Додаток 5

Матеріали воркшопів з підвищення продуктивності (базовий та просунутий рівні)

MINISTRY OF ECONOMY OF UKRAINE

JICA

Productivity Cost Management

November 12, 2025

JICA Consultant Team
Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Agenda

1. Productivity basics
2. KPIs
3. Product costing
4. Variances calculation practice
5. Homework

Productivity basics

Production

Production	Total output produced by a business in a given period. Example: Total number of chairs, tables or sofas produced
Job Production	Tailor-made products designed for individual customer needs. Example: Creating a one-off, custom-designed executive desk or a tailor-made fitted kitchen. This method is highly flexible but results in very high cost per unit
Flow Production	Continuous production of a single standardized item. Example: Manufacturing simple, standardized flat-pack shelving units or basic stools. This achieves high output, high efficiency, and cost savings, often benefiting from economies of scale, but product customization is not possible
Batch Production	Producing a set number of identical items in batches. Example: Producing a batch of 50 black upholstered armchairs, followed by a batch of 50 red upholstered armchairs. This offers more flexibility than flow production, allowing to differentiate products (e.g., colour) to meet varying customer requirements while still maintaining relatively high output
Cell Production	Flexible large-scale production utilizing production line technology to create a range of individualized products. Example: A high-end office furniture maker producing customizable workstations where the customer can specify different dimensions, finishes, or specialized features. This combines the large scale and economies of scale of flow production with the tailor-made benefits of job production

Productivity

What?

Output per unit of input, calculated as total output (production) divided by inputs used

Labour Productivity

The amount of output produced per unit of labour input (per worker or per labour hour)

Machine Productivity

The amount of output produced per unit of machine time or machine capacity

Why?

Benefits for Businesses
- Reduction in the cost per unit of output
- Enhances the business's competitiveness
- Higher profits

Benefits for the Wider Economy and Workers
- Economic Growth
- International Competitiveness
- Higher wages for workers

What to do?

Machine productivity
- Investment in capital equipment
- Improving of production process

Labour productivity
- Training: ability and skills
- Motivation
- Specialisation

Efficiency

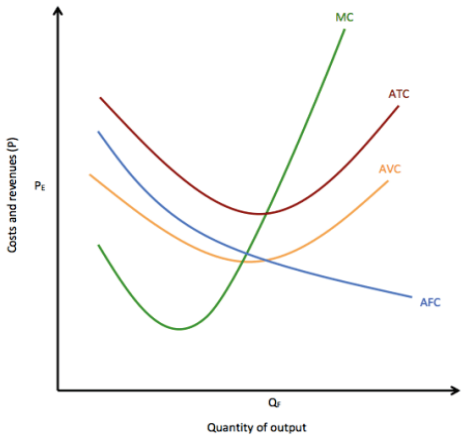
What?

The best possible use of scarce resources

Productivity ≠ Efficiency

When?

- **Efficiency** is achived when average total costs (ATC) are minimized
- It happens when the MC (marginal cost) curve meets the ATC curve



What to do?

- Making use of the most effective technology
- Minimizing waste
- Getting the balance right between the different factors of production

Intensity

Labour intensive	Production that uses a higher proportion of labour relative to capital • Greater flexibility in response to customer requirements • Cheaper start up costs
Capital intensive	Production that uses a higher proportion of machinery relative to labour • Increased productivity • Cost savings @ higher volumes

Capacity utilization

What?	**Capacity**	The maximum total output that the business (machine) can produce in a given time period
	Capacity utilization	The percentage of capacity that is being used
Why?	**Under utilisation**	Fixed costs (overheads) are spread over fewer units of output which increases unit cost
	Over utilisation	• Hard to service and maintain machinery • Turn away demand to competitors
What to do?	**Under utilisation**	• Increase demand • Cut capacity (rationalisation)
	Over utilisation	• Invest in increased capacity • Subcontracting

KPIs

High level KPIs

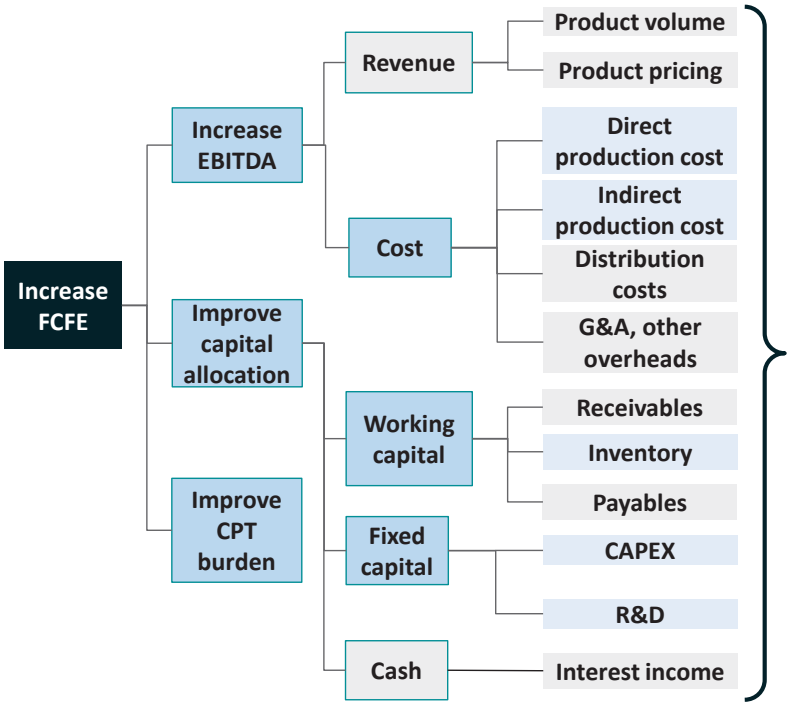
Key metrics that assess company's performance

Revenue	The total value of all sales as billed to customers.
Market share %	The Market share is the percentage of total sales in one market or industry contributed by one company. This metric is used to give a general idea of the size of a company in relation to its market and its competitors.
EBITDA	EBITDA measures how much in earnings a company is generating before interest, taxes, depreciation, and amortization.
EBITDA margin %	EBITDA margin is a profitability ratio that measures how much in earnings a company is generating before interest, taxes, depreciation, and amortization, as a percentage of revenue.
FCFE	Free cash flow, is the amount of cash left over after the company has paid all its operational and capital expenditures. For loan-free company represents cash earned available for distribution to shareholder.
FCFE margin %	The FCFE Margin is a company's operating cash flow minus its capital expenditures in a specified period, expressed as a percentage of revenue (NIV). For loan-free company measures earnings margin for shareholder.
Net profit/loss	Company profitability indicator
Net profit/loss %	The net profit margin, measures how much net income or loss is generated as a percentage of revenue
Rate of reinvestment %	Rate of reinvestment of revenue back into productive assets (CAPEX) and into development (R&D). Measures the level of investments a company is making into its future.

Value driver tree

Key components of value driver tree.

Priorities » Result » Component » Component » Value Driver 1 » Value Driver 1.1 » High level metrics



Value Drivers

Value drivers - key drivers of value for each of the components in the value driver tree. These are the measurable factors that influence execution of shareholder value creation. This includes:

- Factors that have or will have a significant impact in shaping or 'driving' value for business
- Factors which are broadly in management's control (e.g.- managing capacity)
- Factors which are not in management control (e.g. - Forex)

Financial value drivers

Linked directly or mathematically to the key line items of the financial statements (e.g. direct distribution costs, marketing, etc)

Non Financial value drivers

Operating factors with the greatest influence on operating performance (e.g. overall operating efficiency (OOE), new product development cycle time, etc)

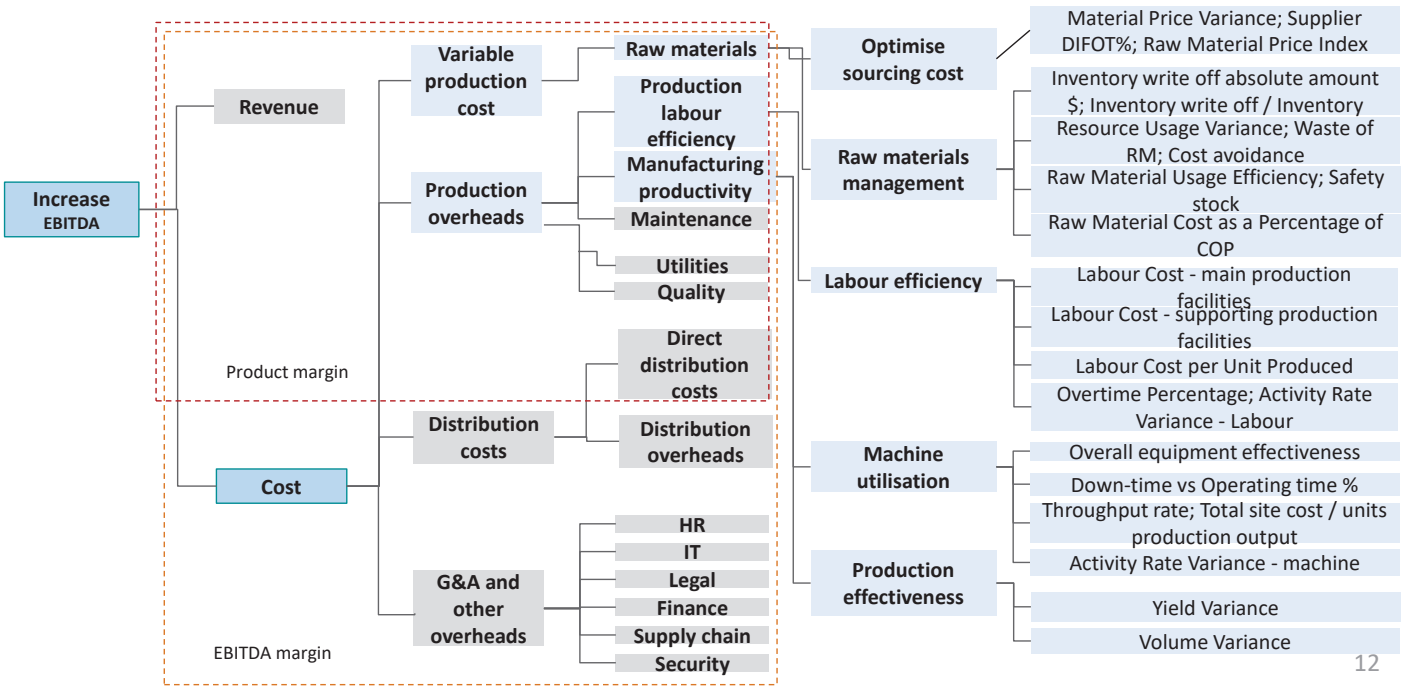
Definitions

A metric is a calculation between two measures. A KPI (Key Performance Indicator) is a metric that has a target associated with it. A KPI demonstrates how effectively a company is achieving its business objectives/targets. E.g. - Revenue $ is a measure, whilst GI% of Revenue is a metric, Target annual GI 25% is a KPI.

Value driver tree – Increase EBITDA (1 of 2)

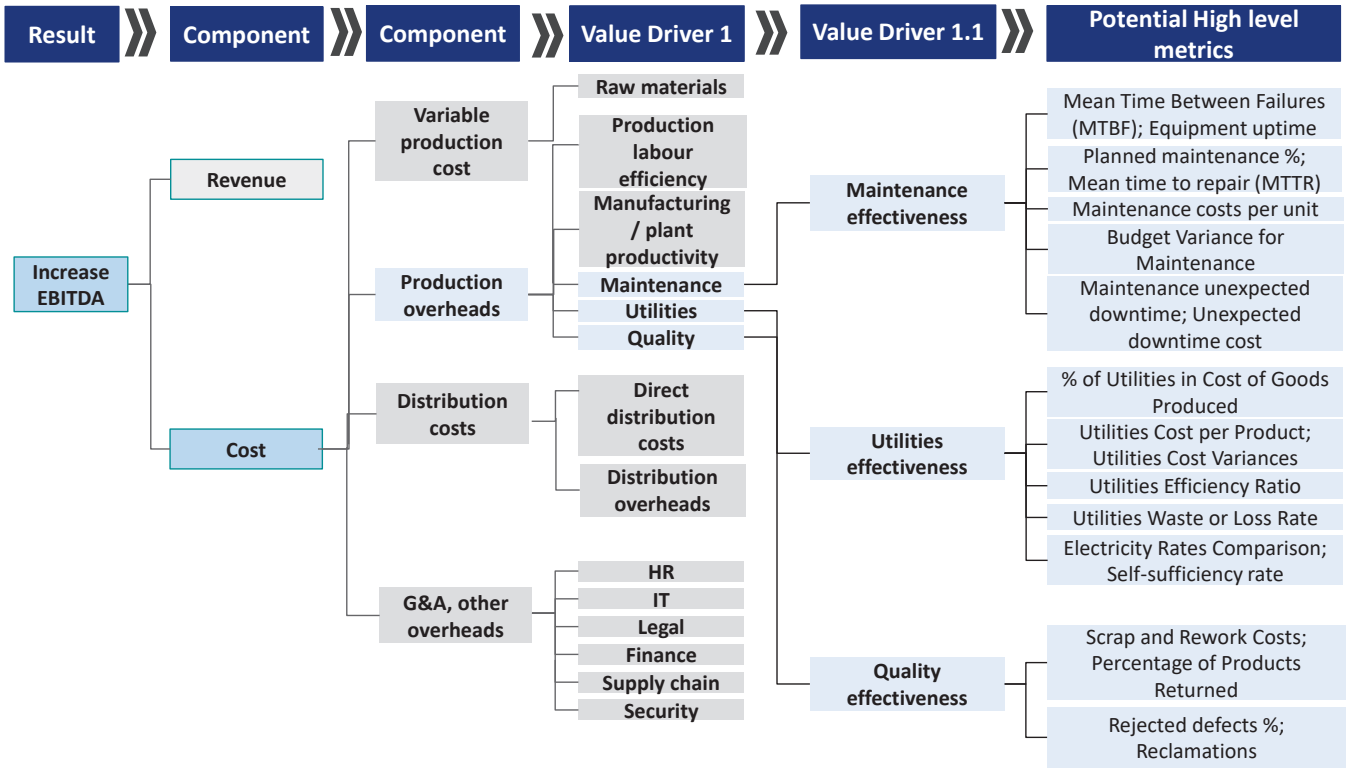
Production high-level metrics as potential set of KPIs

Result » Component » Component » Value Driver 1 » Value Driver 1.1 » Potential High level metrics



Value driver tree – Increase EBITDA (2 of 2)

Maintenance, Utilities and Quality high-level metrics as potential set of KPIs



Raw materials management KPIs (1 of 2)

KPI Name	Description	$.#,%	Formulae
Production Variances	Material Cost Variance; Material input price/Material Usage/Scrap variances	$	MCV = (Standard Quantity X Standard Price) – (Actual Quantity X Actual Price) MPV = (Standard Price – Actual Price) X Actual Quantity MUV = (Standard Quantity – Actual Quantity) X Standard Price Scrap = (Planned scrap q-ty - Actual scrap q-ty) X Standard Price
Waste of RM	Measures the amount of RM wasted in the production process. Plant waste is all material which has not been converted into good product Plant waste includes: -Waste that is part of the bill of materials (i.e. any waste %). -Waste identified as a result of stocktake (losses or gains). -Material consumed by producing under or overweight product. -Scrap produced in the period, regardless of whether it has been sold, disposed of or stored for future use.	$ %	Total $ value of plant waste = Total $ value of materials consumed – Total $ value of RM used in good product produced % - Total $ value of plant waste / total $ value of materials consumed at Standard (ratio)

Raw materials management KPIs (2 of 2)

KPI Name	Description	$.#, %	Formulae
Inventory write off absolute amount	Inventory Write-Off represents inventory (finished goods or raw materials) that no longer has any value in the business (as opposed to write down, where the inventory value has been reduced). Inventory could be written off due to obsolescence or poor inventory management.	$	Inventory write off absolute amount
Raw Material Cost as a Percentage of COP	Measures the proportion of raw material costs relative to the total cost of goods produced. This KPI helps assess the direct impact of raw material expenses on the overall production costs and profitability	%	(Total Raw Material Cost / Total COP) x 100
Average cost of key materials	Key raw materials costs are tracked against standard (or plan)	$	(Ingredient N) Average Cost
Raw Material Usage Efficiency	Measures the efficiency of raw material usage in production processes. It compares the actual quantity of raw materials used to the standard quantity required for production. Higher efficiency indicates optimal utilization of raw materials	%	(Actual Quantity of Raw Materials Used / Standard Quantity of Raw Materials Required) x 100
Resource Usage Variance	The variance that occurs when the actual quantity of resources used differs from the standard quantity expected to produce a certain number of units	$	Usage Variance = (Standard Quantity - Actual Quantity) x Standard Rate

Labour efficiency KPIs

KPI Name	Description	$.#, %	Formulae
Labour Productivity	Measures the amount of output produced per labour hour. Higher productivity indicates efficient use of labour resources	#	Total Output / Total labour Hours
Labour Cost - main production facilities	Share of main production facilities labour costs to total labour costs	%	Main production labour Cost / Total labour Cost
Labour Cost - supporting production facilities	Share of supporting production facilities labour costs to total labour costs	%	Supporting production labour Cost / Total labour Cost
Labour Cost per Unit Produced	Calculates the average labour cost per unit produced. It helps assess the cost-effectiveness of labour inputs in production. Can be further analysed by main vs supporting production facilities' labour cost per unit	#	Total (or only main/supporting production) labour Cost / Total Units Produced
Activity Rate Variance - Labour	The difference between the standard cost rate of labour work and the actual rate, multiplied by the actual hours worked	#	(Standard Rate - Actual Rate) x Actual Hours
Overtime Percentage	Measures the percentage of total labour hours worked as overtime relative to regular hours. High overtime percentages may indicate inefficient labour scheduling or production planning	%	(Overtime Hours / Total Regular Hours) x 100

Machine utilization KPIs (1 of 2)

KPI Name	Description	$.#, %	Formulae
Overall equipment effectiveness	The rate of how many units on average a machine or line is producing over a certain period of time with the high quality OEE is a comprehensive metric that combines multiple manufacturing issues into a single, overarching percentage, providing a clear and concise snapshot of how well equipment in a manufacturing process is performing. It is often used as a benchmark to identify areas for improvement in the production process	%	OEE = Availability x Performance x Quality Availability = (Actual Operating Time) / (Planned Production Time) Performance = (Total Pieces Produced x Ideal Cycle Time) / (Actual Operating Time) Quality = (Good Units Produced) / (Total Units Produced)
Down-time % vs Operating time %	The amount of downtime as a percentage of the total amount of machine hours	%	Downtime % = Downtime Hours / Machine Hours Available OR Asset Utilization% = Operating Time / Calendar Time

Machine utilization KPIs (2 of 2)

KPI Name	Description	$.#, %	Formulae
Throughput rate	The rate of how many units are produced on average, by a machine or line over a certain period	#	Total good units produced / (machine/time)
Total site cost / units production output	Compare the total site cost which includes investment in machines repairs, costs of running, total direct costs, overheads to the production output of each site in units. This will help identify which sites are more cost efficient than others	$	Total site cost / production output
Activity Rate Variance - machine	The difference between the standard cost rate of machine work and the actual rate, multiplied by the actual hours worked	$	(Standard Rate - Actual Rate) x Actual Hours

Production effectiveness KPIs

KPI Name	Description	$.#, %	Formulae
Yield Variance	The difference in cost due to a difference between the expected output and the actual output	$	(Standard Cost per Unit x (Actual Output - Expected Output))

Maintenance KPIs (1 of 2)

KPI Name	Description	$.#, %	Formulae
Mean Time Between Failures (MTBF)	Mean Time Between Failure (MTBF) measures the average time that equipment is operating between breakdowns or stoppages.	#	Total Operating Time / Number of Failures
Planned maintenance %	Planned maintenance percentage (PMP) is a maintenance metric that measures the number of planned maintenance tasks in comparison to all maintenance tasks.	%	(Planned Maintenance Hours / Total Maintenance Hours) x 100
Mean time to repair (MTTR)	The MTTR formula is calculated by dividing the total unplanned maintenance time spent on an asset by the total number of failures that asset experienced over a specific period.	#	SUM of downtime periods / total number of repairs
Maintenance Cost as a Percentage of Replacement Asset Value (RAV)	Measures the total maintenance cost against the current cost to replace an asset, giving an indication of how much is being spent to maintain existing assets. Alternatively: to historic cost of asset	%	(Total Maintenance Cost / Replacement Asset Value) x 100
Maintenance Cost per Unit	Reflects the cost of maintenance for each unit produced	$	(Total Maintenance Cost / Number of Units Produced)

Maintenance KPIs (2 of 2)

KPI Name	Description	$.#, %	Formulae
Budget Variance for Maintenance	The difference between the budgeted maintenance costs and the actual maintenance expenses over a period	$	Budgeted Maintenance Costs - Actual Maintenance Costs
Maintenance unexpected downtime	Unexpected downtime occurs when there is an unexpected shutdown or failure of equipment or process. This is usually a result of the system failing to function because of an unplanned event.	%	(Unexpected Downtime / Total Maintenance Hours) x 100
Unexpected downtime cost	Unexpected downtime causes costly delays in maintenance, production schedules and order deliveries	$	Unexpected Downtime Cost = Annual production Capacity x Price per unit x % Unexpected Lost Production + Additional costs
Equipment Uptime	The percentage of time that equipment is available for production, a direct indicator of asset availability and reliability	%	(Total Operating Time / Planned Operating Time) x 100

Utilities KPIs (1 of 2)

KPI Name	Description	$.#, %	Formulae
% of Utilities in Cost of Goods Produced	This KPI measures the proportion of utilities expenses relative to the total cost of goods produced. It helps assess the impact of utilities costs on the overall production expenses and profitability. Alternativery - as % of COGS	%	Utilities Cost / Total COP
Utilities Cost per Product	This KPI calculates the average cost of utilities (such as natural gas, electricity, water) per unit of product manufactured. It helps in evaluating the direct cost impact of utilities on each product	$	Total Utilities Cost / Total Number of Products Manufactured
Utilities Cost Variances	This KPI measures the difference between the actual utilities expenses incurred and the budgeted utilities expenses. May be further expanded to Price/usage (yields) variances, per product	$	Actual Utilities Cost - Budgeted Utilities Cost
Utilities Productivity (Efficiency) Ratio	This KPI compares the output quantity (e.g., units produced) to the quantity of utilities consumed (e.g., kWh of electricity, cubic meters of natural gas) in production. It indicates the efficiency of utilities usage in relation to production output	#	Output Quantity / Utilities Consumption

Utilities KPIs (2 of 2)

KPI Name	Description	$.#, %	Formulae
Utilities Waste or Loss Rate	This KPI measures the percentage of utilities wasted or lost during the production process. It highlights inefficiencies in utilities management and usage, allowing for corrective actions to minimize waste and improve resource utilization	#	(Utilities Input - Utilities Output) / Utilities Input
Electricity Rates Comparison	KPI compare electricity rates during different seasons or/and during the day (e.g., summer vs. winter, morning vs day vs evening) to identify seasonal/daily variations in energy rates	#	Compare electricity rates during different time periods (seasons, hours etc)
Utilities Consumption Trends	This KPI tracks historical data on utilities consumption (e.g., natural gas, electricity, water) to identify trends and patterns over time during different seasons or /and during the day.	#	Historical data on utilities consumption
Self-sufficiency rate	This KPI tracks the percentage of used electricity covered by own solar production	%	(Total consumption - Purchased) / Total consumption of electricity
Self-sufficiency savings	This KPI tracks the amount of electicity bill costs saved due to own solar production	$	Total cost of electricity consumption at purchase rates - total cost of purchased electricity

Quality KPIs (1 of 2)

KPI Name	Description	$.#, %	Formulae
Scrap and Rework Costs	This KPI calculates the cost of products that do not meet quality standards and must be discarded (scrap) or redone (rework). This impacts both material costs and labour efficiency	$	(Units of Scrap x COP per Unit) + (Units of Rework x Cost of Rework per Unit)
Percentage of Products Returned	This KPI measures the rate at which sold products are returned by customers. A high return rate can indicate quality issues and impact customer satisfaction and profits	%	(Number of Products Returned / Total Number of Products Sold) x 100
Percentage of quality audits passed	KPI calculated by dividing the number of quality audits passed by the total number of quality audits.	%	Number of audits passed / Total number of audits
Rejected defects %	Rejected defects are the defects where the consumer states a problem, but the producer or developer did not detect that defect before delivering to the client. It is the comparison of undetected (rejected by client) to the total defects.	%	Rejected defects / detected defects

Quality KPIs (2 of 2)

KPI Name	Description	$.#, %	Formulae
Reclamations	Number of reclamations due to poor product quality to the total sales amount during the period. Due to high importance of this indicator it is preferable to calculate with different measurements and ratios (number, percentge, $).	#; %; $	Number of reclamations (quantity) Cost of reclamations Reclamations (volumes) / sales (volumes) Reclamations (amount) / sales (amount)
Lot Acceptance Rate (LAR)	The proportion of lots that were accepted in a given period.	#	Number of lots that were accepted / the total number of lots that were produced
Average quality control time	A measure that indicates quality control time efficiency	#	Average control time (divided by types of finished goods, raw materials etc.)

Product costing

Product Costing – Overview

What?

Product costing is intended to accurately determine the cost of a unit of production (or of a service delivered) by study of resources used in its creation.

Why?

The increasing changes in industries and complexities of businesses have increased the importance of product costing to better enable management in decision making, planning, and control, as well as implement effective cost management measures and appropriate pricing structures.

Application

Manufacturing Sector

Manufacturing organizations are well-known to employ product costing methodologies to understand the direct and indirect costs incurred in a factory and how the production activity impacts product cost. Costs such as assembly-line direct labor or factory overhead costs (i.e. electricity) are assigned to products to provide a view of each unit's cost.

Service Sector

Service organizations provide their "products" (services) to customers and incur costs along the way. Understanding the "cost-to-serve" is critical for a company to associate the people costs required, the technology employed to provide the service, and other costs to provide each service.

The main focus of Product Costing is to ensure that costs are associated to the products and services sold with correct financial reflection

There are Two Mainstream Product Costing Methods Available for Use

Product Costing

Actual Costing

The Actual Costing method captures actual costs incurred (labor, materials) and actual production quantities to determine the unit cost each time the product is produced

Standard Costing

The Standard Costing method establishes an estimated cost used for accounting and product profitability with variances to the estimate captured each time the product is produced

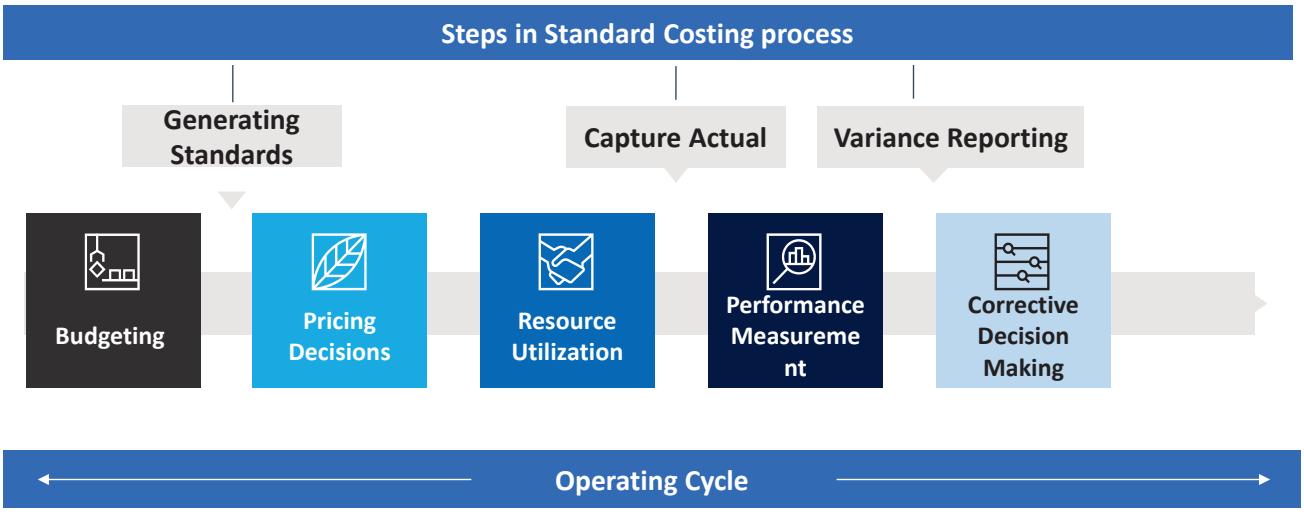
Comparison of Actuals and Standard Costing

Product Costing establishes the base to determine the cost per unit produced. The two broad levers to determine this are actual costing and standard costing.

Costing Methodology	Advantages	Disadvantages	Cases to use methodology
Actual Costing	• Provides the most accurate product cost for the product each time it is produced • Provides the greatest insight into cost impacts from production • Enables real time analysis and visibility into cost data	• Requires significant effort to track actual labor and materials consumed during production • Requires investment in data capture and ERP integration for capturing costs • Requires more resources/time for tracking and accounting	• Low volume or Job Order industries • Lot/ Batch or serialized production • Yield-based products industries
Standard Costing	• Provides simpler view of product profitability • Requires less effort to prepare financial plans and forecast • Requires less effort during production to capture resources consumed • Requires less accounting time	• Limits visibility of cost impacts of individual production lots/batches • Less precise tracking for each product made • Limits visibility of cost variances in product profitability analysis	• High volume manufacturing • Assembly or steady-state production • Use of production or assembly lines

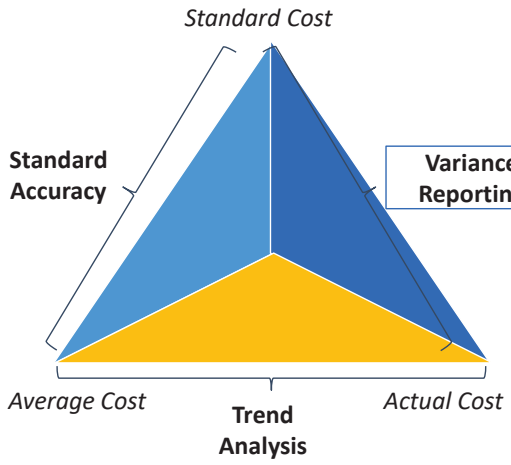
Standard Costing in Practice

Standard Costing has a role at many points in the Business Operating Cycle contributing insight into business performance.



Understanding Costs Incurred When Using Standard Costing

Standard Costing establishes an estimated cost based on budgeted expenses whereby variances in actual expenses can be analyzed to take timely corrective action toward root causes.



Benefits of Variance Reporting
Financial results mapped directly to the underlying operational activity
Visibility into product margin and drivers of profitability
Variance reporting with assigned accountability across the organization
Highlights the need to re-evaluate the company's product line or target customer base
Provide insight as to how well or poorly the company is being managed

Standard Costing Levers

There are three standard costing levers that can be leveraged to most accurately determine the cost per product / service

Standard Costing Levers

Material Cost Weighted Average*	Activity Based Cost Drivers**	General Assignment***
Materials with high cost variation (commodities) may consider using an average based on purchase value of material for sale divided by the number of units available	Assigning costs to products based on activities performed (cost drivers) in the operations of the business	Costs incurred which are not directly assignable to products may still be assigned by drivers such as facility by square footage or freight by material value

For more details around each of these items - please see the respective slides linked below:

* Refer this slide

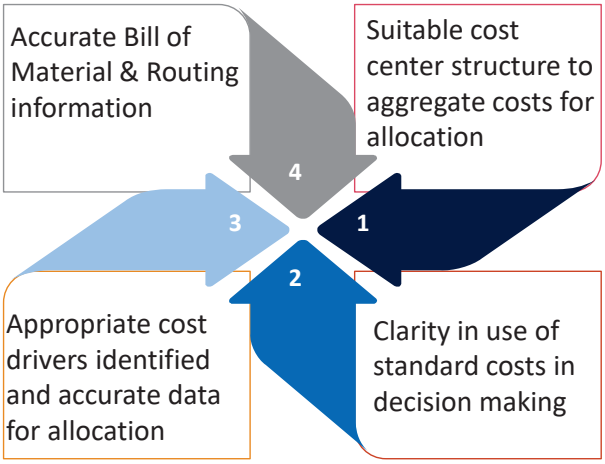
** Refer this slide

*** Refer this slide

Standard Costing Dependencies and Enablers

Standard Costing Levers provide flexibility in assigning costs to products resulting in the most reflective Product Cost and cost variances aligned with operating activity.

Critical Dependencies



Enablers

1. Mature and established product costing policy
2. Well-documented policy (and is compliant with GAAP, if applicable)
3. Defined allocation methodologies reflective of operations
4. ERP system with the ability to accurately capture costs
5. Defined product cost standard reports and variance analysis
6. Management support of standard cost methodologies

Determining the Appropriate Costing Method (1/2)

A single costing method may not be a solution to all types of industries. One or two different types of methods may be applied to arrive at the optimal cost model for a client.

Costing method	Method description	Client Environment	Products	Process
Discrete Costing	The method is oriented towards assembly of units and discrete production processes	• Considerable difficulty in finding manufacturing costs and directly associating costs to a specific product	• Wider array of products • Mass produce similar products	• Assembly line manufacturing • Costs can be captured per driver used in the produced product
Job Costing	The method is oriented towards the capture of cost each time a product is manufactured	• Historical costs would be fairly accurate • Need to have sophisticated software applications that can accurately update productions costs	• Relatively few products • Products that are engineered/make-to-order	• Prior cost information is updated relatively frequently • Can take a significant amount of transaction level activity to track each of the different costs

Determining the Appropriate Costing Method (2/2)

A single costing method may not be a solution to all types of industries. One or two different types of methods may be applied to arrive at the optimal cost model for a client.

Costing method	Method description	Client Environment	Products	Process
Process Costing	The method is oriented towards production processes where the relationship of inputs and outputs are not constant	• Each process gives an output that is a finished product in itself and can be sold • Cost of each stage of production is to be ascertained	• Products which go through different processes • Each process adds a unique characteristic to the product • May/may not involve generation of by-products	• Raw material is converted to finished goods through a series of activities performed on it • Capturing point and rate of conversion plays a crucial role in determining accurate costs
Target Costing	The method is oriented towards an expected cost; typically during product introduction	• Competitive market prices along with a need to maintain desired profit margins require companies to push down their costs to achieve the results	• Primarily used when new products are launched and historical costs are not available • Minimum profit margin is required	• Processes aligned to the target costs which are set based on the desired selling price • Increased focus on reducing bottlenecks

Overhead Cost Classification & Costing Order

Costs are broadly categorized based on their traceability to a product or production area whereby most are designated as direct or indirect. These costs are assigned to products based on their behaviour relative to the production process.

Costs Classification

Direct Costs	Indirect Costs	Non-Allocatable Costs
Costs are assigned to products directly based on where they are incurred (Work Center)	Costs are assigned to products using high-level cost drivers (production units)	Costs which are not product specific or may not be part if inventoriable cost (e.g., demolition)

Distribution Order

Primary distribution - allocation of the overheads incurred at the factory:
- Direct Materials
- Directly allocatable machine depreciation
- Dedicated labor

Secondary distribution - redistribution of cost of service departments among production departments

Standard Cost Rate = $\frac{\text{Factory Overhead}}{\text{Cost Driver}}$

Indirect Costs are assigned to products based on the appropriate **cost driver** which acts as the link between cost pools and cost objects based on which costs are ultimately allocated to the objects. The cost driver is based on the budgeted capacity at which the plant expects to produce goods throughout the period.

Overhead Cost Pools & Assignment

The annual budgeting and accounting processes must align with the Cost Pools and Drivers in order to support calculations and assignment of overhead costs to products

Process Order

1. **Develop Standard Rates=** Total Cost ($)/**Total Hours**

Rate standards should the reflect future measure of the organization; before finalizing, additional adjustments may be needed to ensure the standards are relevant and meaningful for future reporting periods

2. **Adjust - concepts and trends to consider:**

Are there expected changes to go-forward operations?

- New products, machinery or change in workflow
- Expected changes to the organization or budget
- Other business drivers like inflation

What targets will variances be measured against?

- Should expectations be set at the start, middle or end of year?
- How should individuals manage expected variances vs. operational variances?

How does the historical rate compare to the budget rate?

- Does the level of detail make sense?
- How much variability is there in the rates?
- Is the rate reasonable?

3. **Finalize and Approve:**

After making the necessary adjustments and a formal review conducted a leadership sign-off to ensure organizational alignment of expectations

Analyzing Variances

Standard costs are compared to actual operational activities (manufacturing and purchasing) to create variance. These variance can be too numerous, unexplainable, and difficult to understand.

What to Focus On

1. **Materiality:** Focus on data areas that, if incorrectly costed, could significantly misrepresent financial results (in-period and cross-period)
2. **Behavioral Changes:** Where will measuring variances drive better behavior and lead to more informed decisions? Are there opportunities to reduce costs/improve performance?

Purchasing Variance

- Variances between the purchase order and the standard cost are expected as material and services cost fluctuate, if they are reasonable
- Large variance between the purchase order and the standard cost can be caused by an incorrect standard or extraordinary events
- Variance between the purchase order and the invoices should be minimal. A/P, Receiving and Purchasing issues can cause the variance to be larger than expected

Manufacturing Variance

- Standard cost elements align to actual cost for variance analysis reporting
- Overhead rates play a key role in determining accurate variances
- Efficiency & rate variances are segregated for those resources tracked in the work order
- Manufacturing variance is segregated from management variance

Company should define the variance they are tracking and create reports to assist with clearly identifying the variance.

Commonly Measured Variances

Different types of variances lead to different insights along the value chain and should be linked to the appropriate level of authority to make decisions.

	Type	Description	Insight/Action Examples
1	**Material Usage**	Was the quantity of material used in the product more or less than expected?	• Was there a quality issue? • Should different materials need to be used? • Is there a more efficient way to build the product?
2	**Labor Efficiency**	Was more or less effort (hours) use to create the product?	• Are employee skills effectively managed? • Is this a new or custom part requiring specific skills or different machinery? • Was there a bad parts? Machine issue? Other?
3	**Labor Rate**	Was the labor more or less expensive than expected?	• Is the correct mix of senior employees mapped to jobs based on skill set? • Was overtime or re-work required?
4	**Overhead**	Did overhead absorption occur at a faster or slower rate than actually occurred? Was actual indirect spending higher or lower than budgeted indirect spending?	• Are overheads being managed appropriately? • Can overhead be directly costed to the product?
5	**Purchasing**	Was the purchase price different than expected? Did the invoice match the purchase order?	• Was there a new supplier or spot purchase? • Is the purchasing organization meeting targets? • Are there errors in the purchase orders or invoices received from suppliers?

Refer here for the variance categories

Defining Standards For Future

Redefined rates based on historical costs provide guidance/expectations for the budgeting process and can be used as a variance check once the budget standards are calculated

Standard Formula = Total Cost ($)/Total Hours

Total Cost ($)

Roll up **total costs** at the defined level of detail (e.g. Total $/Category)

Example

Plant	Product	Labour ($M)	Machine ($M)	OH-Labour ($M)	OH-Machine ($M)
A	1	$ 2,500	$3,200	$ 1,000	$ 1,700
A	2	$ 2,800	$2,970	$ 1,200	$ 1,580
A	3	$ 1,700	$1,140	$ 800	$ 610
A	4	$ 2,750	$1,140	$ 1,000	$ 610
		$ 9,750	$ 8,450	$ 4,000	$ 4,500
B	1	$ 6,500	$ 3,700	$ 3,000	$ 800
B	2	$ 6,500	$ 3,700	$ 3,000	$ 800
B	3	$ 12,500	$ 24,050	$ 6,500	$ 5,200
B	4	$ 15,300	$ 22,200	$ 7,800	$ 4,800
		$ 40,800	$ 53,650	$ 20,300	$ 11,600

Hours (Amount)

Roll up **total hours** at the defined level of detail

Example

Plant	Product	Labour Hours	Machine Hours
A	1	7,000	14,000
A	2	8,000	13,000
A	3	5,000	5,000
A	4	7,500	5,000
		27,500	37,000
B	1	500	1,000
B	2	500	1,000
B	3	1,000	6,500
B	4	1,200	6,000
		3,200	14,500

Standard Rate

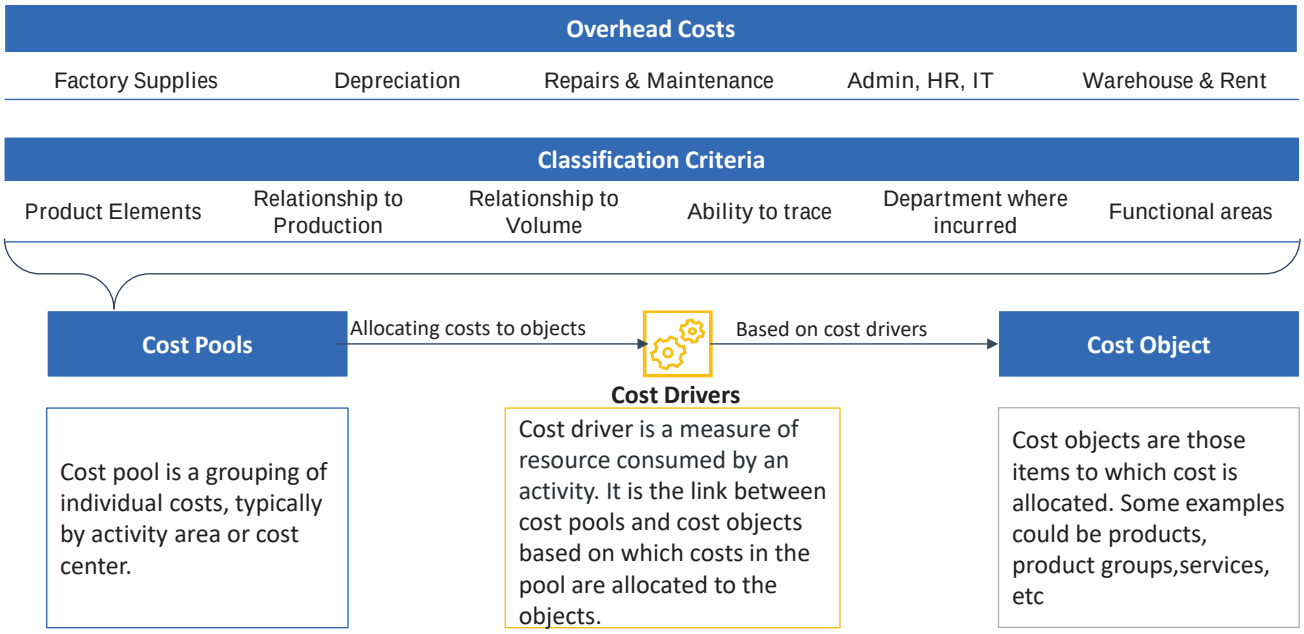
Rate is calculated Plant wise based on total costs and total hours.

Example

Plant	A	B
Labour		
Total cost	$ 13,750	$ 61,100
Total hours	27,500	37,000
Rate	$ 0.50	$ 1.65
Machine		
Total cost	$ 12,950	$ 65,250
Total hours	37,000	14,500
Rate	$ 0.35	$ 4.50

Understanding Overhead Cost Structure And Drivers

The assignment of costs to products requires an understanding of the production or service process such that appropriate cost pools and cost drivers can be defined enabling costs to be assigned to products or services



Cost analysis structure

Cost Elements

What was spent?
- Materials
- Services
- Labour costs….

Cost Object

On what was spent?
- Production/Sales orders
- Cost centers
- Projects (OPEX/CAPEX)

Consuming department

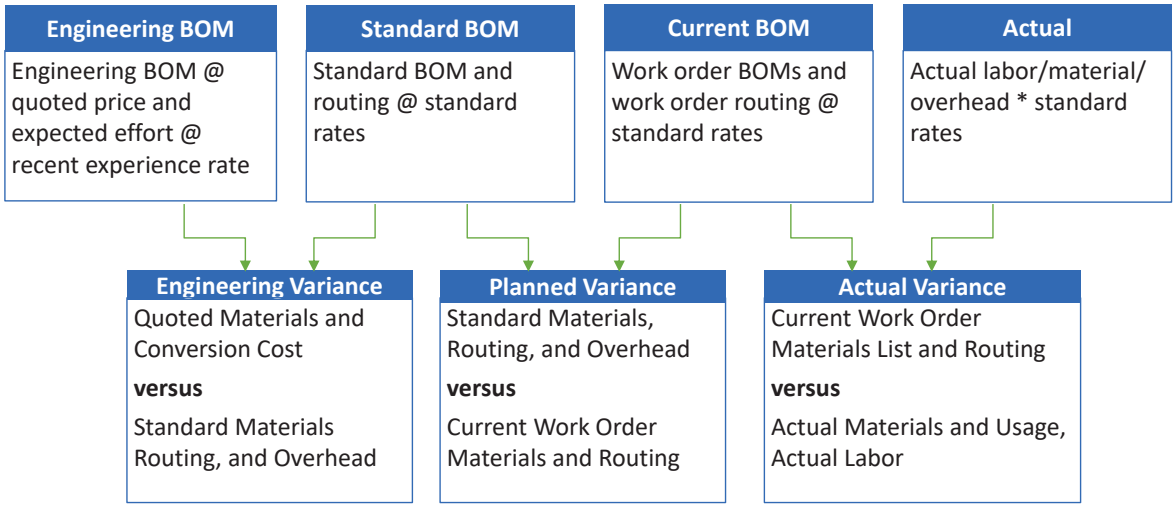
Who consumes?
- What is the cost of function?
- Department that consumes costs

Controlling department

Who controls?
- What is the budget under responsibility?
- Department that controls the costs

Variance Categories

The below diagram represents the different variance categories from the stage of raising a quote to the booking of transactions in the GL.



Variances calculation practice

Homework

To do at home

1. Identify what creates Value
2. Prepare value driver tree
3. Define how to assess the efficiency of each process influencing the Value – identify Price (Cost) and Quantity measures.
4. Develop planning and costing methodology
5. Identify strategic targets (benchmarking) and Identify who is responsible for achieving the targets
6. Set KPIs
7. Set-up the process
8. Prepare instruments to be used

Have a nice day!

Day 2

Productivity improvement for Ukrainian SMEs

Contribution to Industrial Development

Rising Consultants Co., LTD
Takao Hayasi

Day 2

Production management planning and control

Time Table

Day 2

TIme on UK	Day2	Day3
10:00 AM	Break the ice, Lectuerer intruduction	Day 1 Review of and Day 2 Schedule
	Curriculum Overview	**IV.** Work Site Environment Improveemnt by 5S
	I. Production effcienncy and its method	**V.** Muda (Waste) Ellimination[
11:00 AM	Exercise Group Discussion in cluding BREAK ※	Exercise Group Discussion in cluding BREAK ※
	Exercise Group Presentation including QA and Lectuerer comment.	Exercise Group Presentation including QA and Lectuerer comment.
	II. Periodic Production Planning and Operation	**VI.** TQC (Total Quality Control)
12:00 PM	**III.** JIT (Just In Time) Basis	**VII.** Seven QC tools
	Q&A throughout the session	Q&A throughout the session
	Recap of Today & Plan for Tomorrow	Recap of the 3-Day Seminar
1:00 AM		

※Assign all peticipants to BREAOUT ROOMSs by ZOOM function, about 5 people per group
Small group discussion over, perticipants return to the main room.

Day 2

Production efficiency and its methods

I-1.What's "Production planning"

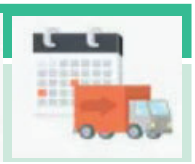
(1) Production planning

- Production planning is the process of creating a plan to maximize the utilization of limited resources (personnel, equipment, raw materials, etc.), improve production efficiency, reduce costs, and meet delivery deadlines.
- This refers to the comprehensive formulation of an optimal production plan by considering factors such as demand forecasting, inventory management, production scheduling, and resource allocation.

(2) Contents of production planning

Contents
1.The production plan needs to clarify the product types, quantities, and timing."
2. Raw materials and parts required for product manufacturing
3. Lead time for manufacturing and shipment"







I-1.What's "Production planning"

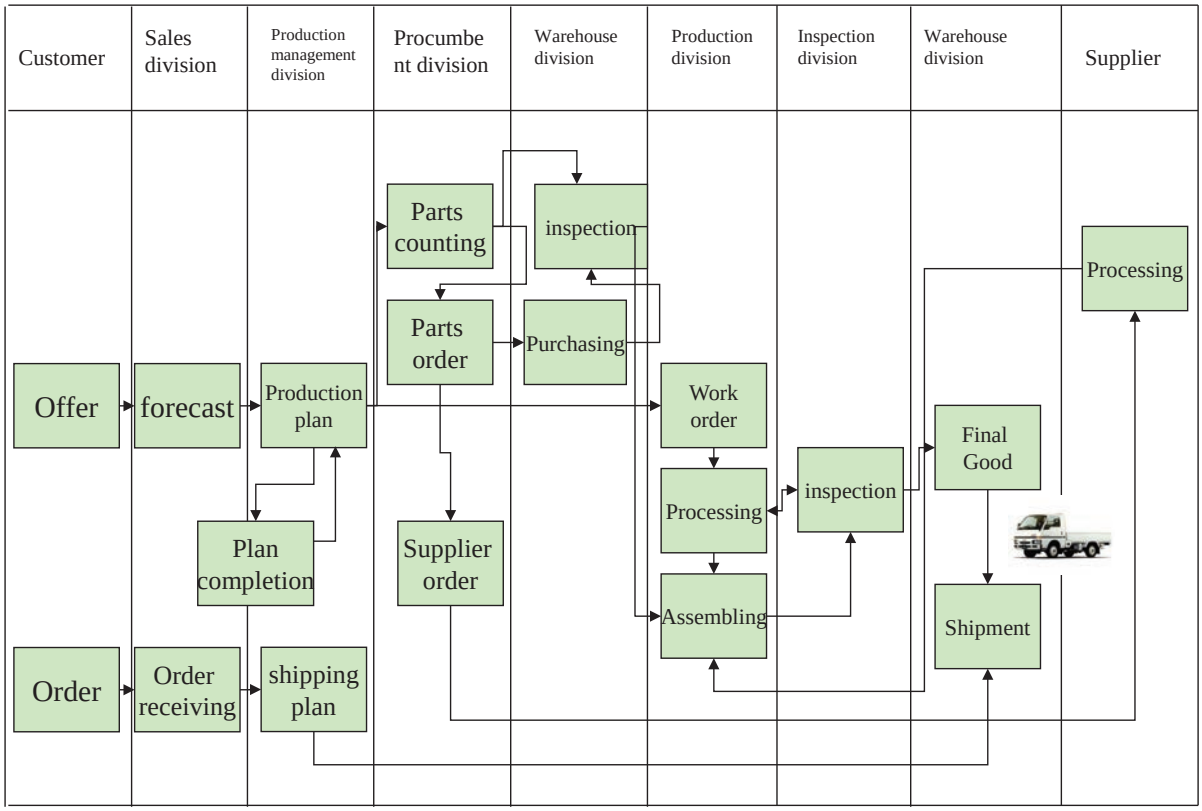
(3)Type of Production planning

- We classify production planning system "Push system" and "Pull system''

Push system	Pull system
■ Production planning system for push production. ■ Develop and control a production plan by initial production plans as a basis ■ Easy to control as it is carefully planned, ■ Not flexible to changes in demand and often result in excess stock.	■ Production planning system for pull production ■ Give instruction from downstream to upstream in the production process. ■ Well fit for reducing the risk of overstocking

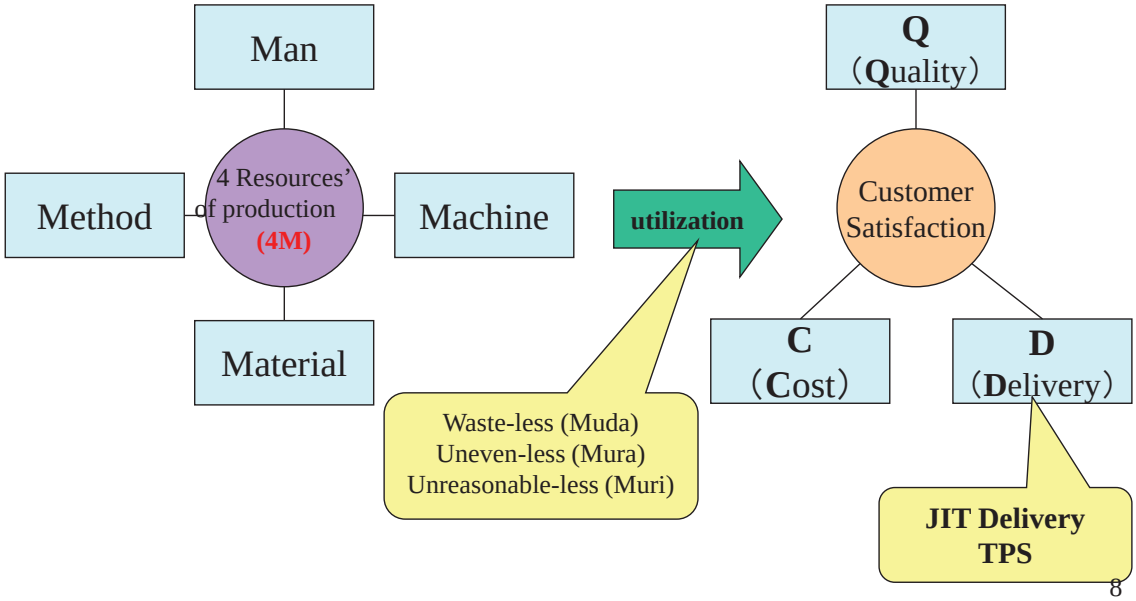
(3)Type of Production planning

Example of production planning system by Push system



I-2. Production plan resources and goal

- "To develop an accurate production plan that adapts to the current situation, here are the key points for optimizing the production planning."



I-3. 4M is basic frame work for production planning

- 4M refers to the four essential resources for product production: Man, Machine, Method , and Material .
- Clarifying when and how much of each is needed and preparing accordingly helps in quality control and improving production efficiency"

(1) Material





(2) Man



(4) Method

- Engineering Technology
- Management Technology



(3) Machine



- The concept of 4M is an established framework for improving quality and productivity utilized as a fundamental for problem-solving and improvement activities.

I-4. Benefits of efficient production planning

- Blow showing benefits are available by optimizing production planning

- Enhancing production efficacy
- Optimizing stock level of material, WIP (Work In Process)and finished product
- Improving adhere ratio of delivery deadlines
- Cost reduction
- Effective use of 4M
- Establishing a flexible manufacturing system

- These benefits result directly in stronger competitiveness and higher profitability for the business."

I-5. Essential components for efficient production planning

Components	Description
Demand forecast	Accurately forecast future demand and determine the appropriate production volume
Stock management	Maintain appropriate inventory levels and avoid excess inventory or stockouts.
Analysis for production capacity	Determine the optimal production volume by understanding the production capacity of equipment and personnel
Dead line control	Understand the lead time for each process and adhere to delivery deadlines
Cost optimizing	Maintain quality while minimizing production costs

- It is crucial to formulate a well-balanced production plan after taking all these components into account.

I-7. Implementation steps for improving production planning efficiency

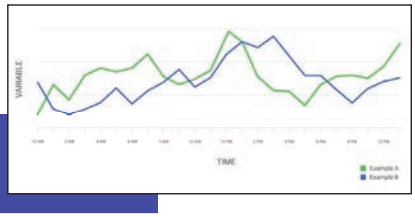
- The general procedure for implementing production planning efficiency is as follows."

Implementation steps	Description
【STEP1】 Current situation analysis	To identify the problems and challenges in the current production process
【STEP2】 Goal setting	Clearly define the goals to be achieved through production planning efficiency
【STEP3】 Data collection	Collect data such as demand forecasts, production capacity, and inventory status
【STEP4】Creating optimizing model	Create an optimization model based on the collected data
【STEP5】 Plan implementation	Putting optimized production plans into action
【STEP6】Monitoring and impalement	Analyze implemented results and make continuous improvements

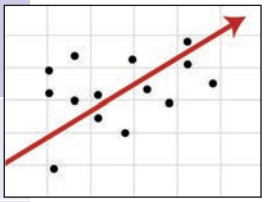
- Repeating these steps leads to more precise and optimized production planning.[12]

I-8. Demand forecast and its improvement method

- Utilizing the proper techniques and tools can lead to significant benefits, including higher productivity, lower costs, and faster delivery.
- Demand forecast and stock management are critical components of production planning. By implementing accurate demand forecast, excess inventory and stock shortages are prevented, and efficient production levels are maintained.



Metod for demand for cast	description
Time series analysis for forecasting	Analyze trends and patterns from historical data to forecast future demand
Regression analysis	Identifying factors affecting demand and predicting from their relationships
Stock holding and quantity decision	Cerate PSI (Production, Sales, and Inventory) plans based on demand forecasts to optimize production efficiency."



I-8. Demand forecast and its improvement method

PSI planning

Managing Production, Sales, and Inventory simultaneously and periodically to create efficient production plan.

◆Procedure of PSI Planning



◆Example of PSI for daily basis

Required production quantity to meet demand

			May.1	May.2	May.3	May.4	May.5	May.8	May.9	May.10
			Mon.	Tue.	Wed,	Tur.	Fri.	Mon.	Tue.	Wed.
Product A	P Production	Planned production quantity		2,000			2,000			
	S Sales	Sales forecast	700	1,100	1,500	900	1,500	1,000	1,000	1,200
		Order receiving	300				500			
	I Inventry	Inventry planning	4,000	4,900	3,400	2,500	2,500	1,500	500	-700

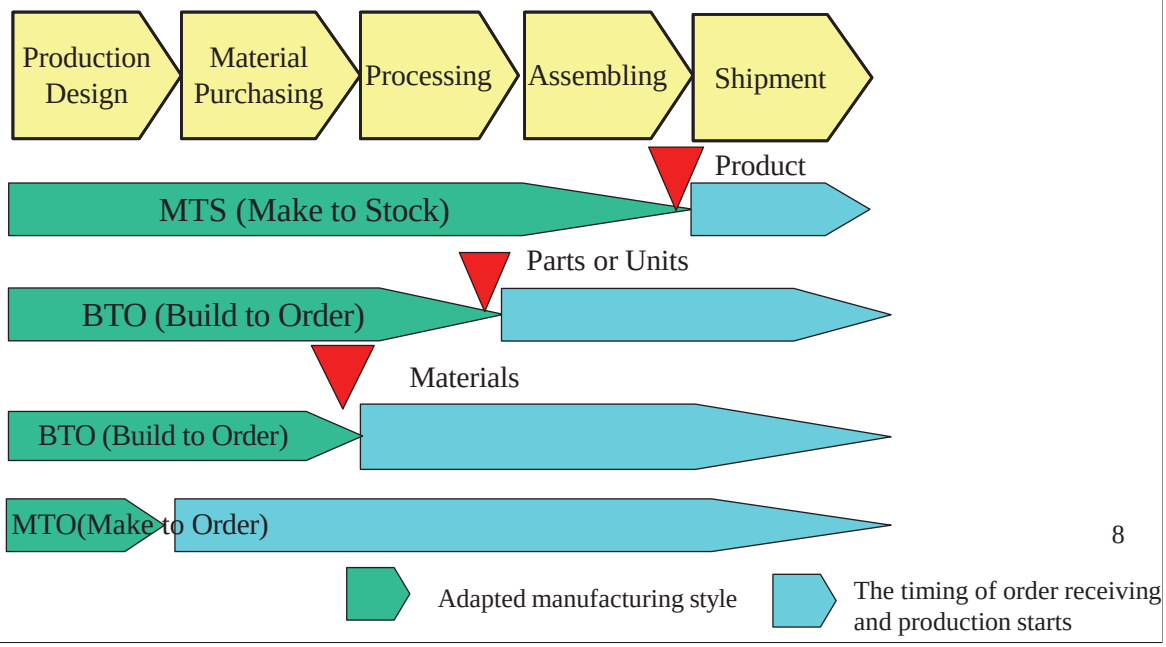
Sales plan based on future demand

Inventory Inventory trend prediction based on production and sales plans

Source;https://smbiz.asahi.com/article/15140654

I-9. Finished good stock holding policy

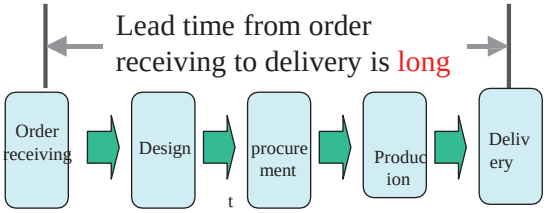
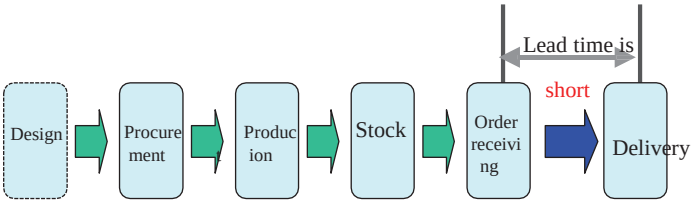
- The key to avoid the risks of dead stock or excess inventory is to keep stock in processes as close to the end user as possible.".
- BTO is manufacturing style that assembles parts after order receiving from customer.
- BTO is positioned between MTS and MTO, it is possible to make products efficiently to use the advantages of both methods in production process.



I-10.The Contents and difference MTO and MTS

- **Make–to-Order (MTO)** : Production process starts just after order receiving. so there is no inventory in MTO.
- **Make-to-Stock (MTS)**: Production plan is created based on the forecast in order to own inventory. After order receiving, inventory is very useful for quick delivery to customer.

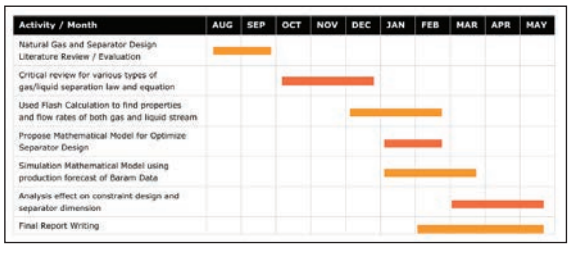
■The difference between MTO and MTS

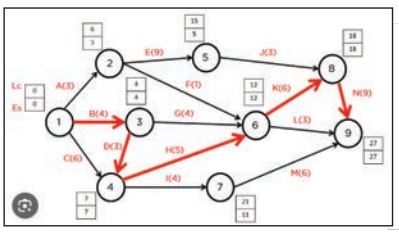
	Production process	Applicable	Inventry
Make-to-Order **(MTO)**		Custom-made	No
Make-to-Stock **(MTS)**		Ready- made, standardized products	Yes

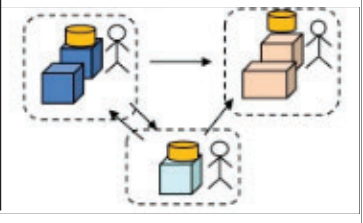
I-11. Production planning efficacy and its improvement method

- Production scheduling is a key element for maximizing limited resources and achieving efficient production.
- Proper scheduling can lead to reduced production lead times and improved equipment utilization.

Metod for production planning	description
Gant chart	Visual management method for small production lines to provide work instructions and track progress.
Critical Path Method(CPM)	Project scheduling method for minimizing total project duration in large-scale projects
Job shop scheduling	Scheduling method for multi-product, low-volume production considering multiple processes and machines for production optimization"

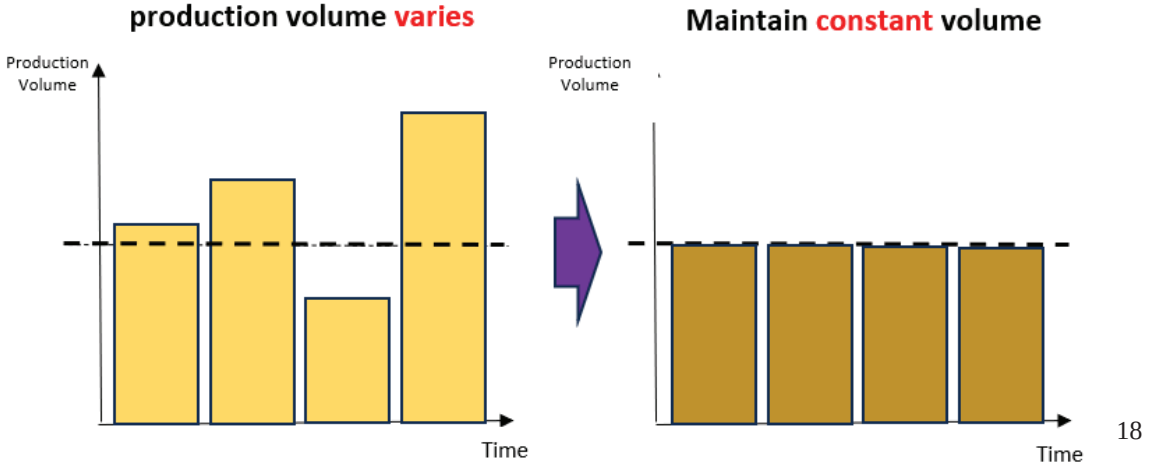






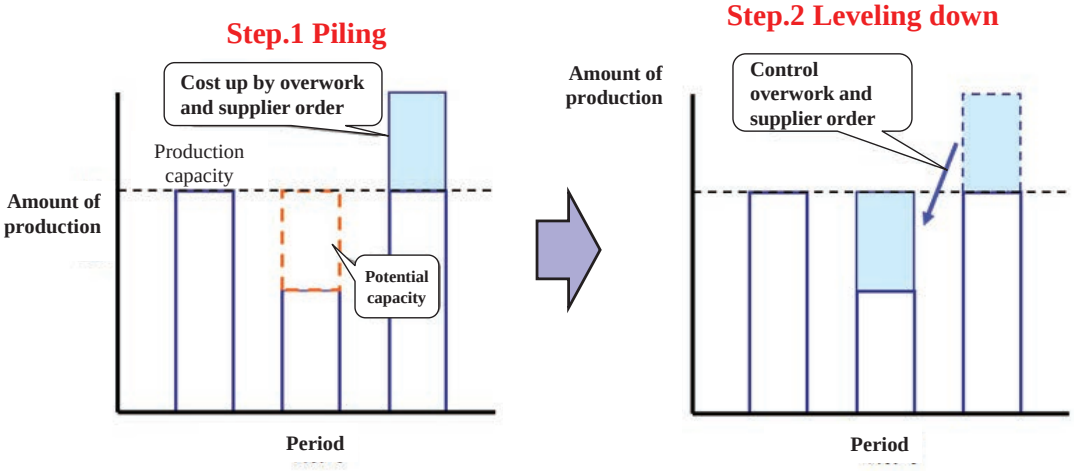
I-12. Other method for efficient production planning
(1) Production leveling

- Production leveling is a technique for minimizing fluctuations in production volume and product mix.
- Production leveling was a vital technique in the development of the Toyota Production System.
- The main benefits include preventing waste and inventory issues (overstocks and stockouts) due to fluctuating demand, and balancing the workload across production and staff."



I-12. Other method for production planning
(2) Production leveling method

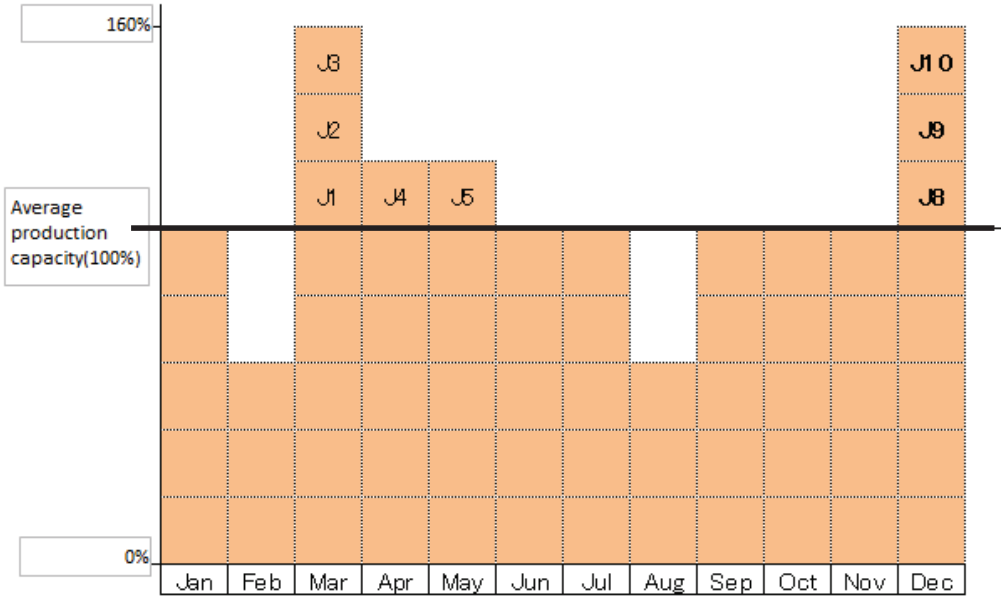
- **Piling up** : Load is the quantity of work, Piling up is allocating the workload to process necessary for manufacturing each products. Piling up is also called “Load plan”
- **Leveling down** : The work over productive capacity is forwarded in less productively capable month.



Production leveling involves a broad range of improvements, going beyond just changing the production volume/level to include expanding production capacity, utilizing outsourcing, shortening production lead times, and reducing setup times etc.

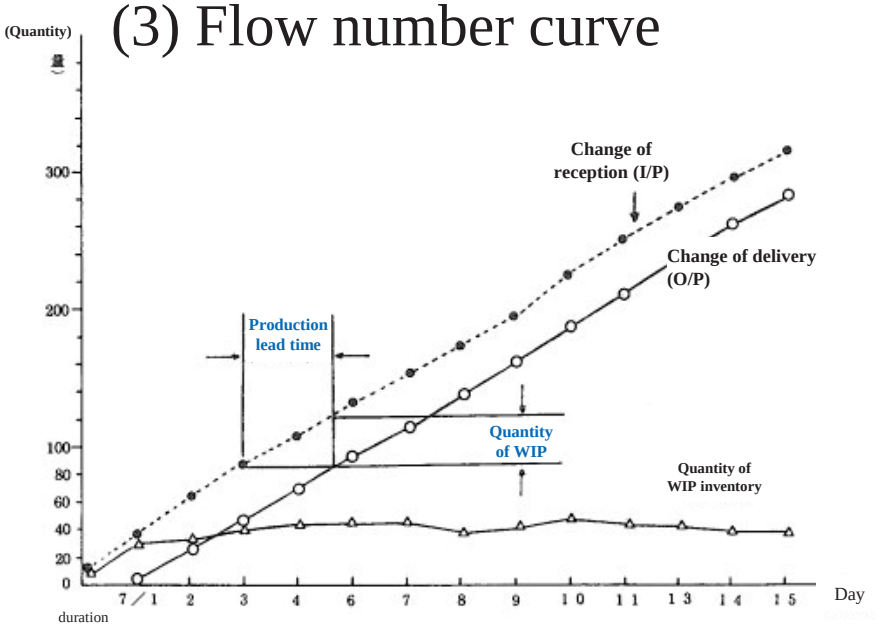
Exercise :Piling up and leveling down

Following is piled production plan of a factory. The load in March and December go over production capacity drastically. Review improvement plan concretely on the view of piling up and leveling down.



I-12. Other method for production planning

(3) Flow number curve



Day	7/1	2	3	4	6	7	8	9	10	11	13	14	15	Total
Quantity of received	25/37	24/61	24/85	23/108	24/132	21/153	20/173	24/197	24/221	26/247	22/269	23/292	21/313	313
Quantity of delivered	0/0	24/24	21/45	23/68	23/91	21/112	24/136	23/159	22/181	26/207	24/231	25/256	20/276	276
Balance 12	37	37	40	40	41	41	37	38	40	40	38	36	37	—

Actual quantity / Accumulated quantity

- Control production progress calculating total number of products in production process from reference date.
- This method is suitable for production management in mass production manufacture which produce same products repeatedly .
- This method is also called “Serial Number Control System”.

I-12. Other method for production planning

(4) How to plot and analyze flow number curve (FNC)

1. Prepare a graph with time (date) on the horizontal axis and quantity on the vertical axis.
2. Plot the cumulative number of items received into the process over a specific timeframe.
3. Plot the cumulative flow of products out of a process over regular time intervals.
4. Analize FNC and take the measure solving the problems of process.

Stock(Work in process) quantity: The vertical distance between the two curves indicates the amount of stock (WIP) at that point in time.

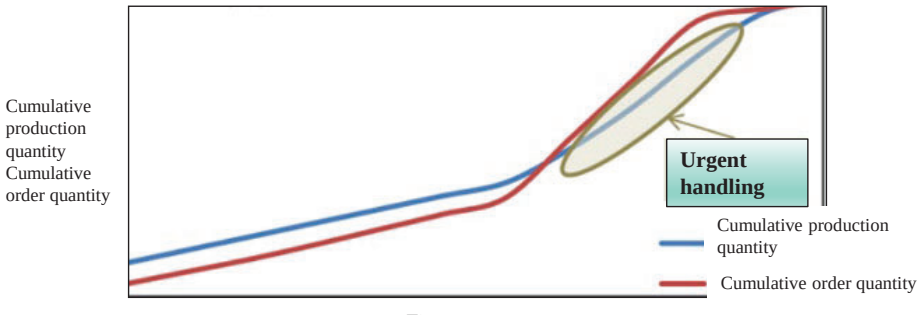
Stock (Production)period: The horizontal distance between the two curves indicates the period during which inventory(WIP) is stagnant.

Production progress: When a curve slopes upward, it indicates that production activities are continuing. Production capacity is shown by the slope of the graph.

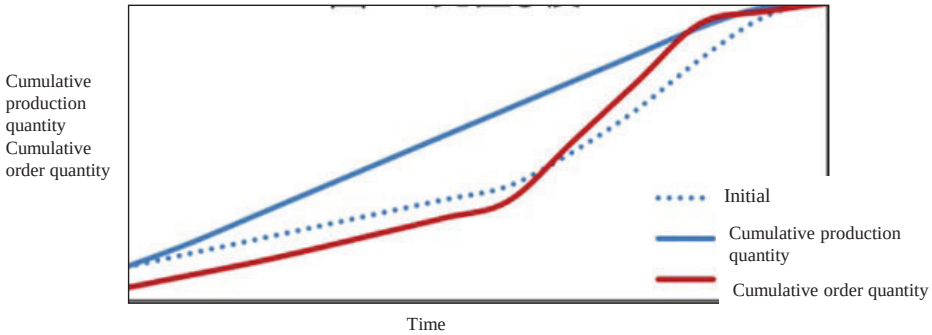
I-12. Other method for production planning

(5) (Case study) How to improve flow number curve (FNC)

◆Before



◆After



Source: https://food.uchida-it.co.jp/column/20190520/

Day 2

Exercise

I-4. (Exercise) Improvement on Production Planning creation and control

Please divide into groups and discuss improvements to your company's production planning and control based on what you have learned in this seminar.

(1) Please divide into groups and briefly introduce yourselves first.

(2) Please decide on roles such as a facilitator, timekeeper, note-taker, and presenter.

(3) The discussion time is scheduled for 15 minutes.

(4) After the discussion ends, please return to the main group for a presentation.

(5) Instructor will provide comments on your presentation.

Day 2

Periodic production planning and operation

III-1. Planning cycle and period/timeframe

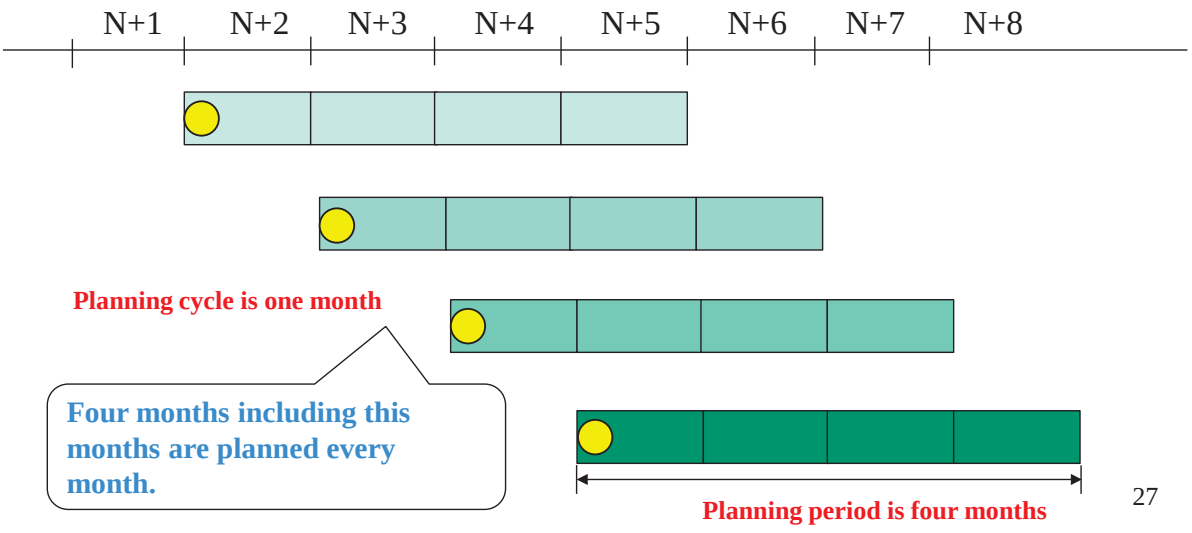
(1)Production plan cycle

A cycle in production planning is a regular, recurring process, like monthly plan reviews

(2)Production period and timeframe

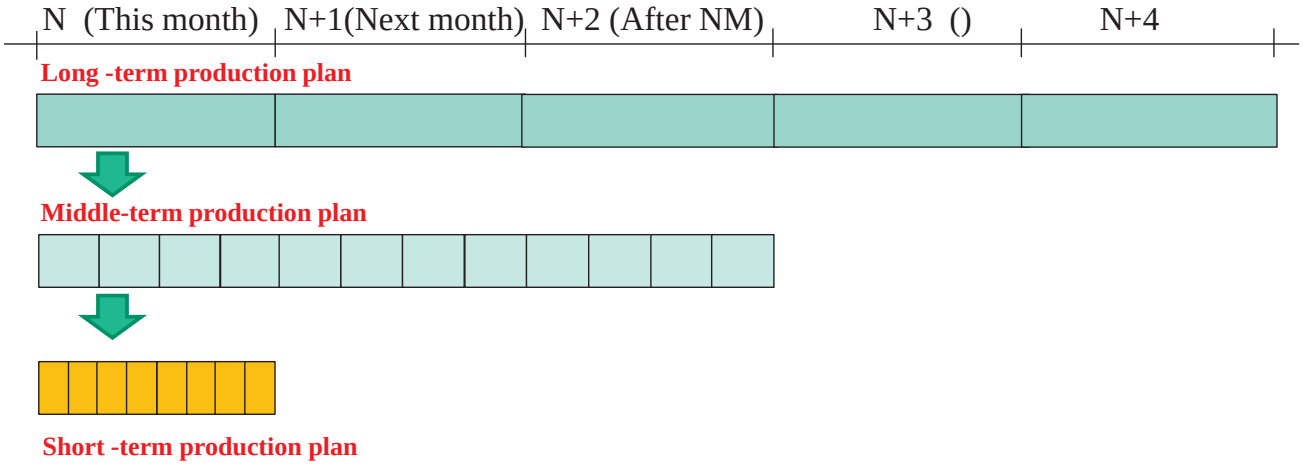
Production period: The period in a production plan is a specific time, such as a one-week plan or one month plan.

Production timeframe: refers to the specific period in which the plan will be implemented. It is used for clarifying the time range more clearly.



III-2. Period-based Production Planning

- Period-based production planning is a process of creating long-term, mid-term, and short-term schedules based on demand forecasts to achieve efficient production and stock optimization while preventing stock shortages.
- Specifically, these plans are used to forecast demand and schedule production activities to improve production efficiency and optimize inventory costs.



III-3. Period-based Production Plan

Production plans are typically formulated by dividing them into three stages. Here is an explanation of how each plan is developed:

	planning period	Action to be performed
Long -term production plan	Several months to one year	Supply of machine, Preparation of worker, Material preparation in long term, Instruction for supplier in production volume, New supplier development, etc.
Middle-term period production plan	One month to three months	Preparation of martial and parts, Supply of tool, Personnel arrangement and overwork plan, Production order for supplier, etc.
Short -term production plan	One week to one month	Delivery order for material and parts, Delivery instruction to work site, Production launch instruction for work site, production sipping plan, etc.

Day 2

JIT (Just in Time) Basis

IV-1.JIT and its components

1.What's JIT(Just in time) production system?

JIT is a production control system that produces and supplies what is needed, when it is needed, and in the amount that is needed.

JIT is a core concept of the Toyota Production System (TPS) that aims to rapidly respond to customer needs and eliminate waste by minimizing stock and shortening lead times.

Three Main Component	Explanation
Just-in-time pull system	Downstream process withdraws necessary items from the upstream process only when they are needed, this activity effectively serves as a production instruction
Kanban system	Visual communication tool that facilitates smooth pickups by visually conveying information such as production volume and transport volume.
Production Leveling	By stabilizing production volume, we can reduce unnecessary variations and contribute to the stable and effective operation of JIT.

IV-2. Advantage and Disadvantage of JIT

Advantage	Explanation
(1)Cost down by stock elimination	The need for holding excess inventory is eliminated, leading to significant reductions in storage space and management costs. Inventory risk due to obsolescence(outdated) or damage is also reduced.
(2)Production efficiency enhancement	By eliminating waste and waiting times, and producing what is needed when it is needed, work efficiency and productivity are improved.
(3)Enabling flexible production with reduced lead times.	The shortened lead time from placing an order to product delivery enables us to respond to customer needs more quickly and flexibly.
Disadvantage	**Explanation**
(1)Impact on the supply chain	Close collaboration with suppliers is crucial; a delay in the supply of parts could stop the entire production line.
(2)Difficult to respond to sudden changes in demand.	Manufacturing based on a plan makes it difficult to cope with rapid fluctuations in demand, requiring highly accurate demand forecasting and a flexible production system.
(3)Implementation and operational costs are incurred	Initial costs, such as implementing a management system, and ongoing operational costs, including employee training, will be incurred. The cost-effectiveness must be carefully considered.

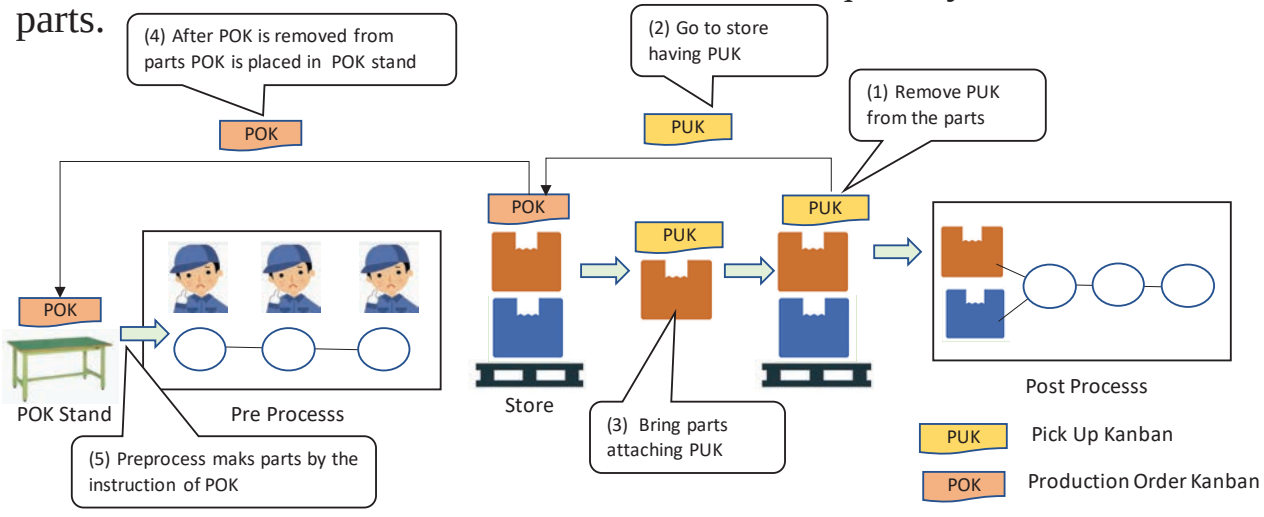
IV-3.Kanban system



1.Mechanisim of Kanban system?

The principle of the Kanban system is simple. First, when a downstream process uses parts, it sends a Kanban card to the upstream process.

Then, when the upstream process receives the Kanban card from the downstream process, it produces and replenishes the stock for the downstream process according to the production instructions on the card. The Kanban card contains the name and quantity of the parts.



II-1.IIT implementation steps

Implementation steps	description
【**SEP1**】Establish leveled production	By analyzing customer demand, we implement production leveling to average out daily output volume and product mix. This eliminates sudden fluctuations and establishes a basis for stable production operations"。
【**SEP2**】Full adoption of the pull production system	The downstream process takes only what is needed, when it is needed, and in the amount that is needed from the upstream process. In response, the upstream process produces only the amount that was pulled.
【**SEP3**】promoting the continuous flow of processes	Ensure products do not stagnate between processes, we create a smooth production line flow through methods such as one-piece flow and reduced setup times.
【**SEP4**】Determining and implementing takt time based on the required quantity.	Based on customer demand, we determine the takt time—the time required for a production line to manufacture one unit—in order to build a system that can flexibly adjust production volume.
【**SEP4**】Using a Kanban system as a tool	Based on information such as part numbers and quantities recorded on the Kanban cards, necessary parts are pulled at the appropriate time, serving as a production order."

IV-4.【Case study】Japanese SME implemented JIT

1.Company C Profile

- Location: Saitama Prefecture, Japan
- Industry: Equipment Manufacturing
- Main Products: Safety and security equipment including mirrors
- Capital: 25 million Yen (140,200 EUR)
- Annual Sales: 800 million yen (4,486,400 EUR)
- Number of Employees: 40
- Not automotive-affiliated company



2.Motivation for JIT Implementation

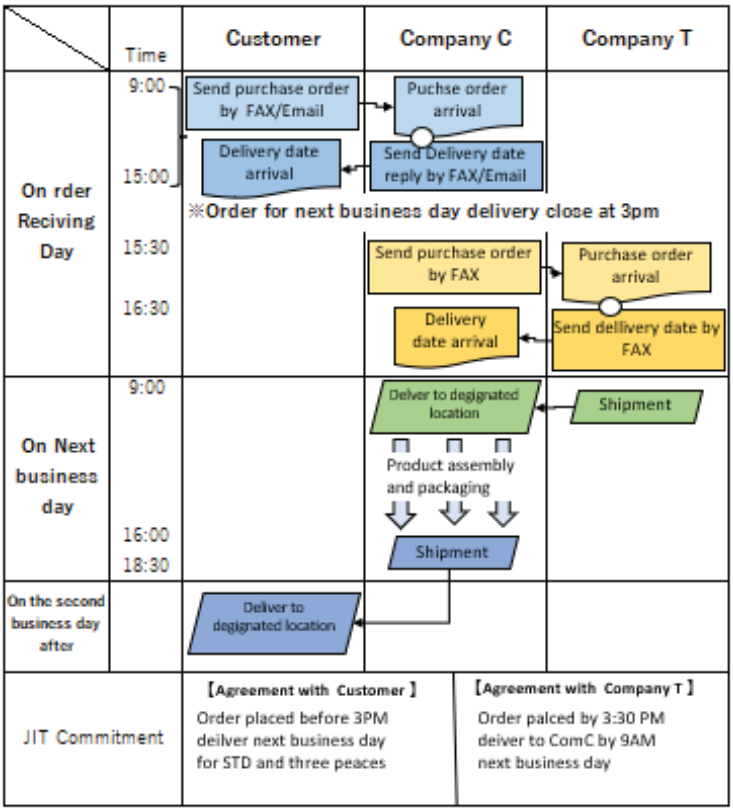
- Company T practiced multi-product, low-volume, short-delivery production and has reached a point where same-day orders, same-day production, and same-day shipping are possible.
- To ensure more reliable JIT delivery, they decided to introduce JIT at Company C, an outsourced cardboard box supplier.

IV-4.(Case) Japanese SME implemented JIT

3.The problems this company faced before implementing JIT.

Due to the increasing number of cardboard box types, tasks like inventory checks, urgent orders, and logistics were required inefficiently to procure even a small quantity of boxes.

4. Clarify transaction rules by JIT process chart



Day 3

5S and Kaizen, Waste elimination and Quality improvement

Time Table

Day 3

TIme on UK	Day2	Day3
10:00 AM	Break the ice, Lectuerer intruduction	Day 1 Review of and Day 2 Schedule
	Curriculum Overview	**IV.** Work Site Environment Improveemnt by 5S
	I. Production effcienncy and its method	**V.** Muda (Waste) Ellimination[
11:00 AM	Exercise Group Discussion in cluding BREAK ※	Exercise Group Discussion in cluding BREAK ※
	Exercise Group Presentation including QA and Lectuerer comment.	Exercise Group Presentation including QA and Lectuerer comment.
	II. Periodic Production Planning and Operation	**VI.** TQC (Total Quality Control)
12:00 PM	**III.** JIT (Just In Time) Basis	**VII.** Seven QC tools
	Q&A throughout the session	Q&A throughout the session
	Recap of Today & Plan for Tomorrow	Recap of the 3-Day Seminar
1:00 AM		

※Assign all peticipants to BREAOUT ROOMSs by ZOOM function, about 5 people per group
Small group discussion over, perticipants return to the main room.

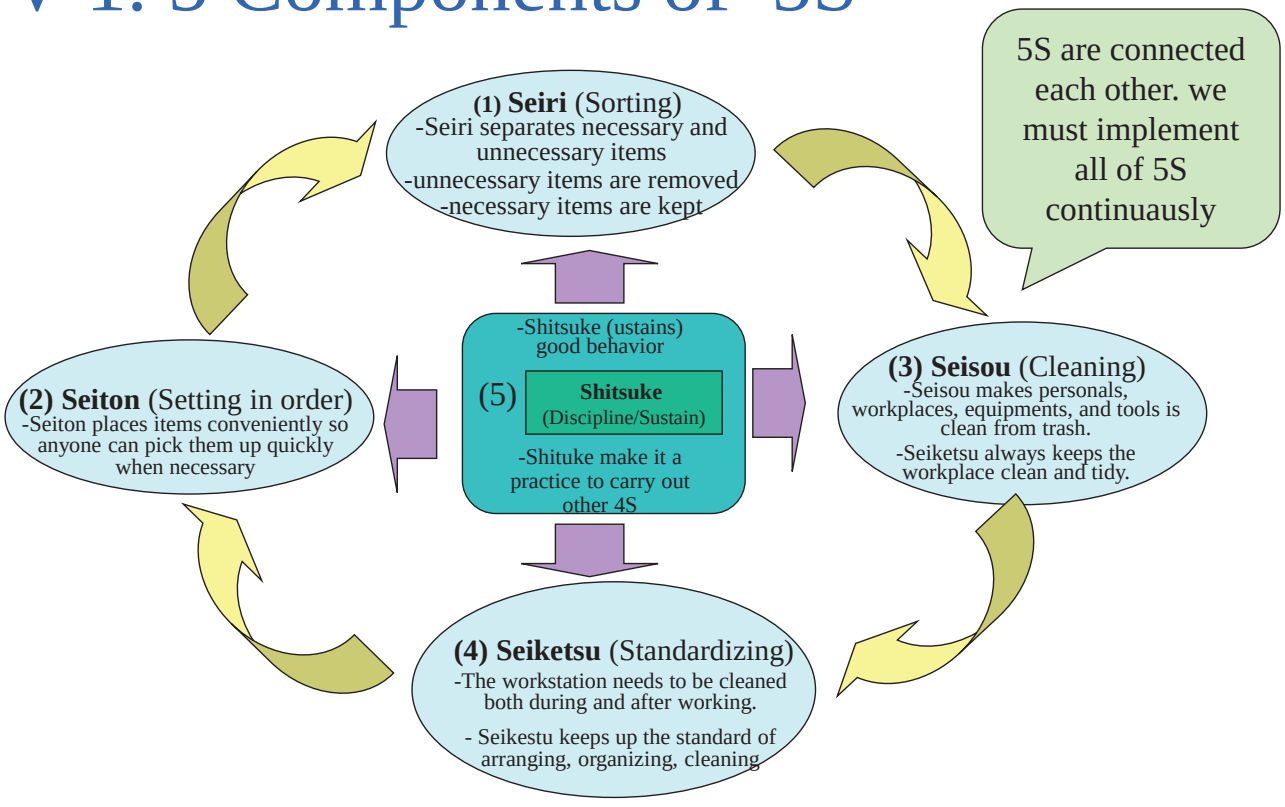
Day 3

Worksite Environment Improvement by 5S

V-1. Worksite improvement by 5S

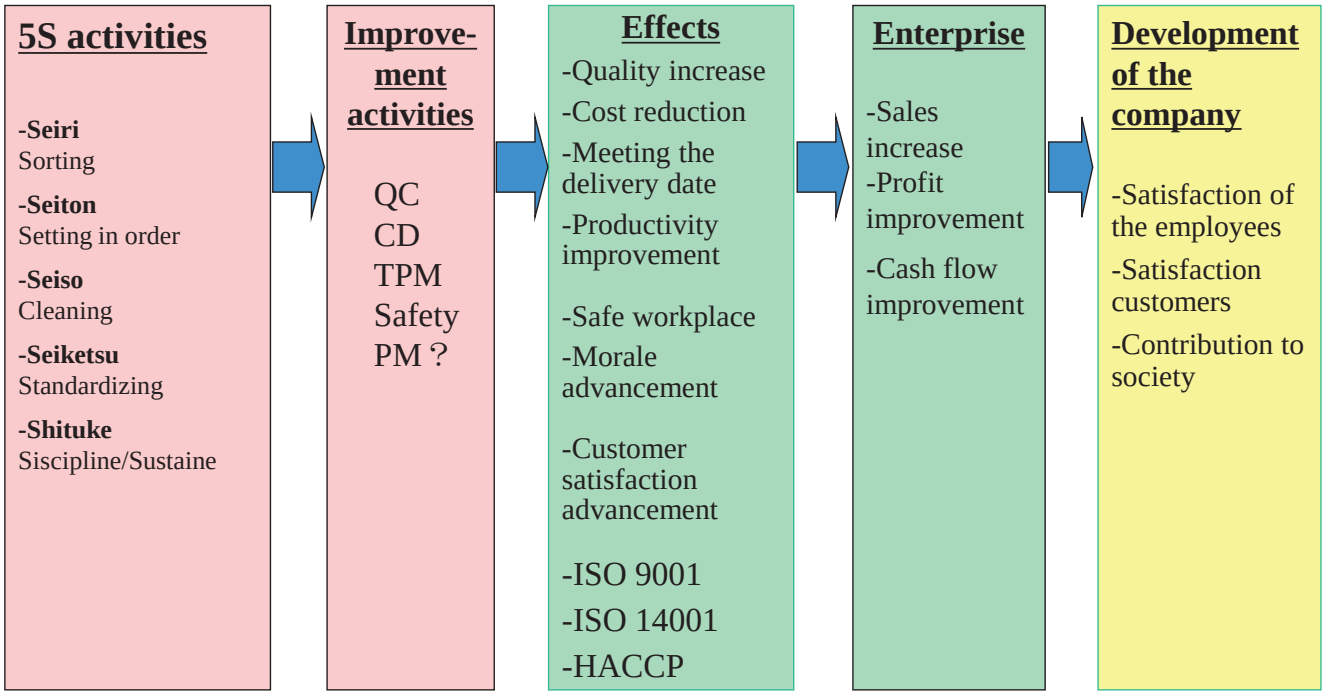
- Production environment improvement by 5S is the realization of enhanced productivity, cost reduction, quality improvement, safety assurance, and employee mindset reform through the five activities of 5S.
- While 5S is an activity that spread primarily in the manufacturing industry, it is now being adopted in various other industry, such as the service industry.
- The purpose of 5S is to create a workplace that eliminates waste and maintains a state that is easy to work in.

V-1. 5 Components of 5S



Reference : http://www.tds-group.co.jp/about/iso.html

V-2. Production management and “5S / Kaizen”



V-3. The effects and objects of each 5S

5S / Items	Definition	Effects	Objectives of 5S
Sorting (SEIRI)	Separate necessary objects and unnecessary , and eliminate unnecessary	・Reduce inventory in hand. ・Use spaces effectively. ・Eliminate loss of items. ・Eliminate leakage of oils, air, etc. ・Eliminate waste in searching. ・Eliminate unsafe situations.	《Reduce costs》 《Enhance efficiency》
Setting in order (SEITON)	Decide on setting layout that allows workers to use objects when they are requested to.		
Cleaning (SEISOU)	Eliminate garbage, dirt and contaminants, etc., and ensure cleanliness.	・Maintain and enhance facility capability. ・Clean and inspect essential facility areas. ・Improve work environment. ・Eliminate causes of disasters.	《Reduce incidence of breakdowns》 《Ensure safety》
Standardization (SEIKETSU)	Maintain cleanliness, including aspects of hygiene and pollution.		
Discipline, Sustain (SHITUKE)	Ensure discipline in complying with the established rules.	・Reduce incidence of carelessness. ・Comply with established rules. ・Improve human relationships.	《Improve motivation》
Standardization	Establish a fixed set of rules and arrangements.	・Reduce the incidence of fluctuations in quality due to individual differences. ・Understand the situation for abnormalities.	《Enhance quality》

V-4.Why 5S necessary in your company?

- Clean environment could polish the sensitivity of all employees,
- and motivate them to improve workplaces continuously.



Good company and good employee		Bad company and bad employee
Cleanness	⇔	Dirty
Sanitary	⇔	Lacking in sanitation
Safety	⇔	Dangerous
Beautiful mind	⇔	Hardened mind
Good manner	⇔	Bad manner
Polite	⇔	Rude
Humility	⇔	Arrogant
Sensitive	⇔	Insensitive
Awareness of the issues	⇔	laziness

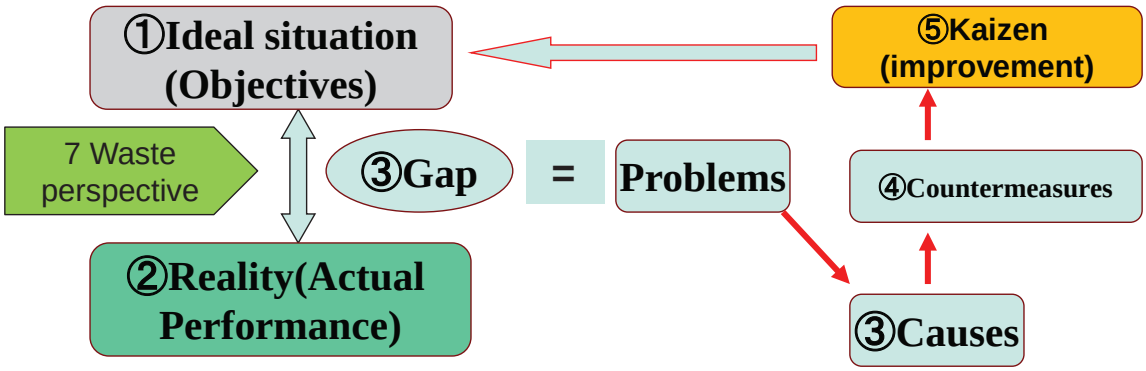
Day 3

Muda (Waste) Elimination

VI-1.Standardized practice of Kaizen (Improvement)

-Kaizen refers to the gap clarification (problem) between the ideal (expected level /objectives) and the Reality (Actual situation) 【Gap clarification 】

-Kaizen analyzes the causes of these problems and coming up with countermeasures to realize the ideal situation.【Cause analysis and Implement measures 】

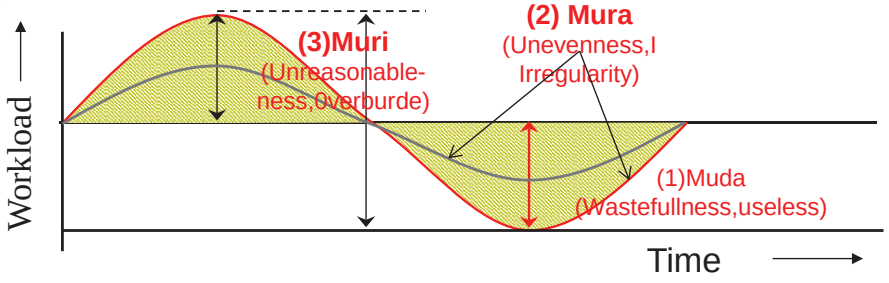


Identify these problems and continue to implement kaizen activities.

First, gain a kaizen perspective, which is an awareness of the problems by 3 mudas and 7 wastes.

VI-2. Definition of Muda (Waste) and 3 kinds of muda

- Eliminating waste : Muda refers to activities that do not generate value





Production capability = Work + Muda (1)

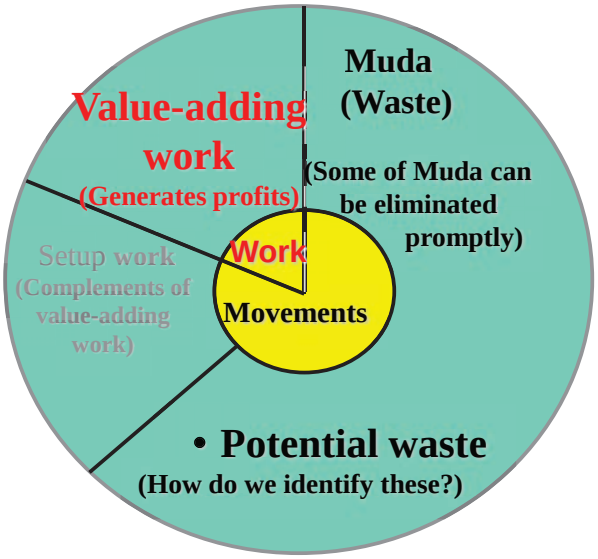
Work: Work increases added value
Muda: Activities that do not generate added value

Expand operations that generate added value by eliminatingof waste!

※(2) Mura(Unevenness): Inability to attain the objectives, such as being too much, too little, too long, or too short as compared to the target.
※ (3)Muri (Unreasonable-ness) (excessive burden or load)

VI-3. Idia of 7 Wastes

Here are the results of a work sampling analysis, one of the IE methods. Typically, value-added work and setup work account for only about 40% of the total, with the remaining 60% being wasted activity. Productivity can be significantly improved by reducing this waste.



Seven Wastes

1. Waste of making defects
2. Waste in conveyance
3. Waste of waiting
4. Waste of motion
5. Waste of inventory
6. Waste in processing
7. Waste of over-production

On-site kaizen

Eliminating waste

VI-4. Seven Wastes



How to eliminate Muda?

Production **(Manufacturing)**

- **Processes**
  - Processing ○ ····▸ Waste in processing
  - Inspection ◇ ····▸ Waste of making defects
  - Transportation ○ ····▸ Waste in transportation
  - Stagnation ▽ ····▸ Waste of over-production, Waste of inventory
- **Operations**
  - Main operations ····▸ Waste of motion
  - Spare time ····▸ Waste of waiting
  - Subordinate tasks ····▸ (Preparations, setup)

* Symbols for analyzing processes; ○ ◇ ○ ▽

VI-5. Point of Focus in Identifying Muda (Motion of People)

To focus on one movement and to observe it in detail and intensively makes us identify Muda clearly and we can know existence of Muda in process.

(1) Leg movements

- Walking without aim
- Going back half a step
- Walking half a step in
- Standing still

(2)Object movements

- Up-down, left-right
- Turning around/inversion
- Change of direction
- Laying away

(3) Body movements

- Turning around
- Bending over
- Stretching
- Large movements

(4) Hand movements

- Up-down, left-right
- Holding in one hand
- Gripping
- Switching hands
- Repetition
- Difficult to pick up
- Difficult to do
- When letting work go

(5) Eye movements

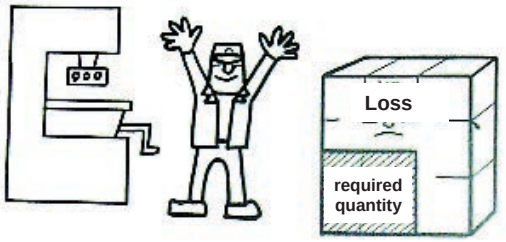
- Searching
- Selecting
- Checking
- Difficult to see
- Aiming
- Paying attention
- Irritation



VI-6. Waste of over-Production

- Waste of Over-Production " is manufacturing products over required.
- We need to implement a Just-in-Time system to eliminate overproduction waste

1. Waste of over-production in quantity
2. Waste of processing too early



- For example, over-producing causes unnecessary inventory and transportation work at the same time.
- Defective products will also increase in these processes if there are crashes.

-Conversely, if over-production is avoided, waste of waiting (time in hand) becomes obvious.

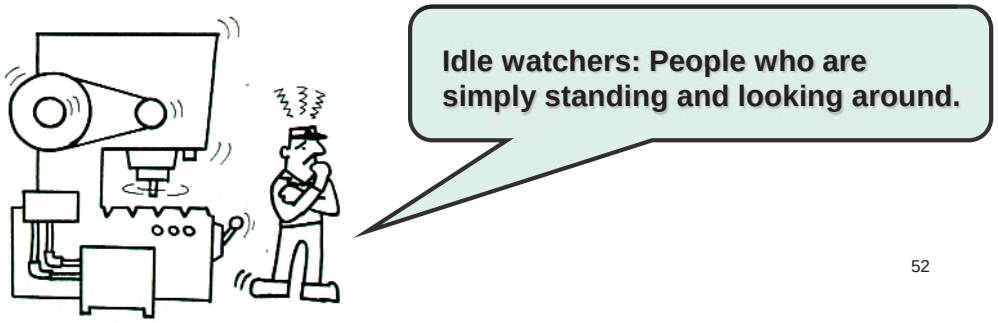
Source: http://www2a.biglobe.ne.jp/~qpon/toyota/kanban/text/noritu3.htm

VI-7. Waste of waiting

Waste of waiting refers the situation when a worker is freed up and has nothing to do.

There are two kinds of wastes of waiting in working process as following.

1. **Waiting for parts or materials arrival**
2. **Inactive operators waiting for the previous process to complete its cycle**
3. **Monitoring machines, breakdown and suspension of machines, etc.**



Source: http://www2a.biglobe.ne.jp/~qpon/toyota/kanban/text/noritu3.htm

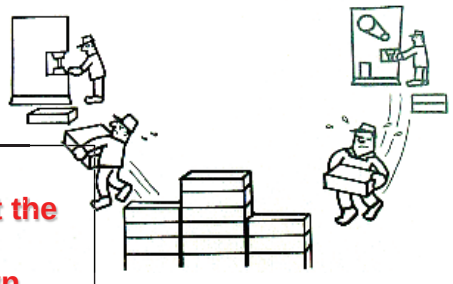
VI-8. Waste in transportation

Waste in transportation indicates waste occurs due to transportation more than necessary distance, loading, transshipment and temporary movement .

Transportation accompanies all operations, but it does not generate any added value. It is important to transport in the shortest distance with no waste and achieve the optimization (continuous flow processing).

Shortest transportation distance in lowest cost is desirable

- **Movement and transshipment are major waste in transportation.**
- **Also keeping objects temporarily are secondly major waste in transportation, both should be eliminated.**



【Conditions for preventing waste in transportation】

- **Only required quantity of the required item exist, at the required time.**
- **Easy to take out, easy to hold, and easy to put down.**

Source: http://www2a.biglobe.ne.jp/~qpon/toyota/kanban/text/noritu3.htm

VI-9. Waste in processing

- **Over-processing, or doing unnecessary work or steps that exceed customer requirements.**
- **We should stop wasting time, labor, and resources on processes that do not add value for the customer.**

【Example】

1.Excessive quality control measures
Multiple checks and unnecessarily detailed inspections.

2. Over-machining:
Finishing a part using expensive machinery or high-precision techniques, even though the customer did not require that level of accuracy.

- **Though it is difficult to change the usual way of processing, Is this ideal way of the processing?**
- **Also the way of processing should be revolved and changed in order to get competitiveness.**

VI-10. Waste of Inventory

Waste of inventory refers finished goods, parts and materials are kept in warehouse etc. even though not using soon.

Excessive inventory reduces the space available as well as the fluidity of capital

“Income” is generated when products are sold. Until then, there are only “loans.” as items, materials parts, WIPs.

- **As many of inventory are finished products or unfinished goods, they should be converted into “money” quickly.**
- **The presence of inventory hides the presence of Muda, thereby stalling kaizen activity.**

VI-11. Waste of motion

Waste of motion refers movement by people or machines that do not generate added value.

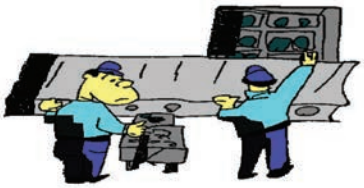
Movement that generates added value is known as "work." and is considered separately from "movement."

For example

1) **Long distance walks**



2) **Operations turn around their body**



4) Work in an awkward/uncomfortable position

5) **Required items are not available within his reach**



3) **Operations that do not involve both hands**



VI-13. Waste of Making Defects

Waste of making defects refers to all waste caused by defective products.

- **Rework and Repair**

The time and effort required to fix defective products.

- **Scrap/Waste:**

Cost incurred for products or components that are discarded as defective.

- **Re-inspection**

Time spent on re-inspection to identify defective products.

- **Reduced Customer Satisfaction:**

The deterioration of reputation and complaints by customer resulting from defective products.

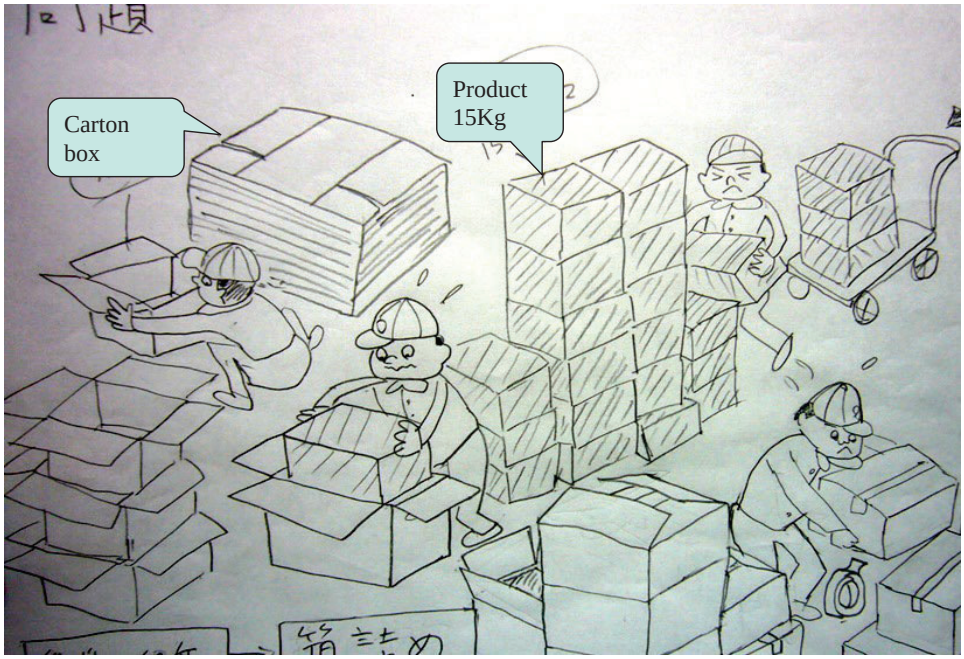
- **It is crucial to identify the root cause of a problem, rather than just implementing a superficial fix.**
- **Also necessary to take measures to prevent similar problems from happening again.**

Day 3

Exercise

Exercise

Products are transported from previous process by cart, and packed in carton boxes one by one, and moved to pallet storage space for shipping. Please review what kind of wastes occur referring seven wastes (Mudas) as well as possible, and examine improvement proposal.



http://abegorou.blog.fc2.com/blog-entry-885.html

Day 3

TQC (Total Quality Control)

VII-1. A basic way of thinking on the quality control

The quality control is the system of the measures to create products in which quality are met to the buyer's demand economically (Definition by JIS (Japanese industry Standard))

Not only goods but also information and service are included in "products"

"The system of the measures" is organized activities to be carried out using a proper technique (Statistics and Engineering) and management technology.

■ **Concrete purpose of the quality control**

(1) To prevent defectives of the products

(2) To reduce unevenness in products and the works

(3) Reduce costs by minimizing defects, rework, and customer complaints.

(4) Eliminate waste and rework to enhance production efficiency and productivity through continuous improvement (Kaizen) .

We predict that defectives occur beforehand and adopt a method to prevent them.

We create the measures to prevent defective recurrence and the similar matter that occurred

VII-2.Basic knowledge about the quality

■What is Quality ?

Proper nature or efficiency to determine if products or services meet the purpose of use

The standard to prove a good point of products and services

■Quality characteristic and quality characteristic value

Quality characteristic：The elements which constitute quality

Quality characteristic value ： quality characteristic which is measured and digitized

- practical characteristic
- alternative characteristic

Example）

ball-point pen

Practical characteristic
Ease of writing and design

Alternative characteristic
The shape and dimension of parts, color, materials

VII-3. Three aspects of the quality

(1)The quality in market

The quality which is required by market and customer

Consumer-oriented product development is also useful for quality control

Development

(2)The quality in designing

The quality is determined in consideration of production and cost in designing process, and is shown in drawings and the specifications

Development

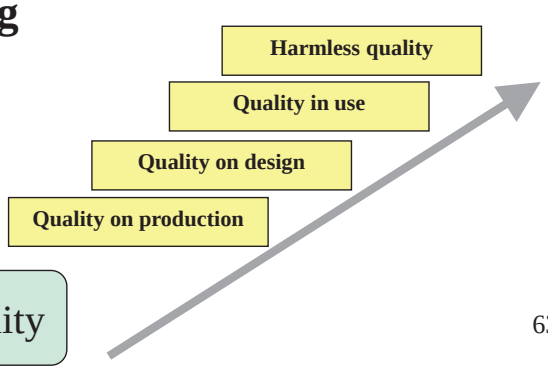
(3)The quality in production（Workmanship quality）

Realized quality in completed products

■ **The change of the way of thinking about the quality**

Manufacture side decides the quality

User side evaluates and decides the quality



VII-4. Three Quality control principals

1. Each section cooperates and promotes QC each other

- The quality of the product is completed through a set of activity such as planning, design, production and sale and marketing comprehensively.
- It is important that each section related to these activities cooperates and promotes quality control

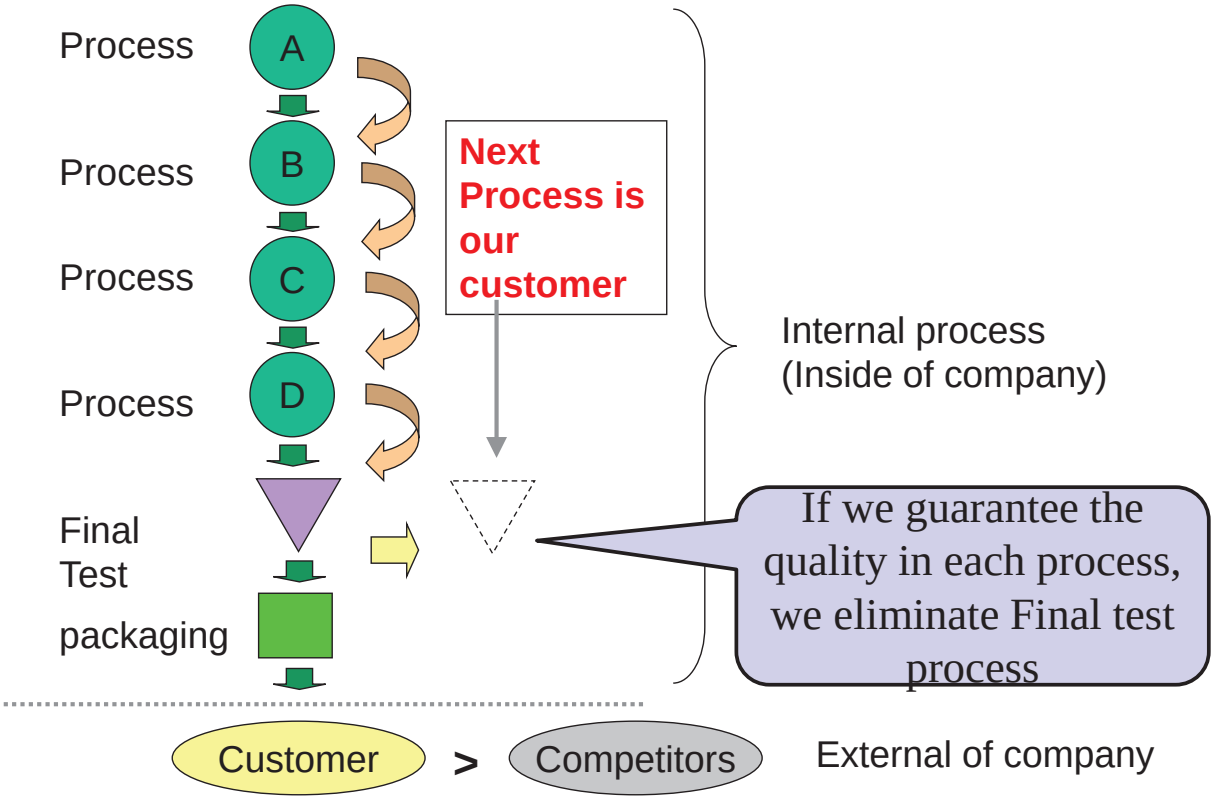
2. Managing the process

- As the quality of finished products is organized in each process, training, improvement activity and management activity are necessary;
- Employee is trained in each process, the improvement of organization and method of QC, maintenance and the improvement of QC facilities, etc.

3. The next process is a customer principal

- The next process is the section which receives previous section output. Previous section output always have influence on next process.
- By adhering to the principle that "the next process is the customer," we improve final customer satisfaction by ensuring thorough quality control in our own process.

VII-5.Quality must be guaranteed at each process



Our quality level should be over that of competitors

VII-6.The Quality Control implementing Phase

F 1 No Quality Control Phase

Defective products are released into the market, and lose reliability of the company

F 2 Quality Control by Test Phase

Prevent from defective product from releasing market by final testing process. As QC is not implemented in all processes, defectives occur in any process.

F 3 Each process self QC Phase

QC control is implemented in each process. Cost for quality guaranty and preventing is costly, but total cost is reduced comparing previous phase..

F 4 Company-wide Quality Control Phase

From product development Dpt. to repair service Dpt. QC is implemented and developed company-widely. Most desirable phase and customer satisfaction is available through quality assurance activity.

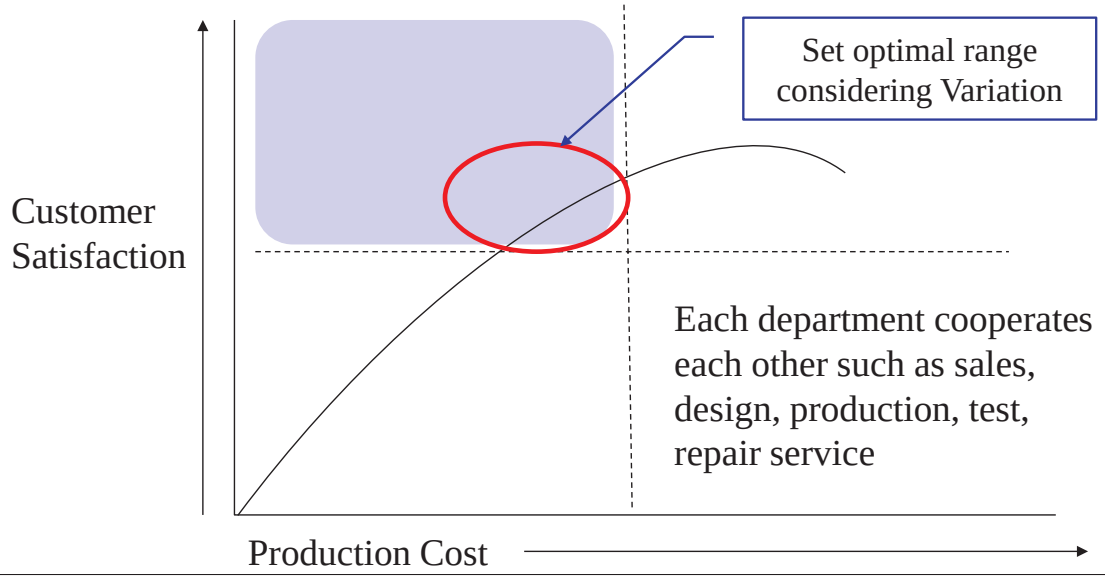
VII-7.The meaning of QC activity

Consumer ⇔ **Producer**

Highly useful products meet customer satisfaction

Management activity produces products in most economical level

Provide products meets customer satisfaction in minimum cost.



VII-8.The quality control activity

(1)How to implement quality control activity?

■ Regular activity

We pay attention to quality in regular activity and proceed prevention and recovery not coming off from the target.

■ Kaizen activity

we analysis problems and improve the process for solving problems and implement better method.

(2)The form of the activity for quality control

■ The activity in a regular organization

Workers and the quality control staffs push forward activity in the teach role

■ Small group activity

We organize QC circle activity and push forward activity in all the members.

■ Project team activities

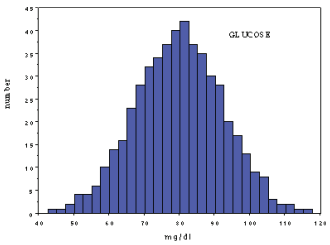
We are active only for important or emergency problems and necessary experience and expertise for solving problem.

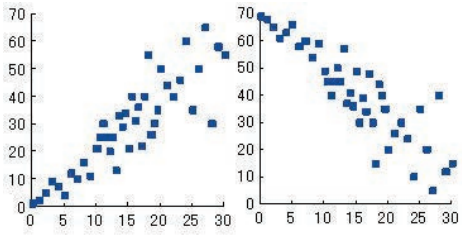
VII-9.Why Statistical Quality Control (SQC) necessary？

Consumer → **Producer**

Consumer wants products with uniform quality

- There are many factors influencing quality
- To make products with no variation is impossible





Deal with Quality as following
- Analize quality as a group(collective)
- Quality with dispersion

We must use Statistic QC method based on special skill and unique technology

Sample

VII-10.Sructure of Quality Control Activity

(1) Decide standardized quality → Create Quality Standard

- Customer demand - Production re-equirment from technology and management

(2) Decide standardized work → Create Work Standard

- Factor : Production requirement for varying practical characteristic
- Characteristic value : Figure which shows production quality

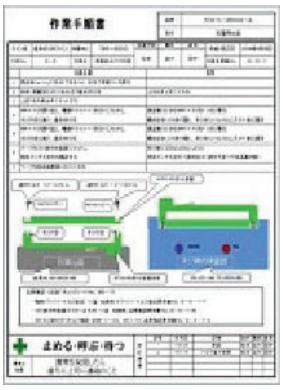
(3) Unit work and elemental work by Work Standard

- Measure factors :
- Adjust factors to achieve characteristic

(4) Measure the result of the work

(5) Check the practical characteristics

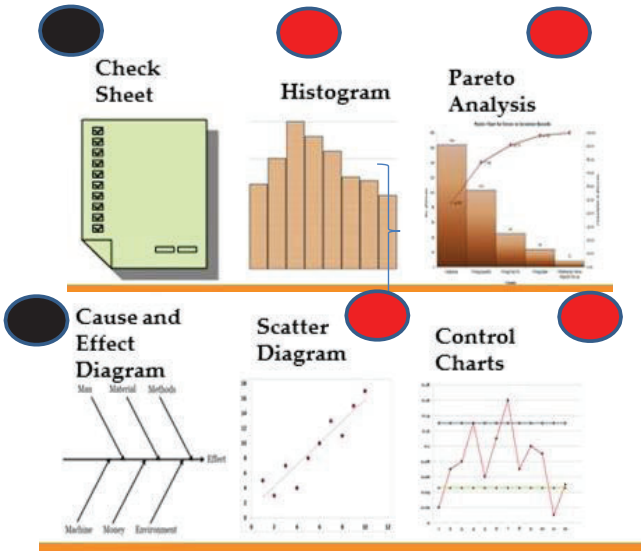
(6) Taka the action eliminating cause of defectives



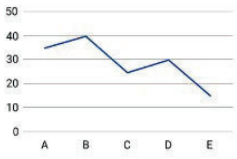
Standard Operation Procedure

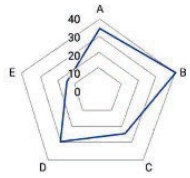
- Survey the cause of defective - Check cause and effect relationship
- Take action of work standard review, Training - To implement measures to prevent recurrence

VII-11.Data analysis by Quality Control 7 tools



Graph





QUANTITATIVE METHOD

QUALITATIVE METHOD

When we apply these 7 QC tool? Qualitative stage, Quantitative stage and Std.)

