

Developing an Entry Strategy to the Mediterranean Markets for NT Liftec Oy



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ABSTRACT

Many companies attempt to grow and extend their business internationally to increase their sales and competitiveness. But this process is associated with many challenges and barrier and understanding the target market is one of the key steps to entre successfully.

In this thesis, the author has described the concept of market entry and market entry modes including the internal and external factors that affect the decision of the choice of the entry mode. The targeted market is the Mediterranean market. It is huge and in order to develop an entry strategy for the case study company NT Liftec Oy to this region, the researcher chose three different markets from the targeted region. France as developed market, Turkey as advanced emerging market and Morocco as emerging market.

In this context, the author has analysed the external macroeconomics and the social environment of the three markets thus has analysed the case company NT Liftec Oy internally to identify its resources and capabilities. The research method used in this study is the qualitative method based on qualitative data to understand deeply the markets which will help to answer the research problem.

Based on the key findings, the export mode can be the suitable entry mode for the three market despite the deference between them. This choice is due to the size of NT Liftec Oy and its limited resources. The export mode allows the company to enter these markets cautiously and with low risks and costs. Thus, recommendations has been provided to NT Liftec Oy that may help to overcome the entry barriers to these markets. Three interviews has conducted with three persons from the three markets who had a part in the decision-making process to discover their needs, visions and their business cultures.

Keywords Mediterranean Market, NT Liftec, Market entry.
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1 INTRODUCTION

1.1 Background of thesis.

Entering a new market requires a good understanding of the new targeted area to get a successful and positive outcome. In order to achieve the company's objectives in the new market, there are several stages that should be taken into consideration when planning to deliver services or goods to the new market, such as new market condition, competition, market policy, sales and delivery and the needed strategy to enter successfully.

This study and thesis will focus on developing a strategy to the Mediterranean markets for NT Liftec Oy, including market potential and competitive advantage. The core of this thesis is to describe how NT LIFTEC will enter successfully, explain also why they need to enter it and how the company can do it through its competitive edge. Based on this study, the aim is to give recommendations that can help the company to achieve its objectives in the new market

1.2 Research question and objectives

Regarding to the problem discussion, the main research question is:

-How can NT Liftec OY as a port logistic equipment supplier successfully enter to the Mediterranean markets?

In the end, this research will provide the company enough knowledge of the Mediterranean market. Moreover, the following research questions will be answered:

- Which market entry possibilities are in the Mediterranean area?
- How do competitors appear there?
- What are alternative options as entry strategies for NT Liftec Oy?

1.3 Research method

The method used in this thesis is qualitative method based on qualitative data, non-numerical data. This method will help to evaluate the Mediterranean market by providing information to understand the entry mode process.

Descriptive and explanatory study:

The researcher uses a descriptive mode which will help to answer the “how” question and describe how NT LIFTEC effectively and successfully will enter the Mediterranean market, and also explain why the company needs to have knowledge of the new market.

1.4 About NT Liftec Oy

” NT Liftec Oy is a logistic solution provider based in Tampere/Pirkkala Finland and is widely known as an innovative and reliable supplier of premium quality products, specializing in heavy cargos transportation for ports, terminals and a wide range of industries. The company is part of the Novatech group which is privately owned and established by Erik Knudsen in 1996 in Aalborg, Denmark. Liftec Oy was founded in 1991, it was part of the TTS group until 02.2017 then became a part of the Novatech group until today. The company provides self-loading solutions for heavy materials and the core of productivity of the Liftec products lies to the Liftec cassette system which offers improved safety, cost effectiveness and high transport efficiency. But since NT Liftec is part of Novatech, the study will take in consideration the whole group products possibilities in the targeted market including Novatech s products too, such as port and terminals equipment, special transport equipment and roll trailers.” (NT Liftec, 2019).



Figure 1. NT Liftec location. Source: NT Liftec

2 THEORITICAL FRAMEWORK

2.1 International marketing and marketing planning process

Many people think of marketing as only selling and advertising, however selling and advertising are only the tip of the marketing iceberg. Today marketing must be understood in the new sense of satisfying customer needs. Marketing is the operation that companies follow to construct a solid relationship, creating value for customers and capturing at the same time value from customers in return. (Kotler, Armstrong, Harris, & Piercy, 2017, p. 33).

According to Kotler and Armstrong, the marketing is identifying and meeting human and social needs, which means that marketing is where needs and profitability meets.

Marketing communication plays a dynamic role in the development of brands. Through marketing communication products develop to brands and customers can see how a product is different and understand the brands values and what it stands for. (Fill, 2006, p. 22).

The world continues to feel smaller and smaller with globalization and the new technology that has created opportunities and challenges for brands. Present consumers have so many more options for similar products than before. Doing business globally gives the company the opportunity to bring new innovations to the world. Nevertheless, the company s great benefits of its local marketing, the international marketing opens more doors and create more opportunities for the company to extend and promote its goods, services and information across political boundaries. Moreover, through marketing the business internationally, the company will be able to develop new relationships, long-term business relationships which is essentially creating lifetime connections. International marketing makes the brand stronger on the market because customers recognize a brand that is selling in multiple markets.

Global firms operate in more than one country which allow them to gain R&D production, marketing and financial advantages in its costs and reputation. But the global competition is also intensifying, and the new markets are no longer as rich with opportunities. So, to survive in the international market for a long period and come out with a positive outcome, the companies must be prepared for all the activities, challenges and adjust accordingly to the international market's needs and opportunities. (Kotler, Armstrong, Harris, & Piercy, 2017, pp. 562-563) (Albaum, Strandskov, & Duerr, 2002, pp. 4-5).

Kotler (2017) has introduced a 5-step process for companies to create and capture customer value. The first step is to understand the marketplace and customer needs and wants to decide which customers will be served

and how to bring them value. The second step is to design a customer value-driven marketing strategy. The third step is to prepare an integrated marketing plan and programme to see how to serve the selected customers. The fourth step is to build profitable and beneficial relationship by delivering superior customer value and satisfaction and the fifth step is capturing value from customers which is result of the four previous steps, creating a satisfied customer, make him loyal, buy more and talk favourable to others about the company. (Kotler, Armstrong, Harris, & Piercy, 2017, pp. 6-19).

2.2 Situation analysis

2.2.1 Situation analysis: definition.

Entering new market or going globally to be international firm is not a simple and easy decision to execute. As mentioned before, there are different market entry modes and to make this entry easier and successful, managers and investors of companies analyse the company's situation, which is the first step in the process to make the right decision. Situational analysis where managers use market research and other examination to drive decision making. It helps them too to compare and analyse all the entry modes in the foreign market and choose the right one through it the companies achieve their objectives. Situational analysis helps to determine the effectiveness of the chosen entry mode, define potential customer, evaluates project growth, competitors and plan a realistic estimation of their business.

There are two factors that influence and affect the choice of the entry mode. Firstly, internal factors which allow managers and investors to examine the organization's internal environment and determine its resources, competences and competitive edge. Moreover, internal factors allow them too to identify and determine the organization's strengths and weaknesses. Secondly, the external factors what should be analysed accompanying to the internal analysis. The external analysis allows managers to examine the organization's opportunities and threats due to political, economic, social and technological forces. (Lorette, 2019)

2.2.2 Internal environment analysis

The internal environment analysis is based on the organization's internal environment. It is an important process that directly influences the entry mode choice because it allows highlighting the strengths and weaknesses of the organization in order to determine their resources, competences and competitive edge, where they are strong, where they are weak and where they are ok. One of the most important factors that influence the

entry mode choice is the firm's size that shows exactly its resources and its availability to increase its investment in management, capital, production, technology and marketing and going globally. It is a problem that usually small and medium-sized organizations face when deciding to enter new market because it is a big investment which needs big capital. Small firms that have limited capital and resources and due to their situation, they will face high unbalanced competition with giant firms that already having huge resources and capital and looking only to scale their business. So, to reduce this risk, the small firms prefer to use the export mode with low involvement and with time if they grow, they consider using hierarchical mode. In other hand large firms prefer to use modes where the level of control is high because they are financially stable and having high turnover which allow them the needed resources for investment. (Hollensen, *Simply Marketing Communication*, 2012, p. 223).

Another important factor is the produced product, its characteristics, uniqueness and difference from other products. For example, if the product is very developed and with high technology, it means that the producer company may need to provide services like installation and training and after sales services to the customers. If the product is high game and high value, to protect the brand image and this value in the market, the firm prefers to control the over-production and the quality and directly export it to the new market. But even that, for some luxury products that requires before and after sales services like electronics, the firm is obliged to use hierarchical modes and establish an own wholly subsidiary from where it can provide services to customers. A product's size, value, weight and material will affect where the production will be and then automatically the entry mode.

Another factor is the firm's international experience and how familiar it is with the internationalization process. So, firms that have enough experience and have dealt with international operations feel more comfortable and more confident of their ability to manage foreign operations, make more profit and use more resources because it knows already how things work and why not make direct investment instead of exporting. On the other hand, small firms and due to their lack of international experience they prefer to export. (Mikrovic, 2019).

2.2.3 External environment analysis

The external analysis includes all the external factors from company's external environment that can affect the performance of the business in the new market. Those factors that cannot be controlled and influenced by the company, we can talk now about opportunities and threats like the degree of risk, competition and export barriers. According to Hollensen, these factors consist sociocultural differences, market, production and

environmental factors like political, economic and social cultural factors. (Hollensen, Simply Marketing Communication, 2012, pp. 224-225).

The market size is an important factor when choosing the entry mode. If the target market has big potential for business, large and with rapid growth, the firms feel comfortable and more confident in their ability to use more resources and invest directly by choosing an entry mode with high level of control and involvement. On the other hand, if the market is small and the potential opportunities are less, the firms prefer to take low risk and do not want to be much involved and choose to enter the market indirectly by exporting or licensing. (Hollensen, Simply Marketing Communication, 2012, p. 225).

The sociocultural factor refers to the similarities and differences between the home country and host country like language, culture, educational level. As much as the difference is big as much the performance is very hard and difficult in the host country. The firm may not feel comfortable to take risk and invest a lot, so to decrease that risk and the involvement, it may choose joint venture or exporting indirectly. (Hollensen, Simply Marketing Communication, 2012, p. 224).

Production factors are the product quality, quantity and raw materials cost in the host country, moreover labour costs and infrastructure. All these factors affect the entry mode choice because if the production costs are higher in the host country than the home country, no need to make local production and use exporting mode. Other environmental factors are political such as government rules and regulation in tariffs, wars, economical like recession, economic size, structure and performance and socio-cultural factors. Competition is another factor that affects the choice of entry mode decision, markets where there is an aggressive and violent competition are not recommended to be invested heavily on it. So, an entry mode like exporting will be the suitable one because it does not require high resources. In some markets, where high competition and dominated from few export intermediaries who run the whole business, the firms may use hierarchical mode and invest directly to get more opportunities in the market and of course again depend on its size and its ability to invest. (Hollensen, Global Marketing, 2017, pp. 354-355) (Mikrovic, 2019).

