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**THE IMPACT OF INTERNATIONALIZATION ON THE
EXTERNAL BRANDING STRATEGY OF SURINAMESE
MANUFACTURING COMPANIES**

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Abstract

Due to market saturations, economic and political challenges internationalization has become one of the most important factors in the future of the operation of Surinamese manufacturing companies. Before these companies take the step of competing internationally, they must first be competitive locally. One of the crucial steps to take in the state of full competitiveness, on the international market, is the development of an effective external branding strategy. External branding is a long term proposition that requires long term investments.

In this research the decision is made to focus on Surinamese manufacturing industry. More specifically the interest goes out to the motives, process and the impact that the pursuit of foreign markets has on the external branding strategy of these companies. Based on different theories about external branding and internationalization, a theoretical framework was established.

A qualitative case study approach is used and according to theory, two prominent players within the Surinamese manufacturing industry are chosen as the case companies, namely Surinaamse Brouwerij (SB) part of Heineken Company and N.V. Consolidated Industries Corporation (CIC). Primary data was collected in the form of questionnaires and personal face to face interviews. Lastly the empirical findings are represented, after the necessary transcription steps, following the structure of a self established conceptual framework.

After analyzing the empirical findings some interesting conclusions are brought forward. Firstly, we noticed that the most important motives for internationalization of these Surinamese manufacturing companies are mature markets and recession and better profit opportunities. Secondly, it became clear that both companies have a different approach for entering foreign markets and that this approach is mostly based on the way their business strategy is conducted. Lastly, we see that the impact of internationalization on the external branding strategy differs from company to company. The impact for CIC is the continuous adaptation of their external branding strategy to fit the foreign markets and stay in the competing field. This also leads to an impact in their budget and continuous knowledge upgrade of their key players. For SB it is a different story. Internationalization does not have a big impact on their external branding strategy, because they only export to countries where the diaspora is highly and effectively present. The diaspora already has a certain connection with the product, making it unnecessary for SB to invest in creating separate branding strategies to fit the foreign markets. The only impact they had was very small, which is translating the product labels to the native language of the foreign markets.

List of abbreviations

- GDP - Gross domestic product
- USD - United States Dollar
- EURO - European Monetary Unit
- VES - Vereniging van Economisten in Suriname
- R & D - Research and Development
- PICOS - Picture of Success
- Opco's - Operating Companies
- SB – Surinaamse Brouwerij N.V.
- CIC - N.V. Consolidated Industries Corporation
- VSH - N.V. Vereniging Surinaamse Holdingmij
- NPD - New Product Development

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1. Introduction

Many manufacturing companies have noticed the importance of expanding their business to international markets. When expanding to an international market it may help to consider developing an external branding strategy.

1.1 The export industry in Suriname

Ever since the mega investments in the bauxite industry and thereafter the common investment of the Dutch Development Aid, the thought about investments in financing the development of Suriname has not entirely been done separately from the gained experiences and the actual practices (Stichting Planbureau Suriname, 2017).

The harsh reality is that the Surinamese economy has been sustainably determined by the government and the investments of less than a few multinationals, ever since the beginning of the 20th century. This investment experience shaped the institutional structure in the economy creating the focus of investments on foreign meagre investments. Adding to this perception is the limitation which the economic structure sets for the depth of the investment strategy. Suriname has not succeeded yet in formulating a sustainable development based on a vision for investments and to establish a modern institutional framework to that effect (Stichting Planbureau Suriname, 2017).

The openness of the Surinamese economy is one of the most characteristic aspects and characterizes the development problem. The “Trade – to – GDP” ratio is the indicator which is mostly used to indicate the openness of an economy: the score for Suriname was 19.1% in 2015, but that is a substantial drop compared to the period 2011 to 2012. Although the score of Suriname does not stand out compared to other very small Caribbean states, the importance of this indicator only becomes really clear when it is compared with that of bigger countries (see table 2 below). This score indicates how dependent consumers and producers are on both imports and exports, while it also gives an impression of the importance the foreign exchange reserve and foreign exchange movements have on the price levels and the economy in general. But what is striking in this series of data is the rise of this indicator, mainly as a result of increased export value (of gold) but also of the imports, the latter being the result of the expansion of the capacity to import (Stichting Planbureau Suriname, 2017).

Table 2: Trade-to-GDP ratio*(percentages) for selected countries 2000,2005 and 2010-2015

Countries	2000	2005	2010	2011	2012	2013	2014	2015
Barbados	88.8	95.7	96.6	91.5	89.9	87.1	84.9	81.2
Brazil	22.6	27.1	22.5	23.7	24.8	25.6	25.1	27.4
Guyana	206.8	203.8	131.3	140.8	145.3	130.2	132.7	120.5
Honduras	120.4	136.5	109.4	122.2	121.2	116.3	112.6	109.1
Jamaica		90.5	80.9	83.9	82.2	83.4	84.6	77.1
St. Lucia	105.4	118.3	111.7	107.7	103.4	100.7	95.0	95.3
Suriname	52.9	75.6	91.0	111.0	109.6	103.1	98.0	91.1
Trinidad and Tobago	104.9	105.3	90.3	105.8	96.5	85.7	75.9	59.9
Latin America & Caribbean	39.1	45.4	42.8	45.3	45.3	44.8	42.5	43.0
Low and medium income countries	50.9	60.9	53.6	56.3	55.4	54.0	52.8	50.1
The Netherlands	126.5	124.6	135.5	146.2	154.3	154.3	154.4	154.3

*Source: World Bank national accounts data, and OECD National Accounts data files:
http://data.worldbank.org/indicator/NE.TRD.GNFS.ZS?name_desc=true

The sum of Imports and exports of Goods and Services as a percentage of the GDP

Although the Trade – to – GDP ratio gives a picture of the openness, it cannot be derived from this that Suriname imports more than other countries. The share of Suriname in the total global trade (see table 3 below) gives additional information, on grounds of which an initial first impression can be formed, but more study is required. Suriname share in the global imports is clearly bigger than that of Trinidad and Tobago, but also of Guyana while both countries have a bigger population. This strengthens the first impression that Suriname imports more than similar countries in the Caribbean (Stichting Planbureau Suriname, 2017).