QC Tools	Stage analysis statistical	Discussion Stage (Qualitative)	Standardizing Stage
Histogram	X (data)		
Pareto Analysis	X (data)		
Scatter Diagram	X (data)		
Control Chart	X (data)		
Graph	X (data)		
Cause and Effect Analysis		X	
Check List		(X)	X

V-2.Check sheet and Date classification

This method is used for defective survey

Item	The number of check	Frequency	position
A		4	3
B		12	1
C		2	4
D		7	2
計		25	

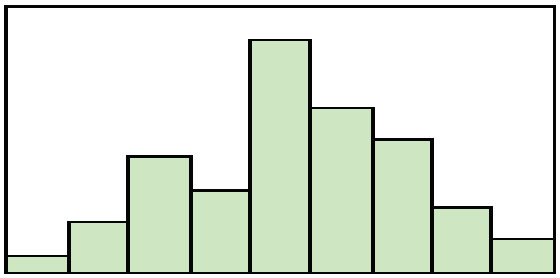
The point of date analysis

(1)To classify the data and know the cause
(2)To survey phenomenon as possible quantitatively and in detail
(3)To examine the essence of the problem

To that end, it is necessary to take the appropriate data efficiently and arrange it.

It is important to examine the format of the seat in consideration of an survey purpose

V-3. Histogram



The point of Histogram

- The graph which expresses the scattering situation of data. We also call this graph as “frequency table”.

- We divide the range of data into some sections and express the frequency of the data in the section with a bar graph.
- This graph informs us the following.
  + How do data vary ?
  + How is the shape of the scattering?
  + How many products are there meeting the standard?

Exercise for check sheet and Histogram

The following data is the result of mathematics in some class consists of 40 students. Create Frequency distribution table and Histogram using this data.

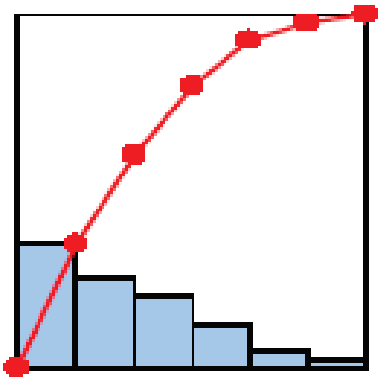
71,77,80,82,84,44,45,49,52,85,32,86,91,100,54,0,2,33,95,19,24
,26,40,40,15,44,15,59,61,64,64,67,70,81,27,32,31,55,69,55

Frequency distribution table

Class(Points	Frequency (The number of student)
0 ~ 20	
21 ~ 40	
41 ~ 60	
61 ~ 80	
81 ~100	
Total	

V-4. Pareto chart

- The composition graph which we arrange the data which performed classifying by stratum on the cross axle in much order, and displays a total of the constitution ratio in a vertical axis.
- The bar graph which we classified defectiveness, trouble, objections, disasters, cost price constitution and arranged the number and amounts of money in order in the graph
- The line graph which shows the accumulation of the number and the amount of money



-Pareto chart is used in ABC analysis.

-ABC analysis is a method to narrow down an important item based on the total ratio

-When there are a lot of classification items, we understand that we occupy 70-80% of the whole to 3-4 items of high ranks generally.

Important point target becomes clear by using Pareto chart, and an effective management activity is enabled.

Exercise Pareto chart and ABC analysis

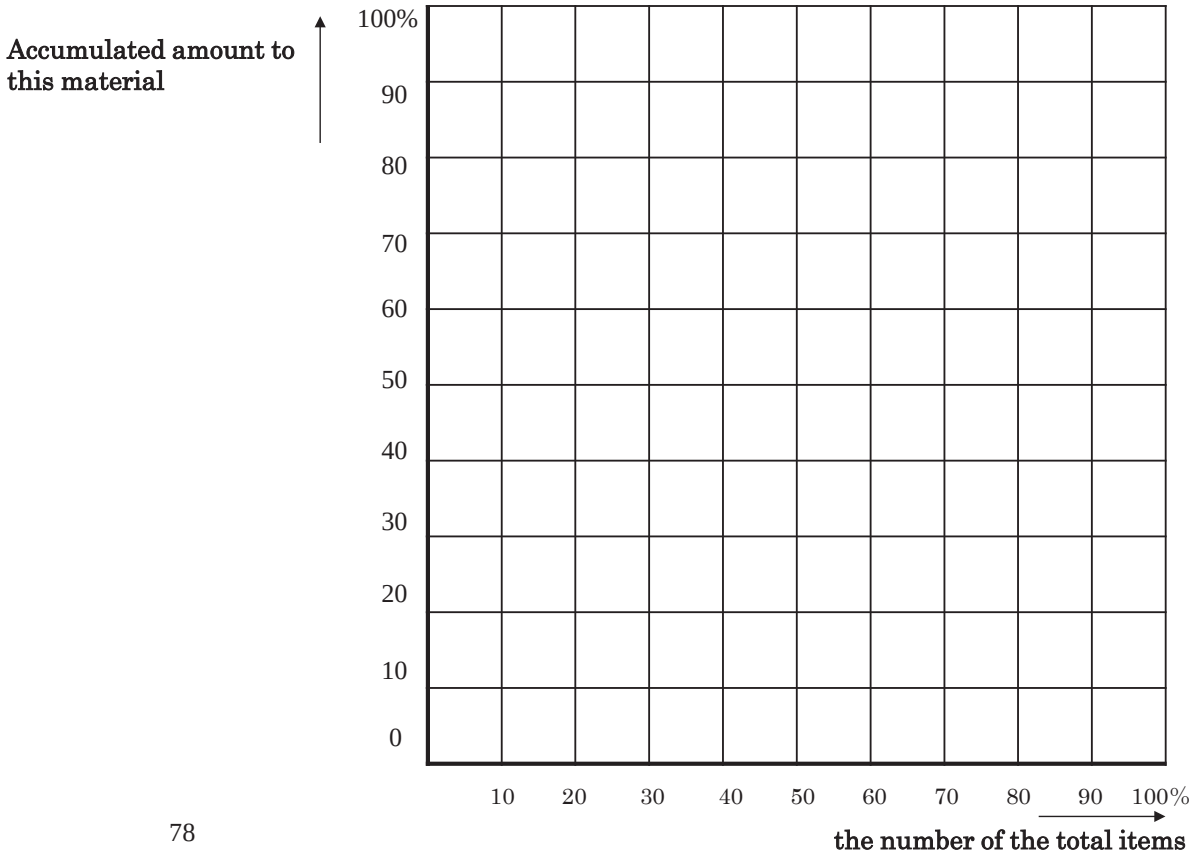
Annual use amount of the materials
A unit : US dolor

Material	Annual use amount
spacer	100
front cover	3
manual plate	10
bush	1
lever select	20
cylinder	200
companion	2
tension	210
governor	50
corn reverse	4

(Circulation Table)

Material	Annual use amount	Accumulated amount this material	% for total amounts	% of the number of the total items

Pareto chart



The procedure of creating Pareto Chart and ABC analysis

① Arrange numbers in descending order as following. 30, 20, 10, …

② Calculate the total.

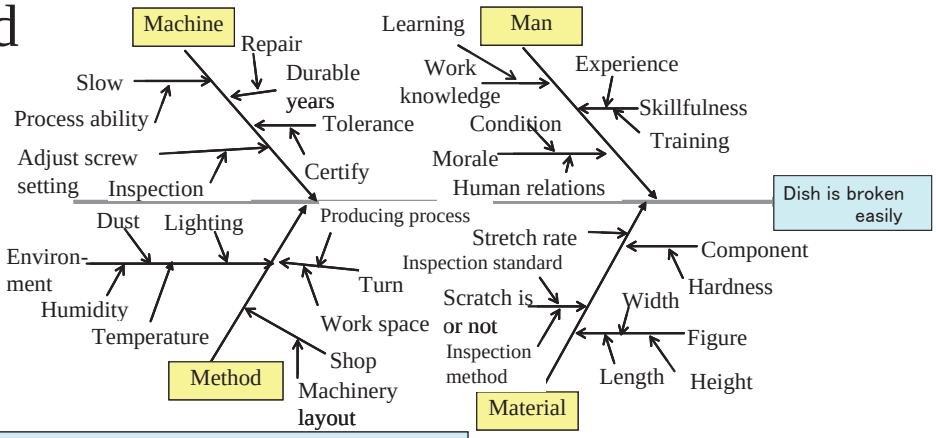
③ Calculate accumulated value in each from biggest value like this. 30,50,60,…

④ Calculate the percentage of each accumulated value against the total.

⑤ Illustrate arranged number, accumulated value and percentage in Pareto chart.

⑥ Organize ABC analysis in order to find out important item next. If items till accumulated item is 80 % are category “A”, till 90% are category “B” and others are category C, How many items are categorized in category A ?

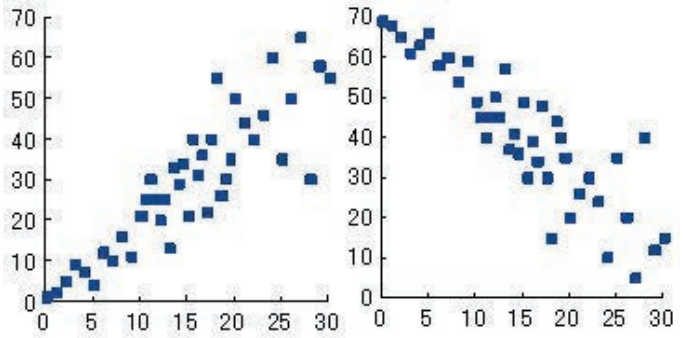
V-5. Cause and effect diagram



The point of cause and effective diagram

- We arrange a certain characteristic problem according to the factor (a cause) and can put up measures by doing a characteristic and the relations of the factor clearly
- Various causes to affect the efficiency of quality and the work of the product are called "factor"
- We can also call "the fishbone chart" from the shape.
- The factor is analyzed from the viewpoint of how to find improvement point and 4M(Man,Machine,Material,Method).

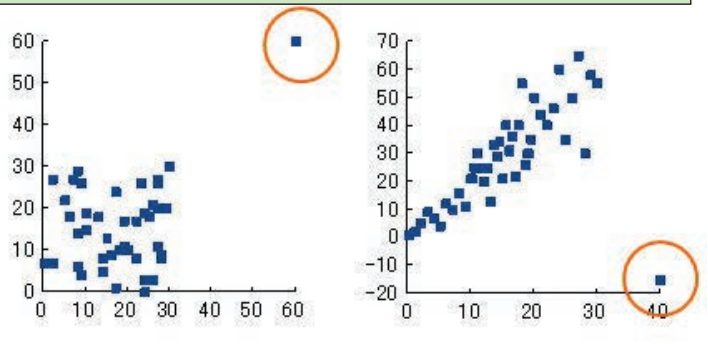
V-6. **Scatter plot**



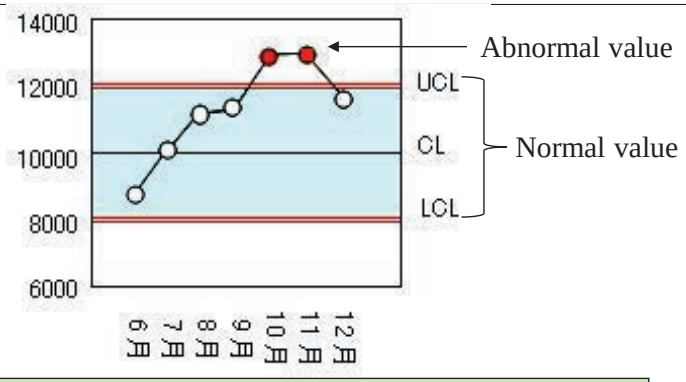
The point of scatter plot

When a certain subjects of survey have two data making a pair, We plot two data concerning a vertical axis and a cross axis and examine the correlation of two data.

- It is easy to find out abnormal values when we write scatter diagram.
-The correlation between two variables may change when we remove an abnormal value.



V-7. Control chart



The point of control chart

There are a unevenness in quality data by all means, but this unevenness has abnormal one and normal one

(1)The control chart displays the situation of the unevenness of these processes clearly and continuously.

(2)We judge that unevenness of the process is normal or abnormal definitely.

(3)We discover abnormality early and make measures preventing it.

- Control chart is a line graph to check the quality stability of the process in chronological order.

- We examine whether quality data fit into a management limit of the top and bottom (between UCL (Upper control line) and LCL (Lower control line)) and judge whether process is well managed or not.

Thank you for your attention.

Contact contact address

info@rising-consulting.com

http://rising-consulting.com/contact

Webinar on advanced course of Productivity improvement

Module designed by

Rising Consultants Co., LTD

Takao Hayashi

Time Table

	Lecture	Exercise
Day1	Basic Course Review	Non
	5S Audit	Actual Case study by the scoring result
	Process Improvement	Analyze familiar cases by the method
	Transportation Improvement	Practice Kaizen for transportation at my workplace
Day2	IE (Industrial Engineering)	Non
	Lay out improvement	Transition to unit or one-piece production
	Line balancing	Deepen your understanding of methods through calculation problems.
	Conclusion	Non

Day 1

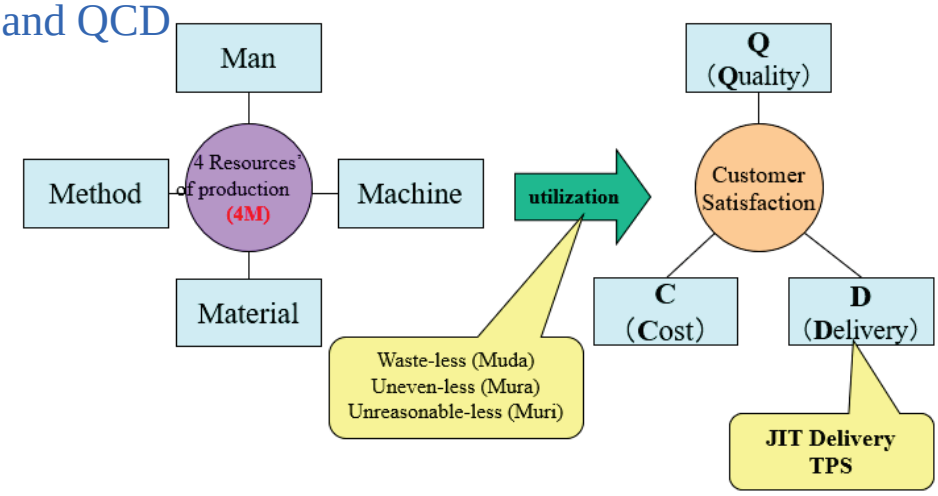
Basic course review

Key points learned on Day1 in the basic course

	Section	Important key words
Day1	(1) Production efficiency and its method	-Push system and pull system -4M and QCD -PSI Planning -MTO and MTS -Production Leveling -Flow number curve
	(2) Periodic production planning and operation	-Planning cycle and timeframe -Period-base production plan
	(3) JIT (Just in Time) Basis	3 components of JIT Kanban system

Push system	Pull system
■ Production planning system for push production. ■ Develop and control a production plan by initial production plans as a basis ■ Easy to control as it is carefully planned, ■ Not flexible to changes in demand and often result in excess stock.	■ Production planning system for pull production ■ Give instruction from downstream to upstream in the production process. ■ Well fit for reducing the risk of overstocking

4 M and QCD



PSI Planning

Managing Production, Sales, and Inventory simultaneously and periodically to create efficient production plan.

◆Procedure of PSI Planning



◆Example of PSI for daily basis

			May.1 Mon.	May.2 Tue.	May.3 Wed.	May.4 Tur.	May.5 Fri.	May.8 Mon.	May.9 Tue.	May.10 Wed.
Product A	P Productio n	Planned production quantity		2,000			2,000			
	S Sales	Sales forecast	700	1,100	1,500	900	1,500	1,000	1,000	1,200
		Order receiving	300				500			
	I Inventry	Inventry planning	4,000	4,900	3,400	2,500	2,500	1,500	500	-700

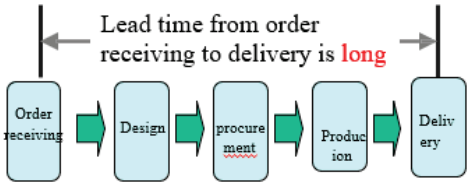
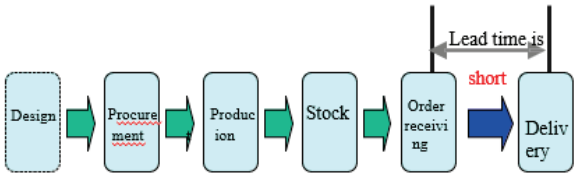
Required production quantity to meet demand

Sales plan based on future demand

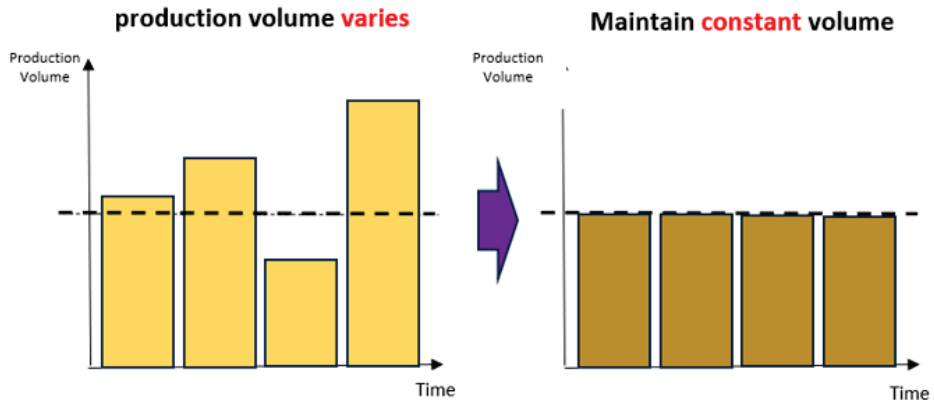
Inventory Inventory trend prediction based on production and sales plans

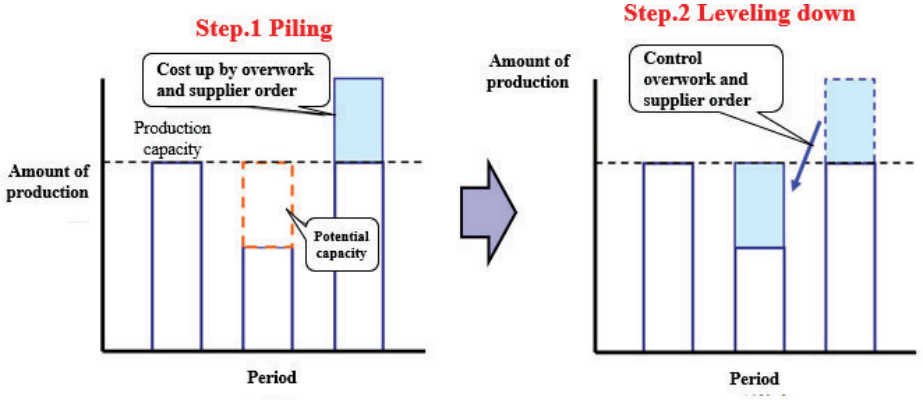
Source;https://smbiz.asahi.com/article/15140654

MTO and MTS

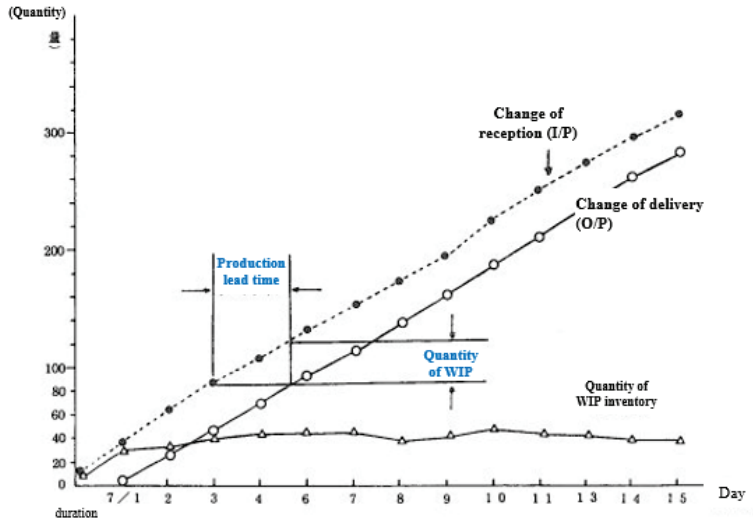
	Production process	Applicable	Inventry
Make-to-Order **(MTO)**		Custom-made	No
Make-to-Stock **(MTS)**		Ready- made, standardized products	Yes

Production leveling





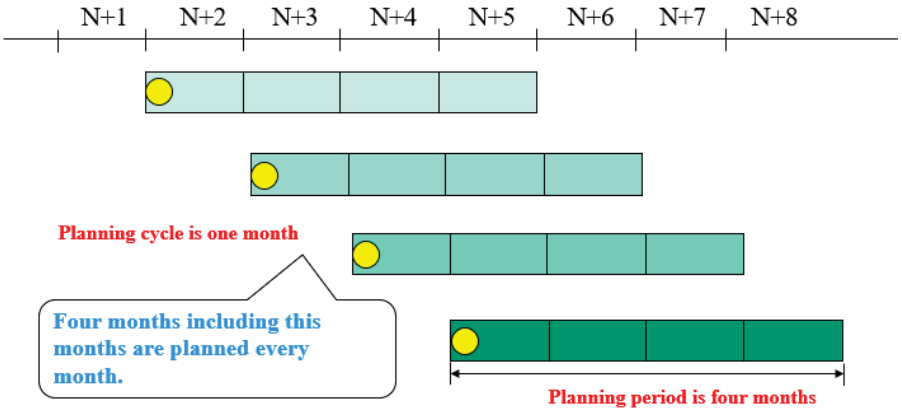
Flow number curve



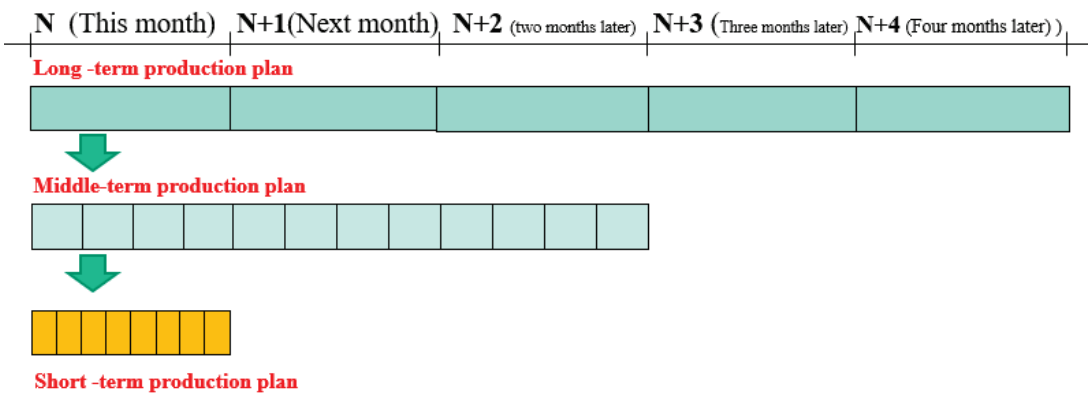
Day	7/1	2	3	4	6	7	8	9	10	11	13	14	15	Total
Quantity of received	25/37	24/61	24/85	23/108	24/132	21/153	20/173	24/197	24/221	26/247	22/269	23/292	21/313	313
Quantity of delivered	0/0	24/24	21/45	23/68	23/91	21/112	24/136	23/159	22/181	26/207	24/231	25/256	20/276	276
Balance 12	37	37	40	40	41	41	37	38	40	40	38	36	37	—

Actual quantity / Accumulated quantity

Planning cycle and period/timeframe



Period-based Production Planning

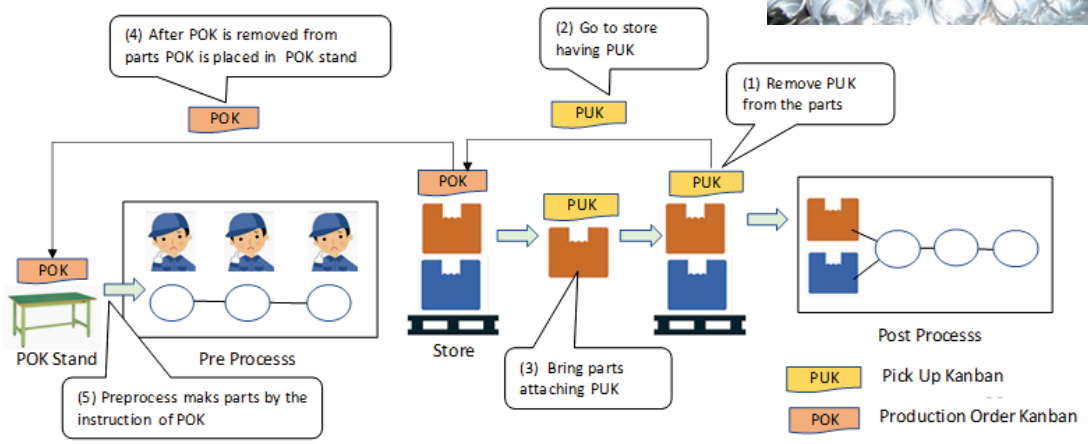


3 components of JIT

Three Main Component	Explanation
Just-in-time pull system	Downstream process withdraws necessary items from the upstream process only when they are needed, this activity effectively serves as a production instruction
Kanban system	Visual communication tool that facilitates smooth pickups by visually conveying information such as production volume and transport volume.
Production Leveling	By stabilizing production volume, we can reduce unnecessary variations and contribute to the stable and effective operation of JIT.



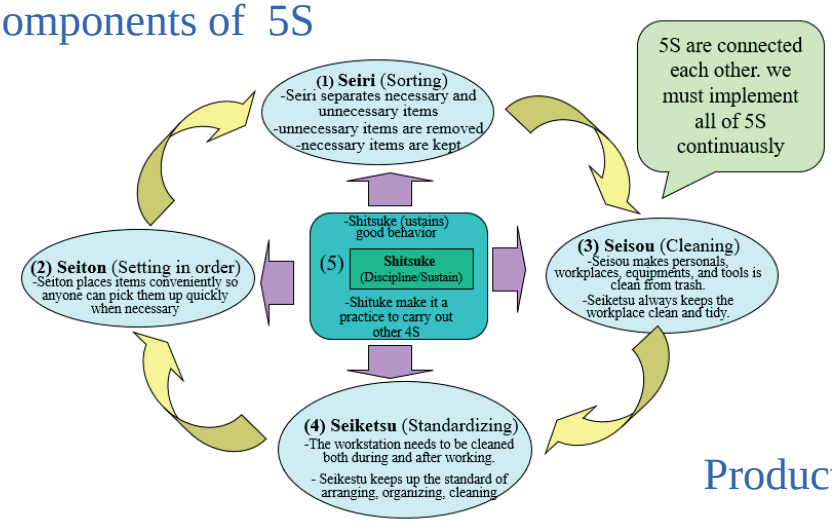
Kanban system



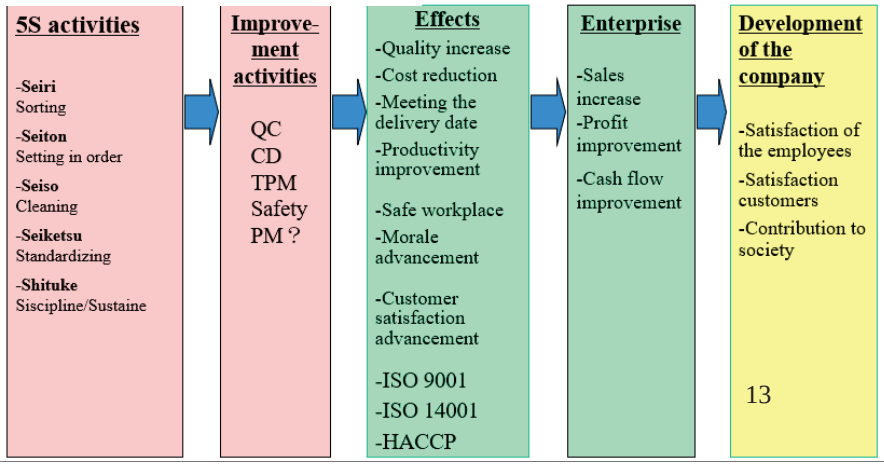
Key points learned on Day 2 in the basic course

	Section	Important key words
Day2	(1)Worksite Environment Improvement by 5S	Components of 5S, Production Management and %S
	(2)Muda (Waste) Elimination	3 Kinds of Muda, 7 Mudas
	(3)TQC (Total Quality Control)	Next process is our customer. SQC, QC 7 tools

Components of 5S

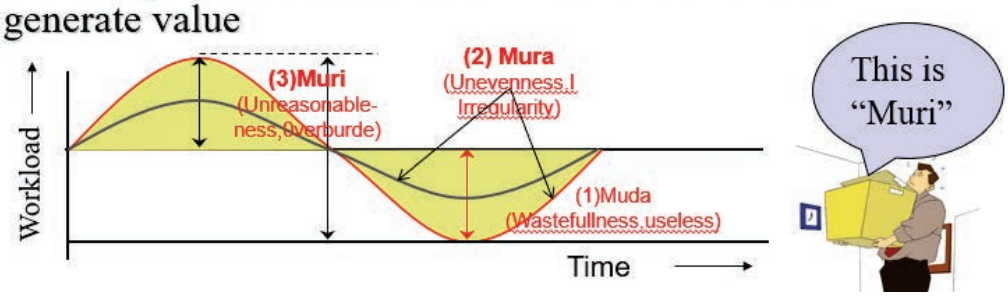


Production management and 5S

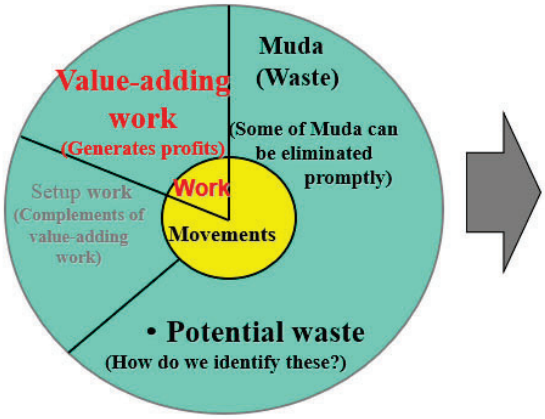


Definition of Muda (Waste) and 3 kinds of Muda

- Eliminating waste : Muda refers to activities that do not generate value

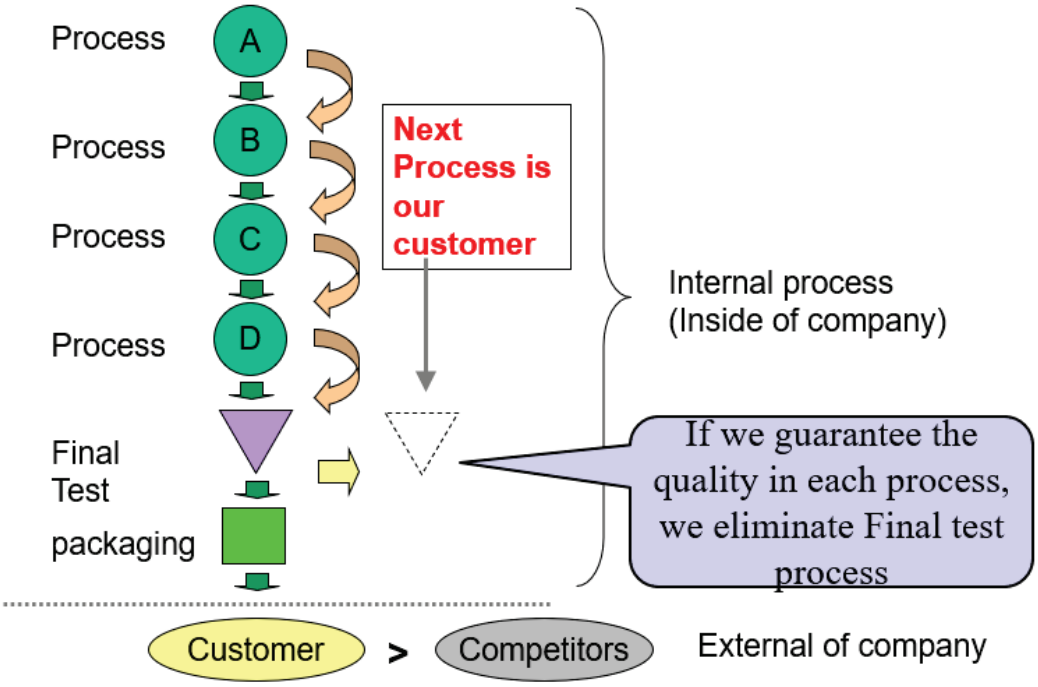


Work sampling result and 7 Wastes



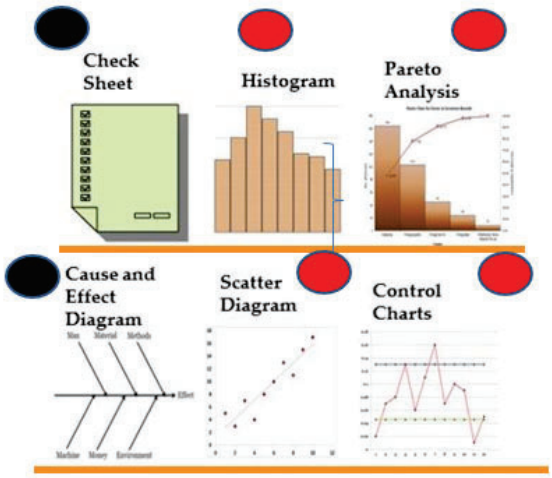


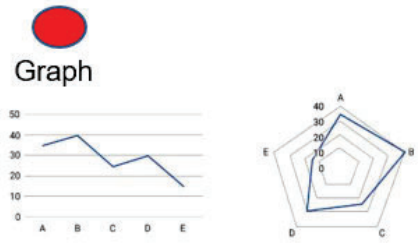
Next Process is our customer



Our quality level should be over that of competitors

Quality Control 7 tools





When we use QC 7 tools ?

		Discussion Stage (Qualitative)	Standardizing Stage
Scatter Diagram	X (data)		
Control Chart	X (data)		
Graph	X (data)		
Cause and Effect Analysis		X	
Check List		(X)	X

QUANTITATIVE METHOD

QUALITATIVE METHOD

Day 1

Process Improvement

Day 1

5S Audit

Agenda for 5S Audit

I. A Company often makes mistake for implementing 5S/KAIZEN like this.

2. 5S Audit and the purpose

3. The procedure of 5S Audit

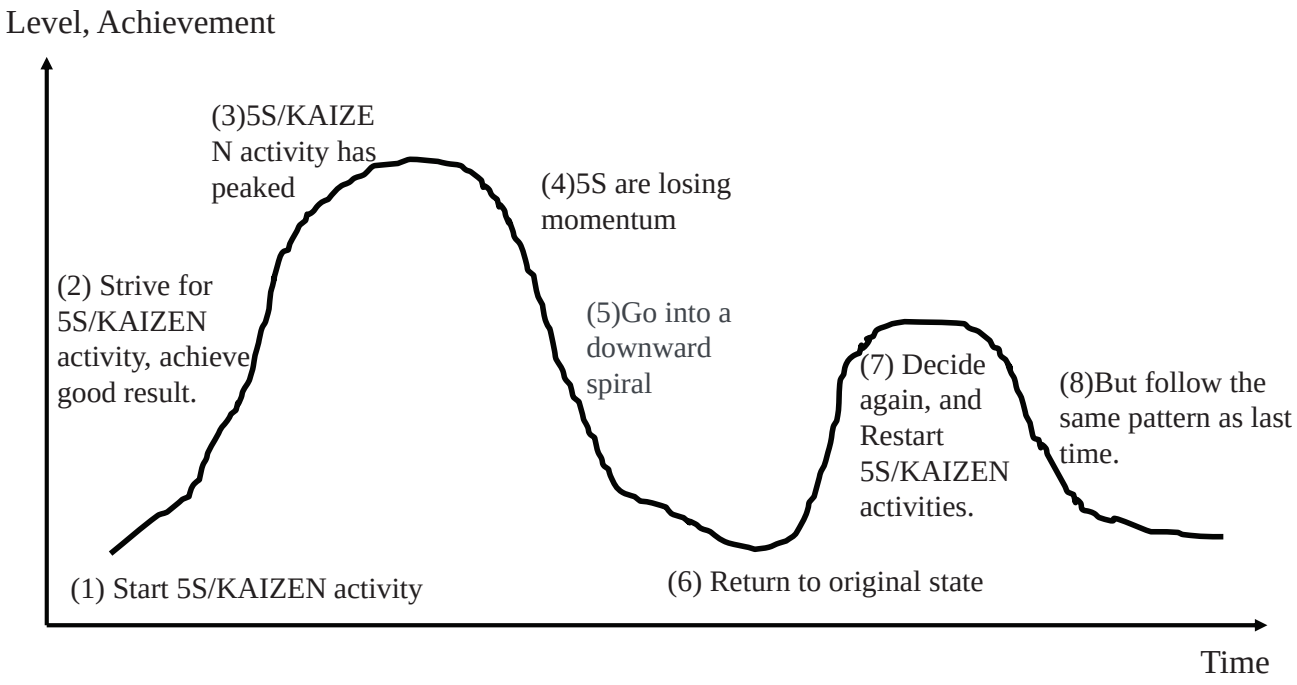
4. Workshop Improvement activities by check list divided in 3 type of business

6. 5S audit is based on CMMI

7. 5S/KAIZEN Implementation and enhancement

8. Exercise

1.A Company often makes mistake for implementing 5S/KAIZEN like this.



How can we prevent failure for implementing 5S/KAIZEN?

2. 5S Audit and its purpose

(1)What's 5S audit

- Safety and productive workplace needs well designed and maintained working structure and discipline of workers.
- That is critical point of 5S audit. It provides a framework that defines efficiency and organization for the systematic work in a workplace.

(2)The purpose of 5S Audit

- 5S Audit confirms the effectiveness of 5S in the company. Conducting 5S audit regularly has obvious benefits of creating a continuous improvement cycle which keeps items organized well and eliminates waste.
- 5S audit are part of a learning 5S culture and help to ensure that company is following 5S principles.
- 5S audit enhances organizational and individual capability of 5S/Kaizen, facilitates a good leadership finally.

3. The procedure of 5S Audit

(1) Organize 5S audit team

(2) Decide auditing area

(3) 5S check sheet preparation

(4) Factory tour

(5) Scoring survey results

(6) Reporting

(7) Cycled 5S audit

4. The procedure of 5S Audit in detail

1. Organize 5S audit team

5S audit team (QC committee) consists of company side and consultant side. Plant manager and/or Managing director should be involved in the team.

2. Decide auditing area

When auditing small plant, we can cheek all the factory, but in the case of big plant, divide a couple of area according to production process and patrol in reverse order of production process. Company wide activities should be taken into account, and office is included in the audit area.

3. 5S check sheet preparation

Review the 5S checklist with everyone. The Consultant explain how to check and mark it. Several types of 5S check list are prepared; Metal processing, food processing, health sector and others . But customize it according to the characteristic of business and situation of workplace.

4. The procedure of 5S Audit (To be continued)

4. Factory tour

The team patrols designated area and collect the evidences for scoring, checking the situation and hearing workers if necessary. If finding already improved area, you should praise in-charged person. Also, you could demonstrate a small KAIZEN in front of them. Your responsibility is to teach workers joy of 5S/Kaizen activity and motivate them.

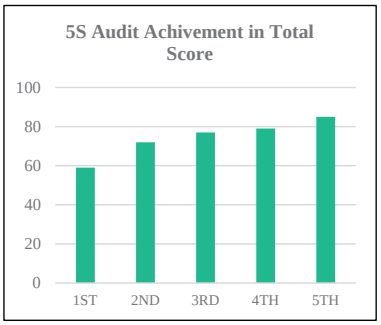
5. Scoring survey results

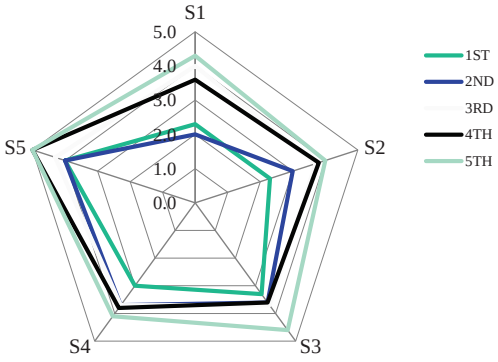
Score of 1 (Very Bad) to 5 (Very Good) is decided by discussion with all team member showing collected evidences one by one after factory tour. Calculate sum amount after 30 items are scored and compare last time audit score and evaluate.
For the low-scoring items, we will clarify the improvement points for the next time and assign them as tasks (or action plan) to the people in charge."

4. The procedure of 5S Audit (To be continued)

6. Reporting

5S audit report is coproduced by both of company side and consultant side using the specified format. 5S scoring result, radar chart, before and after photos and improvement effect should be fulfilled in the report.





7. Cycled 5S audit

At the end of the meeting, next 5S audit date is scheduled. After one month is feasible and sustained schedule. The company will address the identified improvement issues and prepare for the next audit over the coming month.

5. Workshop Improvement activities by check list

～5S Check list for metal processing, chemical, etc.～

5S AUDIT CHECK LIST FOR FACTORY

1S Sorting
2S Setting in orde
3S Cleaning
4S Standardizing
5S Discipline or Sustain

The name of workshop

Group: Person: Date:

	CHECK ITEM AND DESCRIPTION	SCORE Very good 5	Good 4	Appropriate 3	Bad 2	Very bad 1	NOTES
1S(Sorting)	1. Are unnecessary rag, unnecessary glove left on the machine,table,wagon, etc.?						
	2. Are unnecessary jigs, tools and dies left?						
	3. Are unnecessary machines or other equipment left?						
2S(Setting in order)	4. Are rag, glove put on the predetermined place?						
	5. Are dies, their parts put on the predetermined place?						
	6. Are tool, measure instrument put on the predetermined place?						
	7. Are materials or patrs put on the predetermined place?						
	8. Is WIP (Work In Process) put on the predetermined place?						
	9. Are wagon ,cart put on the predetermined place(PP)?						
	10. Are document or notebook such as intruction sheet, achievement record on PP?						
	11. Are defective products put on the specified place for defective-products ?						
	12. Is the top of working table and machine or other equipment tidied up finely?						
	13. Is shelf tidied up finely?						
3S(Cleaning)	14. Is the machine polished finely?						
	15. Is the floor polished finely?						
	16. Is time allocated to designated daily/weekly clean-up time?						
4S(Standardizing)	17. Are aisles are cleaned regularly in order for gabege not to be falling ?						
	18. Are machine and the circumference cleaned finely for cutting chip not to be falling ?						
	19. Are working table top and the circumference cleaned finely and work on it smooth?						
	20. Are wagon top and the circumference put in order well and item movemet smooth?						
	21. Are dies and their parts put in order well and move them immediately?						
	22. Are too and measure instrument put in order well and find them out immediately?						
	23. Are garbages and the circumference cleaned finely for gavage not to scattered?						
	24. Are ashtray and the circumference cleaned finely for ash not to scattererd?						
	25. Are shelfs for WIP and parts put in order well and find them out immediately?						
	26. Are the working place orgnized well and posture of workers are good?						
5S(Discipline)	27. Is the name tag worn on the correct position?						
	28. Is safety shoes or the appointed shoes worn?						
	29. Is working dress or appointed dress worm on? Does it wear correctly and tidy?						
	30. Has a member of management participated in 5S activity such as 5S andit or other activity?						
	Sum						

Comment

Grand Total Score

6. Workshop improvement activities by check list
～5S Check list for office～

Workshop _____ check person _____ date _____

		Check Item	Very good 5	Good 4	Appropriate 3	Bad 2	Very bad 1	Note
Sort	1	Are unnecessary documents, unnecessary magazine, etc left?						
	2	Are unnecessary office supply, waste and goods,etc left?						
Set in Order	3	Are documents, magazines, etc. classified into shelf or cabinet finely, and is it tidied up?						
	4	Is the desk and drafting board top tidied up finely?						
Shine	5	Is the floor polished finely?						
	6	Kichen is maintained cleanly?						
Standardize	7	Is the desk and drafting board top cleaned finely in order to start to work soon?						
	8	Is the the shelf and the cabinet cleaned finely in order to pick up the file immediatelyy?						
	9	Is the the floor cleaned finely in oeder to give nice feeling?						
	10	Does trash discard regulary in order not to overflow in dust vin?						
	11	Is the ashtray cleaned finely for ash not to scattered?						
Sustain	12	Is the name tag attached exactly on each staff's appropriate position?						
	13	Is the button inserted to the clothes exactly?						
	14	Are safety shoes or the specified shoes worn?						
	15	Are specified uniform worm on?, Do they wear correctly and tidy?						
Total								

Comment

Average Mark
Points

7. Workshop improvement activities by check list
～5S Check list for food processing～

Average Mark

5S check sheet for food processing

Company Name _____ Completed By _____ Date _____

	NO	CHECK ITEM	DESCRIPTION	SCORE 1	2	3	4	5
Sort	1	Materials ,parts, WIP	Are there any unneeded materials, parts and work in Process (WIP)?					
	2	Machines and equipment	Are there any unused machines or other equipment around?					
	3	Jigs, tools or dies	Are there any unused jigs, tools, dies or similar items around?					
	4	Rags, gloves	Are unnecessary rags, gloves and other items left on the machine, table, wagon, etc.?					
	5	Equipment and tools	Are unused tools and equipment disposed regularly?					
			Sub-Total					
Set in Order	6	Location Indicators	Are shelves and other storage areas marked with location indicators and addresses?					
	7	Item indicators	Is the storage and shelves of raw materials, parts and tools well organized to get quick access?					
	8	Quantity indicators	Are the minimum allowable quantities indicated on the shelves?					
	9	Demarcation of walk ways and working area	Are white lines or other markers used to clearly indicate walkways and working area?					
	10	Jigs and tools	Are jigs and tools arranged more rationally to facilitate picking them up and returning them?					
	11	Documents and magazines	Are documents, magazines, etc. classified into shelf and cabinet finely, and is it tidied up?					
	12	Defective products	Are defective products put on the defective products area?					
	13	WIP	Is WIP put on the predetermined place to get quick access?					
			Sub-Total					
Shine	14	Floors	Are floors kept shiny, clean and free of waste, water and oil?					
	15	Machines/tools	Are the machines/tools and circumference of them wiped clean often and dried well?					
	16	Wagon tops	Are wagon top and the circumference cleaned finely?					
	17	Desk tops	Are desk top and working table top and the circumference of them cleaned finely?					
	18	Dies	Are dies, their parts cleaned finely?					
	19	Garbage/Ashtray	Are garbage/Ash tray cleaned finely?					
	20	Shelves	Are shelves cleaned finely?					
	21	Daily cleaning	Does the company designate employees to clean the factory each day? →					
			Sub-Total					

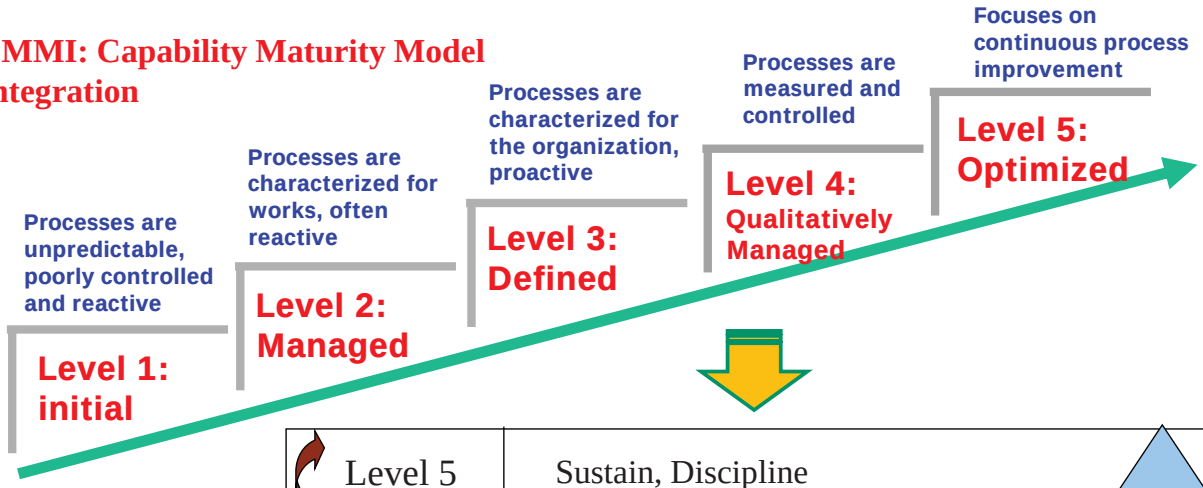
1:-Absent/-Lacking----2:-Bad----3:-Relatively bad----4:-Relativity good----5:-Good

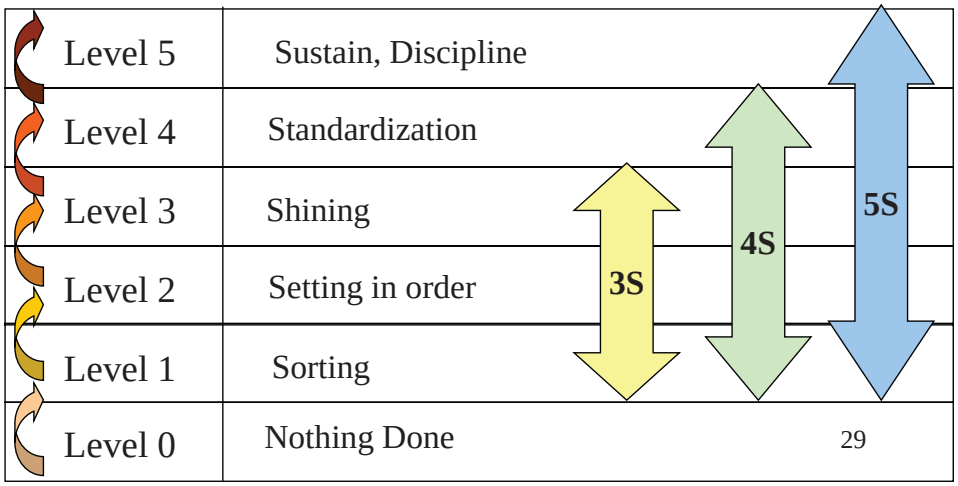
	NO	CHECK ITEM	DESCRIPTION	SCORE 1	2	3	4	5
Standardize	22	Key procedures	Are standard procedures clear and documented?					
	23	Organizational culture	Does the company have the culture of prioritizing "KAIZEN" improvement and utilizing the opinions of employees for that purpose?					
	24	Improvement ideas	Are improvement ideas being acted on?					
	25	Equipment maintenance	Does the business conduct regular maintenance of equipment and keep maintenance records?					
	26	Workplace conditions	Are workplace conditions adequate? (Lighting, ventilation, noise, vibration, etc.)					
	27	The first 3Ss	Are the first 3Ss being maintained?					
	28	Inspection and quality	Does the business have inspection and quality standards for raw materials, WIP and finished products?					
			Sub-Total					
Sustain	29	Training	Is everyone adequately trained in standard procedures for 5S?					
	30	Motivation system	Are there regular meetings between top management and workers to discuss achievements and problems? Is there a reward system for employee performance?					
	31	5S Champions	Are there 5S champions to sustain KAIZEN improvement activities?					
	32	Hygiene dress code	Is working dress or appointed dress worn on? Does it wear correctly and tidy for keeping hygiene situation?					
	33	Food hygiene management	Is there a facility protector mouse and insect not entering to the factory?					
	34	Hand hygiene management	Is soap, nail brushes, paper towel and sterilizing equid in washing room appropriate?					
	35	Pest control	Is pest control for mouse and insect organized regularly and its recode kept over one year?					
			Sub-Total					
			Total					
			Average mark	Points				

1:-Absent/-Lacking----2:-Bad----3:-Relatively bad----4:-Relativity good----5:-Good

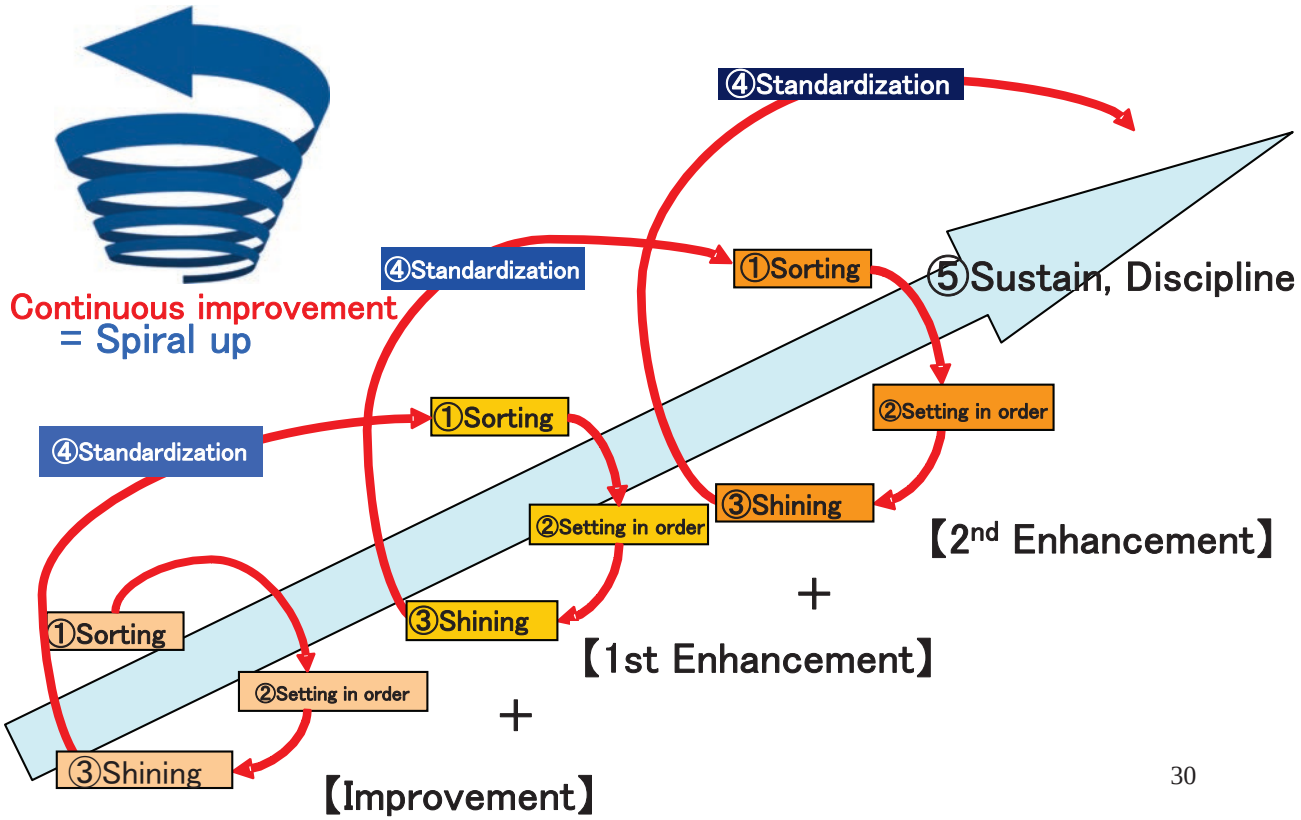
8. 5S audit is based on CMMI

CMMI: Capability Maturity Model Integration





9. 5S/KAIZEN Implementation and enhancement



5S Audit【Exercise】

I will show you some photos taken at factories.

- Please examine them carefully and identify both the positive points and areas for improvement.
- For any areas that need improvement, please suggest your idea for improvement.
- The factory is involved in food manufacturing and metal processing.
- The photos include the raw material warehouse, the finished goods warehouse, and the processing plant."



Day 1

Process Improvement

Agenda

I. Process Analysis and Improvement

2. Processes to be analyzed by the symbols

3.The sample of process analysis（Products process analysis）

4. The step of process analysis

5.The sample of process analysis result

6. Improvement points and survey items

7.Process analysis 【Exexcise】

8.Process analysis sheet

I. Process Analysis (PA) and its objectives

(1) What is process analysis?

- PA is a method for capturing the various procedures and routes at the production site in a process sequence.
- PA is expressed by standardized symbols, analyzing the current situation, and reviewing the problems.

(2) What are the objectives of process analysis?

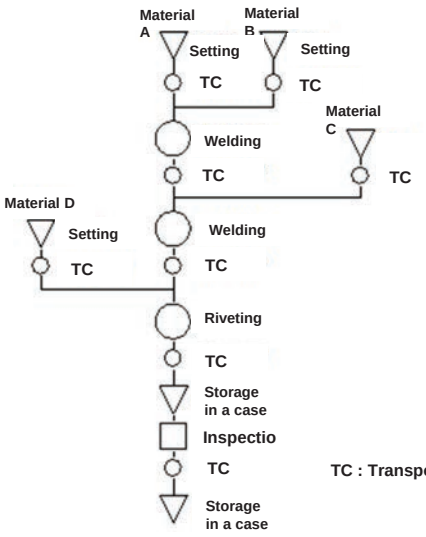
- To clarify the composition of processes and the interaction between each process
- To identify the non-essential parts in processes, and clarify the targets and eliminate them.
- To identify the problems about to the types and sequence of processes, and clarify the targets for kaizen.

2. Processes to be analyzed by the symbols

Symbol and name	Meaning of the process	Detail expranation
○ Processing	Being changed such as processing or assembling	The materials or parts are changed and transformed physically to meet propose of the production, such as lacing, heat treatment, assembling and so on.
○ Transportation	Being moved	The position of martial, parts, and WIP(Work in process) are changed in this process. If we successfully eliminate or reduce transportation, we can continue to process and create added value.
□ Inspection	Being inspected	Characteristic of the product which is showed in the specification sheet is inspected such as quantity, dimension, accuracy, hardness and so on
▽ Stagnation	The part is placed without any action	WIP is stopped in some place of workshop without any of processing, transportation, and inspection.

3.The sample of process analysis
（Product process analysis）

※This is the analyzing sample of assembling process of electrical part by process analyzing symbol



TC : Transportation by Conveyor

The meaning of each symbol
○ **Processing** : Being changed such as processing or assembling
○ **Transportation** : Being moved
□ **Inspection** : Being inspected
▽ **Stagnation** : The part is placed without any action



Source: https://www.showadenki.co.jp/company/seisan.html

Production line by conveyor

4. The step of process analysis

1. Decide why we implement process analysis

Firstly, we decide concrete purpose of the process analysis such as

- Reduce the production cost of entire process
- Improve the balance between production processes
- Improve production layout
- Review transport methods.

2. Decide targeted product and product line

Secondly, we select programmatic product and product line such as

- Highly produced product now
- Profit of the product is lower.
- Complicated processed product

3. Process classification and chart creation

- Processes identified are classified in four categories by four process analyzing symbols.
- Describe process analyzing chart as we observed and analyzed.
- Time, distance, equipment, contents of process and so on are surveyed and fulfilled in the chart

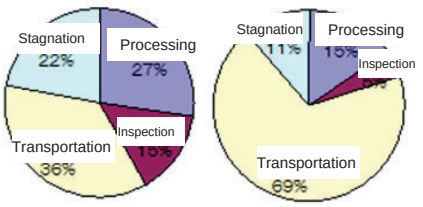
4. Process analysis and improvement measures consideration

- Based on the process chart, table and pie chart, we could set the target process and tasks, and review how to reduce time and distance. -> 6. Improvement point and survey items

5.The sample of process analysis result

(1)Process analysis summary table and chart

Category	Time (Minute)	Distance (Meter)	The number of observed	Average	
				Time (Minute)	Distance (Meter)
Processing	31.9	6	16	2.0	0.4
Inspection	17.2	2	5	3.4	0.4
Transportation	42.3	134	72	0.6	1.9
Stagnation	25.6	0	12	2.2	0



Above sample shows that there are too many transportation and stagnation is also many. Considerable productivity enhancement could be respected to eliminate these Mudas.

(2) The sample of operator process analysis

Moving distance	Time (Minute)	Process route	Content of process
		▽	Material warehouse
10M	0.07Min	F	Transportation by forklift to
20M	20.00Min	▽	On pallet
1M	0.05Min	H	By hand
	1.00Min	1	Cutting side of work by milling machine
3M	0.20Min	C	Transportation by conveyor
	1.50Min	2	Finishing cut by lathe machine
3M	0.20Min	C	Transportation by conveyor
	0.50Min	3	Shaft diameter finishing

(Small exercise) Create summary chart and pie graph referring operator process analysis

6. Improvement points and survey items

	Hints for process improvement
Reduce processing time	Eliminate, combine, rearrange and simplify the target process (ECRS)
Reduce transportation time	Reduce distance and time by rearranging production process, Change the route of transportation, Reduce number of transportation.
Reduce inspection time	The procedure of inspection process, for example change 100% inspection to sample inspection, inspection method, inspection tool and equipment
Reduce stagnation time	Review method for storage, entire production process, procedure of the process and work plan



Source: LEARNOPE
https://lean-operation.com/media/process/ecrs/

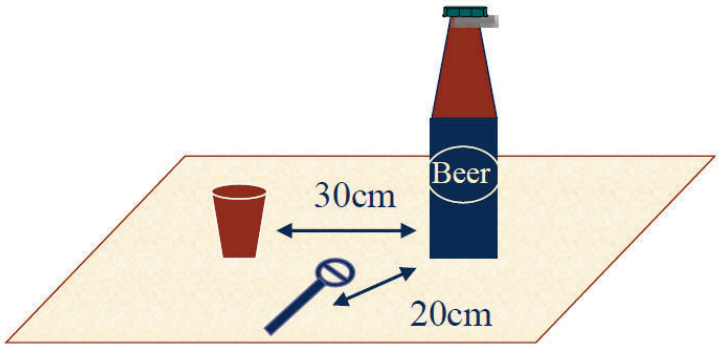
7.Process analysis 【Exercises】

Pull a cork out of beer bottle by bottle opener.

Fill a glass to the brim with beer.

Put the beer bottle in previous position.

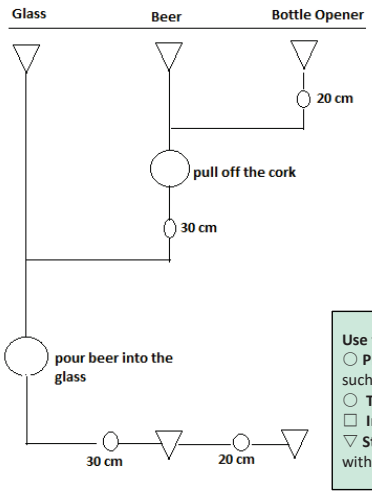
These all processes should be analyzed by product process analysis method.



8.Process analysis sheet

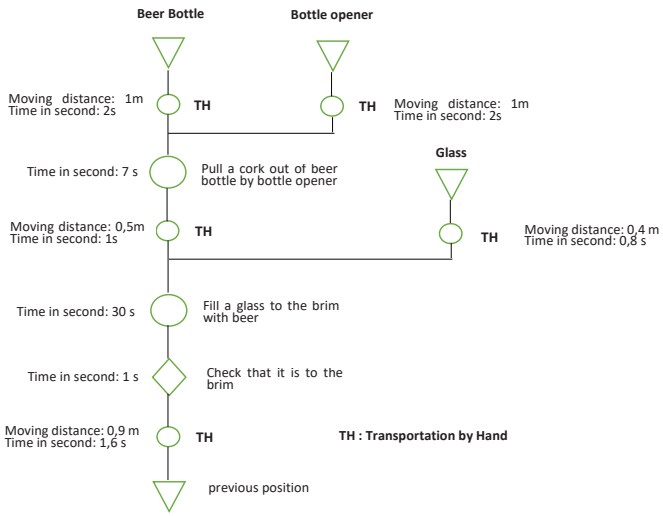
Glass		Beer		Bottle opener	
▽		▽		▽	

7.Process analysis【Exam Good answer】



Use those symbols
○ **Processing** : Being changed such as processing or assembling
○ **Transportation** : Being moved
□ **Inspection** : Being inspected
▽ **Stagnation** : The part is placed without any action

Created by Mr. MBAZOA Donel



Created by Mr. Isidore

Day 1

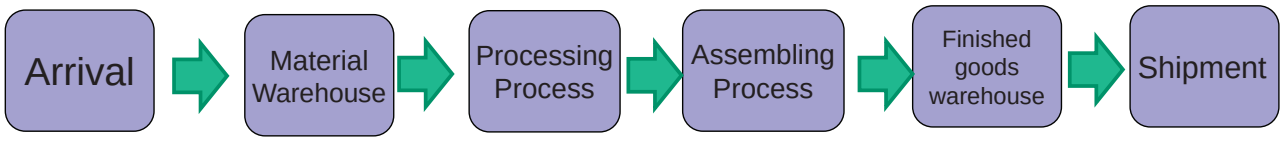
Transportation Improvement

Agenda

1. Why should we improve transportation？
2. Basic principles for transportation
3. Principle for easily moving things; liveness of things
4. Principle for Waiting and Empty loaded transportation
5. Principle for work improvement and capacity enhancement
6. Principle for transfer pass way
7. Principle for automation
8. The Index for Handling Liveness?
9. Meaning of the Handling liveness Index

1. Why should we improve transportation？ (1)

【Process flow in a factory】

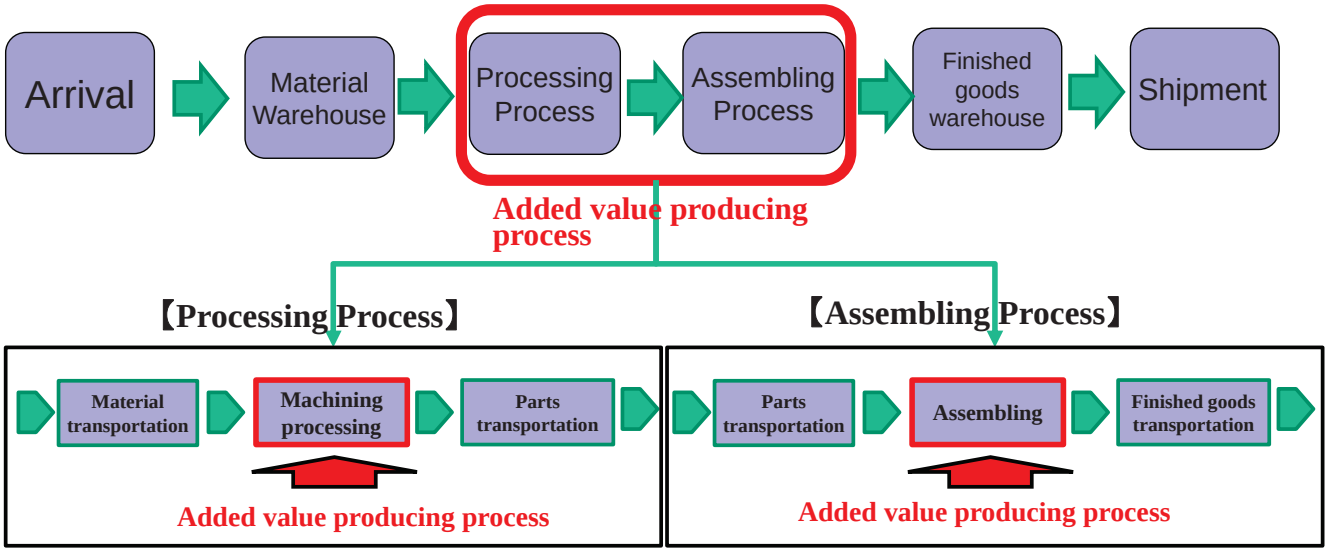


Which process makes “Added Value” in those processes?

“Add Value” means that company produce original value in their products and services in order to supply differentiated products and services to get customer satisfaction .

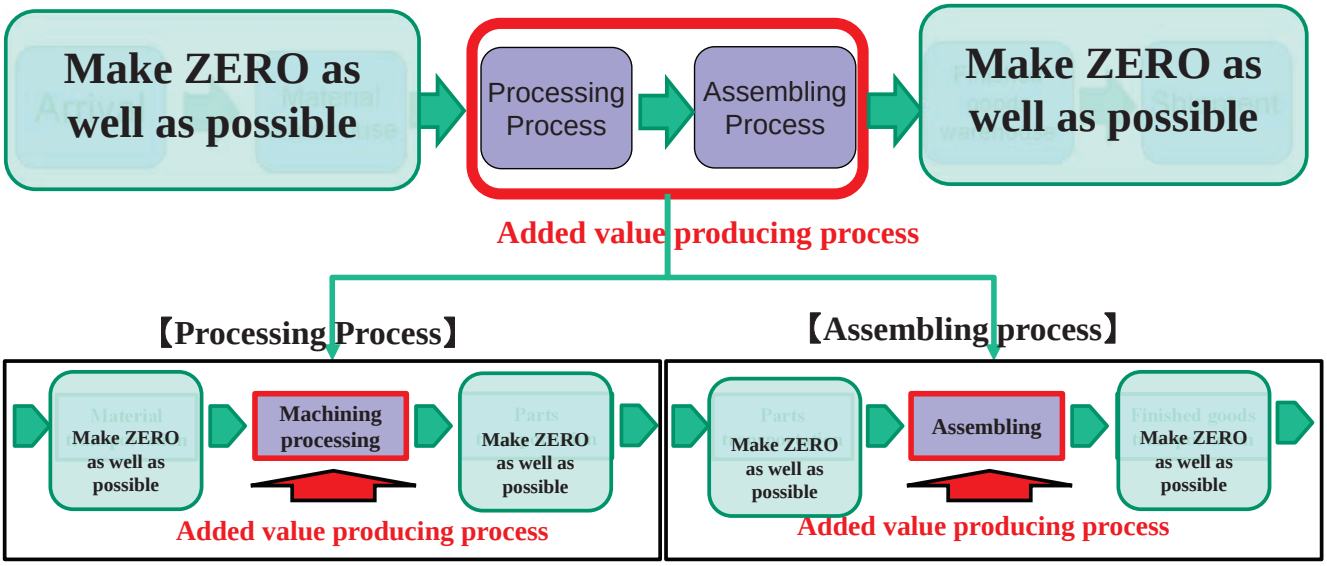
1. Why should we improve transportation？ (2)

【Process flow in a factory】



1. Why should we improve transportation？ (3)

【Process flow in a factory】



2. Why we should improve transportation？ Conclusion

Every things such as material, parts, WIP are added value in every process, moving things in factory.

Transportation is included almost in production process flow as one of key activity .

- ✓ Improving transportation is equivalent to improving production process.
- ✓ Transportation improvement plays important role in entire factory improvement.

3. Basic principles for transportation

(1) Principal for easily moving things

(2) Principal for Waiting and Empty loaded transportation

(3) Principal for work improvement and capacity enhancement

(4) Principal for transfer pass way

(5) Principal for automation

4. Principle for easily moving things; liveness of things (1)

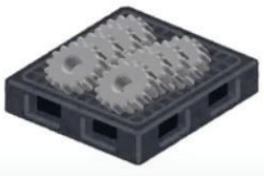
Consider how to keep the situation of easily moving things such as material, parts, WIP, finished good in workshop



Things are scattered on the floor



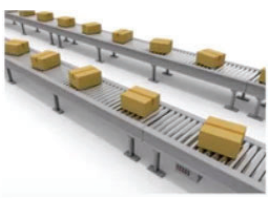
Put things in a container



Put things on a pallet



Put things in a cart



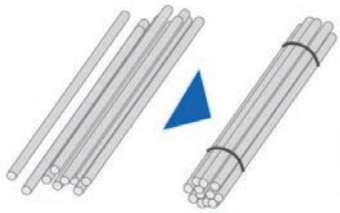
Put things and moving them on a conveyor

Many losses ← → Few losses

Consider how to covert less losses situation

Refer "Index for handling liveness" at end of this section

5. Principle for easily moving things; liveness of things (2)



Move things in a bundle as well as possible



Eliminate transfer on and off pallet



Unify packing style



Unify transportation tool

The first principle is to optimize the state of goods and equipment to ensure they remain easy to transport."

5. Principle for Waiting and Empty loaded transportation (1)

Waiting occurs not only in processing work also in transportati



Empty loaded transportation is to transport without things
Workers could not make added value if they move nothing.

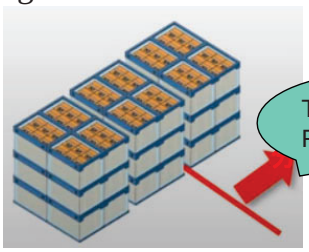




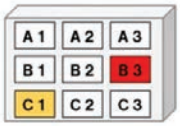
Waiting and Empty loaded transportation is one of wastes. we must reduce those as well as possible.

5. Principle for Waiting and Empty loaded transportation (2)

Use Visual Management, showing transportation sign



Use a bulletin board and ANDON



For ANDON, Refer P161



Routine transportation by diagram. Change transportation system form temporary to regular transportation system.



Do not generate Waiting and Empty loaded Transportation, making good use of Visual Management, Routine Transportation, and so on.

6. Principle for work improvement and capacity enhancement

・Unify specification of transportation instrument.
・Reduce weight of transportation instrument itself.

・Change workload and working method which is physically comfortable for workers

・Assign work properly and , not mentally frustrated.



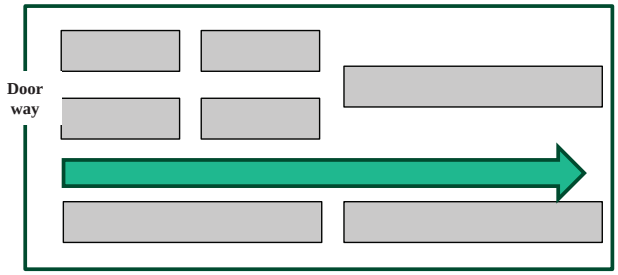




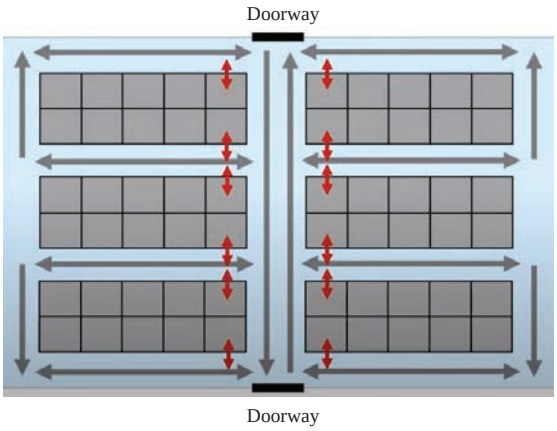
It is important to improve work methods so that transporters can enhance their skills.

7. Principle for transfer pass way (1)

・Lay out of workshop is designed in street and avenue structure. and make passages straight line and right angle.

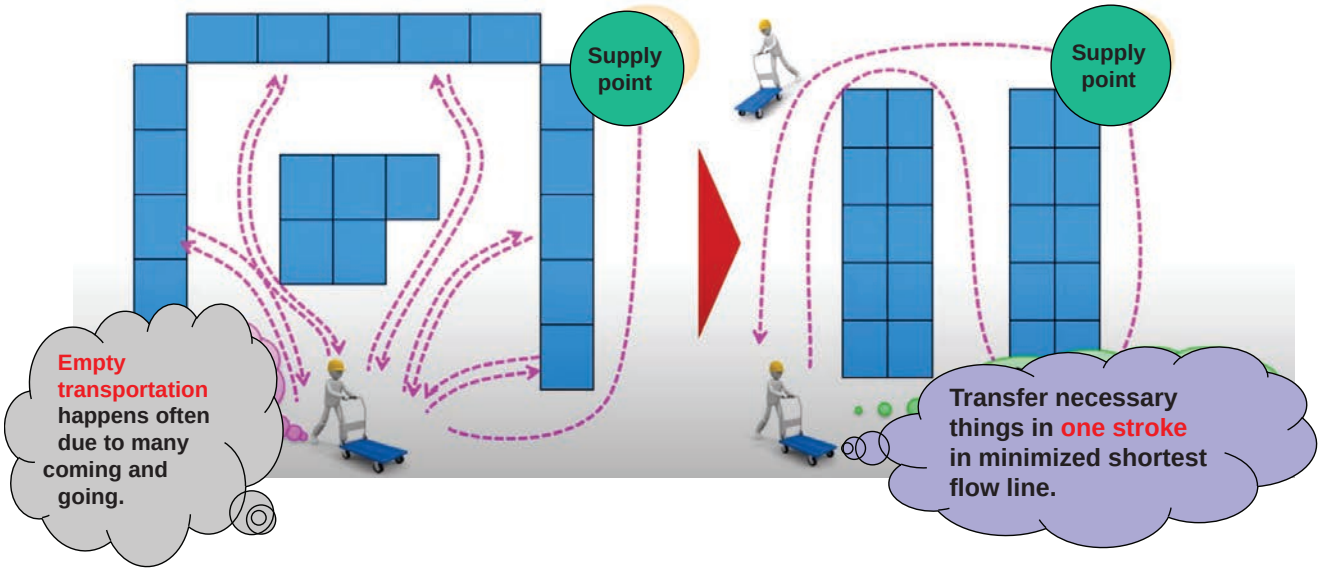


・Arrange frequent use things in shorter transport distance location.
・When locating frequent use things near the doorway, transportation distance is minimized.



7. Principle for transfer pass way (2)

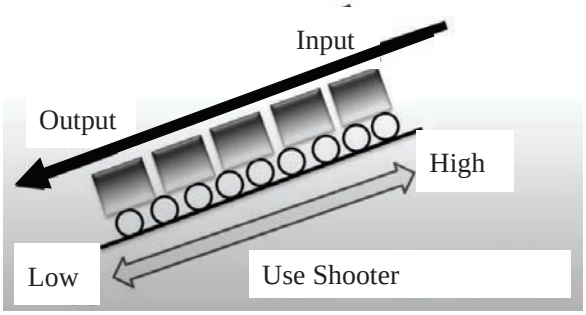
Design transfer pass way in one stoke like figure 2



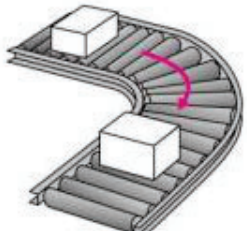
8. Principle for automation



Connect two machining processes by the hooter



- Make use of gravity.
- Automate transport work between process.



Roller conveyer



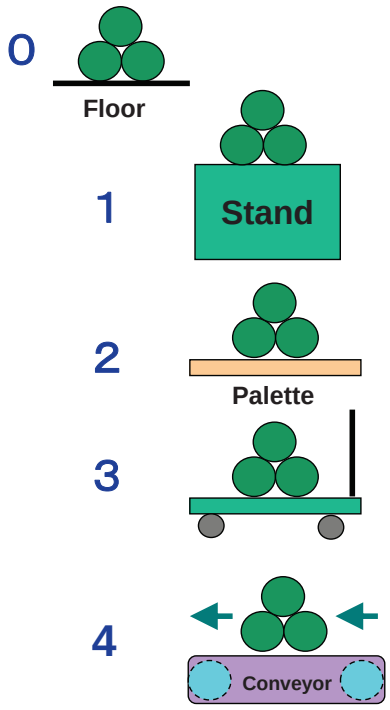
Mechanical parts assembling line for automating items transfer.

9. What is the Handling Activity Index?

- Handling liveness is the easiness for transportation and movement. This is decided by how objects are placed.
- Handling liveness index is the indexation for transportation improvement.
- The higher the index is, the better the way of handling object.



10.Meaning of Handling Activity Index



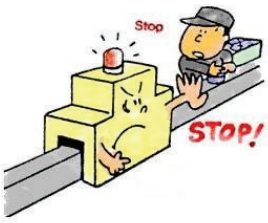


Good examples of practices at an automotive lighting parts factory

References

What's Andon?

Turn on the light when unusual situation occurs





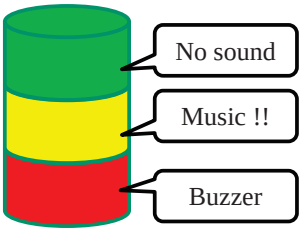
- When some work delays or some rework is required due to abnormality occurrence , the worker pulls the strip and turns on Andon display.
- As soon as Andon display is turned on and the line stops, Everyone can identify where the problem happens. The person concern such as line supervisor and production engineering staff gather and survey the cause of trouble and take measure of improvement.
- Everyone feels hesitation for making waiting time to related workers by turning on Andon display switch. But workers have been taught that they turn on the Andon display not to make defectives more.

References

Andon display system



A kind of Andon display application



Green light turns on during operation -> Normal

Yellow light turns on when the worker push the bottom due to the abnormality occurrence such as rack of parts and failure occurrence, etc.

Red light turns on when some line stops

11.Transportation Improvement 【Exercises】

Please list the viewpoints when implementing transportation improvements in your factory or a specific process.

Please select the target process considering the following points:

- We want to improve productivity as many workers are engaged in transport operations.
- We have many orders and want to increase production volume at the minimum cost.
- We have a bottleneck process and want to balance the entire process.
- We want to respond flexibly to order fluctuations

Day 2

Production Improvement by IE Method

IE Method Introduction

Agenda

I-1. IE Method

(1) The organization of IE method

(2) Characteristics of IE method

I-2. The basis of Improvement through IE

(1) Target setting by 5 levels

(2) 5 grade work levels

(3) The principal of improvement findings

(4) Four principals of improvement; ECRS

1. IE (Industrial Engineering) Method

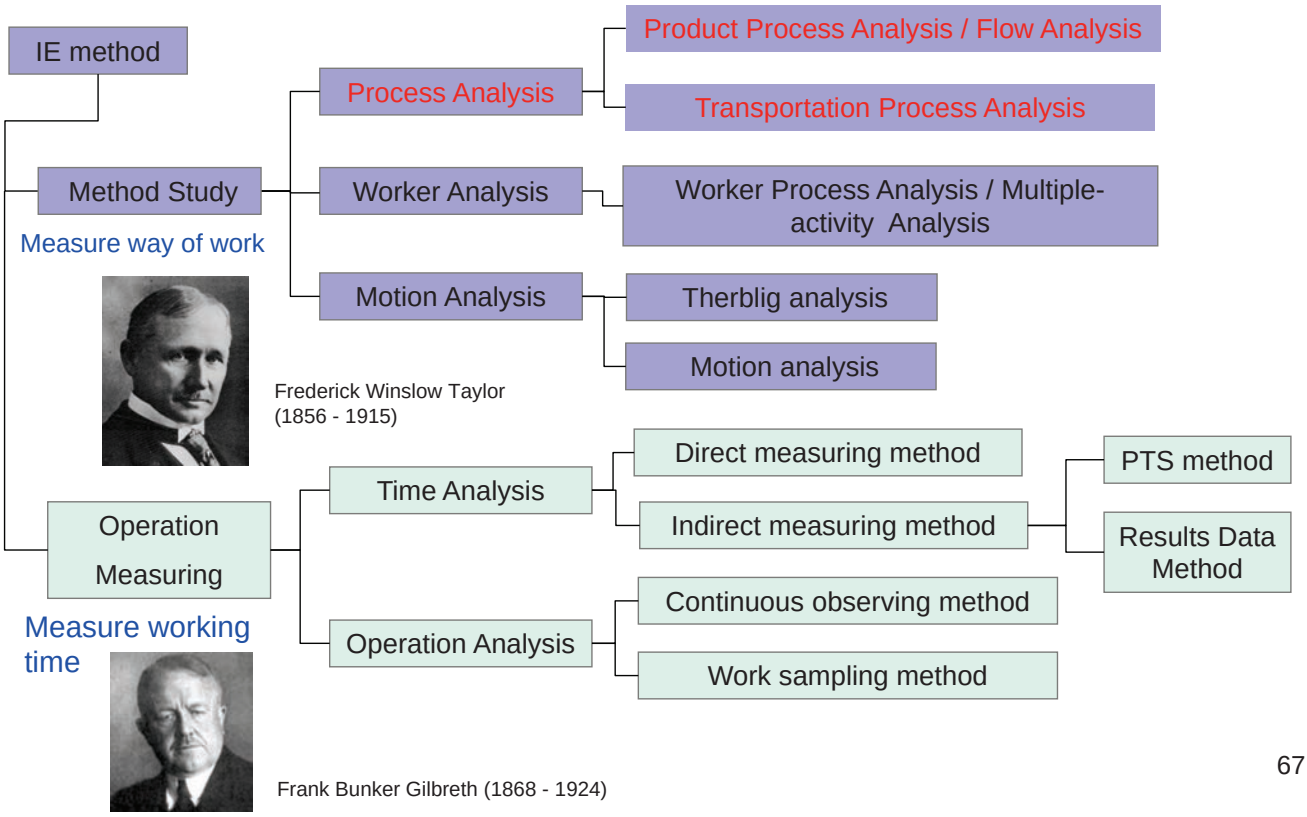
(1) The organization of the IE method

- Starting point of IE (Industrial Engineering) was Scientific Management which was invented by F, Taylor in USA at 1912.
- IE methods were developed to replace experience-based production management and control with logical approach. By eliminating the "3Ms" (Muda, Muri, and Mura), IE methods systematically enhance productivity.
- IE method continued to advance with U.S. industrial development, resulting in the framework presented on the next page. Structure of IE is mainly divided Taylor style “Method study” and Gilbreth style “Operational measuring”

(2) Characteristics of the IE method

- **Repeatability**; The same result is obtained if there are no mistakes in the analyzing procedures.
- **Quotative**; It is easy to conduct reviews because facts can be analyzed quantitatively and graphically.
- **Visual analysis**; We conduct reviewing a process by a common language of symbols and diagrams.

2. IE Method structure



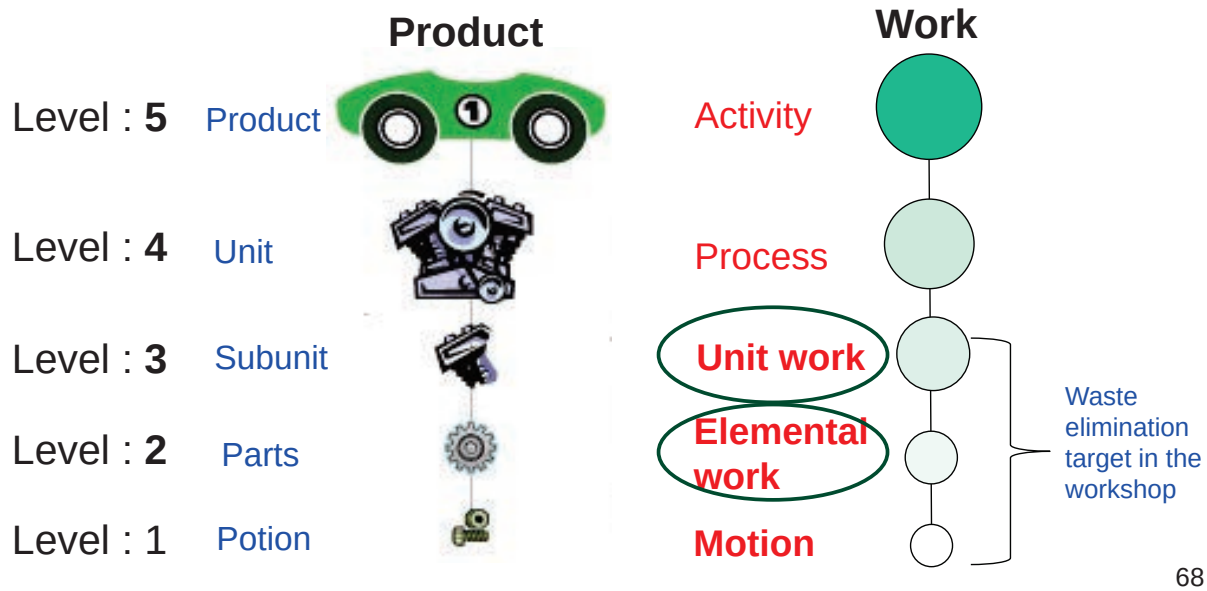
3. The basis of Improvement through IE

(1) Target setting by 5 levels

Improvement measure is implemented from higher level to lower one by one usually.

It is easy to find waste when breaking down levels in product and work, and then we set the target in any of 5 levels.

【 Level of product and work 】



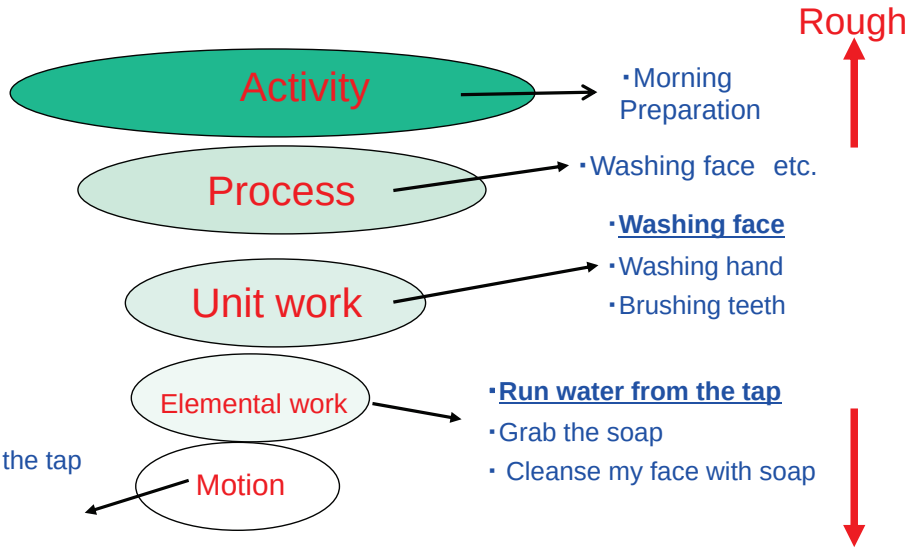
3. The basis of Improvement through IE

(Cont.)

(2) 5 grade work levels

When watching the figure of your washing face in the morning, let's analyze work levels.





- Process level : Basically, one worker or one machine is responsible for a process
- Unit work level: Divided minimum unit which one worker continuously work, basically the unit of work could done by one worker

3. The basis of Improvement through IE

(Cont.)

(3) The principal of Improvement finding

Principal for improvement Consideration	Current knowledge	What	Who	When	Where	How
	Purpose: Why	What for?	Why the person for it?	Why at that time?	Why in that place?	Why in that way?

Principal for improvement finding	4 improvement principals	E:Elimination	C: Combine / R:Rearrange			S:Simplfy
	Idea, Inspiration	Can we stop it ?	Done by same person	Done at the same time	Done at the same place	Can we make it easy?
			Done by another person	Done at the other time	Done at the other place	

Work Level						
	Activity	○	○	○	○	○
	Process	○	○	○	○	○
	Unit work	○	○	○	○	○
	Elemental work	○	○	○	○	○
	Motion	○	○	○	○	○

Measures	Improvement ideas

3. The basis of Improvement through IE

(Cont.)

(4) 4(FOUR) Improvement principals; ECRS

	Meaning	Points for improvement
E:Elimination	Unnecessary motion and work is stopped	● Check the purpose of the motion and work, and examine whether they can be stopped or not in each levels. ● When you focus deeply on "the ends-means relationship" , you are left with only the most basic, necessary functions."
C:Combination	Some motions and works are combined	Eliminate wasted motions and tasks by asking if the same person can do it at the same time and in the same place.
R:Rearrangement	The sequence of some motions and works is changed	Check the motion and work done by other person, at the other time and at the other place, finally we eliminate unnecessary motion and work
S:Simplification	A motion and work are done easily.	Asking if it can't be done more simply, and seeking simple works or methods.

3. The basis of Improvement through IE

(Cont.)

(4) 4(FOUR) Improvement principals; ECRS

- E:Elimination

  Unnecessary motion and work is stopped

  Check the purpose of the motion and work and examine whether they can be stopped or not in each levels.

- C:Combination

  Some motions and works are combined

  Check the motion and work done by the same parson, at the same time, and at the same place.

- R:Rearrangement

  The sequence of some motions and works is changed

  Check the motion and work done by other person, at the other time and at the other place, finally we eliminate unnecessary motion and work.

- S:Simplification

  A motion and work are done easily.

Work Sampling

Agenda　work sampling

1.What's Work Sampling (WS)

2.The Procedure of WS

3.Classify works and decide survey items

(the definition of work and elemental work)

4.The sample of work sampling analysis

5.【Exercise】work sampling

1. What's Work sampling (WS)

Its characteristics and effectiveness

- WS is the method of grasping the work state statically, observing workers and machines momentarily in a time interval.
- When there are 80 times working state in 100 observations, working ratio is estimated 80%.
- As some works are drew from a population which the work state is estimated, Work sampling can produce results with less time and effort than continuous observation.



- It is possible to effectively summarize and understand the overall work site situation
- "Work sampling is characterized by collecting data through visual observation (by eyes) of a subject's state without the need for specialized measuring tools."

2.The procedure of WS

(1)The decision of purpose and object

(1) The purpose of WS
- To find out problems
- To improve work efficiency
- To determine standard working time

(2) The target of WS
- For which worker?
- For which machine?
- For which line?

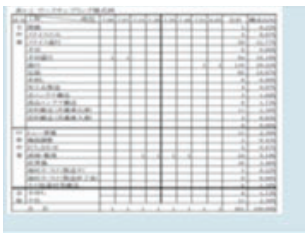
(2) The decision of observing item

-Refer Slide 13 " 2. Classify works and decide survey items (The definition of work and elemental work)"
-Refer Slide 12 (2)Example of the observation items on the observation sheet

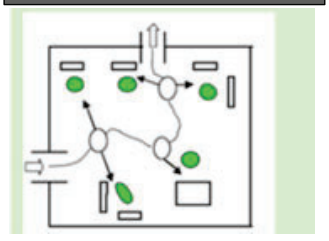
(3) The decision of sampling number

-Determine necessary number of sample and plan the number of observation.
-Set observation time and determine observation assignment.
-Though necessary number of sample is at least 200 theoretically, flexibly determine in consideration of measuring resource.

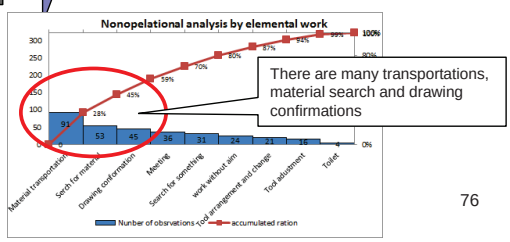
(4) Observing form creation



(5) The decision of observing assignment and date collection



(6) Analysis



3.The procedure of WS (Cont.)

(2) Example of observing items

Before starting observation and data collection, we make pre-survey and interview to the responsible worker or supervisor in order to know actual works. Fill them in on table side of the observation form.

The name of work shop			Date			Observer		
Obsevation interval everty THREE minutes			1	4	7	10	13	16
Work	Main work	Machine opration and assist						
		Cutting by hand						
		Welding						
		Work setting and removal						
		Machine setting and removal						
		Cleaning on surface						
		Measurement and inspection						
		Sub total						
	Supplementary work	WIP transportation						
		Material transportation						
		Tool seting and removal						
		Machine cleaning and inspection						
		Drawing check						
		Sub total						
Sub toatal								
Spare time	Spare time for work	Work shop cleaning						
		Oiling for machine						
		Machine adusting						
	Spare time for work shop	Meeting						
		Waiting for material,WIP,tool						
	Other spare time	work without aim						
		Seeking for something						
		Toilet						
		Break						
Sub toatal								
TTL								

4.Classify works and decide survey items (the definition of work and elemental work)

Classification	Definition	Elemental work
1) Main work (Added value work)	The work is useful or done by customer requirement on drawings and specifications	(1)Processing, Assembling, Finishing (2)Packing (3)Work setting, Work removal (4)Material input, Product output (5)Measurement, inspection and Appearance inspection (6)Blow, Clearing, Wiping for product
2)Supplemental work	The work necessary for preparation of main work	(7)Transportation (8)Preparation, Tidying (9)Recording, document check (10)Tool/Mold setting and removal (11)Machine Inspection (12)Machine cleaning
3)Spare time (including waste work (Muda))	The work occurs due to some manageable issue, elimination is possible many time	(13)Work without aim (14)Seeking for something (15)Failure selection and adjustment,(16)Machine repair, Tool repair (17)Consulting, Tel (18)Waiting for tool, die, material, inspection sheet(drawing)

Preparation in (8) is to take material and tool out from storage area in order to launch a main work immediately. Tidying is the work to return martial and tools in the original position, clear up work place etc.

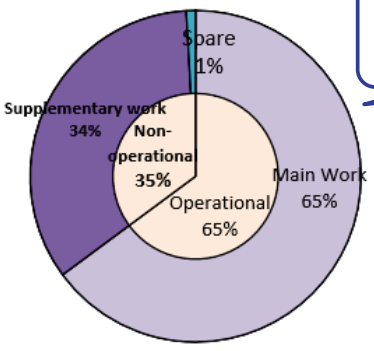
5.The example of work sampling analysis

Example of observation form just after data collection This example just shows totaled result and ration calculation result.

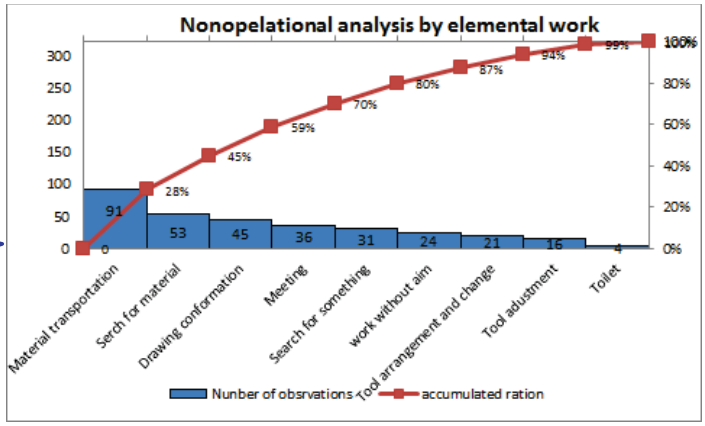
The name of work shop			Date	May/5/2016		Share	11:10AM to 11:40AM
Obsevation time			Musa	Carol	Gideon	Total	Share
Work	Main work	Machine opration and assist	6	10		16	13%
		Cutting by hand	6			6	5%
		Welding	10	9	10	29	23%
		Work setting and removal	7		6	13	10%
		Machine setting and removal	2			2	2%
		Cleaning on surface		10		10	8%
		Measurement and inspection	1		7	8	6%
						0	0%
		Sub total	32	29	23	84	67%
	Suppleme ntary work	WIP transportation	3		1	4	3%
		Material transportation	1		1	2	2%
		Tool seting and removal			4	4	3%
		Machine cleaning and inspection			1	1	1%
		Drawing check				0	0%
						0	0%
		Sub total	4	0	7	11	9%
	Sub toatal		36	29	30	95	76%
Spare time	Spare time for work	Work shop cleaning				0	0%
		Oiling for machine			1	1	1%
		Machine adusting			1	1	1%
	Spare time for work shop	Meeting		6	1	7	6%
		Waiting for material,WIP,tool	4		2	6	5%
						0	0%
	Other spare time	work without aim			3	3	2%
		Seeking for something	4	1	7	12	10%
		Toilet				0	0%
		Break				0	0%
	Sub toatal		8	7	15	30	24%
TTL			44	36	45	125	100%

6.The sample of work sampling analysis (Cont.)

Example Graphs of Work Sampling Results



Operating rate is clearly visible at a glance in a pie chart.



Identify the causes of low operating rates and explore measures for improvement.

7.Work Sampling 【Exercises】

The following data was collected through on-site observations at a logistics center. Create a Pareto chart based on this data and identify key areas for improvement.

The main operation at this logistics center is picking work based on instruction slips, which is carried out using the following procedure:

【Unit work Procedure】

1. Reading the instruction slip
2. Moving to the location
3. Taking the product from the shelf
4. Placing the product in the basket
5. Transporting to the inspection table
6. Inspection
7. Packing
8. Storage







7.Work Sampling 【Exercises】

Collected data through on-site observations

Work Sampling Survey Sheet

Name of logistics site			Observation time	total
work	Main Work	Reading pickup instructions		6
		Search for products		7
		Check that it matches the instruct		7
		Pick up the product		5
		Move product to cart		2
		Move the basket to the packing arc		8
		Remove products from the BD and		4
		Scan the product		14
		Remove the cardboard		1
		Assembling cardboard		4
		Put the product in the cardboard ba		7
		Inserting cushioning material into c		5
		Secure the cardboard with tape		2
		Label		1
		Move the cardboard boxes to the c	punched Re	1
		Doing clerical work (including chec		8
				6
				6
		subtotal		74
	Supplementary work	walking		6
		Search		1
		Waiting for work		6
		Replenish products		26
		Cleaning (taking DB to storage area		4
		Telephone support		1
		Meetings (including morning meetin		6
		Garbage collection		1
		others		14
		subtotal		55
	Subtotal			129
room	Breaks (including drinking water and smoking)			6
	toilet			1
	conversation			6
	Sweat wipe			6
	unknown/absent			6
		subtotal		7
total				136

7.Work Sampling 【Exercises】

Probems and solltions identified through WS

Problem	Background of the problem	Sollution	Notes/Caution
Search for products	Multiple products in one slot	Display product code	Renew cardbox luck
Check wheather the prodct matches the instruction		Improving product placeemnt in the luck	-Utilize vacant locations -Change 1 slot 4 location4 to 1 slot 5 locations for small items, bottled items.
Meeting manly due to product unknown		Switch from temporary to final registration	
Walking (outside picking area)	Replenishment items and other items are placed outside the picking area	Implement the multi-level inventory system in	Already executed at carbox material
Current Instruction methods give a high burden on workers	The instructions only show the product code and product name.	Improved man-machine interface (displaying product photos)	long term challenges

7.Work Sampling 【Exercises】

Identified probems on the photos and After KAIZEN



The product code is not displayed on the cardboard box



The product code are handwritten on many of the cardboard boxes.

The product is placed at the back of the shelf and it takes time to get it.

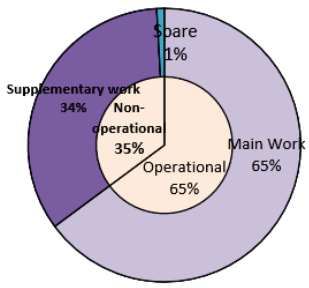


The products were neatly arranged with the location code and the product code posted in each slot, which improved picking efficiency."

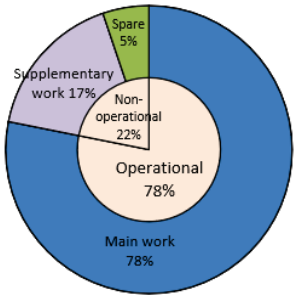
7.Work Sampling 【Exercises】

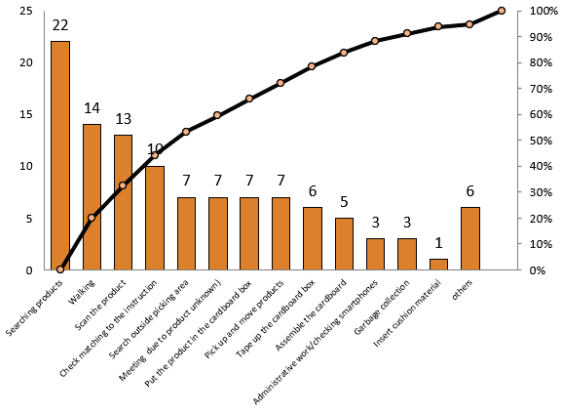
Before and After improvement

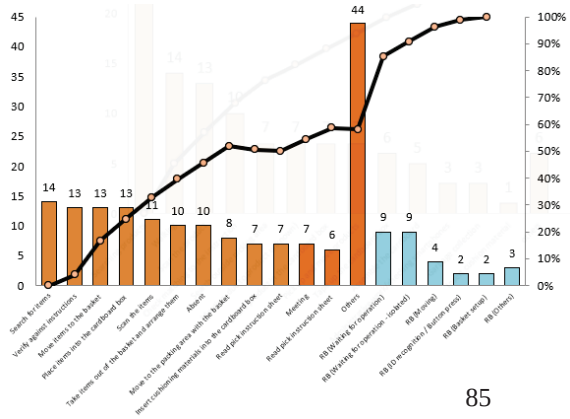
Before 25th Dec 2024



After 16th Feb.2025







Day 2

Layout Improvement

Agenda

Purpose

To understand the logic and principles behind workplace design

Agenda

1.What is the definition of LAYOUT?

2.What types of flows or panes should be considered in a layout?

3.What principles should be considered or taken into account when improving a layout?

4.Why unit flow rather than batch production?

5.What are the advantages of a unit flow?

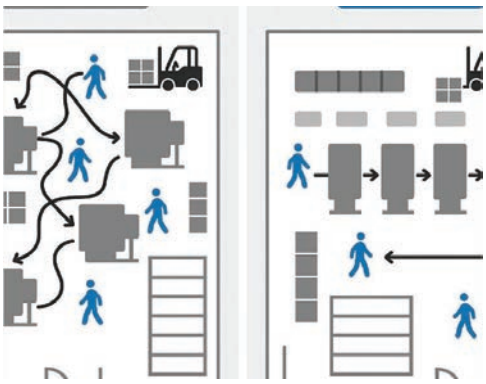
6.The steps for analyzing the layout and workflows…improvements

7.Conclusions

1. What's layout

Definition:

Layout is a floor arrangement in factory or office to create an **efficient** operational flow and movement, preventing bottlenecks and minimizing **MUDAs.**



Before KAIEN: Conflicting operational Flow

After KAIZEN: Smooth and one way movement

2. The purpose of layout improvement

- **Improved Productivity and Operational Efficiency:**

We optimize production flow to achieve the shortest possible distances, reducing unnecessary movement and idle time.

- **Effective Space Utilization**

We minimize floor and vertical space loss to maximize the utility of limited factory space.

- **Inventory Reduction**

By ensuring a smooth flow of products, we keep work-in-progress (WIP) and finished product inventory to a minimum.

- **Flexibility and Scalability:**

We aim layout that can adapt flexibly to future production fluctuations and the introduction of new products.

- **Ensuring Safety and Improving the working environment**

We will prevent hazardous traffic intersections and create an environment where employees can work safely and comfortably.

3. Analysis and understanding of the current layout

(1) Analyze employee movement

- **Efficiency:** Ensure the shortest distance to the destination and reduce wasted movement.
- **Comfort:** Ensure sufficient passage width to prevent congestion (bottlenecks).
- **Safety:** Secure evacuation routes in emergencies and prevent contact between workers and pedestrians.

(2) Analyze Material flow

Principles for optimizing the flow from raw material receiving to shipment:

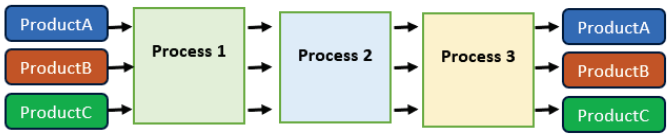
- **One-Way Principle:** Arrange in a U-shape or straight-line layout to avoid backtracking and crossovers.
- **Shorten Distances:** Place frequently used materials close to their point of use.
- **Inventory Management:** Incorporate the “Just-In-Time” (JIT) concept as well as possible

(3) Layout pattern selection

To achieve an efficient facility layout, firstly choose one of the three primary patterns that best fits your production style and goals, then proceed to optimize the flow.

- Line layout (Product layout)
- Process Layout (Job shop type)
- Cell production (Worker centered layout)

4.Layout pattern



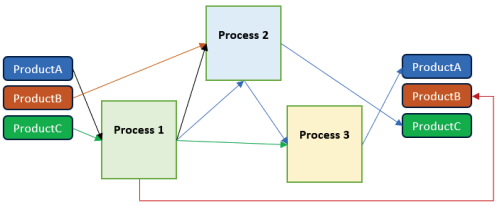
(1) Line layout (Product layout)

Adopted for the products with the same processing flow, where workers stay at fixed positions and process products as they flow by.

Advantage	Disadvantages)
● Suitable for high-volume, low-variety production. ● Suitable for make-to-stock production. ● Work can be simplified.	● If one machine breaks down, the entire line stops. ● Cannot respond to changes in the product's processing order. ● Difficult to train multi-skilled (all-purpose) workers.

(2) Process Layout (Job shop type)

Adopted for the products that follow the same sequence of processing steps, with operators and machine stationed at fixed points to process items on a moving line."

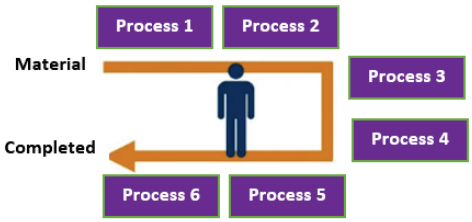


Advantage	Disadvantages)
● Suitable for high-mix, low-volume production ● Suitable for build-to-order (BTO) production ● No need to change equipment layout even if the product changes	● Product movement paths tend to be complicated

4.Layout pattern (Cont.) Cell production

(1) What's cell production?

Cellular production is a production method where a single worker or a small team completes all or a major series of assembly, inspection, and packaging processes within a small workstation called a "cell" (typically arranged in a U-shape or straight line).

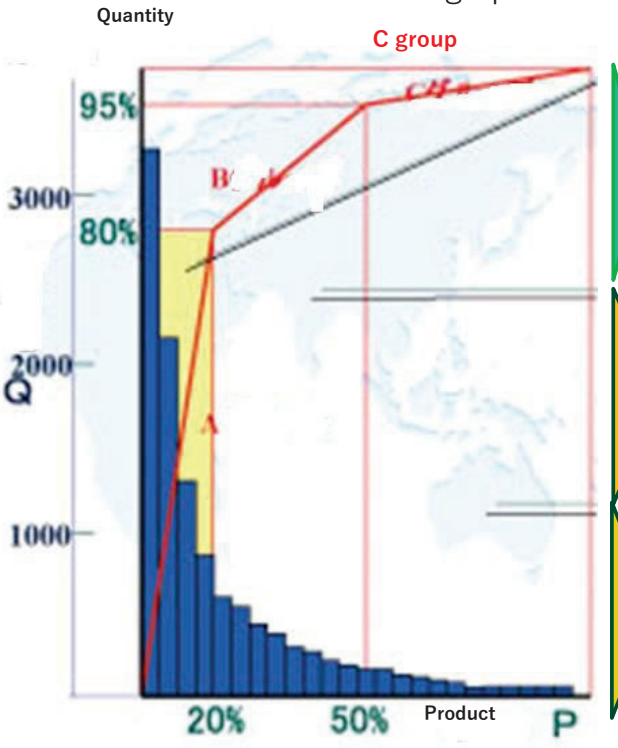


(2) Characteristics of cell production

- **High Flexibility**: It is ideal for high-mix, low-volume production, allowing for rapid adjustments to product types and quantities based on demand.
- **Multi-skilled Workforce**: It encourages workers to become "multi-skilled worker" as they handle multiple stages of production.
- **Space and Cost Efficiency**: Eliminating large conveyor systems reduces initial investment and optimizes floor space.
- **Extensive Training**: Workers require a high level of skill, needed significant investment in time and costs for training.
- **Quality Consistency**: Since output depends on individual skill, strict standardization and the use of digital or manuals are essential to prevent variation.

5.PQ Analysis

PQ chart plots item in horizontal axis, production quantity or shipping quantity in vertical axis and arrange production items in descending order.



Functional Production for Group C
The production system suitable for small volume production and many kinds of product, because equipment is not fully occupied by each product and equipment operation ratio is not so important.

Cell Production for B Group
The production system suitable for medium volume production and similar process product, because equipment is occupied by each product to a certain degree.

Line Production for A Group
The production system suitable for high volume production, because equipment is fully occupied by each product and equipment operation ratio is critical

15

6. Some principles to consider

We try to establish these practices on movement and layout improvement by following principles and logic .

a.Analize and visualize the Workshop flow referring the type of production

b.Implement pull system based on customer demand and not making stock (WIP)

c.Ideal layout pattern: "Unit flow" or "One piece flow" rather than "batch production or mass production"

d. No temporary storage(inventory) between processes is implemented.

e. Material flow; Shorten distance and flow movements.

f. Woker flow: Minimize travel distances and minimize their movements

g. Health and safety for workers ; Keep passage clear by 5S, Right person in the right place, workload balancing, tools and system support.

7.【Case study 】Production system change mainly focus on Layout

(1) Batch production – larger batches



7.【Case study 】Production system change mainly focus on Layout

(2) Batch production to unit production

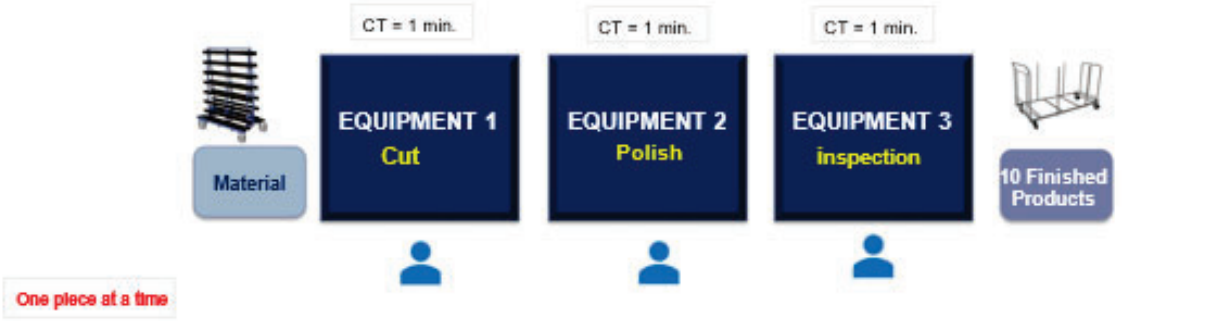


Unit production flow leads us to:

- Eliminate temporary storage areas
- Bring equipment's closer and arrange in a line
- Handle and process one by one in One-piece flow production early stage

7.【Case study 】Production system change mainly focus on Layout

(3) One piece production stage two

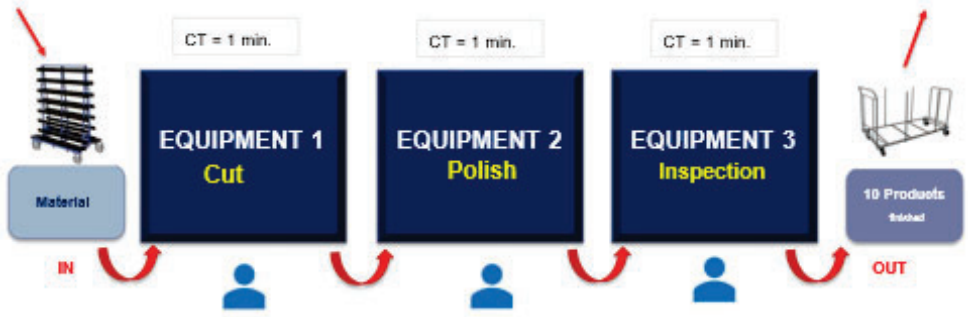


First piece available	1	+	1	+	1	=	3 minutes
10 pieces – order						=	12 minutes

Adding material handling equipment before and after the line will streamline the flow and ensure production goes on schedule."

7.【Case study 】Production system change mainly focus on Layout

(4) Layout with In & Out - Unit Flow



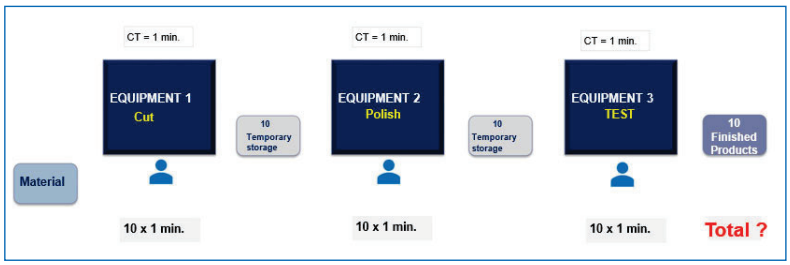
Process ONE PEICE at a time

First piece available	1	+	1	+	1	=	3 minutes
10 pieces in total						=	12 minutes

How did the production lead time for 10 units change with the implementation of one-piece flow?"

7.【Case study 】Production system change mainly focus on Layout

(5) Comparison – what are the advantages?





Lesson

1.Quantity flexibility catches up market demand.

2. Production lead time is shorthand.

3. No WIP inventy .

4. Transportation distances is shortened

5.Material handlingis minimized

6.Cost is reducted totally.

8. Layout – what are the steps to review layout effectiveness?

1. Prepare a floor-scale representing on a mapping
2. Survey the current flow of the manufacturing process by drawing the lines

- Follow the product with the time goes on
- Equipment layout and location
- layout showing the movements of people can be added.

3. Identify the problems employees are facing. Write them down on Post-it notes and post them up.
4. Resolve employee dissatisfaction such as Waste (Muda) elimination, tool change, training etc.
5. Other tools relating improvement or problems with the layout are implemented, for example SMED(Single Minnite Exchange Die) ,SOP(Standard Operating Procedure)
6. Outline the ideal scenario is created list in clouding the advantages and disadvantages

8. Layout – what are the steps to review its effectiveness? Cont.

7.Outline the **most effective** or realistic scenario taking into account the constraints – e.g., budget

8.Arenge or **get consensus** with the team

9.Establish the **work plan** with the actions for implementation including the determined schedule

Scenario example: Transitioning to One-Piece Flow Production

●Batch and Push Prpcessing



Large lot productionby forcasted demand, high inventry, manufacturing waste, high efficiancy with low total productivity

◎Flow processing "Make one move one"



Small lot production based on customer demand, low inventry, low manufacturing waste ,demand flexibility, high total productivity

Day 2

Line Balancing

Agenda

Line Balancing

1. Line Balancing
2. The meaning of line balancing
3. The procedure of line balancing
4. Calculate line efficiency and balance loss and its answer
5. Review and implement line balancing improvement measures
6. Various ideas for line balancing improvement (1)
7. Line balancing exercise and answer

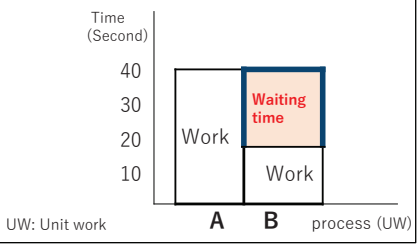
1. Line Balancing and its purpose

- Line balancing is a method for equalizing workload assigned in each process in production line.
- In other word, eliminate time difference of each process and design smooth production flow.
- The purpose of line balance
  a. Improve productivity; maximize output by equalizing work times across all stations and eliminating idle time.
  b. Reduce WIP(Work in process) inventory; To minimize the accumulation of unfinished goods between workstations by ensuring a smooth flow.
  c. Eliminate bottlenecks ;To identify and resolve specific slow points that restrict the overall production speed
  d. Optimize resources Utilization; To balance the workload among workers and machines to ensure all resources are used efficiently.
  e. Lower manufacturing cost; To reduce the cost per unit by eliminating waste, such as idle time and unnecessary overtime.

2. The meaning of line balancing

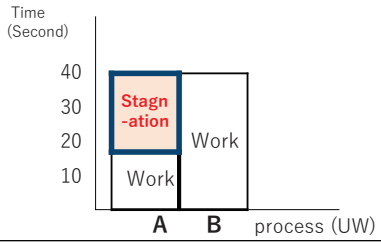
【Case1】

Working time of Process A
>
Working time of Process B
↓
Waiting time occurs at Process B;
Time waste occurs



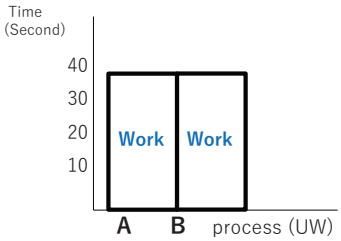
【Case2】

Working time of Process A
<
Working time of Process B
↓
WIP at process A; Place for WIP is necessary



【Case3】

Working time of Process A
=
Working time of Process B
↓
Could eliminate both waiting time and stagnation of WIP



Line Balancing

The method which allocates WIP(work in process) to workers and machines, equalizing WIP flowing speed among processes .

7

3. The procedure of line balancing

(1)To grasp the overall picture of a production line

- When analyzing line balance, first identify the overall structure of the line, such as the sequence of processes, headcount, and number of machines.
- It is also effective to clarify the details of each task through organization chart workshop layout or staff interviews, as this makes the subsequent analysis more efficient.

(2) Measurement of Processing Time for Each Step

- Measure the time required for each process using a stopwatch or similar device.
- To ensure accuracy, perform multiple observations and account for variations among operators."

3. The procedure of line balancing Cont.

(3)Measure the time dividing process to unit work.

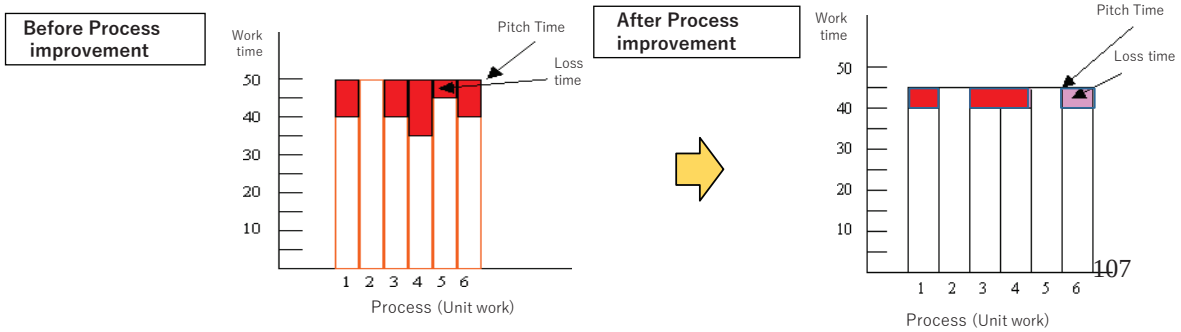
※**Unit work**: Divided work which achieves one of work in a process ->Refer IE Methos Introduction 3.

(4)Pitch diagram creation

Pitch diagram	**Chart which shows pitch time in each unit work , line arranging situation and loss time in an understandable way. The required time on the vertical axis and the process (or operation/station) on the horizontal axis, which clearly shows the balance of required time for each process.**
Pitch time	Time interval that products are manufactured in line production. As a result equivalent to the longest time of work unit in the process. Also called “Cycle time”

(6) Review and implement line balancing improvement measures

(7) Pitch diagram creation after improvement

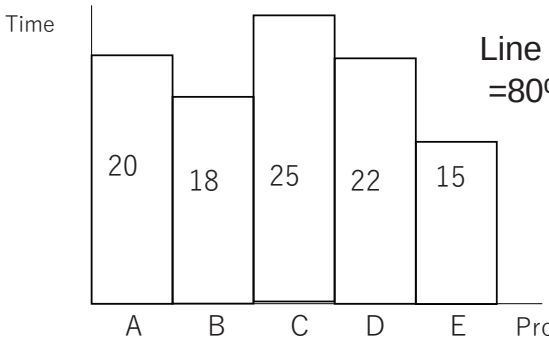


4. Calculate line efficiency and balance loss

$$\text{Line efficiency (\%)} = \frac{\text{Sum of work time in each unit work}}{\text{Pitch time} \times \text{number of process}} \times 100$$

$$\text{Balance loss (\%)} = 100 - \text{Line efficiency (\%)}$$

The difference Process and Unit Work is referred in Slide of “IE introduction and Work Sampling Material”



Line efficiency = (20+18+25+22+15) / 25 X 5 =80%

Balance loss = 1 - 80 % = 20 %

9

5. Review and implement line balancing improvement measures continuously

i. Allocate longer time work unit to shorter time unit, considering priority of the process.

ii. As a unit work is longest, a longest unit work is repeatedly allocated it to other unit work and eliminate losses in entire process. We could call this procedure “Leveling”.

iii. Secondly longest unit work has second bottle neck. Continue allocating until the second bottleneck is resolved.

iv. We will continuously identify, develop, and implement solutions for the bottlenecks that arise.

6. Various ideas for line balancing improvement (1)

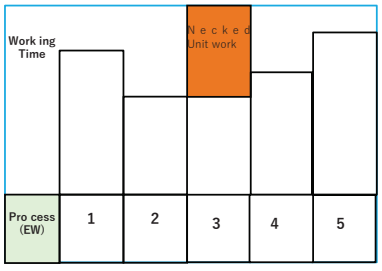
I. Improvement ideas for the longest work time unit (1)

a. Shorten work time in the first bottle neck unit work ⇒Chart(A)

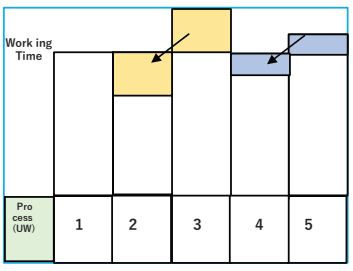
b. Divide the unit work into elemental work as well as possible, allocate these elemental works to other unit work. ⇒ Chart (B)

c. Increase number of workers ⇒ Chart (C)

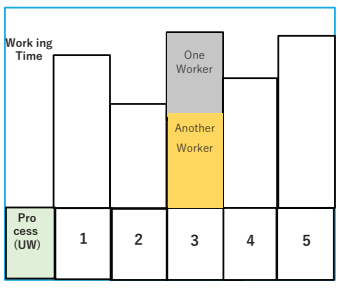
【Chart A】
Neck process is prioritized as first improvement turget



【Chart B】
Diveided and distibuted to other unit work



【Chart C】
Nunber of workers is inceased at “Work unit 3



7. Various ideas for line balancing improvement (2)

d. Improve and eliminate works and motions in each unit by principles of motion economy, mechanization and automation/tool utilization. ⇒ Chart (D)

e. Skillful worker arrangement

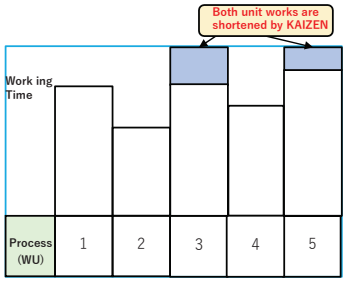
f. When process load is heavy, prepare temporary supporting workers and throw them in the unit.