2.3 Market entry strategies

2.3.1 Definition

When a company decides to go international and do business globally, despite its success locally, it should know what it needs to be prepared for the all the activities and difficulties to ensure its presence and to survive in

the new market for a long period. Anderson and Coughlan (1987) state that market entry is the decision of a domestic manufacturer to introduce a product into foreign market. It is the initial step to the internationalization and expanding business network and bring new innovations to the world. Once the company has chosen targeted markets, it needs to work on the best way to enter those markets and decide on a market entry strategy and a marketing plan. The entry mode will be used to penetrate a target country whereas marketing plan purpose is to penetrate a target market. So, the company's success on the foreign market is tied to choosing the right market entry mode.

In addition, Choosing the right mode depends on the company's strategic objectives and its willingness to dealing with risk, control and flexibility. Low involvement minimizes risks, but it also minimizes control which results a cut off from market information like price levels, customer behaviours. This is what some risk-averse companies do and prefer to low involvement entry mode like exporting. So, to control and be always on the leading position the firms have to be involved more. (Hollensen, Global Marketing, 2017, pp. 350-352) (Albaum, Strandskov, & Duerr, 2002, pp. 242-247).

2.3.2 Introduction of different market entry strategies.

According to Hollensen 2017 in his 7th edition, Global Marketing, there are several market entry mode strategies; he divides the mode in three major groups:

Export mode: it is a mode with low control, low risks and high flexibility. A company manufactures its products locally or in the third country and exports it to the foreign host market. There are three types of export modes that can be identified. The first type is indirect export, when the company wants to minimize the risk and control and does not take direct care of exporting activities and forwards the performance to another local company. The second type is direct export, when a company wants to be typically involved and takes care of exporting activities such as documentation and pricing policies. The third type is cooperative export, it is a collaborative performance of exporting activities.

Since this mode is with low risk and low control due to low involvement, we can say that the success of the company in the foreign market is tied to the relationship with the export partner and the level of the mindshare that the export partner have on his mind about the manufacturer. The export partner who have high mindshare will automatically be highly motivated, sell more and well place the exporter brand in front of other companies. Manufacturer who chooses this kind of mode needs to be good communicator and trusted by his export partner to raise his mindshare and understanding his business models and goals and how it would cost to

replace him. (Hollensen, Global Marketing, 2017, pp. 343-345) (Albaum, Strandkov, & Duerr, 2002, pp. 275-292).

Intermediate mode: consists a variety of arrangements such as joint venture, strategic alliances, licensing, franchising or contract manufacturing. This mode is used by companies who possesses a competitive advantage, but they see that these advantages cannot be exploited due to reasons such as sources and the best way is to forward them to another party on a specific contract.

Licensing: according to Cavusgil (2017, p.442-446), licensing is an agreement that gives one firm the right to use other firm s intellectual property for a certain period of time in exchange for royalties or other compensation. It is a suitable mode for markets where exporting is very difficult. Licensing agreements are usually for longer term and they can be divided into several types: firstly, in a trademark licensing by giving another firm the permission to use licensor name, logo and characters. Secondly, a Copyright is that the owner is exclusively who have right to reproduce, distribute, perform, display or prepare derivation. Thirdly, a know-how licensing agreement is where the licensor provides the license technological or management knowledge about how to manufacture the product. There are so many reasons for using licensing as follows:

- The licensor firm outsource production and downstream to other firm just to concentrate on its core competences.
- The licensor is not able to invest financially, managerially or in marketing.
- Some new market has some government regulations difficulties or political risks.
- Tariff or non-tariff barriers on imports. (Hollensen, Global Marketing, 2017, pp. 389-392) (Cavusgil, Knight, & Riesenberger, International Business, 2017, pp. 442-446) (Smith S. , 2019).

Franchising: means "to be free from servitude". This mode came from the Unites State and it can be used from companies which already has successful and proven in the market and they only focus on the scale of their business. So, they only look for a franchisee with enough knowledge and skills to operate branches of the same business. McDonald and Ikea are very good examples of companies who have grown through franchising. "Franchising is a marketing-oriented method of selling business service often to small independent investors who have working capital but little or no prior business experience" (Hollensen 2017.). it is an agreement between the franchisor and franchisee, franchisor with its successful business and brand and the franchisee with an initial capital to start the business. it is an agreement between brand reputation with knowledge and capital. The business gets run by the franchisee capital with a support from the franchisor who provides training, knowledge; know how, marketing and skills.

There are 2 types of franchising direct and indirect: direct model gives the franchisor to control and coordinate the activities of the franchisee directly but indirect model, there is between the franchisor and franchisee master franchisee that is responsible of its franchisees within the territory. Usually franchising agreement gives the franchisor the ability to control how business run and contains strict quality control provision because it is about brand image and reputation. For example, if a customer visits a branch of burger king restaurant while travelling, he expects the familiar services like home, so any unexpected or disappointment is a bad experience to the brand not only to the branch and this unpleasant surprise can damage the brand. The package transferred by a franchisor to a franchisee can contain trademark/names, copy right, design, patent, trade secrets, business know how, geographic exclusivity, store design, market research for the area and location selection. (Hollensen, Global Marketing, 2017, pp. 392-395) (Cavusgil, Knight, & Riesenberger, International Business, 2017, pp. 447-450) (Smith S. , 2019).

Contract manufacturing: it is a contract between a contractor and contracted company from the host market to produce the contractor s products. it gives the contractor the possibility to control its R&D, marketing, distribution, sales and services. Product can be sold by contractor in home country, manufacturer country or other foreign country. Quality and specification are very important, and any product is out of norms and do not answer the contract terms and requirements will dissatisfy the contractor who have the complete right to change to another manufacturer. (Hollensen, Global Marketing, 2017, pp. 388-389).

Joint venture/ strategic alliances: joint venture is an agreement between two or three parties to enter into a contractual arrangement to produce products or provide services jointly. This mode is used when the arranged companies needs to combine their strengths and resources to create a competitive advantage while minimizing the risk. Strategic alliances are more or less quite same as joint venture, it is an agreement between two or three companies for an objective but stay independents. In joint venture the arranged companies cannot operate independently, but they can do that in the form of strategic alliance agreement because they can declare their arrangement expressly unlike in the joint venture where they must have a contractual agreement in which they specify all the terms and work condition. Joint venture is to mitigate the risk and strategic alliance is to maximize the returns. (Hollensen, Global Marketing, 2017, pp. 398-405).

Joint ventures and strategic alliances

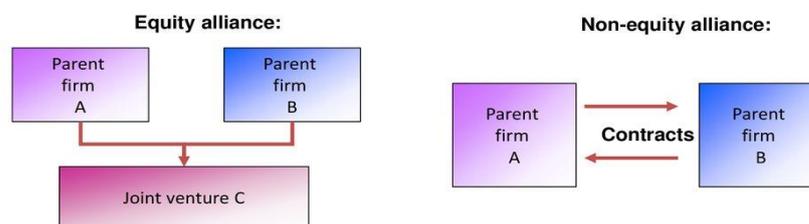


Figure 2. Joint venture and strategic alliance. Source: Hollensen 2017, p.399

Hierarchical entry modes: this mode is when a company decides to carry out and transfer most of or all its operations to foreign market with full control and greater influence instead of export or intermediate modes. This kind of mode requires courage from the management to take risk, lot of commitment and financial resources. A hierarchical entry mode can be observed through several orientations:

- Ethnocentric orientation: the company is represented by a domestic sales representative who travel abroad to introduce the company.
- Polycentric orientation: the company is represented by a foreign branch office with resident sales representative instead of using domestique-based sales representative.
- Region centric orientation: the company focus in a certain region of the world.
- Geocentric orientation: the company views all the world as a potential market and try to organize operation across national boundaries. (Hollensen, Global Marketing, 2017, pp. 420-431).

2.4 Summary of the theoretical framework

The most critical decision for firms who wants to go international is the choice of the entry mode that will allow a safe entrance to achieve their objectives in the targeted market. It is not that simple decision and entering a new market is a risky step with big potential of failure. The mode decision refers to the method how the firms want to carry out their business and the level of control and involvement in the foreign market. Any wrong decision will affect financially the firm. So, to do the right

decision and go onto new market successfully, managers and investors need a strategy and have to take various aspects into consideration.

Company can be locally successful but to go international means that there will be a new competition area, many competitors that are competing for customer's attention and loyalty. When the company decide to go international, it is not possible to enter all the markets. The entering company should define its targeted market and the volume of entering these markets. It is advisable that the company focus on few countries where there is possibility of high market share. Moreover, for successful entering, the entering company may define its new market type, is it industrial, emerging or developing country? to identify the specific opportunities and risks of these markets. Choosing the right entry mode is a necessity to achieve the targeted objectives according to the company's particular situation, financial, economic and environmental and to market's economic environment and analysing the situation internally and externally accordingly. SWOT analysis is a good tool to start with, to identify the company's internal environment including strengths and weaknesses. Using strengths to uncover the opportunities and understand the weaknesses to eliminate the threats that will be faced.

3 CASE COMPANY PROFILE.

3.1 NT Liftec Oy profile.

3.1.1 History

“Liftec Company has founded in 1991 by Jorma and Maija Mäkinen with the mission of optimizing the logistic handling of large load units. At 2004, the company became a part of TTS ships and equipment after selling their shares, then the name of the company has changed to TTS Liftec Oy as part of the large Norwegian TTS Marine ASA group for more than thirteen years. At February 2017, the company was sold again to Novatech Group which is a private owned company and established by Erik Knudsen in 1996 in Aalborg, Denmark. The name changed again and became NT Liftec Oy. Novatech group now employs around 240 employees in Denmark, Poland and Finland. In Finland, NT Liftec is located and exactly in Pirkkala with a building divided into office and assembly halls and has a total covered area about 3600 sqm”. (NT Liftec, 2019).

3.1.2 Business idea

The business idea of NT Liftec is to market, design and manufacture heavy cargo transportation equipment for ports, terminals and range of industries. NT Liftec is a logistic solution provider with the most cost-efficient transportation system, the cassette system. The company is globally known as an innovative and reliable supplier of high-quality products which have been designed and manufactured at its facility in Finland but only few months ago decided that the manufacture of the whole group products will be transferred to Poland. (NT Liftec, 2019).

3.1.3 Products

The company has three products: cassette, Translifter and straddle carriers. But the core products are manufactured around two product concepts, the cassette and the heavy cargo management concept. In this study we will focus only about cassette and Translifters since the straddle carrier has a limited market (Sweden). The cassette system has started in Scandinavian area to transport paper rolls and has been used in RORO operations between the region countries. The Cassette system is a common concept in any heavy cargo transportation when various loads are loaded onto the cassettes in ports, terminals and industries, then lifted up for transportation with hydraulic lifting mechanism. It is not possible to move the cassette loaded or unloaded without translifter. The big competitor for translifter and cassette system in the market is Roll trailer, which is basically built with thick metal platform and wheels under it to move. (NT Liftec, 2019).



Cassette



Translifter



Straddle carrier

Figure 3. NT Liftec products. Source: NT Liftec

3.1.4 Recent international market.

Currently, NT Liftec is an international company and its translifters are running around the world in ships, ports, terminals and in range of industry plants. NT Liftec customers are located as I said before around the world like Baltic, Asia, Europe, Australia, Middle East and USA. (NT Liftec, 2019).