To conclude, the share of the trade in the GDP and the employment gives a picture of the importance of this sector in the economy. The above is evidence of the importance of international trade but also of the structure and influence of local markets and the need to set strategic goals for the development policy (Stichting Planbureau Suriname, 2017).

Table 3: Share* Suriname, Trinidad and Tobago and Guyana in global export and import, 2015

Country	Share in total world	
	Exports	Imports
Suriname	0.0040	0.0163
Trinidad and Tobago	0.0236	0.0113
Guyana	0.0030	0.0096

*Source:UNCTAD database

*"The share in the total world export and import of trade in goods for individual economics is calculated on the basis of world trade, inclusive of intra-EU (28) trade. The share of the EUS trade unit is calculated on the basis of world trade, exclusive of intra-EU (28)."

This concerns the following main area in the trade policy (Stichting Planbureau Suriname, 2017):

1. Participation in the international trade, the international organizations that set standards and regulations, regional integration and promoting exports.
2. Promoting national trade including increasing the efficiency of local markets.

1.2 The manufacturing sector

The manufacturing sector is also a sector that contributes to the export economy. For this research we are looking at two prominent players on the market: Surinaamse Brouwerij (SB) part of Heineken Company and NV Consolidated Industries Corporation (CIC).

Surinaamse Brouwerij part of Heineken Company operates with three of her products on three international markets: Guyana, French Guyana and the Netherlands. She has been a part of the Heineken company since 1968 and operates by their rules and regulations. The Surinaamse Brouwerij is still the only beer brewery in Suriname and owns 98% in local market shares.

NV Consolidated Industries Corporation (CIC) has been operating on the international market for almost 18 years now. Their products are available in 15 countries throughout the Caribbean and Europe. They trade in A-quality production and distribution of powder detergents for household and industrial use.

In 2012 they emphasised on continued expansion in international markets and investing in R&D. They then re-launched and expanded many of their brand portfolios.

Both companies work with distributors in the international markets who work with guidelines provided by Surinaamse Brouwerij part of Heineken Company and NV Consolidated Industries Corporation (CIC).

In terms of branding, they abide by the legislation of the operating country and adjust where needed.

1.3 Internationalization

Internationalization has been studied from many different views. The modes of international activity (methods of how companies enter and operate on international markets) is discussed by Johanson and Wiedersheim-Paul (1975). Pavord and Bogard (1975) studied the degree of exporting of the companies. Others like Czinkota and Johnston (1981) explain the export experience of the firms.

The current Surinamese economic situation (for example: continuous fluctuation of currency and saturated sales markets) can provide a possible need for companies like Surinaamse Brouwerij (SB) part of Heineken Company and NV Consolidated Industries Corporation (CIC) to look for international business opportunities.

But with a need for international expansion, companies can take into account the reality of the international economy which can be very dynamic and require a broad vision of a company's economic strategies.

Internationalization has become one of the most important factors in the future of the operation of manufacturing companies (Karadeniz & Kenan, 2007). Before these companies take the step of competing internationally, they must first be competitive locally. One of the crucial steps to take in the state of full competitiveness, on the international market, is the development of an effective external branding strategy (Hout, Rudden & Porter, 1982) .

1.4 Motivation for external branding

External branding is a long term proposition that requires long term investments (Quail, 2020). An essential key component to external branding is a clear message and alignment. It is very important that customers or consumers receive the clear and correct messages during brands promotions.

Due to a growing globalization, companies are forced to look into the importance of branding (Yu Xie & Boggs, 2006). According to Yin Wong and Merrilees (2007) branding offers remarkable potential for growth on international markets. The market is full of different products, different brands. Standing out in a crowd of brands is therefore vital for companies in all industries (Kotler & Pfoertsch, 2007). Bradley (2002) also argues that for companies to gain competitive advantage, internationally, they have to focus on creating brand equity, financial strength and a distribution system that can comprehend the international markets.

In Suriname we have companies like CIC, De Surinaamse Brouwerij and other manufacturing and non-manufacturing companies who operate on international markets.

According to the theory stated above, it is very important for companies to implement an effective external branding strategy. For the Surinamese companies it can be somewhat difficult to implement this strategy or even develop one, because of our import economy. We do not have many national best practices to refer to. Seeking guidance from international companies can be profitable but also a big risk, because our companies need to translate this guidance into the Surinamese economic situation. So going international can have an impact on the external branding of the companies.

Furthermore, it is important to know if Surinamese companies acknowledge the importance of external branding when taking that international step. And if they acknowledge it, to what length do they acknowledge this?

1.5 Problem identification

The international markets consist of competitions between corporate brands as well as product brands (Yu Xie & Boggs, 2006). To maintain a long-term competitive advantage it is important for companies to build a strong brand, with a clear brand identity and consistent brand image.

For customers within the manufacturing industries in which CIC and de Surinaamse Brouwerij operate, there are different stages of involvement in the process of decision-making before customers decide to purchase. The customers consider things like, e.g. quality, taste, packaging, and price.

Marketing nowadays is focussed towards a brand management approach where the product is enriched with symbolic, emotional, intangible and tangible dimensions in order for the product to differentiate from other products within the same industry. But customers need to be made aware of the product and its competitive brand image to actually take buying the product into consideration (Keller, 2008).

1.6 Problem statement

What is the impact of internationalization on the external branding strategy of Surinamese Manufacturing companies?

The following sub-questions were asked to answer this question:

1. How do Surinamese manufacturing companies make sure that their brand stays relevant to customers on the local market? How do they translate the relevance to the customers within the international markets?
2. Brand creation occurs based on what customers think about a product. What brand experience do customers get with the purchase of the product?
3. Is there a significant difference between local and international customers, based on brand experience?
4. How focused are Surinamese manufacturing companies on creating a brand strategy that fits the foreign market they are trying to pursue?
5. What challenges do Surinamese manufacturing companies face when creating their external branding strategy to fit foreign markets? How do they plan to take on these challenges?
6. Are Surinamese manufacturing companies equipped enough (in sense of know-how) to construct an external branding strategy that can survive internalization for at least five years? If yes, what tools do they use to develop the strategy? If not, how do they obtain the adequate resources to construct a workable branding strategy?

1.7 Relevancy

1.7.1 Social Relevance

Suriname has an overall import economy which contributes little to no knowledge on best ways for how to operate within the export economy field. For Surinamese companies that seek to operate on international markets it may be efficient to have Surinamese examples of best practices to study before making decisions.

