

Alex Andersen Ølund A/S

Alex Andersen Ølund A/S has existed since 1964 and is a Danish family owned company. Despite their relatively modest lifespan on the market, they already achieved a market leading position as a logistics company specializing in flowers, fruit and vegetables, which they transport to customers around the world. Their primary core area is delivery of flowers.

CASE: The team must work to expand and mature Alex Andersen Ølund A/S's current internationalization process. A detailed analysis of the US export market for flowers must be prepared alongside with a Go-To-Market strategy and a logistics plan for transport and packaging/handling of flowers in the US market.

GENERAL COMPANY INFORMATION'S

Company	Alex Andersen Ølund A/S
Location	Logistikvej 25A
Contact person	Jan Andersen (CEO)

COMPANY PROFILE

Alex Andersen Ølund A/S has existed since 1964 and is a Danish family-owned company, which is run by the three brothers Ib, Jan and Tommy Andersen. Despite their relatively modest lifespan on the market, they have already achieved a market-leading position as a logistics company specializing in flowers, fruit and vegetables and amongst other temperature-sensitive goods as well as general cargo. The company has experienced exponential economic as well as organizational growth in the recent decades, where they now employ around 700 employees, have 7 strategically located departments in Denmark and Northern Europe, and cover deliveries in addition to Denmark also in Sweden, Norway, Finland, Germany, Holland, Belgium etc.

Alex Andersen Ølund A/S has three anchored and basic values to work from, which is: *Quality*, *service* and *timely delivery*. Their primary core area is sale and delivery of flowers to flower shops, gardens centers etc. They work on the B2B market and are the intermediary-led in their sales process.

For the last several years, the company has operated on the international export scene, which is an important strategic piece in Alex Andersen Ølund A/S's financial foundation. According to the further development in their internationalization, the company wants to have the US export market for flowers investigated since an expansion outside the European borders has been a strategic priority internally for the management to be executed on. A detailed and in-depth analysis is therefore needed to confirm the company's assumption that its current business model is compatible with the market, or whether it needs to be adapted based on the factors the team found in the market research.

CASE DESCRIPTION

Alex Andersen Ølund A/S has extensive experience on the international trade scene, where the company's current logistic transport is represented in Europe. They want further international

expansion and have begun the initial investigation phase of an entry mode to the US export market for flowers.

The team will work to prepare a market analysis for how to access the US export market for flowers and what opportunities and which costs are associated with the entry. The team must concretize important points of attention and possible access barriers that Alex Andersen Ølund A/S must be aware of before the execution phase of starting internationalization in the US can begin. Furthermore, a comparative analysis of the similarities and differences in the European and American export markets is highly relevant in terms of the analysis. In addition, the team must present the possibilities for a logistics plan for transport and packaging/handling of flowers on the US market, with internally US flowers products.

Initially, the team must have drawn up a clear roadmap for which points are to be analyzed in the market analysis. It will be possible that during the work process, there may be a division of the project group's work resources based on the listed points if there is a need for that.

Alex Andersen Ølund A/S has several relevant contact persons who can be helpful for the project group to use during the analysis work, including the Danish Ministry of Foreign Affairs.

SPECIFIC TASKS

The specific tasks for the case are divided into following phases

0. Phase: Onboarding and determination of general objectives

- 0.1. Onboarding to the company, their vision, services, strategy, organization and the market Alex Andersen Ølund A/S operates in
- 0.2. Frequency reconciliation: Frequency of feedback and ongoing sparring. Focus on specifying the responsibilities of the relevant contact persons during the project.
- 0.3. Discuss the phases of the project and the weighting/prioritization to work efficiently
- 0.4. The concretization of the team's current understanding of the task and its complexity
- 0.5. Introduction of the challenges and the desired result of the project
- 0.6. Introduction to the company's current work with internationalization and market analysis
- 0.7. A run through of Alex Andersen Ølund A/S's current work with the American export market for flowers
 - 0.7.1. What has the company investigated so far in the analysis process?
 - 0.7.2. Which current contacts can be used for the team in the research?
 - 0.7.3. E.g
- 0.8. Preparation of a project plan by the team
 - 0.8.1. Deadlines, milestones, tasks dates for possible mid-term evaluation

1. Phase: An Analysis of the American export market + the American export market for flowers

- 1.1 How does the American export market work?
 - 1.1.1 The structure of the export market
 - 1.1.1.1 Does the approach to entry the export market vary from state to state?