II. Improvement ideas for shorter work time unit

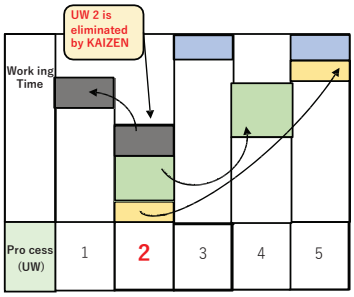
a. A work unit is moved to other work unit and working quantity per worker is increased. -> Chart (B)(C)

b. The work unit is deleted by distributing the elemental work to other work unit. -> Chart (E)

【Chart D】
Work Improvement (KAIZEN)



【Chart E】
"Process 2 " is deleted by distribution and KAIZEN



8.Principal of motion economy

- Realize the most desirable motion with a minimum of fatigue in order to achieve best efficiency.
- Review your work actions against the checklist below and eliminate any unnecessary steps."

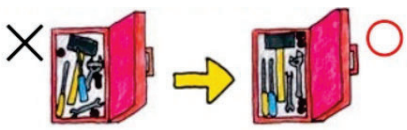
(1) Reduce the number of motion
- ✓ Aren't you searching, selecting, thinking, and temporarily placing
- ✓ Are you grasping and assembling in a single motion?

(2) Make the distance of motion short
- ✓ Are you avoiding unnecessarily large movements?
- ✓ Are you avoiding moving over long distances?

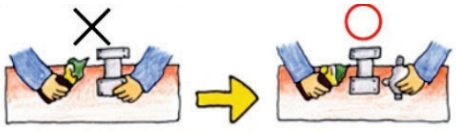
(3) Use body parts together
- ✓ Are you currently holding something with only one hand?
- ✓ Is an object-holding action taking place?"

(4) Ease the motion
- ✓ Are you working in an uncomfortable posture?
- ✓ Are you avoiding movements that require excessive force?

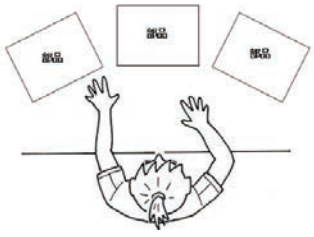
◆Example of improving motions by 4 Pincipals



Implement 5S in the toolbox to reduce tool retrieval motion.



Developing the ability to perform tasks with both hands at once

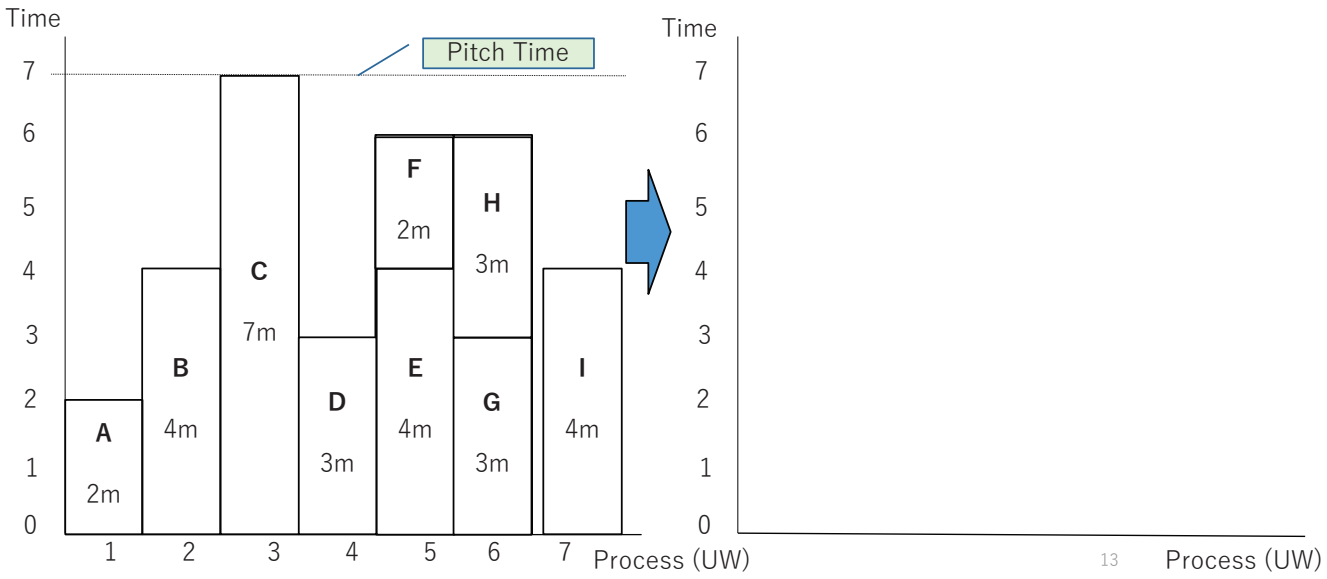


Place items within easy reach of both hands.

Source: https://hiraoka.keikai.topblog.jp/files/user/201904020643_2.jpg
http://yamada-shiro7.cocolog-nifty.com/blog/2009/05/post-4c93.html

9. Line balancing exercise

Calculate line efficiency and balance of following case and improve line efficiency. Unit work C is not divided due to the nature of unit work C.



$$\text{Line efficiency (\%)} = \frac{\text{Sum of work time in each unit work}}{\text{Pitch time} \times \text{number of process}} \times 100$$

Balance loss (%) = 100 - Line efficiency (%)

9. Exercise answer

7							
6						F 2m	H 3m
5							
4		B 4m	C 7m			E 4m	
3				D 3m			G 3m
2	A 2m						
1							I 4m
	1	2	3	4	5	6	7

Line efficiency = $\frac{2+4+7+3+6+6+4}{7 \times 7} \times 100 = 65\%$

Balance loss = 100 − 65 = 35%

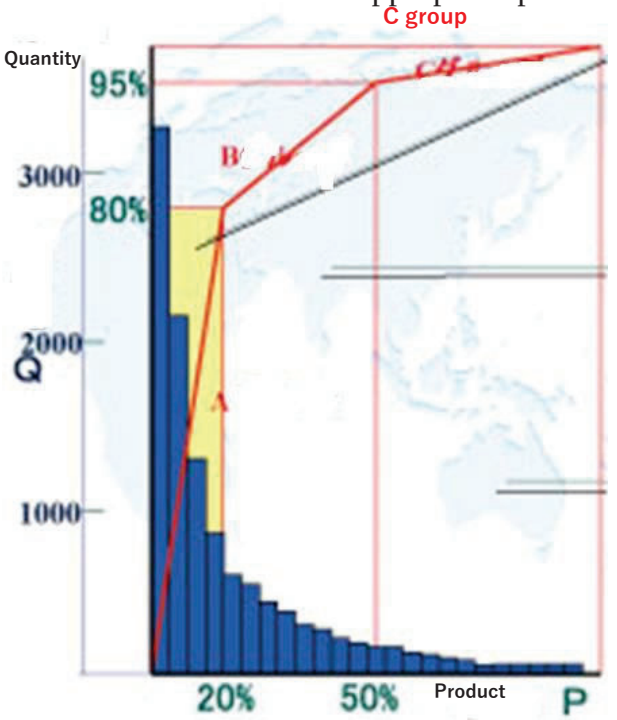
7					
6	B 4m		E 4m		I 4m
5				G 3m	
4		C 7m			H 3m
3			D 3m		
2	A 2m			F 2m	
1					
	1	2	3	4	5

Line efficiency = $\frac{2+4+7+3+6+6+4}{5 \times 7} \times 100 = 91\%$

Balance loss = 100-91 = 9%

10.PQ Analysis

- "P" stands for Product and "Q" stands for Quantity. It is a graph where the horizontal axis represents items and the vertical axis represents production or shipment volume, with items arranged in descending order of volume.
- This analysis is used to identify mass-produced items versus customized (individual) items to determine the most appropriate production methods and layouts



Functional Production for Group C
The production system suitable for small volume production and many kinds of product, because equipment is not fully occupied by each product and equipment operation ratio is not so important.

Cell Production for B Group
The production system suitable for medium volume production and similar process product, because equipment is occupied by each product to a certain degree.

Line Production for A Group
The production system suitable for high volume production, because equipment is fully occupied by each product and equipment operation ratio is critical

15

Source:https://www.mejapan.com/09_89.html

Day 2

Conclusion

IE 7 tools as conclusion of improvement by IE

Name	Contents	Points of Improvement
Process Analysis	Analyze and organize production processes and work methods into four categories—processing, transportation, inspection, and delay—display them in order of process, and improve any problematic areas.	◎Transportation, inspection, and stagnation/waiting time add = No value → Eliminate. ○Assembly process makes add value, but minimize assembly time and man-hours.
Work Sampling	We classify operations into value-added work(Main work), non-value-added(Supplemental) work, and waste(Spare time), based on the operational status of equipment and personnel, and aim for improvement.	○Aim to reduce time spent on non-value-added tasks. ◎Eliminate waste.
Motion Analysis	By analyzing work movements in detail, we will "visualize" and improve wasteful motion.	[Basic Principles of Motion Economy] ◆ Reduce the number of motions. ◆ Perform motions simultaneously. ◆ Shorten movement distances.
Time study	We measure key operations by time to identify problems such as wasted time and large variations in work processes, and implement improvements."	Review the necessity of every action. Prioritize the reduction of long-duration tasks. Minimize variations in work times and operator consistency.

IE 7 tools as conclusion of improvement by IE (Cont.)

Name	Contents	Points of improvement
Layout analysis	We analyze and optimize process layout and workflow paths to enhance productivity and reduce costs by focusing on:	Minimizing travel distance and time Eliminating cross-traffic and reverse flow Prioritizing the flow of materials
Line balancing	We identify and level the time variations (stagnation or waiting) in each process step of a production line to maximize manufacturing efficiency. This allows for the elimination of bottlenecks and the optimization of personnel allocation.	● Identify and eliminate bottleneck processes ● Standardize operations and reduce variations in required time ● Calculate and set targets for line efficiency (line balance efficiency)
Office Process Analysis	In office work as well, we will create office process charts to eliminate waste and reduce costs using the same methods as in factories.	The causes of waste and errors in office processes are as follows: ● Work methods vary by person. ● Checking functions are not working effectively. ● Exceptional processing occurs for certain part numbers. ● Personnel are not experienced in the tasks. ● Tasks are assigned and executed on an ad-hoc basis.

Додаток 6

Документ для обговорення щодо бренду «Made in Ukraine»

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement
for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Discussion Paper for Export Promotion Activity under Made in Ukraine

July 25, 2025

JICA Consultant Team
Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Outline of JICA Project

The purposes of this Project, "Promotion of Private Sector Participation Project for the Reconstruction of Ukraine (Support to SMEs in Ukraine)," with the project period from April 2025 until January 2026 are:

i) to design an **Implementation Program** to support the implementation of Ukraine's SME Development Strategy; and

ii) to provide policy recommendations and support for the **establishment of an institutional framework** for Ukraine's autonomous and sustainable support mechanism for SMEs

Based on the Implementation Program, the Project implements:

i) **Policy recommendations and institutional building** to enhance government's services of enhancing export competitiveness of SMEs in foreign markets including Japan and other Asian markets;

ii) **Implement pilot activities** of the recommended implementation program; and

iii) promoting their **business relations with Japanese companies** at the private sector level.

Activities of JICA Project

Export promotion under "Made in Ukraine" is included in Activity 3 of Project.

- Activities of JICA Project of Support to SMEs in Ukraine
  - Activity 1: Analysis of the Current State of Support for SMEs in Ukraine
  - Activity 2: Design of the Framework for the Implementation Program
  - Activity 3: Institutional Capacity Development for national export promotion
    - 3-1: Capacity building of government officials in charge for national export promotion
    - 3-2: Consultation service for export SMEs for Asian market entry
    - 3-3: Training of export SMEs for Asian market entry
    - 3-4: . Export promotion under "Made in Ukraine" Targeting Japan Market
    - 3-5:. Promotion of inter-institutional collaboration for national export promotion
  - tivity 4: Pilot Support to SMEs to Enter Asian markets
  - tivity 5: Recommendations on SME export promotion

What is Plan of Export Promotion under "Made in Ukraine"

The JICA Project Team plans to conduct this activity in order to expand exports of Ukrainian products to Japan by implementing activities to introduce selected, high-quality Ukrainian products to the Japanese market.

Steps of Activity

Step 1: Stakeholder coordination meeting for promotion of excellent Ukrainian product targeting the Japan market with MoE and other related stakeholders regarding how to implement this activity

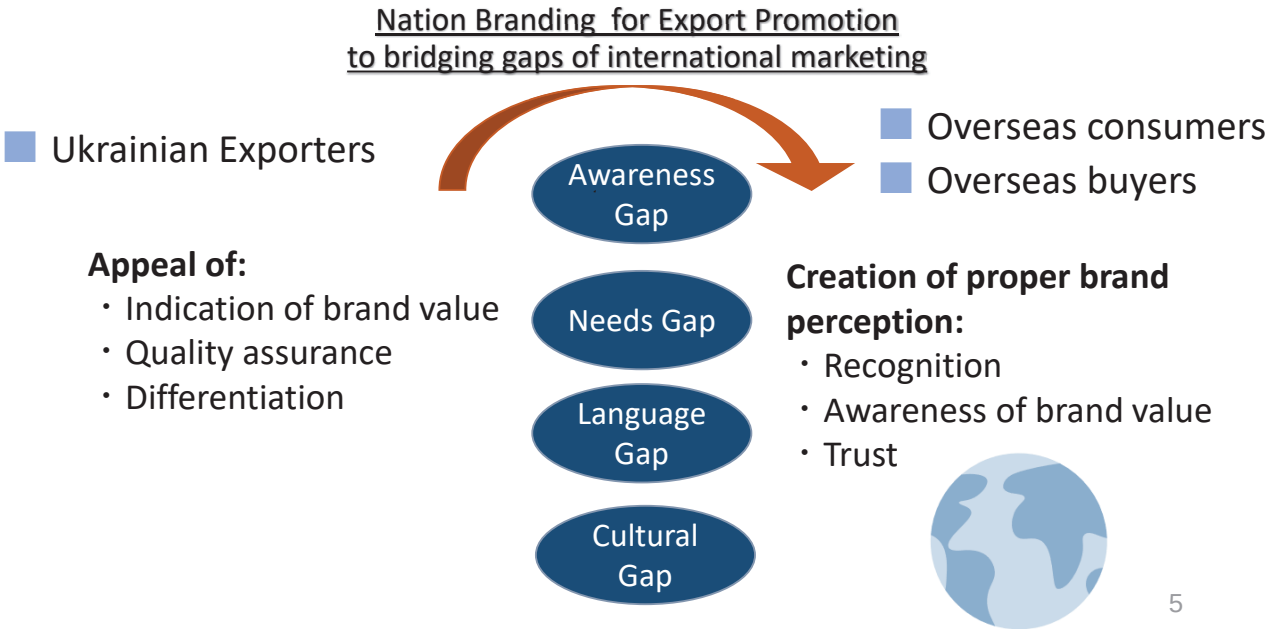
Step 2: Designing of promotion plan targeting Japanese market

Step 3: Preparation of promotional materials introducing excellent Ukrainian products (brochure, video, etc.) in Japanese language

Step 4: Implementation of promotional activities such as distribution of materials, seminars, etc.

Why Nation Branding for Export Promotion

In promoting the export of Ukrainian products, it is also considered effective to increase awareness of Ukrainian products among overseas consumers through national branding activities. In fact, several countries are conducting national branding activities to promote exports.



Expected Effects of Nation Branding for Export Promotion

Expected results of national branding include the following:

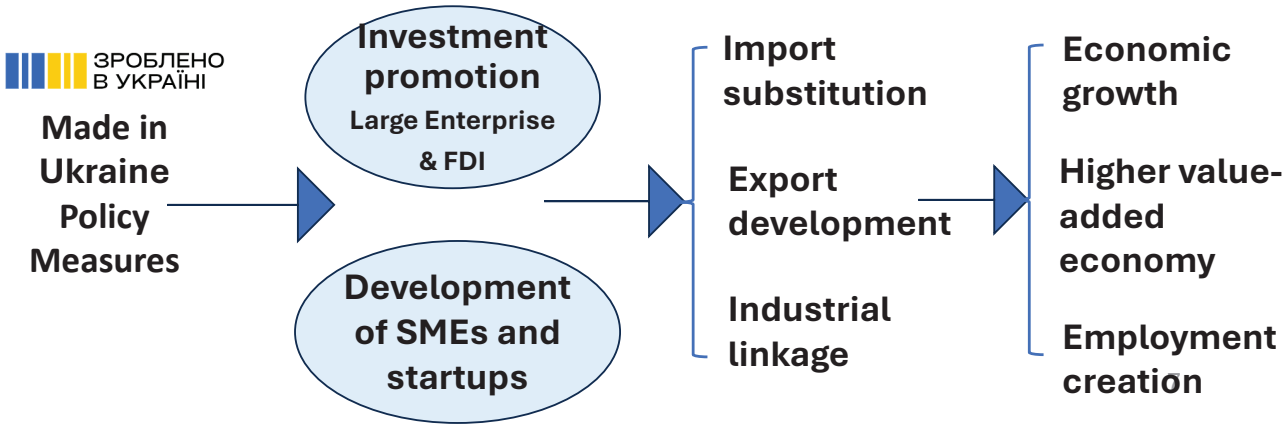
- Raise overseas consumers' awareness of quality and design of Ukrainian products
- Protect Ukraine's brands (intellectual property)
- Conduct effective export promotion activities
- Collect exporter information for export promotion
- Raise awareness of quality improvement and branding activities in the private sector
- Disseminate product standards and safety standards

Why "Made in Ukraine" for Nation Branding for Export

"Made in Ukraine" is highly compatible with national branding for export promotion because the phrase "Made in Ukraine" easily evokes Ukrainian products for overseas consumers.

However, the Ukrainian products being promoted need to be of high quality in order to create a favorable brand image among overseas consumers.

Purposes of Made in Ukraine



How to Use "Made in Ukraine Program" for Export Promotion

The Made in Ukraine programme can be utilized for export branding of Ukraine through the following key approaches:

- Use of the unified logo which certifies quality and origin of products
- Tool for raising awareness of Ukrainian products --Provision of credibility to SMEs as a reliable exporters
- Strengthening of international presence of Ukrainian products
- Collaboration with E-export and online platforms
- Opportunity of enhancing efforts to improve quality assurance

On-going Policy Measures of Made in Ukraine Programme

The 'Made in Ukraine' programme is a comprehensive initiative aimed at boosting domestic production, supporting SMEs, attracting investment ers and promoting non-resource exports.

Key areas of support to Ukrainian manufacturers:

- Priority access to public procurement
- Introducing programmes to stimulate demand for Ukrainian products
- Offering of affordable loans (5-7-9% interest) and grants for investment and production expansion
- Promotion of investment in the real sector and modernisation
- Support to large-scale investments
- Development of industrial zones
- Encouragement of the development of non-commodity exports.

ЗРОБЛЕНО В УКРАЇНІ

On-going Export Promotion Measures under Made in Ukraine Programme

<u>Made in Ukraine Programme has not implemented nation branding activity for export promotion.</u>

The following measures have been introduced to promote non-resource export under the Made in Ukraine programme:

- War Risk Insurance
- Export Support Offices (Regional "Made in Ukraine" offices)
- Formulation of export strategy
- Industrial parks with modern infrastructure for export-oriented industries
- Access to digital tools for business development, export paperwork, and payments

Discussion Points

It is necessary for the JICA Project to consider whether to promote Ukrainian products in Japan using the brand of “Made in Ukraine,” another brand, or without any brand.

The JICA Consultant Team would like to confirm the following points when deciding whether to use "Made in Ukraine" as a Nation Brand in the activities to introduce excellent Ukrainian products to the Japanese market.

- How do you evaluate a possibility of using “Made in Ukraine” as a means of nation branding for export promotion?

  Whether the Ukraine Government plans to utilize “Made in Ukraine” as a means of nation branding for export?

  If yes, the existing logo will be used for nation branding?

Discussion Points

- How much is your readiness for conducting export promotion on the basis of “Made in Ukraine”?

  Have the Made in Programme started an activity of export promotion with the brand of Made in Ukraine?

  The Made in Ukraine Programme's primary objective is to expand domestic production, and it supports startups and SMEs. Therefore, it is likely that many of the products produced by companies participating in the Made in Ukraine Programme do not meet export quality standards.

  The challenge is how to select excellent products worthy of export branding from these products.

Discussion Points

- Do you collect information of Ukrainian companies participating in Made in Ukraine Programme?

  When conducting export branding using Made in Ukraine, information on the products of companies supported under the Made in Ukraine Programme is required. Does the Made in Ukraine Programme collect product information? And is such information available?

Discussion Points

- How do you evaluate a collaboration of JICA Consultant Team for promotion of Ukrainian products for Japanese market?

  If the Made in Ukraine Programme is considering implementing export promotion, how can the JICA Consultant Team help?

  If the Made in Ukraine Programme is not ready for export branding activities, the JICA Consultant Team will conduct an activity of introducing excellent Ukrainian products to the Japanese market without using the Made in Ukraine brand.

Reference: Steps and Examples of Nation Branding for Export Promotion

Steps of National Branding for Export Promotion

A general process of nation branding for export promotion is as follows:



Steps of National Branding for Export Promotion

Develop branding concept and plan

Prepare a concept and plan for national branding for export promotion.

Develop standardized and attractive visual identify for national branding

It is necessary to prepare visual identity of display and brochures after developing a branding plan and brand concept for export promotion.

Identify and decide potential and excellent export products and potential exporters

Collect information of excellent export products and products which can be developed to be future excellent export products.

Select excellent Ukraine products are entitled to use branding mark, if necessary, considers a special mark.

Excellent products for promotion are added at any time.

Steps of National Branding for Export Promotion

Implement a national branding campaign to promote Made-in-Ukraine product promotion

Runs a promotional campaign of excellent Ukraine products those products as national branding.

Develops a website introducing excellent products and matching.

It is important to utilize the trade fairs as an opportunity for national branding of Ukrainian products.

Evaluate and revise an activity

Evaluate the activity and make necessary revision.

Consider the development of sub-brands of specific group or products/ specific region.

Case of Italy: Made in Italy Program

The "Made in Italy" program is a broad Italian government initiative, established through the Made in Italy Framework Law in January 2024.
It aimed at supporting and enhancing Italy's manufacturing excellence, cultural heritage, and artisanal production both domestically and internationally.

Key elements of the program include:

- Centralized promotion of Italian goods emphasizing quality, innovation, and tradition across key sectors like fashion, food, furniture, and mechanical engineering.
- Creation of a €1 billion sovereign wealth fund to invest in critical supply chains and reinforce industrial autonomy.
- Establishment of a Made in Italy high school focused on Italian product excellence and launch of training of workforce skills
- Stronger IP enforcement and harsher anti-counterfeiting penalties.
- Introduction of production regulations and a national product catalog, supported by technologies like blockchain, to ensure authenticity and traceability.
- Certification of premium products, enabling proper quality labeling of 100% Made in Italy

Ministero delle Imprese e del Made in Italy

Case of Italy: 100% Made in Italy Certification

100% Made in Italy is a certification and quality assurance label that guarantees a product is entirely and authentically made in Italy.

It is stricter than the general "Made in Italy" designation and is regulated under specific national laws and industry protocols.

No company can claim this certification unless the product meets strict criteria that exclude any production phase outside national borders.
The certification is issued by the Institute for the Protection of Italian Producers, while Promindustria S.p.A. is responsible for managing and overseeing relations with applicant companies.

Made in Italy CERTIFICATE THE ORIGINAL

Made in Italy CERTIFICATE THE ORIGINAL

Case of Italy: 100% Made in Italy Certification

Examples of Certified Products



Case of Thailand: Thailand Trust Mark

- **Thailand Trust Mark** is licensed by DITP (Department of International Trade Promotion) to companies whose branded products and services meeting government's criteria, covering such positive attributes as refined craftsmanship, quality, originality and distinction.

Source: www.thailandtrustmark.com

- In order to promote tourism industry, Thailand introduced "**Thai Select logo**" which awards high quality service sector such as restaurants, spas and health services by meeting the standard of hospitality, atmosphere and efficient operation.

Source: http://www.thaiselect.com

THAILAND
TRUSTED QUALITY

Thai SELECT
THAI CUISINE

Case of Thailand: Thailand Trust Mark

Currently, 763 Thai companies have received **T Mark**, divided into 2 main categories: products ranging from the food and agricultural products, industrial products, lifestyle products, fashion products and other products; and services from health and beauty services, international education services and medical services.



Case of Indonesia: Remarkable Indonesia

The Ministry of Trade promote Indonesian products under the name of "remarkable Indonesia". At every event of trade promotion domestic and overseas, "remarkable Indonesia" is used as a catchphrase.

Source: http://djpen.kemendag.go.id/ and https://www8.bkpm.go.id/

KEMENTERIAN PERDAGANGAN
REPUBLIK INDONESIA
MINISTRY OF TRADE

trade with remarkable indonesia



Case of Malaysia: National Mark of Malaysian Brand Certificate

SME Corporation Malaysia in collaboration with SIRIM QAS International Sdn. Bhd. developed the National Mark of Malaysian Brand, a certification scheme that depicts, the quality, excellence and distinction of products and services of Malaysian companies.

The National Mark of Malaysian Brand certification aims to enable Malaysian SMEs to build credibility and reputation for quality. The Government hopes to change the perception that local products are of lower quality, reliability and low packaging standards.

http://www.matrade.gov.my/brands/en/

Case of Malaysia: National Mark of Malaysian Brand Certificate

Participating Malaysian companies are evaluated through stringent standards and audited to ensure adherence to the set quality standards. If successful, the products or services will be given the right to carry the National Mark of Malaysian Brand for the period of two years.

Додаток 7

Операційний посібник з організації семінару

Operational Manual for Organizing a Seminar

1. Introduction

1.1 Purpose of the Manual

This manual is an operational manual designed to enable those in charge of online seminars, including EEPO and counterpart (C/P) institutions, to manage seminars from planning to implementation by reading this document.

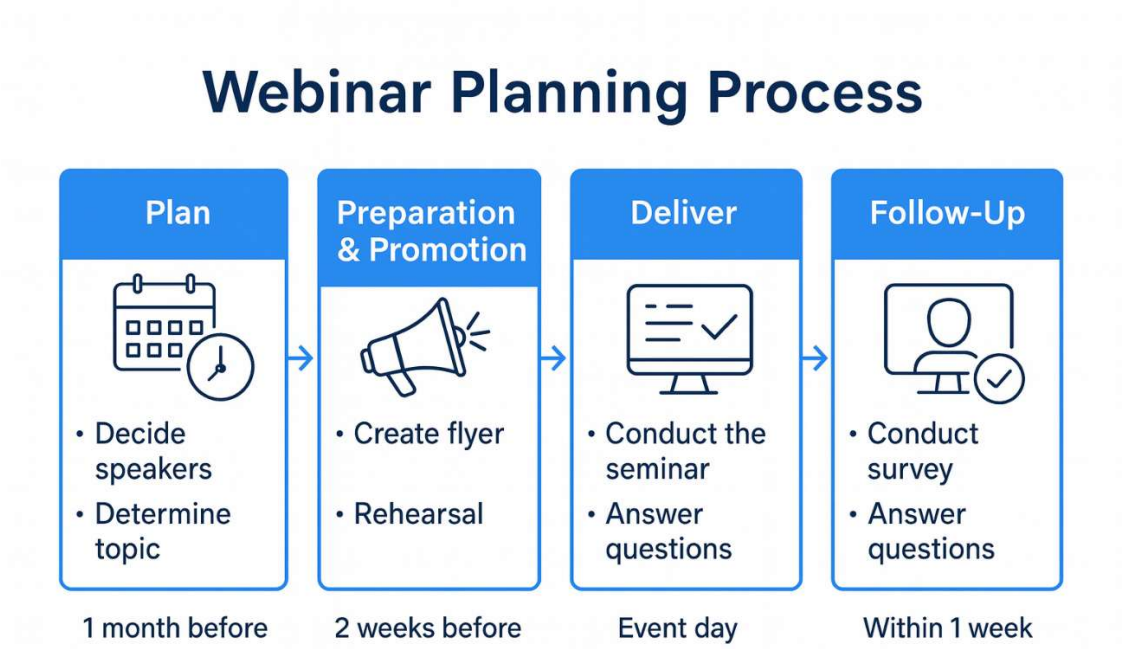
While points that are easy to stumble over and points that should be followed are described carefully, this manual does not serve as a detailed procedural guide, as it assumes that the reader has basic knowledge and experiences in planning and managing seminars or similar events. Nevertheless, the "purpose" and "decision-making criteria" for each procedure are clearly stated.

This manual provides practical guidance for EEPO and counterpart (C/P) institutions. Use it whenever you need a clear, step-by-step reference for seminar delivery: (1) how to develop the seminar concept, plan, and prepare the seminar, and (2) how to manage operational logistics and coordinate necessary arrangements for implementation.

1.2 Intended Readers (Target Audience)

EEPO staff, MoEEA staff, and others who are assigned to plan seminars or training sessions.

1.3 Overall Flow of Seminar Organization (Diagram)



2. Plan a seminar (From approximately one month before the event)

2.1 Setting the Purpose of the Seminar

Seminars can broadly be categorized into “customer acquisition–type” and “information provision–type.” This manual targets “information provision–type seminars” conducted by government or public institutions.

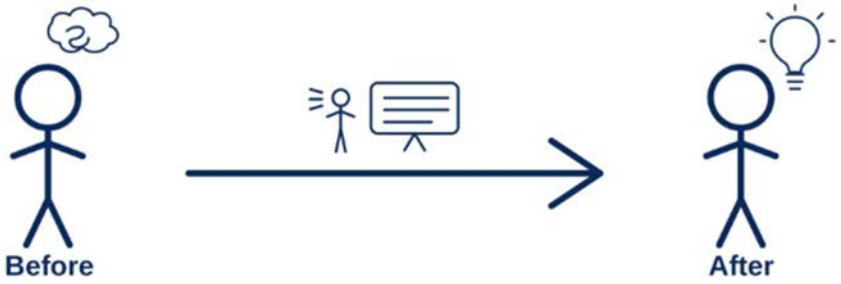
Clearly setting a purpose and theme is the most important part of planning a seminar. If preparation proceeds while the purpose remains vague, there is a risk that the content becomes overly broad, the direction of speakers and materials becomes inconsistent, and participants fail to gain proper understanding.

When setting the purpose, the first point to consider is: “What should participants take away from the seminar?”

Particularly in information provision seminars, it is important to specifically imagine the state of participants before and after participation of the seminar (Before → After) and clarify that transformation.

If the purpose is limited to one to three points at most, consistency in content is achieved and participant satisfaction increases. The transformation expected in an information provision seminar does not need to be expert-level knowledge acquisition; it is sufficient if participants feel that “their understanding has deepened,” “they grasped the overall picture,” or “they can see the direction of next actions.”

Once the purpose is set, the theme and title naturally become clear. The theme refers to the content necessary to achieve the purpose and serves as the foundation for maintaining consistency in structure, speakers, and material preparation.



Example: ASEAN Market Introduction Seminar

Suppose you are planning an “ASEAN Market Introduction Seminar” for Ukrainian SMEs.

You assumes a “Before” state of participants is not being sufficiently familiar with ASEAN country names, geographical locations, or even basic cultural characteristics.

After the seminar, the “After” state is set as one in which participants understand both business opportunities and regional characteristics, such as:

- ASEAN is a market with a large population and high growth potential
- Religion, culture, climate, and other factors differ by country

By defining the purpose while being aware of this participant transformation, the overall direction of the seminar becomes clear and the priority of information to be conveyed is organized.

When planning an “ASEAN Market Introduction Seminar” for Ukrainian SMEs, start by defining the participant transformation. Many participants begin in a “Before” state with limited familiarity with ASEAN country names, geography, and basic cultural characteristics.

The “After” state should be that participants can grasp both the business opportunity—ASEAN’s large, fast-growing market— and key regional differences by country, such as religion, culture, and climate.

Clarifying this Before-to-After shift helps set a clear seminar purpose and organize the priority information to be delivered.

2.2 Defining the Target Audience (Expected Participants)

Once the seminar purpose is defined, clarify “to whom the information should be delivered.”

When a government institution plans a seminar, target setting should not simply consider "who is likely to participate," but rather be examined from the perspective of:

"Which segment will most benefit the entire domestic industry if provided with this information?"

Even in fields where new initiatives are being promoted, or industries are being strengthened from a policy perspective, insufficient understanding or lack of information among domestic SMEs may be an issue. In such cases, it is necessary first to identify the "critical target"—the segment whose improved understanding will move the industry forward.

When setting the target, organizing around the following points is effective:

- Who can receive the greatest value from this seminar?
- Which entity's lack of information or misconceptions should be resolved?
- How will advancing this segment's understanding contribute to achieving policy objectives?

Once the main target is clear, the depth of content, terminology level, and focus of explanation are naturally determined, preventing deviation in the seminar's direction. Clarifying the target also helps in selecting speakers and adjusting the event date and time, improving overall preparation efficiency.

Once the seminar purpose is defined, the next step is to specify the target audience—i.e., to whom the information should be delivered. For seminars organized by government institutions, the target should not be set based only on "who is likely to participate," but from the perspective of which segment would most benefit the domestic industry if provided with this information.

In many sectors, even when new initiatives are being promoted or industries are being strengthened through policy measures, domestic SMEs may still lack basic understanding or access to accurate information. In such cases, first identify the "critical target"—the segment whose improved understanding can help move the industry forward. The following questions are useful in defining the target:

(i) who can receive the greatest value from this seminar

(ii) whose information gaps or misconceptions should be addressed and

(iii) how advancing this segment's understanding contributes to policy objectives.

Once the main target is clear, the appropriate depth of content, terminology level, and focus of explanation become easier to determine, reducing the risk of the seminar drifting off course. It also

supports practical preparation, such as selecting suitable speakers and setting the event date and time efficiently.

Example: ASEAN Market Introduction Seminar

The ASEAN market has a large population and high growth potential, making it an important region for Ukraine's export diversification. However, many SMEs currently lack basic information such as the locations of ASEAN countries, cultural backgrounds, and market environments.

Therefore, it is reasonable for the seminar to target "companies interested in overseas expansion but lacking basic information." By providing foundational knowledge to this segment, export preparation becomes possible, which ultimately leads to opportunity creation for the industry as a whole.

The approach is to first identify the segment whose improved understanding would most effectively move export readiness forward. In this case, ASEAN is a region with a large population and strong growth potential and is therefore important for Ukraine's export diversification; however, many SMEs still lack basic information on ASEAN, including country locations, cultural context, and market conditions. Providing core information to this segment enables initial export preparation and can contribute to expanding opportunities for the industry as a whole.

2.3 Determining the Theme and Title

Once the objective (what kind of transformation you want to create in participants) is clarified, set the content (theme) necessary to achieve that objective. The theme determines the scope covered in the seminar and prevents both excessive and insufficient coverage.

In information provision seminars, the "title" has an even greater impact on participant understanding and satisfaction than the theme. The title succinctly indicates "what participants will gain from the seminar" and serves as the first basis for participation decisions. Therefore, it is important to avoid abstract expressions or policy-oriented wording and to communicate the purpose and content directly.

When creating the title, consider the following:

- Does it accurately reflect the objective?
- Is it expressed in language that the main target can easily understand?

- Is the content clear and likely to generate expectations?
- Is it not overly broad or excessively technical?

Especially for seminars aimed at market introduction or export promotion in specific sectors, clearly indicating “which market (or sector)” and “what will be explained” in the title enables participants to quickly determine whether the content is relevant to them.

Once the objective (the participant transformation) is defined, set the theme—the content required to achieve that objective. The theme defines the seminar scope and helps avoid both over-coverage and missing key points.

Next, draft the title. In information provision seminars, the title is often the first and strongest driver of participation, understanding, and satisfaction. Avoid abstract or policy-oriented wording, and state clearly what participants will gain.



Use the following checklist to finalize the title:

- **Objective-fit**: Does it reflect the seminar objective?
- **Target-fit**: Is it easy for the main target to understand?
- **Clarity**: Is what will be explained immediately clear and expectation-setting?
- **Appropriate scope**: Is it neither too broad nor overly technical?

In market- or sector-focused seminars, clearly indicating **“which market/sector”** and **“what will be explained”** helps participants quickly judge relevance.

2.4 Setting Results (KPI) and Success Indicators

To assess seminar results, indicators should be defined to capture the benefits delivered to participants. For information provision seminars hosted by government institutions, it is particularly important to demonstrate whether the target audience was reached and whether the intended value was delivered.

As a minimum, the following three core indicators should be set for all seminars:

(1) Number of Participants

A basic indicator showing the reach of the seminar. It serves as a reference for assessing whether the target segment was effectively reached.

(2) Attendance Rate

The proportion of registered participants who actually attended. This helps assess the appropriateness of the theme and title, the effectiveness of outreach messages, and potential barriers to participation.

(3) Satisfaction (Expectation Alignment)

An indicator of the extent to which participants' pre-seminar expectations were met. This supports an objective check of whether the seminar content matched participant's needs.

(4) Other Indicators

Additional indicators may be set as needed, depending on the seminar objective.

【Seminars aimed at improving understanding】

It is effective to measure changes in participants' understanding before and after the seminar.

【Seminars aimed at connecting participants to consultations or support applications】

It is effective to use indicators that capture post-seminar behavioral changes (e.g., the number of follow-up consultation requests, the number of material requests).

In doing so, the key is to first set the core indicators (number of participants, attendance rate, and satisfaction) as a common baseline and then add objective-specific indicators as needed. This approach ensures consistent evaluation through the core indicators while capturing objective-specific effects through additional indicators, enabling efficient and effective assessment.

2.5 Selecting and Assigning Speakers

Choose speakers who can deliver the seminar's intended value to the target audience.

Appropriately selecting who will speak according to the seminar's objective and content significantly affects the quality of an information provision seminar. Generally, choose the format that best matches the level of content you intend to deliver.

For foundational content, it is effective for staff of the organizing institution to compile and present the information themselves. Since everything can be completed internally, preparation and coordination are easier, and consistency and accuracy of messaging are easier to ensure.

On the other hand, there are cases where more in-depth “voices from the field” are needed, such as actual market conditions or practical decision-making. Particularly in business-oriented seminars, many questions such as “What is it actually like?” or “What are the latest business practices?” arise, making it effective to invite external practitioners as guest speakers.

Possible external guests include:

- Practitioners from private companies (manufacturing, sales, marketing, etc.)
- Representatives of industry associations or organizations
- Importers, customs brokers, trade specialists who handle actual import/export

Inviting such guests allows provision of “practical, field-based information” valuable to participants. When requesting guest speakers, it is important to organize and share information in advance.

In particular, the following should be clearly communicated at the time of initial request:

- Presentation language
- Presentation format (lecture, panel discussion, Q&A, etc.)
- Honorarium and payment method
- Presentation time
- Overall seminar objective and positioning



Clearly presenting these points enables smooth preparation and alignment of expectations.

2.6 Determining the Format (Zoom / Teams / YouTube Live, etc.)

Select the seminar platform based on the required functions and the available budget. If subscribing to a paid plan is feasible, Zoom is generally the most convenient option due to its overall functionality; however, delivering seminars via Zoom typically requires a paid plan of approximately USD 80 per month or more. If cost reduction is a priority, Microsoft Teams or YouTube Live can be used as alternative platforms. Please refer to the comparison table below.

Item	Zoom Webinar	Microsoft Teams	YouTube Live
Cost	Paid (Webinar license required; approx. USD 80+)	No additional cost if covered under organizational contract	Free
Participant Limit	Large-scale depending on plan	Several hundred participants	Virtually unlimited
Simultaneous Interpretation	Built-in language channels	Not built-in (external workaround possible but not recommended)	Not available
Participant Management	Detailed registration & logs available	Basic participant data available	No registration or viewer log
Interactivity	Dedicated Q&A management	Chat & raise hand	Chat only
Presenter Role Control	Detailed role settings	Basic role settings	No presenter role concept
Screen Sharing	Stable	Stable but environment-dependent	Requires external tools (e.g., OBS)
Anonymity	Anonymous participation possible	Real names generally displayed	High anonymity
Recording	Easy cloud recording	Recording available (org dependent)	Automatic archive
Stability	Strong for large-scale events	Sufficient for meetings	Highly stable globally
Suitable For	Professional seminars, large briefings, interpreted events	Small meetings, internal training	Public events, one-way broadcasts

2.7 Setting the Date and Time

The most important point in setting the date and time is to choose a schedule that maximizes participant attendance. Start by confirming non-negotiable constraints for organizers and speakers, then narrow down candidate slots based on participant availability, such as busy industry seasons, weekday/weekend suitability, and preferred time bands (daytime vs evening). If participants join from overseas, finalize the time by considering time zones so that it is convenient for the target country.



2.8 Task List and Timeline at the Planning Stage

The following timeline assumes preparation begins approximately 4–6 weeks before the seminar. The number of days indicated below refers to the estimated working time required for each task, not calendar days.

---

1. Decide Seminar Schedule and Themes

Estimated effort: 2–3 working days

Recommended timing: 4–6 weeks before the seminar

- Define the objective and expected participant outcomes
- Decide the main theme and scope
- Confirm tentative date and time (consider time zones if international)
- Align internally with key stakeholders

2. Select Speakers

Estimated effort: 3–5 working days

Recommended timing: 4–5 weeks before

- Identify internal and external speaker candidates
- Confirm availability and role allocation

- Agree on presentation language and duration
- Confirm honorarium and administrative arrangements (if applicable)

3. Prepare Seminar Flyer

Estimated effort: 2–3 working days

Recommended timing: 3–4 weeks before

- Draft promotional text
- Confirm speakers and titles
- Design visual layout
- Prepare multilingual versions if necessary
- Internal approval process

4. Create Invitee List

Estimated effort: 2–4 working days

Recommended timing: 3–4 weeks before

- Compile mailing lists from internal databases
- Coordinate with partner institutions for distribution
- Segment target audience if needed

5. Set Up Registration Form and Zoom

Estimated effort: 1–2 working days

Recommended timing: 3–4 weeks before

- Create Zoom Webinar event
- Configure registration settings
- Enable interpretation (if applicable)
- Design registration form (collect relevant participant data)
    - Test the registration flow

6. Send Initial Invitation

Estimated effort: 1 working day

Recommended timing: 3–4 weeks before

- Distribute invitation email
- Publish announcement via website and social media

- Share flyer through partner networks

7. Collect and Consolidate Presentation Slides

Estimated effort: 3–5 working days

Recommended timing: 1–2 weeks before

- Set deadline for speaker slide submission
- Review content for consistency
- Standardize format (font, layout, branding)
- Merge slides into a single file if necessary
- Share with interpreters in advance

8. Arrange Interpretation (if applicable)

Estimated effort: 2–3 working days

Recommended timing: 2–3 weeks before

- Confirm number of interpreters and language channels
- Share materials with interpreters
- Confirm rotation schedule
- Test Zoom interpretation settings

9. Choose MC and Prepare Script

Estimated effort: 2–3 working days

Recommended timing: 1–2 weeks before

- Assign moderator (MC)
- Draft run-of-show script
- Prepare opening and transition remarks
- Define Q&A management rules
- Prepare time adjustment policy

10. Assign Opening and Closing Speakers

Estimated effort: 1–2 working days

Recommended timing: 1–2 weeks before

- Confirm organizational representatives
- Draft opening/closing remarks

- Align message with seminar objectives

11. Send Access Links and Reminders

Estimated effort: 1 working day

Recommended timing:

- Initial confirmation email: immediately after registration
- Reminder #1: 1 week before
- Reminder #2: 1 day before
- Optional reminder: morning of the event

12. Conduct Rehearsal

Estimated effort: 1 working day (2–3 hours session)

Recommended timing: 2–3 days before

- Test audio, video, screen sharing
- Test interpretation
- Confirm speaker transitions
- Simulate Q&A handling
- Confirm recording settings

13. Final Technical Check

Estimated effort: 0.5 working day

Recommended timing: Day before

- Reconfirm Zoom settings
- Confirm slide version
- Confirm participant list
- Confirm interpretation assignments

14. Hold the Seminar

Estimated effort: Event duration (e.g., 1.5–2 hours) + 1–2 hours preparation and wrap-up

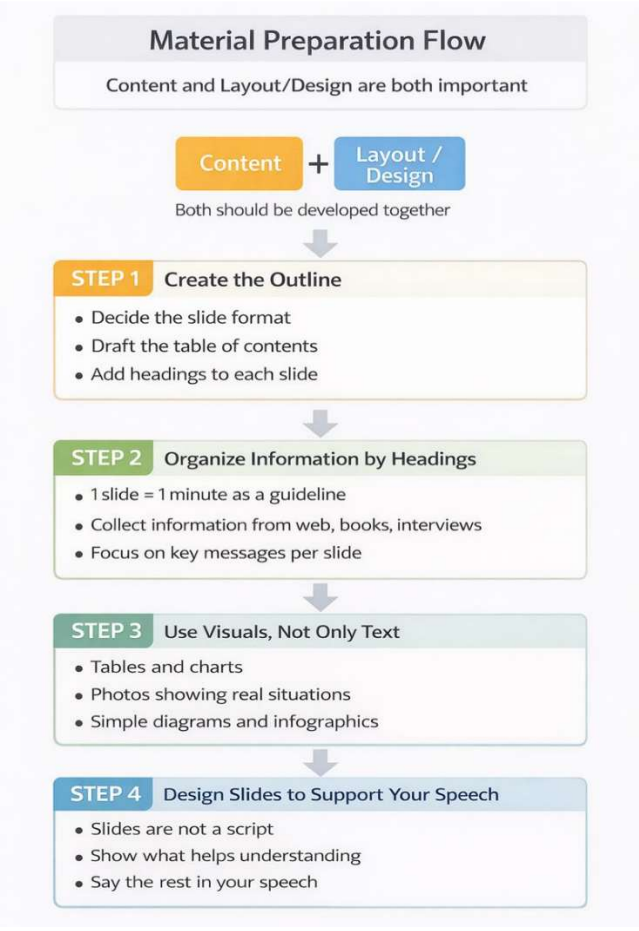
- Open practice session 30–60 minutes before
- Conduct seminar according to script
- Manage Q&A
- Close and confirm recording

Recommended Overall Preparation Period

Preparation Lead Time	Recommended Duration
Small internal seminar	3–4 weeks
Public seminar with external speakers	4–6 weeks
International / interpreted event	5–8 weeks

2.9 Creating Materials

This section describes procedures for creating materials internally. If highly specialized or field-level topics are required, inviting external experts or practitioners is preferable. However, when introducing the organization's own initiatives or presenting an overview, internal preparation is sufficient.



The diagram above organizes the basic flow and key considerations when creating seminar materials. Both content and layout/design must be considered simultaneously. Even excellent content will not be understood if slides are difficult to read; conversely, attractive design without clear substance is meaningless. These two elements must function together.

First, create the overall framework. Decide the slide format, draft the table of contents, and insert headings for each slide. At this stage, detailed content is not yet required. Focus on understanding the overall structure and flow.

Next, organize information according to the headings. Generally, one slide should correspond to one minute of speaking time. Calculate the number of slides backward from the allocated time. From information gathered via the internet, books, and stakeholder interviews, select and arrange key points for each slide.

Third, avoid relying solely on text. Use tables, graphs, photos showing field conditions, diagrams, and infographics to convey information intuitively. Appropriate use of visual information helps maintain understanding and concentration even in an online environment.

Finally, remember that slides support the spoken explanation. Do not attempt to write everything on the slide; instead, show key points and supplement details verbally. Recognizing this division of roles results in well-balanced presentations.

By following this flow, materials that are well-organized, easy to view, and suitable for seminars can be created.

Points to Note in Material Preparation

In preparing presentation materials, there are several process-related points to keep in mind, including the order of the preparation steps, timeline management, and attention to copyright. In particular, over-focusing on details before the overall structure is fixed often leads to inefficiencies and rework later.

Do not aim for perfection from the beginning. First finalize the overall structure (storyline) and the number of slides, and then refine wording and design. If too much effort is spent polishing expressions and visuals before headings and flow are settled, major revisions later will result in unnecessary rework.

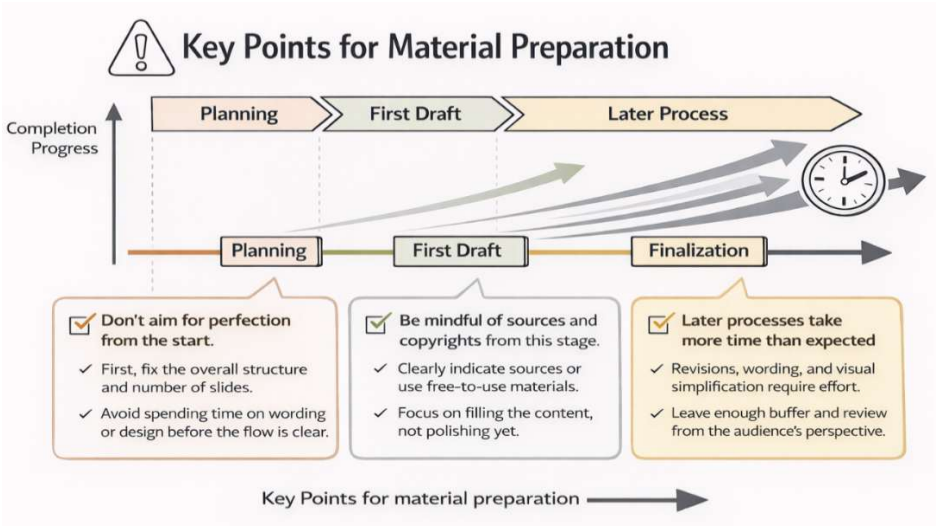
Manage the timeline to completion. Material preparation often takes more time in later stages than expected, as organizing information, adjusting expressions, and conducting final checks require significant effort. Complete the first draft early and secure sufficient buffer time for revisions and adjustments. Extra time should be planned when multiple people are involved or interpretation is arranged.

Be mindful of sources and copyrights. Using images or charts from the internet without proper consideration may cause copyright issues. Use materials with clearly identifiable sources and indicate references on slides when necessary. Consider using internal resources or free materials, and assume that presentation materials may later be distributed or made public.

Avoid overloading slides with excessive information. Participants do not read slides thoroughly; they listen while viewing. Limit each slide to one key message and clearly separate what is "spoken" from what is "displayed."

At the final stage, review from the perspective of a first-time viewer. Confirm whether specialized terminology or abbreviations are excessive and whether the flow is understandable without prior knowledge. If possible, ask a third party to review the slides and identify unclear points.

The purpose of material preparation is not to produce visually perfect slides, but to convey content clearly within limited time. Completing the overall structure first and refining afterward ultimately leads to higher-quality materials.



2.9 Risk Assessment and Countermeasures

Below is a summary of potential risks before and after seminar implementation, their impact, main causes, and countermeasures. Many issues can be prevented if addressed early in the planning stage, so risks should be anticipated and prepared for in advance.

No.	Risk	Impact	Main Cause	Countermeasure
1	Number of registrants falls below expectations	KPI not achieved; reduced project impact	Target not clearly defined; insufficient announcement period	Clearly define the target (industry, region, attributes) and set realistic participation targets based on past results.
2	Low attendance rate on the day	Reduced actual number of participants	Inappropriate date/time setting; lack of reminders	Set separate KPIs for number of registrants and expected attendance rate; plan multiple reminder emails at the planning stage.
3	Speaker not secured	Decline in quality of presentation content	Insufficient identification of speaker candidates	Prepare multiple candidate speakers in advance. If no external speaker can be secured, collect information externally and have the organizing team present.
4	Speaker absence or delay	Program changes; schedule delays	Sudden business obligations; time difference; connection issues	Prepare an alternative program plan and confirm speaker schedules at an early stage.
5	Insufficient preparation of presentation content or materials	Reduced participant understanding and evaluation	Unclear division of roles; insufficient preparation time	Provide advance briefing materials to speakers and set deadlines for material submission.
6	Speaker unfamiliar with Zoom operation	Stagnation of progress; technical trouble	Lack of seminar experience	Make pre-event rehearsal mandatory and share written operating procedures in advance.
7	Communication or equipment trouble on the organizer side	Seminar interruption; decline in quality	Unstable network environment; configuration errors	Assign multiple hosts/co-hosts and clearly define role division in advance.

No.	Risk	Impact	Main Cause	Countermeasure
8	Delay in seminar progression	Program cannot be completed	Overly tight timetable	Prepare a minute-by-minute run sheet and define response policies in case of time overrun.
9	Confusion during Q&A	Reduced participant satisfaction	Unclear method of receiving questions	Predefine the method for receiving questions and Q&A progression rules; inform participants in advance.
10	Unauthorized participation or interference	Seminar disruption; loss of credibility	Inadequate security settings	Adopt advance registration and restrict participant permissions appropriately.
11	Improper handling of personal or confidential information	Compliance issues	Insufficient notification of precautions	Clearly state recording policies and information usage in advance announcements.
12	Inability to measure success indicators	Difficulty evaluating project results	Insufficient KPI and survey design	Set both quantitative and qualitative indicators and conduct a post-event survey.
13	Insufficient post-event follow-up	Reduced ripple effect of project outcomes	Lack of post-event response planning	Plan distribution of materials, sharing of recordings, and follow-up contact at the planning stage.

2.10 Planning Phase Checklist

To confirm that the above items have been thoroughly reviewed, the following checklist can be used.

Major Category	Subcategory	Description	Check
Purpose & Theme Setting	Clarification of Purpose	Has the purpose of the seminar been clearly defined?	
Purpose & Theme Setting	Definition of Participant Takeaways	Have the expected takeaways for participants been clarified?	
Purpose & Theme Setting	Consistency with Theme	Is the theme aligned with the defined purpose?	
Target Participant Definition	Target Identification	Have the industries and participant attributes to be targeted been defined?	
Target Participant Definition	Baseline Knowledge Assumption	Has the expected knowledge level of participants been assumed?	

Major Category	Subcategory	Description	Check
KPI Setting	Basic KPIs	Have the number of participants, participation rate, and satisfaction indicators been established?	
KPI Setting	Additional KPIs	Have purpose-specific KPIs (e.g., change in understanding, number of consultations) been set?	
Speaker Preparation	Role Division	Have roles between organizers and external speakers been clarified?	
Speaker Preparation	Speaker Selection	Have appropriate speaker candidates been identified?	
Speaker Preparation	Request Conditions	Have language, format, presentation time, and honorarium conditions been clarified?	
Speaker Preparation	Speaker Guidance	Have seminar links, event flow, and expectations been shared with speakers?	
Format Decision	Tool Selection	Has Zoom, Teams, or YouTube been selected based on required functions?	
Format Decision	Interpretation Requirement	Has the necessity of simultaneous interpretation been assessed?	
Date & Time Setting	Schedule Coordination	Has schedule suitability been confirmed with organizers and speakers?	
Date & Time Setting	Participant Convenience	Have industry busy seasons and preferred time slots been considered?	
Promotion Preparation	Announcement Materials	Have promotional materials (including multilingual versions if necessary) been prepared?	
Promotion Preparation	Registration Form	Has the registration form been created and configured?	
Promotion Preparation	Participant Guidance	Have viewing links and pre-event instructions been sent to participants?	
Promotion Preparation	Reminder Communication	Has a reminder been scheduled for the day before or the morning of the event?	
Content Preparation	Program Structure	Has the overall seminar structure and flow been designed?	
Content Preparation	Material Collection	Have materials been collected from external speakers?	
Content Preparation	Organizer Materials	Have draft materials prepared by the organizing team been completed?	

Major Category	Subcategory	Description	Check
Content Preparation	Finalization of Materials	Have all presentation materials been finalized?	
Content Preparation	Material Distribution Policy	Has the timing and method of material sharing been decided?	
Content Preparation	Unified Format	Have materials been standardized in format (e.g., PDF)?	

3. Preparation Phase (From One Month Before to Event Day)

3.1 Tool Setup (Zoom / Teams etc.)

The required tool settings to run a Zoom Webinar are summarized below. Zoom Webinar is often appropriate due to restrictions on participant audio/video, simultaneous interpretation capability, and ease of Q&A management.

In Zoom Webinar, advanced configuration is extremely important. If not configured properly, it may lead to accidental broadcasting, audio trouble, recording trouble, or operational confusion.

3.1.1 Creating Links

In Zoom Webinar, links are issued separately by role.

Role	Registration Method	Notes
General Participants	Self-registration via registration form	Access link is automatically issued upon registration.
Panelists	Registered by organizer (individual invitation link)	Panelist links must not be shared with general participants.
Interpreters	Registered by organizer (Interpreter role assigned)	Language channels must be assigned in advance.
Host / Co-host	Assigned directly by organizer	Full operational authority: final decision-maker should be clearly designated.

Since each link is tied to a specific name and email address, panelist links must never be shared with participants.

3.1.2 Basic Webinar Settings

Proper configuration can prevent errors such as incorrect dates or forgetting to record.

Setting Item	Recommended Configuration	Purpose / Notes
Time Zone	Confirm correct region (participant country if overseas)	Prevents time difference errors.
Recurring Webinar	Enable if multiple sessions planned	Allows reuse of settings.
Registration	Enable	Track registrants and collect participant data.
Q&A Function	Enable	Separate question management from chat.

Setting Item	Recommended Configuration	Purpose / Notes
Practice Session	Enable	Allow pre-event testing before participants enter.
Automatic Recording	Enable (Cloud recommended)	Ensure recording starts without omission.
Language Interpretation	Enable and assign interpreters	Required when simultaneous interpretation is provided.
Join Before Host	OFF	Prevents participants from entering before setup is complete.
Participant Video	OFF	Maintains webinar-style format.
Mute Upon Entry	ON	Prevents background noise.
Screen Sharing	Host only (Panelists only if rehearsed)	Prevents operational confusion.
Recording Permission	Host only	Maintains data control and compliance.

It is recommended to configure settings separately by participant type.

Chat for information sharing, Q&A for questions, screen sharing should be conducted by the Host or MC. Panelists may share screens only if experienced and after rehearsal. Recording permissions should be restricted to organizers. Recording permission is granted only by the Host.

Setting Item	Host	Panelist	General Participant
Audio	Full control (mute/unmute all)	Can unmute self	Muted upon entry (cannot unmute unless permitted)
Video	Optional (recommended ON)	Optional (recommended ON)	OFF
Screen Sharing	Full control	Permitted only if enabled by host	Not permitted
Chat	Can manage chat settings	Can use chat (as configured)	Can use chat (as configured)
Q&A	Can manage and respond	Can respond	Can submit questions
Recording	Start/stop recording	Cannot control recording	No recording authority
Interpretation Channel	Can manage assignment	Assigned language channel	Select preferred language channel

3.2 Creating the Registration Form

3.2.1 Creating the Registration Form

The registration form does not merely confirm participants' intention to attend. It is an important tool that allows the organizer to confirm participants' interests, their level of familiarity with the theme, and their expectations in advance.

The objectives to be achieved through the registration form are the following three points:

- To identify who will participate
- To understand participants' expectations and interests
- To reduce operational burden on the day of the event

3.2.2 Understanding Through an Example

Below is an example of registration form. The registration form is displayed in the language set by the viewer on their device or Zoom account.

[Points]

- The Date & Time of the webinar are automatically shown in the time zone set by the viewer. This helps avoid confusion regarding time differences.
- The Description field displays the text entered separately by the host. It is recommended to include important information such as the language(s) of the webinar, interpretation availability, agenda highlights, or any special instructions for participants
- Participants' Name and Email Address are collected automatically.
- It is advisable to collect additional information that may be useful, such as Organization, Job Title, or other relevant background details. This information can help tailor the content and better understand the audience profile.
- You may also include a question such as "How did you hear about this webinar?" Collecting this information is helpful for evaluating outreach channels and improving future webinar promotion strategies.
- Including a field for pre-submitted questions or comments is recommended. These can be used during the Q&A session, particularly if no questions are raised live during the webinar.

- It is advisable to add a customized Disclaimer, such as information on how personal data will be handled. Clearly stating your data protection policy can help prevent misunderstandings and reduce the risk of disputes with participants.

Date & Time	Feb 25, 2026 10:00 AM in Osaka, Sapporo, Tokyo
Description	This webinar aims to ... Language: English, with simultaneous translation into Ukrainian provided.

Webinar Registration

First Name *

Last Name *

Email Address *

Organization *

Job Title *

Where did you find this webinar information? * *

- [ ] A
- [ ] B
- [ ] C

Questions & Comments

Type your question or comment...

Information you provide when registering will be shared with the account owner and host and can be used and shared by them in accordance with their Terms and Privacy Policy.

Information you provide when registering will be shared with the account owner and host and can be used and shared by them in accordance with their Terms and Privacy Policy.

Consent of individuals named in this registration is provided for the provision and processing of such individuals' personal data by entities engaged in the registration review process, in accordance with the Law of Ukraine "On Personal Data Protection".

The webinar will be recorded [TG2.1](audio, video, and chat/Q&A). The recording may be shared with registrants and posted publicly. By registering and joining, you consent to the recording. If you prefer not to be recorded, please keep your camera/microphone off and avoid sharing personal information in the chat.

3.2.3 Other Items

① It is useful to collect attribute information that can enhance the quality of the lecture.

Example: Industry, job category, level of involvement with the seminar theme, etc., so that the lecture level and direction can be adjusted according to participants.

② It is effective if the additional (+α) items in the registration form are paired with the post-event survey.

Example:
Before event: “What do you particularly expect from this seminar?”
After event: “Which part of the seminar was particularly good?”

③ It is useful to ask where participants learned about the seminar, as this helps improve future promotion. To reduce the burden on respondents, it is recommended to provide several selectable options.

3.3 Announcement and Promotion

Emphasize visual elements that are easily understood briefly (photos, colors). Provide both a URL for online use (email, website posting) and a QR code for printed or image materials, ensuring a wide range of advertising media can be utilized.

It is recommended to standardize the flyer format so that only the content needs to be replaced each time.



3.4 Creating Participant Information Emails

Promotional emails for general participants are one of the most important tools in attracting participants. The structure should be concise and easy to understand, since many recipients quickly judge whether the content is relevant to them.

The promotional email should include at minimum the following elements:

① Purpose and theme of the seminar

② Target participants

③ Date and time (for international seminars, state the local time, considering time differences.)

④ Format (Zoom Webinar, etc.)

⑤ Language used (for international seminars, clearly state the language and interpretation.)

⑥ Main speakers

⑦ Whether participation is free or paid

⑧ Registration link/format

⑨ Contact information

Messages should be structured in short paragraphs, avoid technical terminology. At the beginning, clearly state the benefits of participating, and conclude with a call-to-action such as “We look forward to your participation.”

Promotional channels should prioritize those commonly used by the targets. These may include official websites of the organizer and related institutions, email newsletters, and social media (Facebook, LinkedIn, etc.).

Sending reminder emails one week before and the day before the event can help improve participation rates. Reminder emails should concisely restate the date and participation method.

3.5 Guidance for Speakers

A guidance email clarifies speakers’ roles, expectations, and practical information, enabling speakers to prepare and participate with confidence. Compared to general participant promotion, the tone should be more formal and specific.

The email should include:

① Purpose and overall structure of the seminar

② Reason for inviting the speaker and expected role

③ Date and time (clearly stated in local time for overseas panelists)

④ Format (Zoom Webinar/Meeting, whether recording will occur)

⑤ Expected participants (e.g., Ukrainian SME managers)

⑥ Content and duration of assigned session

⑦ Presentation language and material language

⑧ Deadline of materials submission

⑨ Necessity of conducting a rehearsal

⑩ Method of connection on the day and contact details

Speakers must be informed in advance about whether the session will be recorded, how Q&A will be handled (chat/oral), and whether a moderator will be present. If there are preferred material formats (e.g., PowerPoint) or recommended slide counts, these should be communicated early.

Including a brief request to confirm the speaker's communication environment and equipment (microphone, camera) helps prevent issues on the day. End the email by expressing appreciation for their cooperation and encouraging them to reach out with any questions to facilitate smooth communication.

3.7 Preparation of the Event Scenario (Script) and Facilitation Slides

To conduct moderation, prepare a detailed event scenario (script) and facilitation slides. Clearly describe the timing and actions—who speaks when and what is displayed—so that it is easy to understand.

Phase	Timing / Action	Details / Notes
Before Start	Open Practice Session	Host opens the practice session; organizers, speakers, and interpreters enter.
	Technical Check	Check audio, video, screen sharing, and interpretation channels.
	Start Recording (Test)	Confirm recording settings before admitting participants.
	Admit Participants	Transition from practice session to live session.
Opening	Start Recording (Official)	Cloud recording recommended; confirm language channels if applicable.
	Opening Remarks by Moderator	Explain seminar purpose and housekeeping notes (interpretation, Q&A, etc.).
	Introduction of Organizer and Speakers	Introduce organizing body and panelists.
	Transition to First Speaker	Hand over microphone and screen control if necessary.
During Seminar	Slide Operation	Manage screen sharing and presentation materials.
	Q&A Handling	Collect, filter, and organize questions according to predefined rules.
	Time Management	Monitor session timing and implement adjustment measures if needed.
Closing	Summary and Closing Remarks	Moderator summarizes key points and thanks participants.

Phase	Timing / Action	Details / Notes
	Survey and Material Guidance	Explain post-event survey and how materials/recordings will be shared.
	Future Announcements	Provide information about upcoming events or related initiatives.
After Event	Stop Recording	Confirm recording has ended and saved properly.
	Internal Debrief	Thank speakers and interpreters; confirm follow-up actions.

3.8 Conducting a Pre-Event Rehearsal

Once the event scenario has been drafted, conduct a full rehearsal assuming the actual event to confirm there are no omissions. Ideally, conduct the rehearsal at least two days before the seminar in preparation for unexpected circumstances. However, if unavoidable, a practice session may be conducted immediately before the seminar with only the host and panelists.

3.9 Troubleshooting Measures

This section explains the overall approach to troubleshooting.

The most important considerations in anticipating problems on the day are:

① Prioritize actions in each situation.

② Clarify who is responsible for what in case of trouble.

When trouble is discovered, the first question to consider is: “What should be prioritized right now?” The organizer’s top priority is always maintaining a state in which participants can understand the seminar content. Decisions should be made based on the participant’s experience, not what is happening behind the scenes.

■ **If Trouble Is Discovered Before the Seminar Starts**

The priority is to ensure that the seminar can ultimately proceed without problems.

If recovery is expected before the start time, handle the issue in a way that does not make participants aware of the trouble and aim to begin as scheduled. Starting on time itself provides reassurance to participants.

If it is judged that the issue cannot be resolved before the start time, it is better to briefly explain the situation and reorganize rather than forcibly begin. In this case, detailed explanations of the cause are unnecessary; it is important to communicate “what is happening” and “the outlook.”

Even a few minutes’ delay will be perceived differently if explained.

■ If Trouble Occurs After the Seminar Has Started

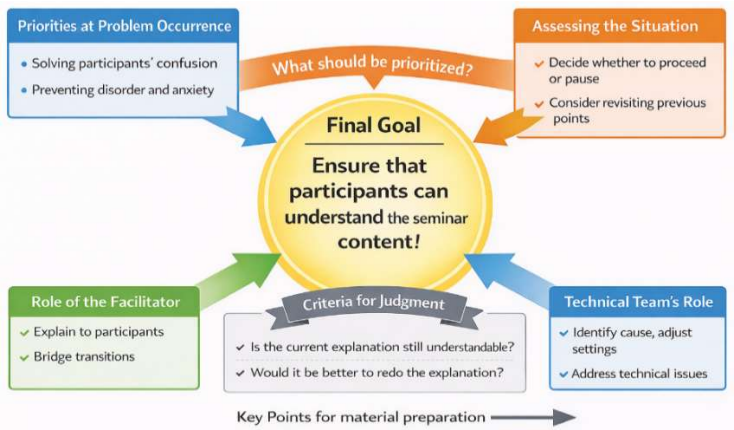
Determine whether the situation can be handled while continuing the session or whether it is better to pause.

The criterion is whether continuing will significantly reduce participant understanding or satisfaction. If issues directly affecting comprehension, such as audio or interpretation, arise, it may be necessary to pause briefly to restore proper conditions.

It is also important not to aim for perfect restoration before resuming. Once a minimum condition allowing viewing and understanding is restored, resume the session and provide additional follow-up if necessary. Prioritizing speed may improve the overall experience.

Clear role division during troubleshooting is essential. The moderator focuses on explaining and maintaining engagement with participants, while the operations team handles technical responses such as identifying causes or changing settings. Final decisions should be made by the designated operations manager to avoid inconsistency.

Whether to conceal or explain trouble should not be decided by intuition. The decision should be based on whether proceeding without explanation would harm participant understanding or trust. If explaining and resetting the situation increases overall satisfaction, that option should be chosen.



3.10 Preparation Phase Checklist

Major Category	Subcategory	Checklist Item	Check
Role Assignment	Overall Responsibility	Has the final decision-maker (operations manager) been designated?	
Role Assignment	Moderator	Has the moderator been assigned?	
Role Assignment	Speakers / Panelists	Have all speakers and panelists been confirmed?	
Role Assignment	Interpreters	Have interpreters (number and rotation system) been confirmed if required?	
Role Assignment	Staff Role Division	Has the division of responsibilities among staff members been clarified?	
Tool Configuration	Seminar Format	Has the appropriate seminar format (Zoom Webinar / Meeting, etc.) been confirmed?	
Tool Configuration	Role-Based Links	Have links been correctly issued for host, panelists, interpreters, and participants?	
Tool Configuration	Registration Settings	Has the registration function been enabled and configured properly?	
Tool Configuration	Audio/Video Settings	Are participant video OFF and mute upon entry ON?	
Tool Configuration	Interpretation Settings	Has simultaneous interpretation been enabled and properly assigned (if applicable)?	
Tool Configuration	Recording Settings	Has the recording method (cloud/local, language channels) been confirmed?	
Registration & Communication	Registration Form	Has the registration form been finalized and tested?	
Registration & Communication	Participant Guidance Email	Has the guidance email (including access method and reminders) been prepared?	
Registration & Communication	Speaker Guidance Email	Has the guidance email for speakers been sent (including rehearsal information)?	
Registration & Communication	Reminder Email	Has a reminder email been scheduled or sent before the event?	
Material Preparation	Speaker Materials	Have presentation materials from all speakers been collected?	
Material Preparation	Organizer Materials	Have materials prepared by the organizing team been completed?	
Material Preparation	Format Standardization	Have materials been unified in format (e.g., PDF or standardized template)?	
Material Preparation	Interpreter Sharing	Have materials and scripts been shared with interpreters in advance?	
Script & Rehearsal	Event Script	Has the run-of-show script been finalized (including time allocation)?	

Major Category	Subcategory	Checklist Item	Check
Script & Rehearsal	Overtime Policy	Has a response policy for time overruns been defined?	
Script & Rehearsal	Rehearsal Conducted	Has a full rehearsal been conducted with relevant stakeholders?	
Trouble Preparation	Trouble Response Policy	Have priority principles and decision criteria during trouble been shared?	
Trouble Preparation	Emergency Contact Method	Has an internal communication method been prepared for use during the event?	
Final Confirmation (Day Before)	Link Verification	Have all links been verified and sent to the correct recipients?	
Final Confirmation (Day Before)	Settings Recheck	Have recording, interpretation, and Q&A settings been rechecked?	
Final Confirmation (Day Before)	Post-Event Survey	Has the post-event survey been prepared and configured for immediate distribution?	

4. Day-of Operation

4.1 Before the Start (30–60 Minutes Before)

The success of the event is largely determined during the **30–60 minutes before start**. This is preparation-only time not visible to general participants, during which final checks of audio, video, interpretation, and progression are conducted.

The priority is ensuring readiness to start on time. Rather than focusing on minor details, ensure that participants can view and understand the content without issues.

Confirm the following:

- Organizers, speakers, and interpreters entered the practice session
- Audio, video, screen sharing, and interpretation channels function properly
- Script, materials, and role division are shared

☝ Note: Since unexpected trouble often occurs immediately before starting, follow the checklist (4.7 Day-of Operation Checklist).

4.2 Role Division During the Event

Multiple tasks occur simultaneously during a seminar. Separate “participant-facing tasks” and “back-end tasks.” The moderator focuses on progress and explanation to participants, while the operations team handles technical matters.

Confirm:

- Who is the final decision-maker?
- Are roles clearly defined among moderator, staff, interpreters, and speakers?
- In case of trouble, who handles what?

☝ Note: Final decision-making should be centralized in one person.

4.3 Event Script

The script is a shared reference, so moderator and staff operate with common understanding. Organize chronologically from pre-start to post-end and clearly define “who does what and when.”

The purpose is not to read a manuscript but to reduce hesitation in decision-making, especially in case of overtime or trouble.

Confirm:

- Start/end times clearly indicated
- Moderator's comments prepared
- Overtime adjustment plan included

4.4 Managing Q&A

Q&A provides participants with the strongest sense of interactivity. However, without organization, it can cause confusion or time overruns.

Decide in advance:

- Method of receiving questions (Q&A function, chat, oral)
- Whether moderator reads questions or speakers respond directly
- Where to cut off Q&A if time passes over

☝ Note: Prepare response policies for too few or too many questions.

4.5 Trouble Handling Procedure

Trouble cannot be completely prevented. The key is consistent judgment.

Criterion: "If we continue, will participant understanding or satisfaction significantly decrease?"

If issues directly affecting comprehension (audio, interpretation) occur, pause briefly to restore.

Confirm:

- What is the top priority now?
- Continue or pause?
- Should participants be informed, or can it be handled behind the scenes?

4.6 Saving Recording Data and Chat Logs

Recording data and chat logs are important deliverables for follow-up and reporting.

Confirm:

- Who records and in what format?
- Chat and Q&A logs saved?
- Storage location and sharing method decided?

If simultaneous interpretation is enabled in a Zoom Webinar, the recording behavior differs from standard webinar recordings. Therefore, special attention is required when configuring recording settings. The recording specifications are summarized below.

Recording Type	Content of Recording	Audio Track Handling	Interpretation Audio Saved?	Key Notes
Cloud / Local Recording (Host)	The language channel selected by the host at the time of recording	Single audio track only	Yes, if the host selects the interpretation channel	Other language channels are not recorded simultaneously
Interpreter-side Local Recording	The channel selected by the interpreter	Single audio track	Only the channel being monitored by the interpreter	Cannot record both original and interpreted audio simultaneously
Participant-side Recording (if permitted)	The channel selected by the participant	Single audio track	Only the selected language	Confirm whether participants are permitted to record.

To save both the original audio and interpretation channels, the Cloud Recording setting "Record a separate audio file for each language" must be enabled in advance. This setting cannot be applied retroactively after the recording has been completed.

When separate audio recording is enabled, the output files typically include:

- One shared MP4 video file
- One M4A audio file for the original language
- One M4A file for each interpretation language

The video remains the same; only audio files are separated.

Recordings do not automatically reflect each participant's selected language. The saved content depends solely on the host's recording configuration.

If separate language audio files are not enabled, only the language channel selected at the time of recording will be saved.

4.7 Day-of Operation Checklist

Proper management of the entire flow—from preparation before the start to post-event closure—is essential on the day of the seminar.

30-60 minutes before the session begins, organizers, speakers, and interpreters enter the practice session to confirm audio, video, screen sharing, and interpretation channels. Recording settings must also be checked at this stage.

At the opening, confirm that recording/transcript has officially started. The moderator should deliver opening remarks and explain operational instructions, including interpretation usage and the Q&A procedure. The organizer and speakers should be properly introduced.

During the session, time should be managed, and screen sharing should be continuously monitored. If interpretation is provided, language channels should be regularly checked.

At closing, the moderator summarize key points and provides guidance on the survey and material distribution. Recording must be stopped and saved properly. A brief internal review may be conducted if necessary.

■ **Day-of Operation Checklist**

Major Category	Subcategory	Checklist Item	Check
Pre-Start Confirmation	Attendance	Have organizers, speakers, and interpreters entered the practice session?	
Pre-Start Confirmation	Technical Check	Have audio, video, screen sharing, and interpretation channels been tested?	
Pre-Start Confirmation	Recording	Has recording been confirmed and properly configured?	
Opening	Recording Confirmation	Has recording officially started at the beginning of the live session?	
Opening	Moderator Remarks	Has the moderator delivered opening remarks and operational instructions?	
Opening	Speaker Introduction	Have the organizer and speakers been properly introduced?	
During the Session	Time Management	Is session timing being monitored and adjusted if necessary?	
During the Session	Screen Sharing	Is screen sharing functioning properly throughout the session?	
During the Session	Q&A Management	Is Q&A being handled according to predefined rules?	

Major Category	Subcategory	Checklist Item	Check
During the Session	Interpretation Monitoring	Are interpretation channels functioning properly (if applicable)?	
Closing	Summary	Has the moderator summarized key points and formally closed the session?	
Closing	Survey & Materials	Has guidance on the survey and material distribution been provided?	
Closing	Recording Storage	Has recording been stopped and saved properly?	
Closing	Internal Review	Has a brief internal review been conducted if necessary?	

5. Post-Event Follow-Up

5.1 Follow-Up Email (Example)

Follow-up email is an important first communication after the seminar. It is not merely a thank-you note but serves to organize the seminar experience and lead to next actions.

Send on the same day or next business day.

Confirm:

- Appreciation clearly expressed
- Materials/recordings provided
- Clear next steps or contact route included

Refer to Appendix 6.4 for details.

5.2 Creating and Sending Survey

The post-event survey visualizes satisfaction and understanding and supports project evaluation.

Design from the perspective of necessary information for future improvement, not simply what you want to ask.

Limit response time to 2-3 minutes.

Confirm:

- Satisfaction and expectation alignment measured
- Understanding or behavioral change measurable
- Open-ended responses minimized

Refer to Appendix 6.6.

☝ Note: Pairing with pre-event survey enables analysis of understanding change.

5.3 Analysis of Participation Rate and Survey Results

Analyze in relation to original objectives and KPIs.

Confirm:

- Did target participants attend?
- Was there a gap between expectation and satisfaction?
- Is there room for improvement in promotion or scheduling?

5.4 Publishing Recording and Sharing Materials

Recording data and materials are assets that provide value beyond event-day participants.

Confirm:

- Consent for publication obtained
- Scope of publication appropriate (limited/public)
- Participants clearly informed

☝ Note: Distributing materials in exchange for survey responses can improve response rates.

5.5 Report Template

After the seminar, organize implementation details, results, and challenges into a report. This is important for internal knowledge accumulation. Using a standardized template reduces the workload and ensures consistency in the quality of documentation.

Confirm:

- Are the objectives, implementation overview, and outcomes clearly organized?
- Are KPIs and survey results properly reflected?
- Are challenges and areas for improvement clearly stated?

5.6 Recording Areas for Improvement

Experience gained from operating seminars cannot be effectively utilized in future events if it remains only in individual memory. Through post-event reflection, improvements and successful practices should be organized in written form and shared within the organization.

The accumulation of small improvements leads to an overall improvement in the quality of seminar management.

Confirm the following points:

- What aspects were unexpected?
- What should be changed next time?
- Are there any points that should be reflected in the rules or the manual?

5.7 Follow-up Checklist

Follow-up after the seminar is a critical process for maximizing outcomes rather than merely an administrative task.

A follow-up email ideally be sent on the same day or by the next business day to promptly express appreciation. Include the survey link in the email helps increase the response rate.

The post-event survey assess overall satisfaction, satisfaction by session, operational quality, and interpretation quality. Asking about desired future themes can support future planning.

Enabling automatic survey display after the Zoom session ends can significantly increase the response rate. Including the survey URL again in the follow-up email further improves participation.

The typical participation rate ranges from 40–60%, while the survey response rate is approximately 30%. Reminder emails and linking material distribution to survey completion can help improve these rates.

Recording can be trimmed within Zoom if necessary. Materials may be distributed unconditionally or made accessible upon survey completion to encourage responses.

Survey results should be shared internally and with speakers, and improvement points should be reflected in future planning.

■ **Follow-Up Checklist**

Major Category	Subcategory	Checklist Item	Check
Follow-Up Email	Timing	Was the follow-up email sent on the same day or by the next business day?	
Follow-Up Email	Content	Does the email include appreciation and the survey URL?	
Survey Management	Survey Setup	Was automatic survey display enabled after the seminar?	
Survey Management	Survey Promotion	Was the survey URL included in the follow-up email?	

Major Category	Subcategory	Checklist Item	Check
Survey Management	Response Monitoring	Was the survey response rate monitored (target approx. 30%)?	
Performance Review	Participation Rate	Was the participation rate confirmed (target approx. 40–60%)?	
Performance Review	KPI Confirmation	Were KPIs reviewed and analyzed?	
Recording & Materials	Recording Editing	Was recording trimmed or edited if necessary?	
Recording & Materials	Material Distribution	Were materials distributed appropriately (optionally linked to survey completion)?	
Knowledge Sharing	Result Sharing	Were survey results shared internally and with speakers?	
Knowledge Sharing	Improvement Recording	Were improvement points documented for future reference?	

6. Attached Materials (Template Collection)

6.1 Seminar Specifications Template

6.2 Project Schedule Sample (Gantt Chart)

6.3 Invitation Email Sample

6.4 Follow-Up Email Sample

6.5 Moderator Script Template

6.6 Survey Questions Template

6.1 Seminar Specifications Template

1. Objective

This seminar aims to XXX, with special focus on XXX as below.

2. Overview

Aim	
Date	
Time	
Length	
Venue	
Language	
Participation Fee	
Moderator	
Agenda	

3. Public relations methods

To attract more participants, we will conduct publicity on [Tool].

Remarks: (if necessary)

6.2 Project Schedule Sample (Gantt Chart)

[Seminar title]	**Person in charge**	[Number of days as needed]																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	…
Decide seminar schedule and themes																		
Select speakers																		
Prepare seminar flyer																		
Create invitee list																		
Set up registration form and Zoom																		
Collect and consolidate presentation slides																		
Arrange interpretation																		
Choose MC and prepare script																		
Assign opening/closing speakers																		
Send links to participants and reminders																		
Conduct rehearsal																		
Hold the seminar																		

Fill in the required number of days and duration on the calendar.

6.3 Invitation Email Sample

Dear [Name],

We hope this message finds you well.
We are pleased to invite you to the seminar titled: [Seminar Title].
This seminar aims to provide [brief purpose —].

- Date and Time
  [Date]
  [Time] (Local Time: [Time Zone])

- Format
  Zoom Webinar (Online)

- Language
  [Language(s); interpretation available if applicable]

- Speakers
  [Speaker Name, Title / Organization]
  [Speaker Name, Title / Organization]

- Target Participants
  [Brief description of intended audience]

Participation is free of charge.

To register, please use the link below:
[Registration Link]

After completing registration, you will receive a confirmation email with access details.

We sincerely hope you will join us for this informative session. Should you have any questions, please do not hesitate to contact us at [contact email].

We look forward to your participation.

Sincerely,

[Name and details]

6.4 Follow-Up Email Sample

Dear participants,

Thank you very much for participating in the seminar “[Seminar Title]” held on [Date]. We sincerely appreciate your time and engagement.
We hope that the session provided useful insights and practical information relevant to your work.

To help us improve future seminars, we would be grateful if you could complete the post-event survey using the link below:
[Survey Link]

Upon completing the survey, you will be granted access to the presentation materials used during the seminar.
Your feedback is highly valuable to us and will contribute to enhancing the quality of our future programs.

Should you have any additional questions or comments, please feel free to contact us.

Thank you once again for your participation, and we look forward to welcoming you to our upcoming events.
Sincerely,

[Name and details]

6.5 Moderator Script Template

time	order	Script	Speaker	Slide
XX:XX	Remarks	Good morning, everyone. Thank you for joining us for "[Seminar title]" today. Before the opening, I would like to make some remarks. (Simultaneous interpretation slide) This seminar will be interpreted simultaneously in Ukrainian and English. Select Ukrainian or English from the interpreter button at the bottom of the screen. If the globe icon is not displayed, you can find it by clicking the "Details" button with the three dots on the right. (Notes slide) Please refrain from recording, videotaping, or taking screenshots of this seminar. Also, the seminar will be recorded (audio, video, and chat/Q&A). The recording may be shared with registrants and posted publicly. By registering and joining, you consent to the recording. If you prefer not to be recorded, please keep your camera/microphone off and avoid sharing personal information in the chat. (Question slide) During the seminar, you can post questions and comments from the Q&A button at the bottom of the screen anytime. It would be great if you could write not only a question or comment but also the name of the speaker who you would like to have an answer from. (Questionnaire slide)	MC	Cover slide Simultaneous interpretation slide Notes slide Question slide Questionnaire slide

time	order	Script	Speaker	Slide
		Lastly, we would much appreciate it if you filled out the questionnaire after the seminar. You will have access to download our slides after filling out the questionnaire.		
XX:XX	Opening	(Cover slide) Good morning once again. Now, it's time to start the"[Seminar title]". My name is [Name] and I am the MC today. (Agenda slide) Today, as you can see the slide, we will start with [Program], followed by [Program]. After that, we will open the floor to the participants for Q & A session. (Program: XXX) I will pass the mic to the first speaker, [Name], to explain XXX. [Name], please go ahead.	MC	Cover slide Agenda slide
XX:XX	Program 1	([Slide No.]) ([Name] explains [Program]) Thank you.	[Name] MC	[Slide No.]
XX:XX	Program 2	([Slide No.]) Now, let's welcome the second speaker, [Name], to learn [Program]. If you have any questions and/or comments while listening to his presentation, please feel free to write your questions and comments by clicking Q & A button. [Name], the floor is yours. ([Slide No.])	MC	[Slide No.]

time	order	Script	Speaker	Slide
		([Name] gives a presentation) Thank you very much.	[Name] MC	
XX:XX	Q&A	(Q&A slide) Now, we are happy to receive questions from the audience. Please enter any questions on the Q&A form, or use the raise-hand function, or ask aloud. (Read the questions on Q & A function on Zoom) Thank you very much.	MC	Q&A slide
XX:XX	Closing Remarks	(Closing slide) I hope you enjoyed today's seminar. For our another seminars, please access… [explanations].	MC	Closing slide
XX:XX		(Questionnaire slide) That's all for today. Please fill out the questionnaire after the seminar. After filling out the questionnaire, you will get access to today's presentation. (Last slide) Once again, thank you very much for joining us today. We hope that today's seminar will be useful for your business. (end)	MC	Questionnaire slide Last slide

6.6 Survey Questions Template

Thank you very much for joining “[Seminar Title]”. We hope you found the session informative and engaging.
To help us improve future seminars, we would greatly appreciate your feedback. The survey below will take just a few minutes to complete.
After answering the survey, you may confirm today's presentation materials.

- How satisfied were you with the seminar overall? (4-point scale)
  1: Very satisfied
  2: Satisfied
  3: Dissatisfied
  4: Very dissatisfied

- How satisfied were you with each session of the seminar? (4-point scale) [section title]
  1: Very satisfied
  2: Satisfied
  3: Dissatisfied
  4: Very dissatisfied
  5: Did not join

- How satisfied were you with the Q & A session? (4-point scale)
  1: Very satisfied
  2: Satisfied
  3: Dissatisfied
  4: Very dissatisfied
  5: Did not join

- How would you rate the duration of the seminar? (3-point scale)
  1: Appropriate
  2: Too long
  3: Too short

- How satisfied were you with the quality of interpretation? (4-point scale)
  1: Very satisfied
  2: Satisfied
  3: Dissatisfied
  4: Very dissatisfied
  5: Did not use interpretation

- How satisfied were you with the organization of the seminar? (4-point scale)
  1: Very satisfied
  2: Satisfied
  3: Dissatisfied

4: Very dissatisfied

- What did you find most useful about the seminar? (Open-ended)

  _____

- Related with Japanese market / Asia market, what topics or themes would you be interested in for future seminars? (Open-ended)

  _____

- Please enter any comments you may have.

  _____

>>>Submit

Thank you so much for taking the time to complete the survey, your feedback really makes a difference.
Seminar materials can be viewed from the link below.
[URL]

Додаток 8

Матеріали для Asia Window

A: Формат діагностики компанії

B: Формат експортного плану

Diagnostic Questions (ERA Framework[1])

The use of diagnostic questions follows a structured approach. Initially, information provided by the company at the registration stage is reviewed and analyzed. This allows us to identify which aspects have been sufficiently addressed and which remain unclear. On this basis, a preliminary readiness assessment is conducted. During the diagnostic meeting, only the most relevant questions from the established checklist are applied, ensuring that gaps are clarified and a comprehensive understanding of the company's export capacity is achieved.

Dimension	Questions
1. Motivation & strategy	- What product lines do you consider most promising for export to Asia? Do you plan to introduce new SKUs specifically for Asian markets? - Have you identified any priority markets among those included in the program? - Do you have any competitors or other companies in mind that have successfully exported to the target Asian markets, whose experience you would like to learn from and, if possible, apply? - Please describe any experience you have in working with and communicating in the targeted Asian markets, including both professional and personal.
2. Company profile & resources	- What key resources (production, human, material) do you capitalize on for your current exports? - Which of these can be used (scaled up) for Asian markets?
3. Production capacity	- What export volumes are you currently delivering to European and other markets? - What is the share of manual vs. automated production? - Can you swiftly expand your production capacity to accommodate substantial Asian orders? - What order volumes are required to justify investment in expanding production?
4. Product & adaptation	- How have you adapted your products for European and other markets (packaging, design, standards)? - Which product features (design, size, functionality) are flexible and can be customized for different market needs? - Do you have any research on consumer preferences in Asia? Do you have access to sources? - What is the application of your products in the import market? (for B2B berry producers) - Which imported ingredients/elements do you use and what is their impact on the total cost of products? How are they purchased (directly or through an intermediary in Ukraine)? What are the import duties on these ingredients?

[1] **The Export Readiness Assessment (ERA)** is a diagnostic tool designed to evaluate a company's preparedness for entering new markets. It is based on 10 key dimensions that cover everything from technical capacity (production, certifications, logistics) to strategic intent (motivation, strategy, team).
These 10 dimensions give a 360-degree view of a company's readiness for export. The balance helps identify not only if a company can export, but also if it wants to and knows how to do so effectively.
The goal of ERA is to highlight strengths, uncover gaps, and set clear priorities for building a realistic and actionable export plan.

Dimension	Questions
5. Export experience	- What key lessons have you learned from working in European and other markets? - Which export case(s) do you consider your most successful one(s)? - What challenges have you faced (e.g. logistics, certification, partners,..,) and how did you overcome them? - How do you currently monitor and manage export-related risks? - What risks do you see in entering Asian markets (regulatory, financial, cultural, logistic)?
6. Certifications & standards	- Do you have internal systems or procedures in place to ensure product safety and compliance (e.g., quality control, testing, documentation)? - What certifications or quality standards do you already hold that support your exports (e.g., ISO, HACCP, FSC, CE)? - Have your current certifications helped you access European or other markets? If yes, how? - Are you prepared to invest in new certifications if they are required for Asian markets?
7. Marketing & promotion	- Do you already have basic marketing materials in English (catalogues, brochures, website)? - How do you currently present your products to foreign buyers (e.g., fairs, online, through distributors)? - Are products showcased on your website a reflection of your actual current portfolio? - Do you see a need for adapting your brand and marketing messages to Asian consumers (language, design, storytelling)? - Do you have a possibility to adapt or create new marketing materials? - Have you participated in trade fairs/missions where Asian partners were present? - Have you effectively employed focused B2B communications with importers to set up meetings at trade fairs. If yes, was it successful? Did you do it with your own resources or by engaging external expertise ?
8. Logistics & supply chain	- What logistics models are you currently using for exports (direct shipments, 3PL, distributors)? When organizing international transportation, do you always engage third-party freight forwarders and carriers, or are there instances of delivering goods with your own transport? - Do you have an established logistics partner who can provide container or pallet transportation by sea, air, or a combination of both? - Have you already cooperated with logistics or customs partners outside your region? Do you have experience working with customs brokers or agents in foreign markets? - Do you have a reliable way to deliver product samples overseas? - Have you analyzed the main challenges of shipping to distant markets (costs, timing, reliability)?

Dimension	Questions
	- What kind of logistics support or expertise would you need for entering Asian markets (e.g., cost calculations, customs procedures, packaging requirements)?
9. Financial capacity	- What share of your export promo budget could be allocated to entering new markets such as Asia? - What is your annual export promo budget? - Do you have access to external financing (loans, grants, investment) if needed for certification, logistics, or marketing? - Which financial risks worry you most when entering Asian markets (e.g., exchange rates, logistics costs, certification expenses)? - How do you currently calculate export prices (cost-based, market-based, competitor benchmark), and would you need support in adjusting them for Asia?
10. Team & management	- Who in your team is currently responsible for export? - Describe the roles and skill sets of your export team. - Do you plan to create a separate position/department to support Asian exports? - Would you consider involving external resources to promote export to Asia? If yes - which role or function would that be?
Additional area 11. Customs and trade operations	- Have you conducted customs clearance in any customs regime (including export) before participating in the project? Is your company registered with the customs authorities? Do you engage customs brokers for the customs clearance process, or do you declare goods independently? - What is your overall experience in foreign economic activities (please specify in years)? What customs regimes other than export do you use, and approximately how many customs clearances are conducted monthly? - Does your company have any customs authorizations (operation of a customs warehouse or temporary storage facility; for a customs regime; for the use of simplifications)? If so, please list them. - What Incoterms delivery terms does your company predominantly use in relations with non-resident buyers for export? Do you employ your own standard contract when conducting export operations, or is such a template not developed?

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window

General Overview of the Export Plan Template

This plan is designed to cover the following goals:
- Clarify the rationale for exporting
- Systematize market research and budgeting
- Develop marketing strategies
- Plan for operational execution
- Address risks and compliance
- Facilitate team and stakeholder alignment

It is intended to support discussions with your team and other stakeholders while securing their buy-in for your export plan.
From general business overviews to shipping details, and from marketing strategies to compliance rules, this universal template covers all essential details. However, it may not be complete for your specific business needs, so you may want to add additional notes and sections to tailor it accordingly but it is recommended not to change the essence of the plan.

Using This Template

Before completing this export plan template, consider the following:

1. The export plan is built on the principles of a business plan. If you don't have a business plan, you need to create one first.

2. Do your homework and conduct research. Before completing the template, you'll need to make strategic decisions about your business. By having the right information, you are informed to make accurate forecasts and analysis.

3. Determine the plan's purpose. Is it solely for internal use, or will external parties also see it (other than consultants engaged in the Asia Window Program)? Defining the plan's purpose can guide your responses. If involving external people, assess their level of interest and how much information your business is willing to disclose.

4. Don't try to fill out the template in one go. Decide which sections to focus on first and which are relevant for your business. You can always revisit sections later.

5. Get help if needed. Reach out to the consulting team members for advice if something in the template is unclear or other support is needed.

Navigation Guide

This template export plan has several sheets:
- Plan management sheet will include information on the latest version of the plan and a person responsible for its update;
- Executive summary will include key summary information; it should be completed after all other sheets are completed;
- Company's profile sheet collects essential company profile information, including legal details, business overview, products, and export readiness;
- Export rationale sheet guides your company to clearly define your export objectives, product details, certifications, and current export status. It helps articulate the strategic rationale and motivation for entering Asian markets;
- Market research sheet helps your company develop a structured market research and export strategy, covering target markets, customer segmentation, competitor analysis, and marketing plans;
- Operational considerations sheet helps your company plan and document key operational aspects of exporting, including logistics, compliance, certifications, financials, and risk management;
- Budget plan sheet expects you to estimate your costs and forecast your sales, and do expected budget calculations;
- Action plan sheet needs to be filled out with specific activities, timelines and responsible person information.

Useful Links

Diia Export Guide	Information about the conditions and processes necessary for successful sales abroad — from market research to operational logistics
Export procedures and documents in Ukraine	Learn more about the export procedures and familiarize yourself with the list of necessary documents for export.
Catalog of export promotion tools	Learn more about the institutions that support Ukrainian exporters
Product requirements in international markets and certification	Information on product requirements in international markets and certification.
Harmonized System, World Customs Organization	Information on Harmonized System (codes)
WCO Trade Tools, World Customs Organization	WCO Trade Tools is the official platform of the World Customs Organization created to facilitate your work as actor of the international trade to classify your products and support the exporting / importing of goods.
State Customs Service of Ukraine	Information on Ukraine's customs rules for businesses
J-Bridge, Japan External Trade Organization (JETRO)	J-Bridge is a business platform to facilitate collaboration between Japanese and overseas companies.
Customs and Tariff Bureau, Ministry of Finance Japan	Japan Customs authorities information
INVEST JAPAN, Japan External Trade Organization (JETRO)	The Invest Japan website is a comprehensive information portal designed to support foreign companies entering the Japanese market. It provides clear step-by-step guidance on procedures such as company registration, visas, taxation, labor regulations, and intellectual property. The site also offers industry and market reports, information on incentives, and other resources.
Online Trade Fair Database (J-messe), Japan External Trade Organization (JETRO)	The J-messe Online Trade Fair Database is a comprehensive search platform for major trade fairs and exhibitions held in Japan and worldwide. Users can search events by industry, location, and schedule, making it a practical tool for exhibitors and visitors seeking new business opportunities.
J-GoodTech, Organization for Small & Medium Enterprises and Regional Innovation, JAPAN (SMRJ)	J-GoodTech is a business matching platform operated by the Organization for Small & Medium Enterprises and Regional Innovation, JAPAN (SMRJ). It connects Japanese SMEs with outstanding technologies and products to overseas corporations, mid-sized enterprises, and public organizations.
Import Procedures, Japan Customs	The Import Procedures section of Japan Customs provides a clear explanation of the essential steps required when importing goods into Japan. It outlines the process from import declaration, examination, and payment of customs duties and consumption tax, to the issuance of import permission.
Code Lists - Trade Statistics of Japan, Customs and Tariff Bureau	The Code Lists section provides the official database of commodity classification codes used in Japan’s trade statistics. Based on the internationally standardized HS (Harmonized System) codes (6 digits), it incorporates Japan’s own statistical subdivisions (9 digits).
Japan's Tariff Schedule as of April 1 2025, Japan Customs	This website provides the official tariff schedule of Japan, effective April 1, 2025, listing the applicable duty rates for all imported goods. Organized according to internationally recognized HS (Harmonized System) codes, the schedule includes general duties, preferential rates under Economic Partnership Agreements (EPAs) and Free Trade Agreements (FTAs), as well as temporary rates.

Food Labelling, Consumer Affairs Agency	The Food Labelling section of Japan's Consumer Affairs Agency provides official information on mandatory labelling rules for food products distributed in Japan. It explains the requirements under the Food Labelling Act, including product name, ingredients, allergens, nutritional information, and best-before/use-by dates.
Imported Food Safety, Ministry of Health, Labour and Welfare	The Imported Food Safety section of Japan's Ministry of Health, Labour and Welfare provides official information on systems and procedures to ensure the safety of foods imported into Japan. Based on the Food Sanitation Act, it explains requirements such as the import notification system, inspection and monitoring frameworks, and responses to violations.
Plant Quarantine Inspections, Yokohama Plant Protection Station, The Ministry of Agriculture, Forestry and Fisheries of Japan	The Plant Quarantine Inspections page of the Yokohama Plant Protection Station (MAFF) provides official guidance on Japan's plant quarantine system. To prevent the introduction of pests and diseases, it explains prohibited items, inspection requirements for specific plants and agricultural products, necessary documentation (such as phytosanitary certificates), and the inspection process.
FOODEX JAPAN 2026, Japan Management Association	FOODEX JAPAN is one of the largest international food and beverage exhibitions in Asia, organized by the Japan Management Association (JMA) and partners. It serves as a premier platform for global food companies to showcase their products, discover the latest industry trends, and engage in business negotiations with buyers, distributors, and retailers.

Date last updated	...
Person responsible	...
Email	...
Phone	...

Executive Summary	*Complete this section last. The other sections will include what you need for a good summary.* *Address:* *- your reasons for exporting,* *- your overall objectives in entering a specific Asian market, and* *- any key issues.* *Be brief. Use facts and figures where you can.*	...

Sample of Executive Summary

Executive Summary
Our company, a Ukrainian confectionery producer, seeks to expand into Japan to diversify revenue streams and tap into one of the world's most lucrative and discerning confectionery markets. Japan's confectionery industry is valued at approximately USD 20 billion annually, with strong demand for premium, innovative, and high-quality sweets. This aligns closely with our expertise in producing natural, uniquely flavored products that combine European tradition with modern tastes.
Objectives:
•Establish distribution partnerships with local importers and specialty retailers.
•Build brand recognition by positioning our products as premium and culturally distinctive.
•Achieve $2M in export sales within the first three years.
•Adapt product recipes, flavors, and packaging to suit Japanese consumer preferences while retaining our brand identity.
•Strengthen internal capabilities by training existing staff and hiring a dedicated Japan market specialist.
Key Issues:
1.Meeting Japan's rigorous food safety and import regulations.
2.Adapting to cultural preferences in taste, packaging, and branding.
3.Establish contact and grow trust with the importers
Our approach:
•Invest in compliance and certification for Japanese market entry.
•Conduct targeted market research and co-develop offerings with local partners.
•Consider engaging specialized consultants to search for organize meetings with high-focus importers, manage ongoing communication and ensure consistent follow-up leading to signed contracts.
•Leverage Japan as a strategic entry point for further expansion across Asia.
By entering Japan, we aim to secure a stable presence in Asia, strengthen our global competitiveness, and build a sustainable export business grounded in quality, adaptability, and innovation.

1. Company's Profile

Legal name		...
Type of business entity	*What is the legal structure of your business?*	...
USREOU code (for legal entities)	*USREOU code is the Ukrainian state registry legal entity identifier*	...
Registration date		...
Registered address and production capacities address, if different		...
Website		...
Sector		...
Business overview	*Give an overview of your business:* *- Company size (number of employees, production facilities)* *- Production capacity (monthly/annual output)* *- Technological strengths (modern equipment, innovative processes)* *- Competitive advantages (speed of execution, unique design, use of natural raw materials)*	...
Main products	*Describe what your core products are.*	...
History, mission and values	*Include: - What is the story of your company?* *- What overarching goals drive your activities?* *- What values does your team promote?*	...
Customs and tax registrations/authorisations	*Indicate what additional registrations has your company (customs registration, VAT registration, AEO status, authorised exporter status, etc.)*	...
Export readiness snapshot	*Briefly summarize your company's current export background:* *- Indicate the number of years you have been exporting;* *- list the main countries where you already sell your products;* *- specify the share of exports in your total revenue;* *- if possible, provide examples of key clients or partners you work with abroad;* *- who are your main competitors on the export markets (including other Ukrainian exporters; domestic producers on those markets/other foreign exporters).* *This information helps demonstrate to potential partners that your company already has practical export experience and provides a clear picture of your starting point for entering new markets.*	...
Key achievements / milestones	*Briefly highlight the most important milestones in your company's history that demonstrate growth and export readiness. For example: "First export contract signed in 2019 with Germany; ISO 22000 certification obtained in 2022; participation in Anuga 2023." This helps create a sense of history and development for potential partners.*	...

Strategic importance of expanding export and need for developing new export markets	*Describe:* *- Why is expanding exports considered strategically important for your business?* *- How does export growth align with your overall business strategy?* *- What benefits do you anticipate from entering new export markets?* *- Explain why export matters for your company in terms of both risks and opportunities.* ** Risks you want to minimize: dependence on one market, unstable domestic demand.* ** Opportunities you see: access to premium segments, higher margins, building an international brand.* *This shows that your export plan is not only about growth, but also about resilience and long-term strategy.* *- Overall, what resources (people, budget, partners) are required to succeed?*	...
Main export objectives	*Complete this section last on this page:* *- What are your export objectives?* *- What would your success look like? Make each of your KPIs SMART (specific, measurable, achievable, relevant and time-bound).* *- What is your priority market(s)?* *- What is your priority product(s) for this market(s)?* *- How much do you want to sell in the target market?* *- By when?* *- When will you review your objectives?*	...
Current export status	*Explain:* *- What are your current export status and results by country and product?* *- What are the main customer bases and geographic markets?* *Try to provide numbers, not only general statements. Indicate:* *- Share of exports in total revenue (%)* *- Export volume (tons or containers)* *- Number of countries where you currently export* *- Which export markets are underperforming and which perform strong. Why?* *These figures will give a clear and measurable picture of your export activity.*	...

Products for export	*Describe:* *- What you are exporting overall;* *- Highlight any groups/items that you plan to export to the target market;* *- Emphasise potential quantity, and product quality, reliability and safety* *- Mention if any products require improvements for the target markets.* *When describing your products for export, specify not only the name but also the format — e.g., bulk vs retail, B2B vs B2C, premium vs mass-market. This will help you identify the most suitable sales channels for your target market.*	...
Human resources	*Describe:* *- which resources do you currently have* *- whom do you potentially need to hire to succeed.*	...
Certifications	*When listing certifications, separate them into two groups:* *1. Existing certifications – those you already hold (e.g., HACCP, ISO 22000, Organic EU).* *2. Required certifications – those needed for new markets (e.g., JAS for Japan, Halal for Malaysia).* *This shows your current level of readiness and what additional steps are necessary to access target markets.*	...
Motivation for entering Japanese (Asian) market(s)	*Explain why this market(s) is important for your company. Try to be as specific as possible (e.g., premium positioning of Japan, demand for healthy foods, strong purchasing power, gateway to Asia-Pacific) as it will make your plan more grounded and credible.*	...

Target export market	*Which country are you targeting for expansion, and why?* *Complete these items last:* *-Why is it a good idea to export to this market?* *- Outline all the benefits of exporting to this market.* *- What are the expected figures if things go well?* *- What data backs this up?*	...
	Desribe: *- What is the demand for your product in this market and how has it been growing recently?* *- What gaps are you filling in the market, if any?*	...
	Analyze demographic, economic, and consumer trends relevant to your products.	...
	What could make it difficult to export to this market? *List all the challenges you may face. For example, strict legal requirements, intense competition or distribution problems.*	...
Unique selling points (USPs)	*Describe:* *- What value do you offer?* *- What sets your product apart from competitors?* *- Why do your clients choose you? Your USP is how you communicate this.* *- Also, are there any cultural considerations?* *- Will you need to modify anything to make your product work in this new market?*	...
Segment your customers	*Describe:* *- What types of customers would you like to target?* *- Do you know what your international customers want?* *When describing your customer segmentation, be as specific as possible.* *- For B2B: identify the types of partners most relevant to your product, e.g. distributors, importers, retail chains, HoReCa, specialty stores, or e-commerce platforms. Describe what kind of companies you are targeting and why they are a good match.* *- For B2C: outline the profile of your end consumer, including age groups, lifestyle, income level, and purchasing behavior. For example, "health-conscious millennials aged 25–35 with medium to high income, buying through online platforms and specialty retail stores."* *The more detailed your segmentation is, the easier it will be to select the right distribution channels and adapt your marketing strategy.*	...
Competitor analysis	*Describe:* *- Who are your main competitors in the target market?* *- How do your competitors' offerings compare to yours?* *- What market share do your competitors hold?* *See Competitors table below*	...
	Describe: *- What pricing strategies are your competitors using?* *- How do your competitors approach marketing and promotion?*	
	What is your market entry strategy? Market entry strategy: direct sales, cooperation with distributors, agents, joint ventures, or e-commerce platforms. *What is your promotion plan (e.g., exhibitions, advertisements, social media)? Consider including participation in trade fairs (name specific events), trade missions, digital marketing (social media campaigns, influencer partnerships), tastings, or in-store promotions.* *See Promotion table below*	...

Marketing strategy & promotion plan	*Describe:* *- How will you encourage customers to buy?* *- Plan for building brand awareness in the target market.* *- Tailor marketing messages to suit local tastes and preferences*	...
	Include: Budget and resources – estimated costs for each activity and who in your company will be responsible. *See Promotion plan table below*	...
	Describe: *- How will you distribute your product (e.g., direct sales, agents, e-commerce sites, importer will be fully responsible for the distribution)?* *- Identify distribution channels and partnership opportunities*	...

Competitors

	Competitor name, website	**Competitor name, website**	**My competitive advantage**
Size			
Growth rate			
Market share			
Ownership and leadership			
Product (key features), add URLs to the webpages with products			
Price			
Sale points			
Promotion methods			

Promotion plan

Promotion type	Expected business improvement	Cost ($)	Responsible persons/resources	Target date
[For example, online advertising, social media campaign...]				
Participation in FOODEX Japan (Tokyo) in March	*70+ distributor/retail leads;*	*~$15,000 (booth, samples, travel, staff)*	*Export Manager*	*March (Year 1)*
Organizing of pre-scheduled meetings with importers at booth of the exhibition– Hiring consultants to arrange importer meetings	*10+ focused Importer /distributor leads; 2–3 signed contracts within 6 months*	*~$8,000*	*Export Manager*	*Jan–March (Year 1)*
Instagram Influencer Campaign (e.g., @mochieats, @tokyo_dessert_hunter, @japansweetsguide)	*1M+ impressions; 5–10k trial purchases from Japanese consumers interested in desserts*	*~$15,000 for 3–4 mid-tier influencers*	*Influence marketing Agency XXX*	*April (Year 1)*
Media Coverage – Editorial feature in Nikkei Trendy and paid advertorial in Hanako (Tokyo lifestyle magazine)	*Editorial builds credibility with importers; advertorial reaches urban consumers; expected +10% distributor engagement*	*~$5,000–$8,000*	*…*	*Apr–May (Year 1)*
In-store Tastings (Seijo Ishii, Kinokuniya) – Rollout in 10 stores (6 Seijo Ishii + 4 Kinokuniya) with 2 promoters per store running weekend tastings	*Convert ~15% of tasters to buyers; +20% monthly sales in participating stores*	*~$12,000 (staff + product samples)*	*…*	*Jul–Sep (Year 1)*
Seasonal Packaging (Valentine's & White Day)	*+30–40% seasonal sales; capture gifting market*	*~$8,000*	*…*	*Dec (Year 1) / Feb (Year 2)*
YouTube Pre-roll Campaign – Valentine's Day Focus	*Reach 300k–400k urban consumers; expected +25% Valentine's sales*	*~$12,000*	*…*	*Jan–Feb (Year 2)*
LINE Ads Campaigns (quarterly, excluding Valentine	*Reach 500k consumers; +15% online sales*	*~$10,000 per campaign*	*…*	*Sep (Year 1), then quarterly*

Logistics and supply chain strategy	*Outline of the supply chain logistics, including warehousing, transportation, and delivery.* *- Have you considered all the modes of transport for your goods (through sea, air, land)?* *- Are you aware of any special shipping packaging requirements?* *- Who are your logistics partners?* *- Do you need warehousing?* *- Do you need to optimize your inventory management?* *- Do you have a freight insurance provider that is suitable for your needs and current conditions?* *-Do you have a solution to deliver product samples to the importers or to the exhibition if needed?* *Hint. When describing your logistics and supply chain strategy, specify which logistics models you plan to use: direct shipments, consolidation through hubs, or cooperation with 3PL (third-party logistics) providers.* *For food products, highlight how you will ensure the cold chain (frozen, chilled, or fresh).* *For furniture, indicate whether you will ship flat-pack or fully assembled products.* *Don't forget to outline your insurance strategy to cover risks such as cargo damage, delays, or force majeure.*	...
Compliance	*Consider:* *- What export rules do you need to check? Rules and regulations can include export controls, rules for determination for the origin for exported goods from Ukranian perspective, specifics for determination for the origin for imported goods to Asian countries product labelling, customs procedures, intellectual property requirements, standards, data privacy, etc.* *- Also, what warranties, and returns or customer complaint policies do you need in you contract?* *Work with advisors, as necessary. Prepare a compliance checklist that clearly shows how your company meets export requirements. Include:* *- Customs clearance procedures and documentation.* *- Certificates of origin and other mandatory export documents.* *- Licenses or permits required in the importing country.* *- Intellectual property protection (trademark registration, patents, design rights).* *- Labelling compliance for food products (languages, nutrition information, allergens, expiry dates, country-of-origin marking).* *- Safety standards for non-food products, e.g. furniture (flammability, child safety, emission limits).*	...
Certifications	*Specifically, which certifications you need to have for the target market?* *Hint* *1. Existing certifications. List all certifications your company already holds, for example: HACCP, ISO 22000, FSSC 22000, Organic EU, FSC (wood), CE marking, Halal/Kosher (if applicable).* *Indicate which of these may already be recognized or partially accepted in your target Asian market. For example, HACCP and ISO 22000 are widely recognized in Japan and South Korea, and FSC certification is valued in Japan's furniture market.* *2. Required certifications for Asian markets. Identify certifications or authorisations specifically required for market entry, such as:* *Japan: JAS Organic (for food), SG Mark (for furniture safety), JIS standards (materials and emissions).* *South Korea: HACCP certification through KFDA, Halal recognition.* *Southeast Asia: Halal certification for food (Malaysia, Indonesia); eco-labels in Singapore.* *Where possible, specify which standards can be achieved by recognition of existing certificates (e.g., EU Organic → used as a basis for JAS conversion) and where new certification is mandator.* ***Sustainability and added value certifications*** *Asian buyers, especially in Japan and Korea, pay increasing attention to sustainability. Consider whether you need:* *- FSC or PEFC (for wood products).* *- Eco-labels, carbon footprint declarations, ESG reporting elements.* *- Recyclable packaging certifications.*	...
	Certification strategy *Check possibilities for recognition (e.g., EU Organic → JAS, ISO 22000 → accepted as baseline for Japan/Korea).B6* *Set a timeline for obtaining missing certifications.* *Assign responsibilities within the company.*	...

Intellectual property protection	*Describe how your company protects its brand, designs, or technologies in foreign markets. Consider:* *- Trademarks: Have you registered your brand/logo in the target market ?* *- Designs & patents: Are product designs, packaging, or innovations protected?* *- Copyrights: If applicable (labels, packaging design, recipes, creative content).* *- Domain names & online presence: Have you secured your brand in digital space (e-commerce platforms, local domains)?* *What steps will you take to prevent imitation and safeguard your brand in Asia?*	...
Harmonised System (HS) Codes	*Ensure using correct Harmonised System (HS) Codes for your goods*	...
Incoterms	*Under which Incoterms conditions are you ready to work in the target markets? Prepare prices for each type of contract.*	...
Financial Implications	*-Have you considered the financial aspects of exporting? Complexities may arise from taxes, tariffs, additional duties, and fines.* *- What terms need to be included in your export contracts to manage these financial challenges effectively?* *- Have you prepared the calculations of the final (retail) prices?*	...
	1. Taxes, tariffs & duties. *- Import duties in the target country (specify exact rates for the HS code).* *- Domestic taxes (e.g., VAT in the importing country).* *- Possibility of VAT refund in Ukraine for exports.* *2. Currency & payment terms* *- In which currency transactions will be carried out (USD, EUR, JPY).* *- Payment terms: prepayment, letter of credit, deferred payment.* *- Currency fluctuation risks and whether hedging is planned.* *3. Contractual provisions* *- Which financial terms should be included in contracts: payment deadlines, penalties for delays, bank commissions.* *- Which party covers customs/logistics costs depending on chosen Incoterms.* *4. Hidden & additional costs* *- Certification (e.g., JAS in Japan, Halal in Malaysia).* *- Laboratory testing, translation of labeling.* *- Cargo insurance.* *- Marketing and trade fair participation.* *5. Financial risk management* *- Trade credit insurance (protection against non-payment).* *- Financial guarantees from banks/export credit agencies.* *- Reserve funds for potential delivery or customs delays.* *6. Scenario planning* *Optimistic, baseline, and pessimistic cost and revenue scenarios.* *For example: "If JPY/UAH exchange rate increases by 10%, how will it affect our margin?"*	...
Plan monitoring	*Plan for monitoring progress of export activities and adjusting strategies as needed; regular evaluation to assess performance and outcomes.* *In the Plan monitoring section, show how you will track the progress of your export activities and adjust your strategy if needed. You don't need a complicated system – a few clear KPIs and regular reviews are enough. Consider including:* *1. Key performance indicators (KPIs) - export sales volume ($ or tons), number of new contracts/distributors, share of export in total revenue, certification progress.* *2. Monitoring methods - monthly/quarterly reports, CRM system, KPI dashboard.* *3. Responsible person - who in your company will collect and analyze the data.* *4. Review frequency - e.g., operational review monthly, strategic review quarterly.*	...

Roles and responsibilities	*Clearly define roles in the company for who does what in this project of developing a new export market.*	...
Risk Management	*Identify potential risks including trade, political, and economic risks, as well as legal, contractual, and payment collection risks. Specific factors to consider are political instability, exchange rate fluctuations, and cultural barriers.* *Describe the likelihood of these risks, their impact, and strategies for mitigation.* *Please, use the following table.* *Types of risks:* *- Political/economic (instability, sanctions, exchange rate fluctuations).* *- Legal/compliance (changes in import rules, certification delays, labelling issues).* *- Operational (logistics delays, cold chain breaks, damage during transport).* *- Financial (non-payment, currency devaluation).* *- Cultural/market (slow decision-making, dependence on one distributor).* *see more examples under the Risks-table* *See also, e.g., Export Risk Management Guidelines https://www.iberglobal.com/files/2018-2/Managing_Export_Risk.pdf*	...

Risk	Likelihood	Impact	Strategy
Description of the risk and the potential impact to your business.	*Highly unlikely, Unlikely, Likely or Highly likely*	*High, Medium or Low*	*What actions will you take to minimise/mitigate the potential risk to your business?*
Examples of Risks (by Sector)			
Fruits & Vegetables (fresh, frozen, processed)			
Political/Economic risks	Sharp currency fluctuations (JPY/UAH, USD/UAH).		
	Trade restrictions or temporary import bans (e.g., due to phytosanitary concerns).		
Legal/Compliance risks	Non-compliance with phytosanitary requirements (pests, pesticide residues).		
	Delays or refusals in certification (JAS Organic, HACCP).		
	Incorrect labeling (language requirements, allergens, production date).		
Operational risks	Cold chain interruptions during transport.		
	Quality loss during long sea shipments.		
	High logistics costs (reefers, insurance).		
Financial risks	Delayed payments from distributors.		
	Additional costs for laboratory tests or permits.		
Market/Cultural risks	Difficulty building trust with Japanese partners (long negotiations).		
	Seasonality of demand → risk of unsold stock.		
Confectionery			
Political/Economic risks	Currency fluctuations when working with JPY, KRW.		
	Introduction of new taxes/duties on confectionery.		
Legal/Compliance risks	Restrictions on composition (ban on certain additives, artificial colors).		
	Labeling: mandatory allergen warnings, sugar content.		
	Certification: HACCP/FSSC 22000, Halal (Malaysia, Indonesia), JAS for organics.		
Operational risks	Short shelf life in tropical climates (high humidity).		
	Packaging damage during transport.		
	Storage challenges (chocolate melting, texture loss).		
Financial risks	Costs for packaging/labeling adaptation.		
	High logistics costs due to temperature control.		
	Risk of price dumping by local producers.		
Market/Cultural risks	Shift in consumer trends toward “healthy & clean-label” → risk of declining demand for classic sweets.		
	High expectations for gift packaging → need for additional investment.		
Furniture			
Political/Economic risks	Currency risks (JPY/EUR/USD).		
	Rising tariffs or import restrictions.		
Legal/Compliance risks	Non-compliance with safety standards: flammability, child safety, formaldehyde emissions.		
	Certification requirements (FSC, JIS, SG mark).		
Operational risks	High transportation costs due to bulkiness.		
	Risk of damage during delivery (especially assembled furniture).		
	Customs delays due to incorrect HS codes or documents.		
Financial risks	Costs for showroom setup or trade fair participation.		
	High marketing expenses to enter the premium segment.		
	Risk of dependency on one major distributor.		
Market/Cultural risks	Strong competition from local brands (Karimoku, Nitori).		
	Japanese customers’ expectations for attention to detail, service, and after-sales support.		
	Need to adapt design to local interiors (small spaces, minimalism).		

Section 1 Revenue

Sales forecast	*What is your pricing strategy/model taking into account target market conditions, cost structure, and competitor pricing? What will be an average price per unit of your products in the market? How does the price of your product compare to the competition?*	...
	What are your sales goals for your new market? What are your estimated units to be sold and in what timeframe?	...
	What are your expected revenues and profit margins from export activities?	...

Revenue Plan Template with Hints

Quarter / Year	Estimated volume (units/tons/containers)	Average price per unit (USD/EUR)	Revenue (USD/EUR)	Profit margin (%)	Key notes (seasonality, events, promotions)	Hints for exporter
Q1-2 (Year 2026)	...	...	...	...	e.g., trial shipments, test batches, first distributor	*Start with small pilot volumes to test logistics and demand.*
Q3-4 (Year 2026)	...	...	...	...	e.g., adding new SKUs, adapting packaging	*Show growth based on product adaptation or certifications.*
Q1-2 (Year 2027)	...	...	...	...	e.g., seasonal demand (summer, holidays), promotions	*Consider seasonality and local consumption patterns.*
Q3-4 (Year 2027)	...	...	...	...	e.g., participation in trade fairs, new distributor contracts	*Link forecast growth to concrete marketing/sales activities.*
Total Year 2026-2027	...	—	...	...	—	*Provide annual summary (volume + revenue + profitability).*

Section 2 Expences

Product/Export Cost Estimation	*Do you know all the costs linked to the production of your specific goods (direct costs, overhead costs)?*	...
	What are your export-related costs such as tariffs, taxes, and logistics? Costs should be prepared for different types of delivery – sea (consolidated or full container) and air.	...
	What is the overall budget allocation for each part of the export process?	...
Market entry costs	*Costs for market entry, incl. marketing materials; travel; website enhancements; trade show visits, etc. and and how do you plan to cover them*	...
	Costs to update systems / infrastructure, if any (e.g., upgrate customer database) and how do you plan to cover them	...
People recruitment	*Describe:* *- What extra skills will you need to bring into your team or invest in over time?* *-Is the hiring of new employees expected? How many, and for which roles, and under what conditions?* *- What will your team be able to handle, and what will you be able to delegate to contractors?* *- Where will these skills or resources be located?* *- What role will they play in your export plan?*	...
	What will it cost approximately and how do you plan to cover it?	...

Expences Plan Template with Hints

Expenses	Specific items	Estimated cost (USD/EUR)	Timing (Q1–Q4 / Year)	Funding source	Expected outcome (ROI / KPIs)	Hints for exporter
Regulatory & Certification	*JAS Organic certification, laboratory tests, labeling translation*	$10,000	Q4 2025	Company funds + grant	Market access to Japan; compliance with food law	List all certifications you already have (e.g., HACCP, ISO) and those required (JAS, Halal, FSC). Add costs for audits, translations, lab tests.
	FSC/SG Mark certification (furniture)	$7,000	Q4 2025	Company funds	Approval for distributors; increased trust	Indicate which certifications can be recognized from existing ones (e.g., EU Organic → JAS) vs. which need to be obtained anew.
Marketing & Promotion	*Trade fair participation (e.g., Foodex Japan, IFFT Tokyo)*	$15,000	Qx 2026	Donor support / company funds	50 leads, 2 contracts	Name specific trade fairs, missions, online platforms you plan to join. Include booth, travel, promo materials.
	Digital marketing (e-commerce platforms, influencer campaigns)	$8,000	Q1–Q3 2026	Company funds	Increase brand awareness; 10% sales growth	Define channels (Rakuten, Amazon Japan, Instagram, TikTok) and specify what kind of content/promotion you will invest in.
Logistics & Operations	*Reefer containers / sea freight*	$20,000	Quarterly	Buyers (partial) + company	On-time delivery, reduced spoilage	Detail your logistics model (direct, hub, 3PL). For food – cold chain; for furniture – flat-pack vs assembled. Add insurance.
	Packaging adaptation & design	$5,000	Q1 2026	Company funds	Compliance + improved consumer appeal	Mention what exactly changes are needed: language translation, new design, sustainable materials, gift packaging.
Administrative & HR	*Export manager training, consultants, translations of contracts*	$6,000	Throughout 2025-2026	Company funds	Improved efficiency; fewer compliance errors	Add training costs, consultancy services, legal translations. Specify who in your team will manage export.

Section 3 Investment

Investment plan	*Do you have sufficient capital to meet your sales goals? Do you have an estimate of how much extra funding you need?*	...
	What are the potential sources of additional funding to cover export costs?	...

Investment Plan Template with Hints

Typoe of Investment	Specific items	Estimated cost (USD/EUR)	Timing (Q1–Q4 / Year)	Funding source	Expected outcome (ROI / KPIs)	Hints for exporter
Capital investments	*New packaging line / cold storage equipment*	$30,000	Q4 2025 – Q2 2026	Bank loan / donor support	Increased production capacity; ability to serve premium segments	Separate capital investments (equipment, storage, technology upgrades) from operational costs. Show how these investments increase capacity or quality.