The social and policy relevance of this research is creating a basis for a workable best practice that can add practical value to external branding strategies for Surinamese manufacturing companies based on internationalization of their products. Furthermore the aim will also be to give at least one example of a best practice showcasing an effective external branding strategy based on internalization of manufacturing goods.

A positive external brand strategy on international markets can create a positive image of the “outside world” on Suriname. A positive image can create trust in the quality of products produced by Surinamese manufacturing companies. Giving these companies the opportunity to expand their business and explore new markets. An effective branding strategy based on internationalization of manufacturing goods can also play an effective part in providing opportunities for globalization and growth. Companies like Fernandes, VSH, Doksenclub and CIC are already busy establishing a name on international markets like Guyana and Trinidad & Tobago.

The Surinamese economy shows a trend of an unstable USD and EURO exchange rate in the last 10 years. Although the VES (Association of Economists in Suriname, 2019) has no projections about the exchange rate in 2020 the current trend indicates that the rates are rising. "But nobody knows where the line is," says Steven Debipersad (board member of the Association of Economists in Suriname, 2019). Surinamese manufacturing companies can benefit from this trend by expanding to foreign markets and bringing in foreign currency which benefits the total economy.

Aside from the positive image, documenting the challenges related to internationalizing external branding strategies of Surinamese manufacturing companies can benefit a healthy market economy by using them as learning points and preparation tools. This relates back to the best practise examples which can be gained out of the business case research.

Finally, this research will aim to fill a gap in the existing knowledge of the impact that internationalization has on Surinamese manufacturing companies.

1.7.2 Scientific Relevance

The theoretical perspective of this research will include the theory involving three branding types, namely: Spirit Branding, Co-Branding and Cause-Branding. Furthermore a case study approach is used which is based on multiple sources of evidence in order to analyse empirical findings.

To analyze the external branding strategy, five main drivers: awareness, accessibility, value, relevant differentiation and emotional connection are used in the form of a conceptual framework. The assumption is that internationalization of these five drivers can possibly impact the creation and execution of the external branding strategy. Based on this model investigation of the possible impact is done through case study of Surinamese manufacturing companies.

The key to nailing your brand is to determine what makes your company and product truly unique and stick to sharing these features with your target audience. Once you have identified your “selling points” next up is to craft how you will present this to your ideal customers (Chris Handley, 2017).

The end of this research will conclude actions taken by these two Surinamese manufacturing companies using different types of external branding strategies in order to survive the impact of internationalization.

External Branding is explained as the sum of all marketing activities created to influence the mind-set and purchase behavior of customers and prospective customers for a company’s product or service (Quail, 2020).

Different companies have different views on branding. If done effectively, external branding can help provide an identity and architecture for the overall company and product brands. Also brand personality identification, differentiation from competition by giving a clear position of company and products/services and maximization of company revenues can be some of the positive outcomes of an effective external branding strategy.

2. Theoretical Framework

In this part of the research, the theoretical framework includes definitions of branding strategies, external branding and internationalization motives.

2.1 Introduction branding strategies

Branding your products/services is, simply put, telling consumers/customers what they can expect from your business. A branding strategy can be implemented internally and externally (Williams, 2019).

Internal branding is focussed on getting employees in line with the external branding strategy. It is showing them what the brand means and to ensure that they understand, believe and trust in the mission of the company (Duncan, 2020).

This part of the chapter focuses on the different branding types and zooms into the external implementation of the branding strategy. This research will not address the internal implementation any further.

2.1.1 What is a brand?

A brand is an idea system, a network of associations, that represent any entity, organization, or person. To be clear, a brand isn't just marketing. It's not a logo or set of fonts and colors. It's an integral part of the strategy and operations of an organization extending far beyond marketing. Companies with the greatest market share, are also the companies with the greatest brands. INSEAD professor of marketing, J.C. Larrech's research articulates how strong branding doesn't come from marketing alone. He found that marketing budget spend didn't actually determine growth. Between 1985 and 2004 brands that actually decreased their marketing spendings delivered higher growth in market capitalization. Those companies operationalized their brand. It became core to their business strategy (Christy MacLeod, 2015).

When building a brand there are certain things that need to be taken into consideration. Some of which are:

- **Brand Mission:** a brand mission is the essence of a business' goals and the philosophy underlying them.
- **Brand Values:** a set of guiding principles that stand alone in value and importance to the entire brand creation.
- **Brand Vision:** Vision states what is essential to preserve and what future the organization is progressing toward. The Harvard Business review 'Building Your Company's Vision' explains that when formulating a vision a company needs to take both the current mission and purpose as well as the aspirations of future achievements into consideration.
- **Brand Purpose:** is more than output or target customers; it's the soul of the brand.

- **Brand Positioning:** making sure that all the company's activities ladder up to the brand promise.
- **Brand Tone of Voice:** this is the communication of the credibility of vision, purpose and positioning. It also backs up the brand pillars.
- **Brand Look & Feel:** a common spirit uniting and creating consistency across executions.

2.1.2 Branding types

The key to nailing your brand is to determine what makes your company and product truly unique and stick to sharing these features with your target audience. Once you have identified your "selling points" next up is to craft how you will present this to your ideal customers (Chris Handley, 2017).

Spirit Branding, Co-Branding and Cause-Branding are three branding types on which this research shall focus.

- **Spirit Branding / Brand Loyalty**

Logic dominated the worldview about marketing and advertising for a long time. An example of this is USP (Unique Selling Proposition), which is still popular years after its introduction. Notice that USP is defined as, "The factor or consideration presented by a seller as the reason that one product or service is different from and better than that of the competition." It is inarguably a logically based construct (Chris Grindem, 2018).

Although logic dominated the worldview there are brands that are embracing their spirituality and are successfully using it to create a following of brand loyalists. These loyalists then become brand advocates/evangelists.

Think about brands like Nike, Apple, Samsung, Coca Cola, Parbo Bier, Heineken and Fernandes. Parbo Bier for example created brand loyalists by presenting this brand as a pure Surinamese product (creating the nostalgic idea), which is always consumed between friends and family. It brings people together and is a party starter. Fernandes did the same with their home based soft drinks.