3.2 Customer profile.

NT Liftec is a technology company who delivers logistic solution to improve efficiency and productivity at ports, terminals and industry plants. The company's specialty is tailor made horizontal transportation solutions with translifters and cassette system. (NT Liftec, 2019)



Terminals

Steel plant

Figure 4. NT Liftec customer's profile. Source: NT Liftec.

4 METHODOLOGY

4.1 Research method

After the author has understood the NT Liftec Oy management plan and rephrasing it into research problem. The author has to determine what kind of information will help the research and serve best to answer the research question. The researcher has realized that this study needs a deep understanding of the targeted markets. So, the method used in this thesis is qualitative method based on qualitative data, non-numerical data. this method will help to evaluate the Mediterranean market by providing information to understand the entry mode process. The purpose of using qualitative research is that the author looks to find out what is in consumer's mind and how to gain this consumer to become a customer. This kind of information cannot be measured in numbers or analysed through a quantitative method.

This study follows a qualitative research. it is better for the study because it will provide a general analysis and enough knowledge of the new market which will allow the company a considerable advantage over the existing competitors and a clear idea of the potential of its products. Thus, qualitative data contains detailed description of situation which will help the company to know how much potential it has in the new markets. (Sanders, Lewis, & Thonhill, 2012, p. 163).

4.2 Data collection

This chapter will describe the methods used to gather the necessary information which will be used and analysed to answer the research question. Collecting information that runs deep and that will give detailed data for the research. Through the qualitative method, the company will be able to identify, name, describe and understand its new market. In the present research, the collected data will be divided to 2 types according to the sources it comes from:

- Primary data which is not existing and need to be collected to be used in the empirical part of the study. For this purpose, interview method will be used to collect directly valid and reliable data from the three targeted market. data will be also gathered from direct observation through witnessing the surrounding environment during the researcher s visits to customers sites, opinions and managers from the case study company.
- Secondary data: existing data that can be used in the theoretical part as well as empirical part. The data will be gathered from brochures, company materials, websites, electronic articles, magazines, books, company archives and LinkedIn.

Finally, opinions and recommendations from the researcher based on his study and his experience background as sales manager to the case study company will be provided and conclusion.

4.3 Data analysis

The purpose of data analysis is to come out with sense and meaning of the data. in this study the author starts with theoretical framework by presenting the data in descriptive manner. After that, the researcher moves from description to more abstract category and categorized the data into groups with empirical framework. Finally, the author playing with the data, making inferences, developing models and generating theory to come up with meaning. Playing with data allows to formulate an entry mode for NT Liftec Oy to the targeted markets with recommendations and conclusion.

5 EMPIRICAL RESEARCH.

5.1 Internal environment of NT Liftec Oy

5.1.1 Products and services.

Even NT Liftec is known and market leader in providing equipment for horizontal transportation, it also provides solutions to customers how to run their operations to boost productivity and have efficiency. Now days, port equipment industry has grown, and the all new or new manufacturers are looking for customers. So, being closer to customer and contributing in their growth become a necessity to be unique and differentiate from competitors. For example: NT Liftec is an engineering company and many times has been participating and get involved in the planning stage for new ports like DP World GW London. (NT Liftec, 2019).

Every year, NT Liftec extends its product portfolio and improving the existing products. Moreover, the company get out of standard equipment and offers tailor made equipment for ports, terminals and range of industries. NT Liftec is present in also in other industries like concrete industry and wind power industry. (NT Liftec, 2019).

Now s days, technology is developing fast, it can open new possibilities for some companies and can create obstacles for others. For that purpose, NT Liftec choose carefully its employees and continue hiring well skilled people that can help the company keep being successful. In other hand, product quality is important and the company cares of the reliability of its components to provide reliable final product that can meet the customer s requirement and run the business in a responsible way. (NT Liftec, 2019).

In order to be closer and maximize the profitability, NT Liftec offers to its customers extra services like refurbishing the old machines, upgrading and replacing with the latest version that facilitate the use of the equipment. Moreover, the company makes sure its customers are satisfied with the product and services by valuating the customers feedback. This aftercare service is important for NT Liftec because it strive to build successful and long-term relationships with customers instead of saying thanks after every complete sale. (NT Liftec, 2019).

5.1.2 NT Liftec SWOT

5.2 Targeted markets analysis.

5.2.1 France.

A. External environment

France or republic of France is the largest country in the EU with a surface from the North Sea to the Mediterranean.

Economic overview: France has ranked the 7th economic power in the world by 2019 which shows the power of the management. The country's economy is based on the services with 70% of GDP. Moreover, France is one of the global leaders in the automotive, aerospace and railway sector.

Since 1980, the government has favoured capitalism and market-oriented policies. Now days, France government still play key role in certain sectors like agriculture and intervene strongly in the financial and banking sector which avoid the country to fall toward bankrupt like some other EU countries. France is the second largest exporter in Europe after Germany including machinery, aircraft and space craft, electronics, vehicles, equipment and pharmaceutical products. In other hand, the main imports are machinery, vehicles, crude oils and aircraft.

France has an educated population and a talented workforce, and the country is well classed with its infrastructures including maritime ports, high speed passenger rail and extended railway network. (Santandertrade, 2020) (Nordeatrade, 2019) (Gov.UK, 2018).

Political and legal factors: France is one of the important countries in Europe and has a significant role in the decision making in the international affairs. The country enjoys a good political stability and there is no political trouble, no war, no political crisis. All these factors attract investors and new businesses entry. France is a developed country and open to all foreign enterprise. The government doesn't fix any control of any new entry of any business which no convenient with the French population belief.

France is a member of European Union and all the members of this union share a common market without tariffs and have a common foreign policy which represents an international understanding and good relation. (Santandertrade, 2020) (Nordeatrade, 2019) (Gov.UK, 2018).

Social factors: the economy situation is affecting the social class in France. Labour wage is high. Labours are well educated and trained. Nevertheless, the youth crime rate is high too due to the disparity between classes.

Employees are always in strike for a reason or not which affect negatively the income and productivity.

The official language is French. France has a high fertility rate with 2.01 children per woman, but now days couples prefer to have job and house before to get children. The majority of population is catholic but the population that is not religious is getting wider over the past century. (Businessculture, 2019).

Technological Factors: France is a developed country and put too much investment into research and development. France is one of the most technological advanced countries in the world with a respectful history in the area of science, IT and space technology. (Omexa, 2020).

Environmental factors: France is the most visited country in the world and tourism plays a key role in the country economy. However, France is facing some environmental challenges like water pollution, air pollution because France is one of the most notorious locations for industrial carbon dioxide, household waste, noise pollution and the erosion of biodiversity. (Statista, 2019).

B. Customer analysis.

The analysis of NT Liftec customers can be focused on the ports which will be categorized under two types: terminals and industrial ports.

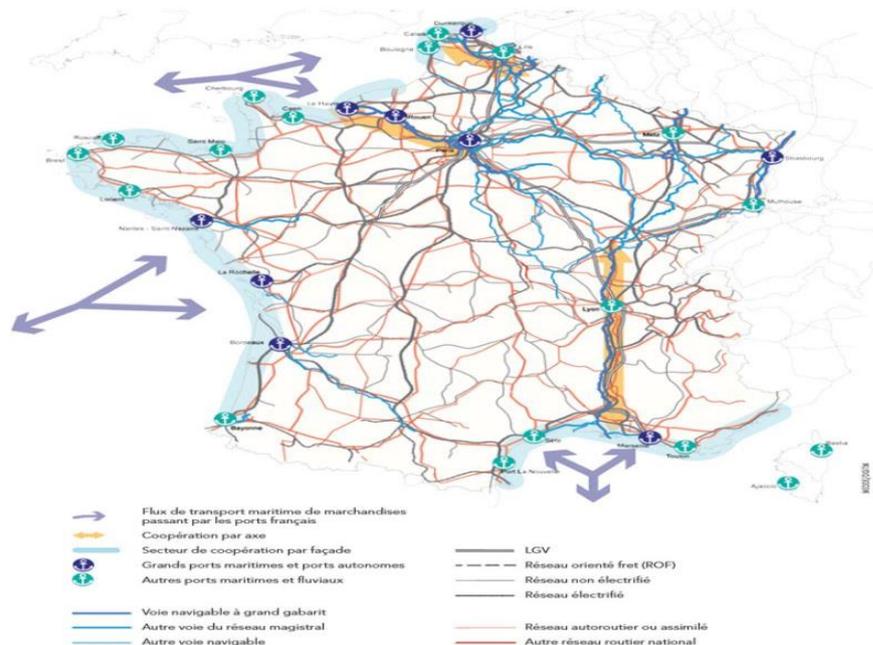


Figure 5. Ports in France. Source: Google.

Basically, the analysis focuses on the market size and the potentiality of NT Liftec products in the French market. As mentioned before, France is developed country and free-market-orientated. It has a talented workforce and educated population. The country is well known with its modern financial market leaded by innovative business leaders. For NT Liftec, the main customers in this study are divided based on the market needs as ports and terminals and industrial ports. (Businessculture, 2019) (NT Liftec, 2019).

Ports and terminals: the use of cassette system can be divided into RORO and container terminals. Historically RORO transport has been the main application for the cassette system when the translifters are used to transport containers on board and off the ships. The challenge in this application is that it needs to convince three parties in the operation port A, port B and the ship owner between the two ports which complicate the deal. In France the need of cassette system can be used in the ports where RORO lines like port of Havre, Dunkirk port, Marseille port and Calais port in addition some ships like DFDS, Brittany Ferries, P&O Ferries. (Highshipping, n.d.) (NT Liftec, 2019) (Ministere de la Transition Ecologique et Solidaire, 2019).

Container terminals: using cassette system in terminals means for all kind of cargos: containers, bulk, heavy equipment. The opposite of RORO ships are LOLO ships which stand for load and unload. Usually, the LOLO ships get loaded and unloaded by crane in the terminals, the Translifters can be used to drive containers in water side to the land side, rail or distribution center. Like in Rouen port, Nantes saints Nazaire ports, la Rochelle port and Bordeaux port. The fact that cassette system requires more space and room in the terminal which make it not recommended in the terminals with limited space. However, translifters provide efficiency even for limited space terminals. (Ministere de la Transition Ecologique et Solidaire, 2019) (NT Liftec, 2019).

Industrial ports: industrial ports are the ports specialized in importing and exporting steel. The cassette system for these kinds of ports is different than ports and terminals. The translifters are designed for 24/7 hours operations and can be used to transport any heavy cargo in steel industry: steel coils, slabs, billets, ingots, sheets, plates and scrap metals. The transliifter can transport from production centre to warehouse then to ship side for shipment. In 2017, France was the world's twelfth largest steel exporter with 14,7 million metric tons to more than 170 countries. The top five export markets are Germany, Belgium, Italy, Spain and Turkey. France top steel producers are Arcelor Mittal which has 2 big factories with own ports one in Eurofos Marseille and the other one in Dunkerque, Riva acier, Celsa, Vallourec and Eramet. The refining and petrochemical industries are for example present in Le Havre, in Marseille-Fos, in Donges in the port of Nantes Saint-Nazaire, in Dunkirk, in Martinique. The automotive industry is also found in the port area within the GPM of Le Havre. New energies

are developing in ports, as evidenced by the establishment of wind turbine construction plants (for example Nantes Saint-Nazaire). (Ministere de la Transition Ecologique et Solidaire, 2019) (NT Liftec, 2019) (International trade administration, 2019).