- *Detailed timeline for milestones and activities required to start exporting*
- *Assign responsibilities to team members*

Category	Task / Activity	Timeline	Person in Charge	Expected Outcome / KPI
		Q4 2025 Q1 2026 Q2 2026 Q3 2026 Q4 2026 Q1-2 2027		
Task block (market, certification, marketing, logistics, finance, team)	*A concrete action (e.g., "Test logistics model"). It should be clear and measurable.*		*The responsible person (specific individual or role in the team). Not "the company in general."*	*What exactly is expected as a result (report, signed agreements, certification, contract). It should be measurable.*
Market & Clients	*Update market research and validate target segments*		*Market Analyst*	*Report with updated demand analysis*
	Engage potential distributors and clients		*Sales Manager*	*At least 3 MoUs signed with potential distributors*
Compliance & Certification	*Develop certification roadmap (existing vs required)*		*QA/Compliance Officer*	*List of certifications with costs and deadlines*
	Adapt product labelling to Japanese/Korean standards		*QA/Compliance Officer*	*Compliant product labels for target markets*
Marketing & Promotion	*Plan annual promo activities and allocate budget*		*Marketing Manager*	*Approved promo plan with budget allocation*
	Participate in Foodex Japan / Anuga / regional fairs		*Marketing Manager*	*Participation confirmed and booth booked*
Operations & Logistics	*Test logistics model (reefer, flat-pack, 3PL options)*		*Logistics Manager*	*Defined logistics model with cost comparison*
	Negotiate insurance coverage and transport agreements		*Logistics Manager*	*Signed insurance and transport contracts*
Financial & Risk Management	*Quarterly pricing review and adjustment*		*Finance Manager*	*Updated pricing sheet per quarter*
	Risk monitoring (currency, supply chain disruptions)		*Risk Officer*	*Risk register updated quarterly*
Team & Capacity	*Train staff on export procedures and documentation*		*HR Manager*	*2 staff trained and certified in export procedures*
	Assign internal export manager		*CEO / Export Lead*	*Dedicated export team in place*

Recommendations for Filling Out the Action Plan

Start with categories	*Use the main blocks:* *- Market & Clients* *- Compliance & Certification* *- Marketing & Promotion* *- Operations & Logistics* *- Financial & Risk Management* *- Team & Capacity* *- This ensures you cover all key areas of export activity.*
Formulate tasks clearly	*Instead of "Improve logistics" → write: "Test reefer container option for frozen berries."* *Tasks should be specific, measurable, and action-oriented.*
Assign concrete responsibility	*Don't leave the "Person in charge" blank. It should be either a specific person or a role (e.g., QA Manager, Sales Director).*
Define KPIs / Expected outcomes	*Instead of "Attend trade fair" → "Participation confirmed, 20 new leads collected."* *Each task should have a tangible result.*
Don't overload the plan	*Better to have 15–20 key tasks with KPIs than 100 minor ones without results.* *Remember: the Action Plan should be a working tool, not just bureaucracy.*

Додаток 9

Матеріали воркшопів для Asia Window

A: Вибір ринку та оцінка потенціалу

B: Ефективна стратегія виходу на ринки Азії

C: Інформація для конкретних секторів
(перероблені фрукти та овочі, кондитерські вироби та меблі)

D: Робочий зошит з планування експорту за секторами

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop # 1
Market Selection and Potential Assessment

October 2, 2025

JICA Consultant Team

Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Training and Workshops Program

All sectors	**#1 Market Selection and Potential Assessment** Provides tools for companies to: - evaluate supporting and hindering factors for entering markets - analyze risks and barriers, incl., e.g., tariffs and non-tariff barriers - confirm demand and consumer niches - make a focused choice of a priority market, for which the export plan will be developed		2 Oct
	#2 Effective Strategy for Entering Asian Markets Practical design of the market entry strategy, addressing models of entry, positioning & marketing, certification, contracting, logistics, financial planning		7 Oct
Sector specific	**Processed Fruits & Vegetables**	Market research (in-depth analysis of markets in the context of the sector) Standards and certification Pricing strategy Operational specifics Drafting the export plan	13 Oct
	Confectionery		15 Oct
	Furniture		17 Oct
Duration: Up to 4 hrs Time: 9:00 – 13:00 Format: online			

#1 Market Selection and Potential Assessment

Program, October 2, 2025

9:05 – 9:25	Module 0. Export Plan – overview
9:25 – 10:00	Module 1. Company readiness & market entry factors • Assessment of internal capacity. • Identification of factors that may support or hinder entry into Asian markets. • Linking company's strengths to specific market opportunities. • Determining where the company is most capable of competing successfully. • Identifying company's competitive advantages for target Asian market. • Export rationale: why Asia matters for your company. Q&A session
10:00 – 11:00	Module 2. Confirming Market Demand & Selecting Priority Markets • Consumer trends and drivers. • Market niches with the highest potential for Ukrainian products. • Competitive environment: products, gaps, and positioning opportunities. • Tools for confirming real demand in target markets. • Cultural factors influencing purchasing decisions. • Customer segmentation. Q&A session
10' coffee break	
11:10 – 13:00	Module 3. Preparing for Export to Asian Countries (Technical Aspects) Q&A session

SPEAKERS OF WORKSHOPS

Module 0. Export Plan – overview

Export Plan structure

Quick Test: What is an Export Plan for You?

Read each statement and mark if you agree, disagree, or are unsure (A/D/N).

1. An export plan should describe the company's current situation and market conditions.
   ☐ Agree ☐ Disagree ☐ Not sure

2. An export plan is mainly about what we want, not about what we already have.
   ☐ Agree ☐ Disagree ☐ Not sure

3. Once written, an export plan should remain unchanged.
   ☐ Agree ☐ Disagree ☐ Not sure

4. An export plan should be tailored to a specific market, segment, or entry model, not written in general terms.
   ☐ Agree ☐ Disagree ☐ Not sure

5. An export plan is more of a living roadmap than a formal document.
   ☐ Agree ☐ Disagree ☐ Not sure

Module 0. Export Plan – overview

Export Plan structure

What an Export Plan really is…

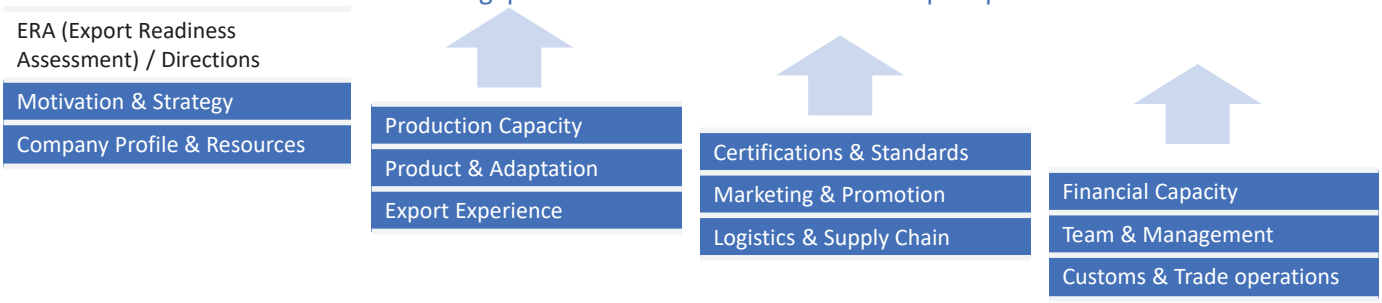
- *The company's current situation and real market conditions.*
- *What we have, what we want, and how we plan to achieve it.*
- *Not static, updated whenever circumstances or market conditions change.*
- *A market-specific strategy – tailored to a chosen country, segment/ niche, and entry model.*

Export Plan = a dynamic action map that shows where we are now, where we want to go, and how to get there for a specific market.

Export Plan structure

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Diagnostic sessions showed the base – what companies have, strengths and gaps. This will be used to build the export plan.



Module 0. Export Plan – overview

Export Plan structure

Tips for Building an Effective Export Plan

- **Make it market- and product-specific** – a plan should reflect today's real situation, not a generic template.
- **Be honest with yourself** – highlight strengths and gaps openly; no need to hide or overstate.
- **Focus on realistic actions and timelines** – align steps with the resources, people, and budget you actually have.
- **Set SMART indicators** – measurable goals keep the plan practical and trackable.
- **Update regularly** – adjust the plan as markets, regulations, or company capacity change.
- **Engage the team** – assign roles and involve staff to build ownership and accountability.
- **Plan for risks** – consider "what if" scenarios and outline backup options.

Module 0. Export Plan – overview

Mentorship sessions

Weekly mentoring sessions	Provide companies with targeted, practical support in preparing their export plans. Focus on: - reviewing the progress made in drafting the plan, - discussing questions or challenges related to specific parts of the plan, - providing guidance and hands-on support in developing individual sections of the plan, - carrying out additional research if needed to address company-specific issues.	1 hr / company, weekly sessions on preparation of the draft plans during October-mid November
	1st mentoring session is intended to make the final decision on the export market, the product, and the market entry mode	
Plan review sessions	1st drafts of export plans	Week of Oct 27
	Final drafts of export plans	Week of Nov 17
Plan implementation and final presentation	Mentoring during plans implementation (tentatively two sessions per company)	Nov 24 – Dec 14
	Final presentation of the progress	Week of Dec 15

Module 0. Export Plan – overview

Readiness vs. Reality – What the 3 Failures Show Us

Module 0. Export Plan – overview



Retail revival in Japan. From zero to hero

CASE 1

Even large companies with vast resources can fail. A good example is ***IKEA in Japan***

Attempt 1: 1974–1986

Attempt 2: from 2006 to the present

Why did IKEA fail to crack Japan the first-time round?

Please share your opinion in the chat

Module 0. Export Plan – overview

Why did IKEA fail to crack Japan the first-time round?

1st attempt (1974–1986) What went wrong (mistakes)	2nd attempt (from 2006) What was done later (corrections)
❌ Mismatch with Japanese homes and lifestyle	✅ Products adjusted to smaller living spaces
❌ Service model not adapted	✅ Delivery & assembly services introduced
❌ Marketing message misaligned	✅ Marketing focused on Scandinavian lifestyle
• Furniture sizes did not fit small Japanese apartments. • "Do-it-yourself" assembly concept clashed with Japanese consumer habits (people expected professional assembly/delivery). • Limited understanding of local lifestyle and housing culture. • Marketing positioned IKEA as "cheap and simple," which was perceived as low quality. • Weak local partnerships and distribution channels.	• Redesigned product lines to fit compact Japanese homes. • Offered home delivery and assembly services to meet expectations. • Adjusted store layouts to show how IKEA furniture fits into Japanese apartments. • Reframed marketing: promoted Scandinavian lifestyle, design, and functionality rather than just low prices. • Built strong logistics and supply chain tailored to Japan. • Partnered with local service providers to support after-sales needs.

DIY -> Do-it-for-me

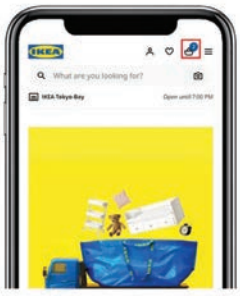
Module 0. Export Plan – overview

Why did IKEA fail to crack Japan the first-time round?

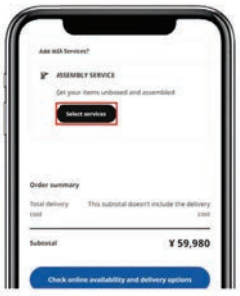
Order assembly service online while purchasing products

The assembly service is available in some areas when purchasing products online.

1. Go to shopping cart



2. Select assembly service



How much does the Furniture Assembly Service cost?

Basic Fee ￥5,500 + Effort-based assembly price *Basic fee ￥5,500 is for the Main Area. *Effort-based assembly price is depend on products.

We have the Furniture Assembly Service and skill-sharing services "ANYTIMES" available for customers who need help.

Furniture Assembly Service
Basic Fee ￥5,500 + Effort-based assembly price
*Basic fee ￥5,500 is for the Main Area.
*Effort-based assembly price is depend on products.

skill-sharing services "ANYTIMES"
￥3,500~ (depend on product and area)

More about our Furniture Assembly Service

Furniture Assembly Service
Basic Fee ￥5,500 (≈ **$37**) + Effort-based assembly price
**Basic fee ￥5,500 is for the Main Area.*
**Effort-based assembly price depends on products.*

Skill-sharing services "ANYTIMES"
￥3,500~ (≈ **$23**) (depending on product and area)

Module 0. Export Plan – overview



"Tasty but unnecessary products" — Skittles, which twice failed to land in Japan

CASE 2

Two Attempts in Japan, Both Fell Flat
Skittles

Attempt 1: 1995

Attempt 2: 2010

Attempt 3: 2024

In your opinion, what went wrong with Skittles' earlier attempts in Japan

Please share your opinion in the chat

Module 0. Export Plan – overview

What went wrong with Skittles' earlier attempts in Japan

1st & 2nd attempts What went wrong (mistakes)	3rd attempt (2024 →) What was done later (corrections)
1st attempt (2000s) ❌ Perceived as *"tasty but unnecessary"* — enjoyable flavor but no clear value for Japanese consumers. ❌ Marketing messages failed to resonate, lacking localization to Japanese culture. ❌ The brand did not stand out in a market crowded with local sweets and other foreign brands.	✅ Revised brand strategy. ✅ Clear positioning: *"Skittles – bold, colorful, with a unique character."* ✅ Localized campaigns reflecting Japanese cultural codes and humor. ✅ Focus on adult consumers seeking something different from ordinary sweets. ✅ Emphasis on brand communication and long-term market presence.
2nd attempt (2010s) ❌ Communication again failed to highlight uniqueness. ❌ The core message of "fun & cynical humor" did not connect with the target adult audience. ❌ No long-term brand strategy was built, leading to suspended sales.	

Module 0. Export Plan – overview



Vietnam dragon fruit exports to Japan impeded by new regulations

CASE 3

Dragon Fruit Blocked at the Border
Yasaka Fruit Processing Co. Ltd.

In mid-January, Yasaka Fruit Processing Co. Ltd. could not ship five containers of red dragon fruit — about 70 tons worth US$190,000 — to Japan.

Why do you think Yasaka Fruit Processing Co. Ltd. was unable to ship its dragon fruit to Japan?

Please share your opinion in the chat

Module 0. Export Plan – overview

Why Yasaka Fruit Processing Co. Ltd. was unable to ship its dragon fruit to Japan?

Main Reason

In January 2023, Japan introduced a new rule: all dragon fruit shipments must carry **planting area codes**. Japan also allows imports of only the **LD1 red dragon fruit variety**, owned by **Hoang Phat Fruit Co. Ltd. and protected by a variety certificate until 2037**. Since most exporters could not prove their fruit was LD1 or lacked area codes, shipments were blocked.

Attempt	Mistakes / Problems	Corrections / Lessons
January 2023 shipment (5 containers, ~70 tons, US$190,000)	❌ Exporters were not prepared for sudden new Japanese requirements (planting area codes). ❌ Documentation and compliance systems were incomplete. ❌ Weak early-warning/ communication channels with regulators and buyers. ❌ Over-reliance on "business as usual" without scenario planning.	✅ Regular monitoring of Japanese import regulations and updates. ✅ Establish a compliance system for farm/planting area codes and variety registration. ✅ Build closer partnerships with Japanese importers and authorities for early alerts. ✅ Include contingency planning in the export strategy (alternative markets, local sales fallback).

Module 0. Export Plan – overview

Key Takeaways from 3 Export Failures







IKEA – *No adaptation / No culture fit*

Skittles – *No cultural codes / No positioning*

Dragon Fruit – *No compliance / No plan B*

Module 1. Company readiness & market entry factors

Company Readiness & Why Asia

- Assessment of internal capacity.
- Identification of factors that may support or hinder entry into Asian markets.
- Linking company's strengths to specific market opportunities.
- Determining where the company is most capable of competing successfully.
- Identifying company's competitive advantages for target Asian market.
- Export rationale: why Asia matters for your company.



What this gives us for export:

- We know **what we can sell**.
- We see **how we can compete**.
- We understand **what helps and what blocks us**.
- We find **our best niche** in the market.
- We can explain **our advantages** for Asia.
- We are clear **why Asia matters** for us.

- Companies will get the **Export Planning Workbook.**
- It has tools, step-by-step instructions, and examples.
- Use it whenever you find it hard to fill in parts of your export plan.

Is it mandatory to use these tools?

No – they can help in cases where you're unsure or when you have assumptions that need to be checked or confirmed.

Module 1. Company readiness & market entry factors

	Tools / Tasks	Export Planning Workbook	Sections of the Export Plan
1	Self-Assessment	*Check resources, capacity, HR, finance, experience.*	1.Company Profile 4.Operational Considerations
2	Identify Internal and External Factors	*Internal & external – what supports or blocks your entry (support/hinder)*	4.Risk Management 3. Strategy basis
3	Link Strengths to Market Needs	*Match "what we have" with "what Asia wants"*	2.Export Rationale 3.Market Research & Strategy
4	Define Competitive Niche	*Select the segment where you can truly win*	3.Market Research & Strategy
5	Export Rationale	*Why Asia? Why now? Why this product?*	2.Export Rationale
6	Competitive Advantages	*Your unique edge in the Asian market*	3.Market Research & Strategy – Competitors. USP
7	Action Plan	*Tasks, timeline, KPIs*	4.Operational Considerations 6.Action Plan
8	Risk Management	*Identify risks (supply, customs, finance) – mitigation strategies*	4.Operational Considerations/ Risk Management

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 1 **Roadmap: From Assessment to Export Plan**

1	Self-Assessment	*Check resources, capacity, HR, finance, experience.*	1.Company Profile 4.Operational Considerations

Self-Assessment
- Motivation & Strategy
- Company Profile & Resources
- Production Capacity
- Product & Adaptation
- Export Experience
- Certifications & Standards
- Marketing & Promotion
- Logistics & Supply Chain
- Financial Capacity
- Team & Management
- Customs & Trade operations

Assess and mark:

✅ Yes / Strong capacity – the company is ready in this area.

⚠️ Partial / Needs improvement – capacity and resources are in place, but there are gaps or risks.

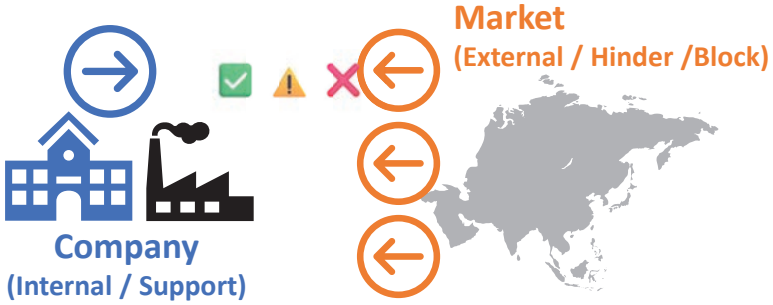
❌ No / Not ready – this area is missing and requires development before export.

Dimension	Questions	Mark
1. Motivation & Strategy	Do we have a clear export goal (target markets, sales volumes, timeline)?	⚠️ (general interest in Asia but no targets yet)
	Is export integrated into our overall company strategy/business plan?	✅
2. Company Profile & Resources	Do we have quality control staff and reliable access to laboratory testing (in-house or outsourced)?	⚠️ (basic QC, external labs for full tests)
	Are our IT/ERP systems sufficient for managing export orders and traceability?	❌ (manual records, Excel)
	…	…

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 2

2	Identify Internal and External Factors	*Internal & external – what supports or blocks your entry (support/hinder)*	4.Risk Management 3. Strategy basis



To build an export plan, you need to look at both:

Internal factors (resources, capacity, team, finance, experience) — they show how ready the company is and can be improved.

External factors (demand, competition, regulations, logistics, risks) — they shape the market but can't be controlled, only considered.

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
Internal (Inside the company)	• … Company strengths ✅ ✅ ✅	• … Company weaknesses ⚠️ / ❌
External (Outside environment)	• … Market drivers/opportunities	• … Market risks/barriers

Module 1. Company readiness & market entry factors

2	Identify Internal and External Factors	➤	*Internal & external – what supports or blocks your entry (support/hinder)*	➤	4.Risk Management 3. Strategy basis

Key external factors to consider for export planning

1. **Cultural and business differences** in consumer habits, language, negotiation style.
2. **Market stability and demand risks** – demand fluctuations, political or economic instability.
3. **Market size and growth** – overall market scale and growth potential.
4. **Trade barriers** – tariffs, certifications, quotas, non-tariff requirements.
5. **Competition level** – number and strength of competitors, their market reputation.
6. **Availability of partners** – presence of distributors, importers, and retail networks.
7. **Political and regulatory factors** – government policies supporting domestic producers, trade agreements, geopolitical risks.
8. **Consumer trends & market drivers** – healthy lifestyle demand, organic food growth, rise of e-commerce, sustainability requirements.
9. **Technological environment** – digitalization of trade, logistics solutions, food processing innovations.
10. **Infrastructure and logistics conditions** – efficiency of ports, cold chain systems, customs procedures, transport costs.

Will look at this in Module 2 & Module 3

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 3

3	Link Strengths to Market Needs	➤	*Match "what we have" with "what Asia wants"*	➤	2.Export Rationale 3.Market Research & Strategy

Matching "what we have" with "what Asia wants"

How we do it:

1. Identify the company's key strengths *(e.g., production quality, certifications, own raw material, export experience).*
2. List market needs *(e.g., organic, long shelf life, sustainable production).*
3. Match them: where they overlap – an export opportunity emerges.
4. Note gaps/risks *(e.g., lack of JAS Organic, weak brand awareness).*

Company Strength (from ✅)	Relevant Market Need (Asia)	Link / How it Creates Value	Gap / Risk
What the company has	*What the market expects/values*	*Where they overlap*	*What gaps or risks remain*
Modern IQF freezing capacity	Japanese buyers require high-quality IQF fruits.	Ability to supply premium frozen berries.	Competing suppliers (Chile, Vietnam) already trusted.
HACCP + ISO 22000, GlobalG.A.P.	Food safety certifications are mandatory for Asia entry.	Meets baseline compliance, builds trust.	No JAS Organic or GFSI-level certifications yet.
…	…	…	…

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 4

4	Define Competitive Niche	➤	*Select the segment where you can truly win*	➤	3.Market Research & Strategy



A niche = focus and competitive advantage

Determine Competitive Niche – 3-step model

What we do:

1. Compare our strengths with competitors.
2. Check market barriers against our readiness.
3. Choose the product-market niche where we can succeed.

What we get:
A clear focus on the most realistic and competitive niche for export.

Step	Element
1. Strengths vs Competitors	Our strengths
	Key competitors
	Comparison
2. Barriers vs Readiness	Main barriers
	Our readiness
3. Select Niche	Attractive niches (short term)
	Future niches (mid-term)
	Not recommended now

Module 1. Company readiness & market entry factors

How is a market segmented, and what are the key niches with added value?



Classification of Dried & Frozen Fruit Markets – *Full version – see in the Export Planning Workbook, Template 4*

Level	Dried Fruits	Frozen Fruits	Niche / Value-Added Segments
By Product Type	Raisins, dates, figs, apricots, apples, pears, bananas, tropical fruits berries	Berries, tropical fruits, apples, cherries, peaches	Exotic fruits, superfruits, blends
By Processing Method	Sun/air dried, oven/ convection dried, freeze-dried (lyophilized), osmotically dried, vacuum/microwave drying	IQF (Individually Quick Frozen), block frozen, purees, sliced/diced, organic vs conventional	Clean label (no sugar, no sulfites), organic-certified
By Product Format	Whole fruits, slices, powders, fruit chips	Whole, sliced, diced, purees, ready-to-use smoothie blends	Portion packs, convenient snack-size
By End Use / Application	Snacks (healthy snacks, kids' products), bakery & confectionery, breakfast cereals, yogurts, HoReCa (desserts, cocktails), B2B ingredients	Retail (frozen packs), HoReCa (restaurants, cafes, bars, smoothie shops), industrial (ice cream, jams, yogurts, bakery)	E-commerce direct-to-consumer, premium cocktail/decor segment
By Distribution Channel	Retail (supermarkets, health food stores), e-commerce, B2B wholesale, private label	Retail chains, food service distributors, e-commerce, industrial supply	Private label growth, subscription boxes
By Consumer Trends / Positioning	Healthy lifestyle, natural, plant-based, functional foods (added protein, superfoods), indulgence (premium dried slices for cocktails)	Convenience, year-round availability, food waste reduction, premium HoReCa	Functional blends, sustainability-focused branding

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 5

5	Export Rationale	*Why Asia? Why now? Why this product?*	2.Export Rationale

This is a tool for clearly defining a market entry strategy:

- **Why diversify?**
- **Why now?**
- **Why this product/ market?**

Question	Guiding Points	Company Answer
Why diversify?	• What is the current dependence on existing buyers/markets? • What risks are we trying to reduce? • What opportunities are we trying to capture?	…
Why now?	• What recent trends/changes make this the right timing? • Internal readiness factors (capacity, certifications, team)?	…
Why this product/market?	• Which product has strongest fit with target market needs? • Why Japan (specific demand, growth, positioning)?	…

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 6

6	Competitive Advantages	*Your unique edge in the Asian market*	3.Market Research & Strategy – Competitors. USP

What we have × What market needs × Where we can win



This diagram shows how a **company's internal resources align with market demand.**

The overlap shows the export opportunity — where company strengths meet market needs and deliver a competitive edge.

Module 1. Company readiness & market entry factors

Circle	Content	Example for Japanese market
What we have	Internal strengths/ resources	• IQF freezing line • GlobalG.A.P., HACCP, ISO 22000 • Own plantations + farmer network • EU export track record • Pilot freeze-dryer
What market needs	External demand factors	• High food safety & traceability • Small retail packs with Japanese-style labeling • Healthy snacks, freeze-dried powders • Private label supply • Premium but cost-competitive
Where we can win	Competitive positioning (overlap)	• Private label frozen berries for importers • Niche premium freeze-dried snacks/ powders • "Superfood from Ukraine" story • Mid-priced alternative to Chile/USA suppliers

Opportunity Zone:

- Private label frozen berries (bulk – re-packed in Japan)
- Freeze-dried berries/powders (premium, health-food niche)

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 7

7	Action Plan	*Tasks, timeline, KPIs*	4.Operational Considerations 6.Action Plan

Purpose: Turn the diagnostics and niche selection into concrete actions with timelines and responsibilities.

Task / Action	Responsible	Timeline	Resources Needed	KPI / Output
Obtain JAS Organic certification	Quality manager	12 months	Certification body, budget for audits	JAS certificate received
Adapt packaging for Japanese retail (small packs, Japanese language)	Marketing team + packaging supplier	6 months	Design agency, packaging supplier	New retail packaging tested
Build logistics partnership for Asia (reefer sea freight + air freight samples)	Export manager	3 months	Logistics providers	Agreement signed
Launch pilot shipment of bulk frozen berries	Export manager	6 months	Working capital	First order delivered
Develop freeze-dried snack prototype for Japanese buyers	R&D + production	9 months	Freeze-dryer, lab tests	Product samples presented to buyers/trade fair visitors.

Module 1. Company readiness & market entry factors

Export Planning Workbook, Template 8

8	Risk Management	*Identify risks (supply, customs, finance) – mitigation strategies*	4.Operational Considerations/ Risk Management

Example (Full version – see in the Export Planning Workbook, Template 8)

Risk Area	Specific Risk	Mitigation Strategy
Supply Chain	Raw material shortage (bad harvest, war-related disruption)	Diversify suppliers, contracts with multiple farmers, cold storage buffer
Certification		
Logistics	High sea freight cost / transit delays	Negotiate long-term contracts, test mixed loads, consider air freight for samples
Finance	Cash flow gap (3–6 months payment terms in Japan)	Export financing, factoring, advance payment negotiation
Market		
HR	Lack of Japanese language skills	Hire interpreter/consultant, train export manager
Regulatory		

Will look at this in Module 8 Day 2

Module 1. Company readiness & market entry factors

Summary

Why we use the tools

- **Inside check** – what the company can deliver.
- **Outside check** – what the market allows or blocks.
- **Balance both** – strong inside is not enough if outside is tough.
- **Use tools** – checklists and tables show it clearly.
- **Result** – clear picture before market choice.

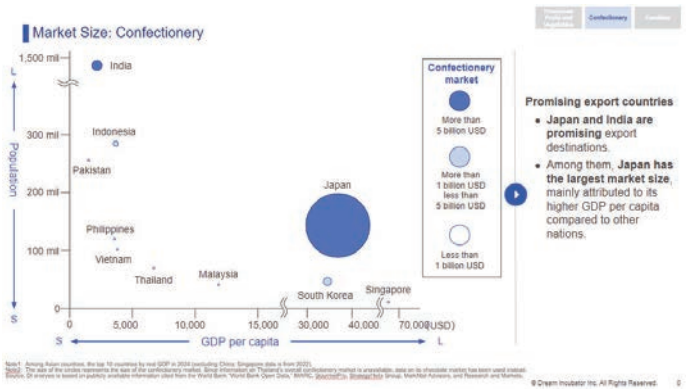
Q&As?

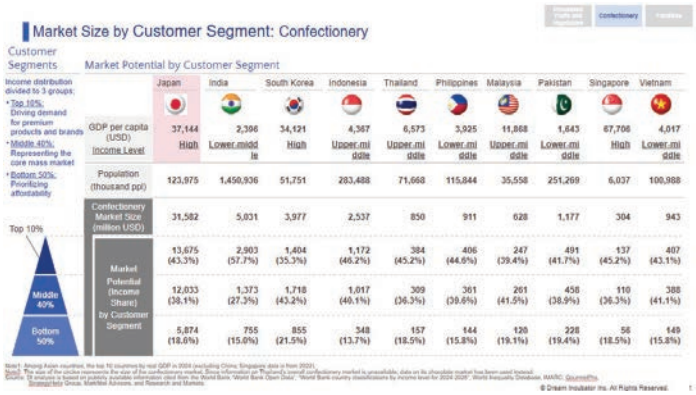
Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Tools for confirming real demand in target markets.

Export plan section: Market Research and Strategy, **subsection** - Target export market

THE MARKET ANALYSIS THAT YOU HAVE ALREADY BEEN PROVIDED WITH.





Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Tools for confirming real demand in target markets.

Export plan section: Market Research and Strategy, **subsection** - Target export market

TOOL 1: ITC MARKET ANALYSIS - IDENTIFY MARKET SIZE AND IMPORT TRENDS.

1. Trade map - official trade statistics
2. Market access map - import duties, trade regulations
3. Export potential map - a tool to identify export potential based on trade data and import duties



Nuances and Hints:

- Check two-sided data - import and export
- For import duties, compare with other countries. Search for trade agreements between countries
- ITC provides info based on 6-digit HS code

Source: https://marketanalysis.intracen.org/en

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Tools for confirming real demand in target markets.

Export plan section: Market Research and Strategy, subsection - Target export market

LIST OF IMPORTERS OF FROZEN STRAWBERRIES (HS CODE 081110)

HS8	Importers	Imported value in 2020	Imported value in 2021	Imported value in 2022	Imported value in 2023	Imported value in 2024
	World	1,267,738	1,432,523	1,452,904	1,340,827	1,429,626
⊞	United States of America	314,764	402,203	395,586	324,605	340,280
⊞	Germany	162,683	151,987	147,037	117,857	124,454
⊞	France	98,019	100,942	100,608	107,247	110,648
⊞	Canada	70,809	80,392	78,233	70,949	74,051
⊞	Japan	72,228	78,604	80,757	67,705	70,351
⊞	Netherlands	72,131	73,235	71,675	65,922	62,854
⊞	Belgium	52,713	51,525	48,659	54,370	57,496
⊞	China	37,642	62,582	65,841	63,880	54,675
⊞	Poland	36,311	43,647	59,980	47,204	53,026
⊞	Russian Federation	23,460	31,296	30,145	30,419	35,287
⊞	United Kingdom	46,574	40,903	36,215	27,690	30,413
⊞	Brazil	6,839	6,097	5,500	15,700	29,812
⊞	Korea, Republic of	14,163	17,993	24,229	23,686	28,080
⊞	Spain	25,506	21,805	27,540	24,013	26,567
⊞	Austria	21,381	23,161	23,312	21,077	23,627
⊞	Italy	22,014	22,526	21,988	25,461	23,043
⊞	Serbia	9,401	13,428	12,213	14,147	20,083
⊞	Sweden	19,009	20,042	17,351	18,311	17,703
⊞	Saudi Arabia	13,999	12,076	18,639	14,025	16,629
⊞	Thailand	8,635	11,742	14,628	13,961	15,879
⊞	Czech Republic	9,193	12,263	13,530	13,466	15,487
⊞	Guatemala	345	1,992	1,688	19,336	15,306
⊞	Denmark	19,208	21,042	14,635	16,696	13,243
⊞	Australia	10,237	12,277	12,435	11,227	13,202

Активація Windows
Перейдіть до розділу "Настройки", щоб активувати Windows.

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Tools for confirming real demand in target markets.

Export plan section: Market Research and Strategy, subsection - Target export market

LIST OF IMPORTERS FROM UKRAINE (HS CODE 940360, OTHER WOODEN FURNITURE)

Finland	884	995	746	766	767
Estonia	1,175	1,442	1,169	939	740
Israel	980	1,419	1,151	799	701
Belgium	410	746	276	133	694
Greece	426	862	572	497	645
Canada	197	221	140	319	464
Albania	281	570	545	643	443
Ireland	16	138	175	181	389
Cyprus	14	342	110	279	260
Armenia	177	142	198	148	196
Portugal	336	479	345	189	172
Bosnia and Herzegovina	118	140	96	50	164
Australia	80	40	90	91	141
Norway	52	24	23	63	137
United Arab Emirates	61	122	56	129	108
Serbia	12	44	130	110	102
Panama	0	51			96
Türkiye	2	0	56	70	80
Mongolia	478	733			65
Macedonia, North	0				55
Azerbaijan	304	327	23	50	52
Malta	44	81	56	59	45
Japan	5	29			40
Saudi Arabia	70	301	150	38	33
Seychelles	0			60	30

Активація Windows
Перейдіть до розділу "Настройки", щоб активувати Windows.

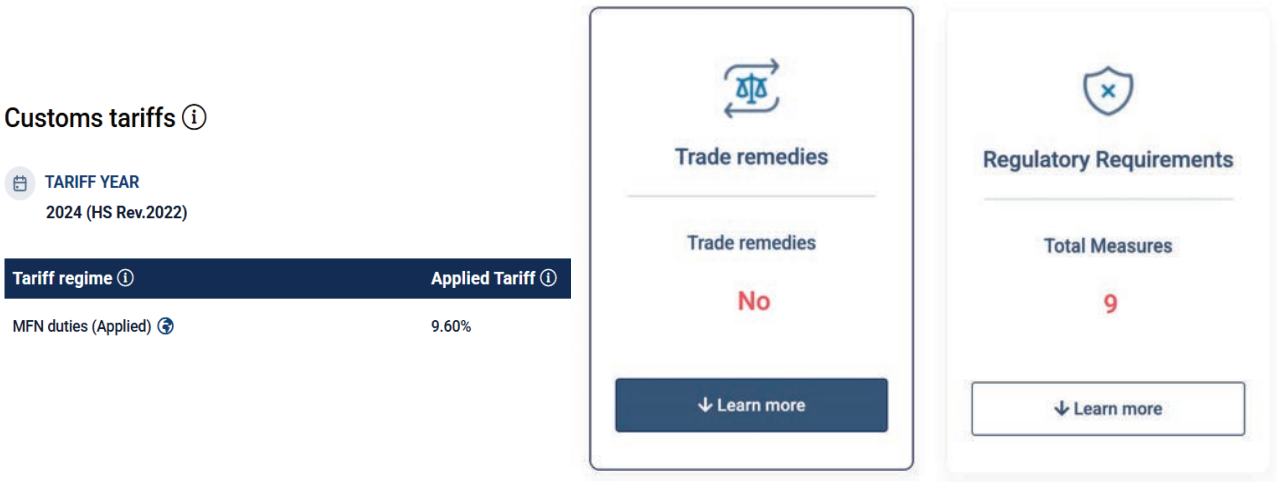
Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Tools for confirming real demand in target markets.

Export plan section: Market Research and Strategy, **subsection** - Target export market

TOOL 2: ITC MARKET ACCESS MAP

example of frozen strawberry export from Ukraine to Japan, HS code 081110



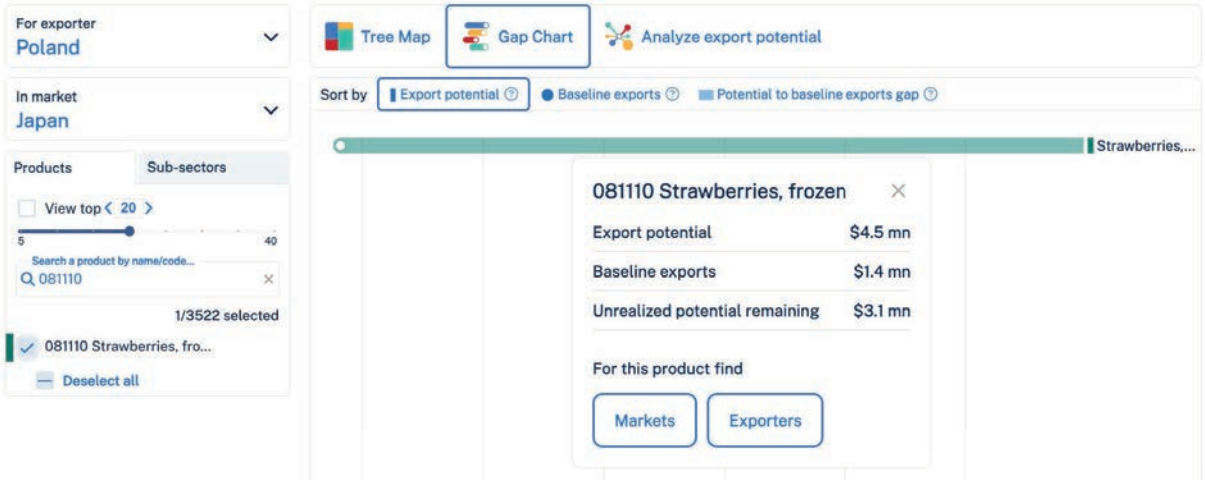
Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Tools for confirming real demand in target markets.

Export plan section: Market Research and Strategy, **subsection** - Target export market

TOOL 3: ITC EXPORT POTENTIAL MAP

Example of frozen berry, HS code 081110



Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Tools for confirming real demand in target markets.

Export plan section: Market Research and Strategy, **subsection** - Target export market

TOOL 4: TRADE DATA ANALYSIS

- Provide data on actual shipments: product, exporter, importer, price, volume
- Paid. Free trial usage

https://www.volza.com/

https://www.importgenius.com/

https://en.abrams.wiki/

TOOL 5: COMMERCIAL ANALYTICS

- trends, consumer preferences, trade agreements and barriers

https://www.imarcgroup.com/

https://www.euromonitor.com/

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Consumer trends and drivers

Export plan section: Market Research and Strategy, **subsection** - Target export market; Consumer trends and drivers (health, sustainability, design, lifestyle).

TOOL 6: ANALYTICS, PROVIDED BY GOVERNMENT AND NON-GOVERNMENT INSTITUTIONS. FREE-OF-CHARGE

https://www.jetro.go.jp/en/

https://www.eu-japan.eu/

https://www.usdajapan.org/

https://publications.gc.ca/collections/collection_2011/agr/A72-103-2011-eng.pdf

https://www.austrade.gov.au/

https://www.s-ge.com/en/export/country/japan

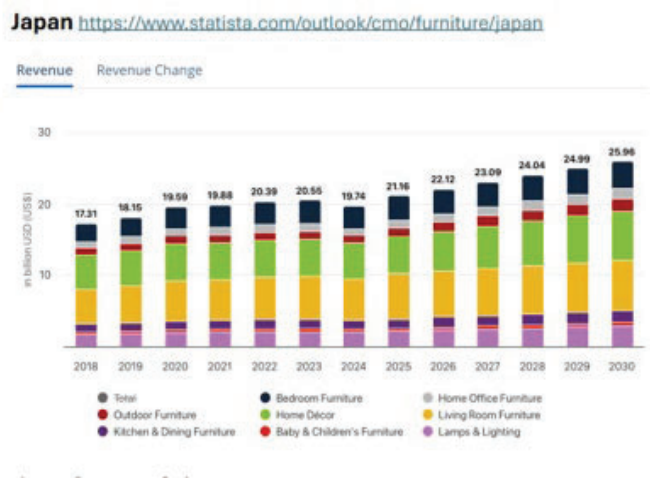
Module 2. Confirming Market Demand & Selecting Priority Markets

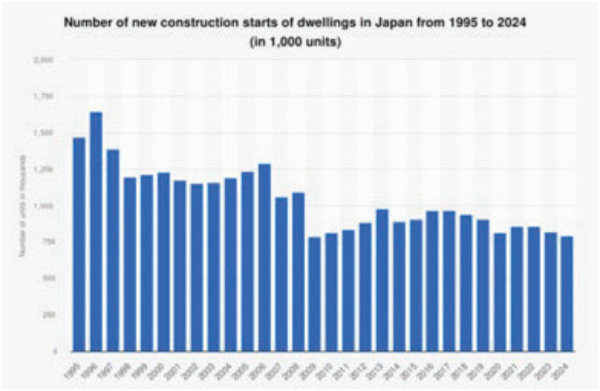
Subject: Consumer trends and drivers

Export plan section: Market Research and Strategy, subsection - Target export market

TOOL 7: STATISTA. DEEP ANALYSIS OF THE INTERNAL MARKET CONSUMPTION, TRENDS AND DRIVERS

statista



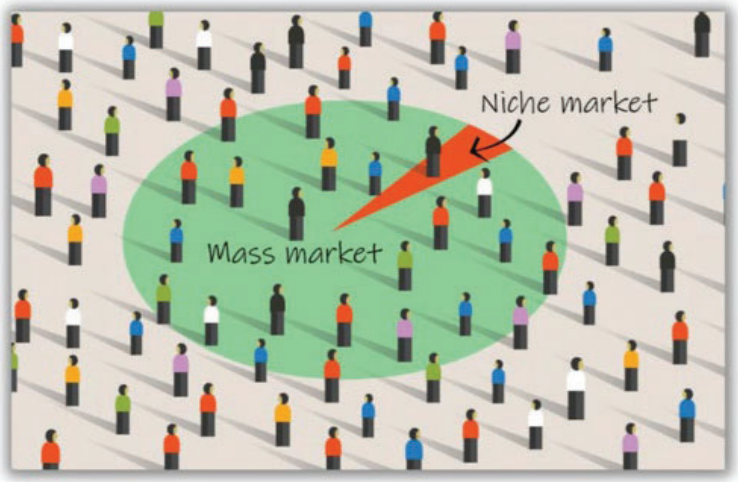


Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Understanding potential of market niches

Export plan section: Market Research and Strategy, subsection - Target export market

AT THIS POINT, YOU ALREADY HAVE AN UNDERSTANDING OF YOUR NICHE. LETS VERIFY IT.



Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Understanding potential of market niches

Export plan section: Market Research and Strategy, **subsection** - Target export market

AT THIS POINT, YOU ALREADY HAVE AN UNDERSTANDING OF YOUR NICHE. LETS VERIFY IT.

- Some producers need to find the niche while others are mass-market by default.
- Create a few hypotheses of your target niches. Dig deeper and verify them.
- The more you narrow-down your niche - the higher risk of failure. Find a balance.

1. Price: premium vs. low-cost.
2. Values: organic, eco-friendly, fair-trade.
3. Demographics: age, gender, family status.
4. B2B Segments: wholesalers, restaurants, retailers.
5. Seasonality: festivals, holidays, seasonal flavors.
6. Lifestyle: fitness, wellness, convenience.
7. Packaging: portion size, eco-pack, luxury design.

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Understanding potential of market niches

Export plan section: Market Research and Strategy, **subsection** - Target export market

NICHE RESEARCH MATRIX – BASED ON ”COCKTAIL GARNISHES FOR HORECA” NICHE

Factor	Research Questions	Possible Sources
Market Size & Growth	What is the market volume in HoReCa? What are growth rates (CAGR)? How seasonal is demand?	ITC TradeMap, Eurostat, UN Comtrade, Statista, industry reports, local HoReCa associations
Consumer & End-User Preferences	Which fruits are most in demand for cocktails? What quality parameters matter (appearance, aroma, shelf life)? Are buyers willing to pay premium?	Surveys with bartenders/mixologists, trade magazines, cocktail trend reports, HoReCa interviews
Distribution Channels	Through which channels do bars/restaurants source dried fruit? Which wholesalers, e-commerce platforms, specialized suppliers dominate?	HoReCa distributors, Amazon Business, catalogs, specialized online shops, trade shows
Regulation & Certification	What food safety and labeling standards are required? Are organic/fair-trade certifications valued? Are there import restrictions?	EU/Japan/US food regulations (HACCP, ISO 22000, BRC, IFS), Organic (EU/JAS/USDA), customs regulations, market entry guides
Competition	Who are the key competitors? What products and price ranges do they offer? What is their differentiation (premium packs, mixes)?	Competitor websites, Amazon/e-commerce listings, HoReCa supplier catalogs, industry directories, trade show exhibitor lists
Trends & Innovations	What trends influence demand (Instagrammable drinks, eco/zero waste, ready-to-drink cocktails)? What packaging innovations are emerging?	Trend reports (Mintel, Euromonitor, Innova Market Insights), HoReCa concept stores, foodservice blogs, social media insights

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Customer segmentation / end consumer

Export plan section: Market Research and Strategy, subsection - Segment your customers

DEFINING YOUR END CONSUMER – HARD (OBJECTIVE) FACTORS

Factor	What to Study	Examples
Demographics	Age, gender, income, family composition	Young professionals (health snacks), seniors (natural, safe products)
Lifestyle & psychographics	Consumer motivations and identity-based choices	Health-conscious, premium-seekers, convenience-driven buyers
Buying purpose / occasions	Reasons for purchase	Everyday snacking, gifting, holiday/seasonal occasions, impulse buys
Channels & touchpoints	Where and how purchases happen	Supermarkets, department stores, specialty shops, e-commerce, subscription boxes
Price sensitivity & willingness to pay	How different customer groups respond to price	Budget vs mass-market vs premium buyers

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Cultural factors influencing purchasing decisions of the end consumer

Export plan section: Market Research and Strategy, subsection - Unique selling points

DEFINING YOUR END CONSUMER – SOFT (CULTURAL) FACTORS

- **Values & traditions:** how cultural habits (seasonality, gifting, consumption rituals) shape choices.
- **Aesthetics & presentation:** importance of appearance, design, emotional appeal.
- **Quality perception:** whether buyers prioritize quality/safety over price.
- **Taste & dietary habits:** flavor preferences, textures, popular product formats.
- **Packaging expectations:** portion size, individual packs, convenience.
- **Sustainability & ethics:** relevance of eco-friendliness, sourcing, supply chain transparency.
- **Social/peer influence:** role of trends, reviews, and “instagrammable” effects.

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Cultural factors influencing purchasing decisions of the end consumer

Export plan section: Market Research and Strategy, **subsection** - Unique selling points

DEFINING YOUR END CONSUMER – SOFT (CULTURAL) FACTORS

Factor	Japan	Vietnam	South Korea
Values & traditions	Strong seasonality (e.g., sakura spring foods), gift-giving culture, premium packaging for omiyage	Strong gifting during Tet, fruit as symbolic in holidays, family-centered consumption	Holidays like Chuseok drive bulk buying/gifting; trendy seasonal items
Aesthetics & presentation	High importance on refined, minimal, beautiful packaging	Bright, festive designs appeal; practical over luxury except for gifts	Stylish, modern design; "cool" factor matters for younger buyers
Quality perception	Prioritizes safety, origin, craftsmanship; willing to pay premium	Value-conscious but quality matters in gifts/health foods	Strong trust in branded, high-quality goods; premium perception key

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Cultural factors influencing purchasing decisions of the end consumer

Export plan section: Market Research and Strategy, **subsection** - Unique selling points

DEFINING YOUR END CONSUMER – SOFT (CULTURAL) FACTORS

Factor	Japan	Vietnam	South Korea
Taste & dietary habits	Preference for subtle flavors, clean textures, traditional seasonal items	Strong taste for tropical, bold flavors; growing interest in functional foods	Bold, spicy flavors common; openness to fusion and new formats
Social/peer influence	Trends driven by media & tradition; Instagrammable products matter in youth markets	Peer and community influence strong; online reviews rising	Social media & K-pop culture drive trends; "Instagrammable" is key
Sustainability & ethics	Growing interest in eco-friendly packaging, especially among youth	Still emerging but rising among urban consumers	High awareness of eco/ethical sourcing, especially in premium markets
Packaging expectations	Small portions, single-serve packs, easy portability	Practical sizes, family packs, value-driven formats	Mix of single-serve (youth/urban) and bulk (families); high convenience

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Cultural factors influencing purchasing decisions of the end consumer

Export plan section: Market Research and Strategy, **subsection** - Unique selling points

DEFINING YOUR END CONSUMER – PACKAGING, FAMILY VALUES IN JAPAN



VS











Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Customer segmentation / importer

Export plan section: Market Research and Strategy, **subsection** - Segment your customers

BUYER PERSONA. DRAW & AGREE INTERNALLY ON YOUR CUSTOMER PORTRAIT

1. **Research & Gather Data**
   Use interviews, surveys, analytics, sales/CRM records, customer feedback.
2. **Segment into 2–4 Personas**
   Focus on the most strategically relevant ones.
3. **Create Persona Profiles**
   Give each persona a name, back-story, and fill out the sections above.
4. **Validate & Refine**
   Share drafts with your team (sales, support) and test against real customer behavior.
5. **Apply Across Teams**
   Use personas to shape messaging, channels, product features, sales scripts.
6. **Update Regularly**
   Personas should evolve as your market and customers change.



Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Customer segmentation.

Export plan section: Market Research and Strategy, subsection - Segment your customers

BUYER PERSONA: "SATO KEITA"



Role / Title: Procurement Manager at a mid-sized Japanese furniture importer

Company Type: Focuses on supplying to boutique stores, interior designers

Goals:

- Offer unique, "natural wood / sustainable" products to stand out
- Keep lead times reliable
- Control total cost including shipping, tariffs, customs

Challenges / Pains:

- Uncertainty about overseas supplier reliability
- Fear of mismatch in design / cultural tastes
- High cost or delays in logistics / import formalities
- Communication / language issues

Decision Influence:

- He evaluates samples, speaks with design team, discusses with logistics manager, then signs off.

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Customer segmentation.

Export plan section: Market Research and Strategy, subsection - Segment your customers

BUYER PERSONA: "SATO KEITA" (cont.)



Information / Media Habits:

- Attends Japan-based furniture & interior trade fairs
- Reads Japanese trade publications (furniture / architecture magazines)
- Participates in industry associations in Tokyo / Osaka
- Searches on B2B platforms, uses LinkedIn / trade directories

What will make him say "yes":

- "Your wood is certified; your design aligns with Japanese minimalism; you guarantee delivery; you provide after-sales support."

What he fears:

- "I won't be able to get spare parts or replacements; the product won't look as in the sample; delays will force me to refund clients."

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Customer segmentation.

Export plan section: Market Research and Strategy, **subsection** - Segment your customers

BUYER PERSONA. HOW TO USE IT

Area	How to Use Buyer Persona "Sato Keita"	Example / Concrete Action
1. Product Adjustment	Use the persona's goals, pains, and tastes to guide product design or features	- Favor sustainable-certified wood (persona cares about quality & eco) - Offer modular or space-efficient versions (he works in market where space is valued) - Provide options for spare parts / repairability - Adapt finishes (lighter wood, matte, minimal adornment) that align with Japanese taste
2. Communication with Importers	Tailor your messaging to what matters to him (reliability, trust, clarity)	- Use formal yet polite language - Emphasize delivery performance, quality control, after-sales support - Share case studies of satisfied clients in other market (with visuals) - Include precise specs, certifications, photos from multiple angles
3. Exhibition Participation	Design your exhibit to resonate with what Keita values and where he's likely to be	- Choose Japanese trade fairs where importers / designers visit - Booth aesthetic: clean, calm, natural materials - Highlight product lines tuned for Japanese homes - Prepare brochures, sample swatches, tech sheets in Japanese - Have staff who can speak Japanese or have interpreters

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Customer segmentation.

Export plan section: Market Research and Strategy, **subsection** - Segment your customers

BUYER PERSONA. HOW TO USE IT (cont.)

Area	How to Use Buyer Persona "Sato Keita"	Example / Concrete Action
4. Meetings	Use your persona's decision process, style, and preferences to guide your meeting preparation	- Arrive early, be very punctual - Bring physical samples, finishes, and a portfolio of previous work - Show that you understand Japanese market constraints - Ask him about his current challenges and preferences before pushing your agenda - Use trust-building steps (show factory quality, certifications, references)
5. Contract Negotiations	Frame your offers, concessions, and terms in line with his risk tolerance, decision style, and what matters most	- Offer incremental guarantees (quality warranty, delivery guarantees) - Be open to longer negotiation time; don't push too hard - Show you're willing to partner (offer trials or smaller initial orders) - Prepare fallback options (payment terms, restocking rights, quality recourse) - Document clearly everything (specs, schedules, penalty clauses) to reduce ambiguity

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

IDENTIFYING MARKET GAPS AND POSITIONING OPPORTUNITIES

On example of Cocktail garnishes for Horeca

Products on the Market	Market Gaps	Positioning Opportunities
- Fruits: citrus, berries, tropical - Formats: whole, slices, powders, mixes - Quality: freeze-dried, clean label, organic - Packaging: HoReCa bulk vs retail - Price: mass vs premium décor	- Missing fruits: freeze-dried berries, exotic - Missing formats: garnish kits, single-serve - Service: supply reliability for HoReCa - Eco: few organic/eco packs - Price: gap between mass & premium	- Premium: décor, “wow effect” - Sustainable: freeze-dried, less waste - Convenient: mix packs for bars - Channels: e-commerce, direct HoReCa - Storytelling: origin, sustainability, artisan

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

TOOL 1: ENGAGING A LOCAL TRADE MARKETING EXPERT





Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

TOOL 1: ENGAGING A LOCAL TRADE MARKETING EXPERT

1. Deep Understanding of Consumer Preferences	The expert explains which flavors, textures, aromas, and packaging formats attract Japanese consumers. For example, they value aesthetics, light not-too-sweet tastes, and seasonal limited editions - all influencing product development.
2. Brand Positioning Adaptation	Advice on presenting the product in Japan: name, messaging, packaging design, slogans.
3. Retail Entry Recommendations	Which retail chains are best for launch (premium, mass-market, specialized)? What volumes, packaging, and labeling are expected.
4. Competitive Environment Assessment	Analysis of current market players: prices, positioning, unique traits. Supports finding a competitive niche for your products.
5. Faster and More Effective Adaptation	Instead of trial and error - a clear strategy saves time and money. Reduces risk of losing investment due to local market missteps.

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

TOOL 2: RETAIL SCAN. PROCESS

1. Alignment on focus product categories
2. Agreement on types of retail outlets and chains to be analyzed
3. Search for contractors to conduct the analysis
4. Product photos: back and front views, high quality, with price tag visible in the photo
5. Compilation of information in tabular form and provision of basic analytics





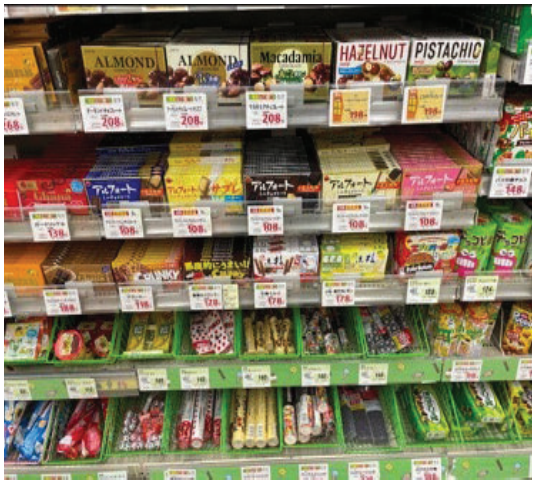


Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

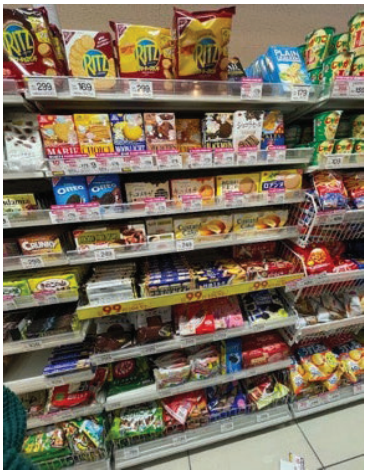
Export plan section: Market Research and Strategy, **subsection** - Competitor analysis

RETAIL SCAN - SAMPLE PHOTOS









Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, **subsection** - Competitor analysis

RETAIL SCAN REPORT, FRAGMENT

№№	Назва роздрібної мережі	Категорія продукта				Brand name	Product name (sub-brand, flavor, taste)	Компанія - Виробник	Країна походження	Пакування		Ціна пакунку, Йєн (враховуючи sales tax)	Фото фронтальної панелі - Посилання	Фото зворотної панелі - Посилання	Коментарі
		1. Шоколадні цукерки	2. Плитковий шоколад	3. Солодкі снеки \ екструдери	4. Печиво					чиста вага / Net weight, grams	Тип (картон, пластик, інше)				
1	LIFE	x				Lindor	Irresistibly smooth milk	Lindt	Switzerland	60	пластик	591			
2	LIFE	x				Kisses	milk chocolate with almonds	Hershey	Malaysia	150	пластик	557			
3	LIFE	x				Merci Petits	chocolate collections	Storck	Germany	125	пластик	670			
4	LIFE	x				Trefin	chocolate and toffee Casual Mix	Trefin	Belgium	165	пластик	1023			
5	LIFE	x				Premium Ghana	biscuit truffle	Lotte	Japan	49	пластик	335			
6	LIFE		x			Lindt chocolate	Excellence 85% cocoa Rich dark	Lindt	France	100	картон	722			
7	LIFE		x			Milka	Happy cows	Milka	Germany	100	пластик	483			
8	LIFE		x			Ghana	milk chocolate	Lotte	Japan	50	картон	106			

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

DATA TO BE INCLUDED IN THE RETAIL SCAN REPORT

- Name of the retail outlet
- Product category label
- Brand and product name
- Manufacturing company
- Country of origin
- Net weight
- Type of packaging: cardboard, polyethylene, glass, etc.
- Unit price in yen, including sales tax
- Link to front and back photo

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

RETAIL PRICE CALCULATION: example of TURFALINE 175 GR.

CIF Tokyo price, $*	**1,86**
Import duty, %*	**25%**
Price including import duty, $	2,325
Consumption tax, %	10%
Price including consumption tax, $	2,56
Calculated wholesale margin (importer + distributor), %	**10%**
Importer's price, $	2,81
Calculated retailers margin, %	**15%**
Retail price, $	**3,24**
JPY/USD rate	151
Calculated retail price, YEN	**489**

*Parameters provided for illustrative purposes

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

PRODUCT BENCHMARKING: example of TURFALINE 175 GR.

Focus product	Photo	Benchmark-products	Net weight	Photo	Retail price
TURFALINE 175 g		1. Lindor 2. Praline assortie	1. 60 gr. 2. 500 gr.	 	1. 591 jpy 2. 1620 jpy

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

EXAMPLE OF CONCLUSIONS FROM THE AUDIT RESULTS
EXAMPLE OF CHOCOLATE BARS

- Imported products mainly come from Western European countries; Japanese brands include Meiji and Lotte.
- However, imported products usually come in larger packaging - 100 g.
- Japanese products, in terms of composition and packaging, are similar to imported ones and noticeably cheaper.
- Key competitors are Lindt milk chocolate 55% cocoa and Brazilian 42% Mamba

Module 2. Confirming Market Demand & Selecting Priority Markets

Subject: Competitive environment: existing products, gaps, and positioning opportunities.

Export plan section: Market Research and Strategy, subsection - Competitor analysis

EXAMPLE OF POST-RETAIL SCAN DIALOGUE BETWEEN ANALYST AND EXPORT MANAGER

Marketing Specialist:
"Our expected retail price for TURFALINE is 489 JPY, which breaks down to about 280 JPY per 100 grams."



Marketing Specialist :
"Well, Lindor Trufalie is currently sold at 591 JPY, or 985 JPY per 100 grams. That makes our product considerably cheaper"

Marketing Specialist :
"Yes. Praline Assortie from Belgium sells for 324 JPY per 100 grams, which is lower than us. But it only comes in a **500-gram pack**, so they're competing more in the bulk-purchase space."

Export Manager:
"Okay, and how does that compare with the competition?"

Export Manager:
"Interesting. So we're below Lindor in price. Are there any other notable competitors?"

Export Manager:
"So, to summarize:

- We're more affordable than Lindor on a per-gram basis.
- We're slightly more expensive than Belgian Pralines, but our smaller pack size makes us more accessible for casual buyers. That positions us as premium yet an attainable proposition."

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop # 1
Market Selection and Potential Assessment
Module 3

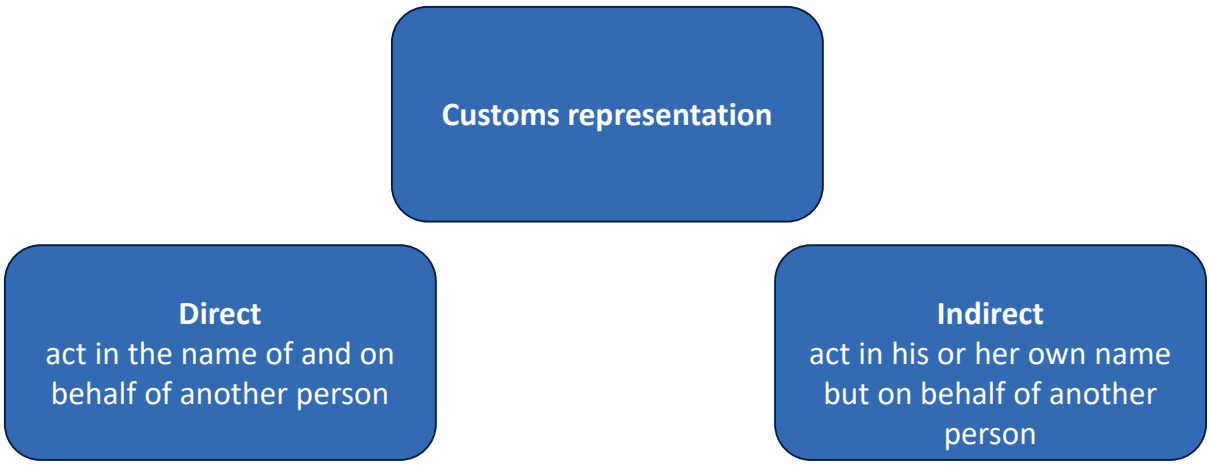
October 2, 2025

JICA Consultant Team
Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Table of Contents

1. Customs registration, choosing customs representative (direct vs indirect).
2. Tools for analyzing tariffs, non-tariff barriers. Understanding tariff and non-tariff regulations for different countries; Procedures for obtaining necessary permissions.
3. Rules for determination for the origin for exported goods from Ukrainian perspective: current agreements; check on sanctions.
4. Preparing essential commercial & customs documents.
5. HS classification codes.
6. Practical recommendations on logistics and insurance.
7. Intellectual property protection: key considerations.

1. Customs registration, choosing type of customs representative (direct vs indirect)



1. Customs registration, choosing type of customs representative (direct vs indirect)

Responsibilities

Representative	Company
Provide preliminary consultation	Provide genuine, accurate documents
Prepare documentation & declaration	Timely payment of customs duties & broker's fee*
Attend customs inspection (usually extra fee)	Provide complete information about goods
Clearly indicate type of customs representation	

A customs brokerage agency will usually provide you with an agreement, so it's in your best interest to review all its terms before signing. Make sure that risks are allocated appropriately to avoid any penalties that may arise from customs procedures.

**Payment according to brokerage agreement, payment per declaration*

1. Customs registration, choosing customs representative (direct vs indirect)

It's important to know what both financial and non-financial risks may arise due to unqualified services provided by your representative.

Category	Details
Representative's obligation	- Declare goods in accordance with the law - Ensure accuracy of documents - Maintain confidentiality
Financial Risks	- **Art. 483 CCU* Moving goods across the customs border of Ukraine with dissimulation from customs control**→ Fine **200%** of goods value + confiscation
Non-Financial risks	- Supply chain disruption - Loss of reputation & partner trust
Operational Risks	- Incorrect commodity classification - Incorrect determination of customs valuation - Failure to inform about legislative changes

**Customs Code of Ukraine*

1. Customs registration, choosing type of customs representative (direct vs indirect)

Regular auditing of import/export operations is essential to avoid fines and notices from the customs authority.

If errors are detected, the company has the right to amend the customs declaration.

The audit can be conducted by:

- an external company, or
- an internally appointed responsible person, especially when there is a high volume of foreign trade operations.

=

Equally important is how the company interacts with its customs broker.

Providing complete and accurate shipping documents protecting the company from potential regulatory sanctions.

2. Tools for analyzing tariffs, non-tariff barriers

WORLD TRADE ORGANIZATION

WTO Tariff & Trade Data
Integrated Database and Consolidated Tariff Schedules

https://ttd.wto.org/en

International Trade Centre

NON-TARIFF MEASURES SELF ASSESSMENT TOOL
BETA

https://www.intracen.org/our-work/topics/business-environment/non-tariff-measures

WITS
World Integrated Trade Solution

https://wits.worldbank.org/

Державна митна служба України
Єдиний державний інформаційний веб-портал
«Єдине вікно для міжнародної торгівлі»

https://cabinet.customs.gov.ua/

World Customs Organization
Organisation mondiale des douanes

• Harmonized System • Origin • Valuation • Pricing

https://www.wcotradetools.org/en

2. Understanding tariff and non-tariff regulations for different countries

Tariff measures

- are customs duties applied to imported goods based on their classification under the Harmonized System (HS), serving as a tool for revenue collection, trade regulation, and policy enforcement.*

* WCO

Non-tariff measures

- are policy measures, other than ordinary customs tariffs, that can potentially have an economic effect on international trade in goods – changing quantities traded, or prices, or both*

*UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT

2. Understanding tariff and non-tariff regulations for different countries

Where to Find?

Statistical code		Description	Tariff rate					Law
H.S.code			General	Temporary	WTO	GSP	LDC	
		stipulated by a Cabinet Order						
		2 Other	18 yen/kg					
	010	- For feeding purposes Note: The imports under this item are to be used as materials for fodder and feed under the supervision of the Customs			Free		Free	FD
	090	- Other			15.30 yen/kg		Free	FD
17.04		Sugar confectionery (including white chocolate), not containing cocoa						
1704.10	000	Chewing gum, whether or not sugar-coated	30%		24%		Free	FD
1704.90		Other						
	100	1 Liquorice extract, not put up as confectionery	Free		(Free)			FD
		2 Other	35%		25%		Free	
	210	- Candies						FD
	220	- Caramels						FD
	230	- White chocolate						FD
	290	- Other						FD

Resource: Japan's Tariff Schedule as of April 1, 2025

2. Understanding tariff and non-tariff regulations for different countries

Non-tariff measures are divided into 2 groups:

Category	Code	Measure Description
Technical Measures	A	Sanitary and phytosanitary (SPS)
	B	Technical barriers to trade (TBT)
	C	Pre-shipment inspection and other formalities
	D	Contingent trade-protective measures
Non-Technical Measures	E	Non-automatic licensing, quotas, prohibitions and quantity control (non-SPS/TBT reasons)
	F	Price-control measures, including additional taxes and charges
	G	Finance measures
	H	Measures affecting competition
	I	Trade-related investment measures
	J	Distribution restrictions
	K	Restrictions on post-sales services
	L	Subsidies
	M	Government procurement restrictions
	N	Intellectual property
	O	Rules of origin

2. Understanding tariff and non-tariff regulations for different countries

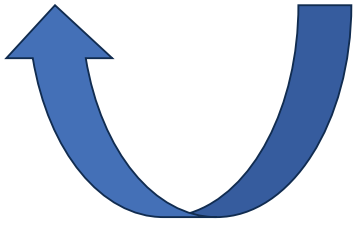
Prohibitions for sanitary and phytosanitary reasons (Japan)

Example: Imports of Peanuts products containing aflatoxin (mycotoxin)

Consequence: abandonment or return of the cargo

Sanitary and phytosanitary measures (SPS)
Measures applied to protect human or animal life from risks arising from: additives, contaminants, toxins or disease-causing organisms in food.

Examples:
Geographical restrictions on eligibility: Imports of dairy products from countries.
Registration requirements for importers: Importers of certain food items need to be registered at the Ministry of health and welfare.
Irradiation: This technology may be applied to meat products, fresh fruits, spices and dried vegetable seasonings.



2. Procedures for obtaining necessary permits

90% of procedures are computerized

Checklist for importers into Japan*

1. Confirm if goods require import permission or approval and obtain necessary licenses or certificates → Food Sanitation Law, Plant and Animal Quarantine Laws

2. Place goods into a Hozei area or other specially designated zone and lodge customs declaration and pay duties → Use NACCS system or via a licensed Customs broker

3. Undergo customs inspection (if required) → Physical inspection

4. Obtain import permit → Issued by Customs after successful clearance

*https://www.customs.go.jp/english/summary/import.htm

3. Rules for determination for the origin for exported goods from Ukrainian perspective: current agreements; check on sanctions

Legal Framework, primary legislation:

- CCU (Articles 39, 43, 44) - defines origin determination procedures;
- Cabinet of Ministers Resolution № 1029 – verification procedure for Ukrainian origin certificates (clickable).

Determination criteria		
Complete Production	**Substantial Transformation**	**Value-Added criteria**
Goods wholly obtained or produced within Ukraine's territory	Non-Ukrainian material undergo substantial transformation in Ukraine	For some agreements, minimum percentage of Ukrainian value-added required
Natural products (minerals, agricultural products)	Generally requires HS code change at 4-digit level	Usually 35-60% depending on specific FTA provisions.
Products made exclusively from Ukrainian materials.		

3. Rules for determination for the origin for exported goods from Ukrainian perspective: current agreements; check on sanctions

Documentation required for obtaining Certificate of Origin (COO)

- Commercial invoice
- Manufacturing records
- Production documentation proving Ukrainian origin
- Supplier invoices for raw materials
- Technical specifications
- Export contract

⚠ Set of documents fully depends on the type of the product ⚠

3. Rules for determination for the origin for exported goods from Ukrainian perspective: current agreements; check on sanctions

National Security and Defense Council of Ukraine (NSDC)
Sanctions are imposed based on decisions of the National Security and Defense Council of Ukraine, decrees of the President of Ukraine, and court rulings

State Sanctions Registry
Official source of information

https://drs.nsdc.gov.ua/

Ministry of Foreign Affairs of Japan (MOFA)
Publishes sanction lists against countries, companies, and individuals.

Ministry of Foreign Affairs of Japan
外務省

https://www.mofa.go.jp/

Ministry of Finance of Japan (MOF)
Regulates financial sanctions: asset freezes, export/import bans, oil restrictions.

財務省
Ministry of Finance, JAPAN

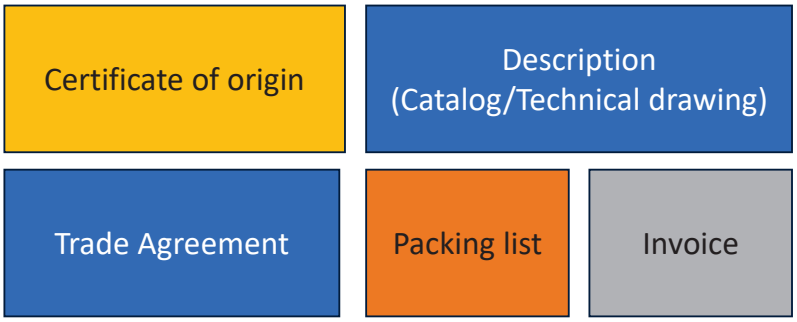
https://www.mof.go.jp/

Checking for sanctions is crucial if you cannot prove Ukrainian origin. Always ensure you have the necessary documents, such as a COO, to avoid potential sanctions.

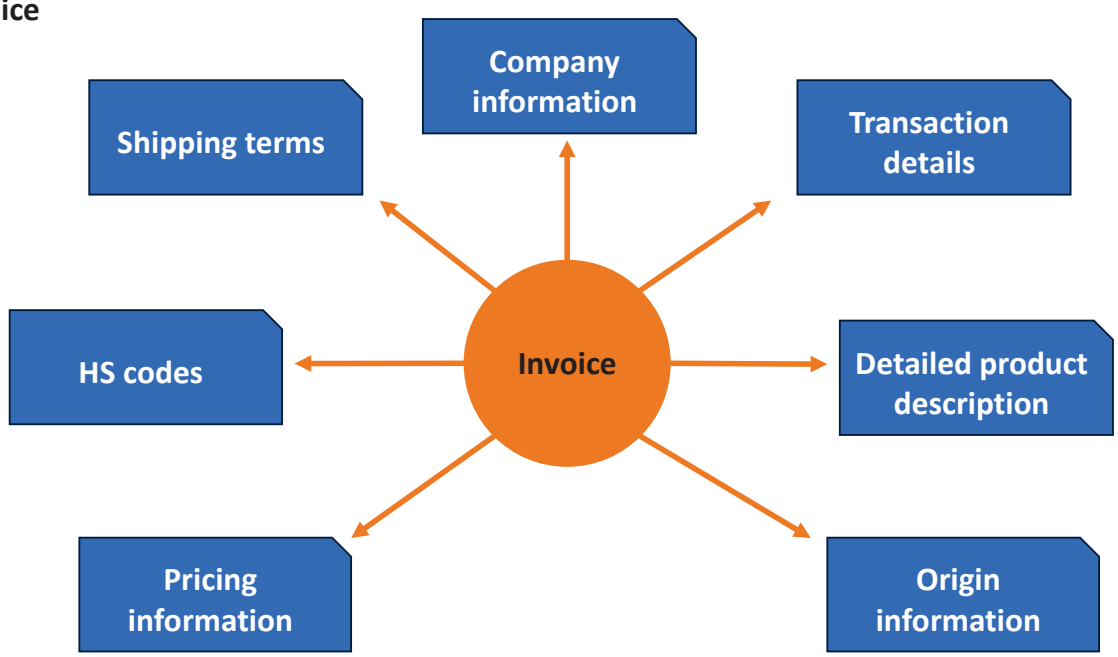
4. Preparing essential commercial & customs documents

Exporting goods involves navigating a **complex regulatory** environment with specific **compliance** requirements. To ensure a **successful** export **operation**, companies must adhere to both **international trade** standards and national export **regulations**. This includes meeting **origin determination** criteria, preparing the **correct documentation**, **aligning** with the terms of relevant trade **agreements**, and complying with agreed **commercial terms** such as **Incoterms**, which define responsibilities for delivery, risk, and cost allocation between parties.

General documentation that should be prepared include:



Invoice



Critical requirements: Always make sure you evaluate your goods properly. Overvaluation or Undervaluation will lead to severe customs and financial risks. All measurements must be expressed in metric system values as required by Japanese Measurement Law; original invoices must be on shipper's letterhead and signed by authorized representative.

Invoice

Below you can find an invoice template where all necessary fields are included:

From:

Company name
Company address

Date: dd/mm/yyyy

Bill to

Company name
Company address

Due to contract № **"contract credentials"**

Invoice №

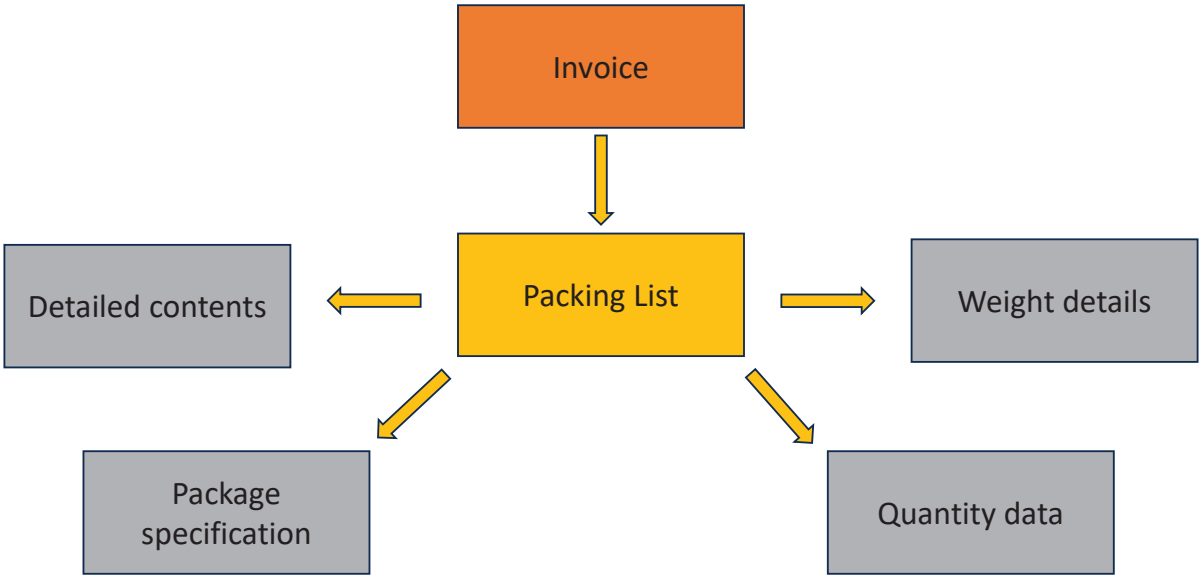
Article	Name	Composition	Qty	Unit price ($)	Value ($)	COO	Netto/pcs	Brutto/pcs	Net total (kg)	Brutto total (kg)	TM	HS code
A001	Wooden desk with steel legs	65% wood, 35% steel	10	1000	10000	Ukraine	30	40	300	400	Forma	9403.20
A002	Berries frozen - Red raspberry (Rúbus idáeus) (15 packs/box)	100% Red raspberry	100	50	5000	UA	7,5	9,5	750	950	Berry	0811.20
A003	Lollipops individually packed pear flavour (100 pcs/pack)	70% Cane sugar, 25% pear fruit purees, 3% citric acid, 2% beet juice	100	100	10000	Ukraine	9	11	1100	900	LoLiPoP	1704.90
Total			210		25000				2150	2250		

Description:
Solid oak wood tabletop (Length: 140 cm Width: 70 cm Height: 75 cm) paired with powder-coated carbon steel (4 cm × 4 cm square profile) legs for durability
Premium-grade frozen red raspberries, carefully packed to preserve freshness and flavor. Each box contains 15 individual packs.
Natural pear-flavored lollipops, individually wrapped for convenience and hygiene. Each pack includes 100 pieces.

Incoterms 2020: CIF Kanagawa Prefecture

Sign and stamp _____

Packing List Specification



Critical requirements: Data regarding measurements should also be displayed in metric system. There should be a mention about invoices for which packing lists were issued with number and date of it.

Trade agreement

There is a place for using invoice instead of trade agreement, below we present table that compare both ways of handling export operations:

Aspect	Invoice Only	Trade Agreement
Legal enforceability	✗	✓
Risk allocation	✗	✓
Governing law	✗	✓
Dispute resolution	✗	✓
Force majeure	✗	✓

It's crucial to understand that Asian markets are far away and your goods will face a ton of time in transit with several freights and changing conditions and in result may arrive in compromised quality/defective/damaged. So first of all you need to secure yourself from such episodes and Trade Agreement it's the only way to do so.

Trade agreement

Always make sure you and your counter-party agreed on next key agreement points:

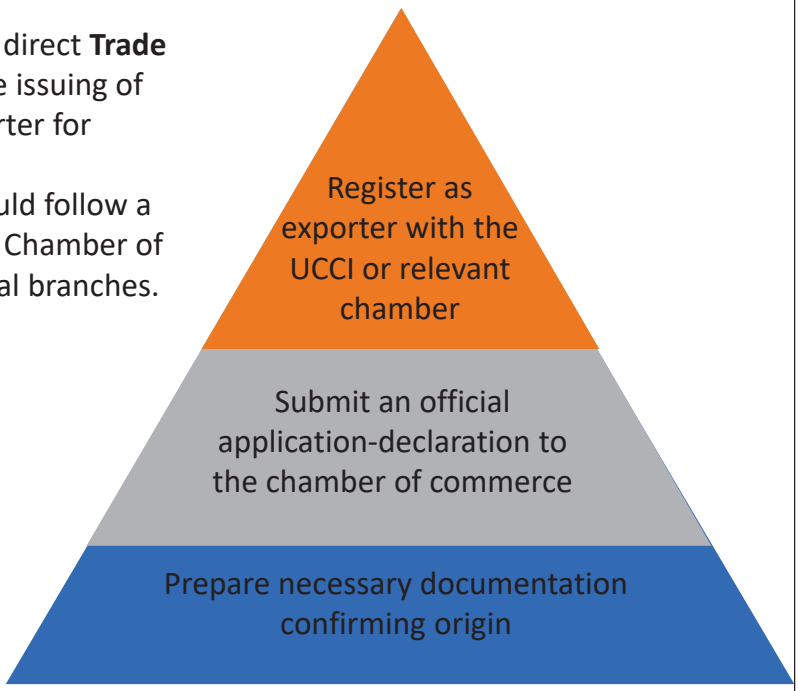
- Insurance Obligations
- Confidentiality & IP Protection
- Price & Payment Terms
- Transfer of Risk
- Delivery & Incoterms
- Dispute Resolution & Governing Law
- Termination & Remedies Conditions
- Majeure & Hardship

One of the easiest way to go on with it – creating a template where you will mention all of above critical point and modify it by your needs.

Certificate of origin

While trading with Japan due to **absence of** direct **Trade agreements** between Japan and Ukraine the issuing of **certificate of origin** become **critical** to exporter for avoiding **risks** at Japan customs.
To issue a certificate of origin exporters should follow a regulated process coordinated by Ukrainian Chamber of Commerce and Industry (UCCI) or its regional branches.

Initial steps include ⟹



Catalog/Technical drawing

Providing any technical documentations for customs depends on **complexity** of **goods -** usually it's **voluntary** for most of goods description of which **hugely presented** in general commercial **documentations**.
But providing it may **smooth** custom clearance for your counter-party and **reduce** amount of **requests**. We **recommend** to **prepare** following **documents**.

General recommendations include:
1. Blueprint of product;
2. Measurements;
3. Stages of manufacturing;
4. Material that were used to produce (including any coverings, chemical active components).

5. HS classification codes

Japan as a member to WCO uses Harmonized Commodity Description and Coding System (HS). As of April, 2025 Japan uses HS 2022 version.

In **Japan**, customs declarations use a **9-digit statistical code** to classify commodities. This code combines the **6-digit Harmonized System (HS) code**, which is internationally standardized, with a **3-digit domestic code** that is specific to Japan and may differ between exports and imports and resulting in separate classification lists for each.

HS code → Tariff rate

For import purposes please refer:
https://www.customs.go.jp/english/tariff/2025_04_01/index.html

JP: HS 2022, 9-digit statistical code

UA: HS 2022, 10-digit statistical code

Useful resources:

BTI Consultation

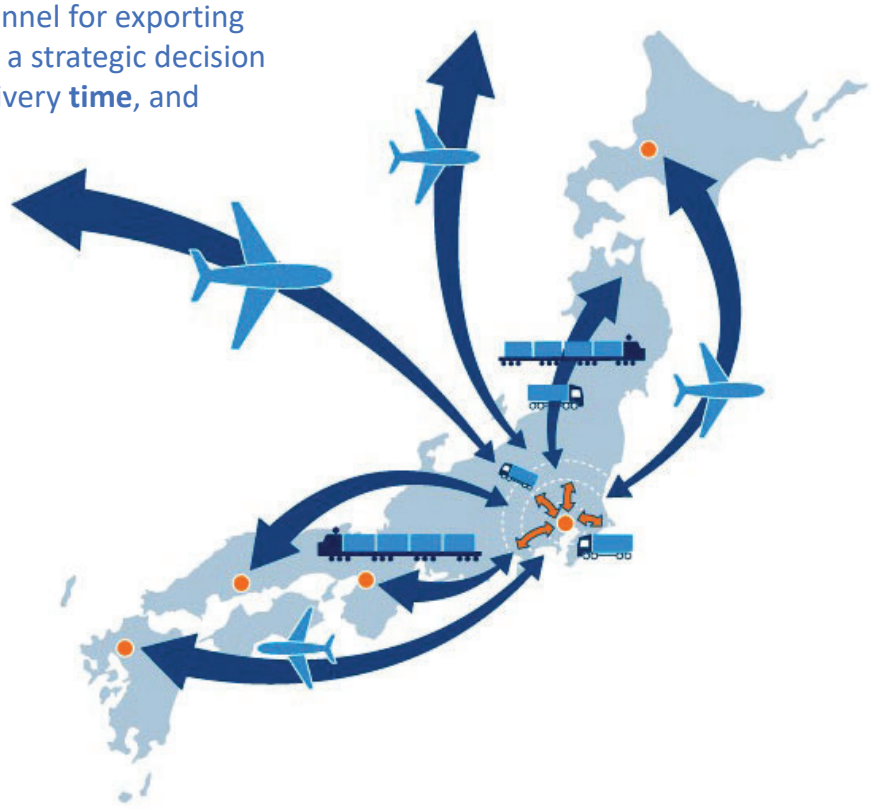
https://ec.europa.eu/taxation_customs/dds2/ebti/ebti_consultation.jsp?Lang=en

Державна митна служба України
Єдиний державний інформаційний веб-портал
«Єдине вікно для міжнародної торгівлі»

https://cabinet.customs.gov.ua/

6. Practical recommendations on logistics and insurance

Choosing the right logistics channel for exporting goods from Ukraine to Japan is a strategic decision that directly impacts **costs**, delivery **time**, and product **safety.**



6. Practical recommendations on logistics and insurance

Top 3 logistic channels in Ukraine nowadays

- **Deep-water ports on the Black Sea will remain Ukraine's primary gateways for exports**, especially for long-distance shipments.
- **Danube ports**, although handling smaller volumes, play an important role as **alternative routes** to specific destinations, particularly in the event of disruptions at Black Sea ports. They enable direct shipping to the Mediterranean via smaller vessels and transshipment through Constanta.
- **Road transport** is becoming increasingly important in international logistics, especially for imports and high-value goods.



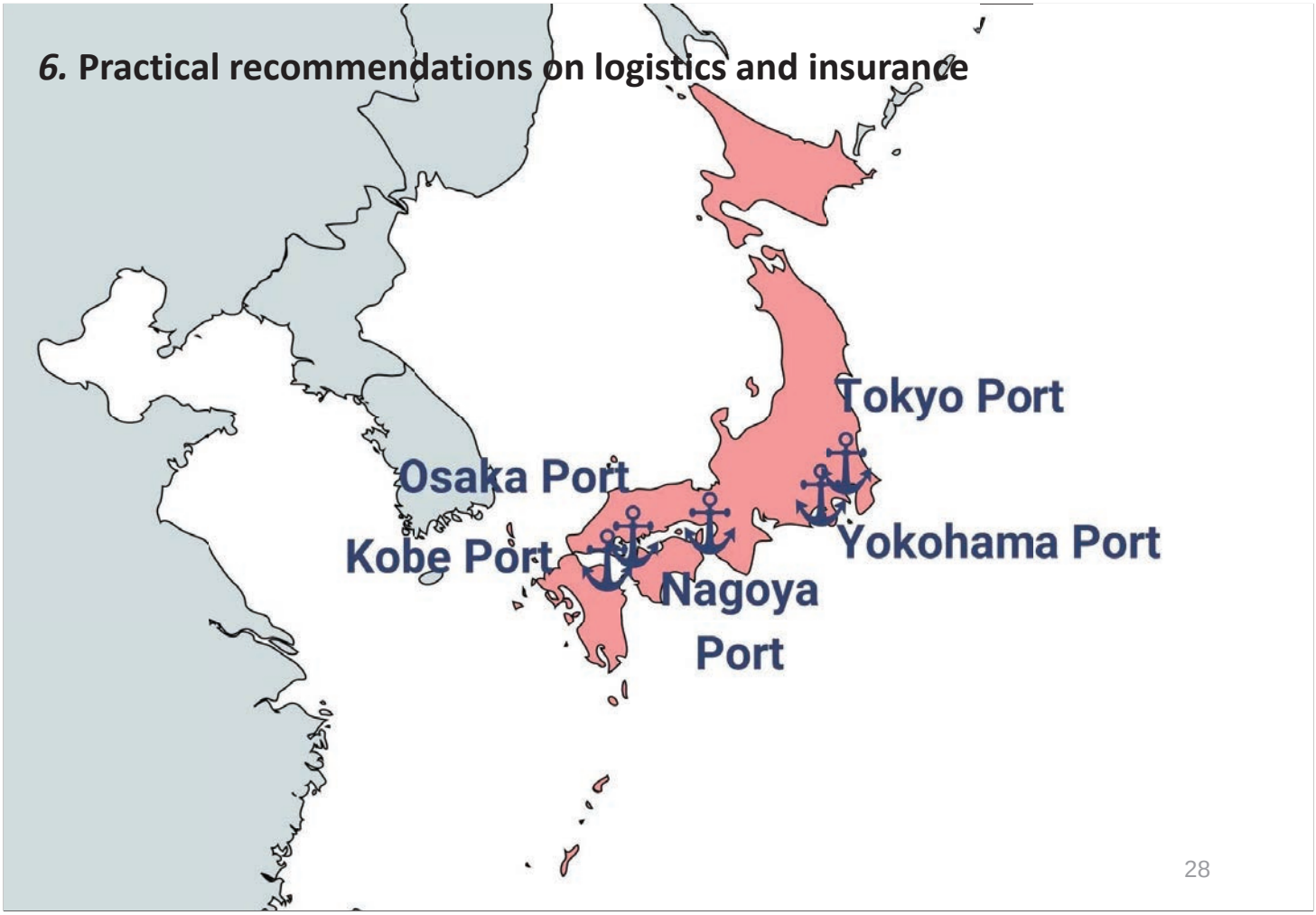
*According to the World Bank Report

6. Practical recommendations on logistics and insurance

Ukrainian logistics nowadays

- Deep seaports on the Black Sea
- The road sector
- Rail sector
- Land border crossing points
- The Danube ports

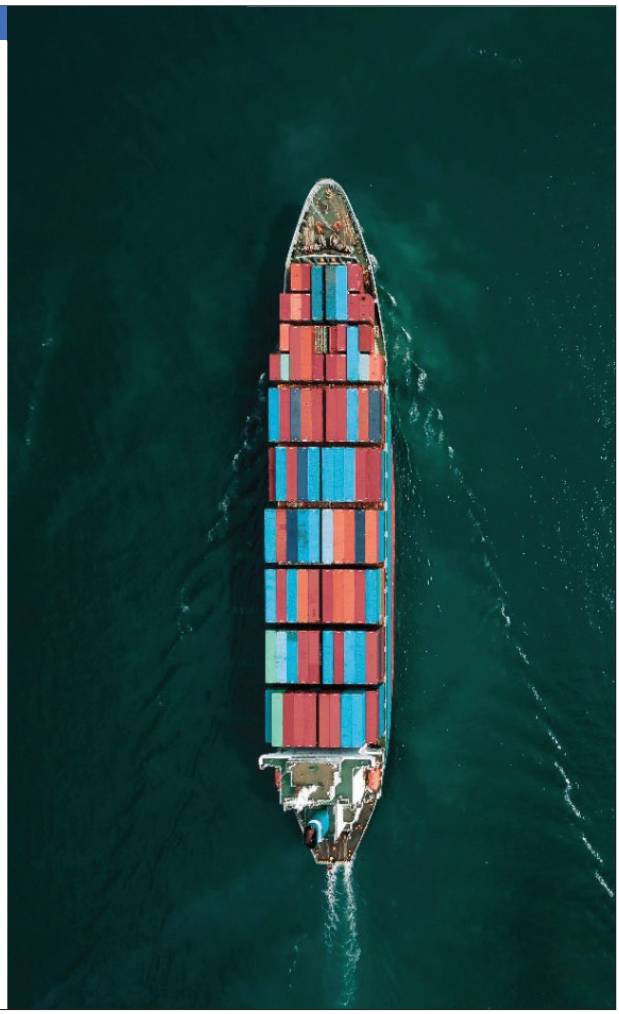
6. Practical recommendations on logistics and insurance



6. Practical recommendations on logistics and insurance

Common exclusions in cargo insurance policies include

- Loss or damage due to improper packing or stowage, which can result in the cargo being inadequately protected during transit.
- Loss from inherent vice, where the nature of the goods themselves leads to deterioration or damage, such as perishables spoiling.
- Claims arising from war, terrorism, or strikes, which may be excluded or require additional coverage.
- Damage due to delays that do not result from physical loss or damage to the cargo, leaving businesses unprotected in specific scenarios.



6. Practical recommendations on logistics and insurance

Key factors that influence insurance cost

Type of cargo: High-value, fragile, or theft-prone goods have higher premiums

Special handling: Perishable or sensitive items may require specialized coverage, increasing costs

Shipping route: Routes through politically unstable or high-risk regions (e.g. piracy, extreme weather) raise insurance rates

Logistics: Mode of transport and distance also affect premiums

Global average: (i) Insurance typically costs around 4.7% of the CIF value of imports;
(ii) When trading with Asian countries, it's important to factor insurance costs into pricing to maintain competitiveness

7. Intellectual property protection: key considerations

Complying with intellectual property **(IP) rights** lead to **successful** foreign **operation** in the terms of possible **reduction** of **customs inspections**, avoiding **fees** and in the worst case scenario **returning back** a cargo that in many cases lead to total destruction of it due to financial irrelevance of returning it back.
There are **key legal** frame **points** by **Ukraine** to know **before processing** any export **operations**:

Aspect	Explanation
System maturity	Developing, EU-alignment focused
Recent Changes	Major 2023-2025 changes
Filing System	First-to-file
Electronic systems	Newly implemented (2025)
Enforcement	Strengthening
International integration	EU-focused, Madrid System
Special Consideration	Wartime IP provisions

7. Intellectual property protection: key considerations

There are **key legal** frame **points** to know about Japan **before** processing any export **operations**:

Aspect	Explanation
System maturity	Mature, internationally established
Recent Changes	Incremental improvements
Filing System	First-to-file
Electronic systems	Well-established
Enforcement	Strong and effective
International integration	Global leadership in IP
Special Consideration	Utility model system

It's important to know local legal rules in the IP frame considering **Japan** as **leader** in the field of **protecting IP**.

7. Intellectual property protection: key considerations

To be sure you are **complying** with **IP regulations** we provide you with an **online services** to check registered **trademarks** and **objects of IP** rights:

Description	Link
Ukraine	
Ukrainian National Office for Intellectual Property and Innovations	Clickable
Official Ukraine IP search System	Clickable
Private Search Platform	Clickable
Japan	
Official Government resource	Clickable
Japan Patent Office (JPO)	Clickable
WIPO Global Brand Database	Clickable

7. Intellectual property protection: key considerations

Before exporting furniture, fruits and berries or confectionery from Ukraine to Japan, you **must check** and take **preventive measures** indicated below:

Product type	Ukraine	Japan
Furniture	TM, design patent	TM, design patent
Fruits/berries	TM, Packaging design	TM, Packaging design
Confectionery	TM, Packaging design, recipe secrecy	TM, Packaging design, recipe secrecy

It's important to note if such **TM** or **technology** already **under IP protection** you may **face** severe customs **risks** including re-exporting goods, confiscation, penalties.
So **make sure** you **comply** with IP laws **before** proceeding any **operation**.

7. Intellectual property protection: key considerations

Registering your brands in the IP customs registry will give you access to the following benefits:

Legal advantage

It gives you the opportunity to enforce your rights in court if someone tries to copy your brand

Exclusive rights

Only you will be authorized to export your products, as re-export is not permitted

Customs protection

Customs authorities will protect your rights against illegal attempts to export goods under your trademark

Brand value

Brand value increases as your trademark becomes a recognized and protected business asset.

Non-tariff measures include 2 groups: technical & non-technical

While choosing direct/ indirect customs representative be aware of responsibilities, risks and potential consequences

Tariff and non-tariff measures depends only on HS code of the product

There is a variety of tools in international trade, that will simplify your operations

Set of documents depends on the product

Check your counterparty on sanctions

Ensure access to trade agreement benefits in case of force majeure

Make sure your IP is protected, and you are obedient with international IP

Make sure all necessary measures are taken, as this is the only way to ensure successful operations

Always make sure you have a legit Certificate of Origin

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop # 2
Effective Strategy for Entering Asian Markets

October 7, 2025

JICA Consultant Team

Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

#2 Effective Strategy for Entering Asian Markets

Program, October 7, 2025

9:00 – 9:50	**Module 4. Entry Strategy & Positioning** *Focus questions: Choosing the right entry model for Asia, tools for evaluation, positioning and value, cultural aspects, and testing assumptions before finalizing the strategy.*
9:50 – 10:30	**Module 5. Financial Implications & Budget Planning** *Focus questions: Estimating export costs, managing financial risks, planning budgets, and forecasting sales to set realistic targets.*
10:30 – 11:10	**Module 6. Promo Plan & Communication with Importers** *Focus questions: Export marketing and budgeting, aligning promotion with demand, preparing materials and storytelling, building contacts through online tools and trade fairs, and turning trial orders into long-term partnerships.*
10’ coffee break	
11:20 – 12:35	**Module 7. Contracting & Incoterms** *Focus questions: Practical tips for export contracts, key protective clauses, working with Japanese/Asian partners, and selecting Incoterms to manage costs.*
12:35 – 13:00	**Module 8. Monitoring & Risk Management** *Focus questions: Setting export KPIs, building a risk matrix and mitigation plan, and organizing a monitoring system.*

SPEAKERS OF WORKSHOPS

Module 4. Entry Strategy & Positioning

- Choosing the right entry model. Reduce risks and leverage market opportunities. Main entry models for Asian markets.
- Tools for evaluating models.
- Positioning and value proposition.
- Defining market segment and shaping a unique selling proposition for Asian buyers.
- Cultural and communication aspects.
- What needs to be further researched or tested before finalizing the entry model.

Module 4. Entry Strategy & Positioning

Subject: "Ideal" timing of preparation for first shipment

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Overall timing

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1. Initiation												
2. Market analysis (rade data; market consumption, trends, market access analysis (regulatory, tariffs))												
3. Niche research												
4. Customer segmentation, buyer persona												
5. Competitive environment (consultation with experts; retail scan; product benchmarking)												
6. Preparation for customs ops.												

Module 4. Entry Strategy & Positioning

Subject: "Ideal" timing of preparation for first shipment

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Overall timing

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1. Initiation												
2. Market analysis (rade data; market consumption, trends, market access analysis (regulatory, tariffs))												
3. Niche research												
4. Customer segmentation, buyer persona												
5. Competitive environment (consultation with experts; retail scan; product benchmarking)												
6. Preparation for customs ops.												
7. Choosing entry model (evaluation of different entry models; position and value proposition; defining market segment; selection of entry model)												

Module 4. Entry Strategy & Positioning

Subject: "Ideal" timing of preparation for first shipment

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Overall timing

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1. Initiation												
2. Market analysis (rade data; market consumption, trends, market access analysis (regulatory, tariffs))												
3. Niche research												
4. Customer segmentation, buyer persona												
5. Competitive environment (consultation with experts; retail scan; product benchmarking)												
6. Preparation for customs ops.												
7. Choosing entry model (evaluation of different entry models; position and value proposition; defining market segment; selection of entry model)												
8. Budgeting and sales forecast												
9. Promotion (development of promo materials; outreach to importers; trade fairs participation)												

Module 4. Entry Strategy & Positioning

Subject: "Ideal" timing of preparation for first shipment

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Overall timing

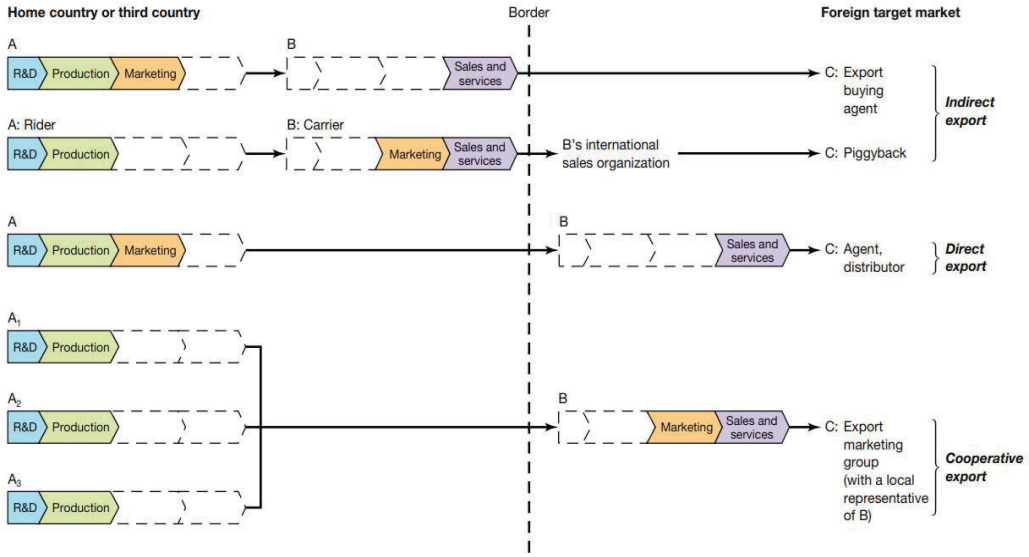
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1. Initiation												
2. Market analysis (rade data; market consumption, trends, market access analysis (regulatory, tariffs))												
3. Niche research												
4. Customer segmentation, buyer persona												
5. Competitive environment (consultation with experts; retail scan; product benchmarking)												
6. Preparation for customs ops.												
7. Choosing entry model (evaluation of different entry models; position and value proposition; defining market segment; selection of entry model)												
8. Budgeting and sales forecast												
9. Promotion (development of promo materials; outreach to importers; trade fairs participation)												
10. Contract negotiations with importers												

Module 4. Entry Strategy & Positioning

Subject: Choosing the right entry model.

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Types of entry models



Module 4. Entry Strategy & Positioning

Subject: Choosing the right entry model.

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Types of entry models

- Indirect export
  - Piggyback export (smaller company utilises larger company`s resources)
  - Export buying agent
  - Export management company / Trading company (e.g. Marubeni, ITOCHU)
- Direct export
  - Export to exclusive or non-exclusive importer, or to your rep office
  - Online sales, e-commerce: directly (Amazon) or via local merchant (Rakuten, Yahoo)
- Joint venture with a local company
- Combination of options

Module 4. Entry Strategy & Positioning

Subject: Evaluating export models

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Mode / Option	Financial Resources	Human Resources	Potential Profit	Risk
Direct Export				
• Own local office	Very high (office setup, legal, logistics)	High (local staff, management)	Very high (control over brand, pricing, market access)	High (political, cultural, cost exposure)
• Exclusive importer	Moderate (agreements, contracts)	Low (one main partner to manage)	Medium–high (strong market entry, stable sales if partner effective)	Medium (dependency on one partner)
• Non-exclusive importer	Moderate	Low–moderate	Medium (more coverage, less dependency)	Medium–high (less control, price competition)
• Online / e-commerce	Low–moderate (platforms, logistics, promotion)	Low (small team for ops)	Low-moderate short term, potentially high longer term	Medium (logistics, fraud, platform dependency)

Module 4. Entry Strategy & Positioning

Subject: Evaluating export models

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Mode / Option	Financial Resources	Human Resources	Potential Profit	Risk
Direct Export				
• Own local office	Very high (office setup, legal, logistics)	High (local staff, management)	Very high (control over brand, pricing, market access)	High (political, cultural, cost exposure)
• Exclusive importer	Moderate (agreements, contracts)	Low (one main partner to manage)	Medium–high (strong market entry, stable sales if partner effective)	Medium (dependency on one partner)
• Non-exclusive importer	Moderate	Low–moderate	Medium (more coverage, less dependency)	Medium–high (less control, price competition)
• Online / e-commerce	Low–moderate (platforms, logistics, promotion)	Low (small team for ops)	Low-moderate short term, potentially high longer term	Medium (logistics, fraud, platform dependency)

Module 4. Entry Strategy & Positioning

Subject: Evaluating export models

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

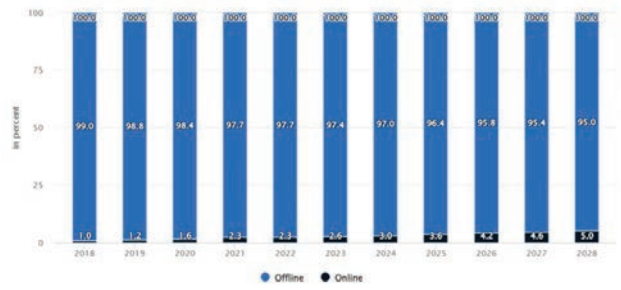
Mode / Option	Financial Resources	Human Resources	Potential Profit	Risk
Direct Export				
• Own local office	Very high (office setup, legal, logistics)	High (local staff, management)	Very high (control over brand, pricing, market access)	High (political, cultural, cost exposure)
• Exclusive importer	Moderate (agreements, contracts)	Low (one main partner to manage)	Medium–high (strong market entry, stable sales if partner effective)	Medium (dependency on one partner)
• Non-exclusive importer	Moderate	Low–moderate	Medium (more coverage, less dependency)	Medium–high (less control, price competition)
• Online / e-commerce	Low–moderate (platforms, logistics, promotion)	Low (small team for ops)	Low-moderate short term, potentially high longer term	Medium (logistics, fraud, platform dependency)

Module 4. Entry Strategy & Positioning

Subject: Evaluating export models

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Online / e-commerce sales in Japan



Share of online sales of confectionery in Japan*



Share of online sales of furniture in Japan*

**source - Statista.com*

Module 4. Entry Strategy & Positioning

Subject: Evaluating export models

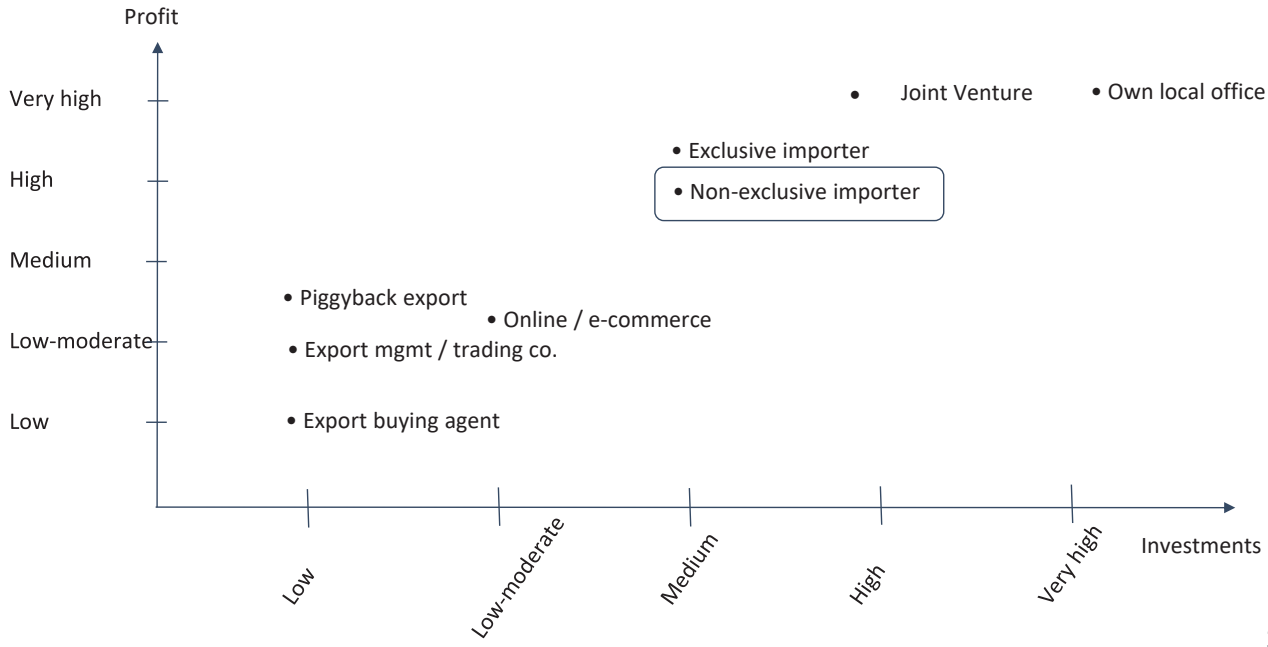
Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Mode / Option	Investments	Human Resources	Potential Profit	Risk
Indirect Export				
• Piggyback export	Low	Very low	Low–medium (depends on piggyback partner's market strength)	Low–medium (low control, reliant on partner)
• Export buying agent	Low	Very low	Low (only commission-driven, less brand control)	Low (simple transactions)
• Export mgmt / trading co.	Low (commissions, service fees)	Very low	Low–medium (outsourced reach, limited margins)	Low–medium (loss of direct market learning)
Joint Venture (with local company)				
Joint Venture (with local company)	High (equity investment, shared	High (shared teams, governance)	Very high (local knowledge + shared	High (partner conflicts, exit complexity)

Module 4. Entry Strategy & Positioning

Subject: Evaluating export models

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan



Module 4. Entry Strategy & Positioning

Subject: Ways to engage with importers

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Block	Efforts	Success probability	Pros	Cons
Communication with the local offices (like Japanese Sogo Sosha)	Low	2%	Simplicity and speed of communication. Communication through the local office provides additional support.	It is difficult to receive a genuine request and interest from the importer. The presence of additional intermediaries complicates communication.

Module 4. Entry Strategy & Positioning

Subject: Ways to engage with importers

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Block	Efforts	Success probability	Pros	Cons
Communication with the local offices (like Japanese Sogo Sosha)	Low	2%	Simplicity and speed of communication. Communication through the local office provides additional support.	It is difficult to receive a genuine request and interest from the importer. The presence of additional intermediaries complicates communication.
Online communication with importers	Low	10%	Relative simplicity and speed of communication.	Difficulty in establishing contact with the responsible personnel. High competition.

Module 4. Entry Strategy & Positioning

Subject: Ways to engage with importers

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Block	Efforts	Success probability	Pros	Cons
Communication with the local offices (like Japanese Sogo Sosha)	Low	2%	Simplicity and speed of communication. Communication through the local office provides additional support.	It is difficult to receive a genuine request and interest from the importer. The presence of additional intermediaries complicates communication.
Online communication with importers	Low	10%	Relative simplicity and speed of communication.	Difficulty in establishing contact with the responsible personnel. High competition.
Participation in trade missions	Middle	30%	As a rule, all or part of the expenses are covered. Opportunity to visit the country and meet importers in person.	Moderate competition. Importers may not take participants of trade missions seriously.

Module 4. Entry Strategy & Positioning

Subject: Choosing the right entry model.

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Block	Efforts	Success probability	Pros	Cons
Participation in exhibitions, trade shows	High	45%	Prestige and high interest in the participants. Quality promotion among the relevant audience.	Significant resource expenditures - financial, human, and time.

Module 4. Entry Strategy & Positioning

Subject: Choosing the right entry model.

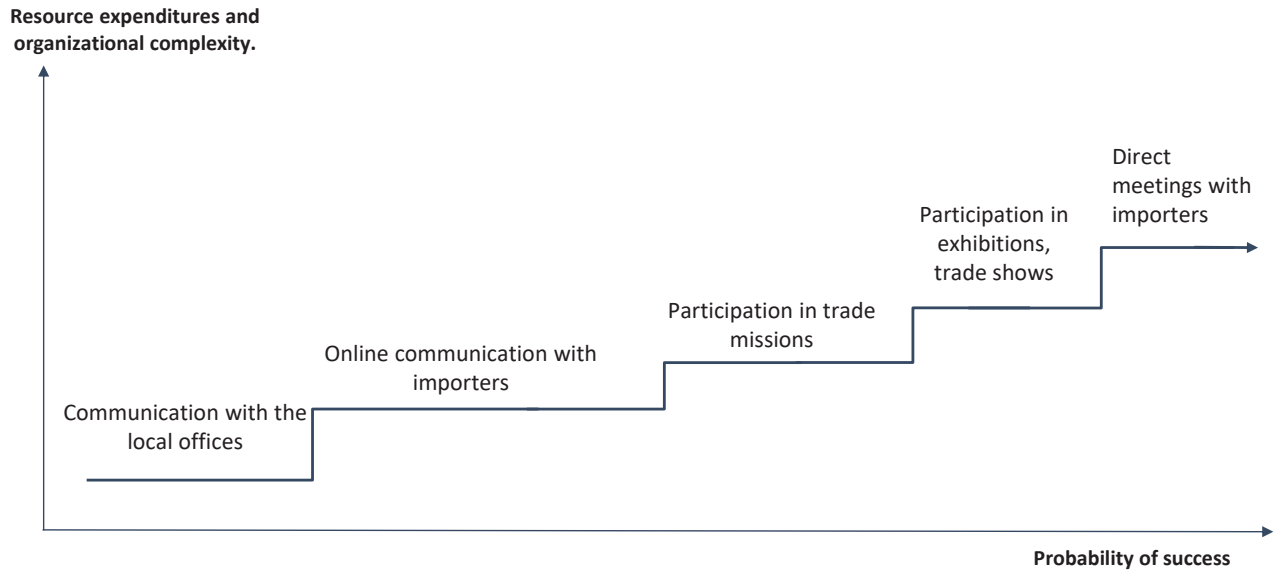
Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Block	Efforts	Success probability	Pros	Cons
Participation in exhibitions, trade shows	High	45%	Prestige and high interest in the participants. Quality promotion among the relevant audience.	Significant resource expenditures - financial, human, and time.
Direct meetings with importers	High	55%	The highest-quality communication with the importer.	Complexity in organizing meetings. Maximum resource expenditures.

Module 4. Entry Strategy & Positioning

Subject: Choosing the right entry model.

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

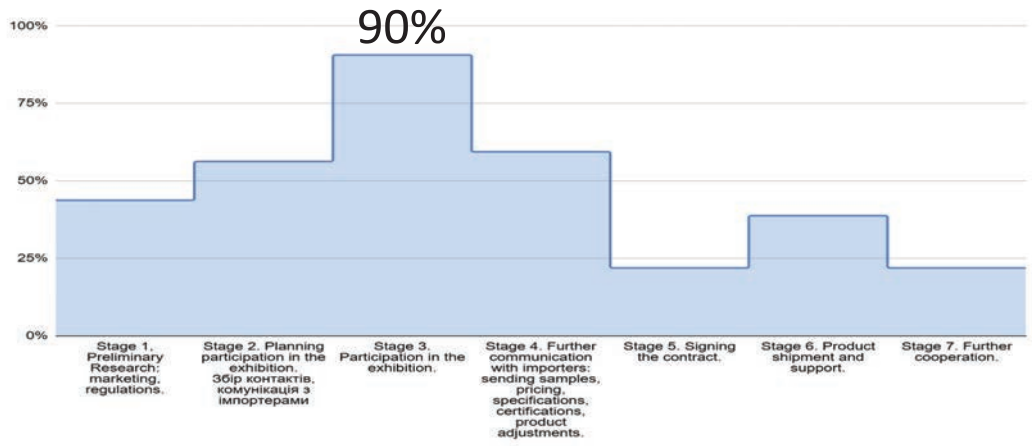


Module 4. Entry Strategy & Positioning

Subject: Evaluating human resources to implement export plans

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Export Manager %% time dedicated to export promo to Japan



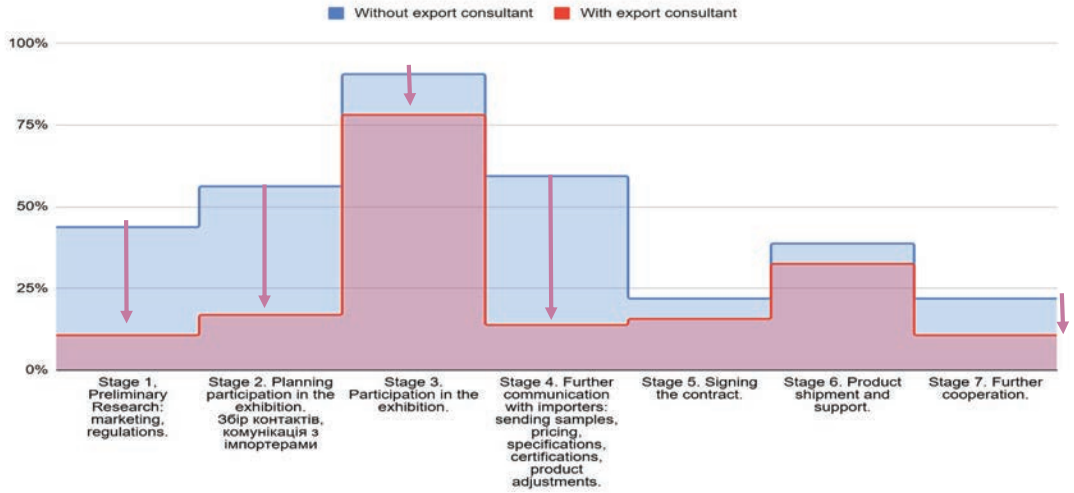
** in practice, resource allocation can extend beyond Export Manager to include a marketeer, logistics specialist, director and owner.

Module 4. Entry Strategy & Positioning

Subject: Evaluating human resources to implement export plans

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Export Manager %% time dedicated to export promo to Japan



Module 4. Entry Strategy & Positioning

Shaping a unique selling proposition within defined market segment (niche)

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

YOUR END CONSUMER - FOOD



NICHE



YOUR END CONSUMER - FURNITURE



Module 4. Entry Strategy & Positioning

Shaping a unique selling proposition within defined market segment (niche)

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Exporting to Japan and Brand Glocalisation

- Traditions centric society and purchase behavior
- Still Curious to try new things
- Westernisation a recent trend - brands matter
- Size matters
- Health consciousness
- Rich cultural context (e.g. gift-giving)
- …. and many more



Module 4. Entry Strategy & Positioning

Shaping a unique selling proposition within defined market segment (niche)

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Exporting to Japan and Glocalisation













No major adaptation | image adaptation | product adaptation

Module 4. Entry Strategy & Positioning

Defining market segment and shaping a unique selling proposition

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Discussion:

Which factors contribute to the success of the producer on the market of Japan?





Module 4. Entry Strategy & Positioning

Further adjustments of export model

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Examples of Portuguese socks producer SOCKSSS

Step	Description
1. Market Research	Identified Japan as a market where quality & design are especially appreciated.
2. Entry via Retail Stores	Started selling via stores in Japan. Socks made in Portugal. Found good reception.
3. Local Production Trial	Began producing some socks in Japan. **But interestingly, European customers preferred the "Japanese-made" ones, while Japanese consumers still preferred Portuguese-made socks.**
4. Leverage Trade Agreement	Used the tariff elimination to price their products more competitively.
5. Growth Ambition	Tripled turnover in one year; sales in Japan increased ~ 25%. Plans for physical stores in Japan, Italy, France.

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing.
2. Payment terms and financial risk management (letters of credit, insurance).
3. Sales forecast: price, volumes, revenues, margins.
4. Budget planning (categories, timing, funding sources).

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

Export Pricing Framework: Structure, Strategies, and Influencing Factors

Export Pricing Structure

1. **Production** – raw materials, labor, manufacturing.
2. **Logistics** – shipping, insurance, handling.
3. **Tariffs & Taxes** – customs duties, local taxes.
4. **Market Adjustments** – localization, certification, compliance.
5. **Currency** – impact of exchange rate changes.

Pricing Strategy and Methods

I. **Cost-Plus** (classic export pricing)

II. **Market-Oriented** (back-calculation)

III. **Competition-Based** (benchmarking)

IV. **Value-Based** (premium positioning)

V. **Partnership / Negotiated Pricing**

Influencing factors

Market-Specific Factors
- Local purchasing power
- Competition intensity
- Consumer preferences
- Distribution costs
- Currency fluctuations
- Market positioning

Distribution Channel Impact
- Distributor margins
- Retailer markups
- Channel-specific costs
- Volume discounts
- Payment terms
- Promotional allowances

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

Export Pricing Structure

Cost Category	Frozen/Dried Fruits & Berries	Confectionery Products	Furniture
Production	Raw berries & fruits (seasonal, storage) Processing: freezing, drying, packaging Labor costs Utilities: cold storage, energy	Ingredients Processing & manufacturing Labor Packaging	Raw materials Manufacturing Labor (craftsmanship, upholstery) Packaging (incl. protection)
Logistics	Refrigerated containers Air/sea freight Cold chain insurance Handling at ports	Standard sea/air freight Palletizing & warehousing Transport insurance Handling charges	Large volume sea freight Container loading (FCL/LCL) Breakage insurance Warehousing & inland delivery
Tariffs & Taxes	Customs duties (HS 0811, 0813) Import VAT Phytosanitary fees	Customs duties (HS 1704, 1806) Import VAT Confectionery-specific tariffs	Customs duties (HS 9401–9403) Import VAT
1 **Market Adjustments**	Certification (organic, HACCP, ISO22000) Food safety & pesticide tests (MRL) Labeling (allergens, nutrition) Packaging in local language	Food safety certification Nutritional labeling Shelf-life testing Product adaptation (sizes, flavors)	Safety & conformity standards Fire resistance, durability tests Local labeling & manuals Adapted designs
2 **Other Costs (Hidden/ Negotiated)**	Slotting fees in retail Distributor rebates Promotional sampling	Marketing contributions Retail slotting fees Promotions & discounts	Trade fair participation Showrooming Distributor marketing support

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

1 Market Adjustments Costs Benchmarks – Japan

Frozen/Dried Fruits & Berries

Cost item	Typical responsibility	Indicative range*	Notes
Product testing (micro, heavy metals, additives)	Exporter	$300–$1,200 / lot	Depends on test panel & lab; pre-shipment COA expected
Pesticide residues (MRL) panel	Exporter	$400–$1,500 / lot	Wide range by number of actives tested.
Translation of specs / labels	Shared / Exporter	$150–$600 / SKU	Technical label + allergens, nutrition.
Japanese label printing / application	Importer (often) / Shared	$0.03–$0.10 per unit	Stickers or over-labels; varies by volume.
Packaging tweaks** (JP format/weights)	Exporter	$500+ / SKU	Dielines, small-pack formats, compliance icons.
Listing / trading & promo allowances	Importer (passes through)	5–15% of gross or fixed per SKU	Negotiated; plan trade promos separately.

* These are indicative ranges used for scoping and negotiations; confirm with your Japanese importer/distributor.
** In the case of Japan, **packaging tweaks** are not just about adding a Japanese label, but about fully adapting the product's format, weight, design, and even packaging materials to meet the expectations of Japanese consumers and the requirements of local retail.

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

1 Market Adjustments Costs Benchmarks – Japan

Confectionary

Cost item	Typical responsibility	Indicative range*	Notes
Recipe/portion adaptation	Exporter	$2,000+	Sweetness, portion, allergens.
Food safety certification upkeep	Exporter	$3,000+ / site / year	HACCP / FSSC audits & maintenance.
Retail listing & intro promo	Importer (negotiated)	8–20% of first-year billings	Includes flyer ads, tastings, end-caps.
Seasonal packaging (gifting)	Exporter	$2,000+	White Day, year-end gifts; shorter runs.
Label creation & application	Importer	$0.02–$0.08 per unit	Often handled locally by importer.

* These are indicative ranges used for scoping and negotiations; confirm with your Japanese importer/distributor.

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

1 Market Adjustments Costs Benchmarks – Japan

Furniture / Upholstered Furniture

Cost item	Typical responsibility	Indicative range*	Notes
Safety tests	Exporter	$1,500–$3,000 / model	Formaldehyde emission
Pack for Upholstered Furniture	Supplier of materials / Exporter	$3,500+ /fabric/foam/test	Flammability, Tensile & tear strength, Colorfastness, Foam density & compression set**
Design adaptation (sizes, hardware)	Exporter	$1,000–$7,000 / model	JP room sizes, assembly, fixings.
Assembly manuals JP	Exporter	$300–$1,200 / model	JP translation + diagrams.
Labeling compliance check	Importer (often) / Shared	$200–$450	Materials, % composition, care
Labeling & recycling compliance	Importer	–	Retailer formats; importer owns local obligations.
Showroom/sample logistics	Shared / Exporter	$800–$3,000 per sample set	Bulky freight + local handling.

* These are indicative ranges used for scoping and negotiations; confirm with your Japanese importer/distributor.
** These tests are performed by the material suppliers. The manufacturer/exporter must verify the availability of valid test reports and certificates, and rely on them. In case of any non-conformity or missing documentation, full testing should be carried out.

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

2 Other (Hidden/Negotiated) Costs by Sector – Japan

Cost Item	Frozen/Dried Fruits & Berries	Confectionery	Furniture
Listing / Slotting Fees	Per-SKU listing fee; typically ≈ $700–$2000 or negotiated % of sales.	Similar to fruits, but higher risk for shelf space in confectionery; ≈ $1000–$3500.	Rarely fixed fees; more often **floor-space costs** in showrooms, sample set provision ≈ $1500–$4500.
Promotional Allowances	Catalogs, flyers, tasting campaigns. Often **5–10% of invoice value** or flat rate per campaign.	Very high seasonal promotions (Valentine's, White Day, Christmas). **10–20% of seasonal sales** may go to promo.	Often **contribution to store displays or catalogs**; can be a % of sales (5–8%) or fixed space rental.
Return Allowances / Unsold stock	Retailers may require **consignment terms** (unsold goods returned at exporter's expense).	Less common, but seasonal unsold stock may be discounted or returned; exporters may share loss.	Not typical, but sample damage/ replacement often expected.
Samples / Demonstration Units	Small samples for tasting at retailer events; cost usually borne by exporter.	Free goods often required for in-store promotion; calculated as **1–3% of shipment volume**.	Full sample units (sofas, chairs) often left at showroom; cost borne by exporter.
Negotiation & Structure	*Extra costs that are not fixed. They depend on talks with the importer or retailer.* Exporters should keep 5–15% of sales for these costs and write clearly in the contract who pays what.		Negotiated case-by-case; focus on **floor space, logistics, assembly service fees**.