- **Co-Branding**

Co-branding is a form of cooperation between two brands with significant consumer recognition that results in the creation and introduction of a new product on which both brands are visible. Although co-branding results in the creation and introduction of a new product through collaboration, the current literature on co-branding focuses on either the creation (i.e., NPD literature) or the introduction (i.e., marketing literature) of the product. As new product success partly depends on a properly executed brand strategy (Keller, 2008).

Yip (2005) summarizes the advantages of implementing a co-branding strategy as follows: "From the viewpoint of both the operator and the partner, the ability to access a broader

customer base and form new relationships with clients is one of the most important and beneficial advantages.

- **Cause Branding**

For the most part, cause branding and cause-marketing share the same definition: A potentially profit-making initiative by a for-profit company or brand to raise awareness, money, and/or consumer engagement in a social or environmental issue. Cause branding additionally attempts to create a permanent association in the eyes of the consumer between the company or brand and the issue (Frechette, 2010).

Cause Branding is used to raise money and awareness for the company and the cause. It also increases engagement with a company's brand or product.

Cause branding has three major components:

1. A product, often [but not always] a tangible item that can be bought and sold
2. A partnership between the corporation behind that product and a non-profit or cause-based institution
3. And a way to generate for profit

Spirit branding, Co-branding and Cause branding will be used to help better understand the consumers needs in order to set up a leading external branding strategy. Understanding the way consumers, especially international consumers, think and buy is very important information to collect when setting up an external branding strategy. It also helps to work with partners (already operative on the foreign markets) in order to understand or collect qualitative market data.

Knowing which branding type to use when can create: awareness, relevant differentiation, added value, accessibility and emotional connection.

Now that we covered what a brand is and which branding types are important for this research, we can zoom into 'external branding'.

2.1.3 External branding

One of the key elements of branding is external branding. There are different perspectives on External Branding. These are some of which benefit the structure of this research:

- Kotler and Keller (2009: 275) stated that "the heart of a successful brand is a great product or service, backed by careful planning, a great deal of long-term commitment, and creatively designed and executed marketing. A strong brand commands intense consumer loyalty".
- Dyson et al. (1996) see the external brand as relating to the company's customers, competitors and the market.
- De Chernatony (2001) divides values into functional and emotional values. The functional values of a brand would include performance, quality, convenience and

ease of use, while the emotional values would include integrity, ambition, cheerfulness and caution.

- Personal perspective on external branding: a professional execution of company brand values which reaches consumers on an emotional level which leads continuous to functional use.

2.1.4 External branding strategies

External branding is a long term proposition that requires long term investments.

An essential key component to external branding is a clear message and alignment. It is very important that customers or consumers receive the clear and correct messages during brands promotions.

The brand strategy is a plan that specifies the direction and scope of the brand over the long term to build and maintain sustainable competitive advantage over competitors (Arnold, 1992). A brand strategy defines: what your brand(s) stand for, what does the brand promise to offer to customers and what personality will your brand develop throughout its life cycle.

Brand strategy begins with an exact understanding of a business strategy to establish strategic consistency (Van Gelder, 2003). Heding, Bjerre & Knudtzen (2008) argue that the aim of a brand increases internal and external opportunities of a brand.

Aaker (2008) states that a brand strategy needs to follow the business strategy, corporate vision, and culture. Figure 1 illustrates a summary of the different theories mentioned above.



Figure 1: Elements of a brand strategy

Source: Electrum Branding

To become a successful international brand a company must usually go through a process of successful brand development on the local market. When the product provides a good coverage within the domestic market, the next natural step is often to look for expansion on international markets (Bradley, 2002). If a brand is exclusive it will often receive high demands based on its uniqueness. However companies must protect the brand from becoming too inaccessible. This can prevent brand growth. It is easier said than done, because if a brand becomes too accessible it can also prevent growth and lose its uniqueness. To control the brand accessibility, most companies use brand extension or umbrella branding (Bradley, 2002).

Due to a growing globalization, companies are forced to look into the importance of branding (Yu Xie & Boggs, 2006). According to Yin Wong and Merrilees (2007) branding offers remarkable potential for growth on international markets. The market is full of different products, different brands. Standing out in a crowd of brands is therefore vital for companies in all industries (Kotler & Pfoertsch, 2007). Bradley (2002) also argues that for companies to gain competitive advantage, internationally, they have to focus on creating brand equity, financial strength and a distribution system that can comprehend the international markets.

2.1.5 Building an external brand

A conceptual model that can be used for building a brand in competitive international markets is Prof. Ghodeswar's (2008) PCDL model, see figure 2. This model consists of four elements, namely: Positioning the brand, Communicating the brand message, Delivering the brand performance and Leveraging the brand equity.

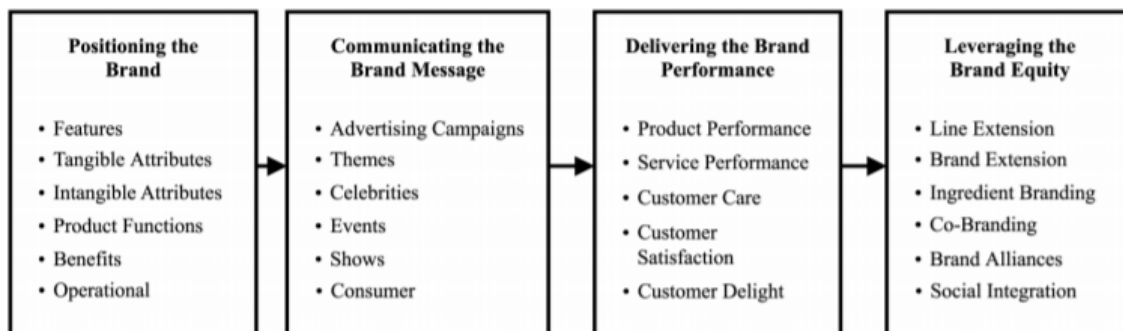


Figure 2: The PCDL model

• Positioning the external brand

To position is to create a perception in the customer's mind to make them believe that your brand is different from the rest, can fulfill their needs and stands apart from competitors brands. Aaker (1996) states that positioning is part of the brand identity, presents the advantage over competing brands and if executed well a brand can have a competitively attractive position.

Temporal (2000) mentioned that in the process of branding the focus should be on adding spiritual/psychological value to products, service and companies in order to add intangible

benefits. A brand should speak to customers' emotional associations, beliefs, values and the feelings that relate customers to the brand. A strong identity can be built if the company strategically positions the brand in the minds of the target audience.