C. Competitor analysis

Competitors analysis is an important assessment in strategic management which allow the company to have a clear idea on the strengths and weaknesses of its business s competitors.

NT Liftec Cassette system competitors can be divided to two groups, the companies that manufacture the same product with same concept and the companies that manufacture a competitive product, not similar but can be used for the same purpose. Some companies compete in ports and terminals and others compete in industrial ports.

The competitive products are Roll trailers and terminal trailers, these products are simple, less-tech component and have lower price. The Companies in this analysis are real, but coded due to sensibility.



Figure 6. Roll Trailer & Terminal trailer. Source: Novatech.dk

Company M: it is a Finnish company. It is three men company who were employed by Liftec for more than 10 years. The firm is a new company and The cassette system is the core of the business, the company s owners have long experience in translifetr s design and technology, know very well the market, financially are going to be more stable with the time, innovative and have big potential to grow in the market.

The company s weaknesses are they do not own production facility, poor reputation, poor after sales/spare parts service, product s reliability has

not been proven in the market, high production costs and product is almost copy of Liftec s product. (NT Liftec, n.d.).

Company S: it is a German company with production facility in Poland. The company is financially stable, close to main market area, wide product range and wide customer base, innovative, good presence in the market and good agent network. Company s weaknesses are lack of experience in own design of translifters, quality problem, too much customer s complaints and translifter is not the main product. (NT Liftec, n.d.).

Company H: is a port handling equipment manufacturer based in Netherland with production facility in Slovakia. Company s strengths are good presence in Trailer market, wide distribution network, good location and low production costs. The company H s weaknesses are that translifetr and cassette system are secondary product, no experience in design and technology and quality problem. (NT Liftec, n.d.).

Company C: it is an Italian company specialized in the heavy load and special transportation for industrial applications. The company s strengths are independent family company, financially stable, good presence in the market, long experience in the field, 5 production facilities in Luxembourg, Belgium, Poland, Italy and Russia, strong brand, wide product range and wide customer base. Company C s weaknesses are high prices, delay in delivery, weak design, too much component which lead to too much maintenance and slow after sales services. (NT Liftec, n.d.).

Company N and Company K: Company N is a French manufacturer of heavy truck while Company K is a German manufacturer of industrial vehicles. The two companies and in addition to two other companies forms the group- Transporter Industry International. This conglomerate of companies provides transportation for extremely heavy loads in steel. The group strengths are strong brand, long history and experience, strong application know-how, financially stable, strong after sales services, spare parts availability, expertise in the design and construction on heavy duty and special vehicles. The group weaknesses are high prices and high maintenance costs. (NT Liftec, n.d.).

D. Business culture

Doing business with foreigners wherever they are from France or China requires knowing the mentality and the culture of the targeted country.

French people value politeness and they are very formal style, they address each other always by polite expression even in the street. Any casual behaviour will be considered as impolite gesture. Companies are hierarchical and the management can be sometimes aggressive. CEO is the one with ideas and power, employees expect always the upper

management to tell them what to do and they always try to avoid conflicts with them. Managers under the CEO will be implemented hierarchically in strict order according to their responsibility. (Hofstede-insights, n.d.) (Santandertrade, 2020).

Appearance is very important, French people value too much the visitor appearance and take as respectful behaviour. They are always in formal style even during the business lunches or dinners. Not easy to build relationship with French people since they take long time to do that and any friendly behaviour before that might be token as insulting their value. (Santandertrade, 2020).

French people take long time too before deciding on any case, they want to know the partner and why not building relationship before going into business. They like to talk much in meetings and like to if partner is capable of long conversation. Strong ideas are not recommended and during negotiation focusing on relationships is important more than deals.

The language is very important, and it is one of their pride. Doing business with French companies can be done in English too since they speak English. But using French makes the foreign partner more welcome into relationship. (Businessculture, 2019) (Santandertrade, 2020).

French people do not like to take risk and any change in the work or in the work system not planned carefully might create stress because they not flexible with new ideas. (Worldbusinessculture, 2017) (Culturematters, 2018) (Hofstede-insights, n.d.).

5.2.2 Morocco

A. External environment.

Morocco is an Arabic kingdom located in North Africa. It is a parliamentary constitutional monarchy where the first Prime Minister Mr. Saad Eddin El Othmani is the head of the government.

The Dirham is the currency with code "MAD" according the money:

- 1 MAD= 0.094 EUR
- 1 EUR= 10.67 MAD

Morocco is situated in a strategic place in the North West side of the African continent with 14 km far from Spain, bounded on the North by the UK territory in Spain the strait of Gibraltar. This strategic place is an international shipping point between the Mediterranean Sea and the Atlantic Ocean. (Worldbank, 2019).

Economic overview: Moroccan economy is liberal economy governed by the law of supply and demand. The government get used to control certain economic sectors, but since 1993 the country has reoriented to privatization. Morocco has achieved a noticeable economic performance

in the last decades due to the government effort in attracting foreign direct investment. Key sectors of economy are agriculture, tourism, aerospace, phosphate and textile. But in the last years the country has increased its investment on its ports and transportation. Regardless the world's economic situation, the Moroccan economy continues to show its flexibility and its resistance.

Despite this flexibility and economic progress, the country has relatively low labour costs and struggle from high unemployment rate, poverty and illiteracy especially in rural areas. (Santandertrade, 2020) (Indexmundi, 2019).

Political and legal environment: Morocco is an Arab country that has experienced some protests during the Arab Spring in 2011, but it was relatively slight compared to other countries. Morocco is politically stable country led by the king Mohammed V who came to the throne in 1999 and holds most political power in his hands. There are two legislative bodies, the lower house which is elected directly and the Upper house which is elected by s colleague of electors. (Santandertrade, 2020) (Gov-UK, 2017).

Before 1993, the most sectors were in the government hands, but recently the country is following a new legal framework and liberated its economy by facilitating procedures and allowing better protection to private sectors. Working on the new legal framework is in line with international human rights standards including labour code, copy rights, freedom of pricing, competition and personal data protection. Moreover, Morocco has worked on developing its international commerce and signed free trade agreement with many countries like European Union the first partner of Morocco, USA and Turkey. (Santandertrade, 2020) (Gov-UK, 2017).

Social environment: despite the remarkable economy growth in Morocco, the country suffers for high unemployment, poverty and illiteracy. The country has the lowest ranking in the world in terms of education although the education is free and compulsory through primary school.

Morocco has succeeded to be well placed in the U.N conventions on human rights with some reservations on religious ground. The majority of people live on the West and North of the country. Casablanca city is the largest city with a leading port. Tangier city has the major and the big port which represent the link between Morocco and Spain, Europe and Africa. Corruption is a big problem is Morocco despite the effort made by government to fight it by setting up anti-corruption body to enhance and be well ranked in transparency. This major problem could be relied to the low salaries in the country. (Gov-UK, 2017) (CIA-GOV, 2020).

B. Customer analysis

The analysis of Moroccan market's customers will not be categorized into two categories as done in French market. The analysis will take the Moroccan markets as one category and take the polyvalent ports as customer.

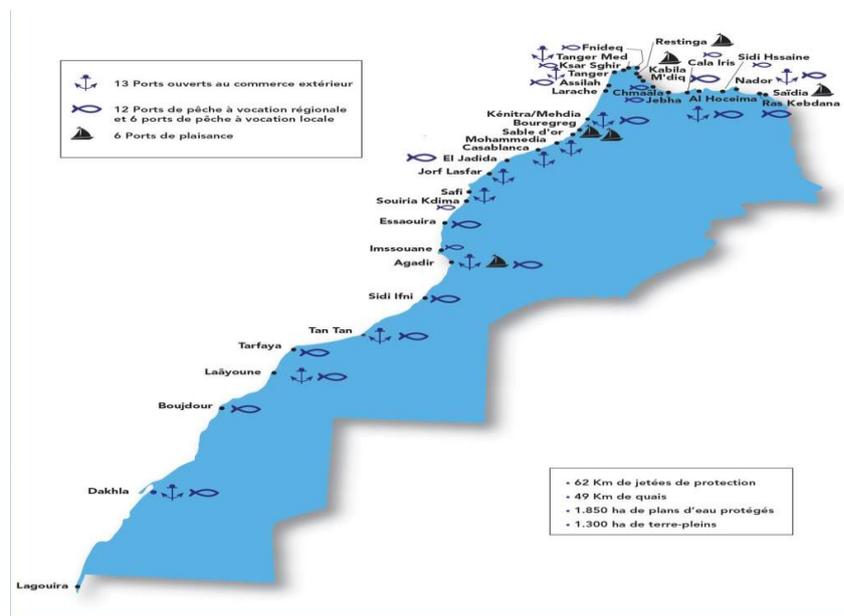


Figure 7. Ports of Morocco. Source: Google

Morocco has 40 ports, 13 of them are polyvalent which are open for international business and the core of this analysis, 21 fishing ports and 6 ports for leisure. The main ports for containers traffic are:

- ✓ Casablanca port, which is operated by 2 operators Marsa Maroc and Somaport, it is the first one in Morocco and multifunctional port for cereals, cars and machinery, solid and liquid bulk, containers and conventional goods.
- ✓ Tangier port or MED port is the number one in Morocco and the 2nd in Africa after the Egyptian port Port-Said. The port has launched its services in 2007 with 2 container terminals operated by Eurogate and APM terminals. Today there are 2 extra terminals that are allocated to Marsa Maroc and the APM group (Mearsk).
- ✓ Agadir port is multifunctional port for containers, fishing and passengers.

The other ports are mainly for break-bulk and conventional cargos like Jorf Lasfar port, launched in 1975 to export coal and phosphate products as well. Safi port is for dry bulk and phosphate. Laayoun port is for phosphate

and sand. Nador port is for coal, hydrocarbyr, billets and dry bulk. (ANP.org, 2018) (Equipment.gov, 2018) (Meys, n.d.).

Morocco has taken the action to extend, upgrade and modernize its ports and launched big investment in construction on six new ports between 2016-2020, Tangier Med2, Nador West Med, Kenitra Atlantic, Safi port, Dakhla Atlantic port and Jorf Lasfar port.

In addition to the ports, there is a ship lines that activates in Moroccan ports:

- WEC lines: Activates between Spain-Morocco-Portugal.
- CMA CGM: France-Morocco-Spain.
Domestic line: Tangier-Casablanca-Agadir.
- Arkas line: between Morocco-other Med countries.
- Hamburg Sud: Morocco-Spain.
- D Amico Dry Maroc: domestic line Tangier-Casablanca-Agadir. (Meys, n.d.) (Equipment.gov, 2018).