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

Pricing Strategy and Methods

I. Cost-Plus (classic export pricing)

II. Market-Oriented (back-calculation)

III. Competition-Based (benchmarking)

IV. Value-Based (premium positioning)

V. Partnership / Negotiated Pricing

1. Cost-Plus (classic export pricing)

EXW + logistics + tariffs + compliance + markup = export price

Typical for first-time market entry. Common in B2B channels (importers, distributors).

- Japan: buyers expect a clear calculation (often ask for an explanation of the price structure).

For consideration:

Korea – in large contracts, buyers often request a discount from the cost-plus price.
Vietnam – may be uncompetitive due to high tariffs – companies often abandon "full" cost-plus.

2. Market-Oriented (back-calculation)

Retail shelf price – retailer and distributor margins – import costs = results in the maximum possible CIF/DDP price.

Key model for price-sensitive markets.

- Japan: works for mass products (e.g. confectionery), but in premium segments quality matters more than price.

For consideration:

Korea – retail and HoReCa often dictate the final price – exporters must adapt their calculation to the buyer's model.

Vietnam – the main model, since consumers react even to a $0.1 price difference.

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

3. Competition-Based (benchmarking)

The price is set based on competitors' prices (both local and imported).

Used when the product has many alternatives.

- Japan: applies to berries or chocolate, where imports from Chile, Peru, Belgium are present.

For consideration:

Korea – active comparisons with local brands; foreign products often positioned as premium.
Vietnam – essential, as without competitive benchmarking, a product will not penetrate the market.

4. Value-Based (premium positioning)

Focused on perceived value (organic, eco, design, health benefits).

- Japan: highly relevant — premium products can cost several times more.

For consideration:

Korea: premium segments also exist (eco furniture, healthy snacks).
Vietnam: less common, works only for niche segments (expat market, luxury).

5. Partnership / Negotiated Pricing

Price determined through negotiations

The importer sets conditions (volume discounts, marketing contributions, credit terms). Often includes "hidden payments": rebates, slotting fees, marketing support

- Japan: complex negotiations, long-term contracts, may require a X% "marketing support fee."

For consideration:

Korea: distributors often request deferred payment or promotional bonuses.
Vietnam: rebates to distributors for quick turnover are common.

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

Inputs:

Cost-Plus

- landed cost 200
- markup* distribution 20%
- markup retail 20%

Shelf-price?

Market-Oriented

- margin* distribution 20%
- margin retail 20%
- shelf-price 288

Landed cost?

** **Markup** – "UP" – added on top of costs.*
***Margin** – "IN" – calculated within the shelf price.*

1) Cost-Plus (using markups)

Landed cost = **200**
Distributor markup **20%** → 200 × 1.20 = **240**
Retail markup **20%** → 240 × 1.20 = **288**

Shelf price (Cost-Plus) = **288**

2) Market-Oriented (back-calculation)

Shelf price = **288**
Retail margin 20% → distributor sell price = 288 × (1 − 0.20) = **230.40**
Distributor margin 20% → **max landed cost** = 230.40 × (1 − 0.20) = **184.32**

Landed cost = 184.32 (to hit a 288 shelf price with 20%/20% margins)

Takeaway

- Cost-Plus: inside-out (starts from exporter's costs).
- Market-Oriented: outside-in (starts from consumer price).

Market-Oriented shows the real room for landed cost.

In mature and competitive markets like Japan, companies often use Market-Oriented pricing — it focuses on the expected shelf price, not just exporter costs.

Module 5. Financial Implications & Budget Planning

Pricing Models by Sector

Sector		Model
Japan *Japan pays for product quality and story → value and compliance.*	Frozen & Dried Fruits	Cost-plus with testing and logistics factored into the price Value-based (premium health foods, superfoods) Competition-based – competition with imports from Chile and Peru
	Confectionery	Market-oriented (back-calculation from retail price) Value-based for gift/premium segments. *Cost-plus is often uncompetitive due to high tariffs*
	Furniture	Value-based (design, eco-friendly, safety standards) Partnership pricing (long-term contracts with distributors)

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

Influencing factors

Market-Specific Factors

- Local purchasing power
- Competition intensity
- Consumer preferences
- Distribution costs
- Currency fluctuations
- Market positioning

Distribution Channel Impact

- Distributor margins
- Retailer markups
- Channel-specific costs
- Volume discounts
- Payment terms
- Promotional allowances

Based on this framework, which factors would you say most influence export pricing in Japan?

Please share your opinion

Module 5. Financial Implications & Budget Planning

1. Cost estimation: production, logistics, tariffs, certification, marketing

Tendency in Pricing in Japan (2025)

- **Financial conditions** – Yen fluctuations and global trends strongly impact prices. Importers expect stability → price in USD/JPY and manage currency risk.
- **Consumer expectations** – Japanese buyers pay more for quality, design, and premium positioning. Brand story and packaging matter.
- **Price sensitivity** – 63% of consumers still value low price. Balance value-based (premium) with market-oriented (shelf price) strategies.
- **Standards & safety** – Trust depends on strict compliance. Certifications, clear labeling, and quality control are essential to win partners and consumers.

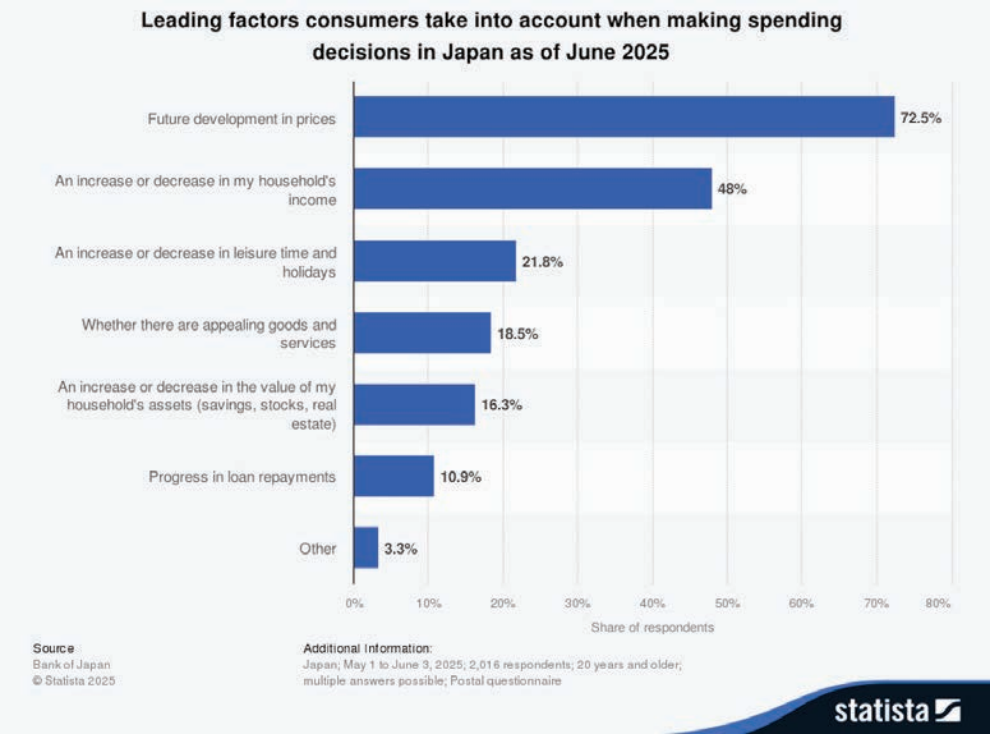
Takeaway for exporters

In Japan, price isn't just cost plus margin.
It's shaped by currency trends, what consumers expect, distributor markups, logistics, and strict standards.

Best approach:
mix **value-based pricing** (quality, premium image) with **market-oriented pricing** (working back from the shelf price) — and always keep standards and transparency in check.

Module 5. Financial Implications & Budget Planning

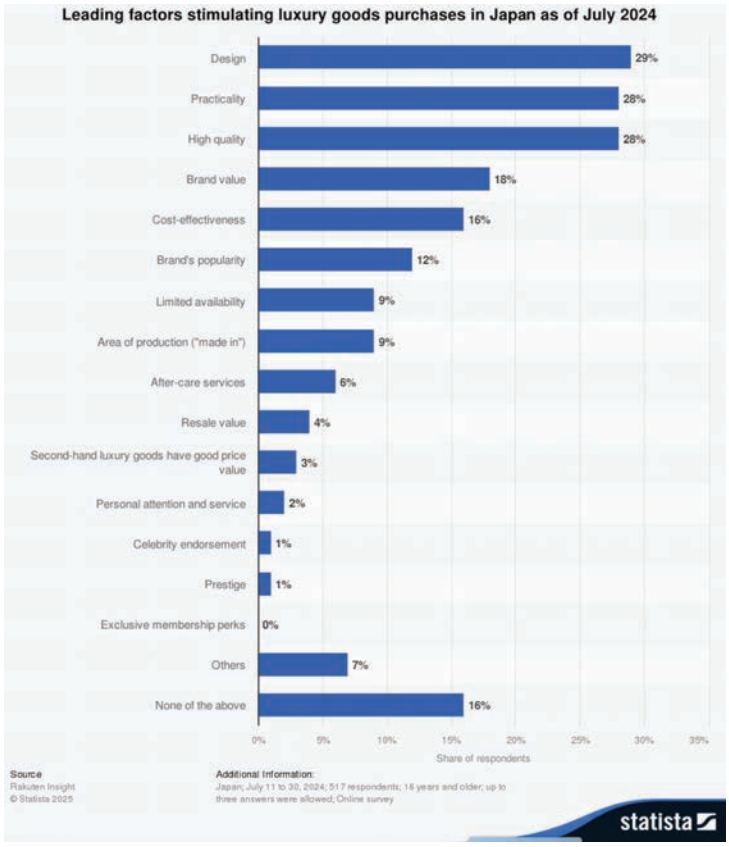
1. Cost estimation: production, logistics, tariffs, certification, marketing



Currency swings and global market shifts strongly affect consumer prices. More than 72% of households say they think about future price changes when deciding how to spend.

Source: Results of the 102nd Opinion Survey on the General Public's Views and Behavior (June 2025 Survey)

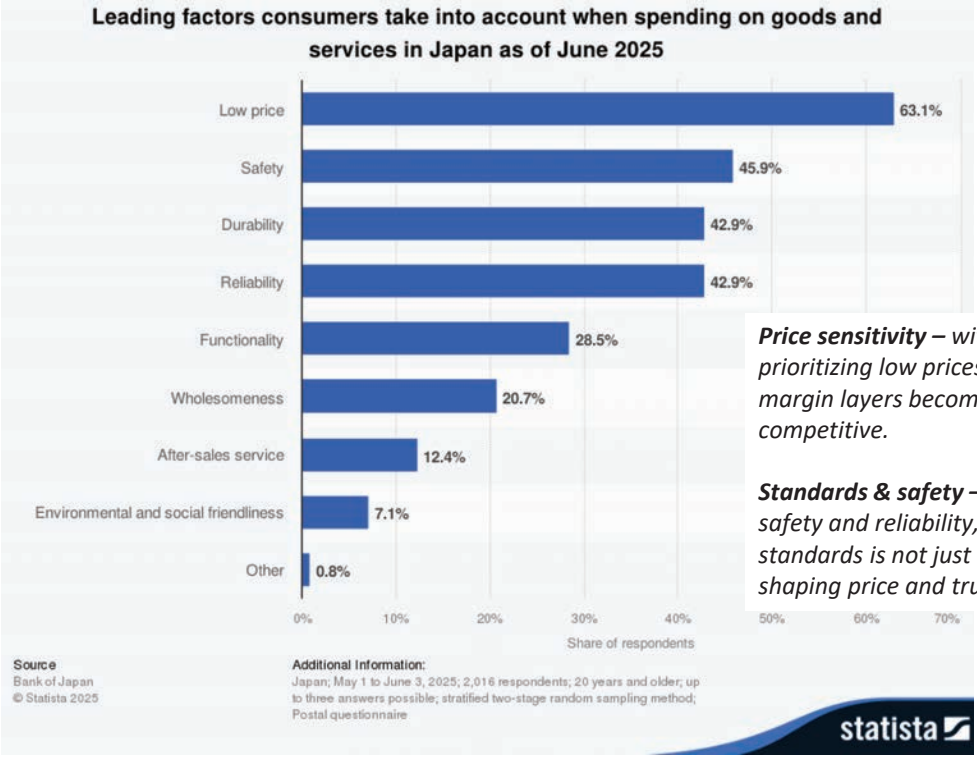
Module 5. Financial Implications & Budget Planning



Quality, design, and premium positioning shape how prices are seen, especially for luxury items.
28% said high quality and 29% said design were the main reasons for buying luxury goods.

Source: survey conducted in July 2024 by Rakuten Insight

Module 5. Financial Implications & Budget Planning



Price sensitivity – *with 63% of consumers prioritizing low prices, channel efficiency and margin layers become critical in keeping products competitive.*

Standards & safety – *nearly half of consumers value safety and reliability, showing that compliance with standards is not just a requirement but a key factor shaping price and trust.*

Source: Results of the 102nd Opinion Survey on the General Public's Views and Behavior (June 2025 Survey), p.9

Module 5. Financial Implications & Budget Planning

2. Payment terms and financial risk management (letters of credit, insurance).

Quick Guide – Payment Terms & Financial Risk in Japan

Start with L/C for security, move to collections or open account as trust grows, always budget for hidden costs, and manage currency risk carefully.

Instrument / Practice	How it Works	When to Use	Japan-Specific Notes
Letter of Credit (L/C)	Bank guarantees payment once documents are provided.	First shipments, new partners.	Common, but bank fees are high. Japanese buyers accept confirmed L/Cs.
Documentary Collection (D/P, D/A)	Bank releases docs to importer against payment (D/P) or acceptance (D/A).	After some trust is built.	Japanese firms often accept D/A with 60–120 days credit.
Open Account	Exporter ships first, importer pays later.	With long-term trusted partners.	Often combined with trade credit insurance (Euler Hermes, NEXI).
Promissory Notes *In Japan it's a common B2B payment tool, while in the EU it exists legally but is rarely used today*	Importer issues note with due date (post-dated payment).	Common in B2B food trade.	60–120 days terms typical; accepted practice in Japan.
Advance Payment	Buyer pays before shipment.	Rare in Japan (only small samples).	Seen as low trust, used mainly for trial/sample orders.

Module 5. Financial Implications & Budget Planning

3. Sales forecast: price, volumes, revenues, margins

Sales Forecast Template (Distributor Channel – Berries & Confectionery)

	Product / Channel	Unit Price to Distributor ($)	Forecast Volume (units)	Gross Revenue ($)	Deductions (discounts, bonuses, free goods)	Net Revenue ($)	COGS per unit ($)	Total COGS ($)	Gross Margin ($)	Gross Margin %
Japan	Freeze-dried berry pouch 50 g (small retail & gift shops)	1.60	100 000	160 000	–25 000 (seasonal promotion, distributor rebate)	135 000	1.00	100 000	35 000	26 %
Japan	Premium chocolate gift box 200 g (department stores)	6.50	20 000	130 000	–20 000 (free goods for promotions, seasonal discounts)	110 000	3.80	76 000	34 000	31 %
South Korea	Cookies pack 150 g (discount chains)	2.10	150 000	315 000	–47 000 (15 % distributor allowance)	268 000	1.45	217 500	50 500	19 %
South Korea	Soft-dried berries 100 g (online & convenience stores)	2.30	80 000	184 000	–28 000 (rebates, listing fees)	156 000	1.60	128 000	28 000	15 %
Vietnam	Freeze-dried berries 100 g (traditional shops)	1.00	200 000	200 000	–60 000 (30 % promotions & shelf fees)	140 000	0.75	150 000	–10 000	–7 %
Vietnam	Chocolate bar 50 g (modern supermarkets)	1.50	100 000	150 000	–37 500 (25 % discounts & free goods)	112 500	1.00	100 000	12 500	11 %

Notes: Volumes are estimated based on distributor commitments and market size.
Deductions include listing fees, volume discounts, promotional allowances and free goods.
COGS covers product cost, packaging, inland logistics, export packing and insurance.
Gross margin = Net revenue – Total COGS; Gross margin % = (Gross margin ÷ Net revenue) × 100.

Module 5. Financial Implications & Budget Planning

3. Sales forecast: price, volumes, revenues, margins

Sales Forecast Checklist – Japan (Confectionery Example)

Step	What to Do	Japan-Specific Tip
1. Collect Baseline Data	Gather market size, category growth, competitor prices.	Use JETRO data, industry associations, retail reports.
2. Understand Distribution	Map retail channels (CVS, supermarkets, e-commerce).	CVS order small lots, frequent deliveries.
3. Forecast by SKU	Build forecast per SKU, not just total volume.	Distributors demand SKU-level accuracy (limited shelf space).
4. Include Seasonality	Anticipate peaks and off-seasons.	White Day & Christmas = +30% sales.
5. Adjust for Promotions	Deduct free goods, samples, catalogs.	Allocate 5–15% of turnover for promo.
6. Consider Returns	Include risk of unsold stock.	Confectionery may be returned post-season.
7. Calculate Net Revenue	Gross – promos – returns.	Japanese buyers expect net revenue shown.
8. Estimate COGS	Add production, packaging, testing, logistics.	Include certification, packaging tweaks.
9. Add Risk Factors	Reserve for currency, delays.	Yen swings → model in USD & JPY.
10. Build Scenarios	Create optimistic, realistic, pessimistic forecasts.	Even small margin changes impact sales.

Module 5. Financial Implications & Budget Planning

4. Budget planning (categories, timing, funding sources)

Trend: Export Budgets = Investment Projects

- **Start with targets** – define expected turnover & profitability in the destination market
- **Plan backwards** – calculate the budget needed to achieve those results
- **Include risks** – financial (FX, payment delays, political) as a separate budget line

Export budget = not just costs, but **strategic investment with ROI**

Modern Practice of Export Budgeting – Phased budgeting

I. **Preparation stage** – certification, market research, partner due diligence.
II. **Market entry stage** – first samples, trade fairs, promotion, packaging adaptation.
III. **Scaling stage** – retail/e-commerce marketing, logistics expansion, partnership development.

Each stage has a separate budget to clearly identify where the money is being spent

Module 5. Financial Implications & Budget Planning

4. Budget planning (categories, timing, funding sources)

1. Targets (Define first)

Indicator	Value	Notes
Planned Sales (Turnover, Year 1)	$ _____	Based on contracts, market research
Target Net Margin	___ %	Expected profitability level
Target Net Profit	$ _____	Turnover × Margin

2. Budget Planning (Plan backwards from targets) *(allocate costs needed to reach sales goal)*

Budget Category	% of Total	Amount (€)	Expected Result / KPI
Regulatory & Compliance	___ %	$ _____	Import approval, product legally ready
Product & Packaging Adaptation	___ %	$ _____	Packaging localized & approved
Market Promotion & Trade Fairs	___ %	$ _____	Leads generated, contracts signed
Distribution & Partnerships	___ %	$ _____	Active distributor agreements
Logistics & Insurance	___ %	$ _____	1–2 test shipments delivered
Local Services (legal, consulting, translation)	___ %	$ _____	Local risks minimized
Travel & Representation	___ %	$ _____	Negotiations, B2B engagement
Contingency Reserve	___ %	$ _____	Flexibility for unexpected costs

3. Risk Management (Separate line)

Risk Type	Allocation (€)	Instrument / Mitigation
Currency risk (FX)	$ _____	Forward contracts, natural hedging
Payment risk (delays, defaults)	$ _____	Trade credit insurance, L/C confirmation
Political / regulatory risk	$ _____	Export credit agency coverage

4. Summary

Total Export Budget (Year 1): $ _____
Planned ROI: (Net Profit / Export Budget) × 100 = ___ %
Scenario planning: Optimistic / Realistic / Pessimistic (optional sheet).

Module 5. Financial Implications & Budget Planning

Case Discussion: *Hidden Costs vs. Hidden Value in Japan*

Context:

Entering Japan often means **exporters face unexpected "hidden costs"** — retail slotting fees, seasonal promotions, packaging tweaks, long payment terms. These can eat into margins quickly.

But Japan can also surprise on the upside: buyers **may pay a premium for a strong brand story, internationally recognized certifications** (HACCP, Organic JAS, FSC), or packaging that fits gift culture.

In some cases, these **"hidden values"** bring higher returns than expected.

"Unexpected added value" in Japan can come from:

- **Brand story** – clear origin adds *story value*.
- **Certifications** – HACCP, Organic JAS, ISO = price premium.
- **Gift-ready packaging** – design can double prices in gift seasons.
- **Eco features** – FSC, eco-packaging valued highly.

Exporters can win a **price premium** not just for the product, but for its story, certificates, or design.

Discussion Questions:

1. *In your experience, where did you lose more (in EU or US)— on hidden costs or on unexpected investments in compliance/ marketing?*
2. *Have you ever received a **premium** (better price, better contract terms) because of your product's story, certification, or design?*
3. *If you had to advise a new exporter: would you tell them to prepare more for "hidden costs" or to invest more in creating "hidden value"? Why?*

Module 5. Financial Implications & Budget Planning

SUMMARY: Export to Japan – Key Insights for Companies

#1 Pricing Strategy & Methods

- In Japan, price is not just cost + margin.
- It's shaped by currency trends, consumer expectations, distributor markups, logistics, and compliance standards.
- That's why exporters often use market-oriented pricing to work back from the shelf price.

#2 Payment Terms & Financial Risk

- Start with Letters of Credit (L/C) for security.
- As trust develops, move to collections or open account.
- Always budget for hidden/negotiated costs (5–15% of sales).
- Manage currency risk carefully — yen fluctuations can wipe out margins.

#3 Export Budgets = Investment Projects

- An export budget isn't just a list of costs — it's a strategic investment.
- Treat it like an ROI-driven project: compliance, logistics, marketing, and partner support are investments in market entry.
- Success requires long-term planning and staged spending.

Module 6. Promo Plan & Communication with Importers

- Marketing and promotion activities, budget dedicated to export activities. Budgeting and Annual action plan. Align promotion with the sales forecast and seasonal demand in the target market.
- Communication Materials. Catalogues. Data Sheets, products specifications. Tailor storytelling.
- Contact building & online communication.
- Trade fairs & business visions. Relevant international trade fairs and business missions. Preparation. Plan on-site B2B meetings with importers. Follow-up & Scaling Sales. Structured system for post-event communication, monitoring responses, update contacts database.
- Build relationships from trial orders to long-term contracts.

Module 6. Promo Plan & Communication with Importers

Marketing and promotion activities

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

2 major types of Export Promotion	

Module 6. Promo Plan & Communication with Importers

Marketing and promotion activities

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

2 major types of Export Promotion	
"Push"-promotion (Search for importers)	

Module 6. Promo Plan & Communication with Importers

Marketing and promotion activities

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

2 major types of Export Promotion	
"Push"-promotion (Search for importers)	**"Pull"-promotion (End consumer off-take)**

Module 6. Promo Plan & Communication with Importers

Marketing and promotion activities

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

2 major types of Export Promotion	
"Push"-promotion (Search for importers)	**"Pull"-promotion (End consumer off-take)**
- cold outreach - LinkedIn & other SMM - exhibitions & trade missions - online communication - online and offline meetings - …repeat	

Module 6. Promo Plan & Communication with Importers

Marketing and promotion activities

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

2 major types of Export Promotion	
"Push"-promotion (Search for importers)	**"Pull"-promotion (End consumer off-take)**
- "cold" outreach - LinkedIn & other SMM - exhibitions & trade missions - online communication - online and offline meetings - …repeat	- all kinds of advertising - SMM & digital ads - package adaptation - tastings

Module 6. Promo Plan & Communication with Importers

Marketing and promotion activities

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Examples of "Push" - promotion

Promotion Type	Expected Business Improvement
FOODEX Japan Participation (Tokyo, March)	50+ distributor/retail leads; 2–3 signed contracts within 6 months
Focused search for importers – implemented with internal resources or external ones (B2B matchmaking advisory)	***Organize 10+ meetings with high-focus importers, expected to lead to 2 signed contracts within 6 months***
Industry focused Trade mission to Japan	Well prepared engagement with pre-selected importers. The event is supported by Ukrainian and / or Japanese authorities to enhance level of trust ⇒ potentially shorter decision making by imposters leading to shipments

Module 6. Promo Plan & Communication with Importers

Marketing and promotion activities

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Examples of "Pull" - promotion

Promotion Type	Expected Business Improvement
Instagram Influencer Campaign (e.g., @mochieats, @tokyo_dessert_hunter, @japansweetsguide)	1M+ impressions; 5–10k trial purchases from Japanese consumers interested in desserts
In-store Tastings (Seijo Ishii, Kinokuniya) – Rollout in 10 stores (6 Seijo Ishii + 4 Kinokuniya) with 2 promoters per store running weekend tastings	Convert ~15% of tasters to buyers; +20% monthly sales in participating stores
YouTube Pre-roll Campaign – Valentine's Day Focus	Reach 300k–400k urban consumers; expected +25% Valentine's sales uplift

Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Communication materials for entering new export markets

1. Logo and branding, company and owners' story
2. English version of the website
3. Catalog
4. Price list
5. Brochure
6. Required certificates, specifications
7. Production flow charts
8. Other supporting information



Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Branding

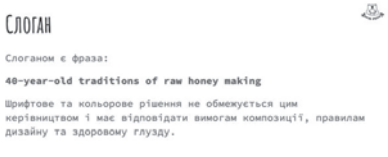
Brand name + logo: Should be easy to spell and recognise (mind TACO BELL case)

Unique Selling Point (USP): What makes your product/service special? (For example: 'Handmade from natural materials from the Carpathians').

Key brand associations: What 2–3 words should come to mind when your brand is mentioned? (For example: 'reliability, naturalness, style').

Visual style: Colors, fonts, packaging — everything should be consistent and support the brand concept.







Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

The story of company, owners

Company background: Where, when, and why it was founded (e.g., 'Established in Lviv in 2015 as a family-owned workshop').

Founders' story: Who you are, your motivation for creating the business, and your guiding philosophy (e.g., 'We grew up in the mountains and have always valued authenticity and natural living').

Mission and values: What matters most to you and drives your work (e.g., 'We believe quality and honesty always win').

Respect for tradition and commitment to innovation: Values that resonate with Japanese audiences. Demonstrate how you honor history or pursue excellence.







Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Catalogue (general or for specific products)

A high-quality catalogue includes:

1. Both electronic and printed versions
2. General information about the company
3. Information on production technologies
4. Company history
5. Key figures about the company's performance
6. Information on export volumes and geography
7. Information on product quality and certifications

Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Real-life examples of good catalogs

https://drive.google.com/file/d/1RGrVWASHufrzK_zezRy5_GtK7RfGfCPa/view?usp=sharing



https://drive.google.com/file/d/1E-eIIdgK3Dt1vkuk_EzfDIguo3nkHp6I/view?usp=sharing



Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Price List

A high-quality price list includes:

1. Product photos and descriptions
2. HS code
3. Prices in USD: FCA, FOB, CIF
4. Logistics quotation, including: units per box, units per pallet, box weight, pallet weight, total weight of all items
5. Prices for palletized packaging and for bulk packaging
6. Shelf life
7. Validity period of prices

Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

A fragment of a high-quality price list

AVK Confectionery Ukraine Export price for Asian Markets
Price List dd 01.07.2024 (valid till 31.10.2024)

In case of Pallet loading

Type of packing	Image	Product status	Name of Product	Description	HS Codes	Unit	Weight of 1 unit, kg	Units in 1 carton	Netto weight of 1 carton, kg	Q-ty on pallets, cartons	Shelf life	CBM of transp ort box	Basic Price, CIF (Full Container Loading) * (USD) Price for UNIT	Price , FOB Constansa sea port * (USD) Price for UNIT	Price , FCA Dnepr* (USD) Price for UNIT
		Regular	BAR "Who said muuu???" hazelnut&cocoa"	Partly glazed Crispy hollow wafer bars with tender hazelnut and cocoa filling (4 sections bar)	1905321100	pc.	0,022	192	4,224	64	12	0,023	0,15 USD	0,12 USD	0,11 USD

Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Certificates, specifications



МІНІСТЕРСТВО ЕКОНОМІЧНОГО РОЗВИТКУ І ТОРГІВЛІ УКРАЇНИ
ДЕРЖАВНА СИСТЕМА СЕРТИФІКАЦІЇ

СЕРТИФІКАТ ВІДПОВІДНОСТІ

Серія ВГ

Зареєстровано в Реєстрі Системи за № UA1.184.X001072-17

Термін дії з 01 червня 2017 до 30 травня 2018

Продукція: Снеки фірмові 'Кохана'

10.61.33

Відповідає вимогам: ТУ У 10.6-30045181 24-001:2017 'Снеки фірмові 'КОХАНА'. Технічні умови.' п.3.3.1, 3.3.2

Виробник продукції: ФОП Геворгян Олена Володимирівна, 04113, м.Київ, вул. Дорого-жицька, 16-А, кв.48 (адреса виробництва: м.Київ, проспект Леся Курбаса, 2Б), Україна

Сертифікат видано: ФОП Геворгян Олена Володимирівна, 04113, м.Київ, вул. Дорогожицька, 16-А, кв.48, ід. код 3004518124

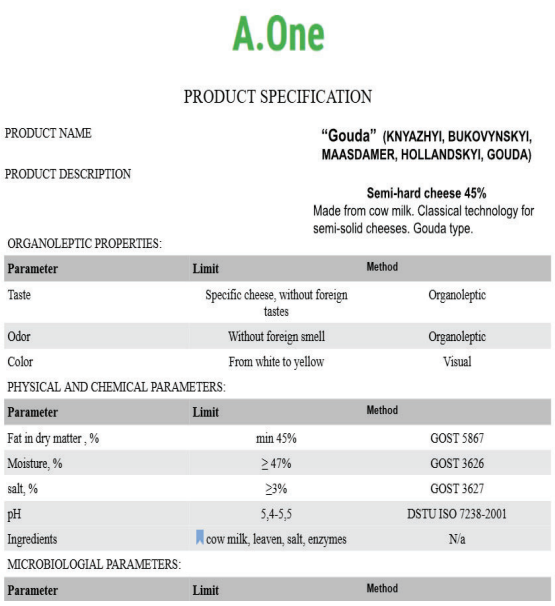
Додаткова інформація: продукція, що виробляється серійно в період з 31.05.2017р. до 30.05.2018 р., з урахуванням терміну придатності продукції до споживання та при додержанні умов зберігання та транспортування. Періодичність проведення технічного нагляду - один раз в рік. Добровільна сертифікація

Сертифікат видано органом з сертифікації: ТОВ 'Тестметрстандарт', м.Житомир, вул.Небесної Сотні, 52, сайт,шо про призначення/уповноваження №UA.P.184/NUA.PN.184, наказ Мінекономрозвитку України №111 від 10.02.2015р.

На підставі: Протоколи випробувань №2017.16.05.31.01 від 31.05.2017р. - ВЛ ТОВ 'АКАДЕМ-ТЕСТ', м.Харків, вул. Весніна, 5 (акредитації № 2H1045 від 08.12.2016р. до 19.12.2017р.)

Керівник органу з сертифікації: A.M.Clinin

М.П.



A.One

PRODUCT SPECIFICATION

PRODUCT NAME: "Gouda" (KNYAZHYI, BUKOVYNSKYI, MAASDAMER, HOLLANDSKYI, GOUDA)

PRODUCT DESCRIPTION: **Semi-hard cheese 45%** Made from cow milk. Classical technology for semi-solid cheeses. Gouda type.

ORGANOLEPTIC PROPERTIES:

Parameter	Limit	Method
Taste	Specific cheese, without foreign tastes	Organoleptic
Odor	Without foreign smell	Organoleptic
Color	From white to yellow	Visual

PHYSICAL AND CHEMICAL PARAMETERS:

Parameter	Limit	Method
Fat in dry matter , %	min 45%	GOST 5867
Moisture, %	≥ 47%	GOST 3626
salt, %	≥3%	GOST 3627
pH	5,4-5,5	DSTU ISO 7238-2001
Ingredients	cow milk, leaven, salt, enzymes	N/a

MICROBIOLOGIAL PARAMETERS:

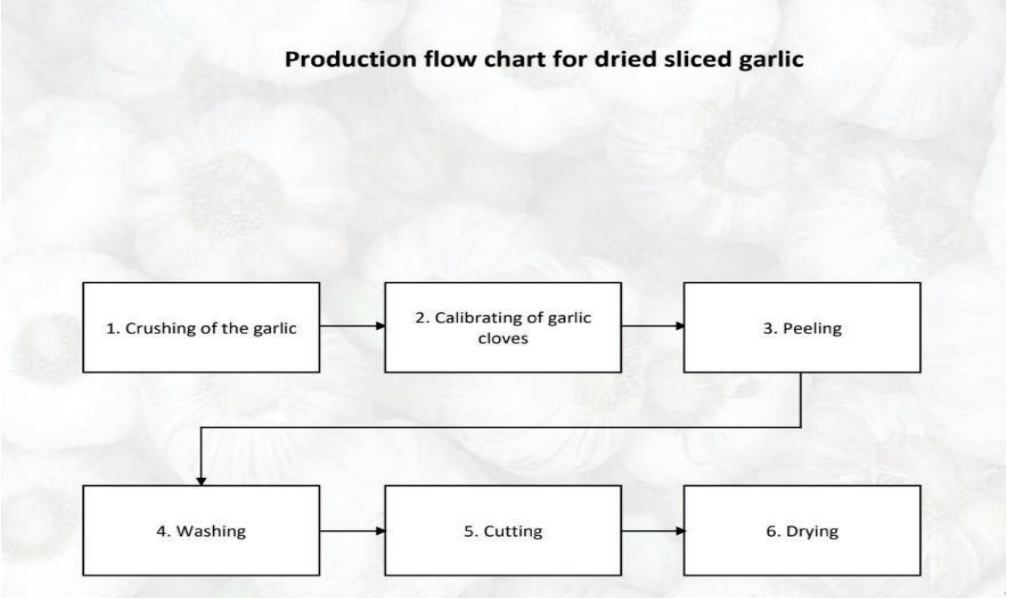
Parameter	Limit	Method

Module 6. Promo Plan & Communication with Importers

Communication materials

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Production flow-chart



Module 6. Promo Plan & Communication with Importers

Contact building and online communications

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Compiling a list of potential importers.

- Online search (Google, ChatGPT, and other AI tools)
- Business directories and B2B platforms (Kompass, TradeAtlas, eWorldTrade)
- Trade fair and exhibition participant lists
- Official JETRO website: https://www.jetro.go.jp/en/



Module 6. Promo Plan & Communication with Importers

Contact building and online communications

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Guidelines for creating email templates:

1. Formality and Politeness. Japanese business culture is highly formal. Emails should be polite, well-structured, and avoid informality.

-Maintain a neutral, professional tone throughout.
-Open with a respectful salutation (e.g., 'Dear Mr. Tanaka' or 'Dear Procurement Team').
-Express gratitude and apologies where appropriate - even if no clear reason exists, as this reflects cultural norms.

Example:
"We sincerely appreciate your time and consideration. Please allow us to introduce our company and products."

2. Clear structure and conciseness. Japanese importers value straightforward, well-organized messages.

-Begin by introducing yourself/your company.
-State the purpose of the email in the very first paragraph.
-Avoid long sentences and complex wording.
-Try to stick to 1 (max 2) discussion points in one email

Module 6. Promo Plan & Communication with Importers

Contact building and online communications

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Guidelines for creating email templates:

3. Adaptation to Japanese communication culture. The Japanese avoid directness, which may appear too pushy.

- Use softer wording:
- ❌ 'We expect your response by Friday.'
- ✅ 'We would appreciate your feedback at your earliest convenience.'
- Avoid categorical statements; instead, offer alternatives.

4. Formatting and readability

- Use short paragraphs.
- Bullet points help structure information.
- Do not attach unnecessary files - prefer links to documents.

5. Respect for hierarchy

- Japanese companies have a clear hierarchy. When writing to a senior person, copy their assistant or those responsible for imports."

Module 6. Promo Plan & Communication with Importers

Contact building and online communications

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Guidelines for creating email templates:

6. Use of two languages (optional). If the importer does not have a good command of English, key information can be duplicated in Japanese (it is better not to use Google Translate but to engage a native speaker).

7. Polite Call to Action (CTA)

Clearly outline the desired next step, phrased in a courteous and respectful manner:

- "Would it be convenient for you to schedule a call next week?"
- "Please let us know if you need further details."

8. Provide web links instead of attachments

9. Images can be used in individually-sent emails but should be avoided in mass email campaigns.

Module 6. Promo Plan & Communication with Importers

Trade fairs and business missions

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan



2 approaches to preparing for B2B meetings at exhibitions

1. **'Lucky strike':** booth preparation, print fancy booklets, rent additional equipment, and hope for traffic visitors. Result: random visitors, low efficiency.

1. **Focused search:** 2-3 months before the exhibition prepare a list of importers, does cold outreach inviting them to the booth.
   Result: high-quality meetings with relevant importers, high efficiency.

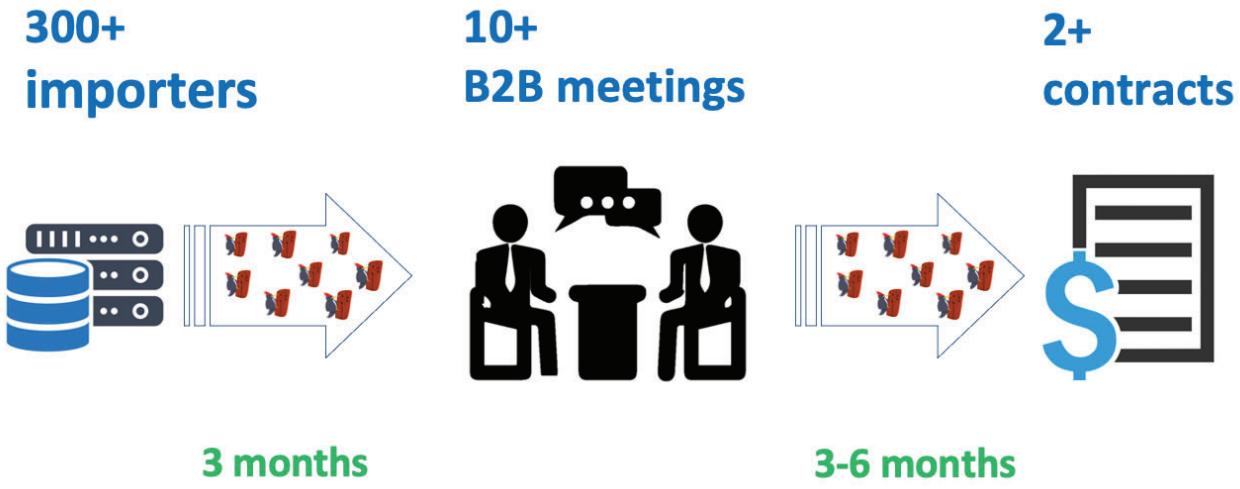


Module 6. Promo Plan & Communication with Importers

Trade fairs and business missions

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Example of Focused search`s sales funnel



Module 6. Promo Plan & Communication with Importers

Trade fairs and business missions

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Template for a meeting schedule at the exhibition stand:

Date	Time	Meeting status	Copmay	Website	Company type	Specialization	Product interested in	Place of meeting	Name, position	Contacts	Comment	Confirmation of meeting	Feedback on meeting	Next steps
March 8	10:00	Confirmed by email	Mitsubishi LLC	Mitsubishi.com	Importer	canned fish, honey, wine	Canned fish	Stand at FOODEX	Hitochi Sasaki, CEO	'+ 817011263085 hitoshi-sasaki@b-wings.com	Importing mainly from Norway, looking for alternatives	Yes	…	…

Module 6. Promo Plan & Communication with Importers

Trade fairs and business missions

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Exhibition booth planning and preparation

1. Stand location

The closer to the entrance, food court, or main aisle—the more visitors. A corner stand is more visible.

2. Stand type

A package stand includes basic furniture, electricity, and cleaning. A custom stand requires separate design and construction.

3. Design and branding

Wall graphics, logo on the façade, colored carpet. Layouts must be prepared in Illustrator format by the deadline.

4. Stand equipment

Sockets, lighting, showcases, refrigerators. All additional equipment must be ordered in advance through the exhibition form.

Module 6. Promo Plan & Communication with Importers

Trade fairs and business missions

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Exhibition booth planning and preparation

5. Interpreters

Hire an interpreter or assistant fluent in Japanese to ease communication with both visitors and organizers.

6. Formalities & Safety

Submit required forms for electrical appliances, food products, and insurance coverage if necessary.

7. Pre-Exhibition Setup

Inspect the stand a day before opening to confirm delivery of samples and proper setup/branding.

8. Beyond the Exhibition

Extend your program beyond the trade show by arranging retail visits, meetings at the Embassy, and other networking activities.

Module 6. Promo Plan & Communication with Importers

Trade fairs and business missions

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Samples delivery and booth planning

Samples delivery

Exhibition organizers usually provide a list of approved logistics contractors for delivering product samples to the stand.

Best practices:

- Contact multiple contractors to maximize options.
- Clarify delivery timelines in detail.
- In case of no response, escalate to the exhibition organizers or their official representatives.

Special note: During wartime, sample delivery may face major disruptions. For example, in 2025, one company contacted all suggested contractors, but only one responded—and later ceased communication. We jointly escalated the matter to the exhibition organizers to re-establish contact.

Module 6. Promo Plan & Communication with Importers

Trade fairs and business missions

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Some key exhibitions for food and furniture

The 51st International Food and Beverage Exhibition
FOODEX JAPAN 2026
国際食品·飲料展

Gateway to Asia - https://www.jma.or.jp/foodex/en/

JAPAN FURNITURE

Leading exhibition for Japan furniture and interior market - https://japanfurniture.jp/en/

JFEX JAPAN INT'L FOOD & BEVERAGE EXPO
FOOD | WINE & SPIRITS | PREMIUM | FRESH | NEXT | INBOUND

New and promising, held bi-yearly - https://www.jfex.jp/hub/en-gb.html

ORGATEC TOKYO

A leading trade fair for modern work environments https://www.orgatec-tokyo.com/

Hi Japan

Specialized on ingredients and B2B products https://www.figlobal.com/japan/en/home.html

interiorlifestyle TOKYO

Leading event on interior design market https://interiorlifestyle-tokyo.jp.messefrankfurt.com/tokyo/en.html

Module 6. Promo Plan & Communication with Importers

Contact building and online communications

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Build relationships from trial orders to long-term contracts

Remember your buyer persona and be sensitive to their needs / style

BUYER PERSONA: "SATO KEITA"

Role / Title: Procurement Manager at a mid-sized Japanese furniture importer
Company Type: Focuses on supplying to boutique stores, interior designers
Goals:
- Offer unique, "natural wood / sustainable" products to stand out
- Keep lead times reliable
- Control total cost including shipping, tariffs, customs

Challenges / Pains:
- Uncertainty about overseas supplier reliability
- Fear of mismatch in design / cultural tastes
- High cost or delays in logistics / import formalities
- Communication / language issues

Decision Influence:
- He evaluates samples, speaks with design team, discusses with logistics manager, then signs off.

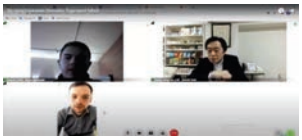


Module 6. Promo Plan & Communication with Importers

Contact building and online communications

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Build relationships from trial orders to long-term contracts



## Priority	Who are they	Communication cycle
Priority # 1	Asked specific questions, requested price, samples, describe the flow of their decision-making flow. Expressed confidence in the potential of your product.	1 – 2 week
Priority # 2	Similar to the priority 1 but without a confidence in the success of your product.	2 – 4 weeks
Priority # 3	Those who ask usual questions, not interest demonstrated. All retailers. Maximum communication delt	3 – 6 month
Priority # 4	'Neutrals'. All other visitors	1 year – notify about the booth at exhibition

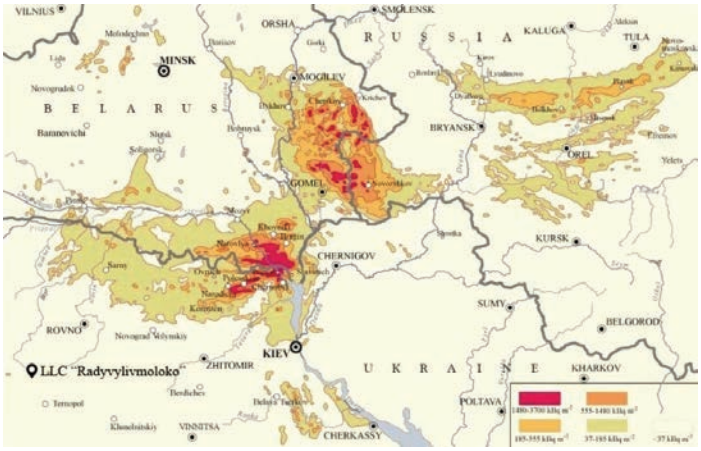
Module 6. Promo Plan & Communication with Importers

Build relationship with importers

Export plan section: Market Research and Strategy, **subsection** - Marketing strategy & promotion plan

Prepare to discuss sensitive questions

1. War: distance from the frontline, whether the area has come under shelling
2. Stability of the production process and export supplies
3. Chornobyl nuclear accident
4. Adequacy of human resources
5. Complexity of logistics
6. Content of harmful substances (for example, presence of glyphosate in honey)



Map of radiation contamination after the Chornobyl nuclear accident.

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop # 2
Effective Strategy for Entering Asian Markets
Module 7

October 7, 2025

JICA Consultant Team
Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Table of Contents

1. Practical recommendations for export supply contracts (country specifics).
2. Key clauses to protect exporter's interests.
3. Drafting contracts with Japanese/Asian entities: a practical deep dive.
4. Choosing the most suitable Incoterms term and impact on product costs.

1. Practical recommendations for export supply contracts (country specifics)

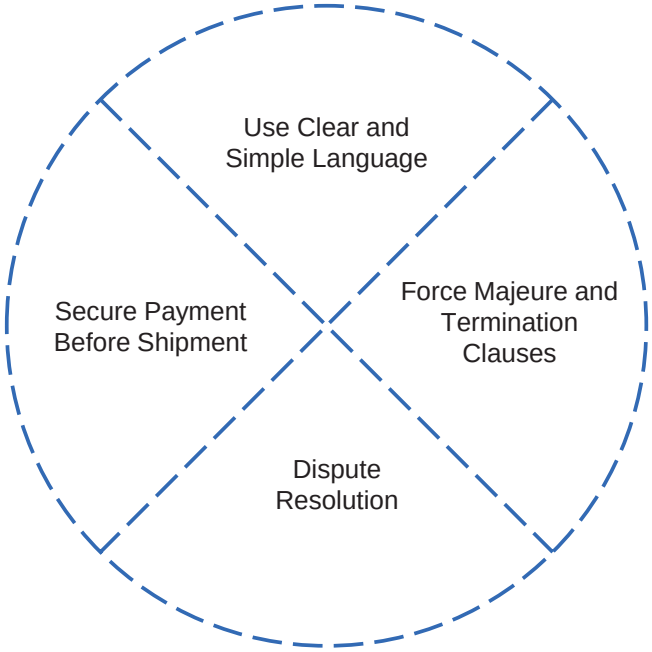
ICC Model Contract - International Sale (Manufactured Goods)

1. General Conditions
2. Characteristic of Goods.
3. Price.
4. Payment conditions.
5. Interest in case of delayed payment.
6. Retention of title.
7. Contractual term of delivery.
8. Documents.
9. Late-delivery, non-delivery and remedies therefore.
10. Non-conformity of the goods.
11. Cooperation between parties.
12. Force majeure.
13. Resolution of disputes.

'These contract is regulated by the General Conditions of the ICC Model Contract International Sale (Manufactured Goods)'

1. Practical recommendations for export supply contracts (country specifics)

Where international trade occur, the first and most critical step is establishing a clear, well-structured contract with your counterparty. This becomes even more essential when dealing with new markets, unfamiliar routes, or first-time partners.

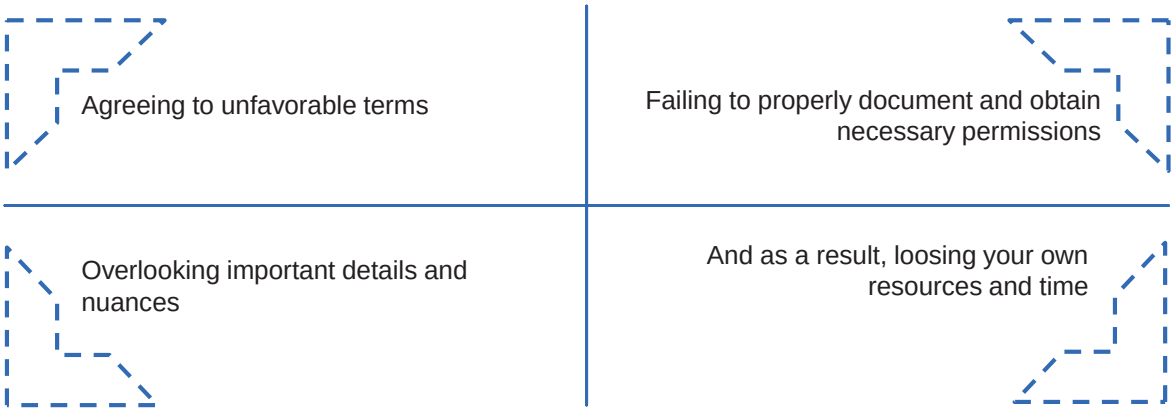


International supply contract drafting is regulated by the United Nations Convention on Contracts for the International Sale of Goods, dated 1980 (also known as Vienna Convention).
Resource: clickable

By using this form, it shall be deemed that the contract conforms to an internationally recognized standard.

1. Practical recommendations for export supply contracts (country specifics)

To help you better understand this, we'll guide you through a short survey about protecting yourself against agree on unfavorable terms



1. Practical recommendations for export supply contracts (country specifics)

In global trade, a well-drafted export supply contract is your strongest shield - defining responsibilities, securing payments, and safeguarding against legal and logistical uncertainties. Let's start with **language**

Why it matters
• Reduces misunderstandings in international trade
• Ensures all parties interpret terms the same way

Practical Tips
• Avoid legal terms and ambiguous phrases
• Define all key terms (e.g., *Incoterms, payment conditions, quality standards*)
• Use short sentences and clear structure

=

Fewer disputes, faster execution, stronger trust

1. Practical recommendations for export supply contracts (country specifics)

Securing payment before shipment is not just a precaution - it's a necessity. By using tools like advance payments, exporters can significantly reduce the risk of non-payment. A clear payment structure in the contract ensures both parties understand their obligations and builds trust for future transactions

Why it matters
• Protects exporter from non-payment risk
• Ensures financial security before goods leave your control

Practical Tips
• Prefer **advance payment** for new or high-risk buyers
• Clearly define **payment deadlines and penalties** in the contract

=

Guarantee payment before shipment to avoid financial loss

1. Practical recommendations for export supply contracts (country specifics)

Unpredictable events happen - **force majeure and termination** clauses ensure your contract can adapt without unnecessary losses

Practical Tips
• Define what qualifies as force majeure (e.g., natural disasters, war)
• Outline termination conditions, notice periods, and penalties
• Specify notice requirements and timelines for invoking the clause

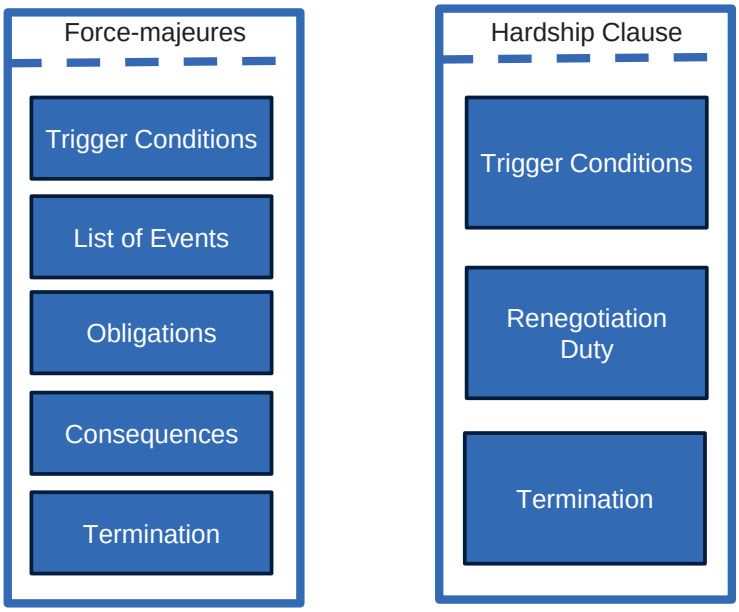
Why it matters
• Shields both parties from unforeseen events
• Provides a clear exit strategy when obligations can't be met

=

Flexibility and fairness during unexpected disruptions

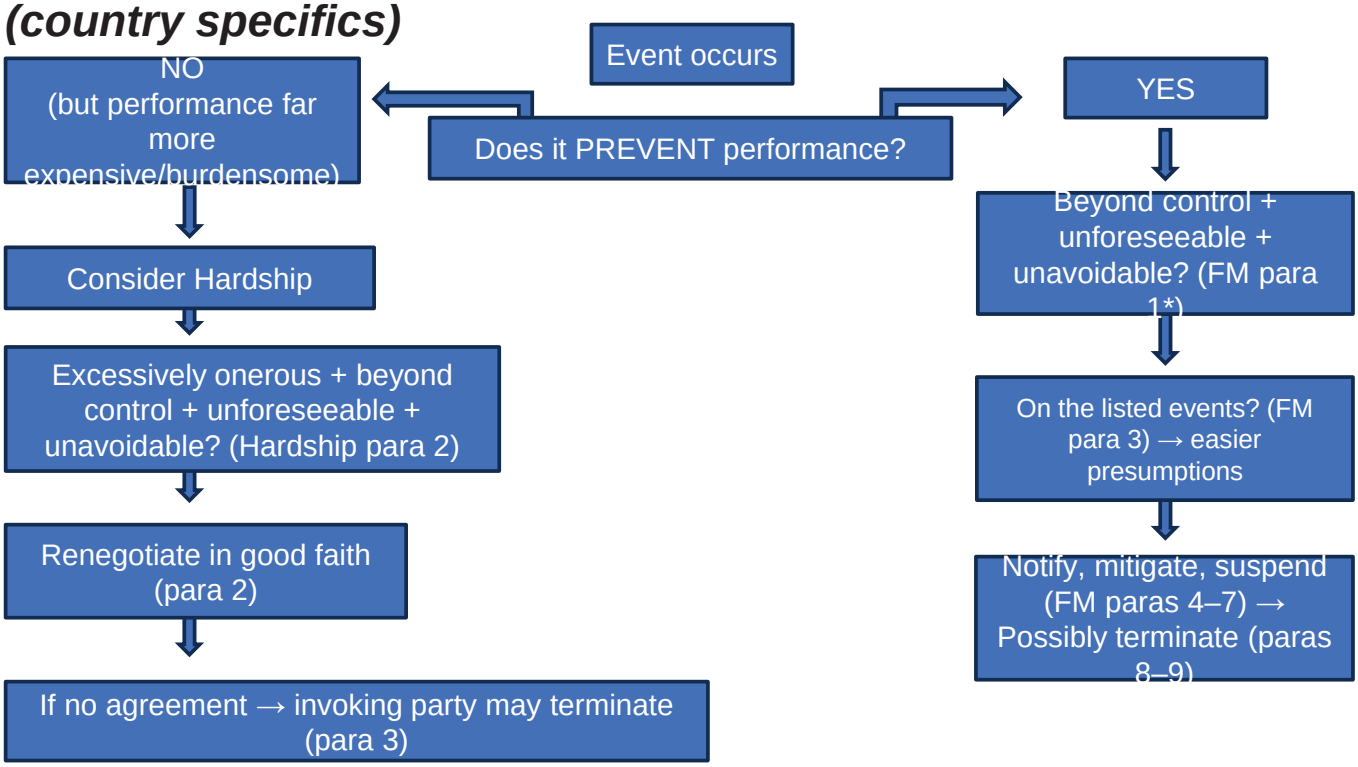
1. Practical recommendations for export supply contracts (country specifics)

Force majeures and termination clauses in supply contract



Resource: ICC Force Majeure Clause 2003/ICC Hardship Clause 2003

1. Practical recommendations for export supply contracts (country specifics)



*"Para" is shorthand for **paragraph**. In the context of the ICC clauses, it refers to the numbered paragraphs within the official text of the clause* **ICC Force Majeure Clause 2003 and ICC Hardship Clause 2003**

1. Practical recommendations for export supply contracts (country specifics)

How to confirm force-majeure event?

- should be prescribed in Supply Contract
- from practice – obtain document issued by the Chamber of Commerce and Industry of the relevant country

Example of Contract clause:

'The sufficient proof of force majeure circumstances shall be the document issued by the Chamber of Commerce and Industry of the relevant country'

In Ukraine it is Chamber of Commerce and Industry of Ukraine

1. Practical recommendations for export supply contracts (country specifics)

Disputes can arise even with the best planning. A well-defined dispute resolution clause ensures that conflicts are handled quickly, fairly, and under agreed rules - saving time, money, and business relationships

Why it matters
• Prevents costly and time-consuming conflicts
• Provides a clear roadmap for resolving disagreements

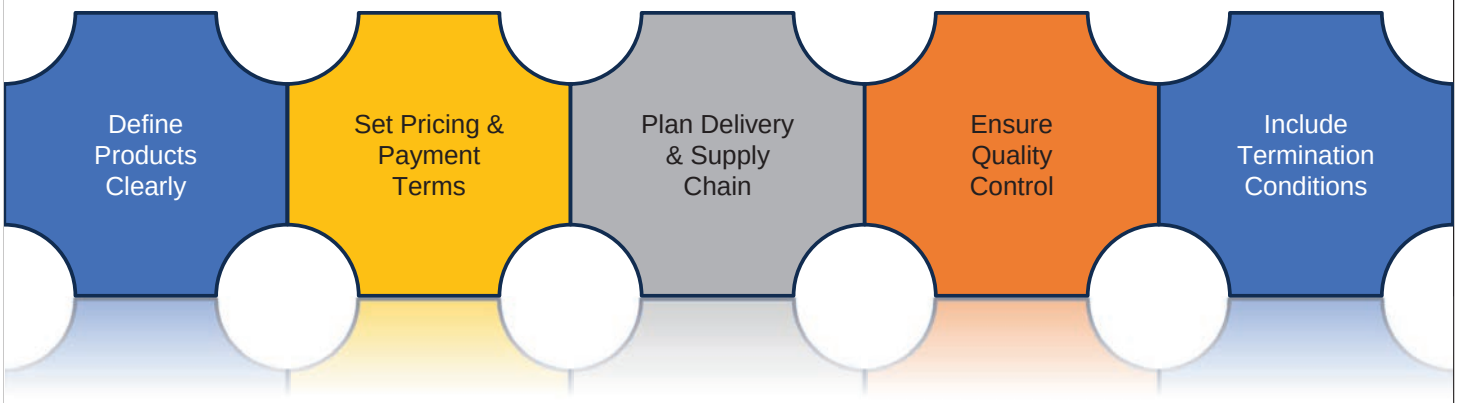
Practical Tips
• Specify governing law and jurisdiction in the contract
• Choose arbitration or litigation as the preferred method, define Arbitration center
• Include timelines and cost-sharing arrangements for dispute resolution
• Define venue, language, and applicable rules (e.g., ICC, UNCITRAL)

=

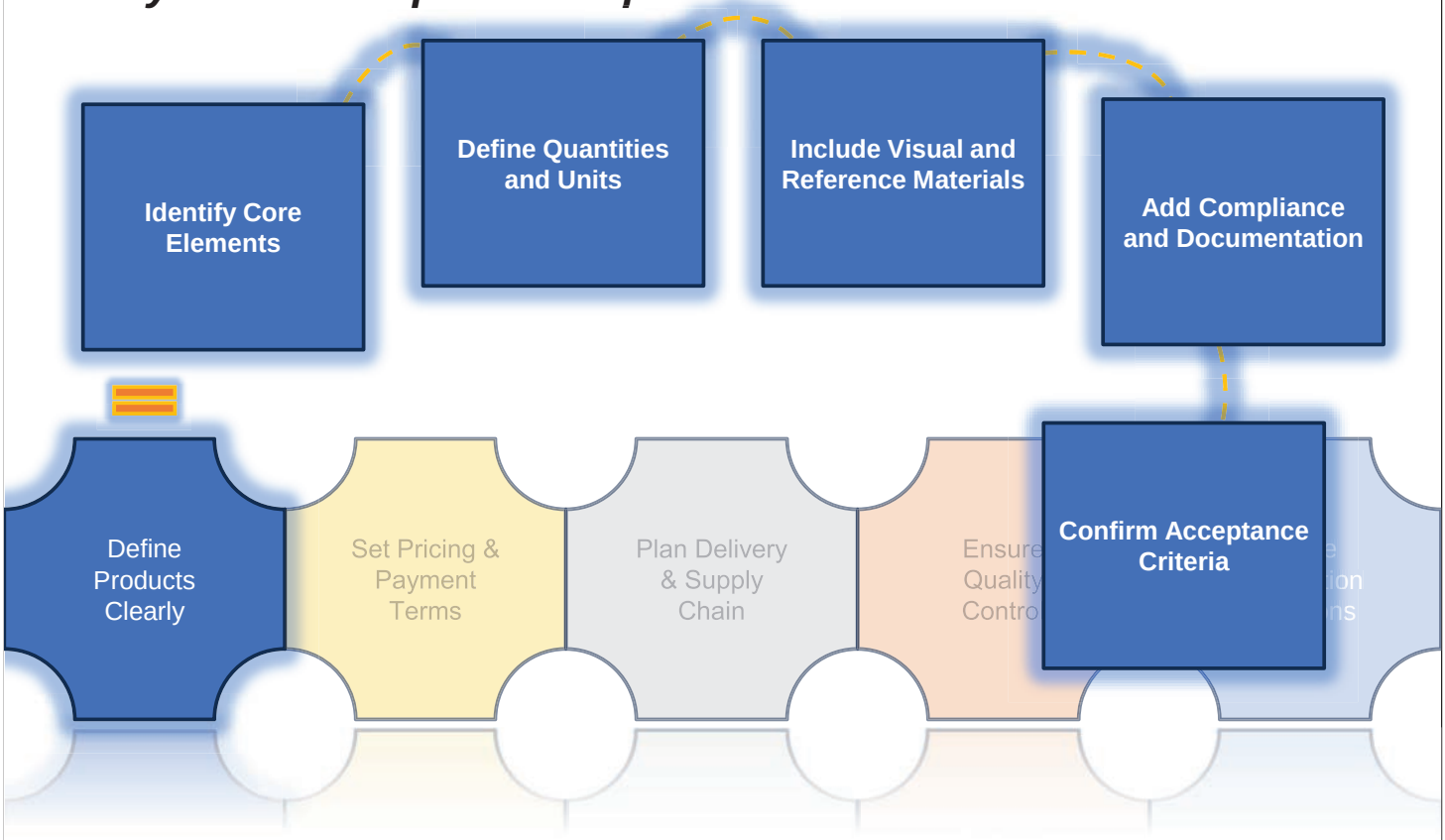
Resolve disputes efficiently and fairly without disrupting trade

2. Key clauses to protect exporter's interests

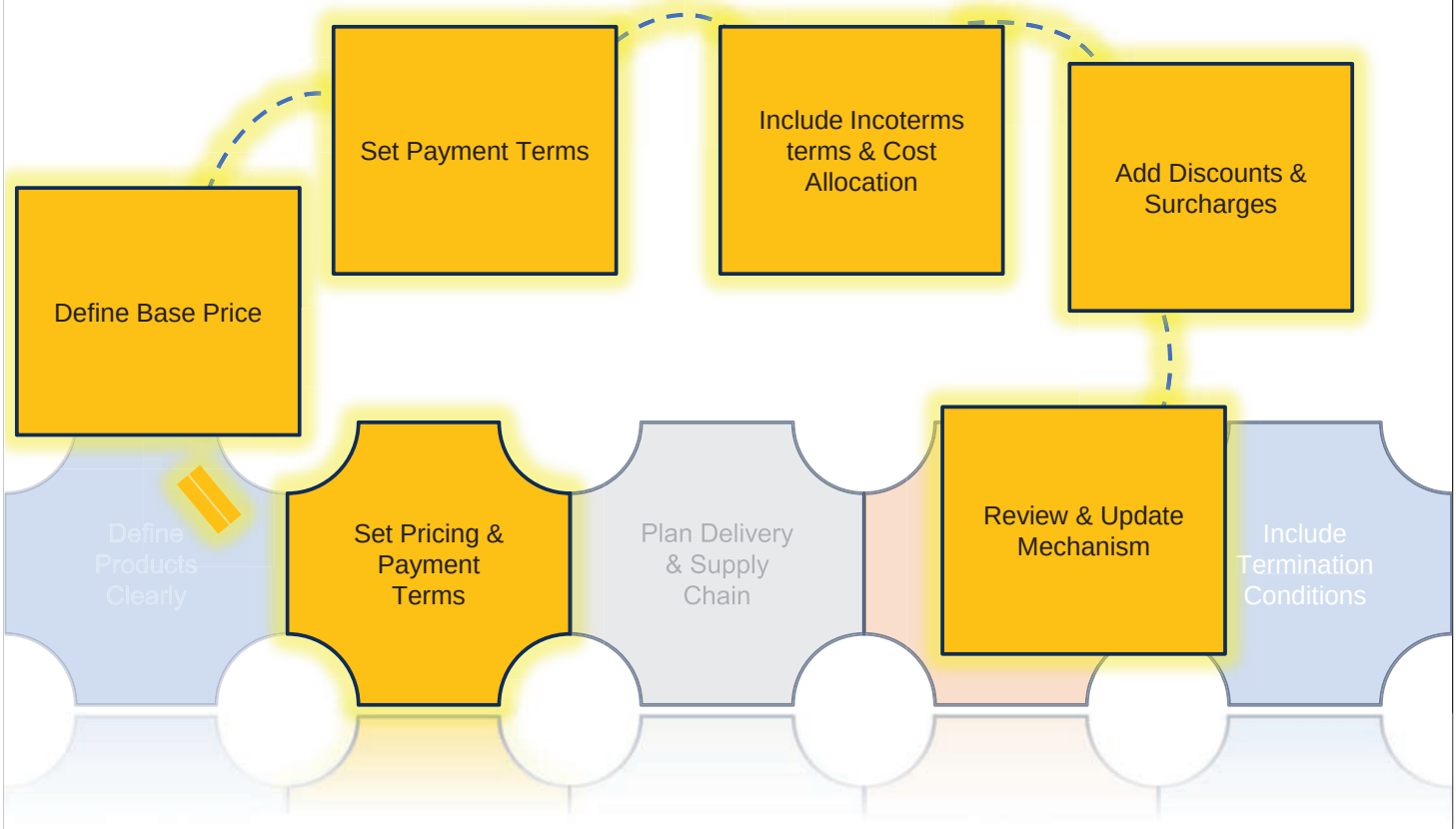
Clear, detailed agreements are the foundation of successful supplier relationships.
They define expectations, protect intellectual property, ensure fair pricing, and safeguard quality and timelines.
A well-structured contract minimizes risks, prevents disputes, and builds trust for long-term collaboration.



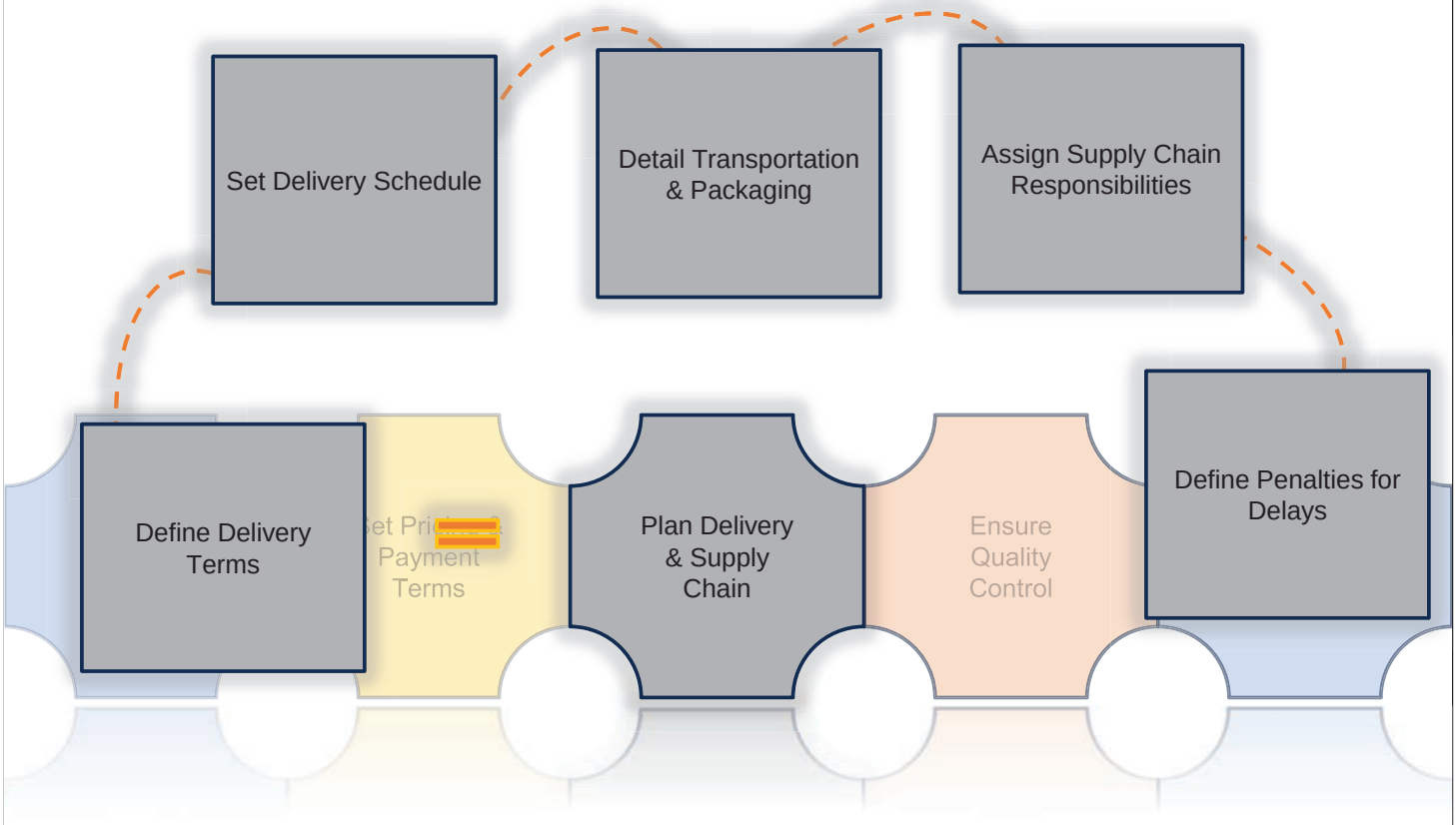
2. Key clauses to protect exporter's interests



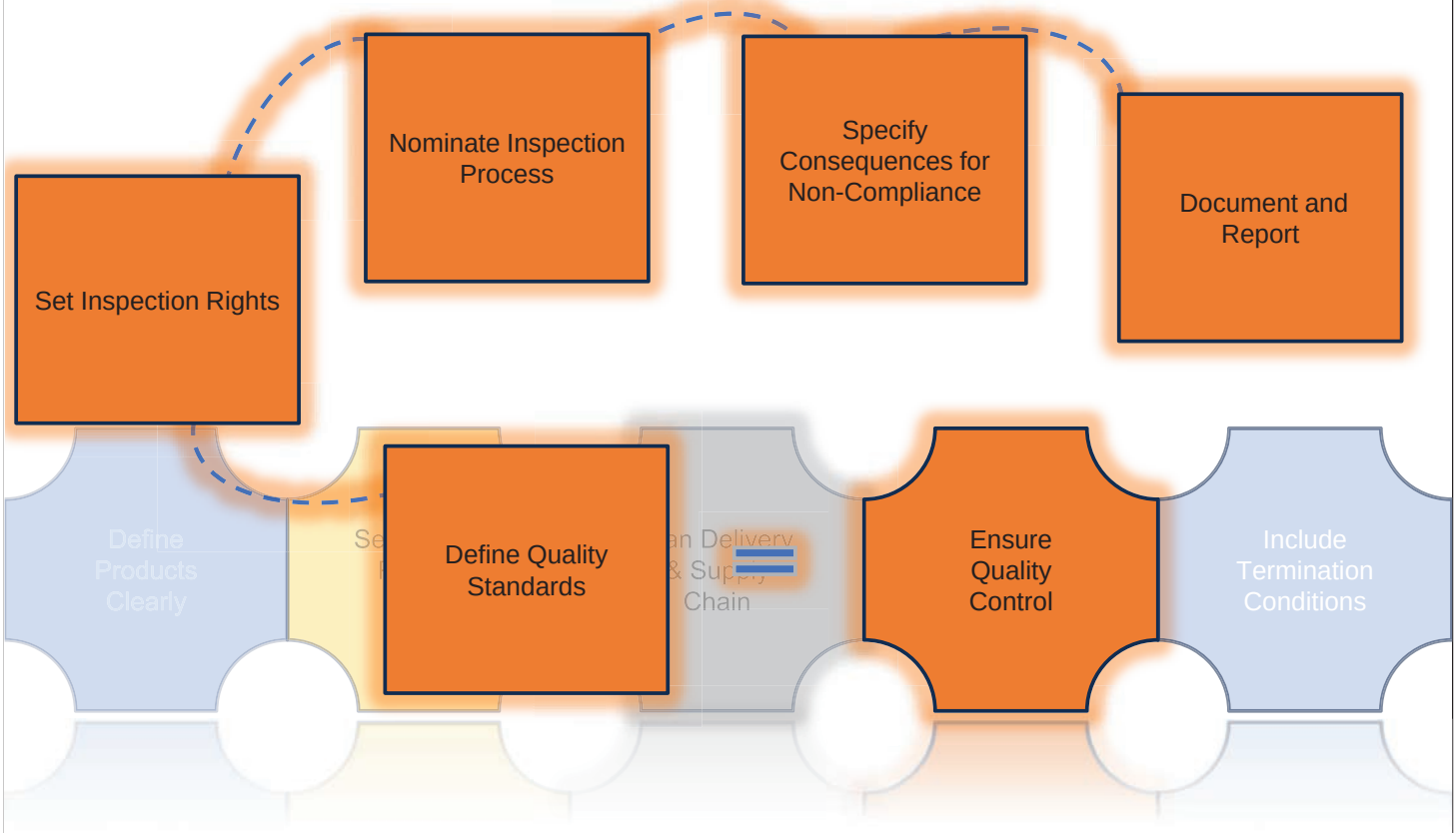
2. Key clauses to protect exporter's interests



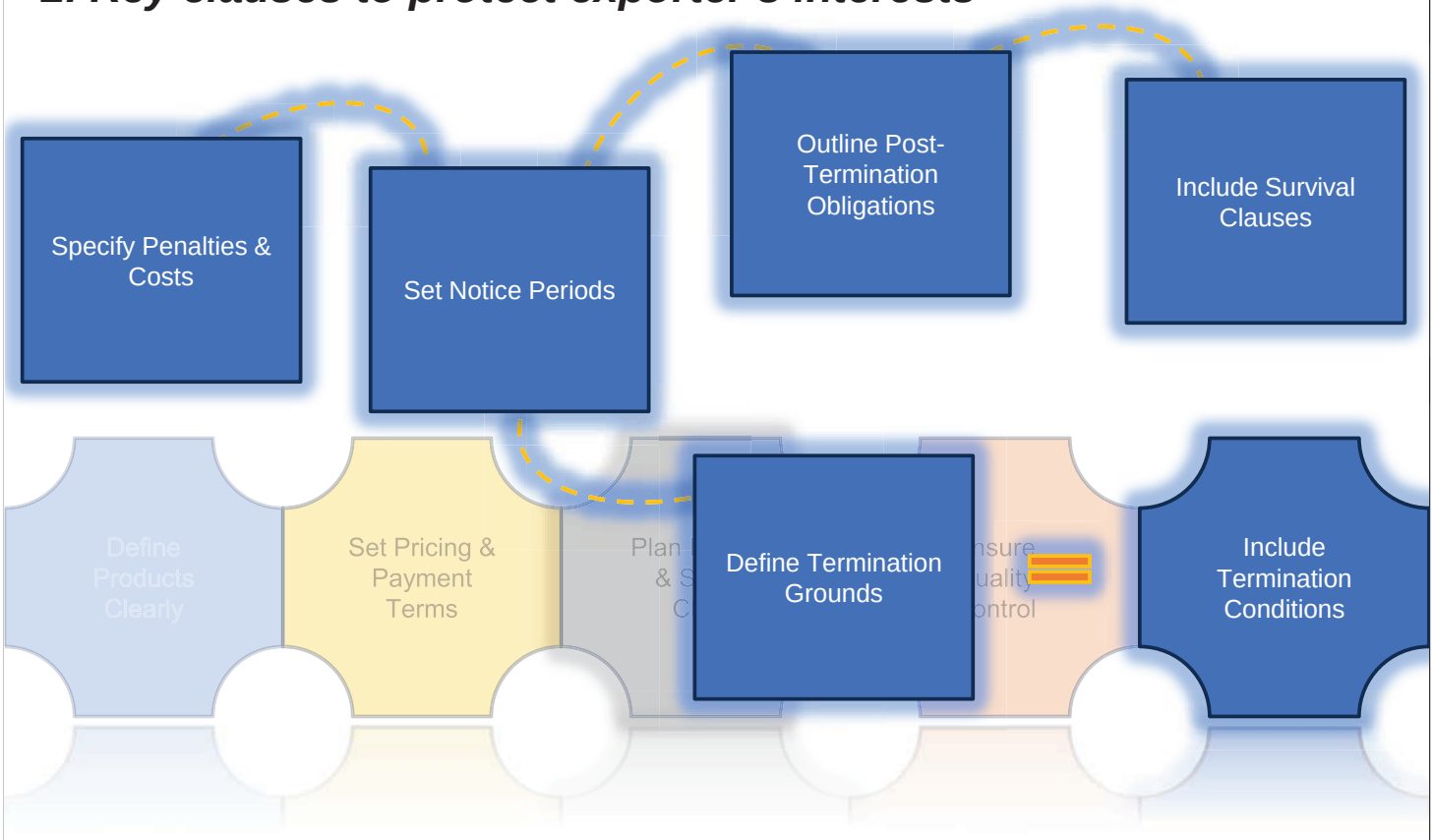
2. Key clauses to protect exporter's interests



2. Key clauses to protect exporter's interests



2. Key clauses to protect exporter's interests



2. Key clauses to protect exporter's interests

Dispute Resolution in Supply contract. ICC Arbitration

- **International Recognition**
  ICC arbitration is recognized in over 170 countries
- **Neutrality**
  Parties can choose a neutral venue, language, and arbitrators, that is crucial for international contracts
- **Flexible Procedure**
  ICC allows parties to agree on procedural rules, timelines, and hearing formats (e.g., online or in-person)
- **Confidentiality**
  Arbitration proceedings are not public, protecting sensitive commercial information.
- **Professional Arbitrators**
  ICC maintains a roster of experienced arbitrators specializing in international law and trade
- **Cost Control**
  ICC publishes a transparent fee schedule and offers mechanisms to monitor and manage arbitration costs (use online calculator https://iccwbo.org/dispute-resolution/dispute-resolution-services/arbitration/costs-and-payment/costs-calculator/)
- **Efficiency**
  Compared to court litigation, arbitration is often faster, especially under simplified procedures

3. Drafting contracts with Japanese/ Asian entities: a practical deep dive

Navigating International vs. Domestic Negotiations

International business negotiations differ significantly from domestic ones, requiring a tailored approach and heightened cultural awareness.

Perspective Shift and Cultural Understanding

Successful negotiations demand a substantial shift in perspective and a deep understanding of the unique characteristics of the foreign environment in which the negotiation occurs

Diverse Business Environments

The wide variety of cultural, legal, and commercial environments across Asian countries necessitates flexibility and adaptability in negotiation strategies

3. Drafting contracts with Japanese/ Asian entities: a practical deep dive

"Japanese try to negotiate a relationship"

Building Trust and Harmony

Nemawashi (根回し) involves informal consensus-building to establish trust and mutual understanding before negotiations begin

Indirect Communication Style

Communication relies on non-verbal cues and subtle expressions to maintain harmony and avoid confrontation

Group Decision-Making and Hierarchy

Decisions are made collectively with respect for hierarchy, requiring patience for internal consensus

Long-Term Orientation

Emphasis on building lasting partnerships with reliability over short-term gains, highlighting stability

According to the Portland State University Study

3. Drafting contracts with Japanese/ Asian entities: a practical deep dive

Avoid Bilingual Contracts
Japanese courts may need to navigate conflicting interpretations of translated documents. All documents submitted to the court should be in Japan language

Incoterms ®
identify the governing rules and institutions, e.g., ICC

Distinctions in Legal Personnel
Bengoshi and Japanese nationals

Understand the Japanese Legal System civil law system

Use Japanese as the Sole Contract Language for Japan-Law Contract request a professional English translation

4. Choosing the most suitable Incoterms term and impact on product costs

Incoterms® 2020
INTERNATIONAL COMMERCIAL TERMS

Where to find?

https://iccwbo.org/business-solutions/incoterms-rules/incoterms-2020/

The Incoterms® Rules describe:

- **Obligations**: who is responsible for what in the relationship between the seller and the buyer (transportation, insurance, shipping documents).
- **Risks**: where and when the seller delivers the goods – the point at which the risk transfers from the seller to the buyer.
- **Costs**: which party is responsible for which costs (transportation, packaging, loading/unloading).

International Chamber of Commerce

4. Choosing the most suitable Incoterms terms and impact on product costs

Multimodal transport



EXW

FCA

CPT CIP*

DAP DPU DDP**

**The seller is obliged to conclude an insurance contract in the currency of the foreign economic contract for the benefit of the buyer, covering the segment from the place of delivery to the place of destination.*
*** It is the only one of the 11 terms that places the maximum level of obligations on the seller: delivery takes place at the destination, and the seller is responsible for paying import duties and taxes.*

4. Choosing the most suitable Incoterms terms and impact on product costs

Sea and waterways transport



FAS

FOB

CFR

CIF

4. Choosing the most suitable Incoterms term and impact on product costs



Incoterms tips

1. If the parties want the Incoterms® 2020 rules to apply to their contract, they must clearly state this intention.
2. Omitting the reference to “2020” may create unnecessary doubts about which version of the rules applies to the contract.
3. When incorporating the Incoterms® 2020 rules into a sales contract, there is no need to use the trademark symbol.
4. The port, place, or point should be specified as precisely as possible geographically, depending on the circumstances, in the selected Incoterms® rule.



For example:

DAP №123, street ABC, city DEF, Incoterms®2020

Summary

Tailored approach and heightened cultural awareness for negotiation stage

Signing export agreements reduce risk, ensure compliance, and create a foundation for long-term business relationships

United Nations Convention on Contracts for the International Sale of Goods as a regulation for drafting international supply contract

Clearly state Incoterms version

Japanese-language Contracts

Clarify responsibilities Early

Hire Local Legal Counsel (familiar with Japanese contract law)

Successful export operations rely on well-structured contracts

The Incoterms® Rules describe risks, costs, obligations

Module 8. Monitoring & Risk Management

1. How to set KPIs for export (contracts, sales volume, revenue, new partners).
2. Developing a risk matrix. Risk mitigation.
3. Monitoring system: who is responsible, frequency of reviews.

Module 8. Monitoring & Risk Management

1. How to set KPIs for export

KPIs (Key Performance Indicators) are key metrics that help measure export progress (preparation, market entry, sales, repeat orders).

Who sets

export manager together with the team (finance, marketing, production)

Who monitors

director / owner, with regular reviews (monthly/ quarterly)

When starting export activities, it is recommended to create **three KPI sets**:

Stage 1 – Preparation
certification, market research, partner due diligence.

Stage 2 – Market Entry
first samples, trade fairs, promotion, packaging adaptation.

Stage 3 – Growth & Expansion
sales volume, revenue, customer retention, margin.

Module 8. Monitoring & Risk Management

1. How to set KPIs for export

Stage 1: Preparation (example)

Focus: readiness before entering Japan (compliance, knowledge, partner screening)

KPI	How to calculate	Why it matters	Sector-specific note
Certification readiness	(# products certified ÷ total products) ×100	Ensures legal entry to Japan	Fruits: HACCP, MRL compliance Confectionery: food safety + labeling Furniture: JIS, FSC + labeling
Market research coverage	% of planned research tasks completed	Measures preparation depth	All sectors: competitor mapping, pricing, seasonal demand
Partner due diligence rate	(# partners checked ÷ total potential partners) ×100	Avoids unreliable importers/distributors	Fruits: check cold-chain ability Confectionery: retail network Furniture: B2B references
Export team readiness	(# trained staff ÷ export team members) ×100	Skilled staff reduces errors and delays	All sectors: training in export rules, compliance, communication with Japanese partners
Product adaptation progress	(# SKUs adapted for Japan ÷ total SKUs planned) ×100	Ensures product fits Japanese requirements & consumer expectations	Fruits: pack size Confectionery: labeling, allergen info Furniture: catalogues

Module 8. Monitoring & Risk Management

1. How to set KPIs for export

Stage 2: Market Entry (example)

Focus: testing the market, building visibility, securing first deals.

KPI	How to calculate	Why it matters	Sector-specific note
Sample acceptance rate	(# positive feedbacks ÷ # samples sent) ×100	Measures product fit with Japanese buyers	Fruits: taste/texture feedback Confectionery: packaging Furniture: design & finish quality
Trade fair conversion rate	(# leads from fairs ÷ total leads collected) ×100	Evaluates effectiveness of events	Food fairs (FOODEX) fruits/ confectionery Interior fairs (IFFT) – furniture
Packaging adaptation completion	(# SKUs adapted ÷ total SKUs planned) ×100	Japan values packaging compliance & aesthetics	Confectionery: seasonal gift packs Fruits: small-size packs
Promotional cost efficiency	(Revenue from Japan ÷ promotional spend)	Tracks ROI from early promotion	Confectionery: big deduction risk Furniture: catalogues & showrooms
First order secured	Value of first commercial order ($)	Marks real market entry and trust from the Japanese buyer	All sectors: usually small in Japan but highly symbolic

Module 8. Monitoring & Risk Management

1. How to set KPIs for export

How to Set Export KPIs – Step by Step

1. **Define goals** – what do you want to achieve (market entry, revenue, partners).
2. **Select SMART indicators** – specific, measurable, achievable, relevant, time-bound.
3. **Split by stages** – Preparation / Market Entry / Growth & Expansion.
4. **Balance metrics** – use both *leading* (certification, samples, leads) and *lagging* (sales, revenue, retention).
5. **Assign ownership** – each KPI must have a responsible person/ department.
6. **Set review cycle** – monthly for operations, quarterly for strategy, annual for expansion.

Module 8. Monitoring & Risk Management

2. Developing a risk-matrix. Risks mitigation

Risk	A potential event or problem that may negatively affect export activities (e.g., shipment delay, product rejection at customs, partner default).
Risk Level (R) = Likelihood (L) x Impact (I)	
Likelihood (L)	The probability that a risk will occur (1-3) *Scale example: 1 = Low, 2 = Medium, 3 = High.*
Impact (I)	The severity of consequences if the risk happens (1-3) *Scale example: 1 = Low effect, 2 = Medium effect, 3 = High/critical effect.*
Actions	**Risk Level (R)** **1–3 = Low risk** – basic monitoring **4–6 = Medium risk** – mitigation plan needed **7–9 = High risk** – critical, must be actively managed



Module 8. Monitoring & Risk Management

2. *Developing a risk-matrix. Risks mitigation*

Example of Export Risk Matrix – Japan (Preparation & Market entry stage)

Category	Risk (Preparation / Market Entry)	L	I	R	Mitigation
Regulatory & Compliance	Delay in certification (HACCP, JAS, JIS)	2	3	6	Start certification early; use accredited consultants
	Shipment rejected due to non-compliance (MRL, microbiology)	1	3	3	Pre-shipment lab testing, accredited labs in EU/JP
Market & Commercial	Misjudging consumer demand or seasonality	2	2	4	Research seasonal peaks (White Day, New Year)
	First samples not accepted by buyers	2	3	6	Test product adaptation before shipment
Logistics & Supply Chain	No trusted cold-chain/logistics partner selected	2	2	4	Conduct logistics due diligence, pilot shipments
	Delays at Japanese customs or ports	1	3	3	Work with local customs broker, prepare full docs
Financial	Underestimating certification/marketing costs	2	2	4	Include Japan entry budget in financial plan
	High promotional deductions (listing fees, allowances)	3	2	6	Negotiate with distributors
Operational & Partner	Incomplete due diligence of partner	2	3	6	Background checks, JETRO/UCCI references
	Production overload from first export order	1	2	2	Pilot order planning, phased capacity increase
Reputation & Cultural	Poor adaptation of packaging/design to Japanese culture	2	2	4	Use local advisors for packaging and labeling
	Negative feedback from first shipment (quality issue)	1	3	3	Strong QC, full COA with each lot

Risk Level (R)

1–3 = Low risk – basic monitoring

4–6 = Medium risk – mitigation plan needed

7–9 = High risk – critical, must be actively managed

Module 8. Monitoring & Risk Management

2. *Developing a risk-matrix. Risks mitigation*

Internationally Recognized Risk Management Practices – ISO 31000 – Risk Management Standard / The most widely recognized international standard (ISO 31000:2018).

It defines risk as: ***"the effect of uncertainty on objectives".***

Common Risk Classifications in Export/Trade

By nature:

- Strategic – wrong market choice, poor positioning.
- Financial – currency volatility, partner solvency.
- Operational – production failures, logistics disruptions.
- Compliance/Legal – certification, customs, regulatory changes.
- Reputational – product quality, cultural mismatches, negative feedback.

By controllability:

- Internal – controllable factors (product quality, documentation accuracy).
- External – uncontrollable factors (politics, customs rules, natural disasters).

By time horizon:

- Short-term – customs delays, shipment rejection.
- Long-term – regulatory changes, market reputation, currency instability.

Module 8. Monitoring & Risk Management

2. *Developing a risk-matrix. Risks mitigation*

ISO 31000 and the UNCTAD/ITC Export Risk Management Guides
Exporters need prevention & response scenarios for high-risk situations

Risk matrix → Scenario plan → Early indicators → Mitigation plan

Scenario Table – High-Risk Export Situations (Japan)

Risk	Early Warning Signal *(what to monitor)*	Scenario Response *(what to do)*
Certification delay (HACCP, JAS, JIS)	Lab feedback slowed, missing documents, >2 weeks delay	Activate backup accredited lab in Japan/EU; reschedule shipment; inform buyer early
Product rejection at customs (MRL, microbiology)	Pre-test results close to Japanese limits; importer signals concern	Launch emergency re-testing; prepare reformulated batch; negotiate partial release
Payment delay (Promissory note, D/A 120 days)	Buyer requests extension; history of slower payments	Activate trade credit insurance; shorten terms for next order; involve bank for collections
Unsold seasonal stock (Confectionery, fruits)	Sales below forecast mid-season; distributor requests discount	Offer controlled promotions; accept partial return; prepare buy-back budget
Logistics disruption (cold chain, port delays)	Port congestion updates, late vessel departure	Reroute via alternative port; shift to airfreight for urgent SKUs; inform distributor
…	…	…

Module 8. Monitoring & Risk Management

3. *Monitoring system: who is responsible, frequency of reviews*

Monitoring System in Export – Best Practices

Who is responsible

Best practice: each risk/KPI should have a single owner (*single point of accountability*) to avoid "blurred" responsibility.

Frequency of reviews

- Operational KPIs / Risks – monthly (sales volume, on-time shipments, claims, payment delays).
- Tactical (Market-entry) KPIs / Risks – quarterly (new partners, certification, promotional expenses, first orders).
- Strategic Risks / Growth KPIs – annually (new markets, ROI, brand, dependency on a single partner).

In export, best practice is:

- *Monthly export review meeting* – operational KPIs & risks.
- *Quarterly strategy review* – market entry progress, financial health, key partner performance.
- *Annual review with top management* – export portfolio, expansion decisions, long-term risks.

Module 8. Monitoring & Risk Management

3. *Monitoring system: who is responsible, frequency of reviews*

Monitoring Plan — Key Structure and Components

Element	Description / What it includes
Indicator / KPI	Which specific metric is monitored (e.g., export volume, on-time delivery, claims rate)
Baseline / Target	Reference point / planned KPI value for the period
Data source / method	Where the data comes from: ERP, CRM, Excel, partner reports, customs statistics, etc.
Frequency / timing	How often to measure (monthly, quarterly, annually)
Responsible person / unit	Who is responsible for data collection, analysis, and reporting
Reporting format / dashboard	How the results are presented (table, chart, dashboard)
Comments / Issues / Notes	Additional notes: challenges, methodological changes, clarifications
Mitigation / Corrective actions	Actions if KPIs deviate from the plan (what to do if targets are not met)

Module 8. Monitoring & Risk Management

3. *Monitoring system: who is responsible, frequency of reviews*

Export Monitoring Plan – Japan (3 Years)

KPI / Focus Area	Target	Frequency	Responsible
Stage 1 – Preparation (Year 1) *Goal: Ensure readiness for the Japanese market (certification, compliance, partner selection).*			
Certification & compliance (HACCP, JAS, JIS for furniture)	100% of selected products certified	Quarterly	Quality/Compliance Manager
Market research completed	Full report prepared	Quarterly	Export Manager
Packaging & labeling adaptation	All SKUs adapted to Japanese requirements	Bi-annual	Marketing & Production
Internal team readiness	Export team trained in Japan market specifics	Annual	HR + Export Manager
Stage 2 – Market Entry (Year 2) *Goal: Test the market, secure first orders, build visibility.*			
Samples sent & feedback received	At least 10 buyers, 70% positive feedback	Quarterly	Export Manager
Trade fairs / B2B events	2 events (e.g., FOODEX, IFFT) attended	Annual	Sales/Marketing
First commercial order secured	≥ 1 order signed	Annual	Export Manager
Repeat order rate (early stage)	50% of buyers place a 2nd order	Quarterly	Sales Manager
Promotional cost efficiency	≥ 1.5x return on promotional	Annual	Marketing/Finance

Module 8. Monitoring & Risk Management

Summary

1. **KPIs matter** – set SMART indicators for each stage (Preparation → Entry → Growth) and assign clear owners.
2. **Know your risks** – use a risk matrix (likelihood × impact) to identify strategic, financial, operational, compliance, and reputational risks.
3. **Mitigate early** – certification, partner due diligence, logistics pilots, strong QC, and budgeting for promotions all reduce exposure.
4. **Monitor regularly** – monthly (operations), quarterly (market/finance), annually (strategic review with top management).
5. **Think like an investor** – export is an **investment project**; budgets should target ROI, not just cover costs.

Q&As

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop

#2 Sector Workshop: Confectionary Products

October 15, 2025

JICA Consultant Team

Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

#1 Sector Workshop: Confectionary Products

Program, October 15, 2025

9:00 – 9:55	**Module 1. Market Research – Demand & Consumer Segments. Competitors.** *Focus questions: How can exporters understand Asian consumer trends, seasonal and cultural drivers of demand, and use key distribution channels to identify the most promising markets and differentiation opportunities?*
9:55 – 10:35	**Module 2. Pricing Strategy** *Focus questions: Understanding market price segments, export price formation, optimal positioning, and key factors influencing pricing such as volume, trade level, and payment terms.*
10:35 – 11:15	**Module 3. Standards and Certification** *Focus questions: How can exporters meet Japan's food safety and quality standards, ensure full traceability and compliant labeling, and use certifications, composition control, and packaging to build buyer and consumer trust?*
10' coffee break	
11:25 – 12:35	**Module 4. Operational Specifics of Confectionery Exports to Asia** *Focus questions: How confectionery exporters can organize export operations to Japan, manage logistics and transport risks, and navigate customs procedures, tariffs, and non-tariff barriers effectively*
12:35 – 13:00	**Module 5. Drafting the Export Plan**

2

SPEAKERS OF WORKSHOPS

Module 1. Market Research – Demand & Consumer Segments. Competitors.

- Consumer trends in Asia. Seasonal and cultural drivers of demand.
- Key distribution channels: retail chains, specialty stores, e-commerce, HoReCa.
- Identifying most promising markets.
- Major competitors. Differentiation factors.

Module 1. Market Research

Discussion:

Which advantages and disadvantages do you see for your product potential on the market of Japan?

Company	Advantages	Challenges
OGO Food		
Lol&Pop		
TOM		

Module 1. Market Research

Subject: Market characteristics

Understanding scale and dynamics of the market

- 2024 market volume **$ 21 bln** @ **3%** CAGR ⇒ **24,8 bln** expected in 2030
- **2,45 mln tons** confectionery produced in Japan in 2024



Market Status Quo

- Traditional confectionery, such as wagashi, continues to hold cultural significance. However, modern confectionery products now dominate the market.
- Despite an aging population and growing health consciousness, demand remains strong and is expected to keep increasing.



Source: Statista.com

Module 1. Market Research

Candies and snacks landscape - だがし dagashi and wagashi





Marketing Warning:

Dagashi / Wagashi not to be copied or replicated









Module 1. Market Research

Market drivers and challenges

Market drivers:

- \+ Increasing demand for handcrafted chocolate, regionally inspired flavors, novel textures
- \+ Rich culture of festivals, celebrations, gifting holidays
- \+ Rise of tourismW

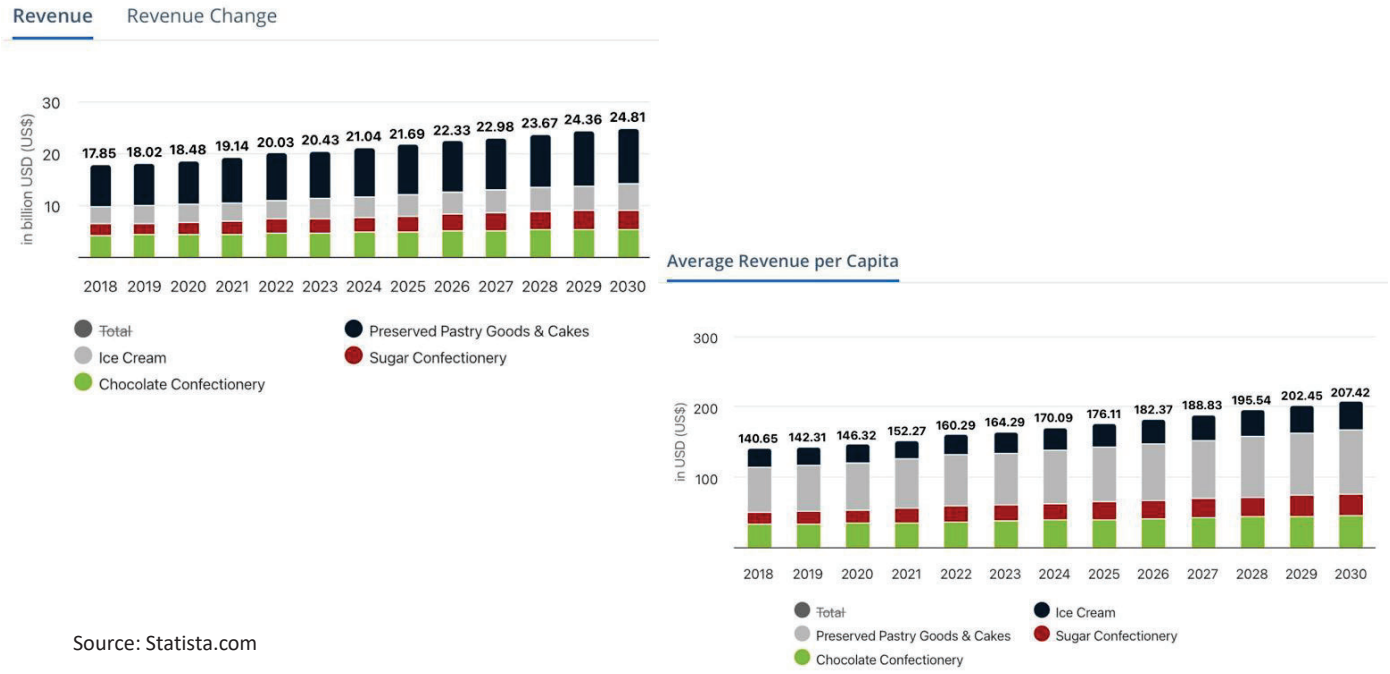
Market challenges:

- — Aging population and declining birth rates
- — Rising raw materials costs
- — High competition
- — Healthy diet concerns
- — Limited growth in rural areas

Module 1. Market Research

Subject: Market characteristics

The total market size is growing as well as per capita consumption.



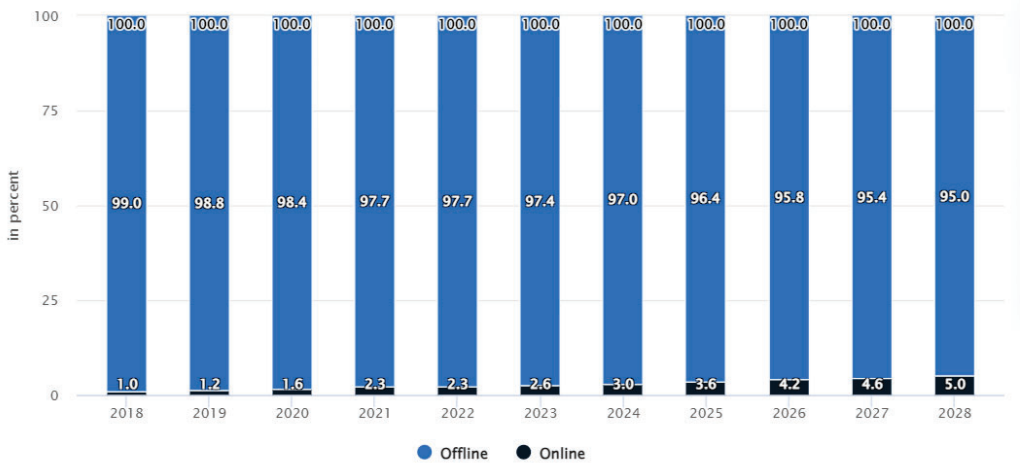
Source: Statista.com

Module 1. Market Research

Subject: Market characteristics - Offline dominates

Structure of Confectionery Retail Sales: Online vs. Offline

98% of confectionery products are sold offline in physical stores.
Online sales grow at average 0,5% per annum

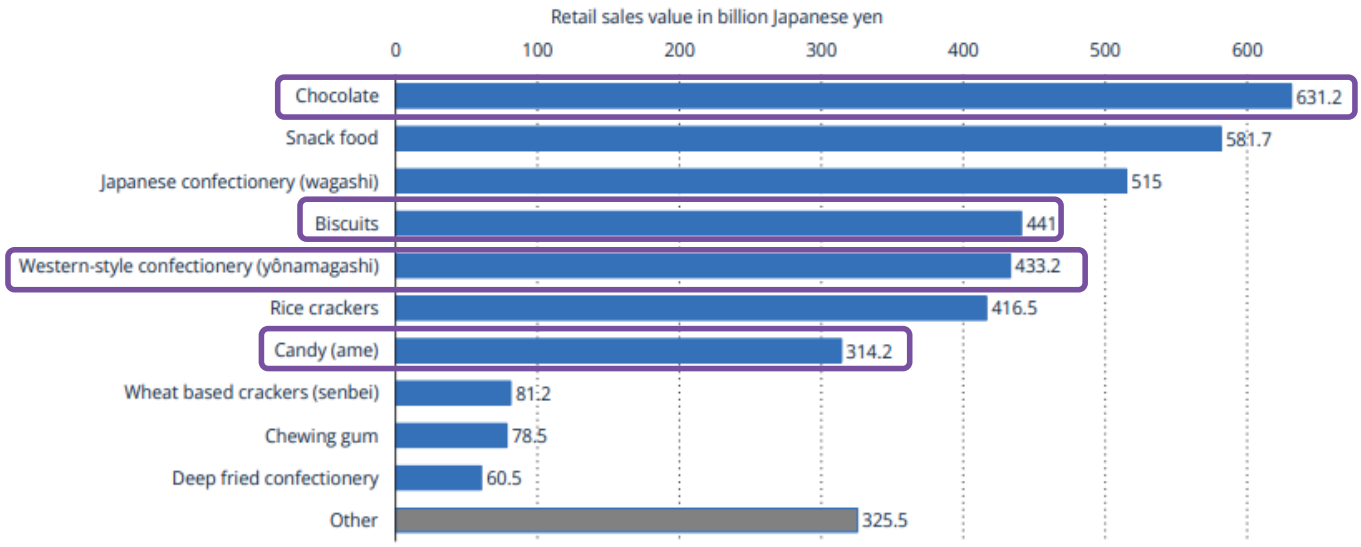


Source: Statista.com

Module 1. Market Research

Subject: Market characteristics

2024 retails sales - by product category

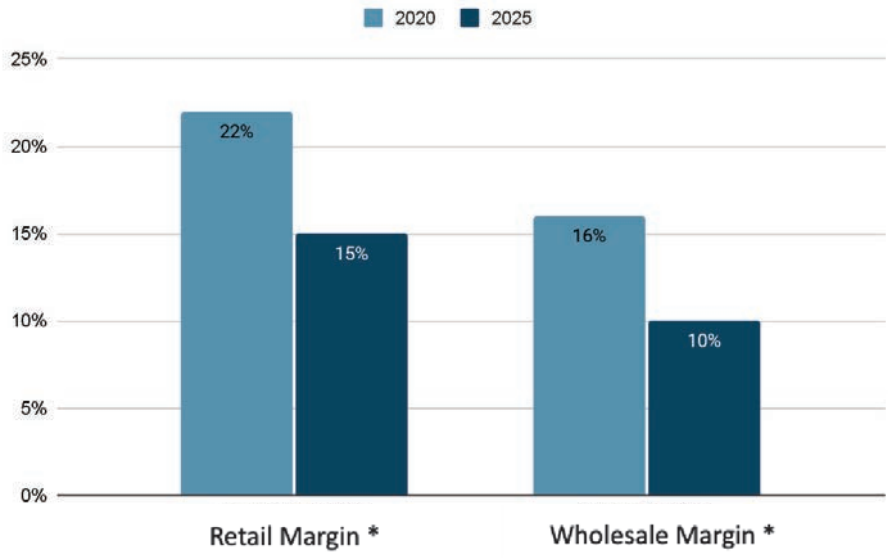


Source: Statista.com

Module 1. Market Research

Subject: Market characteristics - slimmer trade margin

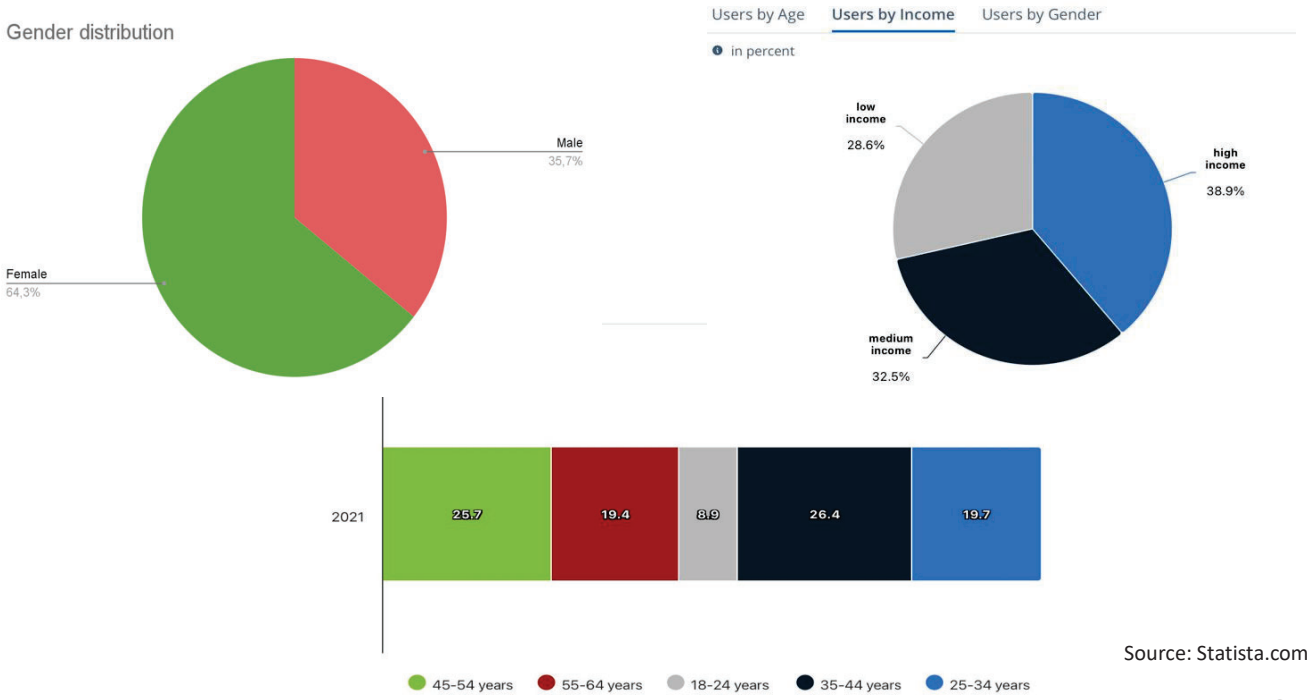
Due to COVID and weakened yen, B2C food industry trade channel profitability decreased.



*expert assessment based on communications with importers

Module 1. Market Research

Subject: Customer characteristics



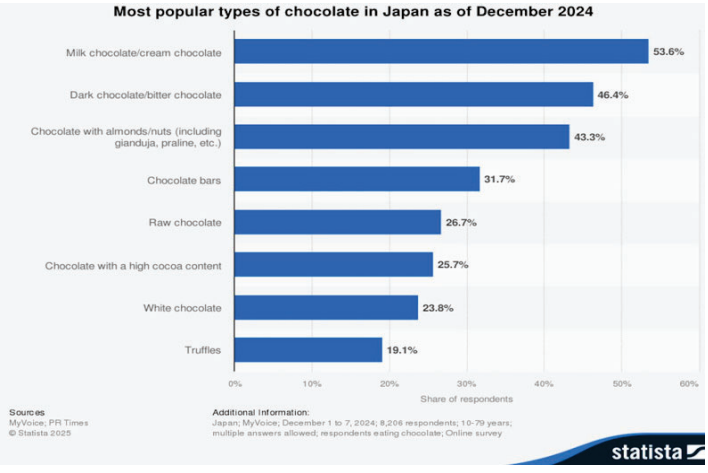
Source: Statista.com

Module 1. Market Research

Subject: Consumer preferences

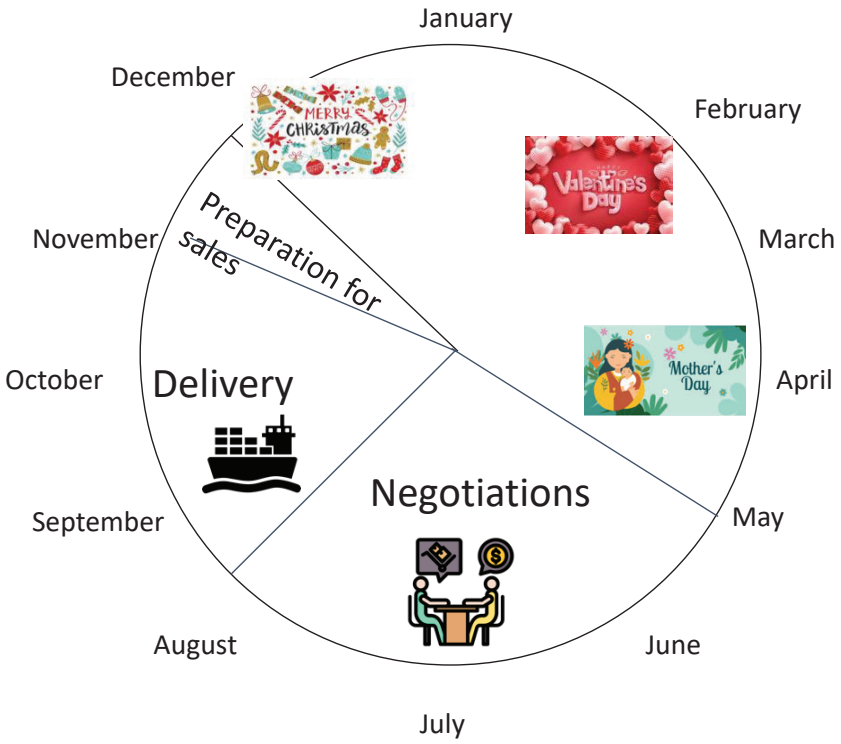
Sweet snacks and confectionery – expectations

- Familiar format and type of snack
- Clear label with ingredients, expiration date, calory count
- “Proven” country of origin
- Small portions individually packaged
- Tender texture
- Not overly-sweet



Module 1. Market Research

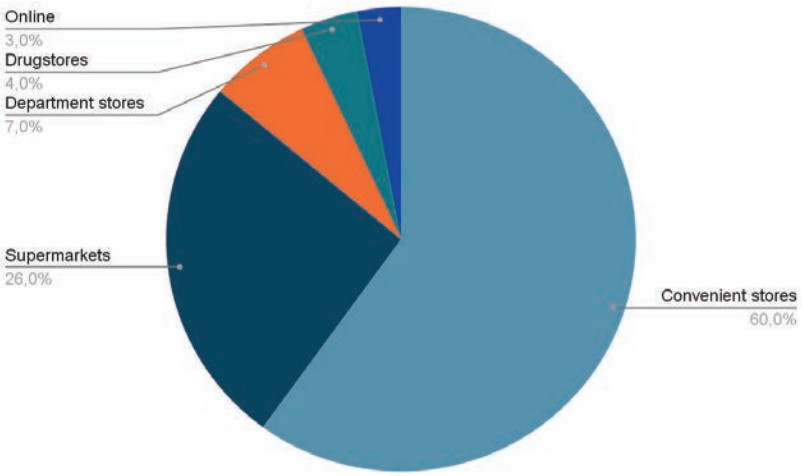
Subject: Seasonal factors of demand



Module 1. Market Research

Subject: Distribution channels

Confectionery retail sales structure

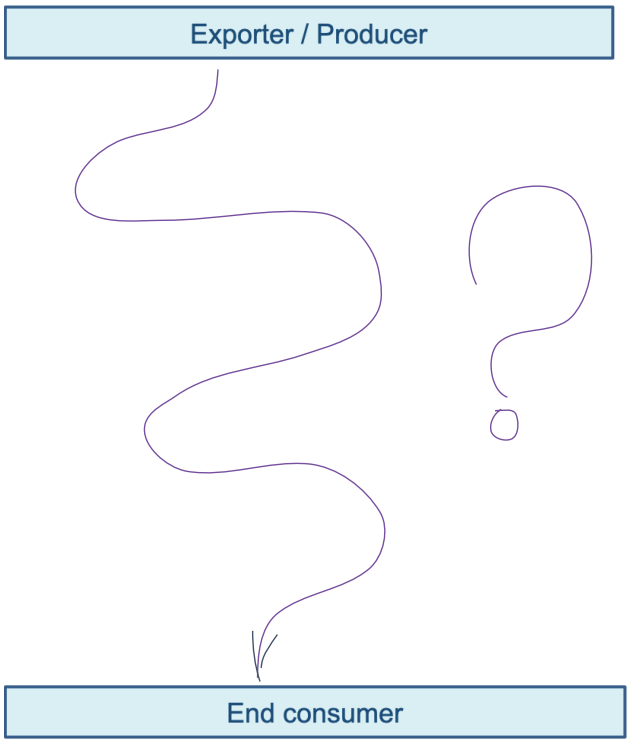


60% convenient stores
26% supermarkets
7% department stores
4% drugstores
3% online

*Source: expert assessment based on surveys with market players

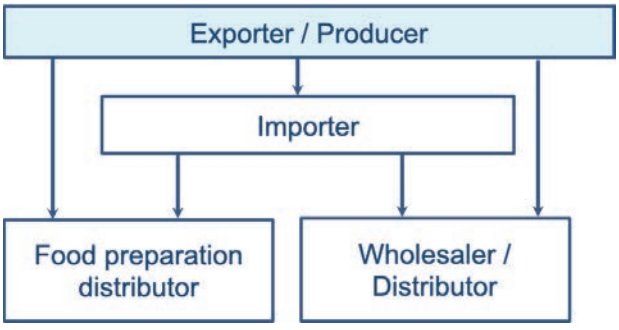
Module 1. Market Research

Subject: Distribution channels



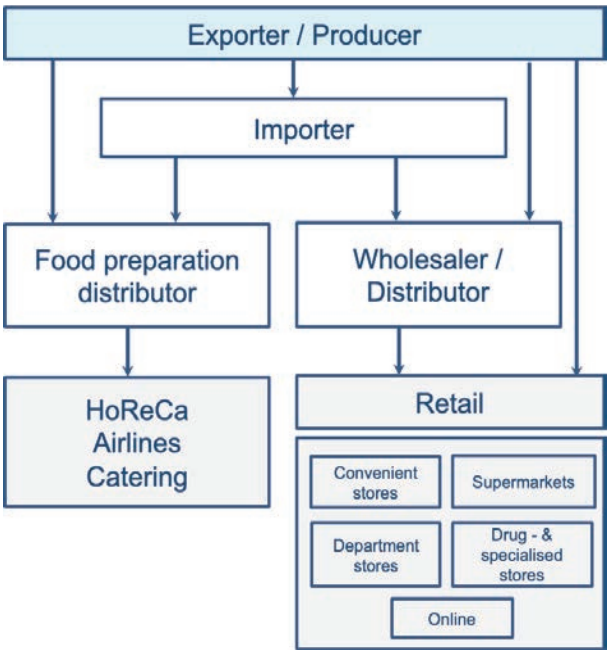
Module 1. Market Research

Subject: Distribution channels



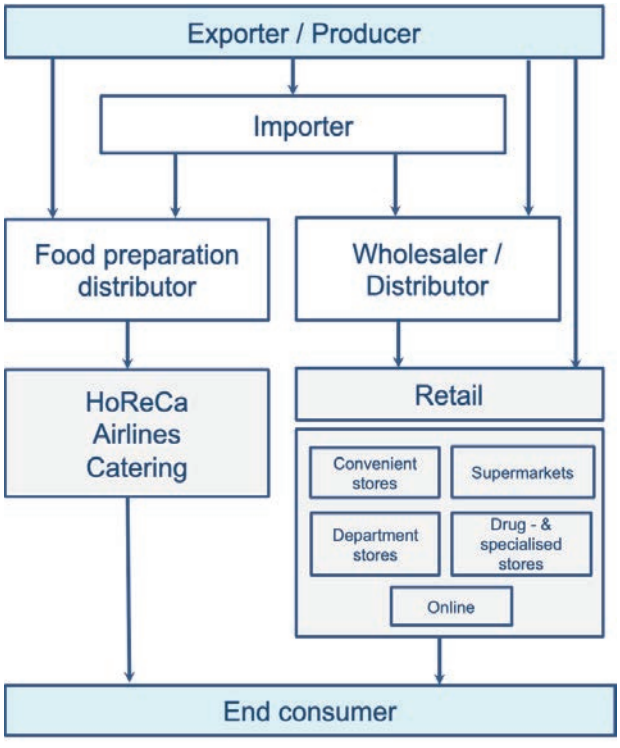
Module 1. Market Research

Subject: Distribution channels



Module 1. Market Research

Subject: Distribution channels



Module 1. Market Research

Discussion

Below are images of products that are successfully exported to Japan. What do you think are THE KEY FACTOR(S) which made them successful?







Time limit: 10 min

Module 1. Market Research

Subject: Studying competitor's experience - – Case 1



Lindt is key player in Japan's confectionery market.

Such a strong position has been achieved thanks to:

1. Its positioning as a *premium imported brand*, which traditionally enjoys high demand in Japan. For the Japanese market, the company has not significantly adapted its packaging, maintaining a focus on its imported and premium image.
2. Marketing communications that consistently emphasize the *chocolate-making process*, resonating deeply with the Japanese appreciation for craftsmanship.
3. Lindt also actively leverages seasonal factors in its marketing campaigns — regularly releasing limited-edition products dedicated to occasions such as Valentine's Day, Christmas, Easter, and Mother's Day.





Module 1. Market Research

Subject: Studying competitor's experience - Lets leverage that

Aspect	How western exporters implemented that	How Ukrainian Producers Can Leverage It
Western confectionery typically perceived as premium	Lindt didn't change its product or packaging for Japan	Use storytelling about Ukrainian heritage — e.g., "handcrafted from traditional Kyiv recipes." Position lollipops and pastilla as "Eastern European delicacies." Website and other communication - premium in style and photography/video

Module 1. Market Research

Subject: Studying competitor's experience - Lets leverage that

Aspect	How western exporters implemented that	How Ukrainian Producers Can Leverage It
Western confectionery typically perceived as premium	Lindt didn't change its product or packaging for Japan	Use storytelling about Ukrainian heritage — e.g., "handcrafted from traditional Kyiv recipes." Position lollipops and pastilla as "Eastern European delicacies." Website and other communication - premium in style and photography/video
Craftsmanship	Lindt emphasizes the process of chocolate making	Show visuals of small-batch production, natural fruit ingredients, or slow-cooked pastilla. For chocolate bars — feature "bean-to-bar" or "crafted by master chocolatiers." Create short videos or QR codes leading to factory tours.

Module 1. Market Research

Subject: Studying competitor's experience - Lets leverage that

Aspect	How western exporters implemented that	How Ukrainian Producers Can Leverage It
Western confectionery typically perceived as premium	Lindt didn't change its product or packaging for Japan	Use storytelling about Ukrainian heritage — e.g., "handcrafted from traditional Kyiv recipes." Position lollipops and pastilla as "Eastern European delicacies." Website and other communication - premium in style and photography/video
Craftsmanship	Lindt emphasizes the process of chocolate making	Show visuals of small-batch production, natural fruit ingredients, or slow-cooked pastilla. For chocolate bars — feature "bean-to-bar" or "crafted by master chocolatiers." Create short videos or QR codes leading to factory tours.
Seasonality	Lindt creates promo campaigns for major holidays	Launch seasonal flavors: cherry blossom (sakura) jellies in spring, yuzu or matcha chocolate in summer, chestnut pastilla in autumn. Tie to major holidays.

Module 1. Market Research

Subject: Studying competitor's experience - Lets leverage that

Aspect	How western exporters implemented that	How Ukrainian Producers Can Leverage It
Western confectionery typically perceived as premium	Lindt didn't change its product or packaging for Japan	Use storytelling about Ukrainian heritage — e.g., "handcrafted from traditional Kyiv recipes." Position lollipops and pastilla as "Eastern European delicacies." Website and other communication - premium in style and photography/video
Craftsmanship	Lindt emphasizes the process of chocolate making	Show visuals of small-batch production, natural fruit ingredients, or slow-cooked pastilla. For chocolate bars — feature "bean-to-bar" or "crafted by master chocolatiers." Create short videos or QR codes leading to factory tours.
Seasonality	Lindt creates promo campaigns for major holidays	Launch seasonal flavors: cherry blossom (sakura) jellies in spring, yuzu or matcha chocolate in summer, chestnut pastilla in autumn. Tie to major holidays.
Gift culture	Special versions for Christmas, Valentine's Day, Mother's Day	Offer customizable gift boxes and small "thank you" packs. Add elegant wrapping or Japanese-style furoshiki cloth packaging.

Module 1. Market Research

Subject: Studying competitor's experience - Lets leverage that

Aspect	How western exporters implemented that	How Ukrainian Producers Can Leverage It
Western confectionery typically perceived as premium	Lindt didn't change its product or packaging for Japan	Use storytelling about Ukrainian heritage — e.g., "handcrafted from traditional Kyiv recipes." Position lollipops and pastilla as "Eastern European delicacies." Website and other communication - premium in style and photography/video
Craftsmanship	Lindt emphasizes the process of chocolate making	Show visuals of small-batch production, natural fruit ingredients, or slow-cooked pastilla. For chocolate bars — feature "bean-to-bar" or "crafted by master chocolatiers." Create short videos or QR codes leading to factory tours.
Seasonality	Lindt creates promo campaigns for major holidays	Launch seasonal flavors: cherry blossom (sakura) jellies in spring, yuzu or matcha chocolate in summer, chestnut pastilla in autumn. Tie to major holidays.
Gift culture	Special versions for Christmas, Valentine's Day, Mother's Day	Offer customizable gift boxes and small "thank you" packs. Add elegant wrapping or Japanese-style furoshiki cloth packaging.
Smaller pack sizes	Haribo reduced pack size from 100g to 80g	Sell mini versions — individually wrapped jellies, small pastilla bars, or "bite-size" chocolate sets.