Ability to endow a product, service or corporation with an emotional significance over and above its functional value is a substantial source of value creation (Sherrington, 2003).

- **Communicating the external brand message**

In building brands, companies usually face following challenges: to be noticed, to be remembered, to change perceptions, to reinforce attitudes, and to create deep customer relationships (Aaker and Joachimsthaler, 2000).

Companies need to carve a vision for how they want the brand to be perceived by the target audience. A good brand position helps structure the focus of the brand identity. This helps the company create and set forth communication objectives such as the type of message, brand differentiation to be achieved, and themes that appeal to the target customers.

Different channels of communication can be a tribute to building a strong brand. The major channels used are direct marketing, sponsorships, advertising (e.g billboard), endorsements, sales promotions, public relations, online media and integrated brand communications.

Cross media communication (communicating the same message everywhere) can also help build a strong brand identity.

- **Delivering the external brand performance**

In manufacturing companies, service plays an important role in creating the brand experience as they view the brand in terms of its whole connection with the customers. To deliver a consistent brand experience these companies cultivate their brand strategy across the whole organization, evaluate all contact points with the customers and align organizational processes in order to meet customers needs. This calls for a continuous need of upgrading their performance.

Klaus and Ludlow (2002) state that companies need to set 'operational standards' in all segments that affect daily brand-related activities which can be applied to connections, behaviors, management, customer service, accessibility and performance.

The specific marketing effects that accrue to a product with its brand name can be either consumer-level constructs such as attitudes, awareness, image, and knowledge, or firm-level outcomes such as price, market share, revenue, and cash flow (Ailawadi et al., 2003). The operational standards reinforce the assurance to target customers that the brand promise will be delivered to them.

- **Leveraging the external brand equity**

The leveraging process is defined as a linkage of the brand to something that opens a world to a new set of associations from the brand to this entity, but also affecting existing brand associations (Keller, 2003).

There are different strategies that can lead to leveraging, namely: line extensions, brand extensions, ingredient branding and co-branding, etc.

2.1.6 External brand entry strategy

Companies expand to foreign markets in search of profitability. The profitability of entering a foreign market, however, depends upon how attractive that market is in terms of the company's brand and whether the company can have a competitive advantage.

Establishing competitive advantage in foreign markets has leverage on the choice of entering foreign markets (Grant, 2010). The most important part of market entry strategies and entry modes are, according to Barney (1991) the brand resources and capabilities and according to Anderson and Gatignon (1986) it's the need to minimize transaction costs. During the target phase, managers have to consider three key issues before going international; speed, control and investment (Barwise and Robertson, 1992).

Advantages as well as disadvantages come with every brand entry strategy. The wishful option for companies is to enter a foreign market and have high control, fast speed and low investments.

To achieve the objective of becoming a successful international brand, there are three dominant strategies which are characterized as:

1. Geographical extension: the introduction of the existing brand into a new foreign market. This strategy provides high control, slow speed and medium investment costs (Barwise and Robertson, 1992).
2. Brand alliance: based on leveraging and building the brand by sharing resources through partnerships with other companies who have strong brands. This strategy provides moderate speed, low control, and low investments (Barwise and Robertson, 1992).
3. Brand acquisition: entering foreign markets by acquiring existing brands in that market and then adding it into one's own portfolio. By using this strategy, the company gets medium control, fast speed, and high investment costs (Barwise and Robertson, 1992).

The ways to enter foreign markets differ from exporting, licensing, joint ventures, greenfield investments and wholly owned subsidiaries (Anderson and Gatignon, 1986; Agarwal and Ramaswami, 1992).

Exporting is a low investment and can be a consequent to low risk/return alternative. It provides the company with operational control, while lacking in providing marketing control. The products are bought by an independent intermediate distributor who then sells and distributes to the customers.

Licensing is also a low investment and has a low risk/return alternative. The licensor (home market) gives limited rights or provides limited resources to the licensee (foreign country).

A business agreement in which stakeholders agree to develop a new entity and new assets by contributing with equity is called a Joint Venture. The target is to benefit all stakeholders and is usually predetermined with a time frame. A joint venture can be a relatively high investment, however, the risk/return alternative is lower if more stakeholders contribute.

If we take a look at a fully owned subsidiary we find a high investment and consequently high risk/return alternative. It also gives the investing company a high degree of control. The investing company has ownership of the complete value chain.

Greenfield investment is a start-up investment in new facilities (Anderson and Gatignon, 1986; Agarwal and Ramaswami, 1992).

2.1.7 Factors affecting Brand entry

There are different factors which can affect the entry of a brand into a foreign market.

Some of these factors are:

- Company's size: does the company have enough staff to produce for export
- Multinational experience: does the company have any experience or employees with experience of foreign markets
- Ability to develop differentiated products: does the company have the ability to understand the customers on foreign markets and able to provide for their needs.
- Market potential: the size and growth of the foreign market is important to determine how successful the investment will be.
- Investment risks: the economic and political conditions of the foreign country can be uncertain. Government policies can affect the changes of survival and profit from the foreign market (Agarwal and Ramaswami, 1992).
- Contractual risks: the assets and skills are shared with a company based in the foreign market instead of integrating them within their own company. With the low control of the foreign company the costs will be higher for the local company, because the local company will have to cover most of the costs/investment. This also gives an high external uncertainty which makes the writing enforcement of contracts more expensive (Anderson and Weitz 1986).

2.2 Conceptual Framework

Analyzing the external branding strategy, it is noticed that it can be divided into five main drivers: awareness, accessibility, value, relevant differentiation and emotional connection.

Reviewing a lot of former research it inspired the creation of an own conceptual framework. In the conceptual framework different factors, associated with external branding, are paired to one of the five drivers. For the comparisons, theories from different researchers, mentioned earlier (Aaker, 1996; Temporal, 2000; Sherrington, 2003; Aaker and Joachimsthaler, 2000; Klaus and Ludlow, 2002; Ailawadi et al., 2003), are used. The conceptual framework is established to guide empirical research.

The assumption is that internationalization of these five drivers can possibly impact the creation and execution of the external branding strategy. Based on this model investigation of the possible impact is done through case study of Surinamese manufacturing companies.