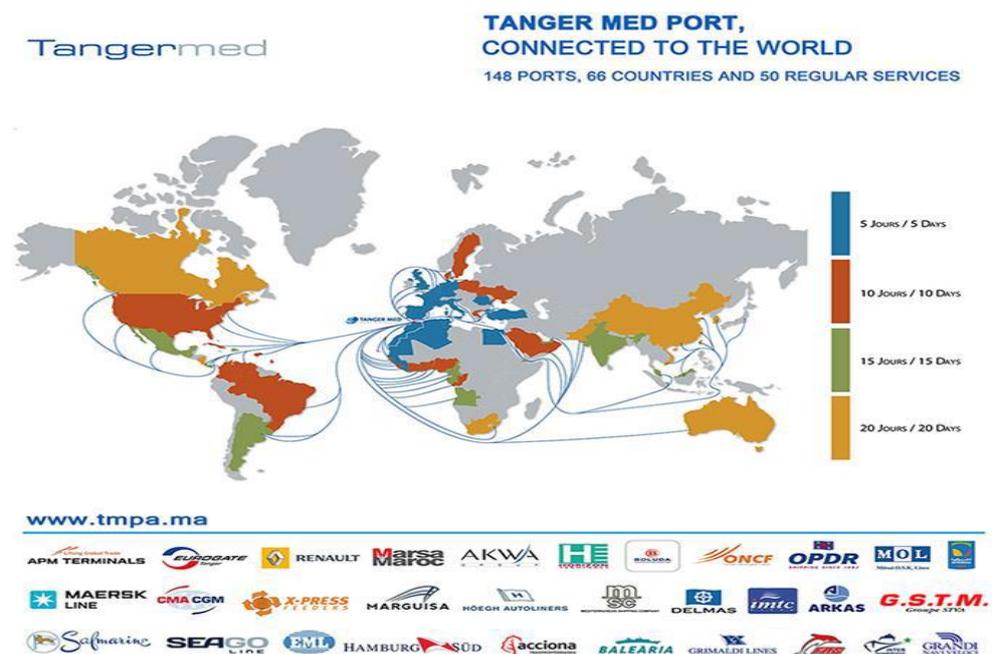


Figure 8. Tanger Med connection to the World. Source: tmpa.ma

C. Competitor analysis.

The Moroccan market is open for all manufacturers around the world. In addition to the competitors analysed in the French market, there are some other companies compete aggressively and have significant presence in the Moroccan market particularly and North-Africa generally. Those companies do not manufacture the same products as NT Liftec but

produce competitive products like Roll trailers and terminal trailers. The Companies in this analysis are real, but coded due to sensibility.

Company F: it is a Spanish company located in Zaragoza in Spain. The strengths of this company are: location close to the Morocco and north-African market, low transportation costs, very low road transport costs to the ports of loading mainly Barcelona or Valencia, good quality according to customers, well known and good presence in the area since they have delivered trailers for long time to the Spain AND North-Africa, low price and low production costs. The company's weaknesses are they do not own production facility, financially not stable since they went to bankrupt few years ago. (NT Liftec, n.d.).

Company DL: port equipment manufacturer from Sri Lanka, established in 1992. The company has 3 production facilities in SRI Lanka. The company strengths are well known in Asia, Africa and Middle East, low production costs due to low labour costs, low prices, strong network and long history and experience. The company weaknesses are transportation costs Africa, quality problem and some financial problems in the last years. (NT Liftec, n.d.).

D. Business culture.

Doing business with Moroccan companies and Moroccan people requires knowing the mentality and the country culture. Foreign companies strive to penetrate the Moroccan market and in order to enter successfully they need to know some important points on Moroccan culture and relationships.

Companies are hierarchical and bureaucratic, so foreign companies must not be in hurry and be ready to wait because making decisions takes times and requires approval of many managers. If the government is involved in the decision making, it might take longer since extra approvals from many ministers are required too. (Commisceo-global, n.d.).

During meeting and negotiations, the overall dress is formal and conservative. Moreover, Moroccans value appearance and judge people on appearance. Meetings should be set before for a long time and it must be confirmed one or two days before, other way it will be considered as cancelled. First meeting, it is better to be presented by a trusted person because Moroccans prefer doing business with people they trust and know after a long relationship. So, getting into business with Moroccans requires having references or trusted people. For meetings, foreign visitors must be punctual, in other hand Moroccans can arrive late by thirty minutes or an hour. (Santandertrade, 2019).

The mother language is Arabic, French is the business language, but Moroccan businesspeople can speak English too. During business

communication, facial expressions are important because Moroccan care about emotions and feeling and love to see them expressed by face. Price is very important in decision making and foreign companies must know that prices for Moroccans can be always negotiated. No fix prices. (Santandertrade, 2019) (Commisceo-global, n.d.) (Hofstede-insights, 2019).

Moroccan business culture is very influenced by French culture since Morocco has been colonized by France for decades.

5.2.3 Turkey.

A. External environment.

Economic overview: Turkey is the bridge between Europe and Asia; it is a major emerging economy and key regional power. Turkey is mainly free market economy which makes the country economy the 68th freest in 2019 index. The foreign direct investment is one of the economic strengths which play a key role in driving the country economy growth. (Heritage, 2019).

Due to the political crisis with USA and the negative impacts of a tightening U.S monetary policy, the Turkish Lira has been significantly depreciated which led to impact negatively on the economy performance in the last years. Turkey is one of the biggest exporters including cars, gold, trucks and jewellery. Germany is the top export destination of Turkish commodities while China is the top importer origin. Turkey's top imports are gold, scrap iron, refined petroleum, cars, car s parts and busses. The depreciation of the Lira has decreased the domestic demand because of the weaknesses of the currency that has dramatically raised production costs.

Nevertheless, Turkish economy has shown perseverance in the face of adversity because of its strong banking sector, solid public finance and varied private business sectors. (Taner & Butler, 2019) (Pines, 2019) (CIA-gov, 2019).

Political and legal environment: Turkey is a republic; it is a parliamentary representative democracy until 2017 when the new system makes the president of the republic the head of state. In 2016, a military coup took place. Nevertheless, the failure of this coup, the country has been affected negatively and created a lot of uncertainties. Moreover, terrorist attacks and instability in neighbour countries has made the situation more difficult

Turkey is supporting the liberal trade and investment which is one of the political strengths. This liberalisation allows many Turkish firms to extend in the global economy. Turkey has made significant effort to join the

European Union in order to get access to one of the biggest markets in the world.

Opening a new business in Turkey will take only 6 to 7 days compared to other countries that can go to 43 days. This short business registration process due to the country's framework for business entities which encourage the foreign investment. The judicial system is independent which allows justice for everyone and provide a fair trial if needed. The Turkish government are strict on the law and any discrimination on the basis of race, language, religion, gender or political is totally prohibited.

The corruption in Turkey is an issue and it affects the country image and deepens the political crisis. But despite the political and safety challenges, Turkey stays a secured country to start up a business. (CIA-gov, 2019) (Santandertrade, 2019) (Aljazeera, 2017) (Worldbank, 2019) (Ganintegrity, 2018).

Social environment: Turkey's population is approximately 83 million; the most of them are located in the pacific side. Turkish people are friendly and welcoming people, young, dynamic and well educated. This young and dynamic generation give the country the power to speed up the growth and meet the needs of the domestic and international investors. Nevertheless, the unemployment rate is high and labour wage stays low which lead to poverty. (CIA-gov, 2019).

Technological environment: Turkish people are well educated and their demands for tech products have increased. The government has heavily invested in this sector which accelerates the country progress and put the country between the technologically advanced countries in the world. (UKessays, 2017).

Environmental: Turkey is one of the best destinations for holiday. Friendly population, delicious food, beautiful beaches, hot and clear water. These factors are helping in the economy development. The industry too is one of the main factors in the economy and the massive industrial productions have put the country environment in danger and caused high levels of pollution: air pollution, Sea pollution, climate change, deforestation and nature degradation. (Smith B. , 2019) (CIA-gov, 2019).

B. Customer analysis.

As mentioned in the Turkish external environment part, Turkey is one of the biggest exporters in the world. The geographical position of the country makes it the bridge between Europe and Asia, Mediterranean and Middle East countries. Ports play an important role in the multimodal transportation system which makes Turkey has a role as a transit country and as an origin destination of freights.

Ports and terminals: the use of cassette system can be categorized as done with the French market to RORO and container terminals. In Turkey, the use of cassette system can be in the ports where RORO operations and where RORO ships stop like: Mersin port, Ulusoy port, U N RO-RO(DFDS) pendik port, Krasu port, kumport, Gempport and Evyapport in addition some ship owners like UN RO-RO DFDS, Ulusoy, Sealinea and Atakas lines. (Turklim, 2019).

As mentioned before, using cassette system in RORO ports requires to convince the ship owner and the two ports between the ship operates.

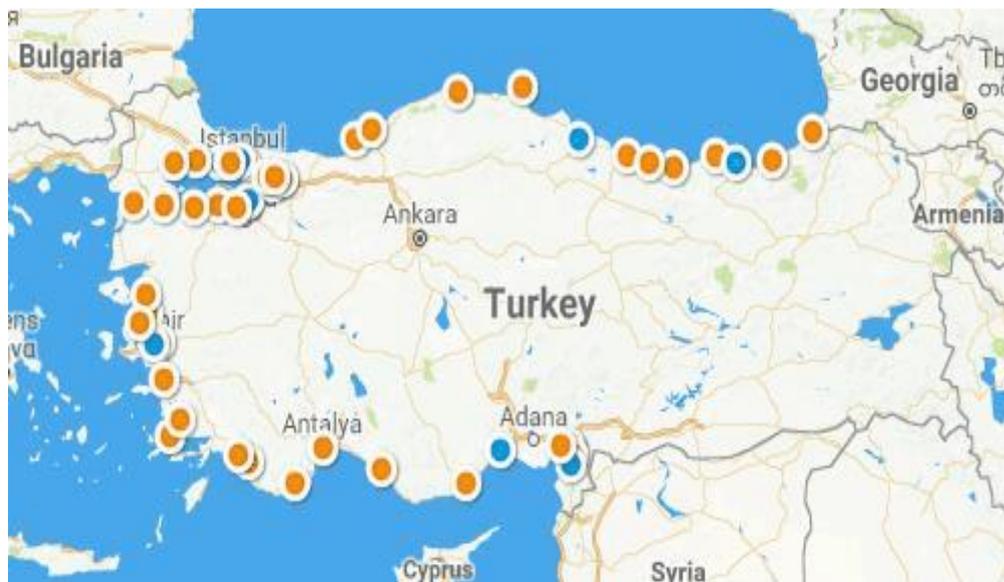


Figure 9. Seaports of Turkey. Source: google.

Container Terminals: using cassette system in terminals means for RORO and Lolo. LoLo operation means loading and unloading containers by cranes from the ship to be transported by translifters to the rail, customer or distribution center. Container terminals in Turkey are: Nempport, Yilport, Ceyport, Samsunport, Rodaport, Marport, Mersin port, Limak port, Gempport, Kumport, Karasuport, Evyap port, Borusan port, DP World Yarmica, Assanport Asyaport, Atlas Ambarli port and Atakas port. (Turklim, 2019).