- 1.1.2 What do European companies do to establish themselves in the US export market?
 - 1.1.2.1 Which regulations does a European company need to be aware of when starting a business in the US?
 - 1.1.2.1.1 How would it be advantageous to contact the Danish Ministry of Foreign
 - 1.1.2.2 What kind of options are there for transportation?
 - 1.1.2.2.1 Freight forwards?
 - 1.1.2.2.2 Own company trucks?
 - 1.1.2.2.3 E.g
 - 1.1.2.3 What start-up costs are associated with the US export market?
 - 1.1.2.3.1 Warehouse
 - 1.1.2.3.2 Tax
 - 1.1.2.3.3 Salary
 - 1.1.2.3.4 E.g
 - 1.1.2.4 What types/personas can a company hire in the US who can handle working in the American Export market?
 - 1.1.2.4.1 What qualifications do they have?
 - 1.1.2.4.2 How do their driving rules work vs. the Europeans?
 - 1.1.2.4.3 Where to find the relevant candidates?
- 1.1.3 The US export market for flowers
 - 1.1.3.1 How big is the market size?
 - 1.1.3.2 How much revenue potential is there on the market?
 - 1.1.3.3 What current competitors are there?
 - 1.1.3.3.1 Benchmarking analysis
 - 1.1.3.3.2 How should Alex Andersen Ølund A/S differentiate their work compared to the competitors?
 - 1.1.3.3.2.1 What strengths does the company have compared to their competitors?
 - 1.1.3.3.2.2 What weaknesses does the company have compared to their competitors?
 - 1.1.3.4 What kind of entry barriers are there?
 - 1.1.3.4.1 Make a Porter Five Forces

2. Phase: Mapping potential business partners/customers

- 2.1 Based on the found market size, the team must begin to map possible business partners/customers in the US export market for flowers
 - 2.1.1 Which industry-specific partners/customers are there?
 - 2.1.2 Make a prioritized list of the customers and their customer potential
 - 2.1.2.1 ABC analysis
 - 2.1.2.2 Prepare a sales strategy for how the future business partners should be contacted
 - 2.1.3 What should Alex Andersen Ølund A/S pay attention to in terms of creating a collaborative relationship with the customers?



3. Phase: Preparation of an entry mode- and Go-To-Market strategy on the US export market for flowers

- 3.1 The team should prepare Alex Andersen Ølund A/S marketings mix according to the entry mode on the US export market for flowers. Focus on the 4 P's.
 - 3.1.1 Place
 - 3.1.2 Promotion
 - 3.1.3 Product
 - 3.1.4 Price
- 3.2 How big a control should the company have over its export process?
 - 3.2.1 Externalizing vs. Internalizing
- 3.3 The team can advantageously prepare relevant breakeven calculations during the project
 - 3.3.1 What cost are associated with the various findings?
- 3.4 Preparation of a Go-To-Market strategy in terms of the results and observations the team has collected during the whole project

4. Potential possibilities for a logistics plan for transport and packaging/handling in US market for flowers

- 4.1 What kind of logistical distribution options are there at the moment?
- 4.2 What forms of cooperation regarding logistic are there between a distributor and a customer on the market for flowers?
 - 4.2.1 What form of collaboration do potential customers for Alex Andersen Ølund A/S currently use?
 - 4.2.2 Qualitative data
- 4.3 How can Alex Andersen Ølund A/S support the current forms of cooperation with their skills?
- 4.4 What would a logistics plan for transport/handling of flowers in the US market for flowers look like?

5. Phase: Execution for the next steps in the process

- 5.1 What phases must be worked with according to being able to execute the US export market for flowers?

OUTCOME

The company's desired outcome after the 12 weeks

- ✓ A prepared Go-To-Market strategy for the American export market for flowers
- ✓ A prepared report which contains a market analysis of the American export market for flowers
- ✓ An economic breakeven calculation of central activities
- ✓ A prepared execution/implementation plan for the project
- ✓ The different possibilities for logistic plans regarding transport and packaging/handling of flowers

RELEVANT PROFESSIONS



**LEAD THE
TALENT**

- Business understanding, Supply Chain Management
- Project management, Communication
- Business economy, Macroeconomics,
- Sales, marketing, Internationalization
- American Studies, Anthropology, Culture

TALENTPROFILE

Alex Andersen Ølund A/S is a market-leading company in their current market and has experienced continuous financial and organizational growth in recent decades. This has been caused by the company's presence in the international European export market with success, and where the next step in their strategic internationalization is in the US market.

In this project you will have the opportunity to help prepare the company's next major international strategic entry mode strategy, together with an analytical approach to the partial and final results of the project.

Alex Andersen Ølund A/S is looking for a team consisting of Danish and international students with a passion for strategic projects and strategies that can help ensure a stronger company profile and position in the international export market. If you're interested in market analysis that will create fertile ground for bigger business growth on the international stage, this project is highly relevant.

The company has several strategic contacts in the American export market as well as the Danish Ministry of Foreign Affairs in the USA, who can assist the project group along the way during the project.

Furthermore, the team will be included in the company's lunch scheme without payment.