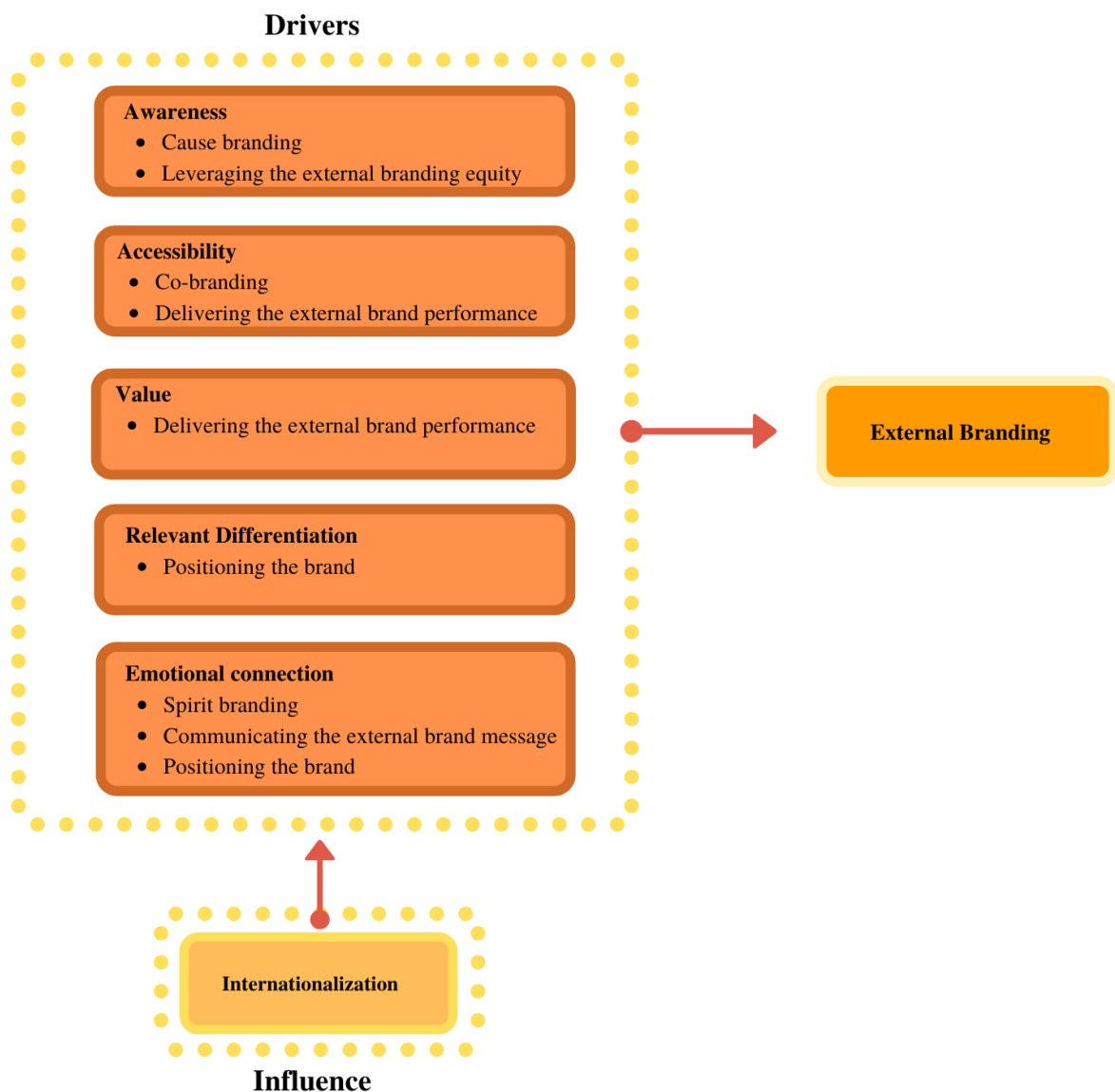


Figure 3: The five drivers for external branding

2.2.1 Explanation conceptual framework

As the different factors have already been explained earlier in this chapter, this paragraph will only show the connection they have in comparison with the different drivers.

- **Awareness**

Consumers must be aware of your brand, the different brands in the product categories your brand operates in, your brand needs to be the first they think about and needs to be associated with key consumer benefits (Daye, 2010).

1. Cause Branding:

Cause branding is a good comparison for driver 'awareness' because this branding type is used as a tool to raise awareness. Although it does this through a cause, it does attempt to create a permanent association in the eyes of the consumer between the company or brand and the issue (Frechette, 2010).

2. Leveraging the external brand equity:

There are different strategies that can lead to leveraging, namely: line extensions, brand extensions, ingredient branding and co-branding, etc. These different strategies contribute to the development of different brands or add value to existing brands (Keller, 2003). Therefore it is important that consumers are aware of what brand is yours, even with possible line extensions or additions of other features.

- **Accessibility**

Your brand must be widely available to consumers. A brand is much more insistent when it is widely available, it caters to convenience, something that cannot be underestimated in this day and age (Daye, 2010).

1. Co-branding:

Co-branding creates the ability to access a broader customer base, which creates wider availability of your brand (Yip, 2005).

2. Delivering the external brand performance:

According to Klaus and Ludlow (2002) companies need to set 'operational standards' in all segments that affect daily brand-related activities such as accessibility.

- **Value**

Regardless of the nature of your product (expensive, inexpensive, high end or low end), it must always deliver a value (Daye, 2010).

1. Delivering the external brand performance:

In manufacturing companies, service plays an important role in creating brand experience and value. Specific marketing effects on consumer-level can construct value creation (Ailawadi et al., 2003).

- **Relevant Differentiation**

The most important thing a brand can deliver is a relevant differentiation compared to competition (Daye, 2010).

1. Positioning the brand:

Positioning is part of the brand identity, it presents the advantage over competing brands and if executed well a brand can have a competitively attractive position (Aaker, 1996).

- **Emotional Connection**

The consumer needs to know, like and finally trust and feel an emotional connection to your brand. The emotional connection can be established through many innovative ways (advertising, customer service and quality of front line consumer contact) (Daye, 2010).

1. Spirit Branding:

Although logic dominated the worldview there are brands that are embracing their spirituality and are successfully using it to create a following of brand loyalists. These loyalists then become brand advocates/evangelists.