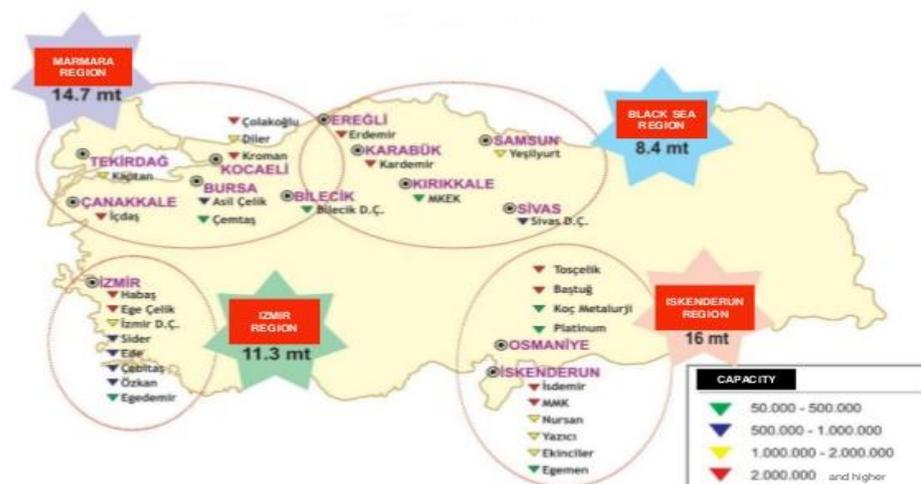
Industrial ports: Turkey was the world's eighth-largest steel exporter in 2018 to more than 200 countries. The top export destinations are Italy the largest market for Turkish export, Israel, Spain, USA, Belgium AND Romania. Steel production in Turkey is distributed in four regions where the producers are located with their own ports to import and export steel products.

- Iskenderun region which consist about 15 ports for steel purpose, the main steel producers are Toscelik, Isdemir, MMK metalurji, Yazici, Ekinciler and Bastug.

- Izmir region with Habas, Ege Celik and Izmir celik.
- Marmara region with Colakoglu, Icdas, Kaptan and Kroman.
- Karadeniz region with Yesilyurt and Erdemir.

D. Main Companies

► Steel Map



Source: Turkish Steel Producers Association (TCUD), 2018

Figure 10. Steel producers map in Turkey. Source. Celic.org

All these steel producers with their own ports are a good potential for cassette system which will provide them efficiency with maximum safety. (Celik, 2019).

C. Competitor analysis.

The international companies analysed in the previous markets stay big competitors in the Turkish market too. The company S is well known in the Turkish market and its products can found in several location around Turkey. The company S has dealer in Turkey who chasing opportunities in the market and facilitate the communication with the customers. The company H has too a representative in Turkey who facilitate successfully the penetration in the Turkish market. Company M doesn't have any agent for the moment since the cassette system is not that familiar and known in the market and the company size and financially is not able to invest in the marketing.

In the industry sector, Company K and Company C are well placed and present in the market since there is in every steel plant in Turkey a vehicle from Company C or Company K which shows the hard work and investment done before in marketing to be well placed. (NT Liftec, n.d.).

In addition to all these companies, there is a big competitor for NT Liftec cassette system named Company SU. It is a local manufacturer established in 2006, specialized in the container transportation sector. This competitor is not manufacturing the same product as NT Liftec but producing a trailer product that does the same job, cheaper and compete aggressively. Company SU's strengths are local producer, location in the market, low prices, low production costs, production facility in Turkey. The company weaknesses are not strong brand, short history and experience, poor reputation, financial crisis due the country's economic crisis, case by case deal and no continuous process in production. (NT Liftec, n.d.).

D. Business culture.

Doing business with Turkish companies and people requires too knowing well the country business culture and business etiquettes. Foreign investors see from Turkey a potential market, but to enter successfully the awareness of the country culture is required.

Meeting Turkish people must be set at least one or two weeks before and to be confirmed by email or call. Usually, the first meeting must be scheduled by a third party who is well respected and known. Turkish people are informal, but first meeting must be formal and small talk is good before start business discussion. (Businessculture, n.d.) (Commisceo-global, n.d.).

Decision making takes times and several meetings are required before the negotiation stage because they like to build relationship and do business with trusted people to whom they feel comfortable with. So, any action or behaviour out of trust or hiding something can make the whole project rejected. Usually, the decision is made by the head of the company. However, he can involve other people in the company due to the Turkish strong sense of collectivism. (Hofstede-insights, n.d.) (Businessculture, n.d.).

Turkish people are not very punctual and foreign companies might know that and be ready to wait for meeting. Personal relationship is the key to build a good business and this relationship cannot be forwarded to other colleague in the company, it is personal. (Commisceo-global, n.d.).

The mother language is Turkish, but they do speak English. At least the new generation does and some of the old generation may not. It is recommended to use interpreter when dealing with Turkish decision makers to avoid misunderstanding. (Guidesglobal, n.d.) (Commisceo-global, n.d.) (Hofstede-insights, n.d.).

5.3 Key findings.

As summary of the analytical findings, the three markets are different. France is a developed market while Gavusgil,2013, p.3 has categorized Turkey as advanced emerging market and Morocco as emerging market. (Cavusgil, Ghauri, & Akcal, Doing business in emerging markets, 2013, p. 3).

Choosing the right entry mode to enter and successfully penetrate the French ports market, the author has conducted a PSTLE analysis of the targeted market to come up with the potentiality, the opportunities and risks that NT Liftec Oy can face while entering the French market. NT Liftec is an international company and its products are running in several countries and continents around the world. But the main markets are neighbours' countries such as Sweden, Denmark, Germany, Netherland and United Kingdom. The customers are limited, and the competition is high, aggressive and going higher. NT Liftec management plan for the future not to only concentrate in the neighbour's countries and existing customers and work on extend more globally by finding and gaining customers from new Markets and France is one of them. France is a European country, large and contains big ports where the cassette system can be used.

France is a big market with much potentiality and the maritime transports represents 80%. The country is economically strong and open market. French economy is one of the top ten economic powers in the world and the country has so many strong points that attract the foreign investment. France is politically stable and has no crisis, the only problem can be the terrorism and inter community tension. French people are well educated, talented and productive which will facilitate the use of NT Liftec s high tech products. In other hand, the weak points to consider are high cost labours, high corporate tax and the high unemployment rate. The high cost labour is a positive point in the use of cassette system since the system decrease dramatically the number of divers which allow the company to save labour costs.

The cultural distinction between the Finnish and the French are not so large and can be reduced and overcome by understanding the French business culture. The language is not an issue but using the French language is advisable to gain the French partner s respect. Nevertheless, it is not easy to deal with French people because they are demanding and doing business with them requires establishing a good relationship. Moreover, the price plays a key role in decision.

Due to the geographical position of France and the approximate of the big competitors, the competition is high and aggressive.

For some points, it looks like there are no opportunities for new entrants in the market, but nevertheless, France stays a strong economy and huge market with lot of potentialities.

NT Liftec management see from Mediterranean market as target market too. The Author took Morocco the emerging market as reference of North Africa. Morocco has a large population and an economy based on the agriculture, tourism and phosphate, but in the last years the government has increased the investment in the port and transport by working on extending the existing ports and building new ports. Moroccan market is a big potential for NT Liftec s products but since the cassette system doesn't exist yet in the market and expensive, the use of it requires time and the company must start establishing relationships and contacts with Moroccans in order to supply them in the future. The Moroccan market is open for foreign investments and has signed several free trade agreements all over the world, but Europe stays the big partner. Its geographical position as bridge between Europe and Africa attracts investors. Politically, the country is stable, and the economy has shown its flexibility nevertheless the world's economic crisis.

Morocco has young population, qualified labour force and well trained with a linguistics capacity. More than Arabic the mother language, French and Spanish are well present in the country and English too which make the language is not an issue when communicating with Moroccans.

Business practice in Morocco differs from those in Europe, companies are hierarchical and bureaucratic. It can be more complicated if the government is involved. The big challenges to do business in Morocco are lack of transparency, the corruption which is an issue in the country despite the government effort to fight it and the slow decision making. Moroccans are friendly and generous, but it is not easy to do business with them because they do business only with known and trusted people which will be a big challenge for NT Liftec.

The competition is high in Moroccan market, NT Liftec s cassette system doesn't exist in Morocco and the use of it requires too much work and time. The big challenge is the aggressive competition from the cheap less-tech products provided by the company F, company S, company DL and company H. The company must start building relationship with Moroccans and gain their trust in order to supply them in the future.

Turkey is the third market in the study. Gavusgil (2013, p.3) has put Turkey as advanced emerging market to be placed between the emerging market Morocco and the developed market France. Turkey is bridge between Europe and Asia, only few hours to reach Millions of customers in European, EuroAsian and MENA markets. The maritime sector plays a key role in the Turkish economy and the government has increased its investment in this sector. The freight handling capacity grew by around

50% in the last decade. Turkey is mainly free market economy and foreign direct investment is one of the strengths in the country's economy. The majority of these investment come from Europe. (Investingroup, 2016).

The Turkish economy is unbalanced and the country economy relies to the external investment. The big challenge is the depreciation of the currency LIRA that has decreased the domestic demand. Politically, the country is stable, but this stability is affected by the Kurdish issue, terrorism and the last Military coup nevertheless its failure it may reduce investor positivity towards Turkey.

Turkish people are friendly, welcoming, well-educated and their demand for tech products has increased which make the Turkish people qualified to use NT Liftec's translifters and cassette system. The population are young, dynamic which give the country a strong work force. Nevertheless, the unemployment rate is high. Doing business with Turkish is not easy and requires some etiquettes like to not be very friendly in the first meeting and start the meeting with a small talk before start talking business. Third party is advisable for better start up to gain the Turkish partner respect and trust because they do business only with known and trusted people. The language is not an issue, but the third party can make it easier and to avoid any misunderstanding.

Decision making is very slow due to the bureaucracy and the Turkish business culture that requires long term relationships before starting to do business. For NT Liftec, the cassette system doesn't exist in Turkey and the use of it may take long time of negotiation and several meetings before the Turkish partner get convinced. The price is important due to the weakness of the currency Lira that has decreased the domestic demand for external products. The competition is unbalanced and the competitors in the Turkish market are well placed and had long experience and history especially in the steel sector. For port's equipment the suppliers' competitors even, they manufacture cassette system they compete only with their less tech products (Roll trailers and terminal trailers).

5.4 NT Liftec Oy key success factors.

In order to enter successfully the targeted markets, France, Morocco and Turkey, the author will summarize the most essential important factors that help the company to maximize its opportunities and ensure the success of the penetration:

- NT Liftec Oy is a customer-driven company, what matters is what customer values and needs.
- Strong after-sales service: after sales service continuously monitors customer's experience of using NT Liftec's equipment.
- The high quality of the product is the main strengths due to the long history and the big experience in the sector. Moreover, the

company hire professional engineers with capability to design according to customer s needs. The translifters are equipped with brakes, lights and reversing camera to provide a safe transportation.

