that Germany has power, when viewed from an economical view. (tradingeconomics.com). Germany's location is also very ideal, as it is in the center of Europe, making access to it easy and convenient from all over Europe and beyond. (export.gov, 2017). Germany has many bordering countries such as Netherlands, Poland, Denmark, France, Switzerland, Luxembourg, Bel-

gium, Austria and Czech Republic (Central Intelligence Agency). Few of the EU's biggest cities are located in Germany, such as Hamburg, Berlin, Munich and Frankfurt. (Enter Germany, 2014).

The market is mostly a free-market, which according to the Business Dictionary means that buyers and sellers are free to make deals as they wish without interruptions, except by forces of demand and supply. (Business Dictionary). Although German market is for the most a free-market, German government has put a lot of regulations on trade, making it not be a completely free-market area. (export.gov, 2016) When entering the German market the company should have a market analysis and strategy in order to gain more knowledge about the market and the competition and customers. The Germans have become more aware of the sustainability, responsibility and ethics which means that the company should focus their market analysis and strategy around them. The quick ways to enter the German markets are via distributor or licensee. This lowers the risks of entering the foreign markets since the distributor or licensee has the knowledge of the markets and the network in the Germany already. (Enter Germany, 2014)

According to Statista, the unemployment rate in Germany in 2016 was 6.3 percent. This percentage is not too high for a country the size of Germany with multiple millions of inhabitants. Also the number of start-ups in Germany is quite high. German start-ups benefit from the massive amount of inhabitants, making sure that for every product there will always be someone who needs it. (Statista, 2016). The land use in Germany is divided between the agriculture 48%, forest 31,8% and other use 20,2%. (Central Intelligence Agency).

The German legal system is efficient and they have Market Entry Law. It helps and protects the foreign companies that wish to enter the markets from future misunderstandings. Germany also has Import Law. It restricts three areas of trade which are: the products which may cause a risk for health, the products where quotas apply and products regulated by European Union. EU citizens don't need visa or residence permit to live or work in Germany. On the other hand, non-EU citizens do need visa or residence permit and the form of visa depends on where you are from. (Enter Germany, 2014)

Germany's tax system has two basic taxes: indirect and direct taxes. Trade tax, corporate tax and income tax are responsibility of taxable entity in direct taxes. On other hand, in indirect taxes the third party is responsible of the taxes. Entrepreneurs usually add the value added tax to their products and services before selling and the cost of the product/service will therefore be higher. The taxes also depend on the legal form of the company and the industry it operates on. (Enter Germany, 2014)

It's crucial to understand the business practices in Germany in order to enter the market. The native language in Germany is German but most of the business people speak fluent English. Germans are very punctual so it's crucial to be on time in the meeting. It's considered to be rude to be late so if you arrive late, you need to apologize. Also when arriving to the meeting, Germans greet with a handshake and eye contact. Germans are usually direct people and they say how they feel and what they think. This can be considered as a rude thing in some culture and therefore it's

important to keep this in mind when doing business with Germans. It's important not to take the business negotiations and the direct opinions personally. Germans also make clear separation between business and private life and they don't invite people to their homes for dinner or make jokes during the business meeting. It's important to be well prepared and detail-oriented in the meeting. Germans dress formally to the business meetings. (Enter Germany, 2014)



(Map of Germany, [www.medknowledge.de/germany/](http://www.medknowledge.de/germany/))

## 2.5 Road maintenance in Germany

There are specific laws and regulations concerning removal of snow and maintaining roads in the winter in Germany. (Guideline for winter). The road network in Germany consist of motorways, federal highways, state roads, district roads and municipal roads. According to Federal Highway Act state, district, municipal roads and also other public field roads including forest roads maintenance belongs to the road maintenance authorities. The bigger roads, motorways and highways, maintenance belongs to the federation. Three things influence in road maintenance: the weather, volume of the traffic and the road itself. (Komulainen Ville, 2011).

The weather in Germany differs depending on a region. The Alpine region is the coldest region in Germany and the coldest month is January when the temperature drops almost everywhere to 0 °C. Road maintenance in winter can be hard since the weather changes typically from 0 to freezing cold. The snowiest region in Germany is Bavaria, where the Alps are located, and there the winter can last from November to April.

Most parts of Germany are covered with snow usually from 20 to 59 days a year. (Komulainen Ville, 2011).

Different organizations are in charge of different roads. The Federal Ministry of Transport and Digital Infrastructure is responsible of motorways and federal highways maintenance. (The Federal Ministry of Transport and Digital Infrastructure, 2017). Administrative district authorities are responsible of the state roads and district roads but they can give the responsibility to states. (European Commission, 2008). Only the main roads are plowed from snow and the responsibility of snow plowing the smaller roads is for community. Clearing the sideways and walkways from snow is the responsibility of homeowners or tenant of the house near the streets. (Guideline for winter).

### 3 RESEARCH

During the research project we contacted several German companies in order to get information, contacts and potential resellers and customers. We sent emails to several companies asking about their interests in Hese 1000 machinery or if they would know someone who might be interested. We created an English brochure of Hese 1000 and sent it to some companies.

Also a survey was sent out to German schools to gain more knowledge on the need for Hese 1000 in Germany. The survey results were reported and used in the recommendations for Maviteknik Oy.

SWOT means strengths, weaknesses, opportunities and threats that the company possesses and faces. It's an analytical framework that helps companies when they're facing different situations, for example entering the new markets. The goal is to gain full awareness of the factors. Internal factors are the strengths and the weaknesses that the company itself possesses and external factors are the opportunities and the threats it faces in the competition and markets that the company doesn't control, for example market trends. (Fallon Taylor Nicole, 2016)

### 4 RECOMMENDATIONS

Recommendations based on theory and research were given directly to Maviteknik Oy.

### 5 CONCLUSION

With all the information gathered we believe that Maviteknik could have a chance to sell Hese 1000 in Germany and gain a market share there. However before entering the markets they should consider the recommendations that were written in this mini thesis.



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APPENDIX

Hese machinery brochure