2. Communicating the external brand message:

In building brands, companies usually face following challenges: to be noticed, to be remembered, to change perceptions, to reinforce attitudes, and to create deep customer relationships (Aaker & Joachimsthaler, 2000).

3. Positioning the brand:

Temporal (2000) mentioned that in the process of branding the focus should be on adding spiritual/psychological value to products, service and companies in order to add intangible benefits. Ability to endow a product, service or corporation with an emotional significance over and above its functional value is a substantial source of value creation (Sherrington, 2003).

2.3 Internationalization

Internationalization strategy can be seen as market decisions or selections (this concerns the question of which market will be entered), expansion pace (here the question is whether to first enter one market or several markets at the same time) and choice of the method of accession (Kovacs, 2014).

It has been found that companies usually opt for (indirect) export as a way of joining one foreign market. As their knowledge increases, they can move on to a more hierarchical form of internationalization.

Determining a strategy is therefore the most important process in internationalization.

The importance of strategy needs to be clear to organizations because it gives direction to an organization, can provide clear frameworks for making choices and helps in determining the success factors for growth.

An internationalization strategy consists of the following three parts:

1. **Market research:** to what extent is the international market (s) good for the offered product/ service.
2. **Goals:** the goals which the company wants to achieve with this step of internationalization need to be clear and SMART.
3. **Concrete plan of action:** this involves examining how internationalization will be tackled.

2.3.1 Motives for internationalization based on manufacturing companies

There are many reasons for companies to internationalize. Some of these motives were named by undermentioned researchers:

- Internal motives (Brooks & Rosson, 1982)
- Unique product (Johnston & Czinkota, 1982)
- Technical know-how (Tesar & Tarleton, 1982)
- Marketing know-how (Johnston & Czinkota, 1982)
- External motives: mature market and recession, better profit opportunities (Kaynak & Stevenson, 1982)

2.4 Business profiles

In this paragraph the business profiles of the case study companies are presented. The presented information is gathered through company websites and interviews with management personnel in the respected research field (see table 4).

Table 4: Case study interviewees

Company	Interviewee	Management position
N.V. Consolidated Industries Corporation	D. Phang	Sales Manager Regional
N.V. Consolidated Industries Corporation	Aïsha Esseboom	Marketing Manager
Surinaamse Brouwerij N.V.	Fayzal Abdoelrazak	Commercial Manager
Surinaamse Brouwerij N.V.	Earl Frijmersum	Marketing Manager

2.4.1 Profile N.V. Consolidated Industries Corporation

N.V. Consolidated Industries Corporation (CIC) is a leading Surinamese based Caribbean manufacturing company that produces household detergents and plastic packaging materials

- **Company history**

N.V. Consolidated Industries Corporation (CIC) is a publicly traded company, established in 1967 and is part of the VSH United group of companies.

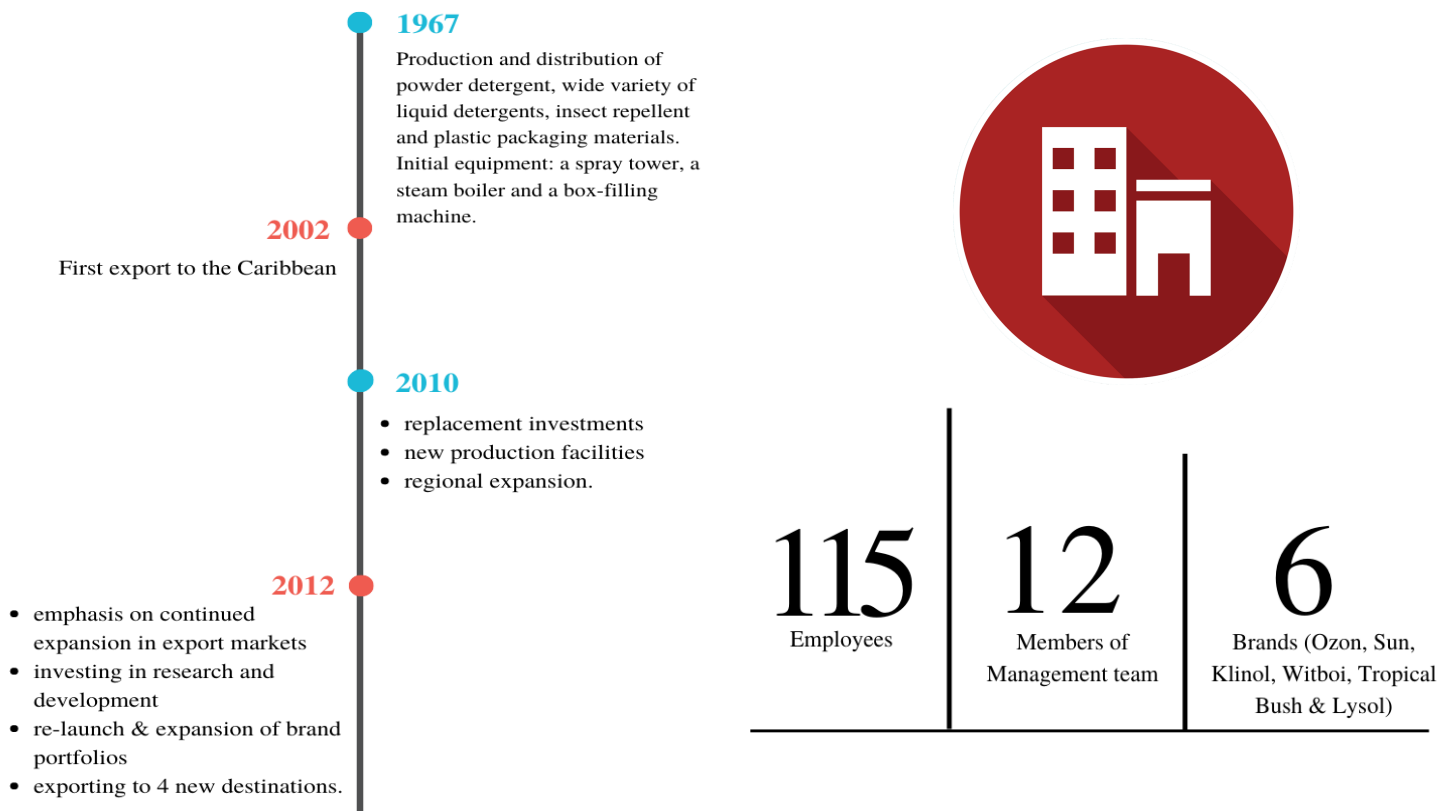


Figure 4: CIC's operational history

- **Management Team**

Kathleen Healy is the Managing Director of CIC. She has a commercial background along with years of experience in the fast moving consumer goods industry. Together with a group of eleven management members she constantly works towards growth of the company (see appendix 4). A view of the operations which is being led by the management team is illustrated through a Business Model Canvas (figure 5).