- NT Liftec Oy is a market leader in Europe and its machines run in the largest ports and terminals in Europe. Thus, the company is present internationally by delivering equipment globally like USA, Australia, South Korea, Malaysia and UAE.
- High market share will allow NT Liftec Oy to control over competitors and effects on customers.
- Cassette system and transliifter are the core of the business while they are secondary products for competitors.

The combination between NT Liftec Oy strengths and the key success factors will allow the company to stand out of competitors. The well-known brand, the hight quality and the good reputation have helped and will help the company to share more the European markets and sure to extend more globally. Unlike the aggressive competition, NT Liftec s products are recognized as high level products.

5.5 Interviews.

The persons and the companies interviewed in this chapter are earlier mentioned as prospects in the customers analysis chapter or at least two of them. The research is made in three markets. The author has interviewed three persons from the three markets, these persons are people from the decision-making process. As mentioned before, the three markets do not use the cassette system and the author questions were based on the customer s needs and visions in order to see their ability to use the system in the soon future. The interviews were made by deferent languages since the author speaks Arabia, French and English. Arabia for Moroccan market interview, French for French market and English for Turkish market.

5.6 Market Entry Strategies for NT Liftec Oy.

France: before starting to choose the right entry mode, what makes France an attractive market for NT Liftec Oy? According to the external analysis of France and interview results, the country has strong economy, huge market with lot of potentiality. The goal of the strategy of NT Liftec is to find new customers and new export markets. According to Hollensen (2017, p.352-355), the internal and the external factors influence the entry mode choice decision. To come up with the effective entry mode, the author has analysed the both factors. NT Liftec Oy has long experience in

international trade and has also strong international competence by indirect exporting through different partners, distributors or agents. but the size of the company as small size enterprise does not help for direct investment with high costs due to the limited recourses and the unbalanced financial situation. So, it is reasonable to choose low costs method with low risks and low involvement. Moreover, NT Liftec Oy is not well placed in its international markets due to the limited marketing experience and effort. The product also affects the entry mode choice and NT Liftec s product is developed and with high technology which requires a full control from the company. It is about brand image and NT Liftec needs to protect its brand. Logically, NT Liftec must use the hierarchical mode which is not suitable because any direct investment will lead the company to too much costs and risks. France is huge market country and located in the heart of Europe, one of the biggest economies in Europe Union and full of opportunities. All these factors encourage NT Liftec for direct investment but again due to the company s size and the financial situation, it is advisable to enter the French market cautiously with low risks and costs. Moreover, the competition increases the level of risks because it is high, aggressive and violent and France attracts the exporters from all the world.

As results of this analysis, NT Liftec Oy is a small size company and the management is not ready for any direct investment or taking risks. Therefore, the method must be with low risks, less involvement and less costs. The suitable one for the company to enter the French market are indirect and direct exporting modes. (Hollensen, Global Marketing, 2017, pp. 352-355).

Morocco: As results of NT Liftec internal analysis and the Moroccan business environment analysis, the author see that the export modes can be the suitable modes for the company.

According to the theoretical concepts, the company size is a key role in the choice of the entry mode. NT Liftec is a small size company and any direct entry mode requires bigger investment and higher costs. The company s recourses are limited already and it is not available to increase its investment in management, capital and production. So, it has to keep producing in the third country Poland and export to Morocco. the firm is already international, familiar with the international issues and has enough experience to feel comfortable and confident of its ability to manage foreign operations and make direct investment. But the financial situation and the size put the company in big challenge. The product produced by NT Liftec Oy is high-tech and developed which requires a full control by the company to protect the brand image. Usually and in order to protect the brand image, NT Liftec has to establish an own subsidiary in Morocco and use the hierarchical mode. But the company is not in that financial level to invest directly.

The Moroccan market is growing, economically has shown its persistence and politically stable. But it stays a small market with its limited number of ports and NT Liftec has not to take risk and not to be much involved by direct investment.

All these factors force NT Liftec Oy to choose the export mode and enter the Moroccan market carefully with low risks, involvement and costs from the starting point. The challenges that NT Liftec will face are the high competition and how to get customers in the Moroccan markets since the business culture requires a trusted third party that can easily arrange meetings and build relationships. (Hollensen, Global Marketing, 2017, pp. 352-355).

Turkey: Turkey has been the bridge between Europe and Asia. It is a huge country with lot of opportunities. The country is facing some economic crisis and politically is not that stable due to some external and internal factors. Nevertheless, Turkey still attract foreign investors. As mentioned before, Turkey is mainly free market economy and foreign direct investment is one of the strengths in the country's economy. Can NT Liftec Oy invest directly in Turkey?

NT Liftec Oy is not well placed in Turkish market due to the limited marketing effort. Competition is very high, aggressive and unbalanced from several sides, from European competitors, local manufacturer and Asian competitors. NT Liftec product is high-tech, developed and the use of it is not an issue in Turkey but requires time to get used for it. NT Liftec has to protect its brand image and not use any mode that can affect negatively the brand.

The market is big and full of opportunities which make the company feel comfortable for more recourse's commitment. But for NT Liftec, the company is a small size and has a limited recourse. As the author has mentioned in the French and Moroccan market about the factors that affect the choice of the entry mode, in the Turkish market too several factors such as the size of NT Liftec, the limited resources and the management willingness to not take risks will drive always the company to choose indirect or direct export modes to penetrate the Turkish market carefully and with low costs.

Moreover, exporting is the quickest and most cost effective for market expansion and does not require complex activities. NT Liftec can focus on marketing to attract customers and be well placed in the market. Exporting is suitable, if NT Liftec Oy didn't get any outcomes from the Turkish market, it will not be a disaster because by exporting the company will invest the minimum financial and the experience can be a good lesson to learn to avoid and correct mistakes in the future. (Hollensen, Global Marketing, 2017, pp. 352-355).

5.7 Summary of the empirical analysis.

As summary of the empirical analysis chapter, the three markets can be considered as attractive markets for NT Liftec Oy with its concept the cassette system. Despite the difference between the three markets from emerging market, emerging advanced market to developed market, the suitable mode for NT Liftec to enter and penetrate the three markets is the exporting modes. This choice is relied to many reasons, but the main reason is the size of the company as small size enterprise which does not allow the company to invest directly with higher costs and higher risks. despite the international competence of NT Liftec, the firm is not well placed in the three markets due to the limited marketing effort made by the firm. The product itself present a challenge for the company, it requires high control and needs a close service to the customers and not easy to be managed from distance. But NT Liftec Oy is not able to invest directly and invest in management in the host country.

The PESTLE analysis has given out that the markets are huge and full of opportunities but also the competition is high, aggressive and unbalanced due to the low prices provided by the competitors. All these factors drive NT Liftec Oy to avoid the uncertainty and choose exporting modes to enter the targeted markets carefully with low risks and minimum costs. So, even if the company does not come up with a positive response it will not be a disaster and big loss.

Based on the empirical analysis, the author see that France is the most attractive market that NT Liftec should focus on because of the location in Europe, less transportation costs, developed market, well-educated labour to use the cassette system, the economy is strong and the ports are willing to invest in the products with more value added. Then Turkey, even the country is facing some economic difficulties and politic instability, the government encourage the foreign investment. Moreover, the big number of ports and the industrial orientation in the country provide more potentiality for cassette system. After that, comes Morocco with its growing economy, politic stability and the government orientation that encourage the foreign investment. but Morocco has limited number of ports (Conventional or industrial) which makes the Moroccan market in the third place after France and Turkey.

Thus, NT Liftec will face some barriers that the company needs to work on such as the language and the business environment etiquettes. Morocco and Turkey are not in Europe, so direct export requires knowledge about the tax rate, the high competition and the business cultural differences.

6 ROCOMMENDATIONS.

The author has analysed the three markets and also has analysed the company internally and come up that exporting modes can be the suitable entry mode for NT Liftec Oy to penetrate the three markets cautiously without any additional costs.

In this chapter the author will provide recommendations that NT Liftec should take in consideration when entering the three Mediterranean markets. These recommendations will help the company to overcome the entry barriers. The language does not represent an issue in these markets at the starting point, but for long term business relationship NT Liftec should have a qualified representative that can speak the language of the market to facilitate the communication. As mentioned before, NT Liftec Oy is not well placed in the three markets due to the poor marketing effort. So, in order to find potential partners and customers, the firm should work on marketing and promote itself by participating in trade fairs. Usually the trade fairs are organized only once or twice per year which means that it might take long time for a response from the companies that they got interested. In order to work more on marketing and building relationships, NT Liftec Oy should look for local partner that can transfer market's updates and can easily arrange meeting with prospects companies to promote the product, services and turn them to customers.

The business culture differs from market to market, but it is quite similar between Morocco and Turkey. The both cultures require strong relationship to do business and a local third party to have meetings too. So, having a local partner company from the both markets is a necessity to save time, gain customers and be updated with market's needs. The right partner must be a company with experience and with good market knowledge.

As mentioned before, the cassette system does not exist in Moroccan and Turkish markets and only few companies use the system in France. The main equipment used in the three markets are Roll trailers and terminal trailers and for a long time. So, it is not that easy to convince them for change and use the cassette system. NT Liftec belongs to Novatech group since 2017 and Novatech manufactures the less tech products (Roll trailer and Terminal trailers). NT Liftec must use that and through a local partner it will be easy to arrange meetings, follow the market's needs, supply them by Novatech products and same time promote and present the benefits of cassette system in order to supply them in the future and to turn them from normal customers to loyal customers. During this stage, a qualified travelling salesperson from Novatech group with enough knowledge of NT Liftec products might visit so often the targeted countries to meet the potential customers, to promote the product correctly and to keep the partner company active.

7 CONCLUSION

Going globally to gain foreign customers requires a good knowledge of the targeted market. The world becomes smaller due to the globalization and the new technology. That has created opportunities and challenges for brands. Firms need an entry strategy to ensure the success of penetration. But, choosing the right entry for international market is not that simple and easy decision. It is a comprehensive plan. This study has provided a market research and has presented the challenges that NT Liftec Oy can face to find the suitable and the right market entry mode. NT Liftec is a small size company with limited recourses. So, the exporting method with low costs and less involvement is the most suitable one. Moreover, the uncertainty and the high competition force the company to enter the targeted markets carefully and with minimum risks and costs. Due to the previous poor marketing, Local partner is advisable for full integration, gaining time in getting customers and building strong relationships. As conclusion, despite the difference of the three markets, the author has chosen the same entry mode due to the size of the company and the current instable financial situation. But in future, NT Liftec Oy should rethink on the entry mode especially for the French market.