Module 1. Market Research

Subject: Studying competitor's experience – Case 2

Haribo, https://www.haribo.com/ja-jp

The German manufacturer Haribo has been successfully increasing its sales in Japan. In 2021, the company grew sales by 21% thanks to the following factors:



- The package size for the Japanese market was reduced from 100 g to 80 g, better aligning with local consumer preferences.
- A television commercial was produced specifically for the Japanese market.
- The absence of artificial colorings is also a key message highlighted in the company's advertising campaigns.
- Specifically for the Japanese market, the front side of the packaging includes an additional note emphasizing the absence of artificial colorings.



https://youtu.be/IdyLFkkpuLw?si=huhSVEQ6JP2gJCd

Module 1. Market Research

Subject: Studying competitor's experience - Lets leverage that

Aspect	How western exporters implemented that	How Ukrainian Producers Can Leverage It
Health consciousness	Haribo mentions absence of artificial colors for Japan	Highlight "made from real fruit," "no preservatives," or "low sugar." For pastilla, stress its traditional natural fruit content. Emphasize on sugar-free, low glycemix index, etc.
Japanese values 	Haribo ads featuring sumo 	Incorporate recognizable Japanese symbols in communication — sumo fighters, cherry blossoms, Mount Fuji, or origami-inspired designs. For example, use limited-edition packaging showing sumo wrestlers enjoying lollipops or pastilla; or chocolate bars wrapped with ukiyo-e–style prints. Combine these symbols with Ukrainian motifs to express cultural harmony.

Module 1. Market Research

Subject: Studying competitor's experience – studying sumo celebrities



in 2025, Shishi Masaru (Serhii Sokolovskyi) and Aonishiki Arata (Danylo Yavhusyshyn) became high ranked sumo wrestlers and received an honorable titles Sekitori.

They continue traditions laid out by another Ukrainian-rooted Grand Sumo Champion Ivan Boryshko - **Kōki Taiko** 納谷 幸喜





Module 1. Market Research
Discussion

Discussion:

What product/ brand is your benchmark (rival) in Japan? On which characteristic(s) are you planning to outperform them?

Module 2. Pricing Strategy

Discussion:

How do you build your export price for the current export markets?

Module 2. Pricing Strategy

Subject: Influencing factors on price – volume, trade segment / level, payment conditions etc.

Influencing Factors (what pushes your price up/down)

1. **Volume & scale:** the more you produce and sell, the better fixed-cost absorption (capital for freeze-dry units)
2. **Trade / channel level:** selling to a major ingredient distributor vs direct to food manufacturer shifts margins
3. **Payment / credit terms:** if buyer wants 60–90 day delay, you must price in financing cost or require interest / early-pay discount
4. **Currency / FX risk**
5. **Certifications & value-add:** organic, non-GMO, clean-label, traceability, microbiology standards all enable higher pricing
6. **Competitor pricing, import duties:** your main rivals might be Chinese, US, Chilean importers—benchmark their landed costs
7. **Product life cycle / novelty:** your new specialty grade can command margin while you scale; over time, competitive pressure may force you toward parity.

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
4P - Marketing Mix	Brand value, packaging appeal, taste experience, and consumer trends.	Many exporters overfocus on *unit price competitiveness* instead of *brand and shelf appeal*.

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
Decision Drivers	Brand value, packaging appeal, taste experience, and consumer trends.	Many exporters overfocus on *unit price competitiveness* instead of *brand and shelf appeal*.
Market Behavior	Prices follow category perception, consumer willingness to pay, and brand positioning.	Retail pricing is perception-driven, not cost-driven. Competing with commodity logic leads to margin loss.

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
Decision Drivers	Brand value, packaging appeal, taste experience, and consumer trends.	Many exporters overfocus on *unit price competitiveness* instead of *brand and shelf appeal*.
Market Behavior	Prices follow category perception, consumer willingness to pay, and brand positioning.	Retail pricing is perception-driven, not cost-driven. Competing with commodity logic leads to margin loss.
Pricing Methodology	Value-based / psychological pricing: determined by perceived worth (e.g., $3.99 instead of cost + margin).	Retail requires *reverse pricing*: start from target shelf price, then work backward to COGS (Cost of Goods Sold).

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
Decision Drivers	Brand value, packaging appeal, taste experience, and consumer trends.	Many exporters overfocus on *unit price competitiveness* instead of *brand and shelf appeal*.
Market Behavior	Prices follow category perception, consumer willingness to pay, and brand positioning.	Retail pricing is perception-driven, not cost-driven. Competing with commodity logic leads to margin loss.
Pricing Methodology	Value-based / psychological pricing: determined by perceived worth (e.g., $3.99 instead of cost + margin).	Retail requires *reverse pricing*: start from target shelf price, then work backward to COGS (Cost of Goods Sold).
Reference Prices **Benchmarking**	Competing SKUs on shelves, category leaders, or private label benchmarks.	Comparing retail bars or chocolates to cocoa export prices is irrelevant. Benchmark with what shoppers actually see.

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
Packaging & Presentation	Central to pricing—affects perceived quality and price ceiling.	Packaging is a margin driver.

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
Packaging & Presentation	Central to pricing—affects perceived quality and price ceiling.	Packaging is a margin driver.
Main Cost Drivers	Packaging, branding, marketing, distribution, retailer margin.	Retail exporters often see marketing and packaging as “extra cost” rather than *value multipliers* that justify premium pricing.

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
Packaging & Presentation	Central to pricing—affects perceived quality and price ceiling.	Packaging is a margin driver.
Main Cost Drivers	Packaging, branding, marketing, distribution, retailer margin.	Retail exporters often see marketing and packaging as “extra cost” rather than *value multipliers* that justify premium pricing.
Volume Sensitivity	Moderate-to-strong brand`s loyal consumers can buffer volume dips.	A small but loyal audience can sustain margins.

Module 2. Pricing Strategy

Subject: Building a price for a retail product

Understanding the specifics of pricing strategy for retail products

Aspect	Retail Confectionery Products	Key Insight / Common Misstep
Packaging & Presentation	Central to pricing—affects perceived quality and price ceiling.	Packaging is a margin driver.
Main Cost Drivers	Packaging, branding, marketing, distribution, retailer margin.	Retail exporters often see marketing and packaging as “extra cost” rather than *value multipliers* that justify premium pricing.
Volume Sensitivity	Moderate – strong brand and loyal consumers buffer volume dips.	A small but loyal audience can sustain margins.
Transparency vs perception	Low – consumers rarely know production costs; value is perceived.	In retail, perception *is* the price. Don’t justify your cost — justify your *story, quality, and design.*

Module 2. Pricing Strategy

Subject: Optimal price positioning

Example of optimal price positioning - based on Lollipops

Product Type	Market Segment	Pricing Objective	Recommended Pricing Strategy	Tactical Levers & Examples
1. Standard Sugar Lollipops	Mass-market retail chains, discount stores, convenience outlets	Market Penetration & Volume Growth – drive brand awareness through affordability and visibility	Cost-plus with competitive market adjustments	• Keep retail price 5–10% below leading brands • Offer bundle packs (e.g., 10+2 free or family-size bags) • Focus on colorful, impulse-oriented packaging

Module 2. Pricing Strategy

Subject: Optimal price positioning

Example of optimal price positioning

Product Type	Market Segment	Pricing Objective	Recommended Pricing Strategy	Tactical Levers & Examples
1. Standard Sugar Lollipops	Mass-market retail chains, discount stores, convenience outlets	Market Penetration & Volume Growth – drive brand awareness through affordability and visibility	Cost-plus with competitive market adjustments	• Keep retail price 5–10% below leading brands • Offer bundle packs (e.g., 10+2 free or family-size bags) • Focus on colorful, impulse-oriented packaging
2. Sugar-Free Lollipops	Health-conscious consumers, drug-, and specialty stores	Value Capture & Differentiation – emphasize functional benefits and premium perception	Value-based pricing	• Position 20–30% above standard lollipops • Highlight “no sugar,” “tooth-friendly,” or “low-calorie” benefits • Use natural sweeteners (xylitol, stevia) as credibility levers

Module 2. Pricing Strategy

Subject: Optimal price positioning

Example of 3 optimal price positioning

Product Type	Market Segment	Pricing Objective	Recommended Pricing Strategy	Tactical Levers & Examples
1. Standard Sugar Lollipops	Mass-market retail chains, discount stores, convenience outlets	Market Penetration & Volume Growth – drive brand awareness through affordability and visibility	Cost-plus with competitive market adjustments	• Keep retail price 5–10% below leading brands • Offer bundle packs (e.g., 10+2 free or family-size bags) • Focus on colorful, impulse-oriented packaging
2. Sugar-Free Lollipops	Health-conscious consumers, drug-, and specialty stores	Value Capture & Differentiation – emphasize functional benefits and premium perception	Value-based pricing	• Position 20–30% above standard lollipops • Highlight "no sugar," "tooth-friendly," or "low-calorie" benefits • Use natural sweeteners (xylitol, stevia) as credibility levers
3. Sugar-Free Lollipops in Gifting Package	Gift boutiques, premium and corporate gifting	Value Maximization / Premium Branding – sell experience and presentation over quantity	Skimming / Value-based premium	• Price 2–3x above regular sugar-free versions • Emphasize elegant packaging • Promote through gifting occasions (Christmas, Valentine's, wellness boxes)

Module 2. Pricing Strategy

Subject: Optimal price positioning: case study of developing a competitive price offer

Case: developing a competitive price offer for a premium product





** Converting YEN into Euro: 1400 YEN ➔ 9 EUR

Module 2. Pricing Strategy

Subject: Optimal price positioning: case of developing a competitive price offer for premium product

SKU name: Romanian acacia comb honey, 200 gr.	
SKU HS code: 040900	
Adjusted offer	
CFR Tokyo price, $	**3,24**
Import duty, %*	**3,2%**
Price including import duty, $	3,34
Consumption tax, %	10%
Price including consumption tax, $	3,68
Calculated wholesale margin (importer + distributor), %	**35%**
Importer's price, $	4,97
Calculated retailers margin, %	**70%**
Retail price, $	**8,44**
JPY/USD rate	144
Calculated retail price, YEN	**1216**

SKU name: Hungarian acacia comb honey, 200 gr.	
SKU HS code: 040900	
Retail price, YEN	**1382,40**
JPY/USD rate	144
Retail price, $	9,60
Calculated retailers margin, %	**70%**
Importer's price, $	5,65
Calculated wholesale margin (importer + distributor), %	**35%**
Price including consumption tax, $	4,18
Consumption tax, %	10%
Price including import duty, $	3,8
Import duty, %*	**3,2%**
CFR Tokyo price, $	**3,68**

Calculated CFR price based on adjusted markups



- Importer stated, that the initial offer of $3.78 was too high.
- Based on real competitor retail price (as part of retail scan research) , Producer realized that WS and RT margins are 2x higher vs assumed ones
- Based on Importer`s request to get to $ 3.10 and margins insights, Producer managed to negotiate $ 3.24 CFR Tokyo. The sales went on!
- Now, Importer is working on creating a mid-price offer for Ukrainian multifloral comb honey for 2026 - 2027

Module 2. Pricing Strategy

Questions & answers

Module 3. Standards and Certification

1. Food safety & quality standards. Recognition of International standards.
2. Traceability systems: batch coding, allergen control.
3. Composition requirements & restrictions
4. Labelling compliance. Marketing claims.
5. Packaging.
6. Organic, premium & specialty certifications

Module 3. Standards and Certification

Intro, Food safety

The Consumer Affairs Agency (CAA) of Japan operates an official online Product Recall Information Portal that lists all consumer product recalls nationwide.

This database is updated daily and contains:

- The product name, manufacturer, and recall date
- Reason for recall (e.g. undeclared allergens, foreign matter, microbial contamination, labeling errors)
- Action type (product exchange, refund, disposal)
- Images and lot numbers of affected products
- It is the official source used by Japanese authorities to notify consumers and importers about unsafe or non-compliant products.



How Exporters Can Use This Resource

- To **monitor recurring recall reasons** in Japan (e.g. allergens, labeling, contamination).
- To **benchmark best practices** in packaging, shelf-life control, and labeling accuracy.

Module 3. Standards and Certification

Intro, Food safety

Recent Food Recalls (Examples from the Database, 2025)

Halloween Moist Raw Chocolate Sablé
link





Reason for recall:
Violation of the **Food Labeling Act** – incorrect expiration date printed on the package. Out of 79 products sold between **September 23 and October 1, 2025**, 31 packages were incorrectly labeled with the date “30.10.23” instead of the correct “25.10.23.”

Recall / refund details:
Recall method: Products will be collected at the sales store.
After recall: Customers may choose between a **refund or product exchange.**

Module 3. Standards and Certification

Intro, Food safety

Recent Food Recalls (Examples from the Database, 2025)

think! Protein Bar Lemon Delight
link





Reason for recall:
Violation of the **Food Labeling Act**.
The back label for another product (“Chunky Peanut Butter”) was mistakenly attached to the “Lemon Delight” bar, resulting in the **omission of “almonds” from the allergen declaration**.
Consumers with almond allergies may experience allergic reactions if they eat this product.

Recall communication:
Public notice posted on company website (Sept. 26, 2025): https://fivesense.co.jp/document1.pdf
In-store recall notices (POP displays) at Natural Lawson outlets
Recall method: Product collection at Natural Lawson stores
After recall: Refund will be provided to customers
Recall start date: September 26, 2025

Module 3. Standards and Certification

Intro, Food safety

Recent Food Recalls (Examples from the Database, 2025)

Kaiyukan "Pearl Salt Sweet Potato" link





Reason for recall:
A customer reported that one of the eight pieces in a purchased box had developed mold contamination.
As a result, the company decided to voluntarily recall all products from the same lot.

Recall communication:
Customers notified through POP displays at the sales location.
Recall method:
If you have the affected product, please contact the above customer service number.
After recall:
Product exchange will be provided.

Module 3. Standards and Certification

Intro, Food safety

Recent Food Recalls (Examples from the Database, 2025)

Lessons from Japanese Food Recall Cases

Labelling accuracy matters.
Even a misprinted date or wrong label is a legal violation.

Allergen control is critical.
A missing allergen (like almonds) leads to an immediate recall.

Zero tolerance for contamination.
One moldy piece triggered a full recall.

Food Safety in Japan:
"Safety = Trust = Market Access"

For Japanese consumers, **quality and safety mean trust**. If they trust your product, they'll buy it again. If not — they won't give you a second chance.

Why standards matter: From recall cases to compliance strategy

Module 3. Standards and Certification

1. Food safety & quality standards. Recognition of International standards

Recognition of International Standards

Japan recognizes internationally accepted food safety systems, but expects every supplier to prove **active control, not just certification**.

Core Standards

- **HACCP** – legally required for all food businesses since 2021.
- **ISO 22000 / FSSC 22000** – globally recognized systems for managing food safety.
- **BRCGS Food** and **IFS Food** – accepted by many importers and retail chains, especially for confectionery.
- **JFS-B / JFS-C (Japan Food Safety Scheme)** – Japan's own certification system, aligned with GFSI (Global Food Safety Initiative).
  JFS-C is **fully equivalent** to FSSC 22000 and BRCGS.

Recognition & Buyer Expectations

- Japan officially accepts GFSI-recognized standards (e.g. BRCGS, IFS, FSSC, JFS-C).
- However, retailers and distributors often ask foreign suppliers to show audit results or process documentation, not only a certificate.
- Large buyers (Aeon, Ito Yokado, Lawson, Seven & i) usually prefer JFS-certified domestic producers but accept FSSC or BRCGS for imports.

Module 3. Standards and Certification

1. Food safety & quality standards. Recognition of International standards



Certification Scheme	GFSI Recognition	Equivalent JFS Level	Legal Requirement in Japan	Acceptance by Japanese Buyers
FSSC 22000 (ISO 22000)	✅ GFSI	≈ **JFS-C**	Not legally required (Food Sanitation Act only mandates HACCP)	✅ Fully accepted by major importers, retailers (AEON, Seven & i)
BRCGS Food Safety / IFS / SQF	✅ GFSI	≈ **JFS-C**	Not required	✅ Accepted as equivalent to JFS-C
HACCP	—	≈ **JFS-B**	Mandatory conceptually under Japanese law	⚠ Accepted if importer verifies documentation
JFS-A / B / C	—	National standard	Optional	✅ Preferred by domestic buyers; C = GFSI benchmarked

Think of JFS as Japan's "local language" version of your existing food-safety system.
You don't need a new certificate — just show how your FSSC / BRCGS practices meet JFS expectations.

Module 3. Standards and Certification

2. Traceability systems: batch coding, allergen control

Tools and Sources for Legal Analysis

Category	What to Check	Official Source / Link
Food Sanitation Act (FSA)	Full text of the law, enforcement regulations, and guidance on hygiene, additives, and residues.	MHLW – Food Sanitation Act
Import Procedures & Monitoring Plan	Annual plan specifying import testing priorities (MRLs, microbiology, heavy metals).	Imported Foods Monitoring and Guidance Plan – FY2025 (MHLW) List of microbiological tests listed in the Food Sanitation Law in Japan.
Food Labeling Standards (CAA)	Mandatory labeling in Japanese: ingredients, allergens, nutrition, best-before, origin.	CAA – Food Labeling Standards (English) Amendment to Guidelines for setting date labelling on foods (Japan) the new Food Labelling Standards Q&A) (Japanese)
Food Additives	Positive list of approved additives, colorants, preservatives, and their maximum permitted levels.	The Consumer Affairs Agency (CAA), Food additives permitted for use in Japan.
Positive List for Food-Contact Materials	Substances authorized for use in packaging and utensils; full enforcement June 2025.	MHLW – Food Utensils, Containers and Packaging (Positive List)
JAS Certification	Requirements and certification bodies for using the JAS logos (General, Organic)	MAFF – Japanese Agricultural Standards (JAS)

Module 3. Standards and Certification

2. Traceability systems: batch coding, allergen control

Traceability in Japan

Legal basis:

Food Sanitation Act (FSA) requires manufacturers/importers to ensure traceability of ingredients and products.

Food Labeling Act (CAA) mandates traceable labeling and lot identification on food packages.

Imported Foods Monitoring Plan (MHLW) – requires importers to keep shipment and batch data for official inspections.

In practice:

- Each food product must be **traceable "from ingredients to point of sale."**
- Importers expect suppliers to provide a **traceability map or log** upon request.
- Electronic batch tracking (ERP or Excel) is acceptable if records are **stored for 5 years.**

Tip for exporters:

Prepare a one-page "traceability sheet" showing ingredient lots, production dates, and batch codes — Japanese partners often request it before shipment.
The "traceability sheet" doesn't have to follow a Japanese template — but it must clearly show how each product batch can be traced back to its raw materials.

Module 2. Standards and Certification

2. Traceability systems: batch coding, allergen control

Example – Traceability Sheet for Confectionery Export

Product name	Milk Chocolate Bar 45 g
Export lot code	250930-A3
Production date	2025-09-30
Production line / operator	Line A3 / Shift 2
Raw materials used	① Cocoa mass – Lot CM0920 (Supplier: XXXXXXX) ② Sugar – Lot S0925 (Supplier: XXXXXXX) ③ Milk powder – Lot M0918 (Supplier: XXXXXX) ④ Lecithin (Soy) – Lot L0921
Allergens present	Milk, Soy
Cleaning record before production	Verified: 2025-09-29, QA signature – O. Shevchenko
Batch code printed on package	"L250930-A3"
Quantity produced	3,200 bars (144 cartons)
Export shipment lot	Invoice No. 0925-JP, 2 pallets (900 kg)
Destination	Tokyo – importer: Nippon Foods Co.
Retention sample & COA	Sample No. 25-0930-01 stored until 2027-09-30
Prepared by / Date	QA Department, 2025-10-01

Batch (or lot) code — the core element of traceability — enabling you (and your importer) to quickly locate, isolate, or recall products if needed.

In Japan, this is required under:

- **Food Labeling Standards (CAA Notification No.10/2020)** — every packaged food must show either a "best-before date" **or** a **lot identification code**
- **Food Sanitation Act** — manufacturers/importers must maintain production and lot records for traceability.

Importers are required by **MHLW** to identify the lot of every imported food batch.

During customs checks, inspectors may **sample one specific lot** and link lab results to that number.

If any issue occurs, your Japanese partner can recall **only that batch**, not the whole shipment.

Tips: Use a standardized coding format (not random per shift).
Make sure it's printed clearly and visible even after export handling.
Keep digital and paper records for 5 years.
Align batch code with traceability sheet and COA.

Module 3. Standards and Certification

2. Traceability systems: batch coding, allergen control

Allergen Control in Confectionery Exports to Japan

Japanese allergen labeling is regulated by:

- Food Labeling Act (CAA)
- CAA – Food Labeling Standards

Amendment to Guidelines for setting date labelling on foods (Japan) the new Food Labelling Standards Q&A) (Japanese)

Importers will expect to see:

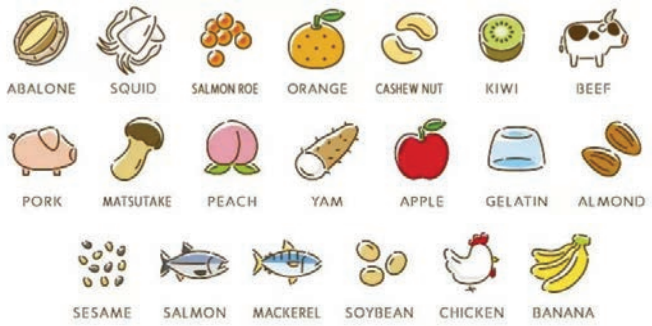
- Allergen verification for each ingredient (spec sheets or supplier declarations)
- Dedicated or cleaned lines between allergen and non-allergen products
- Label inspection before every batch (especially for multilingual labels)
- Final allergen statement clearly shown on export packaging in Japanese or English

8 mandatory allergens



Walnut becomes mandatory from March 31, 2025

20 recommended allergens



New! Draft Amendments to the Food Labelling Standards and the Classification of **Cashew Nuts** and **Pistachios** as Allergens

Module 3. Standards and Certification

3. Composition Requirements & Restrictions

Aspect	Key Points / Practical Notes
Legal Basis	Food Sanitation Act + MHLW Standards & Specifications
Positive List System	Japan allows only **approved ingredients & additives.** The Consumer Affairs Agency (CAA), Food additives permitted for use in Japan.
Permitted Additives	Sweeteners, emulsifiers, flavors, colorants — only from the Positive List. Example: Lecithin (E322), Citric acid (E330) – allowed.
Prohibited / Restricted	Additives not in the list; substances under evaluation (e.g. **Titanium dioxide** since 2024).
Heavy Metals & Contaminants	Must meet MHLW limits: Pb ≤ 0.3 mg/kg, Cd ≤ 1 mg/kg (depending on product). General Standard for Contaminants and Toxins in Food and Feed (Codex-based, via MHLW)
Animal-derived Ingredients	Require proof of origin (milk, gelatin, honey).
Plant-based / Novel Ingredients	Allowed if safety proven; importer submits safety data or previous approval.
Additive Declaration	Each additive shown on the **Ingredient Confirmation Sheet** with Japanese name + function.
Shelf Life & Moisture	Some categories (soft candy, fillings) have pH and moisture limits to prevent spoilage.
Documentation	Importer files **Ingredient Confirmation Sheet** and **COA** under the Food Sanitation Act.

Module 3. Standards and Certification

3. Composition Requirements & Restrictions

Ingredient Confirmation Sheet – example

Product name	Milk Chocolate Bar 45 g
Manufacturer / Country	ABC Confectionery LLC – Ukraine
Full ingredient list	Sugar, cocoa mass, milk powder, cocoa butter, soy lecithin, vanilla flavor
Additives	Citric acid (pH regulator), Lecithin (emulsifier)
Japanese translation	Each ingredient translated and matched with Japanese "Positive List" entries
Additive classification	Functional class (e.g. preservative, colorant) and permitted use under MHLW Notification No. 370
Ingredient origin	e.g. Milk (cow, Germany), Cocoa mass (Ghana)
Allergens	Milk, Soy
Purpose of use / percentage (approx.)	optional but often required for flavorings
Reference to Food Category	e.g. "Chocolate confectionery" under FSA appendix
Signature / date	Issued by manufacturer, verified by importer

Why it's important

- Japanese authorities require ingredient-level transparency before import.
- It allows inspectors to verify that every component (especially additives and colorants) is approved in Japan's Positive List.
- It's also used by importers to prepare correct Japanese labeling (for allergens, additives, etc.).
- Missing or mistranslated ingredient names are among the top reasons for import delays.

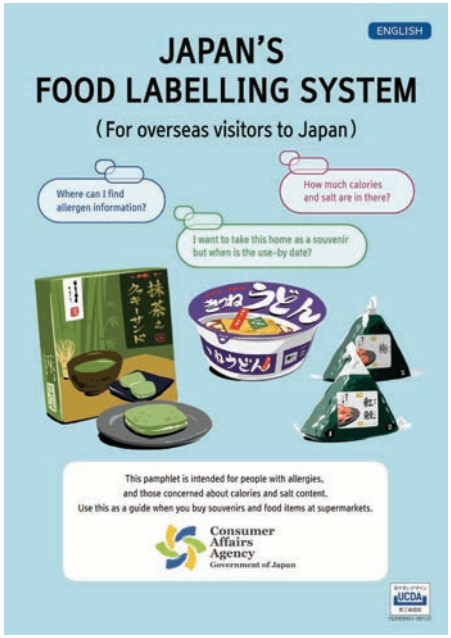
When preparing for export:

1. Create an English version with all ingredients and additives.
2. Your Japanese partner/importer will translate it into Japanese and check each additive against the MHLW Positive List.
3. Attach it to COA and specification sheet — it becomes part of the import file submitted through the *Food Sanitation Import Notification System*

Module 3. Standards and Certification

4. Labelling Compliance & Marketing Claims

Food Labelling Compliance – Key Rules



Legal Basis

- Governed by the **Food Labelling Act (CAA)**, implemented by the **Consumer Affairs Agency (CAA)**.
- Applies to ***all* foods sold to consumers in Japan** (including imported retail packs).
- The **importer is legally responsible** for the final Japanese label, but exporters must provide correct data for translation.

JAPAN'S FOOD LABELLING SYSTEM(English)]

Countries of origin of ingredients will be listed for all processed foods

Allergen labelling

Expiration date labelling (Best-Before, Use-By)

Outline of Food Labelling Systems for Nutrition and Health Claims

What are "Foods with Function Claims"?

The Ultimate Guide to Reading Food Labels in Japan

Module 3. Standards and Certification

4. Labelling Compliance & Marketing Claims

Food Labeling Act (CAA)

Food Labeling Standards

CAA – Food Labeling Standards (guidance – English)

Amendment to Guidelines for setting date labelling on foods (Japan)

The new Food Labelling Standards Q&A (Japanese)

Mandatory Items on Retail Labels

Category	Main Requirements	Notes
Product name	Use the Japanese legal name	Marketing names may be added below.
Ingredient list	In descending order by weight; specify additives separately.	Translate all components (fruit purée, sugar, pectin, etc.).
Allergens	8 mandatory + 20 recommended items (e.g., apple, banana, soybean).	Check full raw-material traceability.
Net content	Metric system (g / kg / ml).	No other units allowed.
Best-before / Use-by date	YYYY.MM.DD format; must reflect real shelf-life studies.	Printed or sticker acceptable.
Storage instructions	e.g., "Keep frozen below −18 °C."	Required for frozen products.
Name & address of importer	Must be a Japanese legal entity.	Appears before barcode area.
Country of origin	Shown as "原産国：ウクライナ (Ukraine)"	Mandatory for processed foods since 2020.
Nutrition facts	Energy (kcal), protein, fat, carbohydrates, salt eq.	Per 100 g or per pack.
Additives / Preservatives	Must use official Japanese additive names.	Check JFCRF additive list.

Module 3. Standards and Certification

4. Labelling Compliance & Marketing Claims

Nutrition Information Label

Nutrition Facts	
Per serving (200 ml)	
Energy	140 kcal
Protein	7 g
Fat	8 g
Carbohydrates	10 g
Sodium (as salt equivalent)	0,2 g
Calcium	227 mg

Round to the nearest 1 kcal and 1 g (except for salt).

Sodium (mg) × 2.54 ÷ 1000 ≈ Salt (g)

Mandatory nutrients to declare	Recommended nutrients to declare	Voluntary nutrients to declare
Energy Protein Fat Carbohydrates Sodium (as salt equivalent)	Saturated fatty acids Dietary fiber	Minerals (e.g. zinc, potassium, calcium) Vitamins (e.g. vitamin A, vitamin B_1, vitamin C)

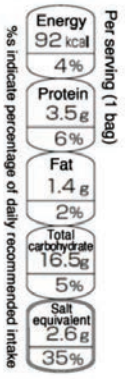
Reference: Food Labeling Standards, Annex 9 (CAA Notification No.10/2020)

STANDARD TABLES OF FOOD COMPOSITION IN JAPAN - 2015 - (Seventh Revised Version)

Module 3. Standards and Certification

4. Labelling Compliance & Marketing Claims

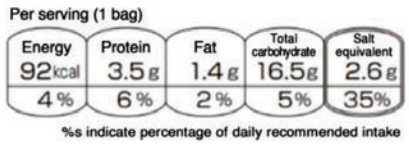
Front-of-Pack Nutrition Labels (FOPL)



New! July 29, 2025

the 1st Discussion on Japan's Front of Package Nutrition Labelling (FOPNL) 2025 (in Japanese)

the guidelines for Japan's FOPNL (draft) (in Japanese)



The FOPNL is planned to be voluntary

The reference values for nutrients intakes are calculated based on the recommended amounts in the Dietary Reference Intakes for Japanese (2025 Edition) (in Japanese) for adults aged 18 years and older.

Q&A on the guidelines for Japan's FOPNL (in Japanese).

Should Ukrainian producers use FOPL?
Recommended for differentiation — especially in health-oriented, organic, or premium segments.

- Helps Japanese consumers quickly recognize "healthy" or "balanced" products.
- Supports transparency and aligns with global "smart nutrition" and sustainability trends.
- May be used voluntarily as a **marketing element**, provided it doesn't contradict Japanese Food Labeling Act rules.

Module 3. Standards and Certification

4. Labelling Compliance & Marketing Claims

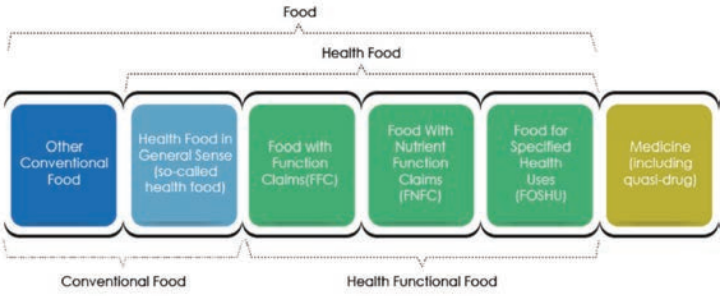




Product name: 七種の雑穀米煎餅 — *Rice crackers made with seven types of grains*
Best before date: 2025.07.18
Grain ingredients:
もち麦 — Glutinous barley
胚芽押し麦 — Germ-pressed barley
黒米 — Black rice
アマランサス — Amaranth
キヌア — Quinoa
チアシード — Chia seeds
ホワイトソルガム — White sorghum
Main ingredients: Steamed rice (including unpolished rice), rice flour, vegetable oil, mixed grains (listed above), salt, yeast extract, sugar, soy sauce powder, hydrolyzed protein, caramelized sugar.
May contain wheat and soybeans.
Quantity: 12 pieces
Storage: Store in a cool, dry place away from direct sunlight. After opening, keep in an airtight container.
Caution: After opening, the product may lose its crispness quickly — it is recommended to transfer it to another container.
This product is manufactured in a facility that also processes peanuts, eggs, and dairy products; it may therefore contain traces of these allergens.
Allergen warning: Contains *wheat* and *soybeans* (from the designated allergen list).
Nutritional information (per piece):
Energy: 42 kcal
Protein: 0.6 g
Fat: 1.6 g
Carbohydrates: 6.3 g
Salt equivalent: 0.2 g
Manufacturer: Amanoya Co., Ltd.
Address: 2-17-2 Yasaka, Higashikurume, Tokyo
Tel: 042-560-6665
Website: http://www.e-amanoya.co.jp/

Module 3. Standards and Certification

4. Labelling Compliance & Marketing Claims



Type of Claim	Main Feature	Example (Confectionery)	Approval / Control
Nutrient Content Claim	Describes the amount or level of a nutrient — not its function.	“High in fiber.” / “Low in sugar.” / “Source of protein.” / “No trans fat.”	Must meet quantitative criteria defined by CAA (e.g., “low sugar” = ≤5 g per 100 g).
Foods with Function Claims (FFC)	Health function based on scientific evidence submitted to the CAA (company’s responsibility).	“Protein contributes to the maintenance and growth of muscles.” “Dextrin supports post-meal blood sugar control.”	Notification to CAA before sale (no pre-approval, but evidence required).
Foods with Nutrient Function Claims (FNFC)	Claim refers to a specific nutrient’s physiological role(vitamin/mineral) based on established reference values.	“Calcium helps build strong bones.” “Vitamin C helps maintain healthy skin.” “Iron contributes to normal oxygen transport.”	Based on CAA standard values; no individual approval needed if within permitted nutrient levels.

Module 3. Standards and Certification

4. Labelling Compliance & Marketing Claims

Nutrient content claim

Nutrition and functional claims require scientific evidence + notification (tie in to FFC scheme).

	Claim that supplementation is possible		
Types of claims	High	Source	Increased
Criteria	Not less than the criterion value (*1)		•Absolute difference of not less than the criterion value (*1) •Relative difference (at least 25%) (*2) •Indication of the increased amount or percentage and the comparable food
Expression example	•High in ○○ •Rich in ○○	•Source of ○○ •For supply of ○○ •Containing ○○	•30% more ○○ •Twice as much ○○
Relevant nutrients	Protein, Dietary Fibre, Zinc, Potassium, Calcium, Iron, Copper, Magnesium, Niacin, Pantothenic Acid, Biotin, Vitamins A, B_1, B_2, B_6, B_{12}, C, D, E, and K, and Folic Acid		

(*1) Appended Table 12 of the Food Labelling Standards (Cabinet Office Order No. 10 of 2015)
(*2) Relative difference is only applicable to protein and dietary fibre.

	Claim that appropriate ingestion is possible		
Types of claims	Free	Low	Reduced
Criteria	Less than the criterion value (*3)	Not more than the criterion value (*3)	•Absolute difference of not less than the criterion value (*3) •Relative difference (at least 25%) •Indication of the reduced amount or percentage and the comparable food
Expression example	•○○ free •Zero ○○ •Non ○○	•Low in ○○ •Moderate amount of ○○ •○○ light	•○○ cut by 30% •Off by ○○ g •Half ○○
Relevant nutrients	Energy, Fat, Saturated Fatty Acids, Cholesterol, Sugars, and Sodium		

(*3) Appended Table 13 of the Food Labelling Standards

	Claim regarding non-addition of sugars	Claim regarding non-addition of sodium salts
Criteria	•No sugars of any type are added. •No sugar-substituting ingredients or food additives are used. •Sugar content of the food does not exceed the amount of sugar contained in the ingredients and food additives. •Sugar content is declared.	•No sodium salts are added. •No sodium salt-substituting ingredients or food additives are used.
Expression example	•No added sugar	•No added salt

Module 3. Standards and Certification

5. Packaging

Aspect	Requirement	Reference
Food-contact materials	Must comply with the **Positive List System** (effective June 2025). Only listed substances may be used.	MHLW – Food Utensils, Containers and Packaging (Positive List)
Migration / safety testing	Importers may request test results for plastics, coatings, inks, adhesives.	ISO / JIS methods accepted.
	No mandatory "Declaration of Conformity" format exists in Japanese law — unlike the EU (Reg. (EU) No 10/2011). However, manufacturers and importers are required to **keep documentation proving that the packaging complies with the Positive List**. This documentation functions similarly to a DoC, even though it is not legally standardized.	
Recycling symbols	PET, PE, PP, Paper logos required; must be printed in Japanese form. 	The Japan Containers and Packaging Recycling Association (JCPRA) Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Act No. 76 of 2006)

Recommended exporter action

- Request from packaging suppliers a **Positive List compliance letter** (in English or Japanese).
- Keep **migration test reports** for plastics, coatings, inks, and adhesives.
- Confirm **PFAS- and BPA-free** status if targeting Japanese retail buyers (important in 2025–2030).
- Prepare a voluntary Declaration of Compliance summarizing these points for importers — it supports their MHLW Import Notification.

Module 3. Standards and Certification

6. Organic, premium & specialty certifications

Buyer-driven, not legally mandatory

- **requested by importers or retailers** to strengthen brand reputation, sustainability goals, or alignment with consumer values.
- **voluntary but often function as commercial entry conditions** for premium or long-term contracts.

Organic Standards

Standard / Label	Recognition in Japan	Key Points
Organic JAS	Only official label under law (MAFF). Mandatory if the product is *marketed as organic* in Japan.	Certification must be by a JAS-accredited body in Japan. About the JAS System Explanation of MAFF
EU Organic / USDA Organic	Accepted as proof of practice but not for retail labeling. • Organic equivalency • List of Countries with Organic Equivalency • The Procedure for Import and Export Business of Organic Foods under Organic JAS System (18 May 2025) /*EU organic products exported to Japan must have an* ***organic export certificate*** *(or copy) issued by an* ***authorized EU government body****./*	Organic products from countries whose organic systems are recognized as equivalent to JAS may use the Organic JAS logo and be sold in Japan.

Module 3. Standards and Certification

6. Organic, premium & specialty certifications

Vegan & Vegetarian Labelling in Japan

Legal Framework

Since 2022, Japan has an official **JAS Standard for Processed Foods Suitable for Vegetarians and Vegans (JAS 0025)**.

It defines when products may be labeled **"Vegan"** or **"Vegetarian."**

The system is voluntary — not required by law, but necessary to use the official JAS Vegan mark.

Certification is performed by JAS-accredited organizations.

Because the official JAS mark is still new, **private vegan labels** remain common and often more visible on retail products.

Vegan Certification Association

VegeProject Japan

Use of Foreign Vegan Labels in Japan

- Japan allows foreign vegan labels (EU, US, etc.) if they are not misleading and comply with local rules.
- Vegan labels (EU, US, etc.) are treated as **marketing claim**s, not official certification
- Importers must keep proof supporting the claim.

Module 3. Standards and Certification

6. Organic, premium & specialty certifications

Sustainability & Ethical Certifications — Japan Market (Frozen & Dried Fruits)

Responsible Farming & Raw Material Supply

- **Fairtrade** – supports ethical sourcing image; used in premium or "healthy lifestyle" snack segments.

Environmental Management & Production

- **ISO 14001** – shows environmental management in processing; often part of supplier evaluation by trading companies.
- **Carbon Footprint** – used by large buyers for ESG reporting; voluntary but influential in long-term contracts.

Sustainable Packaging

- **FSC®** – highly recognized; preferred by retailers for paper or cardboard packaging.
- **Eco Mark (Japan)** – government-approved eco label for low-impact packaging; strong local credibility.

Ethical & Social Responsibility

Sedex / SMETA, BSCI, SA8000 – global standards for fair labor and supply chain ethics; increasingly requested by major importers.

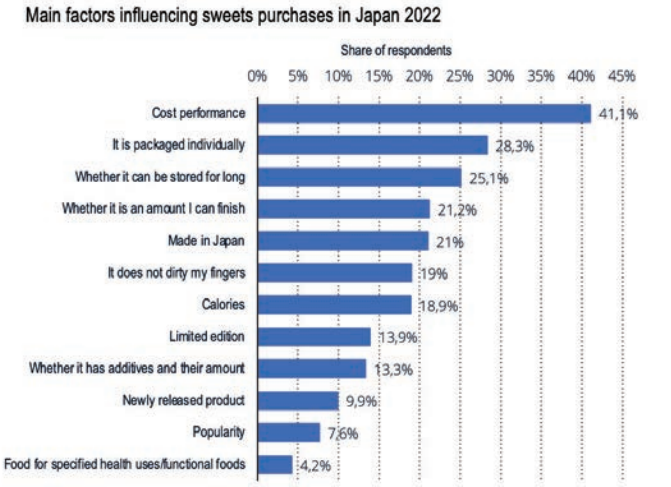
The most influential for Japan:
ISO 14001, **FSC® / Eco Mark**, – create a strong sustainability profile trusted by Japanese buyers.

Module 3. Standards and Certification

Frequency of eating confectioneries in Japan as of March 2024



Leading factors to consider before purchasing confectionery in Japan as of April 2022



Japanese Confectionery Market – Key Points

Most Japanese consumers eat sweets **weekly**; only **3–4%** avoid them entirely.

Candy & chocolate lovers tend to:

- Have higher incomes (38%)
- Prioritize product safety
- Be sensitive to price increases and inflation
- More often notice online confectionery ads.

Top purchase drivers:

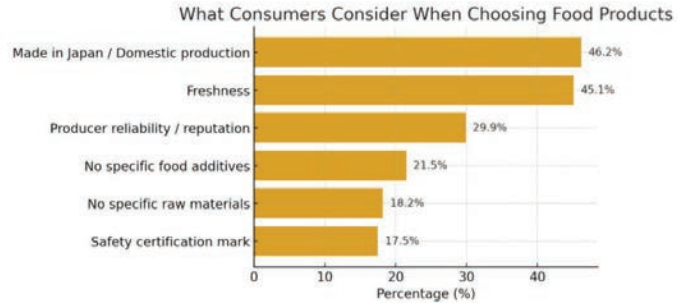
- Value for money / cost performance (**41%**)
- Individual packaging (**28%**)
- Long shelf life (**25%**)
- Easy to consume in one sitting (**21%**)
- Made in Japan (**21%**)

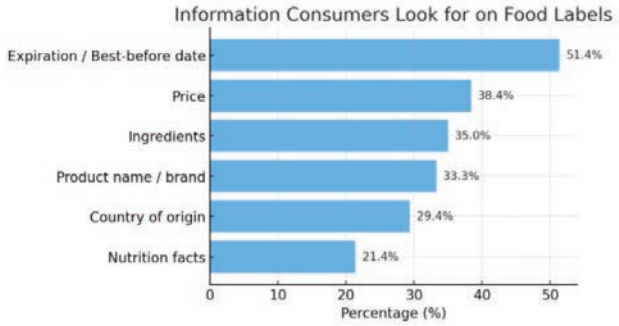
Health-related functions are minor (**4%**)

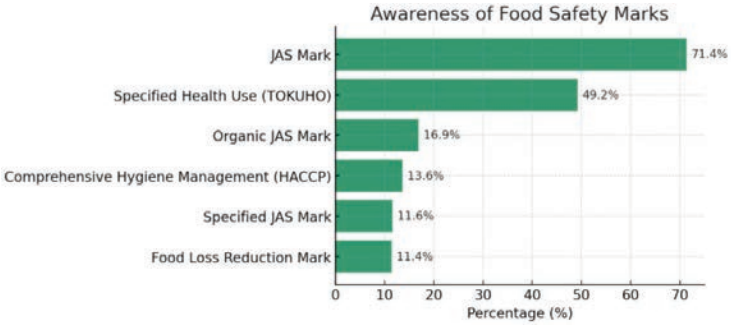
Module 3. Standards and Certification

Key Findings: Japanese Consumer Perceptions of Food Safety

prtimes.jp Consumer Food Safety Awareness Survey (May 2024)







Key Points

1.Prove safety and freshness — show traceability, clean ingredients, and hygiene control.
2.Build trust through transparency — share your company story and quality standards.
3.Adapt packaging — individual portions, long shelf life, clear labeling in Japanese.
4.Use recognized certifications — HACCP, ISO, Organic JAS to signal reliability.
5.Keep messages simple and honest — focus on safety and consistency rather than strong health claims.

Module 3. Standards and Certification

Market & Food Safety – Key Takeaways for Confectionery Exporters

1. Market Expectations

- Japanese consumers link *taste* with *trust and safety*.
- Top purchase factors: *Made in Japan, freshness, producer reputation.*
- Imports must compensate for “non-domestic origin” with proof of safety and transparency.

2. Compliance Requirements

- Must comply with Food Sanitation Act (additives, residues, hygiene).
- Food Labeling Act: product name, ingredients, allergens, nutrition facts, origin — all in Japanese.
- Packaging materials must follow the 2025 Positive List system for food-contact substances.
- Provide lot-by-lot traceability and COA documentation.

3. Building Consumer Trust

- Use HACCP / ISO 22000 / Organic JAS or recognized schemes as visible proof of control.
- Add QR codes linking to product origin, quality control, and sustainability story.
- Highlight “No artificial additives”, “European quality – Japanese safety”, “Traceable ingredients” on pack.

4. Positioning & Communication

- Brand tone: *safe, sincere, transparent*.
- Promote your confectionery as crafted with care and controlled like in Japan.
- Focus on the Japanese principle 安心・安全 (Anshin–Anzen) — “peace of mind and safety.”

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop

#2 Sector Workshop: Confectionary Products

Module 4

October 15, 2025

JICA Consultant Team

Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Table of Contents

1. Specifics of export operations for confectionery to Japan.
2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies.
3. Customs clearance and tariff barriers in import countries: HS codes for confectionery products, import duties in Japan.
4. Customs non-tariff barriers in Japan.

1. Specifics of export operations for confectionery to Japan

When considering to start export operations to Japan, pay your attention on

Screen your Counterparty on sanctions
https://drs.nsdc.gov.ua/
https://www.mofa.go.jp/

Check local technical regulations

Positive List System for Food Utensils, Containers, and Packaging

Prepare phytosanitary certificate, COO, certificate confirming quality of products

Implement Hazard Analysis and Critical Control Point (HACCP) system

mandatory in Japan under the Food Sanitation Act from 2020

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies



2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Multiple export routes from Ukraine to Asia

Sea transport from Pivdennyi, Odesa and Chornomorsk ports directly to final destinations

Rail or road transport to Polish/ Romanian/ Bulgarian seaports, with subsequent sea shipment to long-distance destinations

Barge transport from Danube ports to EU seaports, followed by transshipment onto larger vessels for onward delivery to final destinations

Overland transport (rail or road) heading westward via the EU Solidarity Lanes to reach EU seaports

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Sea transport from Odesa region ports remains a vital artery for direct shipments to final destinations. Despite ongoing challenges, this route continues to serve as a cornerstone of our maritime logistics.

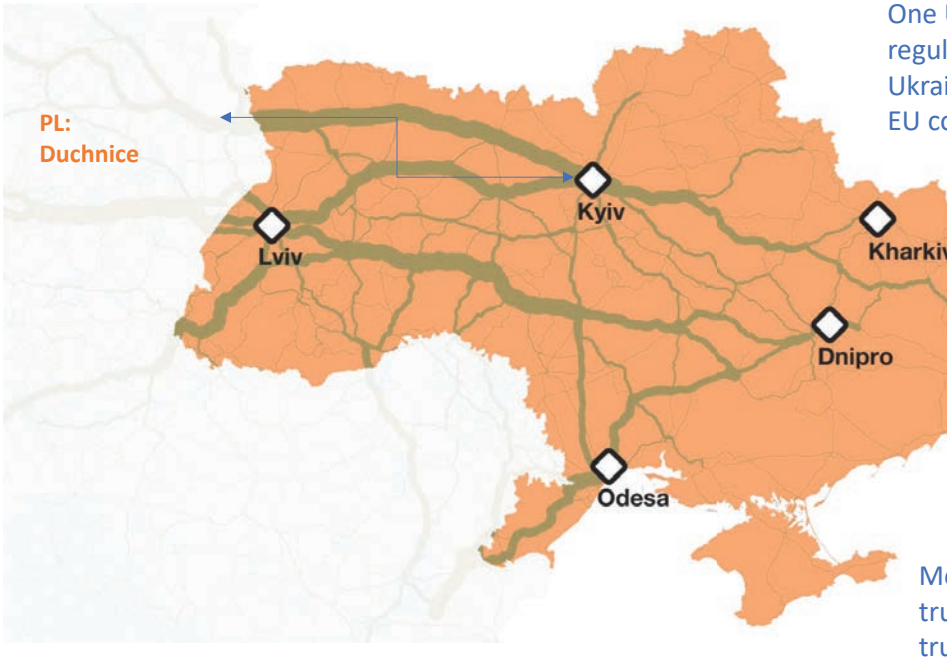
- **DocPort** – digital decision that:

(i) reduces from 1 to 6 hours on processing a single vessel;
(ii) accelerates the issuance of departure documents;
(iii) ensures transparency through electronic signatures of responsible parties;
(iv) increases port throughput by 3–5%without additional infrastructure investments.

- **Technical aid**

JICA & AMPU

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies



One Ukrainian 3PL operator offers regular groupage services from Ukraine (Kyiv city) to more than 45 EU countries.

For instance, the route from **Kyiv, UA to Duchnice, PL** takes **3days.**

Moreover, multimodal, FTL (full truck-load), LTL (less-than-truckload) services are also available.

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Average cost for 40-foot container dry cargo freight from **EU to Asia** was **1,312** U.S. dollars as for 2023 (**2,109** U.S. dollars for 2022)*. Rates are 'gate-in, gate-out', that is, including terminal handling charges and all charges and surcharges of ocean transport. Not included are pre- and on-carriage or classical administrative services of forwarders (customs clearance, booking and freight audit fees, etc.).



Route from Gdansk (PL) to Osaka (JP) takes approximately 67 days**



Route from Constanta (RO) to Osaka (JP) takes approximately 74 days**

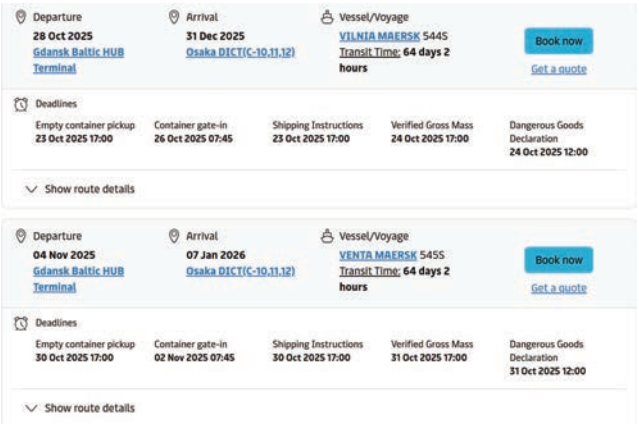


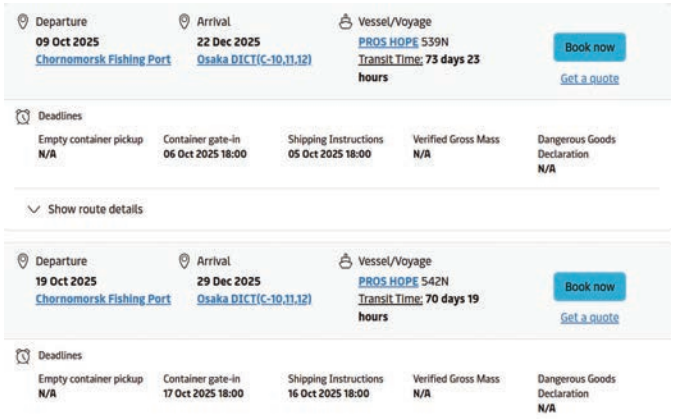
Route from Chornomorsk (UA) to Osaka (JP) takes approximately 70 days***

*Resource: https://unctad.org/system/files/official-document/rmt2024ch3_en.pdf
** https://www.maersk.com/schedules/pointToPoint

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Examples of available offers from one of the container lines for delivery to Osaka (JP).





2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Keep in mind the following considerations to minimize risks with carriers

Carrier Reliability. Agreements with carriers must include performance benchmarks, contingency plans, and clear communication protocols. Regular audits and feedback loops help maintain service quality.

Customs and Compliance. Exporters must stay updated on EU/ Asian regulations and ensure carriers are compliant with them. Missteps in documentation or customs procedures can lead to costly delays.

Insurance and Liability. Comprehensive insurance coverage and clearly defined liability clauses protect both exporters and carriers. This is especially important for high-value or sensitive cargo. Ensure that packaging is reliable.

Digital Integration. Leveraging digital platforms for tracking, documentation, and communication enhances transparency and reduces errors. Real-time data allows for proactive risk management.

3. Customs clearance and tariff barriers in import countries: HS codes for confectionery products, import duties in Japan

Choosing customs representative

Japan

- **Customs broker**
- **perfoms export/import declaration, tax payment, and petition of objection**
- **approved by the Minister of Finance**
- **approved Register https://www.customs.go.jp/tsukangyousha/index.htm**

As of April 1 2025, there are 988 customs brokers and 2,042 operation offices. Most of them operate harbor transport businesses, road transport businesses, ocean transport businesses, and/or warehouse businesses, besides customs brokerage services.

Also there are nine Customs Brokers Associations in the country. These associations serve as a contact for inquiries regarding customs brokers. https://www.customs.go.jp/english/c-answer_e/pdf/FAX9102e.pdf

3. Customs clearance and tariff barriers in import countries: HS codes for confectionery products, import duties in Japan

Japan's classification system is based on the **HS 2022** issued by the **World Customs Organization (WCO)**. In **Japan**, customs declarations use a **9-digit statistical code** to classify commodities. This code combines the **6-digit Harmonized System (HS) code**, which is internationally standardized, with a **3-digit domestic code** that is specific to Japan and may differ between exports and imports and resulting in separate classification lists for each.

JP: HS 2022, 9-digit statistical code
UA: HS 2022, 10-digit statistical code

Useful resources:

BTI Consultation

https://ec.europa.eu/taxation_customs/dds2/ebti/ebti_consultation.jsp?Lang=en

Державна митна служба України
Єдиний державний інформаційний веб-портал
«Єдине вікно для міжнародної торгівлі»

https://cabinet.customs.gov.ua/

3. Customs clearance and tariff barriers in import countries: HS codes for confectionery products, import duties in Japan

Advance Ruling on Tariff Classification

Japan

- pre-import decision on the tariff classification (HS code) of goods
- importers and brokers
- in Japanese language
- by e-mail/ written form/ Nippon Automated Cargo and Port Consolidated System ('NACCS')
- valid for 3 years
- published for general reference
- ensures predictability and faster customs clearance

Reference: https://www.customs.go.jp/english/c-answer_e/imtsukan/1205_e.htm

General reference register on Advance Rulings, published by Japan customs authority https://www.customs.go.jp/searchsv/jitsv002.jsp

3.Customs clearance and tariff barriers in import countries: HS codes for confectionery products, import duties in Japan

The value of the taxable base is the sum of wholesale cost, freight and insurance (CIF)

Description	Commodity code (Japan)	Tariff rate for UA (Japan)	Tariff rate for EU (Japan)
Fruit paste	2007.99.221	25%	Free
Candies	1704.90.210	35%	6.8%
Chocolate confectionery	1806.90.100	10%	2.7%
Peanut butter (containing added sugar)	2008.11.110	12%	Free
Fruit chips without added sugar (e.g. pear)	2008.40.219	25%	Free

*As of April 1, 2025

3. Customs clearance and tariff barriers in import countries: HS codes for confectionery products, import duties in Japan

90% of procedures are computerized

General checklist for importers into Japan*

1. Confirm if goods require import permission or approval and obtain necessary licenses or certificates	→ Food Sanitation Law
2. Place goods into a **Hozei (customs) area** or other specially designated zone and lodge customs declaration and pay duties	→ Use NACCS system or via a licensed Customs broker
3. Undergo customs inspection (if required)	→ Physical inspection
4. Obtain import permit	→ Issued by Customs after successful clearance

*https://www.customs.go.jp/english/summary/import.htm

3. Customs clearance and tariff barriers in import countries: HS codes for confectionery products, import duties in Japan

Goods that were listed on slide 14 are subject to import notification procedure in Japan.

1. Notification Form
(find *here https://www.mhlw.go.jp/content/000788802.pdf)* for Importation of Foods, etc." is submitted to a Quarantine Station of the Ministry of Health, Labour and Welfare. At the quarantine station, food sanitation inspectors carry out document examination and inspection to see the foods and products comply with the Food Sanitation Act.

Document Examination of the Notification Form for Importation of Foods, etc. and Inspection at the MHLW Quarantine Station. After submitting the import notification, a food sanitation inspector at the quarantine station reviews the documentation to ensure compliance with Japan's Food Sanitation Law: checking details like origin, ingredients, additives, and manufacturer history. If the cargo is deemed high-risk, inspections are ordered. If the cargo passes, a Certificate of Notification is issued, if not - import is denied and corrective actions are required.

'Those who wish to import food, food additives, apparatuses, or container/packages for sale or for use in business, shall notify the Minister of Health, Labour, and Welfare on each occasion as prescribed by the Ministerial Ordinance'

4. Customs non-tariff barriers in Japan

Documents Required for Non-Tariff Measures (Japan) based on practice



- Ingredient List
- Phytosanitary Certificate
- Manufacturing Process Flowchart
- Certificate of Analysis (CoA)
- Packaging Requirements

There are seven major laws in Japan governing food and agricultural products including imports: 1) the Food Safety Basic Act, 2) the Food Sanitation Act, 3) the Health Promotion Law, 4) the Japan Agricultural Standards Law, 5) the Plant Protection Law, 6) Acton Domestic Animal Infectious Diseases Control, and 7) the Food Labelling Law.

4. Customs non-tariff barriers in Japan

Non-tariff measures in the Destination Country (Japan) prescribed by Law

Import Notification to Quarantine Stations

Written notification form: 2 copies
https://www.mhlw.go.jp/content/000788802.pdf)

Processed Foods

- Ingredient list - document showing such information as specific chemical names and compositions of raw materials (ingredients) and additives used in the processed foods
- Food production flow chart – a chart that describes a series of production flows such as through what production processes raw materials are made into products and are packed

NOTE: All documents must include the producer's company name

Where to find regulation Law?

Statistical code		Description	Tariff rate			Unit		Law
H.S.code			ASEAN/Australia/New Zealand(RCEP)	China (RCEP)	Korea (RCEP)	JP-US Trade Agreement **1	I	II	
2008.40		Pears							
		1 Containing added sugar							
		(1) In pulp form							
	111	A In airtight containers	8.2%	8.2%	8.2%			KG	FD
	119	B Other	14.4%	14.4%	14.4%			KG	FD
		(2) Other							
	191	A In airtight containers	5.9%	5.9%	5.9%	Free		KG	FD
	199	B Other	8.2%	8.2%	8.2%	Free		KG	FD

4. Customs non-tariff barriers in Japan

As of June 1, 2020, Japan implemented a Positive List (PL) system for food apparatus, containers, and packaging (ACP). Under this system, only substances that have undergone safety evaluations are permitted for use.
A five-year transition period was established, ending on May 31, 2025. Starting June 1, 2025, in principle, synthetic resins (plastics) that are not included on the Positive List will no longer be allowed for use in ACP.

Q&A on Positive List, published by Ministry of Health, Labour and Welfare
https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kenkou_iryou/shokuhin/kigu/index_00003.html

Where to find?
https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kenkou_iryou/shokuhin/kigu/index_00003.html
Determine the base materials and additives used in your ACPs.
Verify that all these components are listed in the appropriate tables (Table 1 for base materials, Table 2 for additives)

4. Customs non-tariff barriers in Japan

Product name	Violation	Disposal of the cargo
Confectionery:UBE HALAYA	undesignated additive (azorubine detection)	abandonment or return of the cargo (the whole quantity is kept)
Peanuts products：TASTY NUTS	aflatoxin (mycotoxin) 16 μg/kg（B1:14.1 μg/kg、B2: 2.2μg/kg）detected	abandonment or return of the cargo (the whole quantity is kept)

Resource:
https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kenkou_iryou/shokuhin/yunyu_kanshi/index_00017.html

Summary

- Prepare phytosanitary certificate, COO, certificate confirming quality of products
- Make sure your product complying with local regulations
- Check local technical regulations
- Prepare for inspections in advance to ensure smooth operations
- Implement sanctions screening procedure and HACCP
- Carefully check restrictions to avoid potential return of the cargo
- Advance rulings on HS code to ensure predictability and faster customs clearance

Module 5. Drafting the Export Plan

- Participants work step by step with the template.
- Group feedback and discussion.

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Supply Chain Strategy

- Map the entire route to Japan: production → packaging → logistics → importer/distributor → retailer.
- Define temperature and humidity control (critical for confectionery).
- Plan lot-based traceability — each batch must link production data, COA, and export documents.
- Verify Japanese import requirements: customs clearance, food import notification (via MHLW).
- Select partners familiar with Japanese labeling, storage, and retail standards.
- Build a backup logistics option (air vs. sea) for freshness and delivery reliability.

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Certifications & Compliance. What to analyse and include

Identify which Japanese laws and standards apply:

- *Food Sanitation Act* – additives, microbiological safety, contaminants.
- *Food Labeling Act* – mandatory label elements, allergen list, country of origin.
- *Containers and Packaging Regulation* – compliance with the 2025 *Positive List* for food-contact materials.

Review existing company certifications (HACCP, ISO 22000, FSSC, Organic).
Check additive lists and maximum residue limits (MRLs) versus EU/Japan differences.
Include a summary of lab tests and COA formats accepted by Japanese importers.
Benchmark against retailer or buyer requirements.

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Certifications & Compliance. What to plan or decide

- Decide whether to pursue Japanese-recognized schemes (e.g., JFS-B, Organic JAS, or Halal Japan) for higher trust.
- Plan annual product testing (microbiological, contaminants, allergen) before export.
- Establish a traceability and recall procedure aligned with importer expectations.
- Create a document pack for each shipment: COA, product specs, ingredient declaration, packaging compliance proof.
- Plan periodic compliance reviews with importer or consultant in Japan to adapt to new CAA/MHLW updates.

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Discussion:

Which sections of the export plan present the most difficulties for you at this stage?

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop

#3 Sector Workshop: Furniture

October 17, 2025

JICA Consultant Team

Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

#1 Sector Workshop: Fruits & Vegetables

Program, October 17, 2025

9:00 – 9:50	**Module 1. Market Research – Demand & Consumer Segments** *Focus questions: Understanding key consumer segments and current demand trends in priority Asian markets, main distribution channels, and how Ukrainian furniture exporters can stand out from global and local competitors*
9:50 – 10:30	**Module 2. Pricing Strategy** *Focus questions: Understanding market price segments, export price formation, and how factors such as volume, trade level, and payment conditions influence optimal price positioning for Ukrainian furniture exporters.*
10:30 – 11:05	**Module 3. Market requirements (safety)** *Focus questions: General and country-specific safety requirements for furniture in Asian markets — including structural safety, flammability, durability, material and sustainability standards — and how Ukrainian exporters can prepare necessary documentation, certifications, and test reports for compliance*
10’ coffee break	
11:15 – 12:35	**Module 4. Operational Specifics of Furniture Exports to Asia** *Focus questions: Exploring the specifics of furniture export operations to Asian markets, including logistics channels and risk mitigation in transport agreements, as well as understanding customs clearance procedures, tariff and non-tariff barriers, and HS code requirements for furniture.*
12:35 – 13:00	**Module 5. Drafting the Export Plan**

SPEAKERS OF WORKSHOPS

Module 1. Market Research – Demand & Consumer Segments

- *Intro: How to analyze market information effectively*
- Key consumer segments and purchasing drivers in Asian markets
- Global and local competitors, and differentiation strategies for Ukrainian exporters
- Current demand trends and product preferences in priority countries
- Main distribution and sales channels for furniture

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

How to Analyze a Market Without a "Ready-Made Report"

*based on requests from companies participating in the **"Asia Window"** project*

- Tools for analyzing markets, segments, competitors, and prices are widely available — and most are free.
- Instead of looking for a "ready-made report," exporters can gain much more by learning to navigate existing data and transforming it into insights about:
  - demand,
  - target segments,
  - competitors, and
  - pricing strategy.

ITC Trade Map
Trade Statistic of Japan

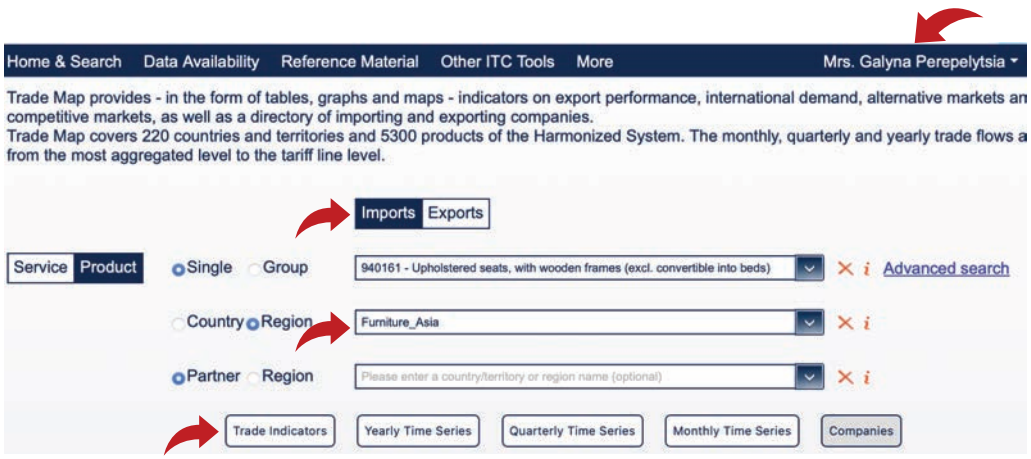
Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

Example: HS 940161 – Upholstered seats with wooden frames (excl. convertible into beds)

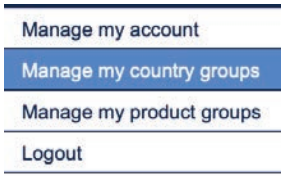
JP VN KR IN

ITC Trade Map



Possibility of analysis by periods (seasonality)

Create a list of countries for simplicity. Create in the user menu

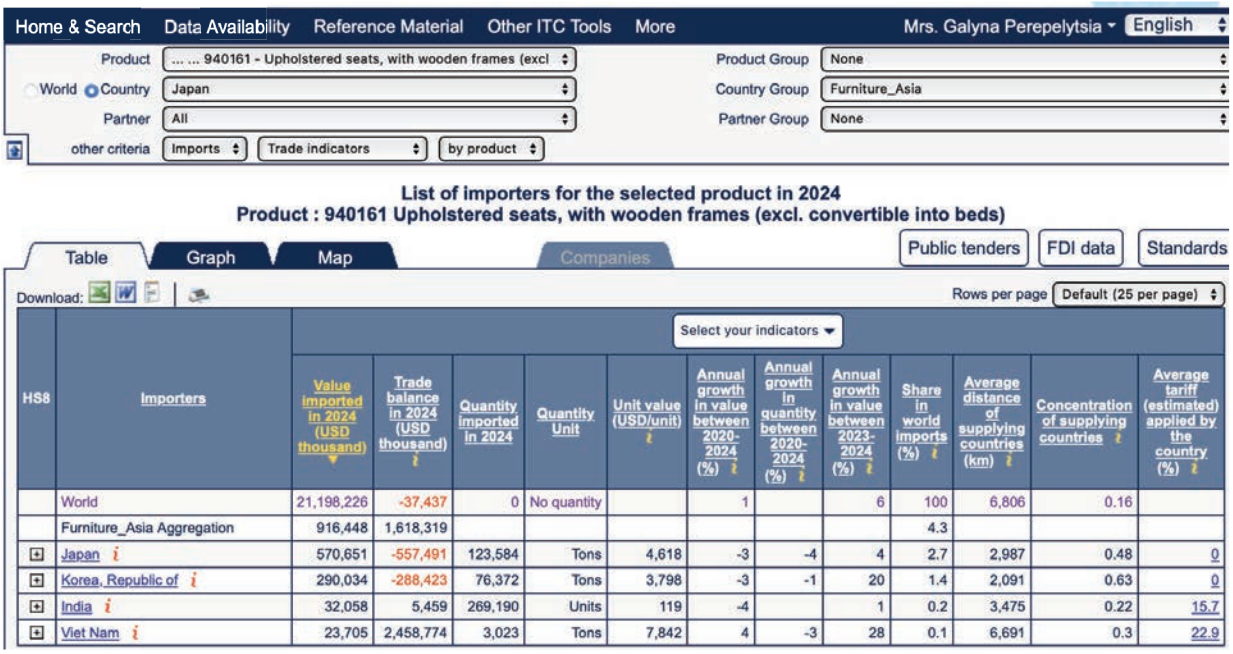


Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

Example: HS 940161 – Upholstered seats with wooden frames (excl. convertible into beds)

JP VN KR IN



List of importers for the selected product in 2024
Product : 940161 Upholstered seats, with wooden frames (excl. convertible into beds)

Table | Graph | Map | Companies | Public tenders | FDI data | Standards

Download: | Rows per page: Default (25 per page)

Select your indicators

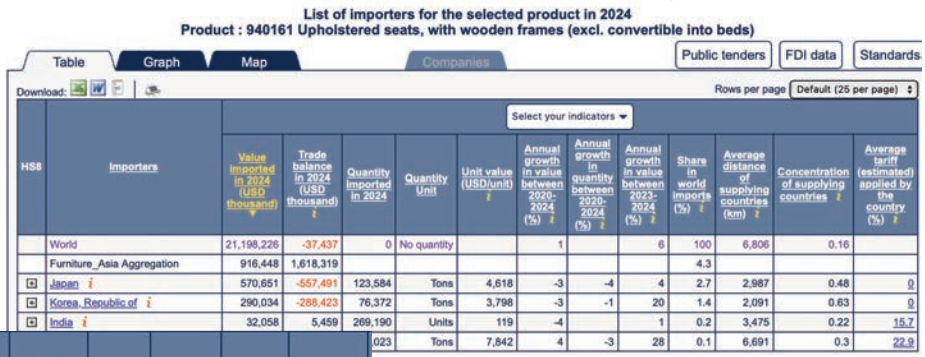
HS8	Importers	Value imported in 2024 (USD thousand)	Trade balance in 2024 (USD thousand)	Quantity imported in 2024	Quantity Unit	Unit value (USD/unit)	Annual growth in value between 2020-2024 (%)	Annual growth in quantity between 2020-2024 (%)	Annual growth in value between 2023-2024 (%)	Share in world imports (%)	Average distance of supplying countries (km)	Concentration of supplying countries	Average tariff (estimated) applied by the country (%)
	World	21,198,226	-37,437	0	No quantity		1		6	100	6,806	0.16	
	Furniture_Asia Aggregation	916,448	1,618,319							4.3			
⊞	Japan	570,651	-557,491	123,584	Tons	4,618	-3	-4	4	2.7	2,987	0.48	0
⊞	Korea, Republic of	290,034	-288,423	76,372	Tons	3,798	-3	-1	20	1.4	2,091	0.63	0
⊞	India	32,058	5,459	269,190	Units	119	-4		1	0.2	3,475	0.22	15.7
⊞	Viet Nam	23,705	2,458,774	3,023	Tons	7,842	4	-3	28	0.1	6,691	0.3	22.9

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

Example: HS 940161 – Upholstered seats with wooden frames (excl. convertible into beds)

JP VN KR IN



List of importers for the selected product in 2024
Product : 940161 Upholstered seats, with wooden frames (excl. convertible into beds)

Table | Graph | Map | Companies | Public tenders | FDI data | Standards

Download: | Rows per page: Default (25 per page)

Select your indicators

HS8	Importers	Value imported in 2024 (USD thousand)	Trade balance in 2024 (USD thousand)	Quantity imported in 2024	Quantity Unit	Unit value (USD/unit)	Annual growth in value between 2020-2024 (%)	Annual growth in quantity between 2020-2024 (%)	Annual growth in value between 2023-2024 (%)	Share in world imports (%)	Average distance of supplying countries (km)	Concentration of supplying countries	Average tariff (estimated) applied by the country (%)
	World	21,198,226	-37,437	0	No quantity		1		6	100	6,806	0.16	
	Furniture_Asia Aggregation	916,448	1,618,319							4.3			
⊞	Japan	570,651	-557,491	123,584	Tons	4,618	-3	-4	4	2.7	2,987	0.48	0
⊞	Korea, Republic of	290,034	-288,423	76,372	Tons	3,798	-3	-1	20	1.4	2,091	0.63	0
⊞	India	32,058	5,459	269,190	Units	119	-4		1	0.2	3,475	0.22	15.7
					023 Tons	7,842	4	-3	28	0.1	6,691	0.3	22.9

Bilateral trade at 8-digit	Exporters	Value imported in 2024 (USD thousand)	Trade balance 2024 (USD thousand)	Share in Japan's imports (%)	Quantity imported in 2024	Quantity unit	Unit value (USD/unit)
	World	570,651	-557,491	100	123,584	Tons	4,618
⊞	China	379,113	-377,824	66.4	93,905	Tons	4,037
⊞	Viet Nam	109,767	-109,752	19.2	21,835	Tons	5,027
⊞	Italy	21,950	-21,794	3.8	515	Tons	42,621
⊞	Thailand	15,338	-15,167	2.7	2,721	Tons	5,637
⊞	Malaysia	14,154	-14,102	2.5	2,909	Tons	4,866
⊞	France	6,306	-6,172	1.1	25	Tons	252,240
⊞	Indonesia	4,815	-4,718	0.8	734	Tons	6,560
⊞	Denmark	4,172	-4,164	0.7	101	Tons	41,307
⊞	Germany	3,010	-2,667	0.5	113	Tons	26,637

China 66 %,
Vietnam 19 %,
Italy 3.8 %,
Thailand, Malaysia

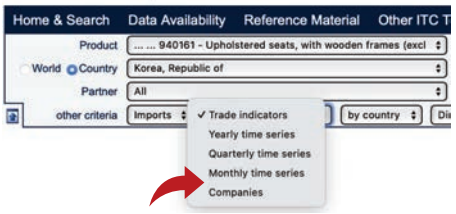
4,618 USD/unit (ton)
(range 4,000–42,000;
Italy >40,000)

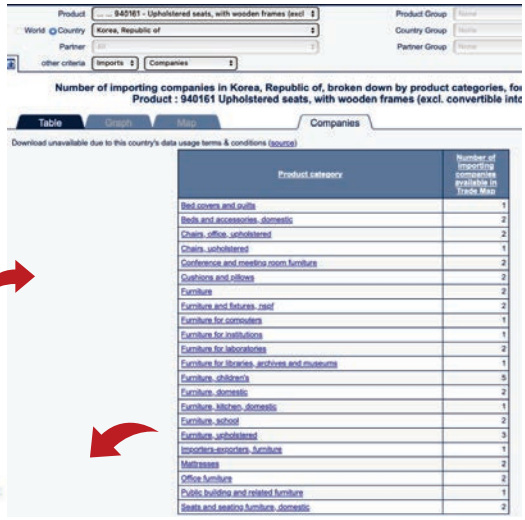
Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

Accessing Company-Level Data in ITC Trade Map

While viewing the **"Supplying Countries"** or **"Importers by Country"** page, select **"Companies"** from the drop-down menu under the "other criteria" field





List of importing companies in Korea, Republic of for the following product
Product category : Furniture, children's

Table | Graph | Map | Companies

Download unavailable due to this country's data usage terms & conditions (source)

Rows per page: Default (25 per page)

Company name	Number of product or service categories traded	Number of employees	Turnover (USD)	Country	City	Website
DESIGNSKIN CORP.	11			Korea, Republic of	Seoul	http://www.edesignskin.com/
Ggumbi Co., LTD	8			Korea, Republic of	Gyeonggi-do	http://www.ggumbi.com
HARATECH	38			Korea, Republic of	Seoul	http://eng.haratechair.co.kr/
MAMING	15			Korea, Republic of	Gyeongsangnam-do	http://www.maming.co.kr
WOODMETAL CO. LTD	41			Korea, Republic of	Gyeonggi-do	http://www.woodmetal.com/

Sources: Kompass

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

What Can We Analyze Using ITC Trade Map

Market Overview
- Import value and volume by country — identify the largest and fastest-growing markets **(global competitors)**.
- Growth rates (CAGR) show whether demand is expanding or stabilizing.
- Tariff levels indicate market accessibility.

Price Segmentation
- Unit value (USD/unit) reveals the average import price.
- Compare mass-market vs. premium positioning between countries.

Supplier Structure
- Identify main supplying countries and their market shares.
- See which markets are dominated and where European brands play a niche role.
- Spot potential entry gaps for Ukrainian exporters.

Company-Level Data
- Access importing companies data (via "Companies" tab): names, turnover, number of employees, location, website.
- Enables partner search, benchmarking, and market mapping.

Strategic Insights
- Combine indicators to build initial market hypotheses:
  - Where your price level fits.
  - Which competitors dominate.
  - Which segment (mass, mid-premium, luxury) is most attractive.
- Use findings to prepare your market entry or differentiation strategy.

Trade Map transforms raw trade data into actionable market intelligence — helping exporters identify demand, competition, and positioning opportunities before investing in deeper research.

Module 1. Market Research – Demand & Consumer Segments



Yuri Lutsenko,
”Sourcing manager ” in Asia

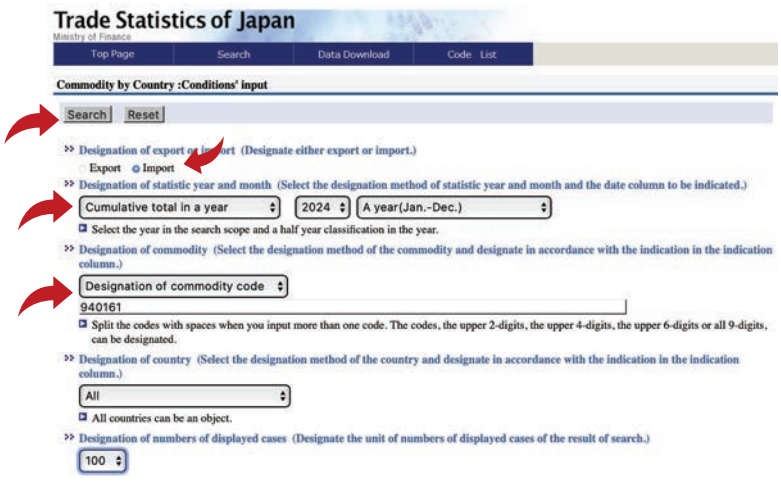
Which of the strengths that help your company succeed in Europe could also work in Asia — where competition comes from both European and Asian brands?

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

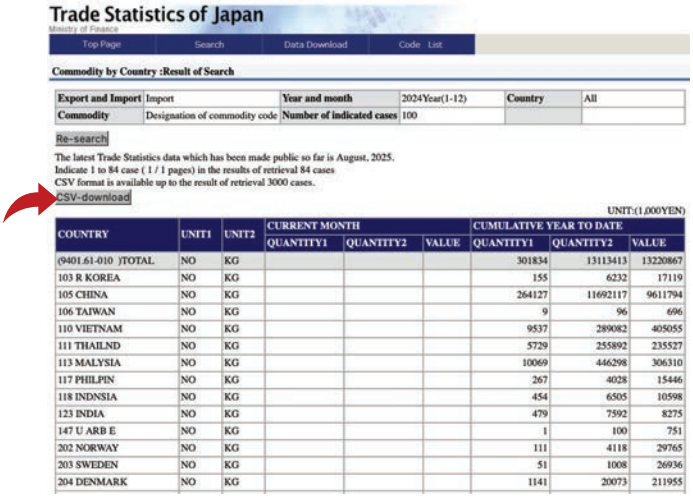
Trade Statistic of Japan (Ministry of Finance)





Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively



Trade Statistics of Japan

Ministry of Finance

Top Page | Search | Data Download | Code List

Commodity by Country :Result of Search

Export and Import	Import	Year and month	2024Year(1-12)	Country	All
Commodity	Designation of commodity code	Number of indicated cases	100		

Re-search

The latest Trade Statistics data which has been made public so far is August, 2025.
Indicate 1 to 84 case (1 / 1 pages) in the results of retrieval 84 cases
CSV format is available up to the result of retrieval 3000 cases.

CSV-download

UNIT:(1,000YEN)

COUNTRY	UNIT1	UNIT2	CURRENT MONTH			CUMULATIVE YEAR TO DATE		
			QUANTITY1	QUANTITY2	VALUE	QUANTITY1	QUANTITY2	VALUE
(9401.61-010)TOTAL	NO	KG				301834	13113413	13220867
103 R KOREA	NO	KG				155	6232	17119
105 CHINA	NO	KG				264127	11692117	9611794
106 TAIWAN	NO	KG				9	96	696
110 VIETNAM	NO	KG				9537	289082	405055
111 THAILND	NO	KG				5729	255892	235527
113 MALYSIA	NO	KG				10069	446298	306310
117 PHILPIN	NO	KG				267	4028	15446
118 INDNSIA	NO	KG				454	6505	10598
123 INDIA	NO	KG				479	7592	8275
147 U ARB E	NO	KG				1	100	751
202 NORWAY	NO	KG				111	4118	29765
203 SWEDEN	NO	KG				51	1008	26936
204 DENMARK	NO	KG				1141	20073	211955

Quantity1 = number of furniture pieces (NO = number of items)
Quantity2 = weight of these items (KG)
Value = total customs value (in thousand yen)

For code 9401.61 (wooden seats with upholstered coverings):
Quantity1 shows how many chairs/seats were imported;
Quantity2 indicates their **total weight**;
Value represents the **monetary value of imports**.

From the CSV, calculate value per unit and per kilogram, then sort the results in descending order (in Yen)

Export and Import	Import
Year and month	2024Year(1-12)
Commodity	Designation '940161
Country	All
UNIT:(1000YEN)	

List of countries by cumulative value

								calculated by me	
COMMODITY	COUNTRY	COUNTRY NAME	UNIT1	UNIT2	CUMULATIVE YEAR TO DATE QUANTITY1	CUMULATIVE YEAR TO DATE QUANTITY2	CUMULATIV E YEAR TO DATE VALUE	per 1 item, Yen	per 1 kg, Yen
9401.61-010	'105	CHINA	NO	KG	264127	11692117	9611794	36390,8	822,07
9401.61-010	'220	ITALY	NO	KG	6158	226029	1468918	238538,2	6498,80
9401.61-010	'110	VIETNAM	NO	KG	9537	289082	405055	42472,0	1401,18
9401.61-010	'213	GERMANY	NO	KG	1663	91610	343905	206798,0	3754,01
9401.61-010	'113	MALYSIA	NO	KG	10069	446298	306310	30421,1	686,34
9401.61-010	'111	THAILND	NO	KG	5729	255892	235527	41111,4	920,42
9401.61-010	'204	DENMARK	NO	KG	1141	20073	211955	185762,5	10559,21
9401.61-010	'304	USA	NO	KG	487	19740	184372	378587,3	9340,02
9401.61-010	'210	FRANCE	NO	KG	209	7033	167640	802105,3	23836,20

List of countries by value per 1 item

COMMODITY	COUNTRY	COUNTRY NAME	UNIT1	UNIT2	CUMULATIVE YEAR TO DATE QUANTITY1	CUMULATIVE YEAR TO DATE QUANTITY2	CUMULATIV E YEAR TO DATE VALUE	per 1 item, Yen	per 1 kg, Yen
9401.61-010	'410	BRAZIL	NO	KG	7	306	6688	955428,6	21856,21
9401.61-010	'210	FRANCE	NO	KG	209	7033	167640	802105,3	23836,20
9401.61-010	'215	SWITZLD	NO	KG	94	5609	74176	789106,4	13224,46
9401.61-010	'147	U ARB E	NO	KG	1	100	751	751000,0	7510,00
9401.61-010	'203	SWEDEN	NO	KG	51	1008	26936	528156,9	26722,22
9401.61-010	'304	USA	NO	KG	487	19740	184372	378587,3	9340,02
9401.61-010	'302	CANADA	NO	KG	1	26	350	350000,0	13461,54
9401.61-010	'223	POLAND	NO	KG	41	803	11724	285951,2	14600,25
9401.61-010	'202	NORWAY	NO	KG	111	4118	29765	268153,2	7228,02
9401.61-010	'220	ITALY	NO	KG	6158	226029	1468918	238538,2	6498,80
9401.61-010	'225	AUSTRIA	NO	KG	7	242	1600	228571,4	6611,57
9401.61-010	'213	GERMANY	NO	KG	1663	91610	343905	206798,0	3754,01

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

Japan's Imports of Wooden Seats with Upholstered Coverings (HS 9401.61-010, 2025 YTD)
Top 10 Countries by Import Value (¥ '000)

Countries with the Highest Average Unit Price (¥/item)
BR Brazil 955,400 – Very small quantity, likely art or customized
FR France 802,100 – Premium designer furniture
CH Switzerland 789,100 – High-end craftsmanship
AE UAE 751,000 – VIP/special orders
SE Sweden 528,100 – Scandinavian premium design
US USA 378,600 – Branded/custom products
DE Germany 206,800 – High-quality materials
DK Denmark 185,700 – Classic modern design
LV Latvia 144,900 – EU craftsmanship, hand-made
CZ Czechia 142,800 – Mid-range European segment

Countries with the Lowest Unit Price
IN India 17,300 – Mass-market / low-cost
ID Indonesia 23,300 – OEM manufacturing
MY Malaysia 30,400 – Factory-made, volume segment
TH Thailand 41,100 – Mid-range OEM
VN Vietnam 42,500 – Large volumes, low price
CN China 36,400 – Dominant in volume, low margin

Competitors Mapping (global level)

Key Insights

1. China (≈66% market share) dominates in volume but in the low-margin segment.
2. European suppliers (Italy, Germany, Denmark, France) occupy the premium, design-driven segment with the highest unit prices.
3. Vietnam, Malaysia, Thailand act as OEM exporters, competing mainly on cost.
4. Ukraine could target the upper-mid segment (¥80,000–150,000 per unit) — positioned as *European quality at a moderate price* with emphasis on craftsmanship and natural materials.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

Example: HS 940161 – Upholstered seats with wooden frames (excl. convertible into beds)

JP VN KR IN

Cross-Market Summary

Indicator	JP Japan	KR Korea	IN India	VN Vietnam
Market size	Very large	Medium	Small, growing	Small, niche
Import trend	Slightly declining	Stable	Growing	Low volume
Tariff	0 %	0 %	15.7 %	22.9 %
Supply concentration	High (Asia 85 %)	Very high (China 80 %)	Regional Asia	EU (Portugal, Italy)
Market maturity	Mature	Mature	Emerging	Export-oriented
Entry potential	High	Moderate	Partnership only	B2B components

Module 1. Market Research – Demand & Consumer Segments

Example: Supplier & Market Structure Analysis (HS 940161 – Upholstered Seats with Wooden Frames)

Country	Import Value 2024 (USD '000)	Top Suppliers (% share)	Avg. Unit Value (USD/tons)	Tariff (%)	Key Observations	Strategic Insight / Opportunity for Ukrainian Exporters
JP **Japan**	**570,651**	China 66 %, Vietnam 19 %, Italy 3.8 %, Thailand, Malaysia	**4,618** (range 4,000–42,000; Italy >40,000)	**0**	Mature, high-value market; imports declining slightly (–3 % CAGR); 85 % from Asian suppliers; strong presence of Italy, Denmark, France in luxury segment; demand focused on quality, durability, and design credibility.	Japan is a **design-driven, trust-based market**. Best fit: European craftsmanship at mid-premium price bridging Asian OEMs and Italian luxury. Focus on HoReCa, boutique hotels, and premium interiors.
KR **Republic of Korea**	**290,034**	China 79 %, Vietnam 9 %, Italy 5.6 %, Germany, Norway	**3,798** (range 3,300–71,000)	**0**	Medium-sized market; stable demand; very high dependency on China; Italy holds premium niche; growing interest in European style and eco materials.	Korea shows a dual structure: **price-sensitive mass imports + growing premium niche.** Opportunity in sustainable, compact wooden furniture combining European aesthetics + efficient logistics.
IN **India**	**32,058**	Vietnam 33 %, China 22 %, Malaysia 19 %, Sri Lanka 15 %, Italy 3 %	**119** (range 46–1,200)	**15.7**	Small but growing (+4 % CAGR); low price level; dominated by regional Asian suppliers; domestic industry expanding; tariffs protect local makers.	India is a **volume-driven, protected market**. Entry viable only via partnerships, contract manufacturing, or local assembly.
VN **Vietnam**	**23,705**	China 39 %, Portugal 32 %, Italy 20 %, Malaysia, Thailand	**7,842**	**22.9**	Imports are small but premium (highest unit value in region); high-end furniture imported for HoReCa and corporate interiors; Portugal & Italy dominate luxury supply.	Vietnam is a producer country importing for design benchmarking. Opportunity for B2B cooperation or component supply to Vietnamese exporters.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

8 Drivers of Furniture Demand in Asia

① **Trade Statistics** — Import Trends and Market Signals (Global View)	② **Household &** Residential Furniture	③ **Demographics &** Children's Furniture	④ **HoReCa &** Public Spaces
⑤ **Office &** Home-Office Furniture	⑥ **Sustainability &** Green Trends	⑦ **Premium &** Design Segment	⑧ **Retail & E-commerce** Channels

Module 1. Market Research – Demand & Consumer Segments

From Global Data to Market Understanding

8 Drivers of Furniture Demand in Asia

① **Trade Statistics** — Import Trends and Market Signals

Key indicators:

- Import value and annual growth rate
- Import share by product category
- Main supplier countries and their market share.
- Unit value (USD/unit) – proxy for average price level and positioning.
- Number of imported SKUs or variety trends (niche vs mass).
- Trade balance (import vs export ratio) – dependence on imports.

② **Household &** Residential Furniture

Key indicators:

- Household formation rate – new households created yearly.
- Housing starts / new housing completions – construction activity and new dwellings.
- Urbanization rate – migration to cities, apartment living.
- Disposable income per capita – purchasing power for home goods.
- Average living space per household – compact vs spacious housing trends.
- Home renovation spending – refresh/upgrade cycles stimulating demand.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

8 Drivers of Furniture Demand in Asia

③ **Demographics &** Children's Furniture

Key indicators:

- Birth rate / fertility rate – new children entering consumer base.
- Population under 14 years – size of children's segment.
- Education enrollment rate – preschool and school infrastructure growth.
- Government family support or subsidies – impacts child-related consumption.
- Average spending per child – indicates premium potential.
- Trends in safety & eco-materials awareness – parent-driven product requirements.

④ **HoReCa &** Public Spaces

Key indicators:

- Number of cafés, restaurants, hotels – B2B furniture clients.
- Tourism arrivals & domestic tourism growth – renovation and expansion triggers.
- Hospitality construction pipeline – new hotel & restaurant openings.
- Average spending on interiors per establishment – market value proxy.
- Event & exhibition activity – temporary/public furniture demand.
- Food service market size (USD) – proxy for HoReCa growth.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

8 Drivers of Furniture Demand in Asia

⑤ **Office &** Home-Office Furniture

Key indicators:

- Remote/hybrid work adoption rate – share of employees working from home.
- Number of SMEs / corporate offices – base for B2B demand.
- Office construction and renovation index – investment in workspace design.
- IT sector employment growth – proxy for ergonomic/home-office needs.
- Corporate interior spending per employee – office furniture budgets.
- Imports of ergonomic chairs & adjustable desks (HS detail) – emerging demand signals.

⑥ **Sustainability &** Green Trends

Key indicators:

- Share of eco-certified products (FSC/PEFC) in imports.
- Government "green procurement" policies – mandatory eco-criteria for furniture.
- Consumer awareness index for sustainability – % of buyers preferring eco options.
- Availability of recycling / take-back programs.
- Energy efficiency or carbon-label schemes – related to manufacturing footprint.
- Number of certified green buildings – proxy for eco furniture demand.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

8 Drivers of Furniture Demand in Asia

⑦ **Premium &** Design Segment

Key indicators:

- Number of high-income households (HNWIs, upper-middle class).
- Real estate investment in premium housing.
- Presence of design fairs & interior exhibitions (e.g., Japan Interior Lifestyle, K-Design).
- Number of architecture & design studios / bespoke projects.
- Artisan or boutique furniture sales volume.
- Social media trends for design/luxury interiors (Instagram, RoomClip, Pinterest).

⑧ **Retail & E-commerce** Channels

Key indicators:

- Share of furniture sold online (% of total market).
- Top platforms' furniture sales (Rakuten, Coupang, Shopee, Pepperfry).
- Average online basket value / purchase frequency.
- Share of consumers buying furniture online – adoption level.
- Return rate & customer satisfaction (logistics reliability).
- Number of physical furniture stores per capita – retail density and competition.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

From Statistical Data to Market Insights

After analysing trade and statistical data, the next step is to explore **market-specific information** relevant to your **target segment**.

For example:
If your goal is to enter the **HoReCa furniture sector** (Contract model), you need to identify and analyse the **key drivers** shaping this segment

Numbers show market potential — but understanding segment dynamics shows how to actually enter it.

④ **HoReCa &** Public Spaces

Key indicators:

- Number of cafés, restaurants, hotels – B2B furniture clients.
- Tourism arrivals & domestic tourism growth – renovation and expansion triggers.
- Hospitality construction pipeline – new hotel & restaurant openings.
- Average spending on interiors per establishment – market value proxy.
- Event & exhibition activity – temporary/public furniture demand.
- Food service market size (USD) – proxy for HoReCa growth.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

④
HoReCa & Public Spaces

Key indicators:

- Number of cafés, restaurants, hotels – B2B furniture clients.
- Tourism arrivals & domestic tourism growth – renovation and expansion triggers.
- Hospitality construction pipeline – new hotel & restaurant openings.
- Average spending on interiors per establishment – market value proxy.
- Event & exhibition activity – temporary/public furniture demand.
- Food service market size (USD) – proxy for HoReCa growth.

HoReCa & Public Spaces – Market Comparison: Japan vs Vietnam

Indicator	JP Japan	VN Vietnam
Food Service / HoReCa Market Size (2023)	HoReCa (HRI): ~USD 141.1 bln Total Food Service: ~USD 168 bln	Food & Beverage Services: ~USD 5.18 bln Accommodation + F&B (8 months 2023): ~USD 17.8 billion
Number of Restaurants / Cafés / Hotels	703k restaurants 47.5k cafés 93.5k hotels /guesthouses	317k food & beverage outlets (2023) 80k restaurants, 22k cafés (2018)

Summary Insights

JP **Japan.** Mature, premium HoReCa market. High brand expectations, design quality, safety, and compliance dominate purchasing decisions. Ideal for **premium, durable, eco-certified furniture and interiors**.

VN **Vietnam.** Fast-growing market with active investment in new cafés, hotels, and restaurants. Strong potential for **mid-range and customizable furniture**, including **turnkey interior packages** for hospitality projects.

Strategic takeaway for Ukrainian exporters:

- Vietnam – entry market for growth and B2B collaboration in HoReCa furnishing.
- Japan – advanced market for high-end, sustainable, and design-driven concepts.
- Combined strategy: test scalable products in Vietnam → adapt & upscale for Japan.

Module 1. Market Research – Demand & Consumer Segments

Intro: How to analyze market information effectively

- Domestic markets can be analyzed using national statistics.
- Statistical agencies across countries follow similar methodologies.
- If **Derzhstat (Ukraine)** tracks certain indicators, other countries do too — ensuring data comparability through international standards and harmonized methods.

e-Stat 政府統計の総合窓口

국가데이터처

Government of India
Ministry of Statistics and Programme Implementation

UA **Ukraine:** State Statistics Service of Ukraine (Derzhstat) — https://stat.gov.ua/en

JP **Japan:** Statistics Bureau, Ministry of Internal Affairs and Communications — https://www.e-stat.go.jp

KR **South Korea:** Statistics Korea (KOSTAT) — https://kostat.go.kr

VN **Vietnam:** General Statistics Office (GSO) — https://www.nso.gov.vn/en/homepage

IN **India:** Ministry of Statistics and Programme Implementation (MoSPI) — https://www.mospi.gov.in

Module 1. Market Research – Demand & Consumer Segments

1. Key consumer segments and purchasing drivers in Asian markets

Consumer Segments & Purchasing Drivers Analysis (Template)

Country	Key Consumer Segments	Main Furniture Types Purchased	Purchase Channels	Top Purchasing Drivers	Design / Style Preferences	Implications for Ukrainian Exporters
JP Japan						
KR Korea						
VN Vietnam						
IN India						

What we want to know

1. **Key Consumer Segments** – main buyer groups (e.g., urban singles, young families, senior buyers, HoReCa clients).
2. **Main Furniture Types Purchased** – home, office, HoReCa, customized or compact furniture.
3. **Purchase Channels** – offline stores, e-commerce, interior designers, importers/distributors.
4. **Top Purchasing Drivers** – price, quality, design, trust, eco-features, delivery time.
5. **Design / Style Preferences** – minimalist, functional, traditional, luxury, natural wood.
6. **Implications for Ukrainian Exporters** – how to adapt product or marketing (e.g., emphasize European design, sustainability, flexibility).

Module 1. Market Research – Demand & Consumer Segments

2. Current demand trends and product preferences in priority countries

Training materials

Market Insights: Understanding Furniture Demand in Asia

You have access to materials that provide core market information for four Asian furniture markets —

- Japan,
- South Korea,
- Vietnam, and
- India.

Refer to ***Section 2: "Key consumer segments and purchasing drivers in Asian markets."***

The materials include data on:

- Market size and growth potential
- Customer preferences and lifestyle patterns
- Market trends and local specificities
- Macroeconomic and demographic factors
- Furniture and household goods consumer tendencies
- Decision-makers in purchase processes
- Marketing touchpoints and consumer attitudes

How we will use this information

We will build on these insights to define:

- **Consumer segments & purchasing drivers**
- **Product strategy** — adaptation to consumer needs and price segments
- **Pricing model** — based on market structure and positioning
- **Market entry & distribution model** — selection of channels and partners
- **Communication & branding strategy** — messages and positioning for each market

Module 1. Market Research – Demand & Consumer Segments

1. Key consumer segments and purchasing drivers in Asian markets

Consumer Segments & Purchasing Drivers Analysis (Example)

Training materials

	Main Buyers	Style Preference	Price Sensitivity
JP Japan	Urban Gen X, female decision-makers	Minimalist, natural, quality-first	Low
KR Korea	Young urban couples, small families	Trendy, compact, design-led	Medium
VN Vietnam	Emerging middle class	Functional, simple, modern	High
IN India	Middle class, young professionals	Mix of modern + traditional	High

- Japan and Korea are mature, design-led markets.
- Vietnam and India are growing, price-sensitive markets.
- Each needs a different value story — from craftsmanship to affordability.

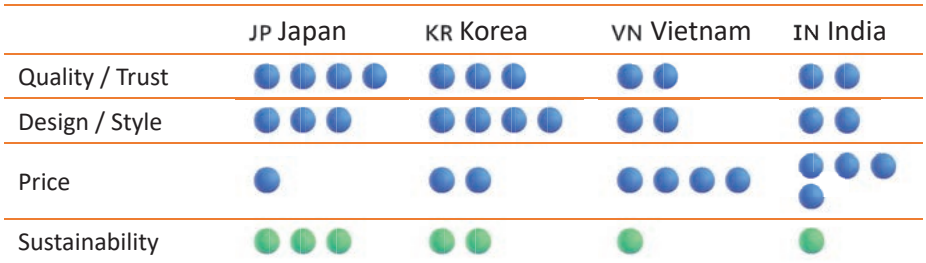
Japan and Korea value **design, quality, and trust** — exporters must emphasize craftsmanship and consistency.
Vietnam and India compete on price — success depends on **affordable, functional designs**.

Module 1. Market Research – Demand & Consumer Segments

2. Current demand trends and product preferences in priority countries

Key Purchase Drivers by Market

Blue shows what drives buyers today.
Green shows where new opportunities are growing



Legend:
Blue = Strength of current consumer focus

Green = Emerging or growing trend

Japan & Korea → quality and design.

Vietnam & India → functionality and price.

Eco-trend is rising across all four.

Training materials

Module 1. Market Research – Demand & Consumer Segments



Yuri Lutsenko,
”Sourcing manager ” in Asia

	Japan	Korea	Vietnam	India
Quality / Trust	●●●●	●●●	●●	●●
Design / Style	●●●	●●●●	●●	●●
Price	●	●●	●●●●	●●●●
Sustainability	●●●	●●	●	●

Legend:
Blue = Strength of current consumer focus

Green = Emerging or growing trend

Which drivers of success in Europe — price, trust, design, or sustainability — can Ukrainian exporters transfer and scale in Asian markets?

Module 1. Market Research – Demand & Consumer Segments

2. Current demand trends and product preferences in priority countries

Product & Export Model Implications

① Product Adaptation – Design and Function

Training materials

Insight	Implication for Product Strategy
JP **Japan** & KR **Korea:** consumers value design, quality, trust, and durability	Focus on • High-quality • Design-oriented craftsmanship • Space-efficient furniture • Natural materials • Clear labeling to highlight reliability and function.
VN **Vietnam** & IN **India:** buyers are price-conscious but aspirational	Develop • Affordable • Modular • Easy-to-assemble models. • Several versions by price to match urban middle-class demand.
Cross-market trend	Eco-awareness is gradually increasing Eco-story (sustainable wood, recyclable packaging, low emissions) – both marketing and labeling.

Keep one base design — adjust size, finish, and packaging.

That’s how small producers can scale across markets.

Module 1. Market Research – Demand & Consumer Segments

2. Current demand trends and product preferences in priority countries

② Pricing & Market Entry Strategy — Key Insights

Training materials

JP Japan – Value over Price
Quality, trust & design matter most.
Partner with importers or design agents.
→ **Sell craftsmanship, not discounts.**

KR South Korea – Design + Speed
Style-driven, fast logistics expected.
Work with digital & omni-channel retailers.
→ **Quick delivery = brand loyalty.**

VN Vietnam – Cost & Simplicity
Price-sensitive market; keep it lean.
Use local distributors & mass online platforms.
→ **Affordable, functional lines win.**

IN India – Tiered & Scalable
Large low–mid segment; offer 3 tiers.
Enter via online & regional partners.
→ **Modular, easy-to-assemble design**

Across All Markets
Online & hybrid sales grow fastest.
Be digital-first, local in pricing.

Module 1. Market Research – Demand & Consumer Segments

2. Current demand trends and product preferences in priority countries

Training materials

③ Market Entry & Distribution Model

	Best Entry Path	Why it Works
JP **Japan**	Importer or design agent	Trust-based market — partners ensure quality, documents, and reliability.
KR **Korea**	Local distributor or omni-channel retailer	Digital and design-driven market — fast logistics and local service matter.
VN **Vietnam**	Local distributor or trading company	Fragmented retail — local partners open access to modern retail & e-commerce.
IN **India**	Online platforms + regional distributors	Large, complex market — local partners tailor prices and assortments.

Key takeaway:
Across all markets, **working with a local partner or platform** is the fastest way to build trust and manage compliance.

Module 1. Market Research – Demand & Consumer Segments

2. Current demand trends and product preferences in priority countries

Training materials

④ **Communication and Branding:** What Works by Market

	Brand Message	Main Channels
JP **Japan**	Quality, harmony, natural design	Instagram, interior magazines, in-store displays
KR **Korea**	Modern lifestyle, smart functionality	Naver Shopping, Instagram, YouTube, influencers
VN **Vietnam**	Affordable style, value for money	Facebook, TikTok, local e-commerce
IN **India**	Modern design with local touch	Instagram, Facebook, online marketplaces

Key takeaway:
Across Asia, **visual storytelling builds trust.**
Japan & Korea → design credibility.
Vietnam & India → price and accessibility.

Module 1. Market Research – Demand & Consumer Segments

2. Current demand trends and product preferences in priority countries

Cross-Market Takeaways

	Japan	Korea	Vietnam	India
Market maturity	High	High	Medium	Medium-low
Main buyer age	40–60	30–50	25–40	25–45
Price elasticity	Low	Moderate	High	High
Design taste	Minimalist, functional	Modern, trendy	Simple, multifunctional	Modern + traditional
Eco trend	Strong	Strong	Emerging	Growing
Digital influence	High	Very high	High	Very high
Best model	Importer / design studio	Distributor + online	Retail/e-commerce partner	JV / local assembly
Main message	Quality, trust, eco	Style, functionality, innovation	Value, sustainability	Craftsmanship, value-for-money

Each country requires its own balance of **price, product, and partnership**:

- Japan & Korea → ***design + quality + brand trust***
- Vietnam → ***function + affordability + eco-story***
- India → ***localized design + partnership-based entry***

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture

General List of Physical Furniture Purchase Channels

① Large Retail Chains
- National furniture retailers (e.g. Nitori, Hanssem, HomeTown)
- Home improvement and lifestyle centers (e.g. IKEA, Cainz, HomePro)
- Department store furniture sections

② Independent Furniture Stores
- Local and regional furniture shops
- Family-owned showrooms and workshops
- Traditional carpentry studios / craft furniture makers

③ Brand & Concept Showrooms
- Flagship stores of domestic or international brands
- Experience studios (touch-and-feel retail concept)
- Pop-up showrooms and interior boutiques

④ Interior Design & Architecture Studios
- Design offices offering turnkey "space + furniture" solutions
- Project-based collaborations (HoReCa, offices, premium homes)
- Bespoke furniture commissions through designers

⑤ Furniture Malls & Clusters
- Specialized districts or buildings with many furniture shops
- "Furniture streets" or multi-brand galleries

⑥ Factory Showrooms
- Manufacturer-owned display areas near production sites
- Common for exporters or custom-made producers

⑦ Department Stores & Shopping Malls
- Furniture sold alongside home décor, lighting, or lifestyle goods
- Often used by mid-to-high-end brands

⑧ Project & Contract Sales
- Sales via developers, hotels, restaurants, and offices
- Involves tenders, catalogs, and material samples

⑨ Hybrid & Omnichannel Stores
- Physical locations connected to online platforms
- Allow in-store browsing, digital ordering, and home delivery

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture

General List of Physical Furniture Purchase Channels

Furniture reaches consumers **through intermediaries** — distributors, showrooms, and retailers.

Typical chain:
Exporter → Importer / Agent → Distributor / Wholesaler → Retailer / Showroom → Final Consume

New exporters usually start with B2B partnerships and move gradually toward B2B2C or B2C once trust and visibility grow.

Entry Models:
- **B2B (most common):** Exporter works with importer or distributor who sells to retailers.
- **B2B2C:** Through design studios, showrooms, or e-commerce platforms that reach consumers.
- **B2C (rare for new brands):** Direct sales via own store or online channel — possible only after brand recognition and local setup.

Module 1. Market Research – Demand & Consumer Segments

Entry-Models (typical)

Group / Model	Channel Structure	JP KR VN IN	When & Why to Use
TYPICAL MODELS (B2B)			
① Importer → Distributor → Commercial segment / HoReCa (B2B)	Importer handles compliance; distributor sells to hotels, cafés, offices	✅ ✅ ⚠️ ✅	Reliable route for **contract furniture**; ex.: HoReCa projects; importer ensures testing & documentation.
② Importer → Design agency / Interior studio → End consumer	Collaboration with design studios & architects	✅ ✅ ⚠️ ⚠️	Ideal for **premium, bespoke or artistic furniture**; builds brand through design partnerships.
③ Importer → Distributor → Retail (offline & online)	Importer manages registration; distributor supplies furniture chains & showrooms	✅ ✅ ✅ ✅	Works for **standardized lines**; combines scale and local brand visibility.
MODERN MODELS (E-COMMERCE)			
④ Importer → E-commerce platform (local)	Importer lists brand on Rakuten, Naver, Pepperfry	✅ ✅ ✅ ✅	Low setup cost; quick feedback; strong in urban digital markets.
⑤ Marketplace eCommerce (cross-border)	Exporter sells via Amazon Japan, Shopee, Coupang, etc.	⚠️ ✅ ✅ ✅	Good for **testing demand** before appointing importer; watch for logistics & platform fees.
⑥ Direct-to-Consumer (D2C) eCommerce	Exporter's own site or Shopify store with local fulfillment	✅ ⚠️ ⚠️ ⚠️	Useful for **niche, design-driven b**rands; requires local language, returns policy & marketing.
LOCALIZED / HYBRID MODELS			
⑦ Local manufacturer / assembler (Joint Venture)	Joint venture or contract assembly for local production	❌ ⚠️ ✅ ✅	Effective where tariffs or freight are high (India, Vietnam). Combines local costs with imported design.
⑧ Importer → Retail chain / Omnichannel model	Integration of offline showrooms with online platforms	✅ ✅ ✅ ✅	Fastest-growing trend – especially in Korea & India. Offers mix of experience & digital sales.

Module 1. Market Research – Demand & Consumer Segments

Summary by Market

Market	Most Suitable Models	Comment
JP **Japan**	① ② ③ ④ ⑥ ⑧	Structured, trust-based market. Design agencies & importers key; eCommerce growing.
KR **Korea**	① ② ③ ④ ⑤ ⑧	Dynamic and digital; Naver & Coupang strong; hybrid online-offline approach works best.
VN **Vietnam**	③ ④ ⑤ ⑦ ⑧	Fast-growing, price-sensitive; eCommerce rising; JV assembly gives cost advantage.
IN **India**	① ③ ④ ⑤ ⑦ ⑧	Large, tariff-protected market; omnichannel and local assembly most effective.

Takeaway for Exporters

JP **Japan /** KR **Korea** → relationship-based entry → importer, distributor, design studio, hybrid online retail.

VN **Vietnam /** IN **India** → growth-oriented entry → eCommerce & local assembly models.

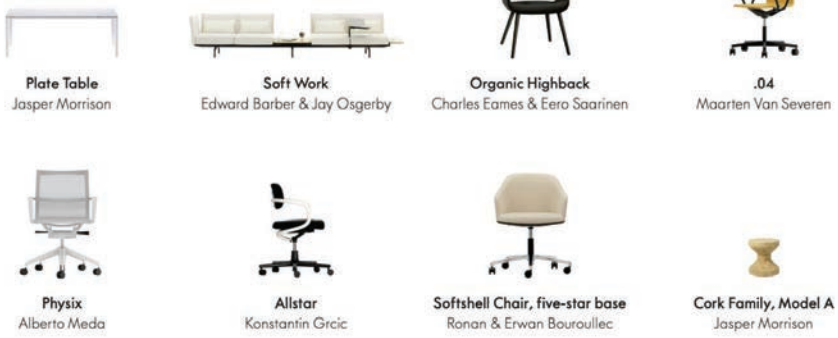
Best approach: start via **importer/distributor**, then scale through **eCommerce or JV** once demand is proven.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture



https://www.vitra.com/en-as/home



Market Entry Model

Model used: *Importer → Distributor → HoReCa / Office segment*

- Established **Vitra Japan Co., Ltd.** in Tokyo (Shibuya) to manage brand presence and B2B distribution.
- Works with local interior and architectural firms on office, hotel, and public projects.

Focus on **ergonomics, workstyle flexibility, and durable materials**.

Project showcased on Vitra's official global reference page as a model of corporate collaboration in Japan.

Key Success Factors

- **Local presence** → trust and communication with Japanese designers.
- **Brand storytelling** → European craftsmanship aligned with Japanese values of simplicity and longevity.
- **Long-term partnerships** → consistent participation in Tokyo design events and architecture projects.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture





Movie

Model: Importer → Distributor → Design studios / Retail

- Operates through **Fritz Hansen Japan** with a flagship showroom in **Omotesando, Tokyo**, designed by **Kengo Kuma**.
- Products sold via premium retailers (*ACTUS, Isetan, Living Motif*) and interior design firms.
- Localized marketing and after-sales support build brand trust.

Fritz Hansen (Denmark) – Timeless Scandinavian Design in Japan

Success Factors

- Local presence & service → strengthens reliability and long-term partnerships.
- Aesthetic harmony → Scandinavian "natural luxury" fits Japanese taste.
- Design collaboration → close ties with architects and boutique hotels.
- Premium storytelling → brand heritage and design authenticity drive value.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture



BoConcept (Denmark) – Digital Experience Concept Store in Tokyo

*BoConcept strengthened its presence in Japan by opening a **Digital Experience Concept Store** in Tokyo.*

The store merges physical retail with digital technology, creating an interactive and personalized shopping experience.

Market Entry Model:
Importer → Brand subsidiary → Omnichannel retail

- The Tokyo flagship integrates **interactive digital touchpoints** ("Experience Points") developed with UX agency Ombori.
- Customers can visualize furniture in different layouts, explore designer stories, and configure custom options on-screen.

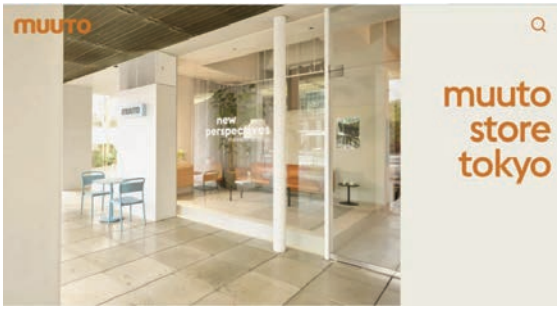
Success Factors

- Hybrid retail model: combines *in-store experience* with *digital personalization*.
- Localization – Japanese-language interface, curated collections for urban apartments.
- Omnichannel integration – seamless transition between online browsing and in-store consulting.
- Strong brand storytelling – promotes Danish design as functional, minimal, and harmonious — highly aligned with Japanese taste.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture

Muuto (Denmark) – Flagship Store in Tokyo



Muuto, a leading Scandinavian design brand known for its modern and functional furniture.

Market Entry Model: Direct-to-Consumer (D2C) / Brand subsidiary showroom

- Operated by Muuto Japan, the store functions as both a retail space and design hub for architects and interior professionals.
- Features curated collections that match Japanese urban lifestyles — compact living, clean lines, and natural colors.
- Serves as an experience center where customers can explore materials, test functionality, and receive interior advice.

Success Factors

- **Direct brand control** → ensures consistent quality, storytelling, and customer experience.
- **Cultural alignment** → Scandinavian simplicity fits Japan's appreciation for minimalism and craftsmanship.
- **Community focus** → the showroom hosts events and collaborations with local designers and architects.
- **Premium positioning** → Aoyama location reinforces the brand's design credibility and lifestyle image.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture

European Best Practices – Entering the Japanese Furniture Market

	Entry Model	Key Approach	Success Factors
Vitra CH	Importer → Local office	B2B projects with architects	Trust, quality, long-term ties
Fritz Hansen DK	Importer → Retail / Design studios	Scandinavian design + Japanese aesthetics	Local presence, storytelling
BoConcept DK	Importer → Omnichannel retail	Digital + in-store experience	Hybrid retail, localization
Muuto DK	Direct flagship store	Scandinavian minimalism for compact homes	Brand control, experiential showroom, cultural fit

Takeaways :

- Success in Japan = **trust, story, and local adaptation**, not price.
- Combine **design authenticity + service quality**.
- Start with an **importer or design partner**, then grow to hybrid or direct presence.

Module 1. Market Research – Demand & Consumer Segments

What elements from these cases (e.g. collaboration with designers, storytelling, local presence, hybrid retail) feel realistic or relevant for your company?

If you could combine one idea from each brand — Vitra, Fritz Hansen, BoConcept, Muuto — what would your "ideal entry model" look like for your business?

Key Success Factors

- Local presence
- Long-term partnerships
- Aesthetic harmony, Scandinavian "natural luxury"
- Design collaboration
- Premium storytelling
- Hybrid retail model: *in-store experience* with *digital personalization*.
- Localization
- Omnichannel
- Cultural alignment
- Community focus

Module 1. Market Research – Demand & Consumer Segments

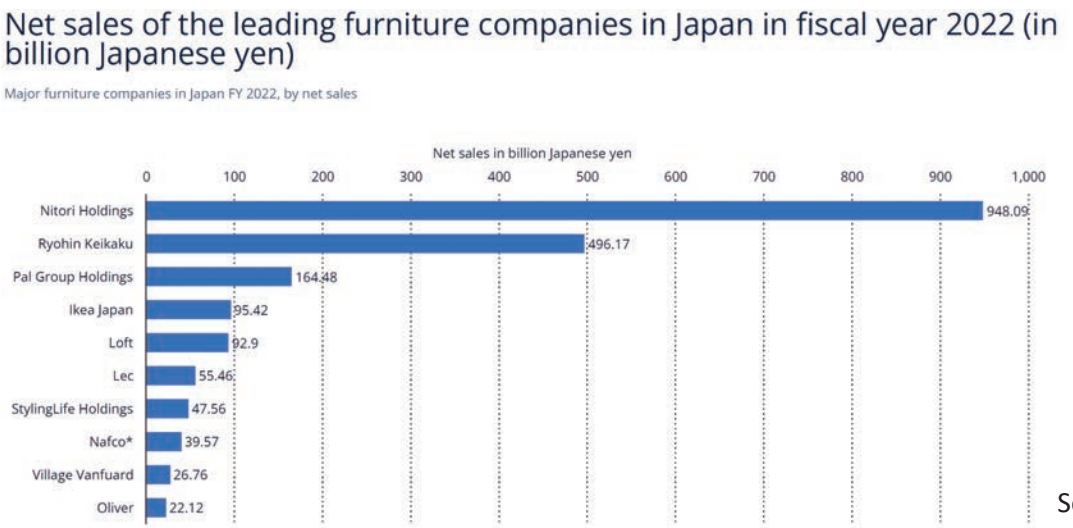
Sales Channels for Furniture – Japan, Korea, Vietnam & India

	Key Trends	Takeaway
JP **Japan**	In-store shopping still dominant — buyers want to see & test furniture. Online ≈ 1/3 of market and growing. Rental & DIY options rising. Shift toward hybrid (offline + online).	Combine trust-based showrooms with e-commerce presence.
KR **South Korea** 2025 Distribution Industry Outlook Survey	Online is fastest-growing. E-commerce platforms drive convenience & price comparison. Hypermarkets and department stores stay relevant. Strong hybrid online–offline mix.	Focus on digital-first model and quick delivery via local platforms.
VN **Vietnam** IFM 2024 Consumer Confidence Index, page 26	Street shops still common (esp. rural) but shrinking in cities. Online retail and e-commerce growing fast among urban consumers. Market becoming digitally divided: rural → offline, urban → online.	Partner with urban online retailers and local e-commerce players.
IN **India**	In-store shopping = 62%. Click & collect = 26%. Online home delivery = 12%. Omnichannel expanding via brands like Pepperfry & Urban Ladder.	Use an integrated model — showrooms for trust + online for reach.

Overall trend:
All four markets are moving toward **hybrid retail** — online platforms grow fastest, while physical stores remain vital for **trust, service, and experience**

Module 1. Market Research – Demand & Consumer Segments

JP Japan: leading companies / TYPICAL MODELS (B2B)



Source: Statista

Module 1. Market Research – Demand & Consumer Segments

JP Japan: leading companies

Design agency / Interior studio

Professional databases and company directories

1. **JAPAN DESIGN DIRECTORY (JDP / G-Mark)** – a comprehensive catalog of award winners and companies providing design services.

https://www.g-mark.org → sections **Winners** or **Design Firms**.

You can filter by field (furniture, interior, product, architecture).

This is the most reliable database for finding companies that actually work in the bespoke / project-based design market in Japan.

2. JAPAN INTERIOR DESIGNERS ASSOCIATION (JID) – an industry association of interior designers. It offers an open **member directory** with contacts of studios, architects, and designers.

https://www.jid.or.jp

3. Tokyo Design Week / Designart Tokyo / Dezeen Japan

Exhibitor lists serve as ready-made catalogs of **bespoke brands and studios**.

https://designart.jp

https://tokyodesignweek.jp

https://www.dezeen.com/tag/japan/

Top 20 Interior Design Firms From Tokyo

Module 1. Market Research – Demand & Consumer Segments

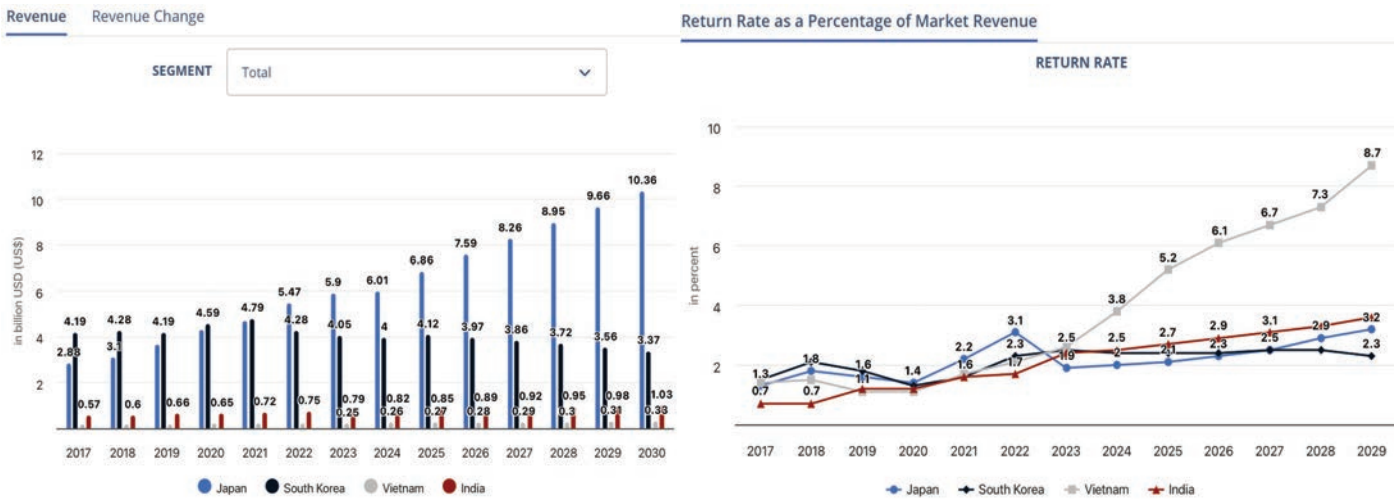
JP Japan: leading companies

Design agency / Interior studio

Name	Bespoke / Custom Work	Additional Notes
Keiji Ashizawa Design	Provides “total design of spaces” — full spatial design including furniture and details	Approach described as “craft rooted in materials” keijidesign.com
studioTASU	Design and production of custom-made furniture and interior items	Offers “custom-made furniture and interior goods” among its services studiotasu.com
Nippon Design Center (NDC)	Operates as a global design agency, handling complex projects including branding and conceptual design	Has offices outside Japan ndc.co.jp
I-IN	Creates expressive and impressive interior and spatial designs	Describes itself as a “design office” focusing on space as a medium of expression i-in.jp
Hirashima Co., Ltd.	Produces original furniture, OEM / contract manufacturing, and custom-made pieces	Listed as a company specializing in custom furniture production k-hirashima.jp
Sukiyado (インテリア / Architecture)	Provides full-service design — from concept to woodwork and finishing	Focused on “high-end Japanese interiors … from initial design to woodwork completion” sukiyado.com
INODA + SVEJE	Combines architecture and furniture design, creating artistic furniture as part of spatial projects	A Japan–Denmark design partnership https://gallery.inodasveje.com/wp01/
Studio SWINE	Collaborates with local craftsmen to create artistic installations and design pieces	Example: “Metropolis. I” installation created with Miyagi artisans Studio SWINE on Wikipedia https://studioswine.com
Aoyama Nomura Design (A.N.D.)	Designs hotels, restaurants, retail, and residences with unique concepts	Featured among Tokyo’s leading interior studios Essential Home

Module 1. Market Research – Demand & Consumer Segments

eCommerce: Growth and Return Trends in Asia

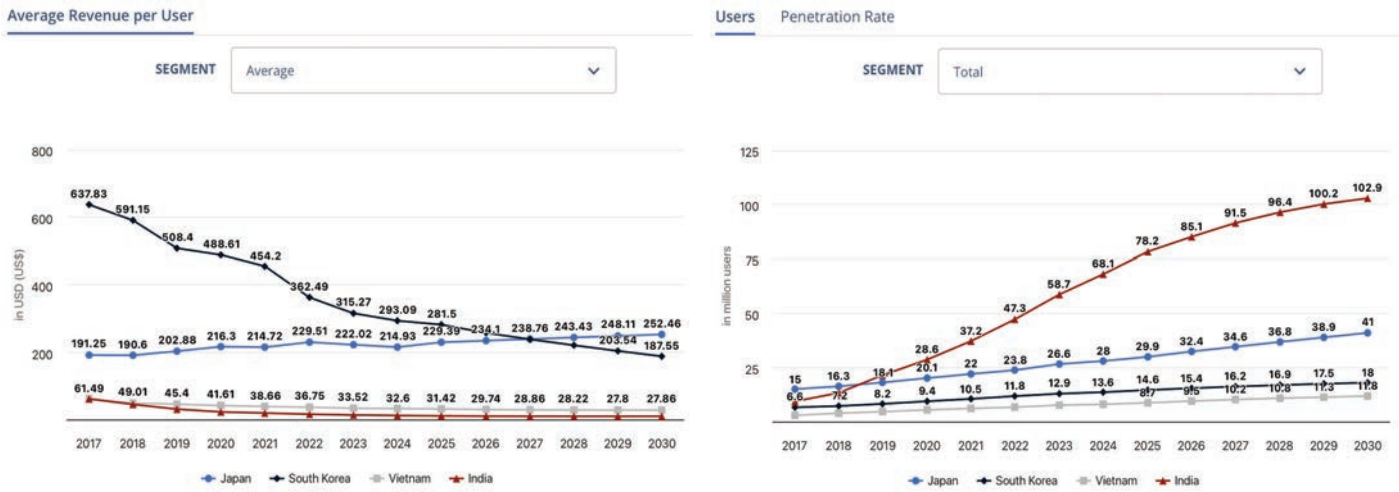


Steady eCommerce growth across all markets — with Japan maintaining the largest volume, South Korea stable, and Vietnam and India showing strong upward momentum toward 2030.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture

eCommerce: User Growth vs. Spending Trends in Asian eCommerce

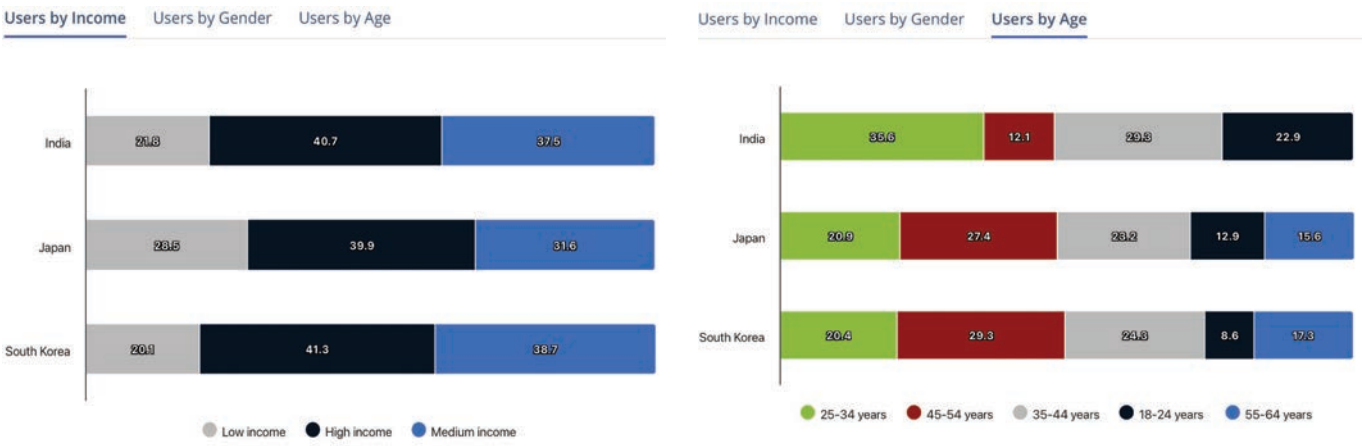


Mature markets like **Japan and South Korea** have stable but saturated user bases — success depends on premiumization, loyalty, and brand storytelling.
Emerging markets such as **India and Vietnam** offer fast-growing audiences, so exporters should focus on scalable products, affordability, and online visibility to capture early growth.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture

eCommerce: User Demographics by Income and Age

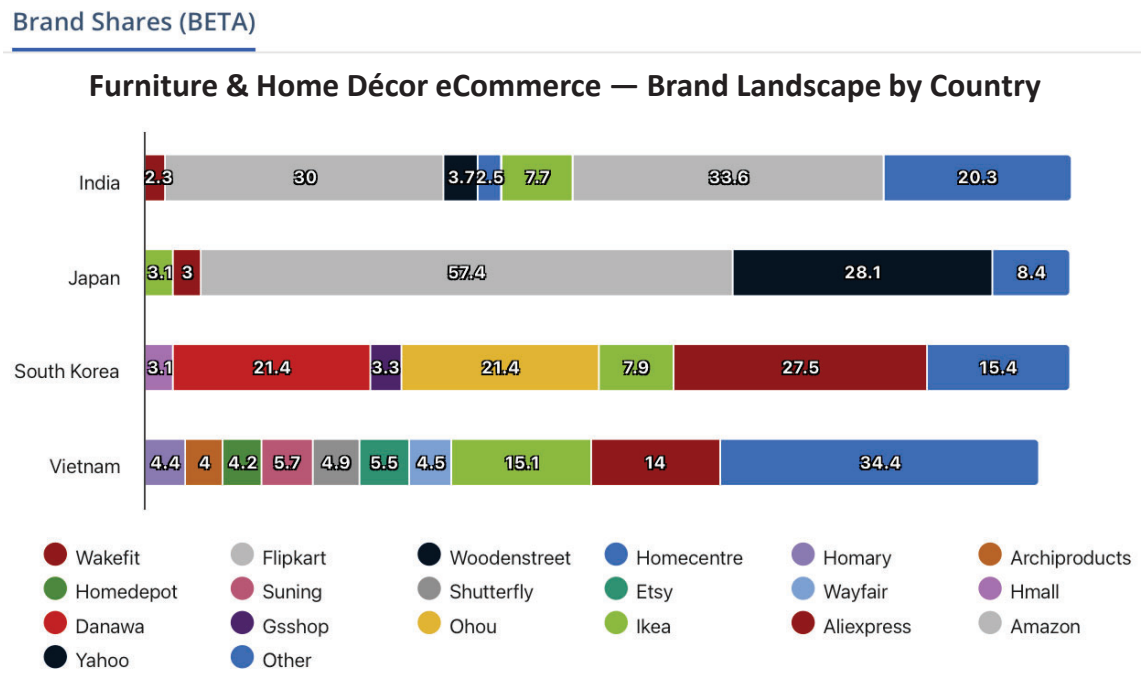


Across all markets, middle- and high-income users dominate online shopping. Japan and South Korea have older, more affluent audiences, while India shows a younger and more diverse income mix, driven by rapid digital adoption.