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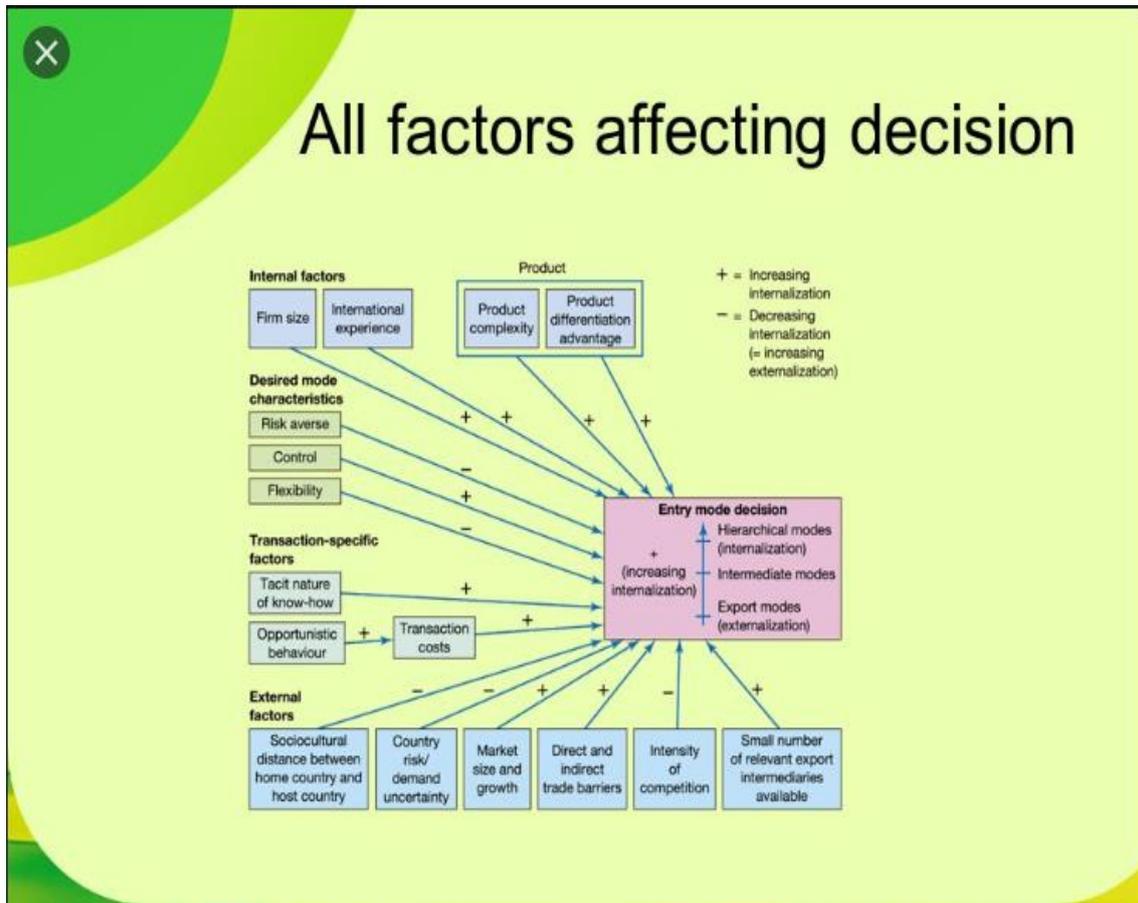
APPENDIX HEADING

Appendix 1

Hofstede insights: country comparison: France, Morocco and Turkey.



Hollensen. 2017. All factors affecting the entry mode choice decision.



Interviews questions:

- Q1: What do you think about working conditions in your terminal?
- Q2: what are the main reasons causing the accident in your workplace?
- Q3: what equipment using now?
- Q4: what do you think about the demand of equipment?
- Q5: do you choose between a cheap product with basic features and more expensive one with more value added?
- Q6: who takes parts in the decision making?
- Q7: in case of mechanical or technical failure, do you look for external assistance or local assistance?
- Q8: What do you think about French market? Why?
- Q9: do you know cassette system? Can be used in your terminal?
- Q10: do you like to contact directly manufacturer? Or you prefer through local company? Why?

Definitions:

RO RO: Roll on / Roll Off = Ships that are designed to be loaded by wheeled vehicles such as trucks and lorries. These wheels vehicles are driven on and off the ship. Ro / Ro vessels also carry a large number of semi-trailers, which are towed by the tugboats. Vessels are loaded from either the stern or bow ramp. A side port can also be used.

Lo / Lo: (Lift on / Lift off) = mostly container ships but also bulk carriers. On ships, cargo is handled vertically by crane to be loaded and unloaded.

Globalization: it is the process across own borders and cultures and spreading products, services, technology, information or jobs all over the planet. It is an interaction between regions and populations around the globe.

Emerging market: it is also named emerging economies or developing countries. They are countries that are moving from their traditional economies and invest to become like developed but they still not fully meet the developed countries standards.

Developed market: or developed countries are the countries that are most developed in their economies and capitals.

SWOT: it is a strategic technique that help the organizations to discover their strengths, weaknesses, opportunities and threats. It is used to evaluate the internal environments.

PESTLE: an analysis used by organizations to understand their business environment to identify the external influences that may impact the organization s marketing plan.

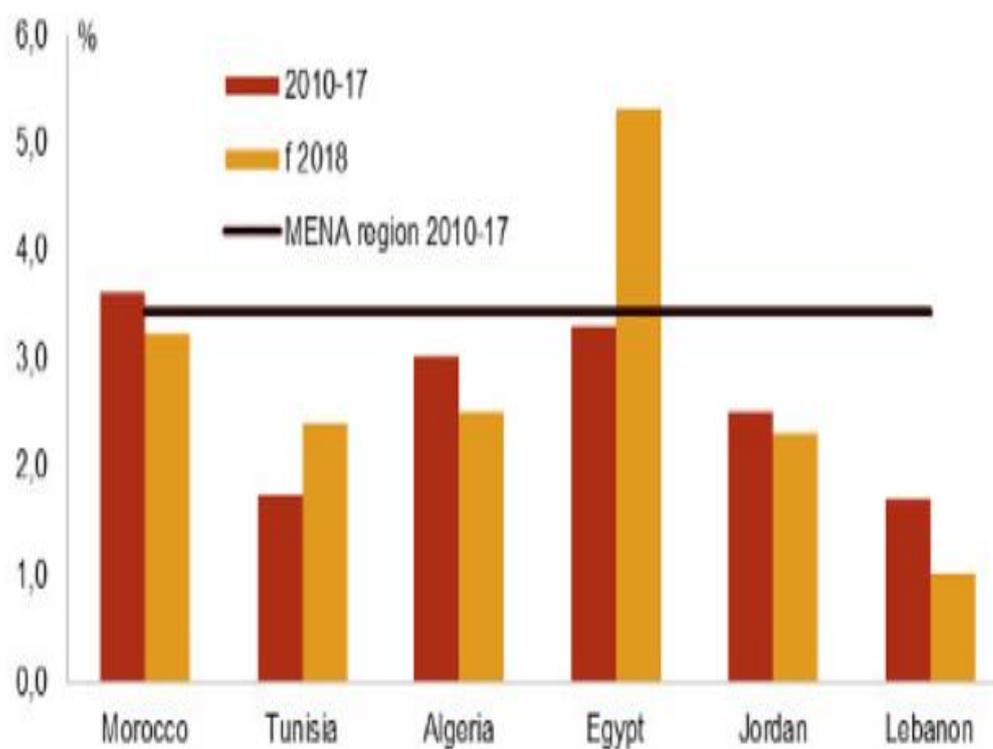
Privatization: it the transfer from the public sector to the private sector. It is a transfer of services and assets from the government to the private sector.

CEO: Chief- executive Operator, the highest- ranking administrator in the company.

FDI: Foreign Direct Investment: it is when a company owns another company which exist in another country. It is a form of investment by establishing foreign business operations and assets in foreign market.

Moroccan growth 2010-2017.

Graph 1: Moroccan growth has been robust in recent years and due to the limited impact of the Arab Spring on the economy it has outperformed neighbouring countries

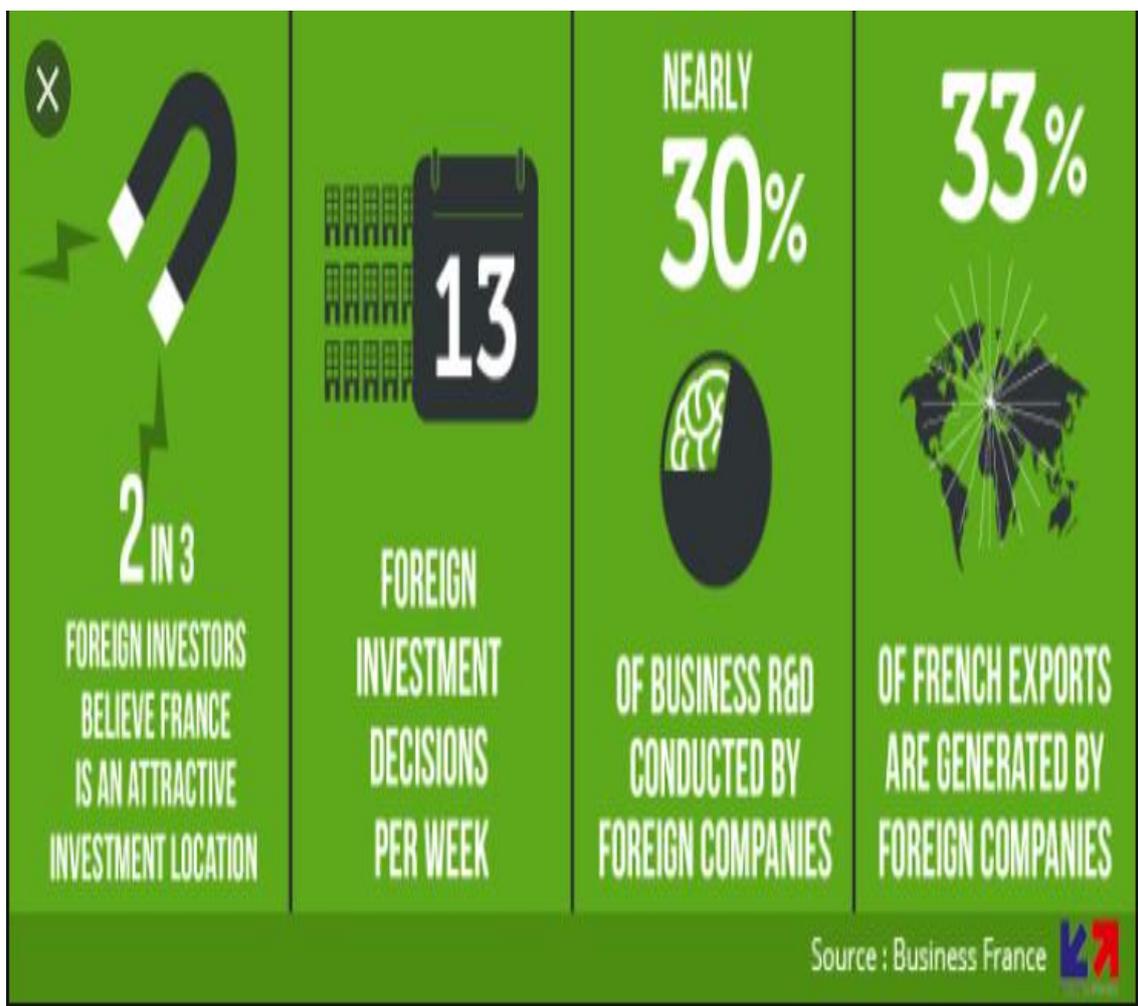


Source: IMF WEO October 2018

10 reasons why to invest in Turkey.



France: an attractive investment location.



Morocco in Numbers.