For mature markets, focus on quality, trust, and long-term value appealing to experienced, high-income buyers. For emerging markets, target younger, price-sensitive consumers with accessible, mobile-first offers and dynamic online engagement.

Module 1. Market Research – Demand & Consumer Segments

3. Main distribution and sales channels for furniture



Module 1. Market Research – Demand & Consumer Segments

eCommerce Entry Models – Comparison

	💻 D2C (Direct-to-Consumer)	🛍️ Marketplace
Key Idea	Brand sells directly via its own website or app.	Brand sells through third-party platforms (Amazon, Rakuten, Shopee, etc.).
Advantages	• Full control over brand & pricing. • Higher margins, loyal customers. • Direct customer data.	• Easy market entry. • Built-in trust & traffic. • Simplified logistics.
Challenges	• High setup & marketing cost. • Hard to get visibility early on. • Must manage delivery & support.	• Limited brand control. • High competition & fees (10–25%). • No direct customer data.
Typical Markets	KR Korea, JP Japan (premium), IN India (emerging)	VN Vietnam, IN India, JP Japan (mass market)

"Marketplace = easy start, less control"
"D2C = full control, harder start"

Module 1. Market Research – Demand & Consumer Segments

Purchase channels (eCommerce)

	Online share of furniture spend (2024)	Main offline channels	Main online / marketplaces	Notes
JP **Japan**	**~25–30%** of furniture revenue online. Report	Nitori, IKEA, Muji & department stores; brand showrooms; home centers	**Rakuten, Amazon**, Yahoo! Shopping; brand D2C	Strong omnichannel: Nitori's "empty-handed shopping" = choose in store, deliver from online. KOMOJU
KR **South Korea**	**~40–45%** online (highest in the group). Report	Specialty chains (Hanssem, Hyundai Livart), department & big box	**Coupang**, Naver Shopping, Gmarket	E-commerce is dominant; Coupang & Naver drive fast delivery + reviews/SEO discovery. Daxue Consulting
VN **Vietnam**	**~25–30%** online. Report	Local showrooms/ streets, design studios, project sales	**Shopee**, Lazada, TikTok Shop, Tiki	Social-commerce & marketplaces are huge; 2024 GMV on top platforms ≈ **$16B**. The Investor
IN **India**	**~15–20%** online; fast growth from a low base. Report	Furniture chains & regional retailers; mall/showrooms; IKEA	**Pepperfry**, Urban Ladder, Amazon, Flipkart	Rapid **omnichannel** rollout (experience studios + online) and rising online home categories. Daiom

Module 1. Market Research – Demand & Consumer Segments

SUMMARY

1. Market Logic
Asia = four different realities.
Japan & Korea – mature, design-led; Vietnam & India – fast-growing, price-driven.
Knowing the buyer is key: who buys, what they value, and how they shop

2. Product & Positioning
Japan & Korea: trust, quality, design, and sustainability.
Vietnam & India: functionality, simplicity, and affordability.
One core design — **four adaptations:** size, finish, material, and price tier.

3. Pricing & Entry Strategy
Price = positioning, not just cost.
High-end justified by quality in Japan; design and speed drive Korea; affordability and scale matter in Vietnam & India.
The best first step — **enter through a local partner or platform.**

4. Sales & Distribution
All markets are moving toward a **hybrid retail model:**
offline = trust & service;
online = reach & convenience.
Japan / Korea: omni-channel retail, design showrooms.
Vietnam / India: e-commerce platforms + regional distributors.

5. eCommerce Models
Marketplace → D2C is the brand growth path.
Start with marketplaces to gain visibility, then shift to your own channel once trusted.
D2C = control & loyalty; Marketplace = speed & access.

6. Branding & Communication
Storytelling builds trust.
Japan & Korea — design credibility, precision, authenticity.Vietnam & India — accessibility, comfort, and local connection.
Long-term success = **emotional link + localization.**

Lessons from EU-cases:

- **Trust > Price.**
  European brands succeed through design quality, storytelling, and local presence.
- **Step-by-step strategy:** importer → partner → showroom → direct entry.
- **Cultural harmony + service reliability = lasting market trust.**

Module 2. Pricing Strategy

- Analyzing the price segments in the market.
- Export price formation.
- Optimal price positioning.
- Influencing factors on price – volume, trade segment/level, payment conditions etc.

Module 2. Pricing Strategy

Analyzing the price segments in the market

Luxury / Designer / Bespoke
Top segment

Premium
High

Mid-Range
Middle of market

Lower-Mid Segment
Affordable

Budget / Entry-Level
Lowest (mass market)

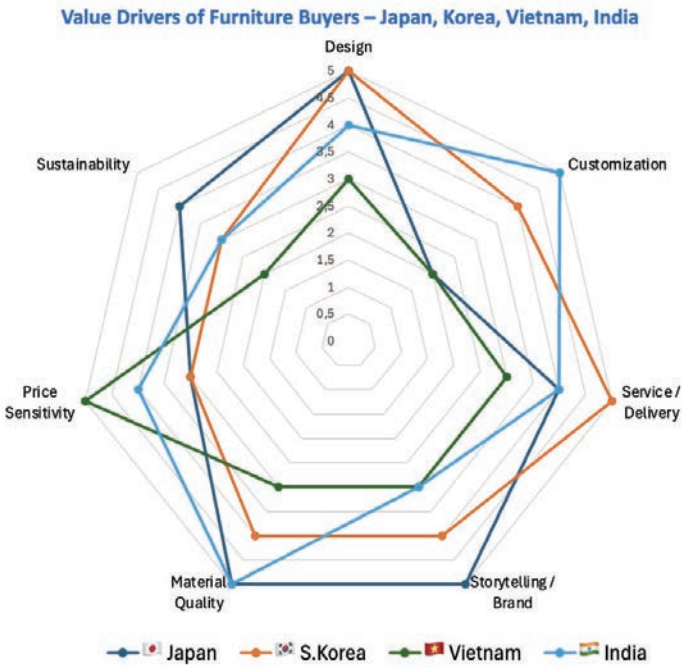
Premium & Luxury:
Focus on craftsmanship, brand story, and design heritage; often tied to D2C and showroom-based sales rather than marketplaces

Balance of comfort, design, and durability — dominant in online retail

Budget & Lower-Mid:
Functionality and affordability drive decisions

Luxury / Designer	Exclusivity, artistry, heritage Offer experience and legacy, not just product
Upper-Mid / Premium	Story, craftsmanship, customization Build emotional & brand value
Mid	Functionality & design balance Improve quality, design identity
Entry / Low	Price & availability Efficiency → differentiation

Module 2. Pricing Strategy



Value Drivers of Furniture Buyers in Asia

Japan: Moves upward via *craftsmanship, design harmony, and storytelling*.

Korea: Driven by *modern design, convenience, and service excellence*.

Vietnam: Still price-driven, but responsive to *visible quality improvements*.

India: Climbs fastest through *material authenticity and customization*.

Module 2. Pricing Strategy

Optimal Price Positioning – Core Idea

Key principles

- Price ≠ only cost: it also signals *trust, design quality, and lifestyle fit.*
- Differentiate by value, not only by margin.
- Adapt to market segment and consumer expectations.

① **Define your target customer** – decide who you want to sell to:

🎯 *Your price should match the expectations of this segment — not just your cost.*

Segment	Buyer profile (Japan)	Price (example)
Mass market	Price-sensitive, buys online	¥30,000–¥80,000 (€180–€500)
Mid+	Values quality, design, and service	¥100,000–¥200,000 (€600–€1,200)
Premium	Looks for style, craftsmanship, story	¥250,000+ (€1,500+)

② **Benchmark competitors**

Check similar furniture on **Rakuten, Nitori, Muji, Actus, Francfranc, Karimoku…**
Compare: price, materials, design, brand story.

If your quality is higher, you can price **10–20% above** local mid-range brands.

Module 2. Pricing Strategy

Optimal Price Positioning – Core Idea

③ **Check cost-to-market ratio**

Work backward from retail

Example: Retail ¥150,000 (~€900)
Retailer margin ~45–50% → Distributor ~25%
Your export price ~€330–350

If your export price is about **1/3 of the retail price**, it fits the mid+ structure.

Typical pricing ratio:

~1:3 for furniture, lighting, décor, and similar sectors (via distributor + retail)

Closer to **1:2** for online or direct-to-retail models

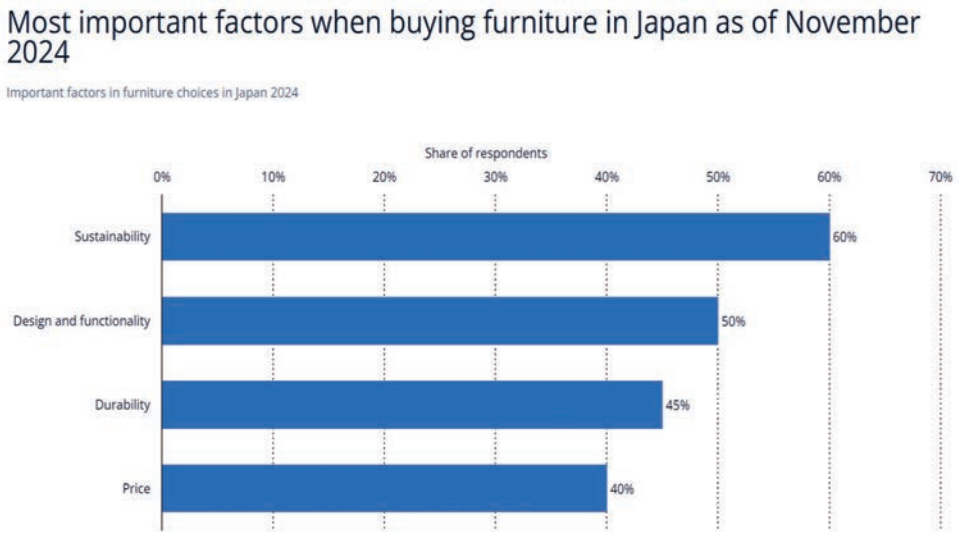
④ **Add value premium**

Japanese buyers pay for:

- **Design harmony** (minimal, natural, balanced)
- **Trust & safety** (“anshin-anzen”)
- **Sustainability**
- **Storytelling** (European design, sustainable wood, for compact spaces)

If you communicate these clearly, you can **add +10–25% premium** to your base export price.

Module 2. Pricing Strategy



[Consumer preference trends in Japan's furniture market: Report Ocean's survey results]

Sustainability (60%) – eco-friendly materials and responsible sourcing strongly affect buying choices.
Design & Functionality (50%) – consumers prefer compact, stylish, and space-saving designs.
Durability (45%) – long-lasting, well-built furniture is seen as better value.
Price (40%) – important but balanced against quality and longevity.

Key insight: Japanese consumers pay more attention to **sustainability and design** than to price alone.

Module 2. Pricing Strategy

Key Factors Influencing Export Price – Japan Market

Factor	How It Affects Price	Japan-Specific Notes / Examples
Commercial Factors		
1. Sales volume & order frequency	Larger orders reduce unit cost; Japanese buyers prefer steady, but smaller shipments.	Importers often place **monthly repeat orders** (e.g. 20–30 sets), not one large shipment. Plan for stable pricing over volume discounting.
2. Trade segment / retail level	Each channel adds its own margin.	Design stores & department stores take **40–50% margin**; online retailers (Rakuten, Actus Online) around **25–30%**.
3. Payment terms & trust	Exporters may face delayed payment until after inspection or retail sale.	Japanese importers value **reliability over low price**. Shorter payment terms are earned only after 1–2 successful deliveries.
4. Logistics & Incoterms	Japanese importers often prefer CIF or DDP pricing.	Buyers expect exporter to handle **freight, insurance, customs clearance**. Precision and timing are crucial.

Commercial success in Japan depends on trust, consistency, and precise planning.

Module 2. Pricing Strategy

Key Factors Influencing Export Price – Japan Market

Factor	How It Affects Price	Japan-Specific Notes / Examples
Technical & Presentation Factors		
5. Packaging & product preparation	Affects handling cost and buyer trust.	Furniture must be **flat-pack, labeled in Japanese**, with **assembly manual & safety notice** — negotiates ~3–5% to cost.
6. Certification & safety testing	Certain categories require testing or labeling.	For public-use furniture: **Fire Service Act (fire retardancy)**; for children's items: **SG Mark / Consumer Product Safety Law.**
7. Marketing & presentation	Visual presentation impacts perceived value.	Japanese retailers expect **lifestyle photography, simple story, clean packaging.** Co-op marketing may add **5–8%** to budget.
8. Exchange rate & currency risk	Yen fluctuation affects import price.	Price stability matters — Japanese importers prefer **fixed JPY contracts or quarterly adjustments** instead of monthly changes.

Technical quality and presentation communicate reliability and justify price.

In Japan, **price = trust + quality + precision.**

Module 2. Pricing Strategy

SUMMARY

1. Market Price Pyramid
Asian markets are multi-tiered: from mass and mid-range to boutique design segments.
Japan & Korea: high-value, design-led markets → *trust, quality, precision.*
Vietnam & India: fast-growing, volume-driven markets → *affordability and function.*
Success means **finding your level** — neither underpricing nor overpromising.

2. Key Factors Shaping Export Price
Commercial factors: order size, retail margins, payment terms, logistics, and Incoterms.
Technical factors: packaging, testing, labeling, certification. Compliance adds cost but proves reliability.
Presentation factors: marketing visuals, storytelling, lifestyle photos. Raise perceived value by +5–10%.
In Japan especially, **price = trust + quality + precision.**

3. Optimal Price Positioning
Price signals positioning. It reflects brand trust and design value, not just cost.
Clearly communicate **value elements** (materials, craftsmanship, safety, story).
Adding visible quality or emotional appeal can justify **+20–30% premium.**

4. Market Entry & Sales Models
Mass / mid-range segments: work best through importers, distributors, and marketplaces.
Premium / design segments: focus on B2B with architects, showrooms, or D2C e-commerce.
Choose your model based on price level, logistics capacity, and desired brand control.

Takeaway

- Competing on price alone doesn't work in Asia — **value clarity wins.**
- Align your price with what buyers truly pay for: **trust, consistency, design, and service reliability.**
- Think in terms of **"emotional price justification"** — design and presentation show why your product costs what it costs.
- The best pricing strategy balances **cost efficiency, visible quality, and lasting relationships.**

Module 3. Market requirements (safety)

- General safety requirements.
- Material compliance.
- Country-specific certifications and labels.
- Documentation. Safety compliance documents. Test reports.
- Sustainable standards.

Module 3. Market requirements (safety)

Why Asian markets have their own specifics

Different logic than the EU: not only laws, but trust and perception

EU = Legal compliance – Directives, Regulations, EN standards, self-assessments and self-declaration

Asia = Market trust – Local standards + consumer safety expectations.

Technical barriers to trade – formal rules and conformity procedures.
Consumer safety standards – buyer-driven, based on quality, safety, and reputation.

Examples:

- JP *Japan:* proof of "安心・安全 (anshin–anzen)" – peace of mind.
- KR *Korea:* retailer-specific safety labels.
- VN *Vietnam:* buyer audits instead of strict national rules.

Being EU-compliant ≠ automatically ready for Asia

Module 3. Market requirements (safety)

Recall & Safety Alert Systems

How governments warn the public about unsafe products

- Each market runs a system to **protect consumers** from unsafe products
- If a product poses a **risk**, it must be **reported and withdrawn**
- Authorities issue public alerts or recall notices for full transparency
- Goal: **stop unsafe products** before they cause harm

Global portal on product recalls

Japan – https://www.recall.caa.go.jp/

South Korea – https://www.safetykorea.kr

Exporters

one recall can appear in a public database, harming reputation and market access.

Module 3. Market requirements (safety)

Recall & Safety Alert Systems

JP Japan





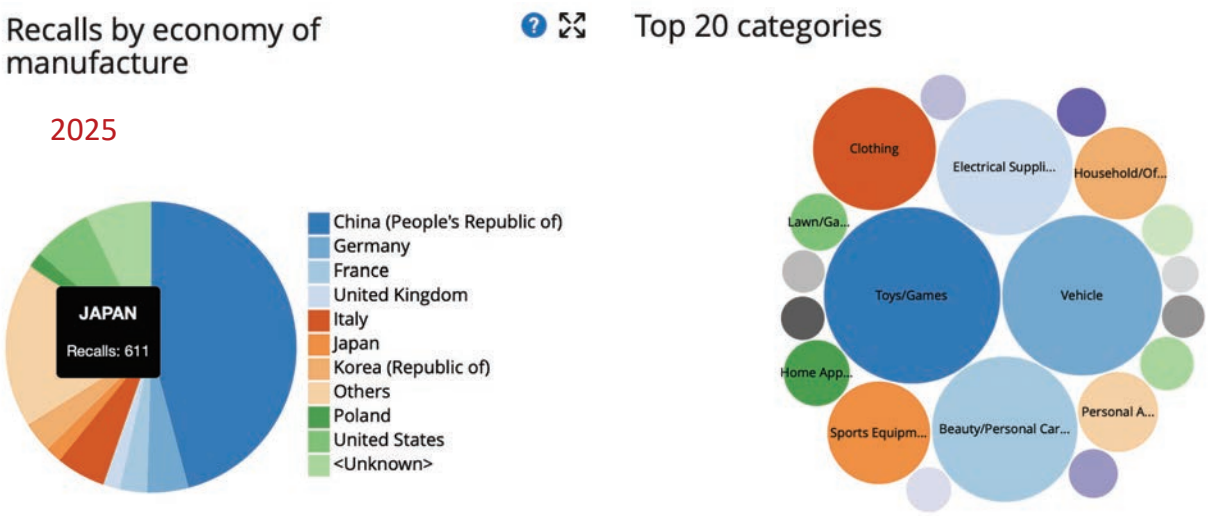
Richell Baby Chair “Posy”

An accident occurred in which the **wooden leg joint detached** during use of the “Baby Chair Posy 70.”
Because this is a serious safety issue, the company has decided to **recall all affected products** to prevent further incidents.

Refund Process:
The company arranges free pickup of the product by courier (no packaging needed). Richell refunds the full retail price (¥18,700 or ¥15,400) by bank transfer within 2–3 weeks.

Module 3. Market requirements (safety)

Recall & Safety Alert Systems



https://globalrecalls.oecd.org/#/

Module 3. Market requirements (safety)

Furniture Requirements – Global Overview

4 Key Areas of Compliance

1. Safety & Functionality
- Stable, durable, and safe under normal use.
- No risk of tipping, collapse, or injury.
- Tested for load strength, fatigue, impact, and (if applicable) flammability.

2. Material & Chemical Compliance
- Only legal and safe materials used (low VOC, no banned chemicals).
- Limits for formaldehyde, lead, phthalates, etc.
- Certified wood sources (FSC, PEFC, legal timber).

3. Sustainability & Environmental Care
- Eco-friendly, recyclable, or repairable design.
- Low-emission production and safe coatings.
- Minimal, sustainable packaging.

4. Compliance, Testing & Labelling
- Accredited test reports and conformity documents.
- Clear labels and instructions in the local language.
- Traceability via lot numbers and product documentation.

Module 3. Market requirements (safety)

Furniture Requirements – JP Japan

4 Key Areas of Compliance

1. Safety & Functionality

Legal:

Consumer Product Safety Act – basic obligation to ensure product safety.

JIS standards for strength, durability, and stability (voluntary but often required).

Market expectation:

Buyers expect "安心・安全 (anshin–anzen)" – peace of mind.

Anti-tipping and anti-seismic features valued (anchoring to wall, stability tests).

METI Ministry of Economy, Trade and Industry — Product Safety

JISC Japanese Industrial Standards Committee — Standards

2. Material & Chemical Compliance

Legal:

Formaldehyde and VOC limits under Building Standard Law and MHLW guidance.

Wood legality verification required for imports (Clean Wood Act).

Market expectation:

Preference for low-odor, non-toxic finishes and adhesives.
"Sick house" awareness: consumers avoid strong chemical smells.

Module 3. Market requirements (safety)

Furniture Requirements – JP Japan

4 Key Areas of Compliance

3. Sustainability & Environmental Care

Legal:

No direct furniture-specific law, but waste and recycling laws apply.

Market expectation:

Demand for FSC/PEFC-certified wood, recyclable parts, repairable design.
Brands promoting long life, service, and repair gain higher trust.

Ministry of the Environment Government of Japan — Laws: Waste & Recycling

4. Compliance, Testing & Labelling

Legal:

Required product information in Japanese; importer details mandatory.
Specific marks if applicable (PSE for electrical parts, SG Mark for safety).

Market expectation:

JIS or **SG Mark** seen as proof of reliability.
Full documentation and safety instructions in Japanese expected by retailers

一般財団法人 製品安全協会 Consumer Product Safety Association — SG Mark

Module 3. Market requirements (safety)

EU EU vs JP Japan — Furniture Compliance Requirements

Requirement Area	EU (European Union)	Japan	Mandatory / Voluntary
1. General product safety	**General Product Safety Regulation (GPSR).** Requires manufacturers to ensure that all consumer products are safe and traceable.	**Consumer Product Safety Act** and **Product Liability Act** – general obligation to supply safe products; liability for defective goods.	EU Mandatory JP Mandatory
2. Structural safety & durability	**EN standards** (e.g., EN 12520 – chairs, EN 1728 – strength & stability, EN 1022 – stability, EN 527 – office desks). Not legally binding but widely used as proof of conformity.	**JIS S standards** (e.g., JIS S 1203 chairs, JIS S 1202 tables, JIS S 1032 office chairs). Used in testing and voluntary certification (JIS Mark, SG Mark).	EU Voluntary (market norm) JP Voluntary (market norm)
3. Flammability (upholstered furniture)	No EU-wide law; only national rules (UK, Ireland). EN 1021-1/-2 used voluntarily.	**Fire Service Act** applies to interior materials in hotels, offices, public buildings. Fire-retardant testing/certification needed for such uses.	EU Voluntary (except UK/IE) JP Mandatory for public-use furniture
4. Chemical safety / VOCs	**REACH Regulation (EC 1907/2006)** – restrictions on hazardous substances (lead, formaldehyde, azo dyes, etc.). **EN 717-1** – formaldehyde	**Formaldehyde emission limits** – wood materials must meet JIS/JAS **F☆☆ to F☆☆☆☆**, top grade F☆☆☆☆ = unrestricted use.	EU Mandatory JP Mandatory
5. Materials contact / finishes	**CLP Regulation (EC 1272/2008)** for labeling chemicals. For coatings and adhesives – Safety Data Sheet (SDS) under REACH.	**Industrial Safety and Health Law** – SDS in Japanese required for hazardous substances.	EU Mandatory JP Mandatory

Part II

Module 3. Market requirements (safety)

EU EU vs JP Japan — Furniture Compliance Requirements

Requirement Area	EU (European Union)	Japan	Mandatory / Voluntary
6. Eco-design / sustainability	**Ecodesign for Sustainable Products Regulation (ESPR)** – under development (2024–2026) will cover furniture durability, recyclability, carbon footprint. **EU Ecolabel** for furniture – voluntary.	**Green Purchasing Law** – requires public bodies to buy eco-compliant furniture. **Eco Mark (Japan Environment Association)** – voluntary eco-label with criteria for recycled content, VOCs, reparability.	EU Mandatory (public sector) + voluntary (label) JP Mandatory (public sector) + voluntary (label)
7. Timber legality / sustainability	**EU Deforestation Regulation (EUDR)** – due diligence for wood-based products (from 2024). Replaces EU Timber Regulation (EUTR).	**Clean Wood Act** – voluntary registration system; importers encouraged to source legally harvested wood.	EU Mandatory JP Voluntary
8. Certification marks	CE marking **not required** (furniture not covered by harmonized safety directives). EU Ecolabel / FSC / PEFC – voluntary.	**JIS Mark** (product quality), **SG Mark** (consumer safety), **Eco Mark** (environmental). Used as proof of reliability for buyers.	EU Voluntary JP Voluntary
9. Documentation & testing	Technical file: test reports (EN standards), material declarations (REACH), SDS, traceability docs.	Test reports (JIS / JAS), F☆☆☆☆ emission certificates, SDS, SG/JIS/Eco Mark certs if available.	EU Mandatory JP Mandatory for emission control + market norm
10. Labeling requirements	Product identification, manufacturer/importer name, traceability code, materials, origin (per GPSR + consumer laws).	Labeling per **Household Goods Quality Labeling Act** – materials, origin, warnings, and F☆☆☆☆ indication for wood-based products.	EU Mandatory JP Mandatory

Module 3. Market requirements (safety)

EU EU vs JP Japan — Documentation & Recognition of Compliance

Core Documents Required

- Test reports confirming strength, durability, and material safety (JIS or equivalent).
- Material declarations – type of wood, surface coatings, adhesives, VOC/formaldehyde data.
- Certificates of legal timber origin.
- User information in Japanese – product ID, importer details, assembly & safety instructions.
- Recall traceability – lot number and internal record of production batches.

What Can Be Recognized from EU Documentation

- EU EN / ISO test reports can often be accepted as technical evidence, issued by an accredited laboratory (ISO/IEC 17025).
- Importers or retailers may request confirmation that the tests meet equivalent JIS parameters.
- FSC / PEFC certificates are recognized under the Clean Wood Act for legality proof.

Practical Process in Japan

1. Provide EU documentation – EN/ISO test reports, material declarations, certificates.
2. Importer reviews – checks JIS equivalence, translates key docs.
3. Local verification / testing if required (SG/JIS labs).
4. Labelling in Japanese + importer details.
5. Final approval & recordkeeping (traceability, recall readiness).

Verification & Local Process

- Importers typically review EU test reports and may submit samples to Japanese labs (SG-accredited) for confirmation tests.
- If aiming for SG Mark or JIS certification, full local testing and audit are required.
- For furniture with electric parts, a PSE certificate is mandatory (under the Electrical Appliances and Materials Safety Act).
- Language requirement: all accompanying documents and labels for consumer use must be in Japanese.

Module 3. Market requirements (safety)

Testing & Certification Routes in JP Japan

Country-specific certifications & labels

JIS Mark

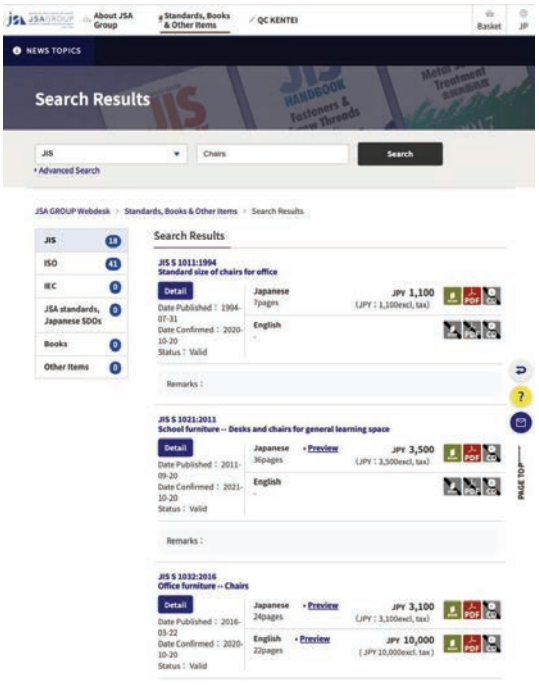
- voluntary certification
- common in office/contract furniture
- issued by accredited bodies
- useful for bids, not legally mandatory for all furniture.

List of JIS-Standards

Japan Standards Association (JSA) – Official Distributor

Japan Furniture Industry Development Association (JFIDA) – provides summaries and guidance for applying JIS standards in the furniture sector. *Import Promotion Operations.*

Full standards texts are not freely available



Module 3. Market requirements (safety)

Testing & Certification Routes in JP Japan

Country-specific certifications & labels

Key Furniture Standards

(Indicative mapping: EN ≈ JIS equivalents)

Product / Parameter	(EN)	(JIS)	Focus / Scope
Chairs – strength & durability	EN 1728 / EN 16139	JIS A 1518	Static load, fatigue, and stability testing for seating furniture.
Tables – mechanical performance	EN 1730 / EN 15372	JIS A 1531	Test methods for stability, strength, and durability of tables.
Storage furniture – safety	EN 14749 / EN 14073	JIS A 4413	Safety and durability of cabinets and shelving (anti-tipping, drawer load).
Office furniture – safety & ergonomics	EN 527, EN 1335	JIS A 1717 / JIS A 1730	Dimensional and functional requirements for desks and office chairs.
Upholstered furniture – flammability	EN 1021-1 / 1021-2	JIS S 1102	Ignition resistance to smouldering cigarettes and open flame.
Children's furniture / high chairs	EN 14988	JIS S 1103 / SG Safety Criteria	Structural safety and restraint systems for **child seating**.
Wood-based panels – formaldehyde emission	EN 717-1	JIS A 1460 / JIS A 1901	Testing of formaldehyde release (E0–E2 vs F☆☆☆☆ classification).
Surface resistance (finishes)	EN 12720 (cold liquids)	JIS A 1453 / A 1531 Annex	Surface durability: liquids, scratches, heat.
Packaging & transport safety	EN ISO 2248 / 2872	JIS Z 0200 series	Drop, vibration, compression tests for shipping safety.

Key Insights

- Many JIS tests are technically similar to EN/ISO, but use local methods or units.
- Japanese buyers often accept EN/ISO reports as *reference but* require confirmation to JIS parameters for official documentation.
- Formaldehyde classes: EU: E1 / E0 levels (EN 717) – Japan: F☆☆☆☆ (lowest emission, stricter than EU E1).
- **For children's and household safety, Japan uses SG Mark certification**, roughly similar in intent to the EU GS mark.

Module 3. Market requirements (safety)

Testing & Certification Routes in JP Japan

Country-specific certifications & labels

SG Mark – Japan's Voluntary Safety Certification

- **Managed by the Consumer Product Safety Association (CPSA, 製品安全協会)**
- **SG Mark (Safe Goods Mark)** – voluntary certification under Japan's *Consumer Product Safety Act*, managed by the *Consumer Product Safety Association (CPSA)*.
- Covers household goods, furniture, and baby items. Includes testing, factory inspection, and Japanese labeling.
- If a defect causes injury, CPSA compensates consumers (up to ¥100 million).
- Widely trusted as proof of "安心・安全" — safety and peace of mind.

SG Mark Certification – Two Routes

1. Factory (Type) Certification

- For continuous production.
- Factory audit + product testing in a **CPSA-approved laboratory**.
- Certification valid for **3 years** with periodic inspections.
- Cost: approx. **¥400,000–¥800,000 (~ $2,600 – $5,200)** depending on product and testing scope.

2. Batch (Lot) Certification

- For limited or one-time shipments.
- Sample testing from the shipment, no factory audit required.
- Valid **only for that batch.**
- Lower cost: **¥100,000–¥300,000 ($650 – $2,000)** typically.

Approved testing labs in Japan
Some ISO/IEC 17025 labs abroad may be accepted if recognized by CPSA.
Guidance for SG Mark Certification
Products with SG Marks _DBase 2025/06/23更新

Module 3. Market requirements (safety)

Testing & Certification Routes in JP Japan

Country-specific certifications & labels



Module 3. Market requirements (safety)

Formaldehyde Emission Testing – Japan vs EU

JP Japan (JIS A 1460 / JIS A 1901)

- Uses the Desiccator Method (JIS A 1460) or Chamber Method (JIS A 1901).
- Measures emission from wood-based materials (MDF, plywood, particleboard, etc.).
- Classification by emission level:
  - F☆☆☆☆ – ≤0.3 mg/L (lowest emission, unrestricted use)
  - F☆☆☆ – ≤0.5 mg/L
  - F☆☆ – ≤1.5 mg/L
  - F☆ – ≤5.0 mg/L

F☆☆☆☆ is required for indoor furniture and is stricter than EU E1.

E2 → E1 → E0 → F☆☆☆☆

Japan's F☆☆☆☆ ≈
EU E0 / better than E1

EU EU (EN 717-1 / EN 13986)

- Uses **Chamber Method** (EN 717-1).
- Classification:
  E1 – ≤0.124 mg/m³
  E2 – >0.124 mg/m³

E1 is the standard limit for indoor use;
E0 (voluntary) ≈ Japan's F☆☆☆–F☆☆☆☆ levels.

EU Recognition of EU Test Reports

- EN 717-1 (EU chamber test) can be used as reference but not automatically accepted for JIS classification.
- Japanese authorities or buyers may request additional local testing to confirm JIS equivalence.
- Exporters can provide EU VOC/Formaldehyde test reports + SDS + material specs → helps shorten local verification.
- Testing Cost (Indicative) – $250-$1,200

Module 3. Market requirements (safety)

Flammability Requirements for Furniture in Japan

- **The Fire Service Act** regulates fire-retardant performance of interior materials used in public spaces.
- The focus is on preventing fire spread inside buildings, not on all consumer furniture.
- The Act covers *interior finishes and furnishings* used in hotels, offices, schools, hospitals, restaurants, and other public facilities.

Type of Use	Requirement	Example
Public / Commercial Interiors	🔥 Mandatory fire-retardant certification under the **Fire Service Act**	Furniture installed in hotels, offices, public halls, hospitals, restaurants
Residential Use (home furniture)	❌ Not legally required, but may be requested by buyers or retailers	Sofas, chairs, cabinets for private homes
Imported Upholstery / Fabrics	✅ May need JIS L 1091 or equivalent flammability test results	Textile suppliers to Japanese interior or contract furniture firms

Fire-retardant testing & certification

- Testing follows **JIS A 1321** (Building Materials – Fire-Resistance Test Method) or **JIS L 1091** for fabrics.
- Certification and labeling are managed by **Japan Fire Retardant Association (JFRA)**



- Certified products carry the **"防炎" (Bōen) mark**, showing compliance with fire-retardant standards.



Practical implications for exporters

- Home-use furniture: no mandatory flammability certification — buyers may still ask for basic EN 1021 reports as safety proof.
- Contract or project furniture (for hotels, offices, etc.): Fire Service Act applies – furniture materials must be tested and approved by JFRA.

Module 3. Market requirements (safety)

Furniture Labelling Requirements – Japan

Based on Consumer Product Safety Act & JIS Standards

Household Goods Quality Labeling Act Handbook

📘 **User Manual (Simplified)**

Written in Japanese, easy to follow, with **clear diagrams**.

Must include:

- Product & model number, importer contact
- Assembly / care / cleaning instructions
- Warnings on misuse or tipping
- Warranty & maintenance info (if applicable)
- Extra safety notes for electrical parts

1. Mandatory Information

Must appear **in Japanese** on product, packaging, or instruction sheet:

- Product name / model
- Manufacturer or importer name and address
- Country of origin
- Material composition (wood, metal, textile)
- Basic safety instructions (*e.g.* "Do not stand on chair", "Secure to wall")
- Assembly / maintenance instructions if required

2. Safety Labels

SG Mark → for safety-certified furniture (include CPSA license number).

PSE Mark → for furniture with electrical parts.

Children's furniture → age range + safety strap warning.

3. **Format & Responsibility**

All labels and manuals must be **in Japanese**, clear and durable.

Importer in Japan ensures correct and compliant labeling.

Module 3. Market requirements (safety)

Furniture Labelling Requirements – Japan



Click to see full view



Product description

Product: This page is a sale page for 3 piece dining table chair.
Set Includes: Table x 1, Chair x 2.
Size:
Table: Approx. Width 29.5 x Depth 29.5 x Height 28.7 inches (75
Chair: Approx. Width 17.3 x Depth 18.9 x Height 31.7 inches (44 x 48 x 79.5 cm); Seat Height: 17.5 inches (44
Material:
Table: Top: Oak veneer (urethane coating); Legs: Solid rubber wood (lacquer coating); *Includes plastic cap to prevent scratches on the floor.)
Chair: Frame: Solid rubberwood, Back: Oak veneer, Paint: Lacquer paint, Seat upholstery: 100% polyester.
Color: (Table) Brown; (Chair) Brown.
Packing size:
Table: Approx. 32.7 x 17.7 x 7.1 inches (83 x 45 x 18 cm) (Package
Chair: Approx. 33.9 x 22.0 x 6.7 inches (86 x 56 x 17 cm) (Package of 2 shoes) *Comes in 2 packs.
Load Capacity: Table (approx.): 88.2 lbs (40 kg), Chair (approx.): 220.5 lbs (100 kg).

About Assembly: This product requires assembly to be done by the customer.
Before the product begins assembly, please make sure to check if there is no lack of materials or damage.
Please do not tighten the screws from first, and assemble them with temporarily fastened.
Only for defective products, we will exchange a good product based on our judgment standards.

Product Warranty: 3 Month Warranty
We will guarantee 3 months from the date of delivery in the event of defects or damage.
The scope of the warranty is judged by our store, so there may be cases where requests are not satisfied.
※Please note that if only the product is sent without contact, we cannot accept it.
If used for commercial use, it is not covered under the warranty.

Notes
The table is divided into 2 sections at the center.
For all products in the store, the size chart is listed (approx.) Please be aware that there may be a margin of error of ±0.4 - 0.8 inches (1 - 2 cm) within the allowable range and shipping.
The color and size may vary slightly depending on individual differences and the lot, monitor settings.
Please be aware of this before placing your order.

Technical Details

Assembly Required	Yes
Shape	Square
Item Depth	75
Item dimensions L x W x H	75 x 75 x 73 cm
Material	Table: Top: Oak veneer (urethane coated), Legs: Solid rubber wood (lacquer coated) Chair: Frame: Solid rubberwood, Back: Oak veneer, Paint: Lacquer paint, Seat upholstery: 100% polyester
Manufacturer	ミラショー家具
Model Number	RA-DN-RM75NA-3SET
Package Dimensions	83 x 45 x 18 cm
Package Weight	14 Kilograms
Brand Name	MRaishow 未来秀 みらいショー

Module 3. Market requirements (safety)

Example

















JP Japan – Key Compliance Summary

Safety & Standards

- Compliance with Consumer Product Safety Act (CPSA).
- JIS Standards define testing for strength, durability, emissions.
- SG Mark – voluntary safety certification (CPSA).
- PSE Mark – mandatory for electrical parts (lighting, USB, etc.).

Materials & Chemicals

- Strict limits on formaldehyde and VOCs (JIS A 1460 / F☆☆☆☆).
- Clean Wood Act – legal timber sourcing required.

Labelling & Manuals

- Labels and user manuals must be in Japanese.
- Include importer details, country of origin, safety warnings, and diagrams.

Documentation

- Test reports (JIS / EN equivalent), VOC results, FSC/PEFC proof.
- EU test reports can be used as technical evidence, but local verification often required.

Japan combines **legal compliance + buyer trust**

Having correct documents is essential — but **clear Japanese labeling and safety proof** truly open the market

JP KR VN Furniture Compliance Frameworks – Japan, Korea, Vietnam

Aspect	Japan	South Korea	Vietnam
Main Legal Framework	**Consumer Product Safety Act (CPSA)** – governs safety of consumer goods. Additional sectoral acts: Fire Service Act, Clean Wood Act.	**Consumer Products Safety Control Act** – overarching law for product safety and conformity.	**Law on Product and Goods Quality (2007, amended 2024)** – regulates conformity, recalls, and traceability.
Applicable Standards	**JIS** (Japanese Industrial Standards): JIS A 1518 (chairs), JIS A 1531 (tables), JIS S 1102 (flammability), JIS A 1460 (formaldehyde).	**KS Standards (Korean Standards)** equivalent to ISO/EN. Furniture stability, flammability, and chemical limits aligned with ISO/IEC guides.	**TCVN / QCVN Standards** for wood furniture, coatings, emissions, mechanical performance. Examples: TCVN 7495, TCVN 5426, QCVN 19:2023/BKHCN.
Mandatory Certification / Marking	**PSC Mark** – "Special Specified Products" (e.g. baby cribs). **SG Mark** – voluntary safety mark by CPSA.	**KC Mark** – mandatory safety mark for regulated consumer goods (electrical, child, furniture). Three conformity levels: Certification / Confirmation / Declaration.	**CR Mark** – conformity mark for domestic and imported products meeting QCVN standards.
Fire Safety Requirements	**Fire Service Act** – mandatory for public interiors (hotels, offices). Testing: JIS L 1091 (textiles), JIS A 1321 (building materials). Label: **防炎 (Bōen)** mark by JFRA.	Regulated under **K-Fire Standards** and **KS G 0021** for furniture materials. Required for contract / public furniture.	No national furniture flammability law; public projects follow TCVN 2622 (Fire Safety in Buildings). Upholstery fabrics: voluntary tests.

Part II

Module 3. Market requirements (safety)

JP KR VN Furniture Compliance Frameworks – Japan, Korea, Vietnam

Aspect	Japan	South Korea	Vietnam
Chemical Safety	Formaldehyde & VOC limits (JIS A 1460 / A 1901). F☆☆☆☆ = ≤0.3 mg/L (strictest globally).	Regulated under **K-REACH** and **Biocidal Products Act** for coatings, foams, adhesives.	Regulated under **Circular 36/2010/TT-BCT** and **QCVN 19:2023/BKHCN** (formaldehyde in wood-based materials).
Material Legality	**Clean Wood Act (2017)** – proof of legal timber; FSC/PEFC accepted.	**Act on Sustainable Timber Distribution (2020)** – traceability required for imported wood.	**Forestry Law (2017)** and **VPA/FLEGT Agreement** – mandatory legal timber verification.
Children's Furniture	**PSC Mark mandatory** for baby cribs (Special Specified Products). SG Mark voluntary for other baby items.	**KC Mark mandatory** for children's furniture (safety confirmation class). Additional testing for sharp edges, small parts, stability.	**TCVN 6238 (toy safety)** and **TCVN 7495 (furniture)** used for children's furniture. No specific child-furniture law, but safety testing recommended.
Labeling & Manuals	Must be **in Japanese**: product name, importer info, origin, safety warnings, assembly diagrams.	Must be **in Korean**: product name, importer, manufacturing date, country of origin.	Must be **in Vietnamese**: manufacturer/importer, origin, materials, warnings, assembly.
Enforcement & Recalls	**Product Recall System** under CPSA. Public database managed by METI/CPSA.	**KATS recall database** under MOTIE.	**Market surveillance** by MOST / STAMEQ, recall notices in national press.
Current Trends	ESG & sustainable sourcing; stricter VOC controls; online seller liability under amended CPSA.	Strengthening of KC risk-based categories and stricter testing for stability (draft 2024).	2024 amendments add **Digital Product Passports** and QR-code traceability by 2026.

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop
#3 Sector Workshop: Furniture
Module 4

October 17, 2025

JICA Consultant Team

Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Table of Contents

1. Specifics of export operations for furniture to Japan.
2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies.
3. Customs clearance and tariff barriers in import countries: HS codes for wooden/metal furniture, import duties in Japan.
4. Customs non-tariff barriers in Japan.

1. Specifics of export operations for furniture to Japan

When considering to start export operations to Japan, pay your attention on

Screening your Counterparty on sanctions
https://drs.nsdc.gov.ua/
https://www.mofa.go.jp/

Preparing documentation according to local regulations, COO, harvesting permits, ensure ISPM 15 marks presented on wooden packages

Implementing necessary in-house operations to make sure you comply with Chemical Substance Control Law and **Clean Wood Act** ***(mandatory in Japan from April 1 2025)***

Checking local technical regulations

ISPM 15, CITES, Chemical Substance Control Law and Clean Wood Act

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies



2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Multiple export routes from Ukraine to Asia

Sea transport from Pivdennyi, Odesa and Chornomorsk ports directly to final destinations

Rail or road transport to Polish/Romanian/Bulgarian seaports, with subsequent sea shipment to long-distance destinations

Barge transport from Danube ports to EU seaports, followed by transshipment onto larger vessels for onward delivery to final destinations

Overland transport (rail or road) heading westward via the EU Solidarity Lanes to reach EU seaports

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Sea transport from Odesa region ports remains a vital artery for direct shipments to final destinations. Despite ongoing challenges, this route continues to serve as a cornerstone of our maritime logistics.

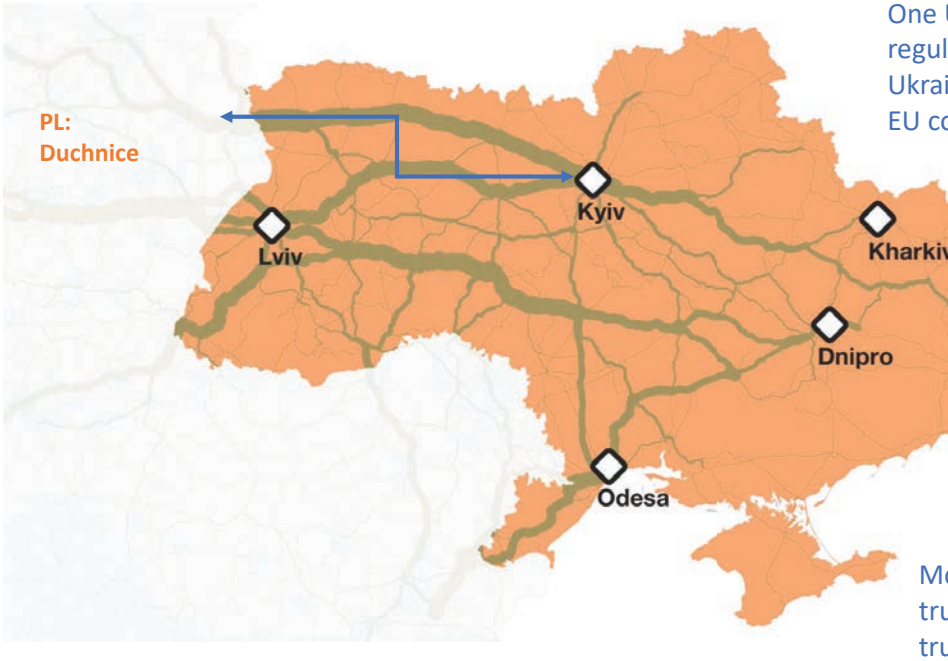
- **DocPort** – digital decision that:

(i) reduces from 1 to 6 hours on processing a single vessel;
(ii) accelerates the issuance of departure documents;
(iii) ensures transparency through electronic signatures of responsible parties;
(iv) increases port throughput by 3–5%without additional infrastructure investments.

- **Technical aid**

JICA & АМПУ

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies



One Ukrainian 3PL operator offers regular groupage services from Ukraine (Kyiv city) to more than 45 EU countries.

For instance, the route from **Kyiv, UA to Duchnice, PL** takes **3days.**

Moreover, multimodal, FTL (full truck-load), LTL (less-than-truckload) services are also available.

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Average cost for 40-foot container dry cargo freight from **EU to Asia** was **1,312** U.S. dollars as for 2023 (**2,109** U.S. dollars for 2022)*. Rates are 'gate-in, gate-out', that is, including terminal handling charges and all charges and surcharges of ocean transport. Not included are pre- and on-carriage or classical administrative services of forwarders (customs clearance, booking and freight audit fees, etc.).



Route from Gdansk (PL) to Osaka (JP) takes approximately 67 days**



Route from Constanta (RO) to Osaka (JP) takes approximately 74 days**

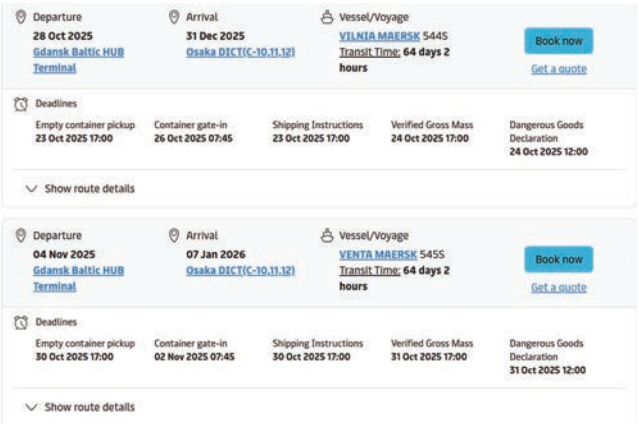


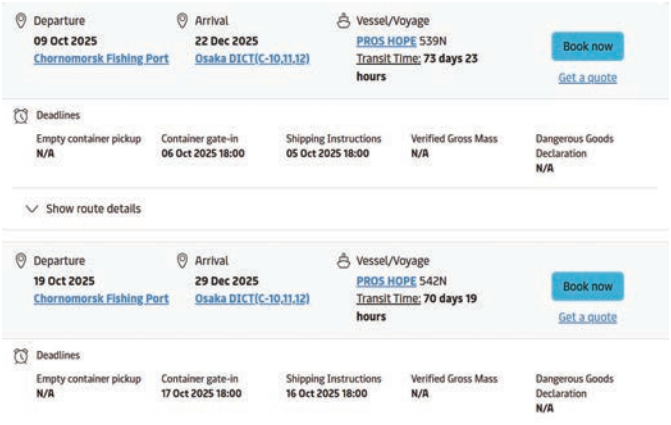
Route from Chornomorsk (UA) to Osaka (JP) takes approximately 70 days***

*Resource: https://unctad.org/system/files/official-document/rmt2024ch3_en.pdf
** https://www.maersk.com/schedules/pointToPoint

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Examples of available offers from one of the container lines for delivery to Osaka (JP).





2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Keep in mind the following considerations to minimize risks with carriers

Carrier Reliability. Agreements with carriers must include performance benchmarks, contingency plans, and clear communication protocols. Regular audits and feedback loops help maintain service quality.

Customs and Compliance. Exporters must stay updated on EU/ Asian regulations and ensure carriers are compliant with them. Missteps in documentation or customs procedures can lead to costly delays.

Insurance and Liability. Comprehensive insurance coverage and clearly defined liability clauses protect both exporters and carriers. This is especially important for high-value or sensitive cargo. Ensure that packaging is reliable.

Digital Integration. Leveraging digital platforms for tracking, documentation, and communication enhances transparency and reduces errors. Real-time data allows for proactive risk management.

3. Customs clearance and tariff barriers: HS codes for wooden/metal furniture, import duties in Japan



Choosing customs representative

Japan

- Customs broker
- performs export/import declaration, tax payment, and petition of objection
- approved by the Minister of Finance
- approved Register

Republic of Korea

- Customs broker
- performs export/import declaration, tax payment, verify if any regulations applicable based on HS code and product documentation
- Regulated by Licensed Customs Broker Act

3. Customs clearance and tariff barriers: HS codes for wooden/metal furniture, import duties in Japan

Japan's HS classification system



Based on the **HS 2022** issued by the **World Customs Organization (WCO)**.
In **Japan**, customs declarations use a **9-digit statistical code** to classify commodities.

This code combines the **6-digit Harmonized System(HS) code**

With a **3-digit domestic code** that is specific to Japan and may differ between exports and imports and resulting in separate classification lists for each.

3. Customs clearance and tariff barriers: HS codes for wooden/metal furniture, import duties in Japan

To ensure compliance and minimize risks, it is recommended to consult both Ukrainian and EU classification databases. This will help you avoid unforeseen tariff and non-tariff measures.

Useful resources:

BTI Consultation

Clickable

Державна митна служба України
Єдиний державний інформаційний веб-портал
«Єдине вікно для міжнародної торгівлі»

Clickable

Advance Ruling on Tariff Classification

- pre-import decision on the tariff classification (HS code) of goods
- importers and brokers
- in Japanese language
- by e-mail/ written form/ Nippon Automated Cargo and Port Consolidated System (‘NACCS’)
- valid for 3 years
- published for general reference
- ensures predictability and faster customs clearance

Reference: https://www.customs.go.jp/english/c-answer_e/imtsukan/1205_e.htm

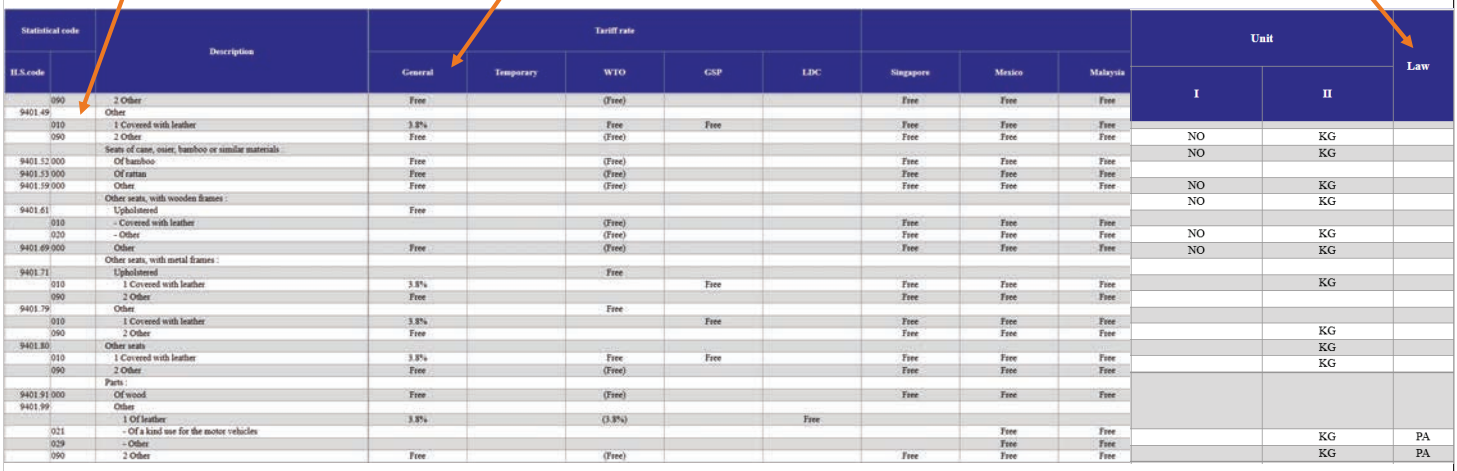
JP: HS 2022, 9-digit statistical code
UA: HS 2022, 10-digit statistical code

3. Customs clearance and tariff barriers: HS codes for wooden/metal furniture, import duties in Japan

Based on previous HS code determination - confirm it with Japan's tariff schedule

Based on HS code check tariff rates applicable for code

Check regulative Law



Statistical code		Description	Tariff rate								Unit		Law
H.S.code			General	Temporary	WTO	GSP	LDC	Singapore	Mexico	Malaysia	I	II	
	090	2 Other	Free		(Free)			Free	Free	Free			
9401.49		Other											
	010	1 Covered with leather	3.8%		Free	Free		Free	Free	Free	NO	KG	
	090	2 Other	Free		(Free)			Free	Free	Free	NO	KG	
		Seats of cane, osier, bamboo or similar materials :											
9401.52	000	Of bamboo	Free		(Free)			Free	Free	Free			
9401.53	000	Of rattan	Free		(Free)			Free	Free	Free	NO	KG	
9401.59	000	Other	Free		(Free)			Free	Free	Free	NO	KG	
		Other seats, with wooden frames :											
9401.61		Upholstered	Free										
	010	- Covered with leather			(Free)			Free	Free	Free	NO	KG	
	020	- Other			(Free)			Free	Free	Free	NO	KG	
9401.69	000	Other	Free		(Free)			Free	Free	Free			
		Other seats, with metal frames :											
9401.71		Upholstered			Free							KG	
	010	1 Covered with leather	3.8%			Free		Free	Free	Free			
	090	2 Other	Free					Free	Free	Free		KG	
9401.79		Other			Free								
	010	1 Covered with leather	3.8%			Free		Free	Free	Free		KG	
	090	2 Other	Free					Free	Free	Free		KG	
9401.80		Other seats										KG	
	010	1 Covered with leather	3.8%		Free	Free		Free	Free	Free			
	090	2 Other	Free		(Free)			Free	Free	Free			
		Parts :											
9401.91	000	Of wood	Free		(Free)			Free	Free	Free			
9401.99		Other											
		1 Of leather	3.8%		(3.8%)		Free						
	021	- Of a kind use for the motor vehicles							Free	Free		KG	PA
	029	- Other							Free	Free			
	090	2 Other	Free		(Free)			Free	Free	Free		KG	PA

3. Customs clearance and tariff barriers: HS codes for wooden/metal furniture, import duties in Japan

The value of the taxable base is
the sum of wholesale cost, freight and insurance
(CIF)

Description	Commodity code (Japan)	Tariff rate for UA (Japan) *	Tariff rate for EU (Japan)
Wooden furniture of a kind used in the kitchen	940340000	Free	Free
Other seats, covered with leather	940180010	3.8%	Free
Other seats, with metal frames, Covered with leather	940171010	3.8%	Free

It's worth to notice that most of goods classified as furniture have 0% tariff rate no matter of origin except for furniture covered with leather that have at least 3.8% rate

*As of April 1,2025

3. Customs clearance and tariff barriers: HS codes for wooden/metal furniture, import duties in Japan

90% of procedures are computerized

General checklist for importers into Japan*

1. Place goods into a **Hozei (customs) area** or other specially designated zone and lodge customs declaration and pay duties	→	Use NACCS system or via a licensed Customs broker
2. Undergo customs inspection (if required)	→	Physical inspection
3. Obtain import permit	→	Issued by Customs after successful clearance

*https://www.customs.go.jp/english/summary/import.htm

3. Customs clearance and tariff barriers: HS codes for wooden/metal furniture, import duties in Republic of Korea

General information for Import tariff in Republic of Korea

10 digits HS code	→	The same length as Ukrainian classification system
Advance ruling on classification	→	Clickable
Tariff Rate Table (2 digit HS Code list)	→	Clickable

The average tariff rate for furniture is 8%

4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Non-Tariff Measures in Japan

ISPM 15 on Wood Packaging Materials

CITES

Chemical Substance Control Law

Clean Wood Act

4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

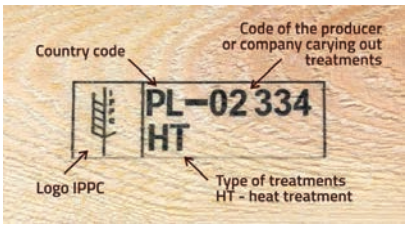
Non-Tariff Measures in Japan

ISPM 15 on Wood Packaging Materials

Wood pallets

Crates

Must be treated and marked

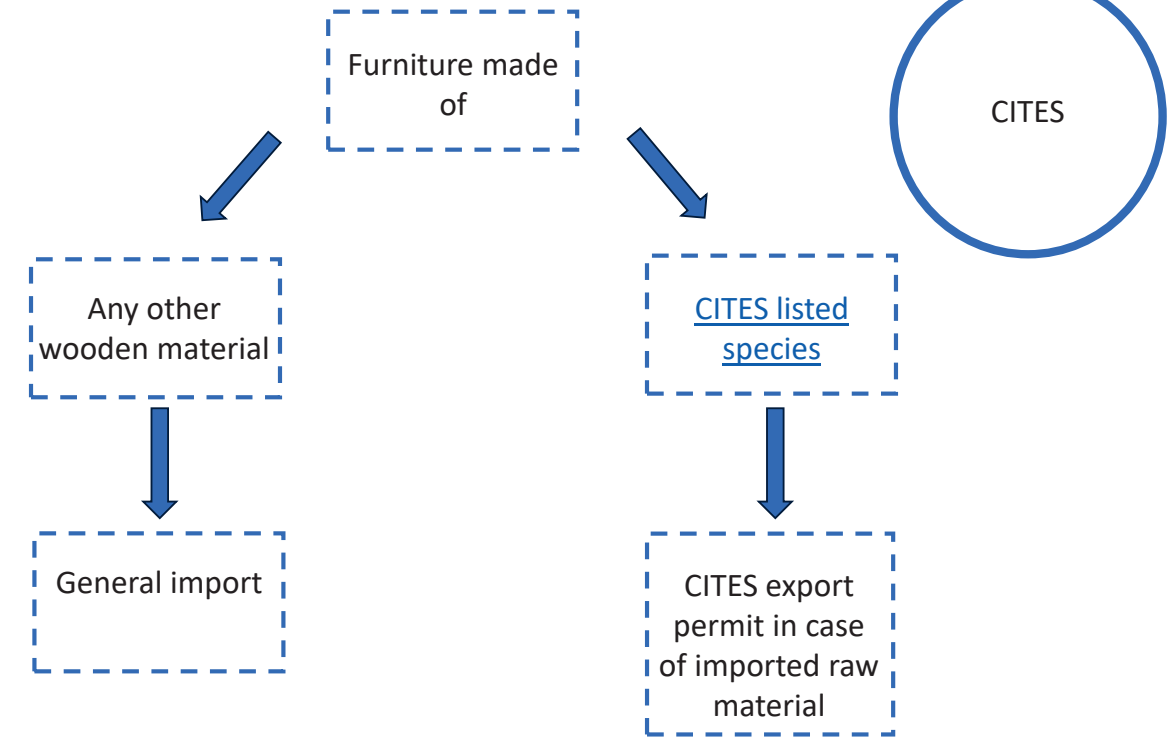


Any similar packaging

Dunnage

4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

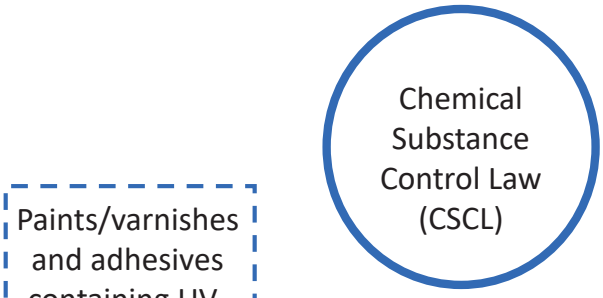
Non-Tariff Measures in Japan



4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Non-Tariff Measures in Japan

In practice, most furniture articles are not directly subject to CSCL notification but you should be aware of the next components mentioned in Class I Substances and make sure you are not using it in producing your product to avoid import restriction



- Paints/varnishes and adhesives containing UV-328 or Dechlorane Plus
- PFAS-treated textile

4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Clean Wood Act (CWA) is mandatory from April 1, 2025 for importers proving wood material was legally harvested

Clean Wood Act

Non-Tariff Measures in Japan

Exporter should provide the next information so importer can judge legality of wood

Documents from country of origin on confirmation of legal harvesting

Tree species, harvesting country, harvesting permit

Third-party certification (FSC/PEFC chain of custody certificate if possible)

4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Japan provides complete guidelines on certification below you can find useful links

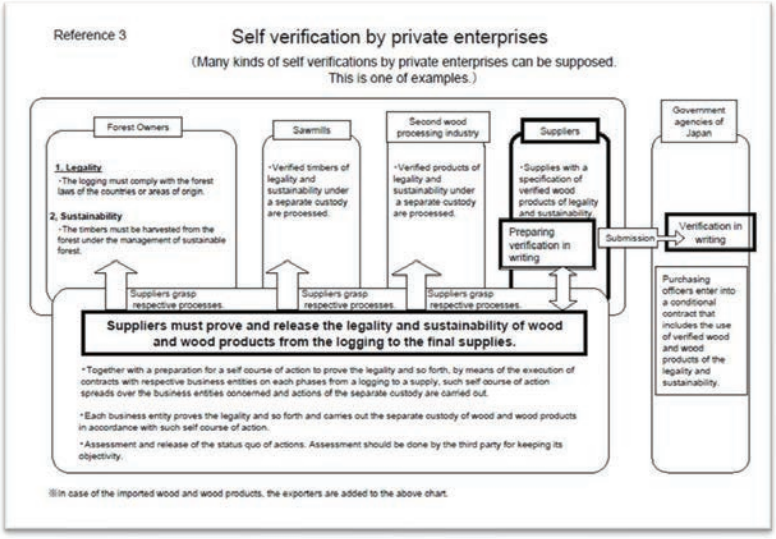
Clean Wood Act

Goho Wood Guidelines

Import Regulations and Standards for Wood Products

Non-Tariff Measures in Japan

On the image you may see self-verification scheme provided by Japanese authorities



4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Non-Tariff Measures in Japan Quick Matrix 1/2

Non-tariff measure	Steps to take	Documents needed to confirm compliance
Clean Wood Act	Work with Japanese importer to provide species, country of harvest, supply-chain map, and legality evidence so the importer can complete mandatory due diligence	Harvest/feeling permits or compliance notice from the origin authority; supplier declarations linking lots to species and origin; FSC/PEFC CoC (if used) as supporting evidence; any CITES permits if applicable
ISPM-15	Use only ISPM-15 treated and properly marked pallets, crates and dunnage; avoid solid wood packaging where possible or substitute processed/non-wood materials	ISPM-15 marks on WPM; if requested, treatment/fumigation certificate from the WPM provider

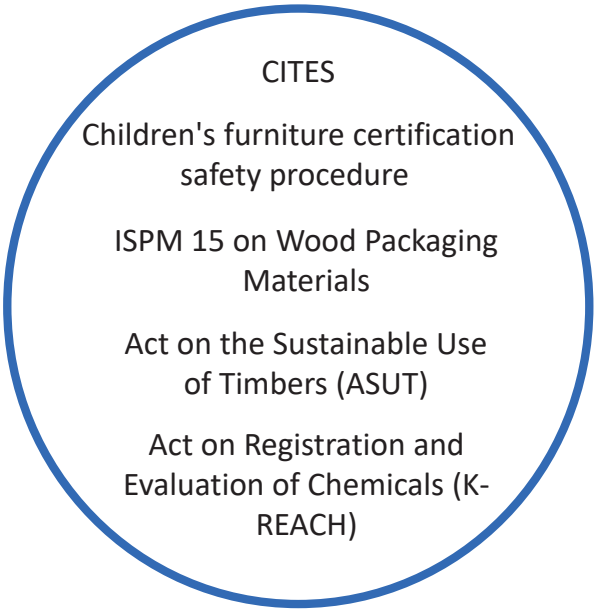
4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Non-Tariff Measures in Japan Quick Matrix 2/2

Non-tariff measure	Steps to take	Documents needed to confirm compliance
CITES	Screen all wood species and components for CITES listings; if listed species are presented secure CITES export/re-export permits before shipment and coordinate import confirmation with the Japanese importer	Original CITES export/re-export permit matching species, quantities, and items; any related correspondence required by Customs at import points
CSCL	Ensure that any treated textiles, repellents, coatings, adhesives, or other listed products do not contain CSCL Class I specified substances	Supplier declaration or test reports confirming absence of Class I substances for listed product categories

4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Non-Tariff Measures in Republic of Korea



4. Customs non-tariff barriers, e.g., in Japan and Republic of Korea

Non-Tariff Measures in Japan and Republic of Korea compariso n table

Topic	Japan	South Korea
Non-tariff measures	Clean Wood Act; ISPM-15; CITES; CSCL bans on Class I substances.	Act on the Sustainable Use of Timbers (ASUT), pre-import legality verifications; ISPM-15; CITES; KC (Korea certification) safety for certain children's furniture
Steps to comply	Provide species, harvested country, and legality evidence. Ensure ISPM-15 marked WPM. Obtain CITES permits. Confirm no CSCL Class I substances in listed product.	ISPM-15 marked WPM; CITES permits; arrange KC for children's furniture when in scope
Documents needed	Harvest permission from origin authorities; supplier declaration tying lots to species and origin, CITES permit; WPM ISPM-15 marks/treatment; CSCL-related no Class I components are used.	Harvest permits or equivalent legality proofs; supplier identities; CITES permits; ISPM-15 marks/treatment records; KC certification (children's furniture)

Summary

Prepare evidence of legal harvesting of wood

Check local technical regulations under Chemical Substance Control Law

Prepare for inspections in advance to ensure smooth operations

Implement sanctions screening procedure

Make sure your WPM have ISPM-15 marks

Advance rulings on HS code to ensure predictability and faster customs clearance

Implement material traceability procedure

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

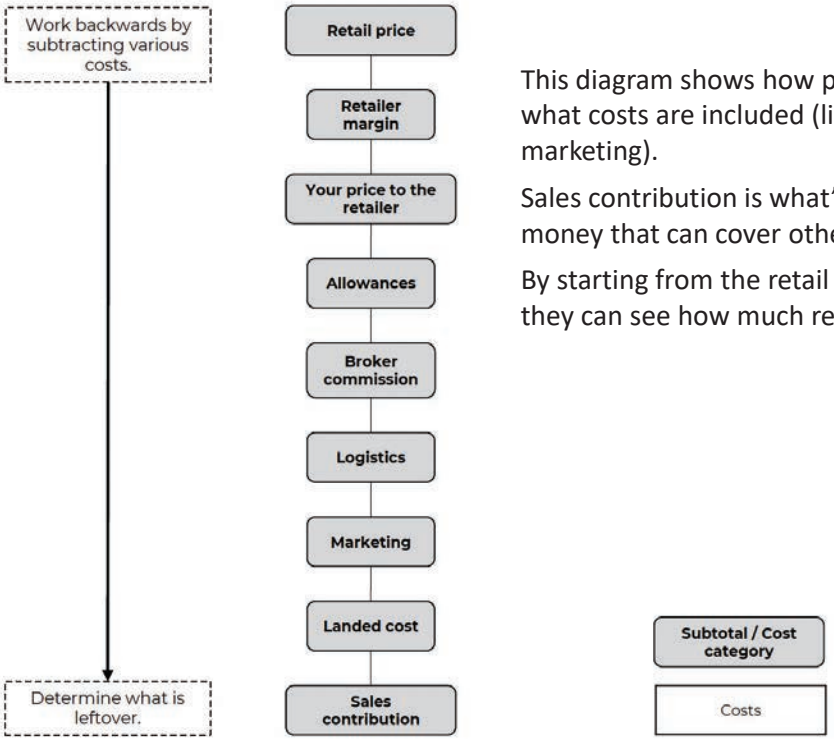
Discussion:

Which sections of the export plan present the most difficulties for you at this stage?

Additional materials for reference

Module 2. Pricing Strategy

Export price formation

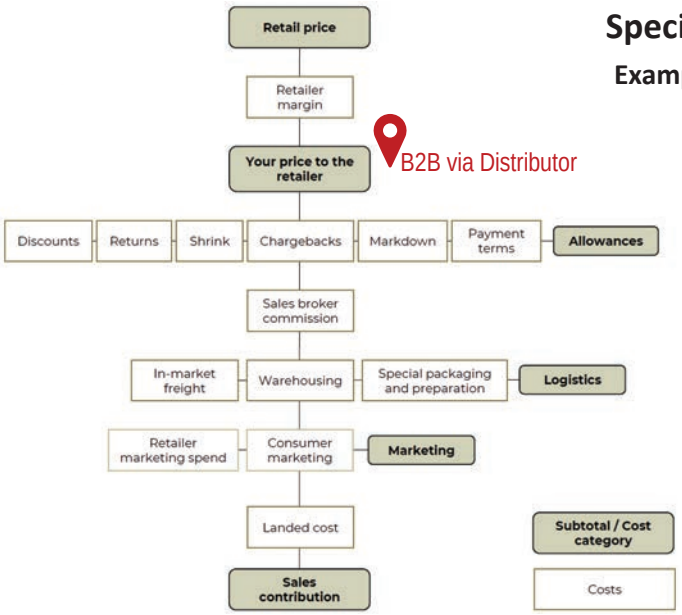


This diagram shows how profit margins are built and what costs are included (like allowances, logistics, and marketing).

Sales contribution is what's left after these costs — money that can cover other expenses or profit.

By starting from the retail price and working backward, they can see how much remains after all costs.

Module 2. Pricing Strategy



Special-stores

Example: Mid+ Segment – Children's Room Furniture Set

Retail price		1,400
Retailer margin	48%	–672
Your price to the retailer (invoice)		728
Allowances (discounts / returns / shrink/ chargebacks / markdown / payment terms)	12%	–87.36
Sales broker commission (if agent used)	5%	–36.40
Logistics (in-market freight, warehousing, special packaging)	9%	–65.52
Marketing (retailer co-op + your consumer spend)	7%	–50.96
Landed & import costs * (duties/clearance)	4%	–29.12
Sales contribution (before factory cost)		458.64
Factory EXW product cost		–358.00
Exporter gross profit (before overhead/tax)		108.64

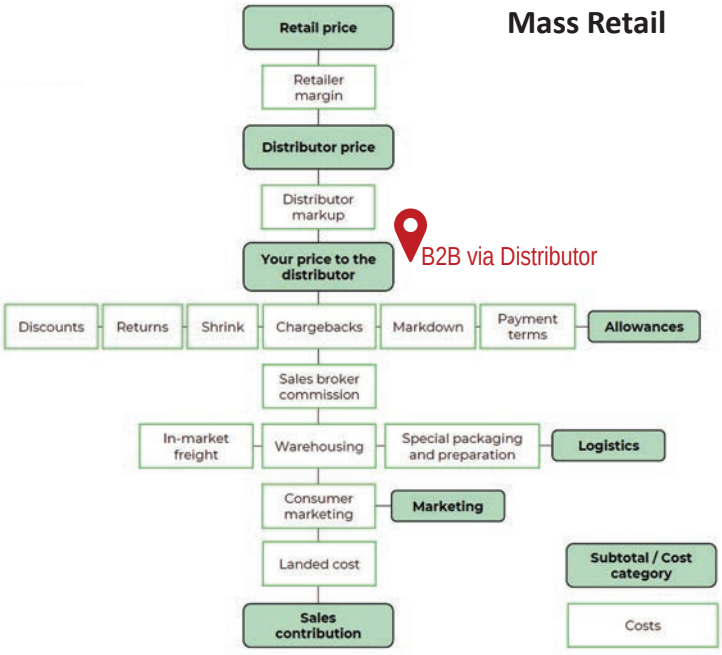
*) 4% includes, approximately:

- Import duty (e.g. 2–3% under MFN or 0% under GSP but still admin costs)
- Customs clearance & inspection fees (~0.5–1%)
- Local port handling / inland delivery to warehouse (~0.5–1%)

Module 2. Pricing Strategy

Example: Mid+ Segment – Children's Room Furniture Set

Mass Retail

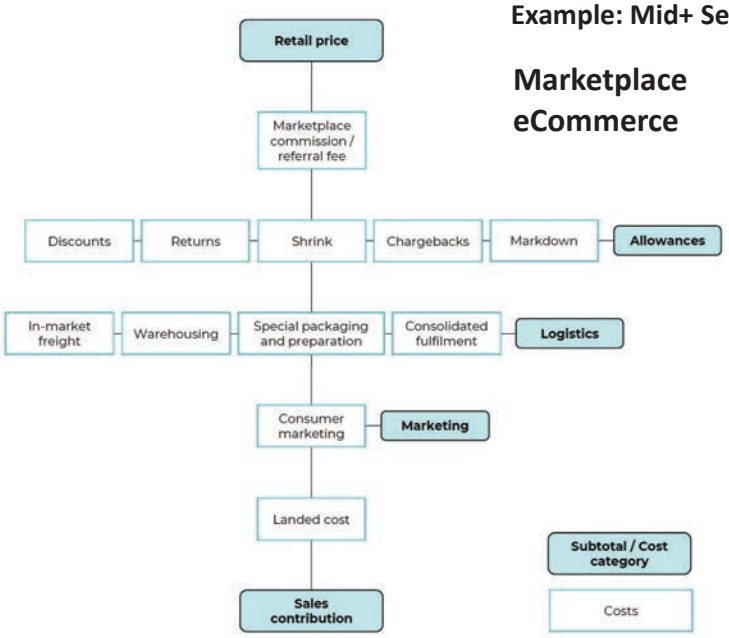


Retail price		1,099.00
Retailer margin	50%	–549.50
Distributor price		549.50
Distributor markup	25%	–137.38
Your price to distributor (invoice)		412.12
Allowances	15%	–61.82
Sales broker commission	3%	–12.36
Logistics	10%	–41.21
Marketing	4%	–16.48
Landed & import	3%	–12.36
Total variable export costs		–144.24
Sales contribution		267.88
Factory EXW product cost		200.00

Module 2. Pricing Strategy

Example: Mid+ Segment – Children's Room Furniture Set

Marketplace eCommerce

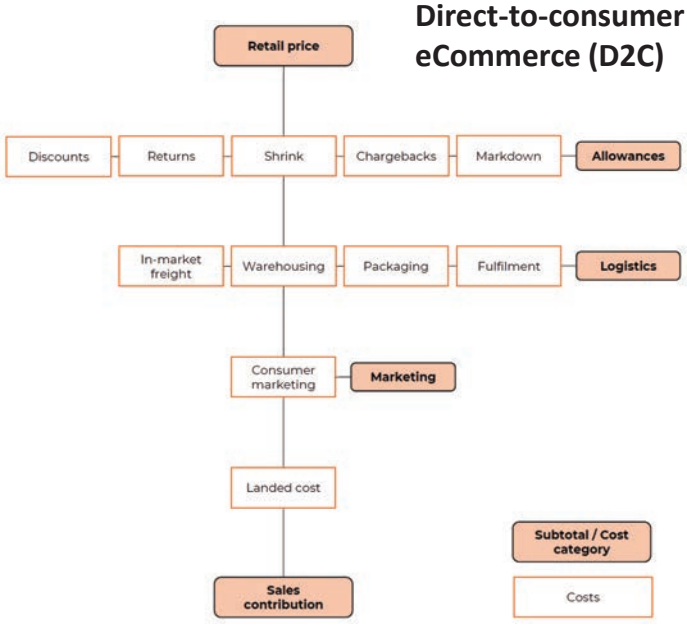


Retail price (GMV*)		1,099.00
Marketplace commission / referral	15%	–164.85
Payout		934.15
Allowances	8%	–74.73
Logistics & fulfilment	10%	–93.42
Marketing (ads/sponsored)	10%	–93.42
Landed & import	3%	–28.02
Sales contribution		644.56
EXW product cost		–480.00
Exporter gross profit		164.56

**) GMV (Gross Merchandise Value) is the total value of sales at retail prices over a given period*

Module 2. Pricing Strategy

Direct-to-consumer eCommerce (D2C)



Example: Mid+ Segment – Children's Room Furniture Set

Retail price (GMV)		1,099.00
Allowances	6%	–65.94
Logistics	12%	–131.88
Marketing	15%	–164.85
Landed & import	3%	–32.97
Sales contribution (before EXW)		703.36
EXW product cost		–480.00
Exporter gross profit (before overhead)		223.36

Assumptions

- Retail price (incl. VAT): €1,099
- Allowances (discounts, returns, shrink, chargebacks, markdowns): 6%
- Logistics (in-market freight, warehousing, packaging, fulfilment): 12%
- Marketing (digital ads, SEO, content, influencer, etc.): 15%
- Landed & import costs: 3%
- EXW product cost: €480 (mid+ quality)

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop

#1 Sector Workshop: Fruits & Vegetables

October 13, 2025

JICA Consultant Team

Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

#1 Sector Workshop: Fruits & Vegetables

Program, October 13, 2025

9:00 – 9:50	**Module 1. Market Research – Demand & Consumer Segments. Competitors.** *Focus questions: Understanding Japanese consumer preferences, seasonal and premium demand trends, key distribution channels, and how Ukrainian products can differentiate through smart positioning and benchmarking.*
9:50 – 10:20	**Module 2. Standards and Certification** *Focus questions: Navigating food safety and voluntary standards in Asia, meeting organic, sustainability, labelling, packaging, and specific buyer requirements.*
10:20 – 11:00	**Module 3. Pricing Strategy** *Focus questions: Understanding market price segments, export price formation, optimal positioning, and key factors influencing pricing such as volume, trade level, and payment terms.*
10’ coffee break	
11:10 – 12:30	**Module 4. Operational Specifics of Fruit & Vegetable Exports to Asia** *Focus questions: Managing export operations and logistics to Japan, addressing customs and non-tariff barriers, tariff classification, and meeting Ukraine’s food safety and traceability requirements.*
12:30 – 13:00	**Module 5. Drafting the Export Plan**

SPEAKERS OF WORKSHOPS

Module 1. Market Research – Demand & Consumer Segments. Competitors.

- Consumer preferences in Asia. Seasonal demand patterns. Premium trends.
- Key distribution channels for fruit/vegetable products.
- Competitor Analysis – Benchmarking & Positioning. How Ukrainian products can differentiate.

Module 1. Market Research

Discussion:

Which advantages and disadvantages do you see for your product potential on the market of Japan?

Company	Advantages	Challenges
LUCKY 2017		
OGO Food		
PanFruit		
PAROVOZ		

Module 1. Market Research

Subject: Consumer preferences – drivers and barriers





Market drivers

- ✚ Good fit into healthy diet tradition
- ✚ Relatively high purchasing power
- ✚ Berries and fruits are considered as middle to premium snack

Growth barriers

- ▬ Ageing negatively affecting fruits and berries sales as older people typically consume less, and are more conservative in their food choices
- ▬ Domestic products considered as superior while imported considered as lower price
- ▬ Weak JPY slows down consumption

Module 1. Market Research

Subject: Consumer preferences

RESEARCH EXAMPLE: Assessment of Vietnamese producers of the Japanese fruits and vegetables product`s demand and market potential

Items	Average grade	Assessment level					General assessment
		1	2	3	4	5	
Habits and consumption of Japanese consumers	3,52	2,27	6,82	34,42	49,68	6,82	Good
Income of Japanese consumers	3,53	1.62	5,84	37,99	47,08	7,47	Good
Requirements and standards for import	3.48	1.95	5.84	40.94	44.81	6.49	Good

Based on Vietnamese exporter, the market of Japan is considered as the one with strong habits of fruits and vegetables consumption, with strong purchasing power of consumers and acceptable import requirements.

*https://vmostscience.vjst.vn/index.php/vmost_jossh/article/view/327

Module 1. Market Research

Subject: Consumer preferences – profile of typical fruit buyer

Typical consumer's characteristics*

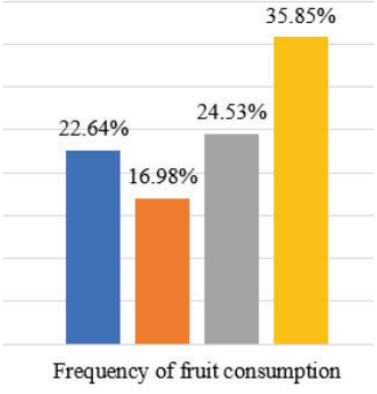
- Female
- From 41 year and older
- Housewife
- Has at least one kid
- Buys fruits and berries at least three times a week



Characteristics of Japanese consumers*

Item	Unit	Value
1. The number of Japanese consumers	People	53
Male	%	20.75
Female	%	79.25
2. Age		
Under 30 years old	%	15.09
From 31 to 40 years old	%	20.75
From 41 to 50 years old	%	30.19
Over 50 years old	%	33.96
3. Occupation		
Officers	%	13.21
Workers, manual workers	%	18.87
Housewives	%	32.08
Farmers	%	11.32
Others	%	24.53
4. Number of people in the household	People	2.36

Frequency of fruit consumption*



*https://vmostscience.vjst.vn/index.php/vmost_jossh/article/view/327

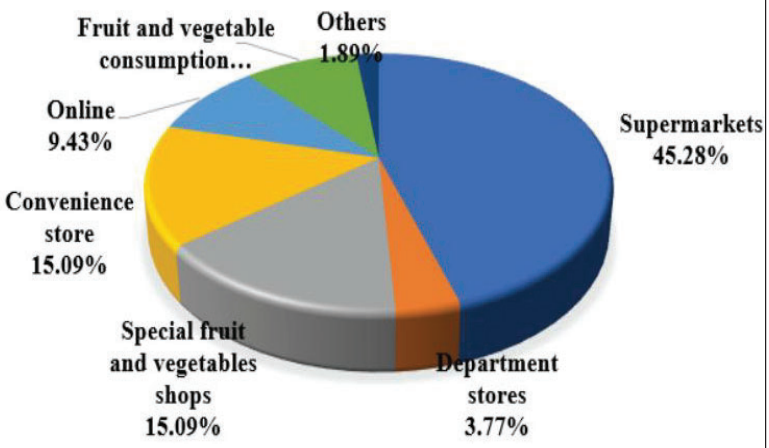
Module 1. Market Research

Subject: Consumer preferences

Preferred fruits of Japanese consumers*

Item	Percentage, %
Fresh fruit	16,98%
Frozen fruit	13,21%
Canned fruit	11,32%
Dried fruit	13,21%

Places where Japanese consumers purchase fruits and berries*

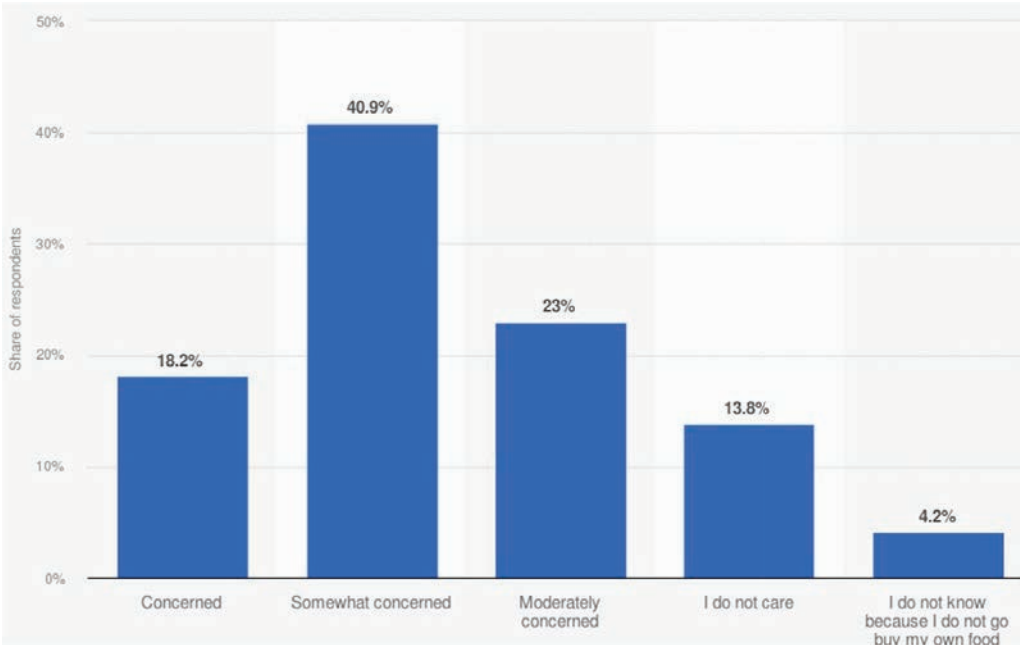


*Source: https://vmostscience.vjst.vn/index.php/vmost_jossh/article/view/327

Module 1. Market Research

Subject: Consumer preferences

High level of concern about the origin of food products when grocery shopping



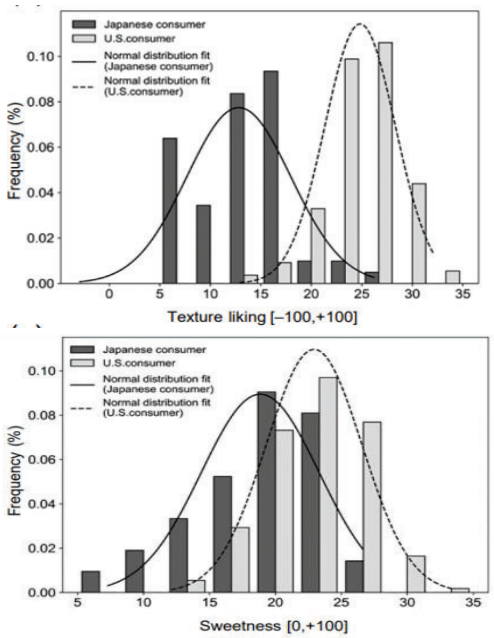
Module 1. Market Research
Subject: Consumer preferences

Blueberry taste preferences in Japanese consumers*

- Japanese consumers report lower liking for texture compared to U.S. consumers.
- Japanese consumers generally do not perceive sourness and acidity as negatively as U.S. consumers do.

- Overall liking is strongly correlated with sweetness, suggesting that Japanese consumers prefer sweeter fruit—similar to U.S. consumers, who typically favor sweet berries with intense flavor.

NB - The results of research on blueberry taste preferences can be projected to other berries.



*https://www.researchgate.net/publication/388691770_Favored_Blueberry_Fruit_Attributes_by_Japanese_Consumers_Preferences_and_Sensory_Evaluation_of_Blueberry_Taste_and_Texture

Module 1. Market Research
Subject: Consumer preferences

Frozen berry packaging in Tokyo retail









500, 150 gr. plastic bags – the most popular pack weights for frozen berries

Module 1. Market Research

Subject: Consumer preferences

Dry-frozen fruits Japan are popular



AMANO Freeze Drying Station at Tokyo Station

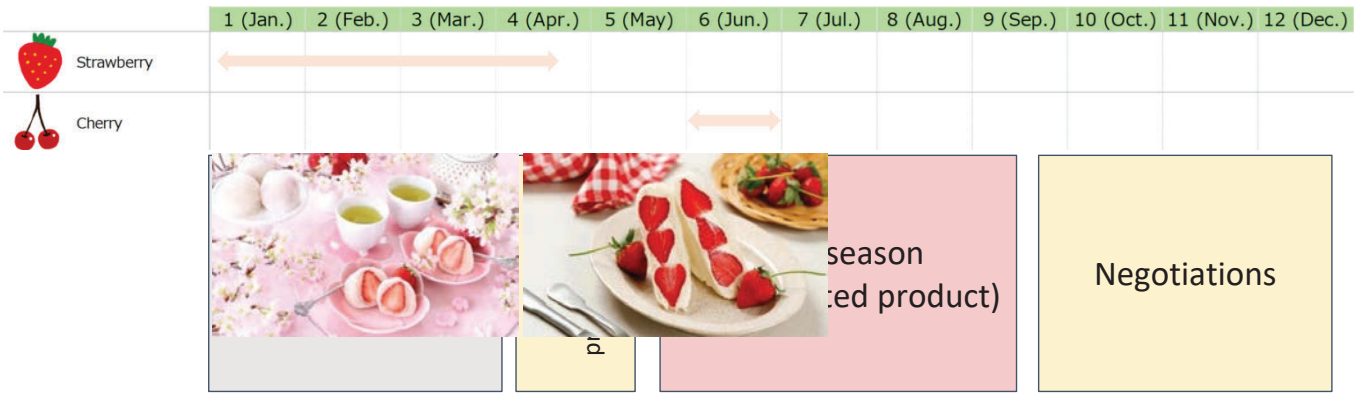
Popular fruit tastes

- Strawberries: A very popular freeze-dried fruit in Japan.
- Mangoes: Often available as both whole pieces and chunks.
- Blueberries: A nutritious and tasty option.
- Other fruits: A variety of other fruits are available, including bananas, raspberries, pineapple, and figs.

Module 1. Market Research

Subject: Seasonality in consumption of fruits and vegetables

Seasonality of fresh fruits and vegetables consumption in Japan

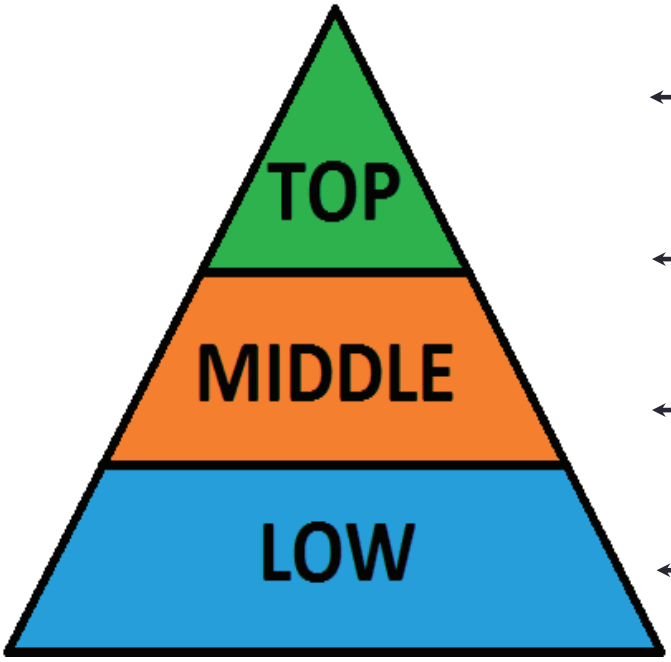


*Source: https://tabimaniajapan.com/culture/food-culture/japans-seasonal-fruits-calendar-best-times-to-enjoy-fresh-flavors#google_vignette

Module 1. Market Research

Subject: Premium trends on the market

Market segmentation by value



Premium Packaging



Organic



Dried and frozen berries in supermarkets



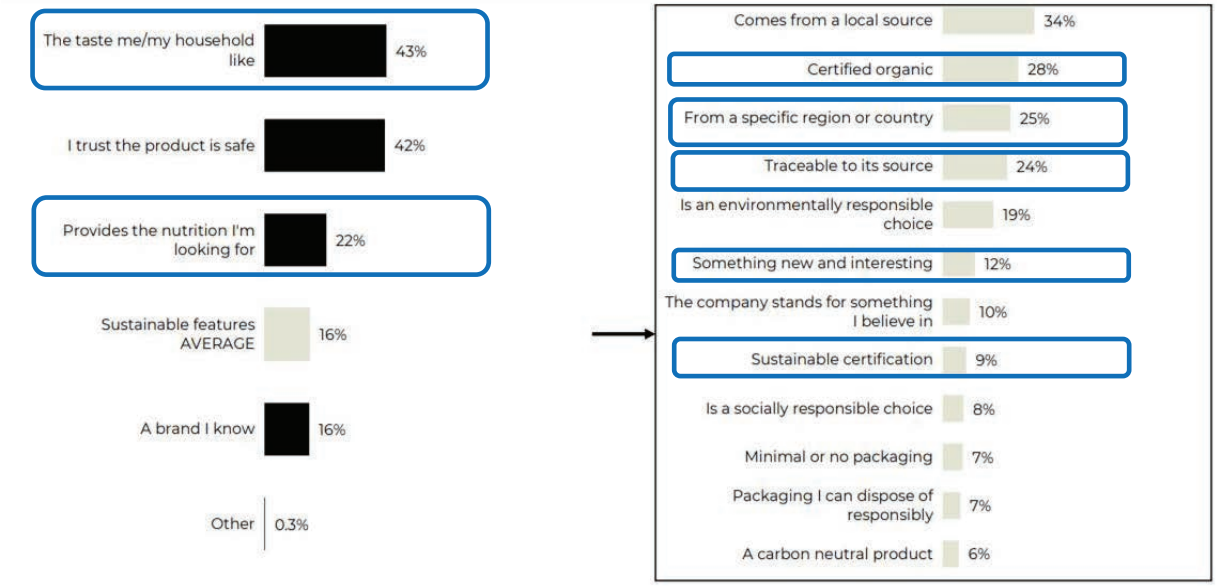
Berries for processing



Module 1. Market Research

Subject: Premium trends on the market

Fruit attributes consumers are willing to pay more for



*Source: https://assets.ctfassets.net/pn8wbiqtnzw9/6RHbY1JbpI8szw1id2lojM/1f1a228ce3e6992e8e881c486907b76f/MWC_FB_Research_Wave_5_Report_-_JAPAN.pdf

Module 1. Market Research

Subject: Premium trends on the market

Packaging is a way to celebrate beauty and taste of fruits



2,5$/strawberry





150$ /pack (4 strawberries)



350 $ for 2 mangos grown in Miyazaki Prefecture



Module 1. Market Research

Subject: Key distribution channels

Key distribution channels for frozen and dried fruits & berries as ingredients

Channel	Estimated share, %	Key customers
Specialized importers and wholesalers	60-70%	Food processing companies (dairy, bakery, confectionery, etc.), packing companies

Module 1. Market Research

Subject: Key distribution channels

Key distribution channels for frozen and dried fruits & berries as ingredients

Channel	Estimated share, %	Key customers
Specialized importers and wholesalers	60-70%	Food processing companies (dairy, bakery, confectionery, etc.), packing companies
Food Retail chains	15-20%	end consumers

Module 1. Market Research

Subject: Key distribution channels

Key distribution channels for frozen and dried fruits & berries as ingredients

Channel	Estimated share, %	Key customers
Specialized importers and wholesalers	60-70%	Food processing companies (dairy, bakery, confectionery, etc.), packing companies
Food Retail chains	15-20%	end consumers
Specialty ingredients suppliers	10-15%	Health food retailers, specialty stores, supplement producers, cosmetic producers

Module 1. Market Research

Subject: Key distribution channels

Key distribution channels for frozen and dried fruits & berries as ingredients

Channel	Estimated share, %	Key customers
Specialized importers and wholesalers	60-70%	Food processing companies (dairy, bakery, confectionery, etc.), packing companies
Food Retail chains	15-20%	end consumers
Specialty ingredients suppliers	10-15%	Health food retailers, specialty stores, supplement producers, cosmetic producers
Food service suppliers	Up to 5%	These import directly for their own business

Module 1. Market Research

Subject: Key distribution channels

Some prominent market players

Company name	Website	Description
Funasho Shoji Co., Ltd.,	https://www.funasho-s.co.jp/	Trading company that specializes in the distribution of a variety of fruits and vegetables imported from around the world.
J.A.M inc	https://www.jaminc.jp/	Food-specialized trading company dealing with frozen fruits around the world.
INABATA Co., Ltd.	https://www.inabata.co.jp	Food ingredients importer, trading and processing company
Life Foods Co., Ltd.	https://www.lifefoods-tokyo.co.jp/en/	Frozen fruits & vegetables importer
Kyoka Shokuhin Co., Ltd.	https://www.kyoka.co.jp/english	Frozen foods importers and wholesaler

Module 1. Market Research

Subject: Competitors

TOP Importing countries-competitors - strawberry

Look for countries where you already export

List of supplying markets for a product imported by Japan
Product: 081110 Frozen strawberries, uncooked or cooked by steaming or boiling in water, whether or not sweetened

Unit : US Dollar thousand

Table | Graph | Map | Companies | Public tenders | FDI data | Tariff data | Standards

Download: | Time Period (number of columns) : 5 per page | Rows per page Default (25 per page)

Bilateral 8 digits	Exporters	Imported value in 2020	Imported value in 2021	Imported value in 2022	Imported value in 2023	Imported value in 2024
	World	72,228	78,604	80,757	67,705	70,351
⊞	China	26,769	26,767	26,166	23,750	22,685
⊞	Chile	13,370	13,074	16,854	10,136	11,639
⊞	Morocco	5,331	9,220	7,576	8,760	10,168
⊞	Egypt	11,200	12,201	12,619	9,779	9,632
⊞	United States of America	9,376	11,232	9,707	7,419	7,583
⊞	Peru	1,835	2,110	3,199	4,177	4,382
⊞	Mexico	780	1,037	552	589	1,107
⊞	Poland	1,843	1,206	1,988	1,809	1,032
⊞	Türkiye	487	861	713	426	660
⊞	Thailand	373	318	420	403	626
⊞	Spain	203	46	291	68	272
⊞	Italy	0	50	200	121	215
⊞	Korea, Republic of	67	80	89	131	178
⊞	Serbia	485	305	292	20	68
⊞	France	72	58	73	80	50
⊞	India	19		9	24	42
⊞	Myanmar	0				6
⊞	Taipei, Chinese	18	40	8	7	6
⊞	Belgium	0			7	

Module 1. Market Research

Subject: Competitors

TOP Importing countries-competitors - raspberry

Look for countries where you already export

List of supplying markets for a product imported by Japan
Product: 081120 Frozen raspberries, blackberries, mulberries, loganberries, black-, white- or red currants ...

Unit : US Dollar thousand

Table | Graph | Map | Companies | Public tenders | FDI data | Tariff data | Standards

Download: | Time Period (number of columns) : 5 per page | Rows per page Default (25 per page)

Bilateral 8 digits	Exporters	Imported value in 2020	Imported value in 2021	Imported value in 2022	Imported value in 2023	Imported value in 2024
	World	11,777	14,680	19,202	17,488	14,697
⊞	Chile	4,347	5,158	9,393	7,190	5,089
⊞	Serbia	2,930	4,807	4,501	3,913	3,345
⊞	United States of America	2,060	2,423	2,834	2,331	3,066
⊞	New Zealand	836	919	900	1,668	1,270
⊞	Poland	301	283	417	832	556
⊞	France	428	433	536	564	414
⊞	Hungary	179			166	377
⊞	Ukraine	0				126
⊞	Türkiye	52	35	125	50	106
⊞	Bosnia and Herzegovina	117	340	105	411	105
⊞	Morocco	0				86
⊞	Denmark	178	181	293	48	75
⊞	China	0			32	49
⊞	Canada	339	63		223	26
⊞	Belgium	0			7	6
⊞	Australia	0		6		
⊞	Netherlands	0	39	93	54	
⊞	India	8				

Sources: ITC calculations based on Japanese Ministry of Finance statistics since January 2015

Module 1. Market Research

Subject: Competitors

Import tariffs comparison between competing countries - strawberry and raspberry

Country	Import Duty
081110, Frozen strawberries …	
China	9,6%
Chile	0% (preferential)
USA	0% (preferential)
Poland	0% (preferential)
Ukraine	9,6%
081120, Frozen raspberries, blackberries …	
Chile	0% (preferential)
Serbia	4,8% (preferential)
USA	0% (preferential)
Poland	0% (preferential)
Ukraine	4,8% (preferential)

Module 1. Market Research

Discussion:

- How would you describe the KEY product that your competitors might be exporting to Japan?

- On which attributes will you "beat" them?

Module 1. Market Research

Subject: How companies from Ukraine can differentiate themselves

Examples of differentiation strategies

Strategy	What it means	How to execute	Risks / Challenges
Organic / “clean label” / pesticide-free	Appeal to health / environment conscious buyers	Obtain Japanese / international organic certification (JAS, USDA Organic, EU, etc.), third-party audits, traceability	Certification cost; scaling with quality

Module 1. Market Research

Subject: How companies from Ukraine can differentiate themselves

Examples of differentiation strategies

Strategy	What it means	How to execute	Risks / Challenges
Organic / “clean label” / pesticide-free	Appeal to health / environment conscious buyers	Obtain Japanese / international organic certification (JAS, USDA Organic, EU, etc.), third-party audits, traceability	Certification cost; scaling with quality
Traceability, farm story & branding	Let consumers see where the berries came from	QR codes, farm videos, origin story, sustainability practices	Must maintain consistency and transparency; expensive branding

Module 1. Market Research

Subject: How companies from Ukraine can differentiate themselves

Examples of differentiation strategies

Strategy	What it means	How to execute	Risks / Challenges
Organic / "clean label" / pesticide-free	Appeal to health / environment conscious buyers	Obtain Japanese / international organic certification (JAS, USDA Organic, EU, etc.), third-party audits, traceability	Certification cost; scaling with quality
Traceability, farm story & branding	Let consumers see where the berries came from	QR codes, farm videos, origin story, sustainability practices	Must maintain consistency and transparency; expensive branding
Brave Taste of Ukraine	Take advantage of the current perception of Ukraine in Japan	Promo activities, "Born in the fertile black soil of Ukraine, nurtured by resilience, harvested with hope."	May be expensive and difficult to implement

Module 1. Market Research

Subject: How companies from Ukraine can differentiate themselves

Examples of differentiation strategies

Strategy	What it means	How to execute	Risks / Challenges
Organic / "clean label" / pesticide-free	Appeal to health / environment conscious buyers	Obtain Japanese / international organic certification (JAS, USDA Organic, EU, etc.), third-party audits, traceability	Certification cost; scaling with quality
Traceability, farm story & branding	Let consumers see where the berries came from	QR codes, farm videos, origin story, sustainability practices	Must maintain consistency and transparency; expensive branding
Brave Taste of Ukraine	Take advantage of the current perception of Ukraine in Japan	Promo activities, "Born in the fertile black soil of Ukraine, nurtured by resilience, harvested with hope."	May be expensive and difficult to implement
Ukraine leadership in berry export	Position Ukraine as a trusted, large-scale berry supplier.	Highlight top position in EU berry exports, fertile soil, and EU-standard quality. Emphasize reliability and production capacity.	Low awareness in Japan. Need for industry consolidation

Module 2. Standards and Certification

Labelling and packaging compliance

- Food safety systems in Japan.
- Labelling and packaging compliance.
- Voluntary standards. Organic and sustainability standards.
- Specific customers and buyers' requirements.

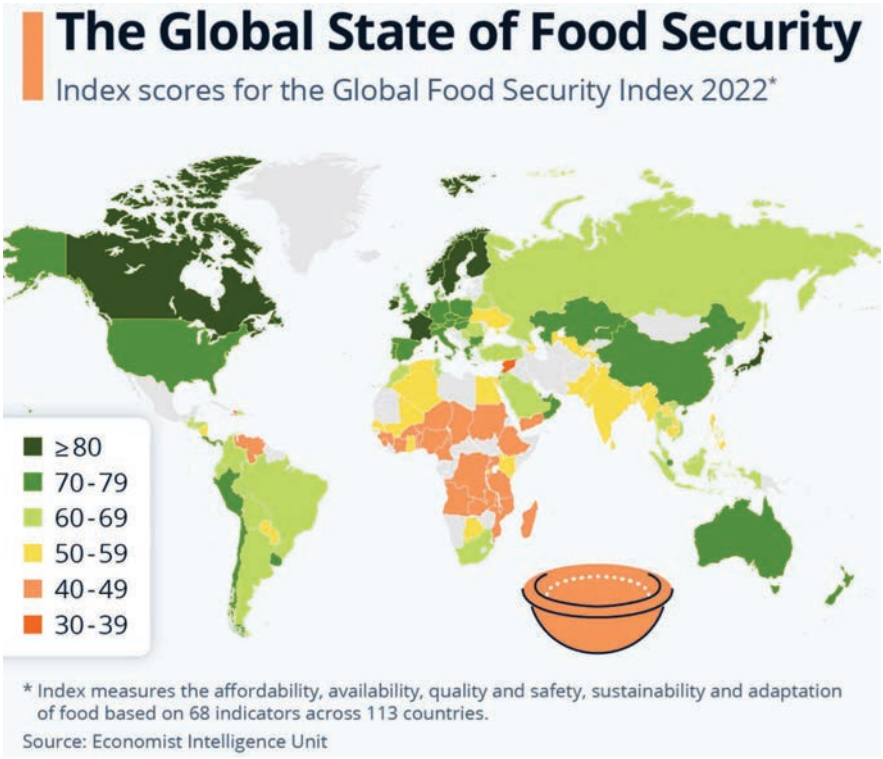
Module 2. Standards and Certification

Products / Certifications / Entry-models

Frozen raspberry, strawberry; wild bilberry */IQF – Individual Quick Freezing; No additives or preservatives/*	FSSC 22000 EU organic BRC	• B2B /Bulk • B2B / Private Label • B2B /For retail – packaging • B2B /Exclusive distributor / Distributor • B2B / Food processors • B2B / Online platform – Bulk • B2B / HoReCa
Whole freeze-dried berries and fruits (e.g., raspberries, strawberries, blueberries, apples, mango) */lyophilization/*	FSSC 22000 EU organic Canada Organic	
Fruit powders (e.g., passionfruit, pitaya, raspberry) */lyophilization/* *No added sugar, colors, or preservatives* *(Optional) Carrier or anti-caking agent — such as maltodextrin*		
Fruit chips & powders */Oven-drying or Vacuum frying or Freeze-drying (lyophilization) with grinding/*	HACCP	
Cocktail ingredients, garnishes *Foam Quillaja Bark Bitter (out of Fruits Berries segment)*	HACCP	
Fruit-based snacks (fruit leather rolls) */No sugar, artificial colors, or preservatives/*	FSSC 22000	

Module 2. Standards and Certification

1. Food safety systems in Asian markets



	Rank /113	Score/100
1	Finland	83.7
2	Ireland	81.7
3	Norway	80.5
4	France	80.2
5	Netherlands	80.1
6	Japan	79.5
7	Canada	79.1
8	Sweden	79.1
9	United Kingdom	78.8
10	Portugal	78.7
…	…	…
70	Paraguay	58.6
71	Ukraine	57.9
72	Myanmar	57.6

Source: Global Food Security Index 2022 report

Module 2. Standards and Certification

1. Food safety systems in Asian markets

In Japan, even the best product cannot be sold unless it meets the fundamental requirements of safety and trust — in Japanese, this concept is called *"anshin ・anzen"* (安心・安全), meaning "peace of mind and safety".

安心 (*anshin*) — literally means *peace of mind* or *feeling of reassurance* — the **psychological sense of trust and comfort** that consumers feel when they believe a product is safe.

安全 (*anzen*) — means *safety*, referring to the **physical safety of the product** — absence of health risks, verified quality, and proper certification.

Together, **安心・安全 (*anshin ・anzen*)** represents Japan's **formula for consumer trust** — a core concept deeply embedded in retail culture, marketing, and even national food safety policy.

"*Anshin ・anzen* means not only that the product **is safe**, but that the consumer **feels safe** using it."

Module 2. Standards and Certification

1. Food safety systems in Asian markets

Japanese Market Logic

安心・安全 (anshin・anzen)

1 Legal compliance → Market access

Products must meet the **Food Sanitation Act**, **HACCP**, and **Food Labeling Act** to enter Japan.
Import Notification and MHLW inspection confirm safety.

Legal compliance = permission to enter the market.

*"To succeed in Japan, you first earn the **regulator's approval**, then the **buyer's confidence**, and finally the **consumer's trust**."*

2 Buyer compliance → Partner trust

Importers and retailers require extra proof — **COA**, **HACCP plan**, or **third-party tests**.
Many expect **JFS-B**, **FSSC 22000**, or eco-packaging standards.

Professional compliance builds credibility and long-term cooperation.

3 Consumer trust → Market success

Japanese consumers value both **safety** and **peace of mind**.

Clean labels, appealing design, and eco-friendly packaging shape brand loyalty.

Trust, not price, drives repeat sales in Japan.

Module 2. Standards and Certification

1. Food safety systems in Japan

Three Levels of Market Requirements in Japan

I. Legal & Regulatory Requirements *Mandatory rules under Japanese law*	Food Sanitation Act – product safety, MRLs, additives, packaging materials Food Labeling Standards – nutrition facts, allergens, country of origin Organic JAS Certification – required for "organic" claims Positive List for Food-Contact Materials – full enforcement June 2025 Laboratory Tests – pesticide residues, microbiology, heavy metals	**Key authorities:** *MHLW, MAFF, CAA, Quarantine Stations*
II. Buyer & Industry Requirements *Commercial and audit standards from importers, distributors, and retailers*	HACCP / GFSI-recognized certification (FSSC 22000, BRCGS, JFS-C) Traceability and COA for each production lot Consistent quality, stable supply, clear documentation Sustainability or packaging policies required by major retail groups	**Key actors:** *Corporate QA teams, trading companies, retail chains*
III. Consumer Expectations & Market Fit *Cultural, sensory, and perception-based preferences*	Preference for clean labels, natural colors, mild sweetness Small portions, resealable packs, minimalist design Interest in sustainability and product origin stories Trust in Japanese-language labeling and presentation quality	**Key influencers:** *Consumers, media, bloggers, trendsetters*

Module 2. Standards and Certification

1. Food safety systems in Japan

Core Food Safety Framework in Japan

Main Law / Regulation	What It Covers	Responsible Authority	Practical Implication for Exporters
Food Sanitation Act (FSA)	The main law ensuring food safety. Covers additives, pesticide residues (MRLs), contaminants, food-contact materials, and hygiene in processing.	**MHLW** (Ministry of Health, Labour and Welfare)	Every imported food must comply. Importers must submit an **Import Notification** before customs clearance.
Regulations for Enforcement of the FSA	Implementation details: import notification procedures, testing requirements, and registration of testing laboratories.	MHLW, Quarantine Stations	Importers submit all product data, ingredient lists, and test results
Food Labeling Act (CAA)	Mandatory labelling in Japanese: product name, ingredients, allergens, nutritional values, country of origin, and best-before date.	**CAA** (Consumer Affairs Agency)	The final label must be in Japanese and approved/verified by the importer.
Positive List System for Food-Contact Materials	Only substances listed as "positive" may be used in packaging and utensils contacting food.	MHLW	Full enforcement **June 2025** – exporters must check packaging materials now.
Japanese national standards (JAS) Organic JAS Act	Defines rules for "organic" agricultural and processed foods. General JAS – applied to the foods and the forestry products which conform to the JAS for quality	**MAFF** (Ministry of Agriculture, Forestry and Fisheries)	Only JAS-certified bodies in Japan can approve the JAS labels.

Module 2. Standards and Certification

1. Food safety systems in Japan

Tools and Sources for Analysis

Category	What to Check	Official Source / Link
Food Sanitation Act (FSA)	Full text of the law, enforcement regulations, and guidance on hygiene, additives, and residues.	MHLW – Food Sanitation Act
Import Procedures & Monitoring Plan	Annual plan specifying import testing priorities (pesticide residues, microbiology, heavy metals).	Imported Foods Monitoring and Guidance Plan – FY2025 (MHLW)
Pesticide MRL Database	Maximum Residue Limits (MRLs) searchable by product or active ingredient.	MHLW – Pesticide MRL Search System (The Japan Food Chemical Research Foundation (JFCRF)
Food Labeling Standards (CAA)	Mandatory labeling in Japanese: ingredients, allergens, nutrition, best-before, origin.	CAA – Food Labeling Standards (English) Amendment to Guidelines for setting date labelling on foods (Japan) the new Food Labelling Standards Q&A) (Japanese)
Microbiological Criteria	Microbiological standards and methods for food testing (E. coli, Salmonella, Listeria, etc.).	List of microbiological tests listed in the Food Sanitation Law in Japan. No single national "legal" table for all food categories — criteria depend on product type and importer's request.
Contaminants	Limits for aflatoxins, radionuclides, and heavy metals.	General Standard for Contaminants and Toxins in Food and Feed" (Codex-based, via MHLW)
Food Additives	Positive list of approved additives, colorants, preservatives, and their maximum permitted levels.	The Consumer Affairs Agency (CAA), Food additives permitted for use in Japan.
Positive List for Food-Contact Materials	Substances authorized for use in packaging and utensils; full enforcement June 2025.	MHLW – Food Utensils, Containers and Packaging (Positive List)
JAS Certification	Requirements and certification bodies for using the JAS logos (General, Organic)	MAFF – Japanese Agricultural Standards (JAS)

Module 2. Standards and Certification

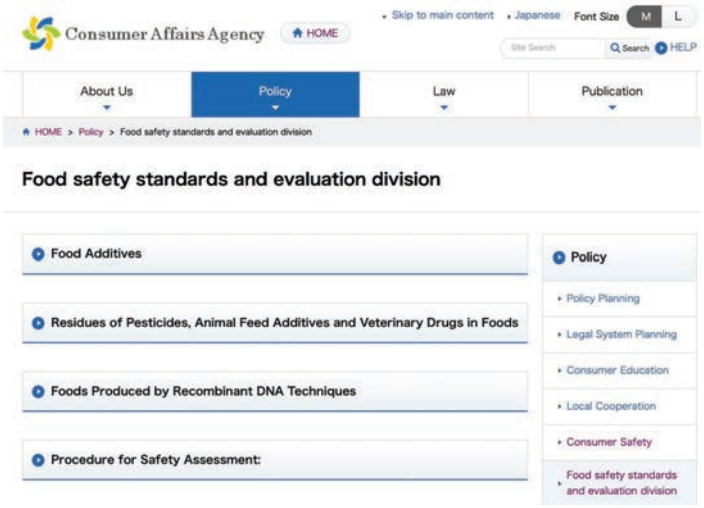
1. Food safety systems in Japan

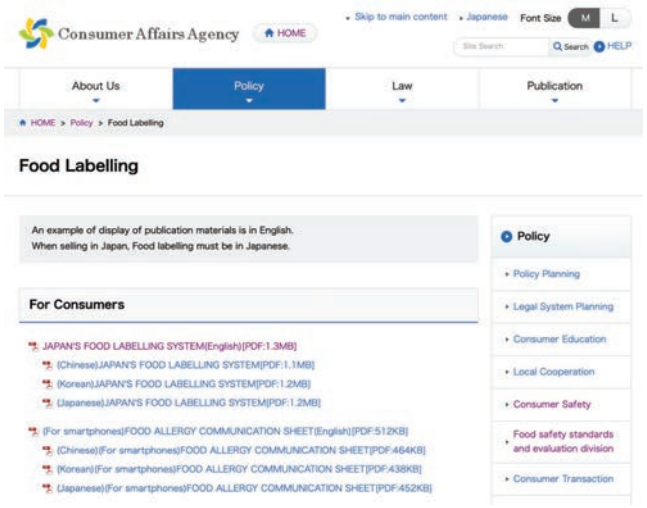


Import Procedures

Module 2. Standards and Certification

1. Food safety systems in Japan





Food safety standards and evaluation division

Food Labelling

Module 2. Standards and Certification

1. Food safety systems in Japan

Product Compliance Documentation (for Import Notification – MHLW)

Part I

Type of Document	Purpose	Issued by / Source	Notes
Product specification sheet	Lists product composition, ingredients, additives, processing method, shelf life, and storage conditions.	Exporter / manufacturer	Must be detailed and match label information.
Certificate of Analysis (COA)	Confirms food safety – microbiology, heavy metals, pesticide residues, mycotoxins, etc.	Accredited lab (ISO 17025 or national authority)	Required for each shipment or batch.
Test report (laboratory results)	Proves compliance with Japanese limits under the Food Sanitation Act (MRLs, contaminants, microbiology).	Exporter's lab or third party	Used by importer for Import Notification submission.
List of additives / processing aids	Confirms no unapproved additives under Japanese Positive List for additives.	Exporter	Critical for dried/ powdered fruits using preservatives
Manufacturing flow chart (HACCP-based)	Describes process and critical control points.	Exporter	Japanese importers use it for risk evaluation.
HACCP / GFSI certificate	Proves the safety management system is in place.	Certified body	Not mandatory but strongly preferred.

Module 2. Standards and Certification

1. Food safety systems in Japan

Packaging & Labelling Information

Part II

Document / Data	Purpose	Exporter's task
Packaging material description	Identify all materials in direct contact with food (films, coatings, inks).	Confirm compliance with Japan's **Positive List System** (2025).
Migration or safety test report (if available)	Confirms that packaging is safe for food contact.	Optional but builds importer confidence.
Proposed English/ Japanese label draft	Helps importer prepare the final Japanese label for CAA approval.	Must include ingredients, allergens, nutrition, origin, storage.

Optional but Strongly Recommended

- Traceability file. Shows lot numbers, harvest area, and production dates.
- Sustainability certificates. GLOBALG.A.P., ISO 14001, Rainforest Alliance, or FSC packaging.
- Product photos for label design and marketing approval.
- Statement of absence: e.g., *"No allergens / No GMOs / No irradiation"* — often required for documentation.

Module 2. Standards and Certification

2. Labelling and packaging compliance



Legal Basis

- Governed by the **Food Labelling Act (CAA)**, implemented by the **Consumer Affairs Agency (CAA)**.
- Applies to ***all* foods sold to consumers in Japan** (including imported retail packs).
- The **importer is legally responsible** for the final Japanese label, but exporters must provide correct data for translation.

JAPAN'S FOOD LABELLING SYSTEM(English)]

Countries of origin of ingredients will be listed for all processed foods

Allergen labelling

Expiration date labelling (Best-Before, Use-By)

Outline of Food Labelling Systems for Nutrition and Health Claims

What are "Foods with Function Claims"?

Module 2. Standards and Certification

2. Labelling and packaging compliance

Japanese labels are strict but transparent — **accuracy, Japanese language, and allergen control** are the three pillars of compliance."

Mandatory Items on Retail Labels

Category	Main Requirements	Notes
Product name	Use the Japanese legal name (e.g., "Frozen Blueberries")	Marketing names may be added below.
Ingredient list	In descending order by weight; specify additives separately.	Translate all components (fruit purée, sugar, pectin, etc.).
Allergens	8 mandatory + 20 recommended items (e.g., apple, banana, soybean).	Check full raw-material traceability.
Net content	Metric system (g / kg / ml).	No other units allowed.
Best-before / Use-by date	YYYY.MM.DD format; must reflect real shelf-life studies.	Printed or sticker acceptable.
Storage instructions	e.g., "Keep frozen below −18 °C."	Required for frozen products.
Name & address of importer	Must be a Japanese legal entity.	Appears before barcode area.
Country of origin	Shown as "原産国 : ウクライナ (Ukraine)"	Mandatory for processed foods since 2020.
Nutrition facts	Energy (kcal), protein, fat, carbohydrates, salt eq.	Per 100 g or per pack.
Additives / Preservatives	Must use official Japanese additive names.	Check JFCRF additive list.

Module 2. Standards and Certification

2. Labelling and packaging compliance



SUNSHINE
Frozen Strawberry Dice

名　　称	冷凍イチゴ
原材料名	イチゴ
内　容　量	500g
賞味期限	枠外下部記載
保存方法	冷凍(−18℃以下)で保存してください
原産国名	モロッコ
販　売　者	ウィズメタックフーズ株式会社 兵庫県神戸市中央区磯辺通4-1-38

使用上のご注意:
- ●本商品は、小麦・乳を含む製品と同一製造ラインで製造しています。
- ●一度解凍したものは、品質が変化する場合があるため、再度冷凍しないでください。
- ●開封後はお早めにお召し上がりください。

栄養成分表示(100g)当たり

熱　　量	34kcal
たんぱく質	0.9g
脂　　質	0.1g
炭水化物	8.5g
食塩相当量	0g

※数値は日本食品標準成分表を用いて計算した、推定値です。

4 524057 800544

外装

Module 2. Standards and Certification

2. Labelling and packaging compliance

Aspect	Requirement	Reference
Food-contact materials	Must comply with the **Positive List System** (effective June 2025). Only listed substances may be used.	MHLW – Food Utensils, Containers and Packaging (Positive List)
Migration / safety testing	Importers may request test results for plastics, coatings, inks, adhesives.	ISO / JIS methods accepted.
	No mandatory "Declaration of Conformity" format exists in Japanese law — unlike the EU (Reg. (EU) No 10/2011). However, manufacturers and importers are required to **keep documentation proving that the packaging complies with the Positive List**. This documentation functions similarly to a DoC, even though it is not legally standardized.	
Recycling symbols	PET, PE, PP, Paper logos required; must be printed in Japanese form.	The Japan Containers and Packaging Recycling Association (JCPRA) Act on the Promotion of Sorted Collection and Recycling of Containers and Packaging (Act No. 76 of 2006)

Recommended exporter action

- Request from packaging suppliers a **Positive List compliance letter** (in English or Japanese).
- Keep **migration test reports** for plastics, coatings, inks, and adhesives.
- Confirm **PFAS- and BPA-free** status if targeting Japanese retail buyers (important in 2025–2030).
- Prepare a voluntary Declaration of Compliance summarizing these points for importers — it supports their MHLW Import Notification.

Module 2. Standards and Certification

3. Voluntary standards. Organic and sustainability standards.

Buyer-driven, not legally mandatory

- **requested by importers or retailers** to strengthen brand reputation, sustainability goals, or alignment with consumer values.
- **voluntary but often function as commercial entry conditions** for premium or long-term contracts.

Organic Standards

Standard / Label	Recognition in Japan	Key Points
Organic JAS	Only official label under law (MAFF). Mandatory if the product is *marketed as organic* in Japan.	Certification must be by a JAS-accredited body in Japan.
EU Organic / USDA Organic	Accepted as proof of practice but not for retail labeling. • Organic equivalency • List of Countries with Organic Equivalency • The Procedure for Import and Export Business of Organic Foods under Organic JAS System (18 May 2025) */EU organic products exported to Japan must have an **organic export certificate** (or copy) issued by an **authorized EU government body**./*	Organic products from countries whose organic systems are recognized as equivalent to JAS may use the Organic JAS logo and be sold in Japan.

Module 2. Standards and Certification

3. Voluntary standards. Organic and sustainability standards.

Vegan & Vegetarian Labelling in Japan

Legal Framework

Since 2022, Japan has an official **JAS Standard for Processed Foods Suitable for Vegetarians and Vegans (JAS 0025)**.

It defines when products may be labeled **"Vegan"** or **"Vegetarian."**

The system is voluntary — not required by law, but necessary to use the official JAS Vegan mark.

Certification is performed by JAS-accredited organizations.

Because the official JAS mark is still new, **private vegan labels** remain common and often more visible on retail products.

Vegan Certification Association

VegeProject Japan

Use of Foreign Vegan Labels in Japan

- Japan allows foreign vegan labels (EU, US, etc.) if they are not misleading and comply with local rules.
- Vegan labels (EU, US, etc.) are treated as **marketing claim**s, not official certification
- Importers must keep proof supporting the claim.

Module 2. Standards and Certification

3. Voluntary standards. Organic and sustainability standards.



Why GFSI matters

GFSI (Global Food Safety Initiative) sets the benchmark for food safety systems recognized worldwide.

Japanese retailers often accept only GFSI-recognized schemes — such as **FSSC 22000, BRCGS, IFS, or JFS-B/C** — to reduce audit duplication and guarantee supply chain safety.

GFSI = global trust mark for food safety.

Module 2. Standards and Certification

3. Voluntary standards. Organic and sustainability standards.

Certification Acceptance in Japan
(FSSC 22000 / BRCGS / GLOBAL G.A.P. vs JFS Standards)

Certification Scheme	GFSI Recognition	Equivalent JFS Level	Legal Requirement in Japan	Acceptance by Japanese Buyers	When Additional JFS May Help
FSSC 22000 (ISO 22000)	✅ GFSI	≈ **JFS-C**	Not legally required (Food Sanitation Act only mandates HACCP)	✅ Fully accepted by major importers, retailers (AEON, Seven & i)	Only if importer requests local JFS certificate for documentation consistency
BRCGS Food Safety / IFS / SQF	✅ GFSI	≈ **JFS-C**	Not required	✅ Accepted as equivalent to JFS-C	Sometimes recommended for small buyers preferring Japanese documentation
GLOBAL G.A.P. (Farm level)	✅ GFSI	No direct JFS equivalent	Not required	✅ Recognized for raw fruit/veg sourcing, especially berries	Combine with processor's FSMS certificate for full chain assurance
HACCP	—	≈ **JFS-B**	Mandatory conceptually under Japanese law	⚠ Accepted if importer verifies documentation	Translate key HACCP docs to Japanese; importer may ask for external verification
JFS-A / B / C	—	National standard	Optional	✅ Preferred by domestic buyers; C = GFSI benchmarked	Useful if exporting via Japanese co-packer or public-sector channel

Think of JFS as Japan's "local language" version of your existing food-safety system.
You don't need a new certificate — just show how your FSSC / BRC / GLOBAL G.A.P. practices meet JFS expectations.

Module 2. Standards and Certification

3. Voluntary standards. Organic and sustainability standards.

Sustainability & Ethical Certifications — Japan Market (Frozen & Dried Fruits)

Responsible Farming & Raw Material Supply

- **GLOBALG.A.P.** – most recognized by Japanese importers for agricultural production; proof of safe, traceable, and sustainable farming.
- **Fairtrade** – supports ethical sourcing image; used in premium or "healthy lifestyle" snack segments.

Environmental Management & Production

- **ISO 14001** – shows environmental management in processing; often part of supplier evaluation by trading companies.
- **Carbon Footprint** – used by large buyers for ESG reporting; voluntary but influential in long-term contracts.

Sustainable Packaging

- **FSC®** – highly recognized; preferred by retailers for paper or cardboard packaging.
- **Eco Mark (Japan)** – government-approved eco label for low-impact packaging; strong local credibility.

Ethical & Social Responsibility

Sedex / SMETA, BSCI, SA8000 – global standards for fair labor and supply chain ethics; increasingly requested by major importers.

The most influential for Japan:
GLOBALG.A.P., **ISO 14001**, **FSC® / Eco Mark**, – create a strong sustainability profile trusted by Japanese buyers.

Module 2. Standards and Certification

4. Specific customers and buyers' requirements

Macro Trends & Consumer Mindset in Japan

Health, Safety, Naturalness

- Consumers seek a balance between **taste and health** — natural, low-sugar, and functional products attract attention.
- **Safety, traceability, and quality** are top priorities; imported products must feel *safe and trustworthy*.
- Aging population and smaller households boost demand for **small, convenient, ready-to-eat packs**.

Convenience & Snacking Culture

- Busy lifestyles drive **on-the-go snacking** — single-serve, resealable packs are popular.
- Rising interest in **healthy snacks** (nuts, dried fruits, bars, powders) among active consumers.
- Preference for **clean labels**, simple ingredients, and transparent origins.

Sustainability & Packaging

- Growing focus on **eco-friendly packaging** — recyclable, biodegradable, minimal design.
- Demand increasing for **light, durable, and tamper-proof** packaging suited for e-commerce.

Impact on Fruit & Berry Exporters (Frozen / Dried)

- Focus on **clean label and safety** — provide full traceability, minimal additives, clear origin.
- Offer **small, resealable, single-serve packs** for convenience and snacking.
- Highlight **natural, functional benefits** (vitamins, fiber, antioxidants).
- Use **eco-friendly packaging** to meet retailer sustainability goals.
- Ensure **consistent quality and stable supply** — key for long-term Japanese buyers.

Module 2. Standards and Certification

Key Findings: Japanese Consumer Perceptions of Food Safety

prtimes.jp
Food Safety Awareness Survey (May, 2024)

Japanese consumers value **origin, freshness, and brand trust** over logos or certification marks.

Communicating
- **traceability,**
- **additive-free production,**
- **compliance with safety systems (JAS, ISO 22000, HACCP)**

is essential to build confidence.

1.High concern about food safety. Over 70% of respondents expressed strong or moderate interest in food safety issues.

2.Main anxiety during processing: 60% felt most uneasy about the *processing stage*, followed by *producers/ farmers* (34%) and *retailers* (28%).

Top safety concerns:

- Foreign matter contamination – 53%
- Food poisoning – 43%
- Food additives – 33%

3.Purchase decision drivers:

- Domestic production (46%)
- Freshness (45%)
- Brand/manufacturer trust (30%)
- Only about 10% check safety or certification marks (e.g., JAS, Organic JAS).

4.Products most closely checked: Meat (66%), seafood (54%), and vegetables (41%) are most frequently inspected for labels and expiry dates.

5.Information sources: mainly get food safety news from **TV (68%)** and **social media (31%)**, where incidents spread quickly.

6.Reputation impact. More than half said they would *avoid buying* products from a company that had even one food safety incident.

Module 2. Standards and Certification

Key Findings: Japanese Consumer Perceptions of Food Safety

prtimes.jp Consumer Food Safety Awareness Survey (May 2024)

What consumers consider when choosing food products

1. Made in Japan / Domestic production — **46.2%**
2. Freshness — **45.1%**
3. Reliability or reputation of the producer/manufacturer — **29.9%**
4. No specific food additives used — **21.5%**
5. No specific raw materials used — **18.2%**
6. Presence of a mark certifying food safety — **17.5%**

Information consumers look for on food labels when making a purchase

1. Expiration or best-before date — **51.4%**
2. Price — **38.4%**
3. Ingredients — **35.0%**
4. Product name or brand — **33.3%**
5. Country of origin — **29.4%**
6. Nutrition facts — **21.4%**

Which of the following food safety marks do you know?

1. JAS Mark — 71.4%
2. Specified Health Use Mark (TOKUHO Mark) — 49.2%
3. Organic JAS Mark — 16.9%
4. Comprehensive Hygiene Management (HACCP) — 13.6%
5. Specified JAS Mark — 11.6%
6. Food Loss Reduction Mark — 11.4%

To succeed in Japan, importers and foreign food producers should:

- Demonstrate compliance with Japanese food safety systems (JAS, HACCP).
- Communicate **origin, purity, and trust** rather than just "quality."
- Collaborate with **reliable local distributors** known for food safety.
- Prepare **Japanese-language labeling, COAs, and documentation.**
- Consider **co-branding or private label partnerships** with domestic brands.

Module 2. Standards and Certification

Summary

1. Legal & Regulatory Requirements

- Governed mainly by the Food Sanitation Act, HACCP, and Food Labeling Act.
- Importers must submit an Import Notification and comply with testing for MRLs, additives, microbiology, and contaminants.
- Labeling must be in Japanese — accurate, complete, and include allergens, nutrition facts, and origin.
- Packaging materials must follow the Positive List System (effective June 2025).

Legal compliance = market access

2. Buyer & Industry Requirements

- Buyers expect COA for each lot, HACCP documentation, and sometimes third-party testing in Japan.
- Preference for suppliers with GFSI certification (FSSC 22000, BRCGS, JFS-B).
- Increasing focus on sustainability — FSC packaging, ISO 14001, GLOBALG.A.P., Rainforest Alliance.

Buyer compliance = partner trust

3. Consumer Expectations

- Japanese consumers value — safety and peace of mind.
- Demand for clean label, natural ingredients, and traceable origin.
- Preference for small, resealable, eco-friendly packaging.
- Interest in organic, vegan, and sustainable products is growing.

Consumer trust = market success

To succeed in Japan, exporters must align all three levels — **comply with the law**, **earn buyer trust**, and **win consumer confidence.**

Module 3. Pricing Strategy

- Analyzing the price segments in the market.
- Export price formation.
- Optimal price positioning.
- Influencing factors on price – volume, trade segment/ level, payment conditions etc.

Module 3. Pricing Strategy

Discussion:

How do you build your export price for the current export markets?

Module 3. Pricing Strategy

Subject: Influencing factors on price – volume, trade segment / level, payment conditions etc.

Influencing Factors (what pushes your price up/down)

1. **Volume & scale:** the more you produce and sell, the better fixed-cost absorption (capital for freeze-dry units)
2. **Trade / channel level:** selling to a major ingredient distributor vs direct to food manufacturer shifts margins
3. **Payment / credit terms:** if buyer wants 60–90 days, you must price in financing cost or require interest / early-pay discount
4. **Currency / FX risk:** Ukrainian side must guard for currency moves
5. **Certifications & value-add:** organic, non-GMO, clean-label, traceability, microbiology standards all enable higher pricing
6. **Competitor pricing, import duties:** your main rivals might be Chinese, US, Chilean importers—benchmark their landed costs
7. **Product life cycle / novelty:** your new specialty grade can command margin while you scale; over time, competitive pressure may force you toward parity.

Module 3. Pricing Strategy

Subject: Bulk vs. retail pricing strategy differences

Aspect	Bulk / Commodities	Retail Products
Buyer Type	Industrial processors, distributors, or wholesalers.	Retail chains (with end consumers in mind).
Decision Drivers	Cost, consistency, logistics, and reliability.	Brand, packaging, features, and emotional appeal.
Market Behavior	Price follows global supply-demand trends.	Price is influenced by perceived value and positioning.

Module 3. Pricing Strategy

Subject: Bulk vs. retail pricing strategy differences

Aspect	Bulk / Commodities	Retail Products
Buyer Type	Industrial processors, distributors, or wholesalers.	Retail chains (with end consumers in mind).
Decision Drivers	Cost, consistency, logistics, and reliability.	Brand, packaging, features, and emotional appeal.
Market Behavior	Price follows global supply-demand trends.	Price is influenced by perceived value and positioning.
Pricing Methodology		
Base Calculation	Cost-plus (production + logistics + minimal margin).	Value-based or psychological pricing (what the consumer believes it's worth).

Module 3. Pricing Strategy

Subject: Bulk vs. retail pricing strategy differences

Aspect	Bulk / Commodities	Retail Products
Buyer Type	Industrial processors, distributors, or wholesalers.	Retail chains (with end consumers in mind).
Decision Drivers	Cost, consistency, logistics, and reliability.	Brand, packaging, features, and emotional appeal.
Market Behavior	Price follows global supply-demand trends.	Price is influenced by perceived value and positioning.
Pricing Methodology		
Base Calculation	Cost-plus (production + logistics + minimal margin).	Value-based or psychological pricing (what the consumer believes it's worth).
Reference Prices	International commodity benchmarks (e.g., Tridge, FAO, import stats).	Comparable SKUs on shelves, category leaders, or private label benchmarks.

Module 3. Pricing Strategy

Subject: Bulk vs. retail pricing strategy differences

Aspect	Bulk / Commodities	Retail Products
Buyer Type	Industrial processors, distributors, or wholesalers.	Retail chains (with end consumers in mind).
Decision Drivers	Cost, consistency, logistics, and reliability.	Brand, packaging, features, and emotional appeal.
Market Behavior	Price follows global supply-demand trends.	Price is influenced by perceived value and positioning.
Pricing Methodology		
Base Calculation	Cost-plus (production + logistics + minimal margin).	Value-based or psychological pricing (what the consumer believes it's worth).
Reference Prices	International commodity benchmarks (e.g., Tridge, FAO, import stats).	Comparable SKUs on shelves, category leaders, or private label benchmarks.

| **Contract Type** | Long-term, volume-based supply contracts with fixed or indexed pricing. | Dynamic retail pricing, promotions, and psychological thresholds (e.g., 4.99 USD). |

Module 3. Pricing Strategy

Subject: Bulk vs. retail pricing strategy differences

Aspect	Bulk / Commodities	Retail Products
Cost Structure & Margins		
Margin Level	Thin (3–10%).	Higher (30–70% retail markup common).
Main Cost Drivers	Raw material, energy, transport, packaging (industrial).	Packaging, branding, marketing, distribution, retail margin.
Volume Sensitivity	High – cost reductions through scale are critical.	Moderate – brand loyalty can cushion volume drops.

Module 3. Pricing Strategy

Subject: Bulk vs. retail pricing strategy differences

Aspect	Bulk / Commodities	Retail Products
Cost Structure & Margins		
Margin Level	Thin (3–10%).	Higher (30–70% retail markup common).
Main Cost Drivers	Raw material, energy, transport, packaging (industrial).	Packaging, branding, marketing, distribution, retail margin.
Volume Sensitivity	High – cost reductions through scale are critical.	Moderate – brand loyalty can cushion volume drops.
Pricing Transparency & Negotiation		
Transparency	High – buyers know market prices; negotiations focus on logistics and payment terms.	Low – consumers rarely know true cost; perception drives acceptance.
Negotiation Power	Balanced or buyer-dominant in oversupply.	Retailers hold power; brand can reclaim it via demand strength.
Price Review Frequency	Regular, tied to market indexes or FX changes.	Periodic; influenced by retail strategy, seasonality, or promotion cycles.

Module 3. Pricing Strategy

Subject: Analyzing the price segments in the market.

- Research price segments with the tools, provided in the workshops 1 and 2, including retail audit and benchmark analysis
- Define good/better/best price tiers for your target products

Example of price segments for freeze-dried raspberry ingredients

Tier	Target Buyer / Use Case	Key Differentiators	Pricing Leverage
Good / Standard Ingredient			
Better / Enhanced Ingredient			
Best / Specialty Ingredient			

Module 3. Pricing Strategy

Subject: Analyzing the price segments in the market.

- Research price segments with the tools, provided in the workshops 1 and 2, including retail audit and benchmark analysis
- Define good/better/best price tiers for your target products

Example of price segments for freeze-dried raspberry ingredients

Tier	Target Buyer / Use Case	Key Differentiators	Pricing Leverage
Good / Standard Ingredient	bulk food manufacturers, snack mixers, cereal, coatings	consistent specs, stable supply, baseline certifications	compete with existing suppliers (Chile, China, US)
Better / Enhanced Ingredient			
Best / Specialty Ingredient			

Module 3. Pricing Strategy

Subject: Analyzing the price segments in the market.

- Research price segments with the tools, provided in the workshops 1 and 2, including retail audit and benchmark analysis
- Define good/better/best price tiers for your target products

Example of price segments for freeze-dried raspberry ingredients

Tier	Target Buyer / Use Case	Key Differentiators	Pricing Leverage
Good / Standard Ingredient	bulk food manufacturers, snack mixers, cereal, coatings	consistent specs, stable supply, baseline certifications	compete with existing suppliers (Chile, China, US)
Better / Enhanced Ingredient	premium snack brands, health food, functional mixes	better color retention, certification, higher bioactive content, better packaging or handling	ability to charge premium over standard
Best / Specialty Ingredient			

Module 3. Pricing Strategy

Subject: Analyzing the price segments in the market.

- Research price segments with the tools, provided in the workshops 1 and 2, including retail audit and benchmark analysis
- Define good/better/best price tiers for your target products

Example of price segments for freeze-dried raspberry ingredients

Tier	Target Buyer / Use Case	Key Differentiators	Pricing Leverage
Good / Standard Ingredient	bulk food manufacturers, snack mixers, cereal, coatings	consistent specs, stable supply, baseline certifications	compete with existing suppliers (Chile, China, US)
Better / Enhanced Ingredient	premium snack brands, health food, functional mixes	better color retention, certification, higher bioactive content, better packaging or handling	ability to charge premium over standard
Best / Specialty Ingredient	cosmetics, nutraceuticals, luxury food	low moisture, extra assays, traceability, custom particle size	high margin, narrow volumes

Module 3. Pricing Strategy

Subject: Optimal price positioning

Example of optimal price positioning

Product Type	Market Segment	Pricing Objective	Recommended Pricing Strategy	Tactical Levers & Examples
1. Standard B2B Packed Frozen Berries	Commodity / bulk ingredients for processors, bakeries, and food service	**Market Penetration & Volume Growth** – focus on stable, repeat contracts	**Cost-plus baseline** with **market-oriented adjustments**	• Quote in **CIF** to simplify buyer comparison • Volume rebates (≥ 10 t/month = –3%) • Annual contracts to lock logistics cost

Module 3. Pricing Strategy

Subject: Optimal price positioning

Example of optimal price positioning

Product Type	Market Segment	Pricing Objective	Recommended Pricing Strategy	Tactical Levers & Examples
1. Standard B2B Packed Frozen Berries	Commodity / bulk ingredients for processors, bakeries, and food service	**Market Penetration & Volume Growth** – focus on stable, repeat contracts	**Cost-plus baseline** with **market-oriented adjustments**	• Quote in **CIF** to simplify buyer comparison • Volume rebates (≥ 10 t/month = –3%) • Annual contracts to lock logistics cost
2. Premium Large Caliber IQF Strawberry	Premium retail & confectionery ingredient segment	**Value Capture & Brand Premium** – differentiate on quality, appearance, and consistency	**Value-based / Skimming hybrid**	• Showcase **origin, uniform caliber, and visual appeal** • Add certifications (BRC, HACCP, organic) to justify +20–30% vs. commodity • Offer **limited harvest lots** for exclusivity • Use small pack formats (2–5 kg) for artisanal buyers

Module 3. Pricing Strategy

Subject: Optimal price positioning

Example of optimal price positioning

Product Type	Market Segment	Pricing Objective	Recommended Pricing Strategy	Tactical Levers & Examples
1. Standard B2B Packed Frozen Berries	Commodity / bulk ingredients for processors, bakeries, and food service	**Market Penetration & Volume Growth** – focus on stable, repeat contracts	**Cost-plus baseline** with **market-oriented adjustments**	• Quote in **CIF** to simplify buyer comparison • Volume rebates (≥ 10 t/month = –3%) • Annual contracts to lock logistics cost
2. Premium Large Caliber IQF Strawberry	Premium retail & confectionery ingredient segment	**Value Capture & Brand Premium** – differentiate on quality, appearance, and consistency	**Value-based / Skimming hybrid**	• Showcase **origin, uniform caliber, and visual appeal** • Add certifications (BRC, HACCP, organic) to justify +20–30% vs. commodity • Offer **limited harvest lots** for exclusivity • Use small pack formats (2–5 kg) for artisanal buyers
3. Mass Market fruit chips	High-volume retail and food-service	**Cost Leadership / Penetration** – drive shelf presence and brand awareness	**Competitive (penetration) pricing** with high-efficiency operations	• Optimize **input and packaging costs** • Price below key competitor brands by 5–10% • Offer **promotional bundles (2+1)** to increase rotation • Tight control on logistics and shelf rebates

Module 3. Pricing Strategy

Subject: Optimal price positioning

Example of optimal price positioning

Product Type	Market Segment	Pricing Objective	Recommended Pricing Strategy	Tactical Levers & Examples
1. Standard B2B Packed Frozen Berries	Commodity / bulk ingredients for processors, bakeries, and food service	**Market Penetration & Volume Growth** – focus on stable, repeat contracts	**Cost-plus baseline** with **market-oriented adjustments**	• Quote in **CIF** to simplify buyer comparison • Volume rebates (≥ 10 t/month = –3%) • Annual contracts to lock logistics cost
2. Premium Large Caliber IQF Strawberry	Premium retail & confectionery ingredient segment	**Value Capture & Brand Premium** – differentiate on quality, appearance, and consistency	**Value-based / Skimming hybrid**	• Showcase **origin, uniform caliber, and visual appeal** • Add certifications (BRC, HACCP, organic) to justify +20–30% vs. commodity • Offer **limited harvest lots** for exclusivity • Use small pack formats (2–5 kg) for artisanal buyers
3. Mass Market fruit chips	High-volume retail and food-service	**Cost Leadership / Penetration** – drive shelf presence and brand awareness	**Competitive (penetration) pricing** with high-efficiency operations	• Optimize **input and packaging costs** • Price below key competitor brands by 5–10% • Offer **promotional bundles (2+1)** to increase rotation • Tight control on logistics and shelf rebates
4. Premium Sugar-Free Fruit Snacks	Health-conscious, functional, and gifting segment	**Value Maximization / Differentiation** – target consumers paying for wellness benefits	**Skimming / Value-based**	• Highlight **natural ingredients, no-sugar, high fiber, low GI** • Position 25–35% above regular fruit snacks • Maintain small-batch scarcity • Add subscription or private-label partnerships for stability

Module 3. Pricing Strategy

Subject: Optimal price positioning: case study of developing a competitive price offer

Case: developing a competitive price offer for a premium product



Module 3. Pricing Strategy

Subject: Optimal price positioning: case of developing a competitive price offer for premium product

SKU name: Romanian acacia comb honey, 200 gr.	
SKU HS code: 040900	
Adjusted offer	
CFR Tokyo price, $	**3,24**
Import duty, %*	**3,2%**
Price including import duty, $	3,34
Consumption tax, %	10%
Price including consumption tax, $	3,68
Calculated wholesale margin (importer + distributor), %	**35%**
Importer's price, $	4,97
Calculated retailers margin, %	**70%**
Retail price, $	**8,44**
JPY/USD rate	144
Calculated retail price, YEN	**1216**

SKU name: Hungarian acacia comb honey, 200 gr.	
SKU HS code: 040900	
Retail price, YEN	**1382,40**
JPY/USD rate	144
Retail price, $	9,60
Calculated retailers margin, %	**70%**
Importer's price, $	5,65
Calculated wholesale margin (importer + distributor), %	**35%**
Price including consumption tax, $	4,18
Consumption tax, %	10%
Price including import duty, $	3,8
Import duty, %*	**3,2%**
CFR Tokyo price, $	**3,68**

Calculated CFR price based on adjusted markups

- Importer stated, that the initial offer of $3.78 was too high.
- The producer realized, that the markups of wholesaler and retailer are 2x higher
- Based on the importer 3,24 $ demand and considering the insights about the markups, producer adjusted the offer. The sales went on.
- Now, importer is working on creating a mid-price offer for Ukrainian multifloral comb honey for 2026 - 2027



Module 3. Pricing Strategy

Questions & answers

MINISTRY OF ECONOMY OF UKRAINE

JICA

Project for Enhancing Private Sector Engagement for the Reconstruction of Ukraine (Support to SMEs in Ukraine)

Asia Window Workshop
#1 Sector Workshop: Fruits & Vegetables
Module 4

October 13, 2025

JICA Consultant Team
Koei Research & Consulting Inc.
Dream Incubator Inc.
Nippon Koei Co., Ltd.

Table of Contents

1. Specifics of export operations, e.g., to Japan, Vietnam.
2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies.
3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam.
4. Customs non-tariff barriers, e.g., in Japan, Vietnam.
5. Ukraine's export security regime: requirements for food safety, traceability, and official controls.

1. Specifics of export operations, e.g., to Japan, Vietnam

When considering to start export operations to Asian countries, pay your attention on

Screen your Counterparty on sanctions
https://drs.nsdc.gov.ua/
https://www.mofa.go.jp/

Implement Hazard Analysis and Critical Control Point (HACCP) system

mandatory in Japan under the Food Sanitation Act from 2020

Prepare phytosanitary certificate, COO, certificate confirming quality of products

Check local technical regulations

Positive List System for Food Utensils, Containers, and Packaging

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies



2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Multiple export routes from Ukraine to Asia

Sea transport from Pivdennyi, Odesa and Chornomorsk ports directly to final destinations

Rail or road transport to Polish/ Romanian/ Bulgarian seaports, with subsequent sea shipment to long-distance destinations

Barge transport from Danube ports to EU seaports, followed by transshipment onto larger vessels for onward delivery to final destinations

Overland transport (rail or road) heading westward via the EU Solidarity Lanes to reach EU seaports

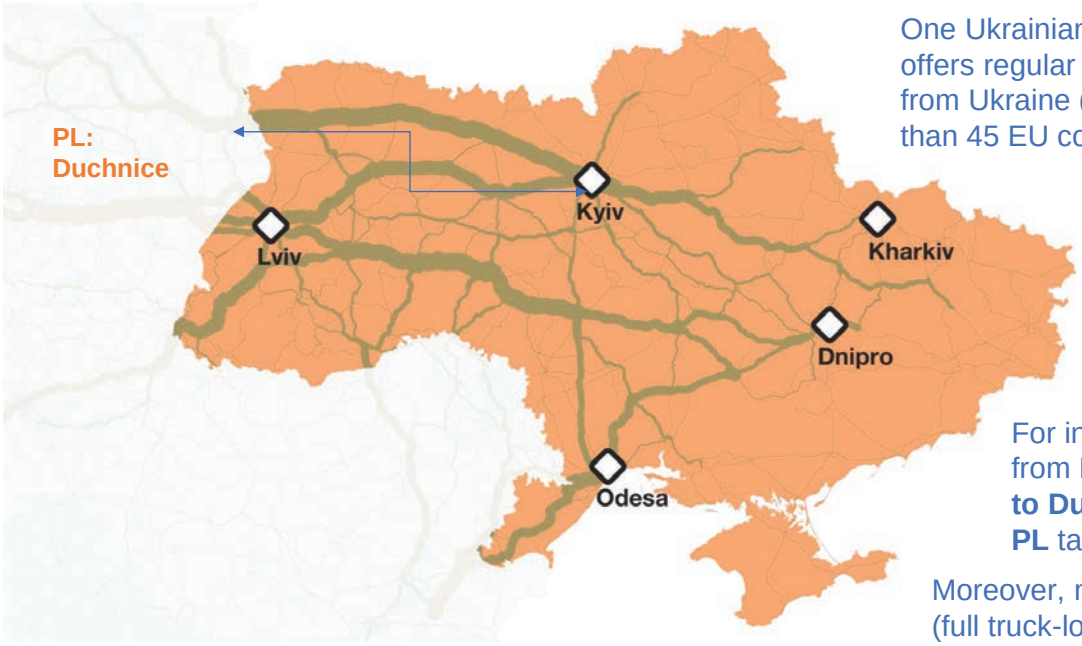
2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Sea transport from Odesa region ports remains a vital artery for direct shipments to final destinations. Despite ongoing challenges, this route continues to serve as a cornerstone of our maritime logistics.

- **DocPort** – digital decision that:
  - (i) reduces from 1 to 6 hours on processing a single vessel;
  - (ii) accelerates the issuance of departure documents;
  - (iii) ensures transparency through electronic signatures of responsible parties;
  - (iv) increases port throughput by 3–5%without additional infrastructure investments.
- **Technical aid**

JICA & АМПУ

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies



One Ukrainian 3PL operator offers regular groupage services from Ukraine (Kyiv city) to more than 45 EU countries.

For instance, the route from **Kyiv, UA to Duchnice, PL** takes **3days.**

Moreover, multimodal, FTL (full truck-load), LTL (less-than-truckload) services are also available.

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Average cost for 40-foot container dry cargo freight from **EU to Asia** was **1,312** U.S. dollars as for 2023 (**2,109** U.S. dollars for 2022)*. Rates are 'gate-in, gate-out', that is, including terminal handling charges and all charges and surcharges of ocean transport. Not included are pre- and on-carriage or classical administrative services of forwarders (customs clearance, booking and freight audit fees, etc.).



Route from Gdansk (PL) to Osaka (JP) takes approximately 67 days**



Route from Constanta (RO) to Osaka (JP) takes approximately 74 days**



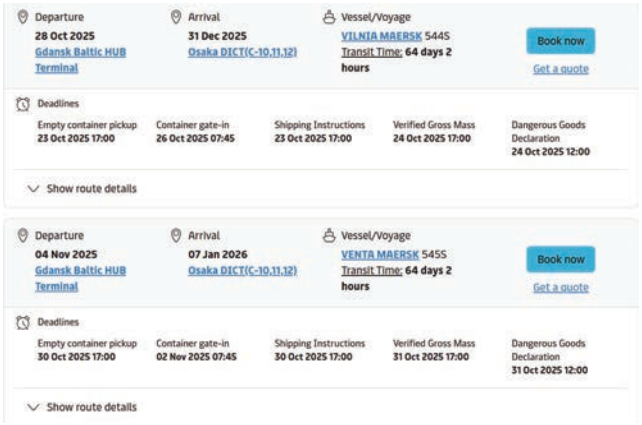
Route from Chornomorsk (UA) to Osaka (JP) takes approximately 70 days**

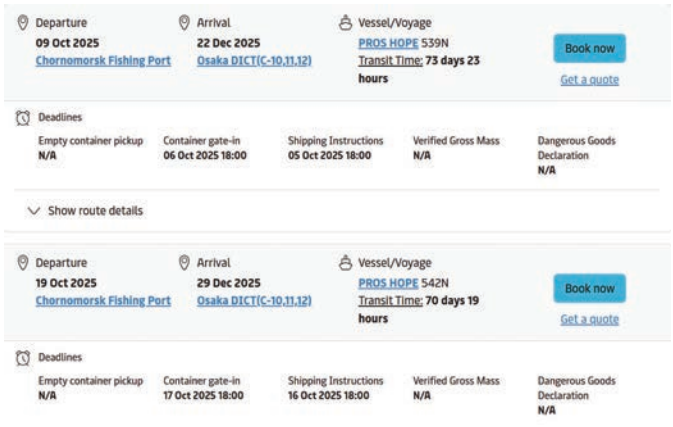
*Resource: https://unctad.org/system/files/official-document/rmt2024ch3_en.pdf

** https://www.maersk.com/schedules/pointToPoint

2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Examples of available offers from one of the container lines for delivery to Osaka (JP).





2. Logistics channels for export and transport agreements with carriers: risk mitigation strategies

Keep in mind the following considerations to minimize risks with carriers

Carrier Reliability. Agreements with carriers must include performance benchmarks, contingency plans, and clear communication protocols. Regular audits and feedback loops help maintain service quality.

Customs and Compliance. Exporters must stay updated on EU/ Asian regulations and ensure carriers are compliant with them. Missteps in documentation or customs procedures can lead to costly delays.

Insurance and Liability. Comprehensive insurance coverage and clearly defined liability clauses protect both exporters and carriers. This is especially important for high-value or sensitive cargo. Ensure that packaging is reliable.

Digital Integration. Leveraging digital platforms for tracking, documentation, and communication enhances transparency and reduces errors. Real-time data allows for proactive risk management.

3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam

Choosing customs representative

Japan

- Customs broker
- performs export/import declaration, tax payment, and petition of objection
- approved by the Minister of Finance
- approved Register https://www.customs.go.jp/tsukangyousha/index.htm

Vietnam

- Customs broker
- licensed by the General Department of Customs
- performs customs procedures within the scope authorized in a formal agency contract
- legally responsible for the declaration and compliance
- no Register

- Clearance agent
- no license required
- assists with customs procedures as agreed informally with the cargo owner
- importer/exporter remains legally responsible
- No Register

3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam

Japan's classification system is based on the **HS 2022** issued by the **World Customs Organization (WCO)**.
In **Japan**, customs declarations use a **9-digit statistical code** to classify commodities. This code combines the **6-digit Harmonized System (HS) code**, which is internationally standardized, with a **3-digit domestic code** that is specific to Japan and may differ between exports and imports and resulting in separate classification lists for each.

Vietnam's classification system is based on the **ASEAN Harmonized Tariff Nomenclature (AHTN) 2022**, which aligns with the **HS 2022** issued by the **World Customs Organization (WCO)**. In **Vietnam**, customs declarations use an **8-digit statistical code** to classify commodities. This code combines the **6-digit Harmonized System (HS) code**, which is internationally standardized, with a **2-digit ASEAN member countries code.**

JP: HS 2022, 9-digit statistical code
VN: HS 2022, 8-digit statistical code
UA: HS 2022, 10-digit statistical code

Useful resources:

BTI Consultation

https://ec.europa.eu/taxation_customs/dds2/ebti/ebti_consultation.jsp?Lang=en

Державна митна служба України
Єдиний державний інформаційний веб-портал
«Єдине вікно для міжнародної торгівлі»

https://cabinet.customs.gov.ua/

3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam

Advance Ruling on Tariff Classification

Japan

- pre-import decision on the tariff classification (HS code) of goods
- importers and brokers
- in Japanese language
- by e-mail/ written form/ Nippon Automated Cargo and Port Consolidated System ('NACCS')
- valid for 3 years
- published for general reference
- ensures predictability and faster customs clearance

Reference: https://www.customs.go.jp/english/c-answer_e/imtsukan/1205_e.htm

Vietnam

- pre-import decision on the tariff classification (HS code) of goods
- customs declarant
- in Vietnamese language
- 60 days prior the importation
- by email

Reference:
https://vntr.moit.gov.vn/administrative_rulings#:~:text=Procedures%20for%20the%20pre%2Ddetermination,Article%2010%20of%20Circular%20No

3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam

The value of the taxable base is the sum of wholesale cost, freight and insurance (CIF)

Description	Commodity code (Japan)	Commodity code (Vietnam)	Tariff rate for UA (Japan) *	Tariff rate for UA (Vietnam)**	Tariff rate for EU (Japan)	Tariff rate for EU (Vietnam)
Raspberries blackberries mulberries, loganberries, black, white or red currants and gooseberries *(Containing added sugar)*	0811.20.100	0811.20.00	16%	45%	Free	5%
Raspberries blackberries mulberries, loganberries, black, white or red currants and gooseberries	0811.20.200	0811.20.00	10%	45%	Free	5%

*As of April 1,2025
** As of 2024

3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam

90% of procedures are computerized

General checklist for importers into Japan*

1. Confirm if goods require import permission or approval and obtain necessary licenses or certificates → Food Sanitation Law, Plant and Animal Quarantine Laws

2. Place goods into a **Hozei (customs) area** or other specially designated zone and lodge customs declaration and pay duties → Use NACCS system or via a licensed Customs broker

3. Undergo customs inspection (if required) → Physical inspection

4. Obtain import permit → Issued by Customs after successful clearance

*https://www.customs.go.jp/english/summary/import.htm

3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam

Goods that are classified under 0811.20.100, 0811.20.200 codes are subject to import notification procedure and inspection in Japan.

1. Notification Form (find *here https://www.mhlw.go.jp/content/000788802.pdf*) for Importation of Foods, etc." is submitted to a Quarantine Station of the Ministry of Health, Labour and Welfare. At the quarantine station, food sanitation inspectors carry out document examination and inspection to see the foods and products comply with the Food Sanitation Act.

Document Examination of the Notification Form for Importation of Foods, etc. and Inspection at the MHLW Quarantine Station. After submitting the import notification, a food sanitation inspector at the quarantine station reviews the documentation to ensure compliance with Japan's Food Sanitation Law: checking details like origin, ingredients, additives, and manufacturer history. If the cargo is deemed high-risk, inspections are ordered. If the cargo passes, a Certificate of Notification is issued, if not -import is denied and corrective actions are required.

'Those who wish to import food, food additives, apparatuses, or container/packages for sale or for use in business, shall notify the Minister of Health, Labour, and Welfare on each occasion as prescribed by the Ministerial Ordinance'

2. Fruits, vegetables are subject to **Plant Quarantine inspection**, which is free of charge. Submit any inspection certificates issued by the exporting country, e.g., phytosanitary certificates.

3. Customs clearance & tariff barriers: HS codes for fresh vs frozen vs processed; import duties, e.g., in Japan, Vietnam

Checklist for importers into Vietnam*

1. Confirm if goods are subject to specialized inspection → Register and apply for licensing https://vnsw.gov.vn/

2. Prepare documents

3. Register for goods identity number → Use http://pus.customs.gov.vn/

* https://www.customs.gov.vn/index.jsp?pageId=2281&aid=206305&cid=4123

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Documents Required for Non-Tariff Measures (Japan) based on practice



- Ingredient List
- Phytosanitary Certificate
- Manufacturing Process Flowchart
- Certificate of Analysis (CoA)
- Packaging Requirements

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Non-tariff measures in the Destination Country (Japan) prescribed by Law

Import Notification to Quarantine Stations

Written notification form: 2 copies
https://www.mhlw.go.jp/content/000788802.pdf)

Processed Foods
Ingredient list
Food production flow chart

Unprocessed Foods
Exporter and packager names and locations
Scientific names and varieties of the foods
Ingredient list (if additives are used)

NOTE: All documents must include the producer's company name

Import Inspection under Plant Protection Act

Phytosanitary certificate
Invoice
Packing list
Transport document

Where to find regulation Law?

Statistical code		Description	Tariff rate			Unit		Law
H.S.code			China (RCEP)	Korea (RCEP)	JP-US Trade Agreement **1	I	II	
								PL
	200	2 Other			Free		KG	FD PL
0811.20		Raspberries, blackberries, mulberries, loganberries, black, white or red currants and gooseberries						
	100	1 Containing added sugar	Free	Free	Free		KG	FD PL
	200	2 Other	Free	Free	Free		KG	FD PL

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Technical Requirements for Fruits, Vegetables, and Berries (Japan)



Phytosanitary Rules (Fresh Produce)

Maximum Residue Limits (MRLs)

Food Additives/Post-Harvest Treatments

Natural Toxins/Pathogens

Product Standards (Processed)

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Quick Matrix by Product

Product	Mandatory	Recommended	Key Risks
Fresh fruits/vegetables/ berries	Phytosanitary Certificate; Japanese labeling; Import Notification (importer)	CoA for MRL; Prior Consultation	Phytosanitary restrictions; MRL; pathogens (E. coli), viruses (HAV)
Frozen fruits/vegetables/ berries	Compliance with product standards; labeling	CoA for microbiological/ additive checks	Listeria; coliforms; additive compliance
Dried fruits/berries	Labeling with additives declared	CoA for aflatoxins, MRL, SO_2/sorbate	Aflatoxins; SO_2/sorbate; Ordered/Monitoring inspections

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Documents Required for Non-Tariff Measures (Vietnam)



Certificate of free sales (certain food products)

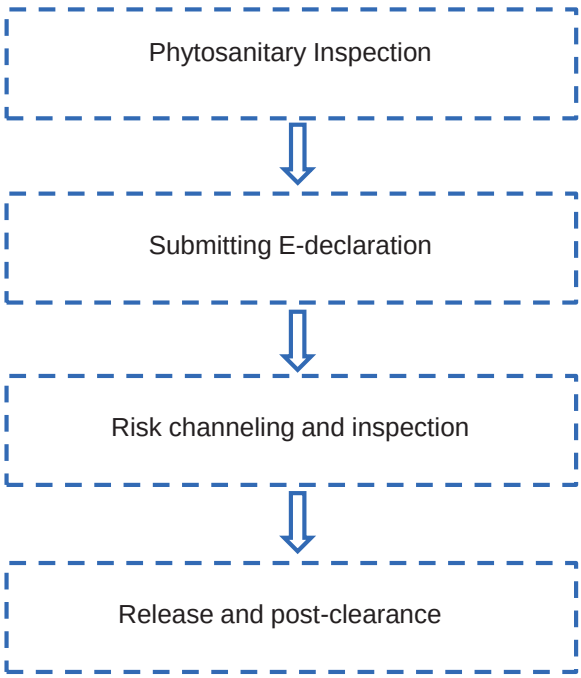
Phytosanitary Certificate

Labeling in accordance with the Law

Food packaging regulation

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Procedures in the Destination Country (Vietnam)



4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Technical Requirements for Fruits, Vegetables, and Berries (Vietnam)



Pesticide residues (clickable)

Microbiological criteria (clickable)

Temperature control

Labeling for circulation

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Japan and Vietnam comparison table *(1 from 2)*

Measure	Japan	Vietnam
Competent authorities	Plant quarantine by MAFF Plant Protection Stations; food safety by MHLW under the Food Sanitation Act	Phytosanitary control by MARD's and Plant Protection Department (PPD)
Product scope	Fresh and other regulated plant products are subject to import plant quarantine. Frozen/processed plant products are primarily controlled under the Food Sanitation Act rather than plant quarantine	Fresh plant products are subject to phytosanitary inspection; Frozen/processed are generally managed under food safety and labeling rather than plant quarantine
Phytosanitary certificate	Phytosanitary certificate requires for regulated plants; presentation and inspection at Plant Protection Stations upon import	Phytosanitary certificate requires for regulated plants

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Japan and Vietnam comparison table *(2 from 2)*

Measure	Japan	Vietnam
Approved commodities	Import acceptance conditions are commodity and origin specific based on MAFF's plant quarantine rules and pest risk analyses	Commodity/origin acceptance is governed by PPD
Border inspection and sampling	Plant quarantine inspection at arrival for regulated plants; MHLW's FY2024 plan targets about 100,000 monitoring inspections	Registration for quarantine upon arrival and inspection with PPD procedures
Food safety standards	Positive List System for pesticide residues; targeted monitoring for aflatoxins and pathogenic microbes	National food safety regime emphasizes risk management for pesticide and microbiological contamination
Notes on berries	Berries are treated as fruits for regulatory purposes.	Berries are treated as fruits for regulatory purposes.

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Violation of regulations

When violations of the regulations are identified, enforcement measures are applied to the affected goods. These measures may include **confiscation** and **disposal** of the products, or their **return** to the **country of origin** at the **exporter's expense**. In certain cases, additional **penalties** or **restrictions** on future export activities may also be imposed to ensure compliance with trade and customs laws.

4. Customs non-tariff barriers, e.g., in Japan, Vietnam

Violation Cases in Japan (clickable)

Product name	Violation	Disposal of the cargo
DRIED FIGS (DRIED FIGS DICED）	aflatoxin (mycotoxin) 15 μg/kg（B1:13.3 μg/kg、B2:1.6μg/kg） detected	we directed abandonment or return of the cargo (the whole quantity is kept)
Container packing filling pressurization heating sterilization food: SALTED PEANUT	violation of compositional standard (live bacteria positive)	we directed abandonment or return of the cargo (the whole quantity is kept)
Chocolate: FOREST BERRIES IN FOREST BERRY CHOCOLATE	violation of compositional standard (radioactive material 120 Bq/kg detection)	we directed abandonment or return of the cargo (the whole quantity is kept)

5. Ukraine's export security regime: requirements for food safety, traceability, and official controls

When it comes to exporting some kinds of goods you should be aware of ESR that comes into force from 01.12.2024

Export Supply Regime for Goods (ESR) in Ukraine

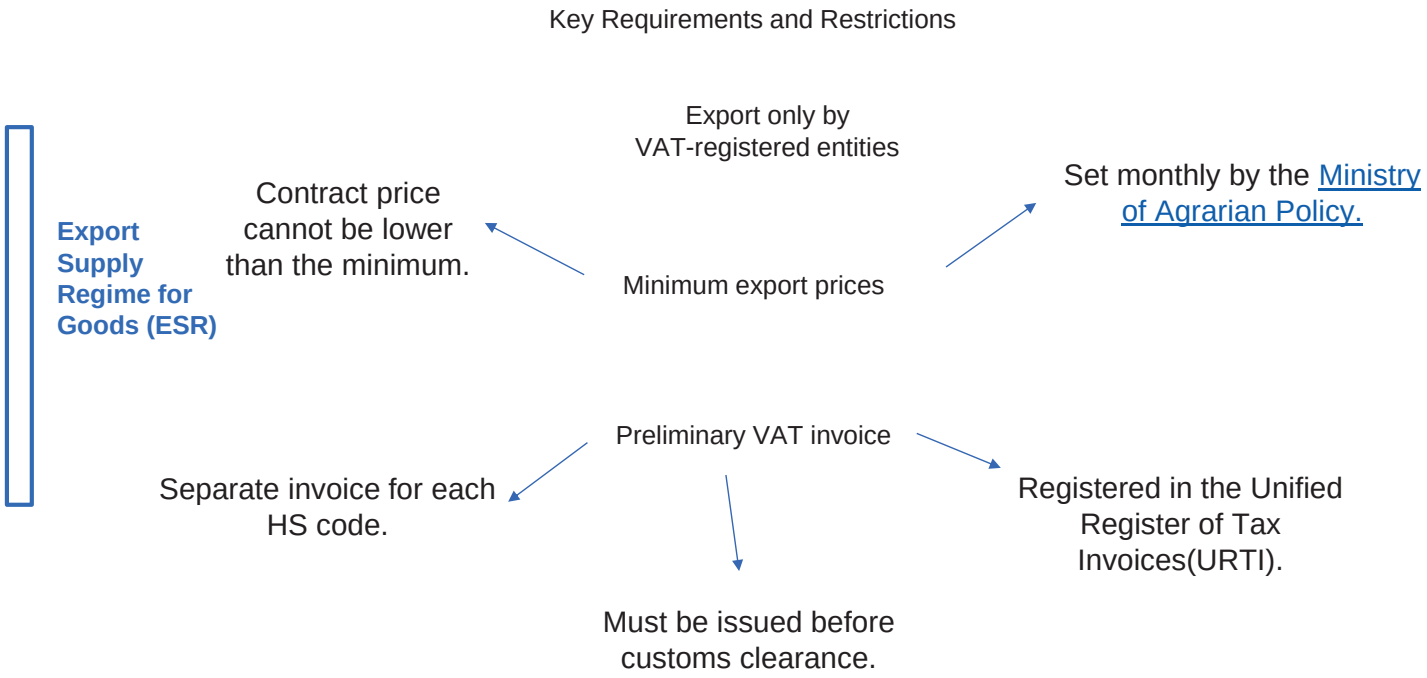
The regime covers goods under the following HS codes:

0802 32 00 00
shelled walnuts

0802 31 00 00
walnuts in shell

0409 00 00 00
honey

5. Ukraine's export security regime: requirements for food safety, traceability, and official controls



Summary

- Prepare phytosanitary certificate, COO, certificate confirming quality of products
- Make sure your product complying with local regulations
- Check local technical regulations
- Prepare for inspections in advance to ensure smooth operations
- Implement sanctions screening procedure and HACCP
- Carefully check restrictions to avoid potential return of the cargo
- Advance rulings on HS code to ensure predictability and faster customs clearance
- Ensure you are ready for ESR in case you are going to export walnuts or honey

Module 5. Drafting the Export Plan

- Participants work step by step with the template.
- Group feedback and discussion.

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Supply Chain Strategy

Supply chain mapping. Describe how raw materials move from farm to end-customer. Identify every step, including internal transport, storage, and export logistics.

Cold chain planning. Confirm temperature monitoring at each stage (processing, freezing, loading, shipment). Note who is responsible for quality control during transport.

Documentation flow. List what documents will accompany each shipment — *invoice, COA, packing list, origin certificate, phytosanitary certificate, MHLW test report…*

Contingency plan. Outline how you will act if there is a delay, temperature deviation, or customs issue (e.g. alternative warehouse, freight partner).

Traceability. Indicate the system for lot-by-lot tracking and how recall would be handled if needed.

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Certifications & Compliance. What to analyse and include

Product classification. Confirm HS code and exact product type under Japanese customs.

Testing and product safety. Identify what tests are required before export (pesticide residues, microbiology, heavy metals). Attach examples of test results or COA format.

Label preparation. Draft a sample Japanese label (use importer translation later). Include all required items: ingredients, allergens, nutrition, storage, origin.

Additives and ingredients. Check the MHLW permitted additives list and note if any ingredients require substitution or justification.

Packaging compliance. Confirm that packaging materials meet the Positive List for Food-Contact Materials (2025).

Importer cooperation. Note which parts of the process the importer will handle — import notification, Japanese testing, label verification.

Show that you understand **the process of approval before shipment** — importers will trust exporters who already know how compliance works.

Module 5. Drafting the Export Plan

1. Company Profile	2. Export Rationale	3. Market Research & Strategy	4. Operational Considerations	5. Budget Plan	6. Action Plan
Business overview Main products History, mission and values Export readiness snapshot Key achievements / milestones	Strategic importance of expanding export Export objectives Current export Products Human resources Certifications Motivation	Target export market Unique selling points Segment your customers Competitor analysis Marketing strategy & promotion plan	Logistics Supply chain strategy Compliance Certifications IPR HS Codes Incoterms Financial Implications Roles & responsibilities Risks & Monitoring	Sales forecast Expenses: Product/ Export Cost Estimation, Market entry costs, People recruitment Investment plan	Category Task Activity Timeline Person in charge Expected Outcome / KPI

Certifications & Compliance. What to plan or decide

Current certificates. List all existing (HACCP, ISO 22000, FSSC 22000, GLOBALG.A.P., etc.) — attach copies or mention audit validity.

What buyers expect. Identify which certifications are required for your target segment (e.g. *JFS-B for retail, FSSC 22000 for trading companies*).

Future certification plan. Set goals — e.g., "obtain ISO 14001 and FSC packaging certification within 12 months."

Sustainability and ethics. Mention participation in voluntary schemes — *Rainforest Alliance, Fairtrade, or Sedex*.

Organic / vegan positioning. If relevant, note plans to align with **JAS Organic** or **JAS Vegan**. Include certification pathway (via Japanese partner).

When completing:
Explain **why each certification matters for your buyer** — not just a list of logos. Japanese importers want proof of ongoing commitment to safety and sustainability.

Module 5. Drafting the Export Plan

Discussion:

Which sections of the export plan present the most difficulties for you at this stage?

Export Planning Workbook
Sector: Furniture

Template 1 – Checklist (ERA) with example filled-in 1

Template 2 – Internal vs External factors (Support / Hinder) 4

Template 3 – Strength → Market Need mapping 6

Template 4 – Competitive Niche 7

Template 5 – Three Questions Template 9

Template 6 – Venn diagram (for USP) 10

Template 7 – Action Plan (table with KPIs) 11

Template 8 – Risk Management 12

Export Plan (simplified example) 13

Template 1 – Checklist (ERA) with example filled-in

Export Readiness Checklist – Furniture

Example – Typical Company Profile – Wooden case furniture

Background & Ownership

- Privately-owned company, founded in 2010, based in Western Ukraine (e.g., Lviv region).
- Started as a small carpentry workshop; later scaled into serial furniture production with modern equipment.

Production & Technology

- Annual capacity: ~40,000 furniture units, expandable to ~55,000 units.
- Equipped with German/Italian CNC machines, edge-banding, lamination, and automated assembly lines.
- Flat-pack production line for export-friendly packaging.
- Operates at ~65% of installed capacity; able to increase output without major investment.

Supply Base

- Wood-based panels (chipboard, MDF) sourced from local Ukrainian suppliers.
- Some imported components: fittings, hinges, eco-friendly coatings.
- Long-term partnerships with ~10 suppliers; flexible sourcing options.

Product Range

- Bedroom furniture: wardrobes, bedside tables, dressers.
- Living room furniture: TV stands, cabinets, shelving.
- Modern, functional, mid-price designs for serial production.

- Experience with private label orders for EU distributors.

Export Experience

- Exports since 2015, mainly to Poland, Germany, Austria.
- Works through distributors, furniture chains, and wholesalers.
- Products sold under both own brand and private label.
- No direct exports yet to Asia; Japan under consideration.

Certifications

- FSC-certified materials available.
- Compliance with EU standards (EN furniture safety, packaging).
- No Japanese-specific certifications yet.

Marketing & Promotion

- Bilingual website (Ukrainian/English) with product catalog.
- Participation in EU trade fairs (Cologne, Poznań).
- No presence yet in Asian fairs.
- Low brand recognition outside EU; relies on partners' distribution.

Logistics

- Exports within EU mainly by truck.
- No direct experience yet with sea freight/air freight to Asia.
- Uses freight forwarders and customs brokers.

Financials

- Annual turnover ~6–7 million EUR, ~70% export share.
- Stable cash flow from EU buyers; moderate working capital.
- Sensitive to currency fluctuations; no hedging in place.

Team

- Export/commercial director (7 years experience).
- Owner actively engaged in strategy and key negotiations.
- In-house designers and production engineers.
- English upper-intermediate; no Japanese language skills.

Customs/Trade Ops

- Registered exporter in Ukraine.
- Experience with EUR.1 and conformity documents for EU.
- No direct knowledge of Japanese import procedures yet.

Export Readiness Checklist (with answers based on typical company's profile)

Dimension	Questions	Mark
1. Motivation & Strategy	Clear export goals (Asia focus: Japan)?	⚠️ (general ambition, no concrete targets yet)
	Export diversification a top priority?	✅
	Understanding how products fit foreign market trends (design, price)?	⚠️
	Written export strategy/roadmap?	❌
	Ready to invest resources in long-term entry?	✅
2. Company Profile & Resources	Company structure sufficient for exports?	✅
	Spare production capacity available?	✅
	Financial resources for certifications/logistics/fairs?	⚠️ (moderate, limited buffer)
	Legally registered exporter?	✅
	Risk management practices in place?	⚠️
3. Production Capacity	Capacity sufficient for scaling exports?	✅
	Flexibility for private label/custom orders?	✅
	Production technology meets global standards?	✅
	Stable quality and repeatability ensured?	✅
	Ability for urgent/small-volume orders?	⚠️ (mostly serial batches)
4. Product & Adaptation	Products adapted to target segments (mid-price, design)?	⚠️ (only for EU)
	Can adjust dimensions, colors, materials?	⚠️
	Eco/sustainable options (FSC, recyclable packaging)?	⚠️ (FSC available, but no eco-labels)
	Packaging adapted for long-distance export?	⚠️ (mainly EU road experience)
	Catalogues/data sheets in English/target languages?	✅ (English only, no Japanese)
5. Export Experience	Previous exports to EU?	✅
	Experience beyond EU (long-distance)?	❌
	Worked with distributors/retailers?	✅
	References/track record with export buyers?	✅
	Experience with long-term contracts?	⚠️ (mostly short-to-medium terms)
6. Certifications & Standards	FSC-certified materials?	✅
	Compliance with EN furniture safety standards?	✅
	Knowledge of Asian-specific requirements (JIS, formaldehyde)?	❌
	Fire safety/durability certificates if needed?	⚠️ (on request only)
	Conformity documents (EUR.1, origin certs)?	✅
7. Marketing & Promotion	Professional website/catalog in English?	✅
	Participation in international fairs?	✅ (EU only, no Asia)

Dimension	Questions	Mark
	Branding/storytelling aligned with design-conscious buyers?	⚠ (focus more on functionality/price)
	Use of digital marketing tools?	⚠ (basic activity only)
	Professional visuals (3D models, lifestyle photos)?	✅
8. Logistics & Supply Chain	Experience with container shipments (sea freight)?	❌
	Packaging/logistics adapted for long distance?	⚠
	Reliable forwarders/customs brokers?	✅
	Understanding Incoterms for Asia?	⚠
	Lead time & warehousing management?	⚠
9. Financial Capacity	Working capital for 60–90 day payments?	⚠ (limited buffer)
	Currency risk management?	❌
	Access to export financing?	⚠
	Margins sufficient for Asia logistics/certification?	⚠
	Profitability monitoring per export market?	⚠
10. Team & Management	Dedicated export/commercial manager?	✅
	Management experience in international sales?	✅
	Language skills (English, Asian)?	⚠ (English only)
	In-house designer/engineer for adaptation?	✅
	After-sales service capacity?	⚠ (limited, distributor-dependent)
11. Customs & Trade Operations	Experience with customs documents (EUR.1, invoices)?	✅
	Knowledge of Asian import procedures?	❌
	Awareness of HS codes/tariffs for furniture?	✅
	Trade registrations (EORI)?	✅
	Use of trade preferencies (GSP for Japan)?	⚠ (not yet applied)

Template 2 – Internal vs External (Support / Hinder)

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
Internal (Inside the company)	• …	• …
External (Outside environment)	• …	• …

How to move from Checklist (Template 1) to Template 2 Internal vs External (Support / Hinder):
Step 1: Review ERA answers → strengths = Internal Support; gaps = Internal Hinder.

- Go through each ERA question (☑ / ⚠ / ❌).
- Mark all ☑ strong points → these are **Internal Support**.
- Mark all ⚠ or ❌ gaps → these are **Internal Hinder**.

Step 2: Add external context (market drivers and barriers).

- List market drivers (e.g., demand growth, health trends, trade agreements) → **External Support**.
- List market barriers (e.g., strong competitors, high freight costs, certification rules) → External Hinder.

! Data sources for market drivers & market barriers = a combination of official databases, analytical reports, and market practice (trade fairs, interviews, partner networks).

Step 3: Summarize in a 2×2 table

Factor Type	Support (Helps export readiness/entry)	Hinder (Limits export readiness/entry)
Internal	Company strengths (from ✅)	Company weaknesses (from ⚠️ / ❌)
External	Market drivers/opportunities	Market risks/barriers

Example – Internal vs External (Support / Hinder)

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
Internal	*Company strengths (from ✅)* - Spare production capacity (~35% available) - Modern CNC/automated lines, stable quality - FSC-certified materials, EN compliance - Export manager + management experience - Track record with EU distributors & private label	*Company weaknesses (from ⚠️ / ❌)* - No written export strategy - Limited product adaptation for Asian tastes (design, size, eco-labels) - Weak marketing & branding (functional, not lifestyle-driven) - No experience with sea freight/logistics beyond EU - Limited financial buffer; no currency risk management - No Japanese language skills - After-sales service dependent on distributors
External	*Market drivers/opportunities* - Rising demand for affordable, functional furniture in Asia - Growth of e-commerce & flat-pack segment - Preference for sustainable/eco-certified materials	*Market risks/barriers* - Strong competition from Asian producers (China, Vietnam) - High logistics costs and long lead times to Asia - Complex import requirements (Japan: JIS, formaldehyde limits) - Buyers prefer well-known brands - Currency fluctuations

Template 3 – Link Strengths to Market Opportunities
Strength – Market Need mapping.

This will follow a two-step logic:

1. Identify the company's key strengths.
2. Match them with specific market needs → this shows where our advantages actually create value.

Strength → Market Needs Mapping

Company Strength	Relevant Market Needs	Link / How it Creates Value	Gap / Risk
…	…	…	…

Example

Company Strength	**Relevant Market Needs**	**Link / How it Creates Value**	**Gap / Risk**
What the company has	*What the market expects/values*	*Where they overlap*	*What gaps or risks remain*
Spare production capacity (35% free)	Buyers expect stable supply and ability to scale orders	Ensures reliability and flexibility for new importers	Risk of overreliance on single large buyer; needs diversified orders
Modern CNC/automated lines, flat-pack production	Growing demand for RTA (ready-to-assemble) and flat-pack in EU & Asia	Enables cost-efficient, export-friendly furniture	Limited experience with long-distance logistics; packaging tests for Asia needed
FSC-certified materials, EN compliance	Strong demand for sustainable, safe furniture (EU Green Deal vs Asian eco-trends)	Builds trust with eco-conscious buyers, meets legal requirements	No Asian eco-labels (e.g., JIS eco standards)
Export manager + experience with EU distributors	Buyers prefer suppliers with proven export track record	Reduces perceived risk for importers	No direct Asia experience; learning curve with Japanese procedures
Competitive mid-price, functional design	Market niche between local low-cost (Asia) and high-cost branded (EU/Japan) furniture	Attractive value-for-money positioning	Design may be perceived as too simple for Asian urban consumers; branding weak
Flexibility for private label	Distributors/retailers want exclusive lines under own brand	Opens doors to big retailers with less marketing cost for supplier	Risk of being locked into private label without brand recognition
Professional visuals (catalogues, 3D, lifestyle photos)	Buyers require clear visuals for online/offline sales	Helps B2B presentations and e-commerce	No localized Japanese versions; language barrier

Template 4 – Determine Competitive Niche

3-step model:

1. Compare strengths vs competitors
2. Evaluate barriers vs readiness
3. Select niche

Instructions – Competitive Niche Model

1. Strengths vs Competitors
    - List your company's main strengths (quality, certifications, costs, innovation, experience).
    - Identify key competitors in the target market.
    - Compare: Where are you stronger? Equal? Weaker?
2. Barriers vs Readiness
    - Identify barriers in the target market (certifications, logistics, tariffs, brand awareness, culture).
    - Assess your company's readiness to overcome each barrier.
    - Identify short-term vs long-term barriers.
3. Select Niche
    - Based on the comparison and barriers, choose 1–2 product–market combinations where you have the highest chance to succeed.
    - Define short-term niches (possible with current capacity) and future niches (after investments or certifications).
    - Note which market segments are not recommended right now due to strong competition or high barriers.

Competitive Niche Table – Japan (Example)

Step	Element	Findings for the Company
1. Strengths vs Competitors	Our strengths	• Modern CNC & automated lines (stable quality) • Spare production capacity (~35%) • FSC-certified materials, EN compliance • EU export track record (Poland, Germany, Austria) • Flexibility with private label orders • Competitive mid-price positioning
	Key competitors in Asia	• Vietnam/China – large scale, low cost, strong logistics • EU/Japan brands – premium design, strong brand reputation • Local producers (Japan, Vietnam) – shorter lead times, market knowledge
	Comparison	• Quality = competitive with EU brands • Price = mid-range (higher than Vietnam/China, lower than EU/Japan premium) • Certifications = weaker (no JIS, no fire-resistance) • Branding = weak compared to EU/Japan brands
2. Barriers vs Readiness	Main barriers in Japan	• High logistics costs & long lead times • Complex import standards (JIS/formaldehyde, packaging)

		• Preference for known brands in Japan • Limited after-sales/local presence
	Our readiness	• EU compliance baseline (EN, FSC) → ✅ • Export experience in EU → ✅ • Flexible private label production → ✅ • No Asia-specific certifications → ❌ • Limited language/cultural skills → ⚠️ • Low brand awareness outside EU → ⚠️
3. Select Niche	Attractive niches (short-term)	• Private label furniture for importers/retailers • Functional mid-price bedroom & living room sets (affordable alternative to EU/Japan brands)
	Future niches (mid-term)	• Sustainable/eco-certified furniture (after Asian eco-labels/JIS) • Own-brand design collections (after stronger branding)
	Not recommended now	• Competing in low-cost commodity furniture (Vietnam/China dominate) • Entering premium designer brand niche (requires strong brand + partnerships)

Classification of Furniture Markets / Segments, Subsegments, Niches/

Matrix structure:

- **Main segments** = product type + material + format /residential, kitchen, outdoor, commercial, décor/.
- **Subsegments** = end use + distribution channel /product type, ingredients, format, distribution channel, consumption occasions/.
- **Niches =** added value /design, sustainability, functionality, technology) (health, premium, functional, sustainable/

Level	Segments	Subsegments	Niches / Added Value
Main Segments	- Residential furniture (living room, bedroom, dining, home office) - Kitchen & bathroom furniture - Outdoor furniture (garden, patio, lounge) - Commercial/contract furniture (office, hotels, restaurants, public spaces) - Interior décor & objects (lighting, rugs, textiles, mirrors, accessories, storage solutions, wall décor)	Defined by type of furniture & interior objects, material (wood, metal, plastic, mixed), and format (modular vs standalone, flat-pack vs assembled)	Represent the core product categories of the market
Subsegments	By use: residential (everyday household), commercial/contract (office, HoReCa, retail), decorative (styling & accessories) By distribution: retail (chains, specialty stores), e-commerce & marketplaces, direct-to-consumer (showrooms, own	Define who the product is for and how it reaches the customer	Show consumption structure and sales channels

	stores), B2B/project sales (architects, developers), HoReCa tenders		
Niches / Added Value	- Design-driven: bespoke/custom furniture, designer collections, limited editions - Sustainability: certified wood, recycled materials, circular economy, eco-packaging - Functionality & innovation: smart furniture (integrated charging, IoT), space-saving/multifunctional solutions, modular systems - Premium & luxury: high-end brands, artisanal craftsmanship, unique/single-origin materials - Mass-market: flat-pack, DIY, private label - E-commerce niches: D2C brands, décor subscription models, VR/AR-enabled shopping	Where competitive advantage is created and differentiation from the mass market happens	

Template 5 – Three Questions (Why diversify / Why now / Why this product/market)

This is a tool for clearly defining a market entry strategy:

- Why diversify?
- Why now?
- Why this product/market?

Question	Guiding Points	Company Answer (Example)
Why diversify?	• What is the current dependence on existing buyers/ markets? • What risks are we trying to reduce? • What opportunities are we trying to capture?	…
Why now?	• What recent trends/changes make this the right timing? • Internal readiness factors (capacity, certifications, team)?	…
Why this product/market?	• Which product has strongest fit with target market needs? • Why Japan (specific demand, growth, positioning)?	…

Example – Ukrainian Furniture Company (Target Market: Japan)

Question	Guiding Points	Company Answer (Example)
Why diversify?	• Current dependence on EU buyers/markets • Risks we are trying to reduce • Opportunities to capture	• 70% of sales go to EU (Poland, Germany, Austria) – high concentration risk • Diversification needed to balance dependence on EU economy • Asia offers new opportunities in mid-price and functional furniture
Why now?	• Recent trends/changes • Internal readiness factors (capacity, certifications, team)	• Spare production capacity (~35%) allows scaling • Rising demand for affordable, functional, flat-pack furniture in Asia • FSC/EN compliance already in place – baseline readiness
Why this product/ market?	• Product fit with market needs • Why Japan (demand, growth, positioning)	• Functional, mid-price bedroom & living room furniture fits growing Asian middle-class demand • Japan shows growth in imported flat-pack and eco-friendly furniture • Our offer is an affordable alternative to premium EU/Japan brands and more reliable quality than low-cost mass producers

Thus, we get a short "storyline" for an investor or importer:

- We are entering Japan **to reduce dependence** on EU buyers.
- We are **ready now** with spare capacity, EU compliance, and export experience.
- Our **furniture fits Asian market trends**: functional, mid-price, eco-certified materials, flat-pack solutions.

Template 6 – Venn diagram (for USP): "What we have" × "What market needs" × "Where we can win" (USP)

This is a tool that shows the intersection between:

- The company's internal resources/strengths (**What we have**)
- Market demand, trends, and needs (**What market needs**)
- Competitive advantage/positioning (**Where we can win**)

The Venn diagram "What we have × What market needs × Where we can win" shows how a company's internal resources align with market demand. The overlap shows the export opportunity — where company strengths meet market needs and deliver a competitive edge.

Example – Venn diagram

Circle	Content	Example for Japan market
What we have	Internal strengths/resources	• Spare production capacity (~35%) • Modern CNC & flat-pack technology • FSC-certified materials, EN compliance • EU export track record • Flexible for private label production
What market needs	External demand factors	• Affordable, functional mid-price furniture • Flat-pack for logistics & e-commerce • Sustainable/eco-certified products • Reliable long-term suppliers • Balance of cost & quality
Where we can win	Competitive positioning (overlap)	• Private label furniture for Asian importers/retailers • Functional, eco-certified flat-pack furniture • Mid-priced alternative to premium EU/Japan brands • "Sustainable, reliable supply from Ukraine" story

USP (Unique Selling Proposition)
"Functional, eco-certified flat-pack furniture at mid-price, combining EU-level quality with flexible private label supply — a sustainable and reliable alternative for Asian importers."

Opportunity Zone = "Mid-priced, eco-certified flat-pack furniture for private label and functional lifestyle segments in Asian markets."

Template 7 – Action Plan

Purpose: Turn the diagnostics and niche selection into concrete actions with timelines and responsibilities.

Task / Action	Responsible	Timeline	Resources Needed	KPI / Output
Research import requirements (Japan JIS standards, formaldehyde limits)	Export Manager + Quality Manager	3 months	Consultant support, regulatory database access	Report with compliance checklist
Adapt packaging for long-distance shipping (flat-pack durability, labeling	Production + Design Team	6 months	Packaging supplier, design services	Packaging prototypes tested and validated
Develop private label offers for Asian distributors	Export Manager + Marketing	6 months	Catalog updates, visuals, negotiation support	3 tailored proposals for importers
Build logistics partnerships (sea freight forwarder, warehouse in Asia)	Export Manager	3–6 months	Freight forwarders, warehouse operators	Signed contract with logistics provider

Task / Action	Responsible	Timeline	Resources Needed	KPI / Output
Strengthen marketing materials (Japanese language, eco-storytelling)	Marketing + Translator	6–9 months	Translation, design agency	Updated bilingual catalog + website
Participate in Asian trade fair (e.g., Interior Lifestyle Tokyo)	Export Manager + Marketing	Next cycle (12 months)	Travel budget, booth fee	Leads generated, 10+ importer meetings
Explore eco-label certification (beyond FSC, local eco-standards)	Quality Manager	12–18 months	Certification body, testing budget	Certification plan developed, audit scheduled

Template 8 – Risk Management

Risk Area	Specific Risk	Mitigation Strategy
Supply Chain	Shortage or delays in wood-based panels / imported fittings	Diversify suppliers; contracts with multiple vendors; keep safety stock
Certification & Standards	Lack of compliance with Japanese requirements (formaldehyde/JIS, fire safety)	Early gap analysis; hire local consultant; plan additional certifications
Logistics	High sea freight cost and long transit time	Negotiate long-term contracts; test mixed loads; explore consolidation or local warehousing
Finance	Cash flow gap due to long payment terms in Asia (90–120 days)	Use export financing, factoring, prepayment negotiation
Market	Low brand recognition in Asia	Enter via private label first; co-branding with importers; invest in storytelling & eco-positioning
HR	Lack of Japanese language skills	Hire interpreter/consultant; train export team; partner with local agents
Regulatory	Changes in Asian import rules (formaldehyde, labeling)	Continuous monitoring; cooperation with compliance experts
Competition	Strong price competition from Vietnam/China producers	Focus on quality + eco-certified niche; mid-price positioning; highlight EU standards & reliability

Export Plan – Furniture Company (Example: Japan)

1. Company Profile

Company: Privately-owned Ukrainian furniture manufacturer (founded 2010, Lviv region).

Products: Serial wooden case furniture (wardrobes, dressers, bedside tables, TV stands, cabinets).

Capacity: ~40,000 units annually, expandable to ~55,000; ~65% currently utilized.

Certifications: FSC-certified materials, EN furniture safety compliance.

Export experience: 9 years to EU (Poland, Germany, Austria) via distributors and retail chains.

2. Export Objectives

Enter Japanese market within 18 months.

Secure 2–3 private label import partners in Asia.

Adapt packaging and logistics for sea freight and long-distance delivery.

Build recognition in Asia through trade fairs and private label contracts.

Achieve €1M annual sales in Asia by Year 3.

3. Target Market & Rationale

Why Asia? High growth in furniture imports, rising middle-class demand, stable markets.

Why now? Spare capacity (~35%), need to diversify beyond EU (currently 70% of exports), trade agreements reduce tariffs.

Why our product? Functional, mid-price, eco-certified flat-pack furniture fits demand for affordable, reliable, sustainable products in Asia.

4. Competitive Positioning

Strengths: Modern CNC & flat-pack technology, FSC-certified, EU export track record, private label flexibility, competitive mid-price.

Weaknesses: No Asian certifications (JIS, fire safety), limited long-distance logistics experience, low brand awareness in Asia.

Niche:

- Short-term – Private label flat-pack furniture (bulk, re-packed by importers).
- Medium-term – Functional eco-certified furniture collections for retail/e-commerce.
- Future – Branded modern design furniture (after stronger marketing & certifications).

5. Action Plan

Task	Timeline	Responsible	Resources Needed	KPI / Output
Research JIS/formaldehyde standards & packaging rules	3 months	Export Manager + Quality	Consultant support	Compliance checklist ready
Adapt packaging for long-distance shipping (flat-pack, labeling JP)	6 months	Production + Design	Packaging supplier, design agency	Packaging prototypes tested
Develop private label proposals for Asian distributors	6 months	Export Manager + Marketing	Catalog updates, visuals	3 tailored offers sent

Task	Timeline	Responsible	Resources Needed	KPI / Output
Build logistics partnership (sea freight forwarder, consolidation options)	6 months	Export Manager	Freight forwarder, warehouse partner	Signed contract
Translate catalog/website into Japanese	9 months	Marketing + Translator	Translation services	Bilingual catalogs published
Participate in trade fair (e.g., Interior Lifestyle Tokyo)	Next 12 months	Export Manager + Marketing	Travel, stand fee	10+ importer meetings
Explore eco/Asian certification (JIS, eco-labels)	12–18 months	Quality Manager	Certification body, testing	Certification plan initiated

6. Risk Management

Risk	Mitigation
High logistics cost / transit delays	Negotiate long-term contracts, test mixed loads, explore consolidation
Lack of Asian certifications (JIS, fire safety)	Early gap analysis, partner with local consultants, start certification process
Cash flow gap (90–120 day payment terms)	Export financing, factoring, prepayment negotiation
Low brand recognition	Enter via private label, co-branding with importers, trade fair participation
Language/cultural gap	Hire interpreter, partner with local agents, provide training to export team

7. Monitoring & KPIs

Quarterly review of export plan.

KPIs:

- Number of Japanese buyers contacted.
- Pilot shipments delivered on time.
- Compliance progress with Asian standards.
- Sales volume/value per quarter.
- Trade fair leads converted into contracts.

Export Planning Workbook
Sector: Confectionary

Template 1 – Checklist (ERA) with example filled-in 1

Template 2 – Internal vs External factors (Support / Hinder) 5

Template 3 – Strength → Market Need mapping 6

Template 4 – Competitive Niche 7

Template 5 – Three Questions Template 8

Template 6 – Venn diagram (for USP) 11

Template 7 – Action Plan (table with KPIs) 11

Template 8 – Risk Management 12

Export Plan (simplified example) 13

Template 1 – Checklist (ERA) with example filled-in

Export Readiness Checklist – Biscuits / Confectionery

Example – Typical Company Profile – Biscuits / Confectionery

Background & Ownership

- Family-owned company, founded in ~2012, based in Central Ukraine (e.g., Kyiv or Vinnytsia region).
- Started as a small artisanal bakery; later invested in modern biscuit production lines.

Production & Technology

- Annual capacity: ~120–150 tons of biscuits, expandable to 200 tons.
- Equipped with rotary oven, mixers, automatic cutting line, flow-pack packaging.
- New line for eco-packaging (kraft and compostable film).
- Operates at ~65% of installed capacity, flexible for seasonal or custom orders.

Supply Base

- Raw materials sourced from Ukrainian flour mills, local beekeepers, nut and seed suppliers.
- Occasional imports (e.g., cocoa, flavorings).
- Long-term partnerships with 5–6 key suppliers.

Product Range

- Oatmeal biscuits with berries and nuts.
- Sugar-reduced shortbread biscuits.
- Honey & seeds biscuits (sunflower, flax, pumpkin).
- Premium gift boxes with assorted biscuits.
- Small-scale trial of gluten-free/vegan biscuits.

Export Experience

- Exports since 2019, mainly to Poland, Lithuania, and Latvia.
- Works via distributors and ethnic shops.
- No direct retail contracts yet.
- Company is now exploring Japan, especially premium and gift niches.

Certifications

- HACCP implemented; ISO 22000 certification ongoing.
- No organic or gluten-free certification yet.
- No JAS or Halal certifications (potential need for Asia/Middle East).

Marketing & Promotion

- Bilingual website (Ukrainian/English) with product catalog.
- Social media active (Instagram, Facebook), highlighting healthy lifestyle trends.
- Attended SIAL Paris once (2022); no presence in Asian fairs yet.

Logistics

- Exports by truck within EU.
- No sea freight/air freight experience to Asia.
- Uses freight forwarders and customs brokers.

Financials

- Annual turnover ~1.2–1.5 million EUR, ~40% export share.
- Stable but limited working capital; depends on prepayment from clients.
- Sensitive to currency exchange rates and rising input costs (e.g., sugar, packaging), no hedging instruments in use.

Team

- 1 export/commercial director (5 years of experience).
- Owner actively involved in strategy and sales.
- In-house technologist for recipe development.
- English at upper-intermediate level; no Asian language skills.

Customs/Trade Ops

- Registered exporter in Ukraine.
- Experience with EUR.1 and basic health certificates.
- No direct knowledge yet of Japanese import procedures (FIRS/ZAD/ZADI).

Export Readiness Checklist

Dimension	Questions	Mark
1. Motivation & Strategy	Do we have a clear export goal (target markets, sales volumes, timeline)?	⚠️ (interest in Japan but no concrete targets yet)
	Is export integrated into our overall company strategy/business plan?	✅
	Have we analyzed risks and benefits of entering Asia vs EU expansion?	⚠️

Dimension	Questions	Mark
	Do we have a written roadmap for market entry (e.g., Japan)?	❌
	Have we allocated budget/resources for export development?	⚠️
2. Company Profile & Resources	Do we have sufficient production and storage capacity for exports?	✅
	Are raw material suppliers (flour, honey, cocoa, seeds) reliable and diversified?	⚠️
	Do we have technologist(s) for recipe & quality development?	✅
	Do we have in-house QC and access to accredited labs?	⚠️ (basic QC, outsourced labs)
	Are IT/ERP systems[1] sufficient for export traceability?	⚠️ (Basic system in place, but not optimized for export)
3. Production Capacity	What is annual production & spare capacity?	✅ (~120–150 tons, 35% spare)
	Can we scale production quickly without major investments?	✅
	Do we have flexible lines for different pack sizes/formats?	⚠️ (limited)
	Can we ensure consistent quality and product shape/size?	✅
	Do we have contingency plans for raw material shortages?	⚠️ (informal only)
4. Product & Adaptation	Can we adapt portion sizes/packaging for Japan (smaller packs, gift boxes)?	⚠️
	Do we offer private label/white label packaging?	✅
	Can we customize labeling (Japanese language, allergens, QR codes)?	⚠️
	Do we have R&D capacity for gluten-free/ vegan/ functional biscuits?	❌ (only trials, no certification)
	Are products tested against Japanese food law requirements?	⚠️ (EU standards only)
5. Export Experience	Do we already export to EU or other markets?	✅ (Poland, Baltics)
	Have we worked directly with importers, or mainly distributors?	⚠️ (distributors only)
	Do we participate in international trade fairs (SIAL, Anuga)?	⚠️ (1 fair attended)
	Do we have export documentation experience?	✅
	Do we have repeat international buyers?	✅

[1] *IT/ERP systems – digital tools for managing export operations:*
- *IT systems – basic software (Excel, CRM, logistics/production tracking).*
- *ERP– integrated platform linking production, sales, finance, HR, and traceability.*

Dimension	Questions	Mark
6. Certifications & Standards	Is HACCP implemented and audited?	✅
	Do we hold GFSI-recognized certifications (BRC, FSSC, IFS)?	❌
	Do we have organic, gluten-free, or JAS certifications?	❌
	Do we conduct lab tests for microbiology, allergens, contaminants?	✅ (outsourced labs)
	Do we comply with EU allergen labeling rules?	✅
7. Marketing & Promotion	Do we have an English website and catalog?	✅
	Do we have professional product photos/videos?	⚠️ (basic)
	Do we highlight brand story (tradition, health, origin)?	⚠️
	Are we listed on B2B sourcing platforms (Tridge, Alibaba)?	❌
	Do we have marketing materials adapted for Japan?	❌
8. Logistics & Supply Chain	Do we have experience with EU exports?	✅
	Do we have logistics partners with Asia experience?	❌
	Can we ship both sea (bulk) and air (samples)?	⚠️
	Do we monitor shelf life, humidity, temp in transit?	⚠️ (basic EU only)
	Do we have traceability system supplier → batch?	✅
9. Financial Capacity	Do we have sufficient working capital for long payment terms (90–120 days)?	⚠️
	Do we have access to export financing/credit lines?	✅
	Can we stay competitive vs large Asian producers?	⚠️
	Do we manage currency fluctuation risks?	❌
	Can we absorb certification/promotion costs?	⚠️
10. Team & Management	Do we have a dedicated export manager?	✅
	Does the team speak fluent English/Japanese?	⚠️ (English only)
	Do managers have international negotiation experience?	⚠️
	Do we have risk management systems (insurance, contingency)?	❌
	Is management committed to long-term exports?	✅
11. Customs & Trade Operations	Are we registered as an exporter in Ukraine?	✅
	Do we have experience with certificates of origin & health docs?	✅
	Do we work with customs brokers?	✅
	Are we familiar with Japanese import requirements (FIRS, allergens)?	❌
	Do we use standard contracts/Incoterms?	✅

Template 2 – Internal vs External (Support / Hinder)

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
Internal (Inside the company)	• …	• …
External (Outside environment)	• …	• …

How to move from Checklist (Template 1) to Template2 Internal vs External (Support / Hinder):

1. Review internal answers
   - Go through each ERA question (☑ / ⚠ / ❌).
   - Mark all ☑ strong points → these are **Internal Support**.
   - Mark all ⚠ or ❌ gaps → these are **Internal Hinder**.
2. Extract external context
   - List market drivers (e.g., demand growth, health trends, trade agreements) → **External Support**.
   - List market barriers (e.g., strong competitors, high freight costs, certification rules) → External Hinder.

! Data sources for market drivers & market barriers = a combination of official databases, analytical reports, and market practice (trade fairs, interviews, partner networks).

3. Summarize in a 2×2 table

Factor Type	Support (Helps export readiness/entry)	Hinder (Limits export readiness/entry)
Internal	Company strengths (from ✅)	Company weaknesses (from ⚠️ / ❌)
External	Market drivers/opportunities	Market risks/barriers

Example

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
Internal	*Company strengths (from ✅)* - Modern production line (rotary oven, flow-pack, eco-packaging). - HACCP implemented, ISO 22000 in process. - Export experience to EU (Poland, Baltics). - Unique recipes with health appeal (honey, seeds, reduced sugar). - Spare production capacity (35%).	*Company weaknesses (from ⚠️ / ❌)* - No clear written export roadmap for Asia. - Limited R&D for gluten-free/vegan certification. - Marketing/storytelling underdeveloped, weak Japanese-language materials. - No JAS or Halal certification. - Logistics experience limited to EU only (no sea/air shipments).

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
External	*Market drivers/opportunities* - Growing demand in Japan for "better-for-you" snacks (reduced sugar, natural). - Premiumization & gift segment strong in Japanese retail. - Popularity of international confectionery brands in Japan. - Aging population in Japan → increasing demand for healthier snacks. - Support from donor/export programs (training, fairs, market entry).	*Market risks/barriers* - Strong competition from global brands (Mondelez, Lotte, Meiji). - High logistics costs and long transit times to Asia. - Strict Japanese food regulations (allergens, additives, labeling). - Currency fluctuations and cost inflation for raw materials (sugar, cocoa). - Consumers in Japan expect premium product taste and packaging quality.

Template 3 – Link Strengths to Market Opportunities
Strength – Market Need mapping

This will follow a two-step logic:

3. Identify the company's key strengths.
4. Match them with specific market needs → this shows where our advantages actually create value.

Template – Strength to Market Needs Mapping

Company Strength	Relevant Market Needs (Asia/EU etc.)	Link / How it Creates Value	Gap / Risk
…	…	…	…

Example (Biscuits Company)

Company Strength	Relevant Market Need (Asia)	Link / How it Creates Value	Gap / Risk
What the company has	*What the market expects/values*	*Where they overlap*	*What gaps or risks remain*
Spare production capacity (35%)	Importers value reliable, stable supply with ability to scale	Ensures company can commit to contracts without delay	No prior experience with large Asian orders
HACCP implemented, ISO 22000 in process	Japanese buyers require strong food safety assurance	Meets baseline food safety expectations	No JAS or GFSI-level certification yet
Recipes with honey, seeds, reduced sugar	Rising demand for "better-for-you" biscuits and portion control	Creates health-oriented value proposition	No gluten-free/ vegan certification

Premium gift packaging (assorted biscuits)	Gift culture is strong in Japan; packaging = part of product	Potential entry into premium/gift niche	Packaging not yet adapted to Japanese aesthetics & rules
Export experience to EU (Poland, Baltics)	Japanese importers prefer suppliers with proven export track record	Shows importer that company can deliver reliably.	No Asia-specific logistics/ documentation knowledge
Eco/craft packaging	Japanese consumers increasingly eco-conscious	Supports sustainability positioning	If we promote eco-packaging for biscuits, Japanese buyers will ask for FSC or other proof.

Template 4 – Determine Competitive Niche

3-step model:

4. Compare strengths vs competitors
5. Evaluate barriers vs readiness
6. Select niche

Instructions – Competitive Niche Model

1. Strengths vs Competitors
    - List your company's main strengths (quality, certifications, costs, innovation, experience).
    - Identify key competitors in the target market.
    - Compare: Where are you stronger? Equal? Weaker?
2. Barriers vs Readiness
    - Identify barriers in the target market (certifications, logistics, tariffs, brand awareness, culture).
    - Assess your company's readiness to overcome each barrier.
    - Mark which barriers you can address quickly and which require long-term effort.
3. Select Niche
    - Based on the comparison and barriers, choose 1–2 product–market combinations where you have the highest chance to succeed.
    - Define short-term niches (possible with current capacity) and future niches (after investments or certifications).
    - Note which market segments are not recommended right now due to strong competition or high barriers.

Competitive Niche Table – Japan (Example)

Step	Element	Findings for the Company
1. Strengths vs Competitors	Our strengths	– HACCP implemented, ISO 22000 in process – Spare production capacity (35%) – Recipes with "better-for-you" positioning (honey, seeds, reduced sugar) – Gift box formats (align with Japanese gift-giving culture) – EU export track record (Poland, Baltics)

Step	Element	Findings for the Company
	Key competitors in Japan	– Domestic players dominant in biscuits & confectionery – Global brands (Mondelez, Nestlé, Kellogg's) – strong brands (Oreo, KitKat, cookies) – Asian producers (Korea, China, Thailand) – low-cost biscuits, mass-market snacks – European imports (Italy, France, UK) – positioned in premium / gift biscuit segment
	Comparison	– Quality = EU-standard, credible for Japan – Price = competitive vs European imports, but weaker vs Asian low-cost suppliers – Certifications = weaker (no JAS, gluten-free) – Innovation = limited (trials in vegan/gluten-free, but uncertified) – Branding = weak, opportunity to build "Ukrainian origin + healthy" niche
2. Barriers vs Readiness	Main barriers in Japan	– High logistics costs & long transit times – Strict labeling & allergen rules (Japanese language, format) – Premium packaging expectations very high – Low brand awareness in Japan – Language & cultural gap
	Our readiness	– HACCP in place → ✅ baseline food safety – EU export & customs experience → ✅ transferable – Export manager (English only) → ⚠️ no Japanese skills – No JAS or Halal certification → ❌ gap – No Japan-adapted packaging → ❌ gap
3. Select Niche	Attractive niches (short-term)	– Private label biscuits (bulk, re-packed by importer in Japan) – Premium gift boxes (specialty stores, e-commerce) – "Better-for-you" biscuits (reduced sugar, honey/seed-based) for health-conscious consumers
	Future niches (mid-term)	– Gluten-free/vegan certified biscuits (after R&D + certification) – Branded premium line with Japanese-style packaging – Seasonal gift editions (align with Japanese gift-giving culture)
	Not recommended now	– Low-cost biscuits – impossible to compete with Asian mass producers. – Entering mass retail chains immediately (requires brand recognition, high marketing costs)

Classification of Confectionery Markets – Segments, Subsegments, Niches

Matrix structure

- **Main segments** = product type + ingredients + format
- **Subsegments** = end use + distribution channel + consumption occasion
- **Niches** = added value (organic, clean-label, premium, HoReCa, e-commerce, functional, sustainable)

Level	Confectionery Main Segments	Subsegments (End Use / Application, Distribution Channel)	Niche / Value-Added Segments
By Product Type	- Chocolate (bars, pralines, coated nuts, spreads) - Sugar confectionery (gummies, jellies, hard candies) - Bakery-related sweets (biscuits, wafers, cakes, pastries) - Other sweet snacks (cereal bars, fruit snacks, sweetened nuts)	- Everyday snack (CVS, supermarkets) - Seasonal gifting (Valentine's, White Day, Christmas, Sakura) - Premium (department stores, specialty shops) - E-commerce (subscription snack boxes, direct-to-consumer) - Foodservice (cafés, restaurants, airlines)	- Health-oriented (low sugar, sugar-free, portion-controlled, organic) - Premium indulgence (artisanal, luxury packaging, gifting) - Functional (protein, vitamins, collagen, probiotics) - Sustainable (fair trade cocoa, recyclable packaging, carbon-neutral)
By Processing Method	- Chocolate-making (bean-to-bar, couverture) - Baking (oven, filled, layered) - Sugar boiling (hard candies) - Gelatin/pectin-based (gummies, jellies) - Enrobing/coating (nuts, fruits)	- Mass production vs artisanal - Industrial supply (bakery fillings, couverture, coatings) - HoReCa (desserts, menus) - Retail ready-to-eat	- Clean-label (natural ingredients, no additives) - Organic-certified - Vegan or allergen-free
By Product Format	- Single-serve packs (CVS impulse buys) - Multipacks / family packs - Gift boxes / seasonal editions - Resealable pouches (snacks) - Bulk/industrial ingredients	- Retail (CVS, supermarkets) - Premium gifting (dept. stores, seasonal promotions) - E-commerce bundles - B2B wholesale / private label	- Portion control - Convenient snack-size - Custom seasonal editions (sakura, matcha, limited flavors)
By Distribution Channel	- Retail (supermarkets, CVS, drugstores) - E-commerce (direct-to-consumer, subscription boxes) - Specialty / Premium retail (dept. stores, souvenir shops) - Foodservice / HoReCa (cafés, airlines, hotels)	- Impulse / everyday snack - Seasonal gifting - Premium retail experience - B2B contract supply	- Private-label growth Subscription models - Co-branding with HoReCa chains

	- B2B ingredients (bakery, ice cream producers)		
By Consumer Trends / Positioning	- Indulgence & premium treats - Everyday convenience snacks - Healthy lifestyle sweets (low sugar, plant-based) - Functional (protein, collagen, vitamins) - Sustainable / ethical	- Daily consumption vs special occasions - Retail vs gifting vs HoReCa - Online vs offline channels	- Premium storytelling (heritage, design) - Sustainability-focused branding - Functional blends for health-conscious consumers

Template 5 – Three Questions Template (Why diversify / Why now / Why this product/market)

This is a tool for clearly defining a market entry strategy:

- Why diversify?
- Why now?
- Why this product/market?

Question	Guiding Points	Company Answer (Example)
Why diversify?	• What is the current dependence on existing buyers/ markets? • What risks are we trying to reduce? • What opportunities are we trying to capture?	…
Why now?	• What recent trends/changes make this the right timing? • Internal readiness factors (capacity, certifications, team)?	…
Why this product/market?	• Which product has strongest fit with target market needs? • Why Japan (specific demand, growth, positioning)?	…

Example – Ukrainian Confectionary Company (Target Market: Japan)

Question	Company Answer (Example)
Why diversify?	40% of sales already depend on a few EU buyers → high risk. Japan offers a chance to diversify and reduce dependency.
Why now?	Spare production capacity (+35%) is available, EU experience already gained, and global demand for “better-for-you” snacks is rising.
Why this product/market?	Biscuits with honey, seeds, and reduced sugar match Japanese consumer trends (health, portion control, gift culture). Premium gift packaging aligns with Japan’s strong seasonal gift market.

Thus, you get a short “storyline” for an investor or importer:

- We are entering Japan to **reduce risks**
- We are **ready right now**
- Our biscuits **fit current Japanese trends** – healthier recipes and premium gift boxes.

Template 6 – Venn diagram (USP): “What we have” × “What market needs” × “Where we can win”.

This is a tool that shows the intersection between:

- The company’s internal resources/strengths (**What we have**)
- Market demand, trends, and needs (**What market needs**)
- Competitive advantage/positioning (**Where we can win**)

The Venn diagram “What we have × What market needs × Where we can win” shows how a company’s internal resources align with market demand. The intersection area represents the export opportunity — where the company’s strengths match market needs and create a competitive advantage.

Example

Circle	Content	Example for Japanese market
What we have	Internal strengths/ resources	• HACCP implemented, ISO 22000 in process •Spare production capacity (scalable supply) • Recipes with health appeal (honey, seeds, reduced sugar) • Premium gift box formats • EU export experience (Poland, Lithuania, Latvia – biscuits via distributors)
What market needs	External demand factors	• High food safety standards & traceability • Portion control & small retail packs • “Better-for-you” snacks (reduced sugar, natural ingredients) • Premium packaging for gift culture • Private label supply options
Where we can win	Competitive positioning (overlap)	• Premium gift biscuits with Japanese-style packaging • Private label supply for importers • “Healthy biscuits from Ukraine” positioning (honey, seeds, reduced sugar) • Mid-priced alternative to European premium imports

Target Opportunity Zone:

- Premium gift boxes (specialty retail, e-commerce)
- Healthy biscuits (reduced sugar, honey/seed-based)

Template 7 – Action Plan

Purpose: Turn the diagnostics and niche selection into concrete actions with timelines and responsibilities.

Task / Action	Responsible	Timeline	Resources Needed	KPI / Output
Adapt packaging for Japanese retail (small packs, Japanese language, premium design)	Marketing team + packaging supplier	6 months	Design agency, packaging supplier	New packaging tested & approved

Conduct allergen & additive compliance tests for Japan	Quality manager	4 months	Accredited labs, testing budget	Test reports confirm compliance
Build logistics partnership for Asia (sea freight + air freight for samples)	Export manager	3 months	Logistics providers	Signed logistics contract
Launch pilot shipment of biscuits to Japanese importer	Export manager	6 months	Working capital, customs broker	First order delivered
Develop gluten-free/vegan biscuit prototype	R&D + production	9 months	R&D team, lab tests	Biscuit prototypes (gluten-free/vegan) presented at trade fair.
Create Japanese-language marketing materials (brochure, website section)	Marketing team	4 months	Translation agency, graphic designer	Materials ready & shared with partners
Attend Japanese trade fair (e.g., Foodex Japan)	Export manager + owner	12 months	Travel budget, booth design	Contacts with at least 10 potential buyers

Template 8 – Risk Management

Risk Area	Specific Risk	Mitigation Strategy
Supply Chain	Supply chain disruptions (price spikes, import restrictions on cocoa, sugar, nuts).	Diversify suppliers, secure long-term contracts, keep safety stock
Certification	Delay in allergen/ additive compliance or Japanese labeling approval	Start testing early, work with accredited labs, engage Japanese importer for labeling guidance
Logistics	High freight costs or shipping delays to Japan	Negotiate with multiple freight forwarders, plan for combined shipments, include buffer in lead times
Market Entry	Low brand awareness in Japan	Develop Japanese-language materials, cooperate with local distributor, focus on niche (gift/health) positioning
Finance	Currency fluctuations (UAH/JPY, EUR/JPY) affect margins	Price contracts in EUR/USD, use partial hedging, maintain reserve buffer
Regulatory	Unexpected tightening of Japanese food import rules	Monitor regulatory updates via importer/JETRO, maintain flexibility in recipes & packaging
Human Resources	Limited export team capacity, no Japanese-speaking staff	Hire/contract local consultant in Japan, train staff on cultural & business practices

Export Plan – Example (Ukraine to Japan, Confectionary)

1. Company Profile

Company: Family-owned Ukrainian biscuit producer (founded 2012).

Products: Oatmeal biscuits with berries/nuts, honey & seed biscuits, sugar-reduced shortbread, premium gift assortments.

Capacity: ~120–150 tons per year; up to 200 tons possible (+35% spare).

Certifications: HACCP implemented; ISO 22000 in process; no JAS or gluten-free certification yet.

Export experience: Since 2019, exporting to Poland, Lithuania, Latvia via distributors.

2. Export Objectives

Enter Japanese market within 12 months.

Secure 1–2 importer/distributor partnerships (specialty retail + e-commerce).

Launch pilot shipments of premium gift boxes and "better-for-you" biscuits within 9–12 months.

Achieve $400,000 annual sales in Japan by Year 3.

3. Target Market & Rationale (Japan)

Why Japan? High-income, stable market with strong demand for food safety, traceability, and premium snacks. Gift culture creates demand for premium packaging.

Why now? Spare production capacity (+35%) and proven EU export experience; health and portion-control snack trends are expanding in Japan.

Why our product? Honey, seeds, and reduced-sugar recipes fit "better-for-you" trends. Premium gift boxes align with Japan's gift-giving culture.

4. Competitive Positioning

Strengths: EU-standard quality, HACCP, health-oriented recipes, premium gift formats, spare capacity.

Weaknesses: No JAS/Gluten-free certification, limited brand recognition in Japan, no Japanese-language materials.

Niche:

- Short-term – private label biscuits (bulk or semi-finished, re-packed in Japan).
- Medium-term – premium gift boxes and healthy biscuits (specialty retail, e-commerce).
- Future – gluten-free/vegan certified products (after R&D and certification).

5. Action Plan

Task	Timeline	Responsible	Resources Needed	KPI
Adapt packaging for Japan (small packs, JP language, premium gift design)	6 months	Marketing + packaging supplier	Design agency, translator	Packaging validated
Conduct allergen & additive compliance tests	4 months	Quality Manager	Accredited labs, budget	Test reports approved

Task	Timeline	Responsible	Resources Needed	KPI
Build logistics partnership for Japan (sea freight + air freight samples)	3 months	Export Manager	Logistics partners	Agreement signed
Launch pilot shipment (gift boxes + healthy biscuits)	6–9 months	Export Manager	Working capital	First order delivered
Develop gluten-free/vegan prototypes for mid-term	9 months	R&D + Production	Lab, certification budget	Samples presented
Create Japanese-language marketing materials (brochure, website, catalog)	4 months	Marketing	Translator, designer	Materials delivered
Attend FOODEX Japan trade fair	12 months	Export & Marketing	Travel budget, stand fee	10 qualified buyer contacts

6. Risk Management

Risk	Mitigation
Delay in allergen/additive compliance or labeling approval	Start early, work with accredited labs + importer
High logistics costs and long transit time	Negotiate with forwarders, test mixed loads, include buffer
Cash flow gap (long Japanese payment terms)	Export financing, factoring, partial prepayment
No JAS / gluten-free certification	Prioritize ISO completion, prepare roadmap for JAS/Gluten-free
Low brand awareness in Japan	Start with private label, invest in trade fairs & digital
Language/cultural gap	Hire interpreter, use local consultant, bilingual materials
Cultural misalignment in packaging design	Mitigation: involve Japanese design consultant.

7. Monitoring & KPIs

Quarterly review of export plan implementation.

KPIs:

- Number of Japanese buyers contacted (target: ≥20 in Year 1).
- Pilot orders shipped on time (≥2 shipments in Year 1).
- Certification progress (ISO 22000 → JAS prep).
- Sales value: $100,000 in Year 1; $400,000 by Year 3.
- Buyer retention/repeat orders ≥60%.

Export Planning Workbook
Sector: Frozen & Dried Berries/Fruits

Template 1 – Checklist (ERA) with example filled-in 1

Template 2 – Internal vs External factors (Support / Hinder) 5

Template 3 – Strength → Market Need mapping 7

Template 4 – Competitive Niche 8

Template 5 – Three Questions Template 10

Template 6 – Venn diagram (for USP) 11

Template 7 – Action Plan (table with KPIs) 12

Template 8 – Risk Management 12

Export Plan (simplified example) 13

Template 1 – Checklist (ERA) with example filled-in

Export Readiness Checklist – Frozen & Dried Berries/Fruits

Example – Typical Company Profile – Frozen & Dried Berries/Fruits

Background & Ownership

- Family-owned company, founded in ~2015, based in Western Ukraine (e.g., Volyn, Lviv or Zhytomyr region).
- Started as a grower of blueberries, raspberries, and strawberries; later invested in freezing and drying equipment.

Production & Technology

- Annual capacity: ~800–1,000 tons of frozen berries, ~100 tons dried fruit/berries.
- Equipped with IQF tunnel freezer, sorting line, metal detector.
- Small freeze-dryer recently installed (still pilot scale).
- Operates at ~60–70% of installed capacity, seasonal peaks in summer/autumn.

Supply Base

- Own plantations (~20 ha blueberries, ~10 ha raspberries).
- Long-term contracts with 15–20 local farmers.
- Seasonal workers hired for harvest (100+ in peak season).

Product Range

- Frozen blueberries, raspberries, strawberries (bulk 10–20 kg packs).
- Freeze-dried strawberries and raspberries (retail packs 50–100 g).
- Dried apple and cherry snacks (small scale).
- Some private label contracts with EU buyers.

Export Experience

- Exports since 2018, mainly to Poland, Germany, the Netherlands.
- Works via importers/distributors, not directly with retailers.
- No experience yet in Asia, but interest in Japan and South Korea.

Certifications

- HACCP implemented, ISO 22000 certified.
- GlobalG.A.P. for own plantations.
- No organic certification yet (in process).
- No JAS Organic or USDA Organic.

Marketing & Promotion

- Website exists but not regularly updated.
- Some English brochures, basic product photos.
- Limited experience in international fairs (attended Anuga once).

Logistics

- Export mostly via reefer trucks to EU.
- No direct sea freight/air freight experience to Asia.
- Uses 3PL partners for customs and logistics.

Financials

- Annual turnover ~3–4 million EUR, 85% export.
- Moderate working capital, relies on bank loans during harvest.
- Sensitive to currency fluctuations.

Team

- 1 export manager (new, 1 year of experience), reports to owner.
- Owner actively participates in negotiations.
- English at intermediate level; no Asian language skills.

Customs/Trade Ops

- Registered exporter in Ukraine.
- Works with customs brokers for all shipments.
- Experience with EUR.1, veterinary certificates.
- No direct knowledge of Asian market requirements.

Export Readiness Checklist (with answers based on typical company's profile)

Dimension	Questions	Mark
1. Motivation & Strategy	Do we have a clear export goal (target markets, sales volumes, timeline)?	⚠️ (general interest in Asia but no targets yet)
	Is export integrated into our overall company strategy/business plan?	✅
	Have we analyzed risks and benefits of export diversification?	⚠️
	Do we have a written roadmap for market entry (e.g., Asia)?	❌
	Have we allocated specific budget/resources for export development?	⚠️
2. Company Profile & Resources	Are our production and cold storage facilities sufficient for export volumes?	✅
	Do we own orchards/plantations or have long-term contracts with farmers?	✅
	Is seasonal labor for harvesting and processing secured?	✅
	Do we have quality control staff and reliable access to laboratory testing (in-house or outsourced)?	⚠️ (basic QC, external labs for full tests)
	Are our IT/ERP systems[2] sufficient for managing export orders and traceability?	❌ (manual records, Excel)
3. Production Capacity	What is our current annual production (tons/year) and available spare capacity?	✅ (~60–70% utilized)
	Can we scale production quickly without major investments?	✅
	Do we have flexible processing lines (IQF, drying, freeze-drying)?	⚠️ (pilot freeze-dryer only)
	Can we ensure consistent quality and uniform product size/shape?	✅
	Do we have contingency plans for raw material shortages or seasonal risks?	⚠️ (informal only)
4. Product & Adaptation	Can we adapt product formats (whole, cuts, powders, mixes) for different markets?	⚠️
	Do we provide private label/white label packaging options?	✅
	Can we customize labeling (languages, QR/barcodes, organic logos)?	⚠️
	Do we have R&D capacity to develop new products (snacks, blends)?	❌

[2] *IT/ERP systems – digital tools for managing export operations:*
- *IT systems – basic software (Excel, CRM, logistics/production tracking).*
- *ERP– integrated platform linking production, sales, finance, HR, and traceability.*

Dimension	Questions	Mark
	Are products tested for compliance with target market food laws (additives, residues)?	⚠ (EU standards only)
5. Export Experience	Do we already export to EU or other international markets?	✅
	Have we worked directly with importers, or only through intermediaries?	⚠
	Do we participate in international trade fairs (e.g., Anuga, Biofach)?	⚠ (1–2 times)
	Do we have export documentation experience (contracts, Incoterms, customs)?	✅
	Do we have references or repeat international buyers?	✅
6. Certifications & Standards	Is HACCP implemented and audited?	✅
	Do we hold GFSI-recognized certifications (BRC, FSSC 22000, IFS)?	❌
	Do we have organic certifications (EU, USDA, JAS)?	❌ (in process for EU)
	Do we ensure GlobalG.A.P. or equivalent certification for raw material?	✅ (own plantations)
	Are lab tests (microbiology, pesticide residues, heavy metals) conducted regularly?	✅ (outsourced labs)
7. Marketing & Promotion	Do we have an English-language website and product catalog?	⚠ (basic, outdated)
	Do we have professional product photos/videos?	⚠
	Do we highlight a strong brand story (sustainability, family-owned, origin)?	⚠ (not structured)
	Are we listed on B2B sourcing platforms (Tridge, BestFoodImporters, others)	❌
	Do we have marketing materials adapted for Asian buyers (Japanese)?	❌
8. Logistics & Supply Chain	Do we have experience with reefer containers and cold chain logistics?	✅ (EU only)
	Do we have logistics partners with proven Asia experience?	❌
	Can we ship both sea freight (bulk) and air freight (small lots)?	❌
	Do we monitor shelf life and temperature during transit?	⚠ (basic, for EU only)
	Do we have a traceability system from farm to final product?	✅
9. Financial Capacity	Do we have sufficient working capital to finance export contracts (3–6 months)?	⚠
	Do we have access to export financing or credit lines?	✅ (bank loans during harvest)
	Can we remain competitive against lower-cost suppliers (e.g., Turkey, Vietnam)?	⚠

Dimension	Questions	Mark
	Do we manage currency fluctuation risks (hedging, contracts in EUR/USD)?	❌
	Can we absorb costs of certification, promotion, and compliance testing?	⚠️
10. Team & Management	Do we have a dedicated export manager (beyond the owner)?	✅ (junior manager)
	Does the team speak fluent English (and possibly Japanese)?	⚠️ (English intermediate, no Asian languages)
	Do managers have experience in international negotiations?	⚠️
	Do we have a risk management system (insurance, contracts, contingency)?	❌
	Is the management committed to long-term export development?	✅
11. Customs & Trade Operations	Are we registered with customs as an exporter?	✅
	Do we have experience issuing certificates of origin (EUR.1, COI)?	✅
	Do we work with customs brokers, or manage clearance internally?	✅ (brokers)
	Are we familiar with Asian market import requirements (Japan)?	❌
	Do we use standard contracts/Incoterms in export deals?	✅

Template 2 – Internal vs External (Support / Hinder)

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
Internal (Inside the company)	• …	• …
External (Outside environment)	• …	• …

How to move from Checklist (Template 1) to Template 2 Internal vs External (Support / Hinder):
Step 1: Review ERA answers → strengths = Internal Support; gaps = Internal Hinder.

- Go through each ERA question (☑ / ⚠ / ❌).
- Mark all ☑ strong points → these are **Internal Support**.
- Mark all ⚠ or ❌ gaps → these are **Internal Hinder**.

Step 2: Add external context (market drivers and barriers).

- List market drivers (e.g., demand growth, health trends, trade agreements) → **External Support**.
- List market barriers (e.g., strong competitors, high freight costs, certification rules) → External Hinder.

! Data sources for market drivers & market barriers = a combination of official databases, analytical reports, and market practice (trade fairs, interviews, partner networks).

Step 3: Summarize in a 2×2 table

Factor Type	Support (Helps export readiness/entry)	Hinder (Limits export readiness/entry)
Internal	Company strengths (from ✅)	Company weaknesses (from ⚠️ / ❌)
External	Market drivers/opportunities	Market risks/barriers

Example – Internal vs External (Support / Hinder)

Factor Type	Support (Helps Export Readiness/Entry)	Hinder (Limits Export Readiness/Entry)
Internal	*Company strengths (from ✅)* - Own plantations (blueberries, raspberries) ensure partial raw material security. - Modern IQF freezing line and sorting equipment. - HACCP and ISO 22000 implemented, GlobalG.A.P. certified. - Existing EU export experience with repeat buyers. - Dedicated (junior) export manager plus active owner involvement.	*Company weaknesses (from ⚠️ / ❌)* - No clear written export roadmap for Asia. - Limited R&D/product development (snacks, blends not developed). - Marketing materials outdated, weak brand storytelling. - No organic/JAS certification yet. - Logistics experience limited to EU (no Asia shipments).
External	*Market drivers/opportunities* - Growing international demand for healthy, natural frozen/dried fruits. - Good reputation of Ukrainian berries in EU markets. - Interest from Asian markets in superfoods and functional ingredients. - Availability of donor/export support programs (training, trade fairs).	*Market risks/barriers* - Strong competition from Turkey, Serbia, Vietnam (lower cost, established players). - High logistics costs and long transit times to Asia. - Complex certification requirements (JAS, USDA Organic). - Currency fluctuations and war-related risks affect financing. - Uncertainty of energy supply and seasonal labor shortages in Ukraine.

Template 3 – Link Strengths to Market Opportunities
Strength – Market Need mapping.

This will follow a two-step logic:

5. Identify the company's key strengths.
6. Match them with specific market needs → this shows where our advantages actually create value.

Strength → Market Needs Mapping

Company Strength	Relevant Market Needs (Asia/EU etc.)	Link / How it Creates Value	Gap / Risk
…	…	…	…

Example

Company Strength	Relevant Market Need (Asia)	Link / How it Creates Value	Gap / Risk
What the company has	*What the market expects/values*	*Where they overlap*	*What gaps or risks remain*
Modern IQF freezing capacity	Japanese buyers require high-quality IQF fruits (uniform size, color).	Ability to supply premium frozen berries.	Competing suppliers (Chile, Vietnam) already trusted.
Own plantations + farmer contracts	Asian importers need stable, traceable supply with food safety assurance.	Secures reliable sourcing, reduces risk of shortages.	Seasonal labor and climate risks in Ukraine.
HACCP + ISO 22000, GlobalG.A.P.	Food safety certifications are mandatory for Asia entry.	Meets baseline compliance, builds trust.	No JAS Organic or GFSI-level certifications yet.
Experience in EU exports	Buyers prefer suppliers with track record in developed markets.	Demonstrates credibility and ability to meet standards.	No Asia-specific experience.
Competitive production costs	Asian markets seek affordable, high-quality fruit vs local production costs.	Can position as cost-competitive alternative.	Logistics cost to Asia reduces advantage.
New freeze-dryer (pilot scale)	Rising demand in Asia for freeze-dried fruit snacks/powders (healthy lifestyle).	Ability to test new product lines.	Capacity too small for large orders.
Dedicated export manager	Buyers expect fast response, fluent communication.	Improves client relations.	English only, no Japanese language skills.

Template 4 – Determine Competitive Niche

3-step model:

7. Compare strengths vs competitors
8. Evaluate barriers vs readiness
9. Select niche

Instructions – Competitive Niche Model

1. Strengths vs Competitors
    - List your company's main strengths (quality, certifications, costs, innovation, experience).
    - Identify key competitors in the target market.
    - Compare: Where are you stronger? Equal? Weaker?
2. Barriers vs Readiness
    - Identify barriers in the target market (certifications, logistics, tariffs, brand awareness, culture).
    - Assess your company's readiness to overcome each barrier.
    - Identify short-term vs long-term barriers.
3. Select Niche
    - Based on the comparison and barriers, choose 1–2 product–market combinations where you have the highest chance to succeed.
    - Define short-term niches (possible with current capacity) and future niches (after investments or certifications).
    - Note which market segments are not recommended right now due to strong competition or high barriers.

Competitive Niche Table – Japan (Example)

Step	Element	Findings for the Company
1. Strengths vs Competitors	Our strengths	• Modern IQF freezing, consistent EU-level quality • HACCP, ISO 22000, GlobalG.A.P. • Competitive costs vs EU/US • Export track record in EU
	Key competitors in Japan	• Chile/Peru – established in frozen berries • USA – strong in blueberries • Vietnam/Thailand – dried fruits, snacks • Poland/Serbia – frozen berries + JAS Organic
	Comparison	• Quality = EU level • Price = competitive, but logistics weak • Certifications = weaker (no JAS Organic, no GFSI) • Innovation = limited freeze-drying
2. Barriers vs Readiness	Main barriers in Japan	• JAS Organic certification often required • High logistics cost and transit time • Packaging for Japanese retail not ready • Low brand awareness • Language & cultural gap

	Our readiness	• HACCP/ISO/GlobalG.A.P. → ✅ baseline • EU export & customs experience → ✅ • Pilot freeze-dryer → ⚠ small scale • Export manager (English only) → ❌ no Japanese skills • No Japan-specific packaging → ❌
3. Select Niche	Attractive niches (short term)	• Private label frozen berries (bulk, re-packed in Japan) • Freeze-dried berries/powders in small lots (specialty stores, online)
	Future niches (mid-term)	• Organic frozen berries (after JAS certification) • Branded freeze-dried snacks (after scaling capacity & packaging adaptation)
	Not recommended now	Competing in large-scale commodity frozen berries (too strong competition + logistics disadvantage)

Classification of Dried & Frozen Fruit Markets / Segments, Subsegments, Niches/

Matrix structure:

- Main segments = type of fruit + processing + format
- Subsegments = end use + distribution channel
- Niches = added value (organic, clean label, premium HoReCa, e-commerce, functional blends)

Level	Dried Fruits (Berries)	Frozen Fruits (Berries)	Niche / Value-Added Segments
By Product Type	Raisins, dates, figs, apricots, apples, pears, bananas, tropical fruits berries	Berries, tropical fruits, apples, cherries, peaches	Exotic fruits, superfruits, blends
By Processing Method	Sun/air dried, oven/ convection dried, freeze-dried (lyophilized), osmotically dried, vacuum/microwave drying	IQF (Individually Quick Frozen), block frozen, purees, sliced/diced, organic vs conventional	Clean label (no sugar, no sulfites), organic-certified
By Product Format	Whole fruits, slices, powders, fruit chips	Whole, sliced, diced, purees, ready-to-use smoothie blends	Portion packs, convenient snack-size
By End Use / Application	Snacks (healthy snacks, kids' products), bakery & confectionery, breakfast cereals, yogurts, HoReCa (desserts, cocktails), B2B ingredients	Retail (frozen packs), HoReCa (restaurants, cafes, bars, smoothie shops), industrial (ice cream, jams, yogurts, bakery)	E-commerce direct-to-consumer, premium cocktail/decor segment
By Distribution Channel	Retail (supermarkets, health food stores), e-commerce, B2B wholesale, private label	Retail chains, food service distributors, e-commerce, industrial supply	Private label growth, subscription boxes

Level	Dried Fruits (Berries)	Frozen Fruits (Berries)	Niche / Value-Added Segments
By Consumer Trends / Positioning	Healthy lifestyle, natural, plant-based, functional foods (added protein, superfoods), indulgence (premium dried slices for cocktails)	Convenience, year-round availability, food waste reduction, premium HoReCa	Functional blends, sustainability-focused branding

Template 5 – Three Questions (Why diversify / Why now / Why this product/market)

This is a tool for clearly defining a market entry strategy:

- Why diversify?
- Why now?
- Why this product/market?

Question	Guiding Points	Company Answer (Example)
Why diversify?	• What is the current dependence on existing buyers/ markets? • What risks are we trying to reduce? • What opportunities are we trying to capture?	…
Why now?	• What recent trends/changes make this the right timing? • Internal readiness factors (capacity, certifications, team)?	…
Why this product/market?	• Which product has strongest fit with target market needs? • Why Japan (specific demand, growth, positioning)?	…

Example – Ukrainian Frozen & Dried Berries Company (Target Market: Japan)

Question	Company Answer (Example)
Why diversify?	Currently, 85% of exports go to the EU, mainly Poland and Germany. This creates dependency on a few markets and buyers. Diversifying into Japan helps **spread risk, stabilize demand across seasons, and access higher-value customers** willing to pay for premium quality and innovative products.
Why now?	Production capacity is underutilized (~60–70%), leaving room to scale without large new investments. Health and superfood trends in Japan are rising, with growing demand for freeze-dried snacks and powders. **Export team and baseline certifications (HACCP, ISO, GlobalG.A.P.) are in place, creating readiness** for new market entry.
Why this product/ market?	Freeze-dried berries and powders match Japanese consumer demand for healthy, convenient, premium products. Japan values food safety, traceability, and niche superfoods—areas where Ukrainian berries have advantages. Bulk frozen berries for private label also fit Japanese importer needs. Japan is a stable, high-income market with strong long-term potential.

Thus, you get a short "storyline" for an investor or importer:

- We are entering Japan to **reduce risks**
- We are **ready right now**
- Our product perfectly **matches Japanese market trends**.

Template 6 –Venn diagram (for USP): "What we have" × "What market needs" × "Where we can win" (USP)

This is a tool that shows the intersection between:

- The company's internal resources/strengths (**What we have**)
- Market demand, trends, and needs (**What market needs**)
- Competitive advantage/positioning (**Where we can win**)

The Venn diagram "What we have × What market needs × Where we can win" shows how a company's internal resources align with market demand. The overlap shows the export opportunity — where company strengths meet market needs and deliver a competitive edge.

Example – Venn diagram

Circle	Content	Example for Japanese market
What we have	Internal strengths/resources	• IQF freezing line • GlobalG.A.P., HACCP, ISO 22000 • Own plantations + farmer network • EU export track record • Pilot freeze-dryer
What market needs	External demand factors	• High food safety & traceability • Small retail packs with Japanese-style labeling • Healthy snacks, freeze-dried powders • Private label supply • Premium but cost-competitive
Where we can win	Competitive positioning (overlap)	• Private label frozen berries for importers • Niche premium freeze-dried snacks/ powders • "Superfood from Ukraine" story • Mid-priced alternative to Chile/USA suppliers

Opportunity Zone:

- Private label frozen berries **(bulk – re-packed in Japan)**
- Freeze-dried berries/powders **(premium, health-food niche)**

Template 7 – Action Plan

Purpose: Turn the diagnostics and niche selection into concrete actions with timelines and responsibilities.

Task / Action	Responsible	Timeline	Resources Needed	KPI / Output
Obtain JAS Organic certification	Quality manager	12 months	Certification body, budget for audits	JAS certificate received
Adapt packaging for Japanese retail (small packs, Japanese language)	Marketing team + packaging supplier	6 months	Design agency, packaging supplier	New retail packaging tested
Build logistics partnership for Asia (reefer sea freight + air freight samples)	Export manager	3 months	Logistics providers	Agreement signed
Launch pilot shipment of bulk frozen berries	Export manager	6 months	Working capital	First order delivered
Develop freeze-dried snack prototype for Japanese buyers	R&D + production	9 months	Freeze-dryer, lab tests	Product samples presented to buyers/trade fair visitors.

Template 8 – Risk Management

Risk Area	Specific Risk	Mitigation Strategy
Supply Chain	Raw material shortage (bad harvest, war-related disruption)	Diversify suppliers, contracts with multiple farmers, cold storage buffer
Certification	Delay in obtaining JAS Organic	Start process early, work with accredited certifiers, parallel EU organic
Logistics	High sea freight cost / transit delays	Negotiate long-term contracts, test mixed loads, consider air freight for samples
Finance	Cash flow gap (3–6 months payment terms in Japan)	Export financing, factoring, advance payment negotiation
Market	Low brand recognition in Japan	Enter via private label, participate in trade fairs, co-branding with importer
HR	Lack of Japanese language skills	Hire interpreter/consultant, train export manager
Regulatory	Changes in Japanese food law (residue limits, labeling)	Monitor through JETRO updates and cooperate with compliance consultants

Export Plan – Example (Ukraine to Japan, Frozen & Dried Berries/Fruits)

1. Company Profile

Company: Family-owned Ukrainian berry processor (founded 2015).

Products: Frozen blueberries, raspberries, strawberries (bulk), freeze-dried berries/powders.

Capacity: ~1,000 tons frozen, 100 tons dried per year; 60–70% currently utilized.

Certifications: HACCP, ISO 22000, GlobalG.A.P.; EU Organic in process.

Export experience: 7 years to EU (Poland, Germany, Netherlands).

2. Export Objectives

Enter Japanese market within 12 months.

Secure 2–3 import partners for frozen bulk berries (private label).

Launch pilot shipments of freeze-dried products for niche retail/online within 18 months.

Achieve $500,000 annual sales in Japan by Year 3.

3. Target Market & Rationale (Japan)

Why Japan? Stable, high-income market, strong demand for food safety, traceability, and healthy foods.

Why now? Underutilized production capacity, growing superfood/snack trends in Japan.

Why our product? Freeze-dried berries fit premium healthy snack trend; frozen bulk berries align with private label importer needs.

4. Competitive Positioning

Strengths: High-quality EU-level production, cost-competitive, traceable raw materials.

Weaknesses: No JAS Organic yet, small freeze-drying capacity, low brand recognition in Japan.

Niche:

Short-term → private label frozen berries (bulk supply, repacked in Japan).

Medium-term → freeze-dried snacks/powders for specialty retail and e-commerce.

Future → organic frozen berries (after JAS certification).

5. Action Plan

Task	Timeline	Responsible	Resources Needed	KPI
Obtain JAS Organic certification	12 months	Quality Manager	Certification budget	Certificate received
Adapt packaging for Japan (50–100 g retail packs, Japanese labels)	6 months	Marketing + supplier	Design, packaging	Packaging validated

Task	Timeline	Responsible	Resources Needed	KPI
Build logistics partnership for Japan (reefer sea + air freight samples)	3 months	Export Manager	Logistics partners	Signed agreement
Launch pilot frozen berry shipment (bulk, private label)	6–9 months	Export Manager	Working capital	First order delivered
Develop freeze-dried snack prototypes	9 months	R&D	Freeze-dryer, lab tests	Samples ready
Attend FOODEX Japan trade fair	Next 12 months	Export & Marketing	Travel, stand fee	10 buyer contacts

6. Risk Management

Risk	Mitigation
JAS Organic certification delay	Start early, parallel EU organic certification
Logistics costs to Asia	Negotiate contracts, test mixed loads, explore subsidies
Cash flow gap (long Japanese payment terms)	Export financing, factoring, prepayment negotiation
Limited freeze-drying capacity	Outsource production, prioritize pilot volumes
Low brand awareness	Start with private label, invest in trade fairs
Language/cultural gap	Hire interpreter, work with local consultant

7. Monitoring & KPIs

Quarterly review of export plan.
KPIs:

- Number of Japanese buyers contacted.
- Pilot orders shipped on time.
- Certification progress (JAS).
- Sales volume/value per quarter.