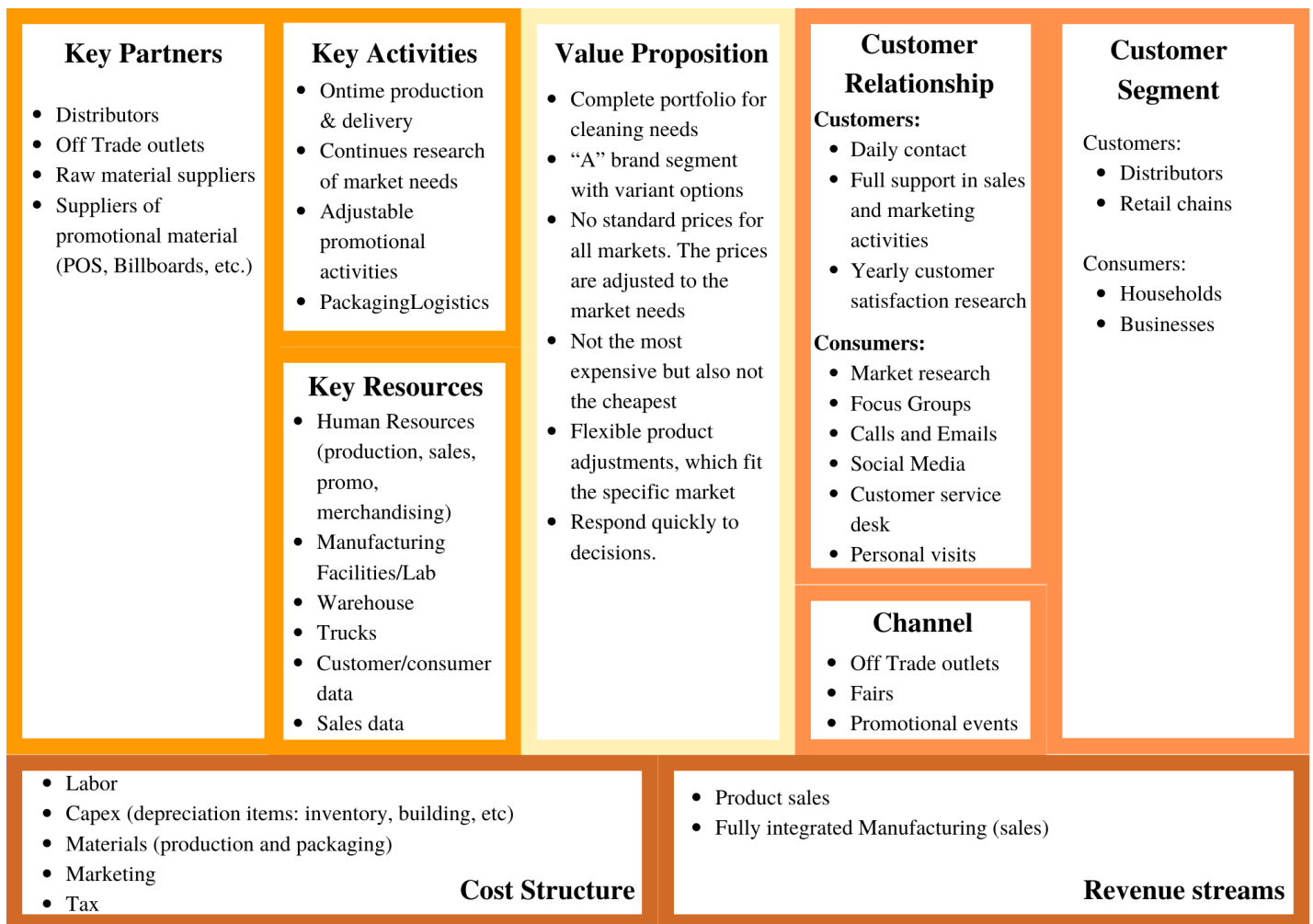


Figure 5: Business Model Canvas CIC

- **Internationalization process of CIC**

CIC started exporting their products to the Caribbean in 2002 and continued to emphasize on expansion to other export markets. Their three export brands (Ozon, Sun and Tropical Bush) are available in 13 countries (see figure 6) throughout the Caribbean and Europe.

The brands that represent the quality of what CIC has to offer on international markets were chosen based on information gathered out of market research. Brands like Ozon, Sun and Tropical Bush seem to be a better fit for these markets, based on competition, pricing and needs.



Figure 6: CIC's Export Partners

Illustrated above we find 12 of the export partners within the Caribbean and Europe.

Noticeably French Guiana stands out because of her European influences. The market demands within this country carry the most requested Ozon Products.

The biggest export challenge which CIC faced was about 12 years ago, when they expanded to Trinidad and Tobago. This market is one of the most competitive markets and yet through hard work and good partnership, CIC made Ozon and Sun domestic brands in this market.

Also Guyana is one of the top selling export countries who mostly sell Ozon and Sun products. The newest addition to the export locations is St. Lucia, where CIC offers products of the Ozon and Sun brands.

Another noticeable fact is that customers in the Caribbean seem to react better to the powder based products while the Europe market reacts better to the liquid based products.

- **Customers vs. Consumers**

With the export segment of CIC the buyers of the products can be divided into two groups, the customers and the consumers.

The customers are those which we categorize as the distributors. They purchase the products in wholesale amounts directly from CIC while the consumer purchases the end products, distributed by the customer, in supermarkets.

The way of operating is made possible through a strategy that CIC puts together locally based on the trends on international operating markets, share it with the customer and then these customer/distributors operate accordingly. CIC does not have her own employees working as sales representatives or merchandisers on these markets as she does within the local market.

The customers/distributors are also accountable for that part of the operations.

CIC's internationalization's process can be projected in the following order, presented in figure 7.

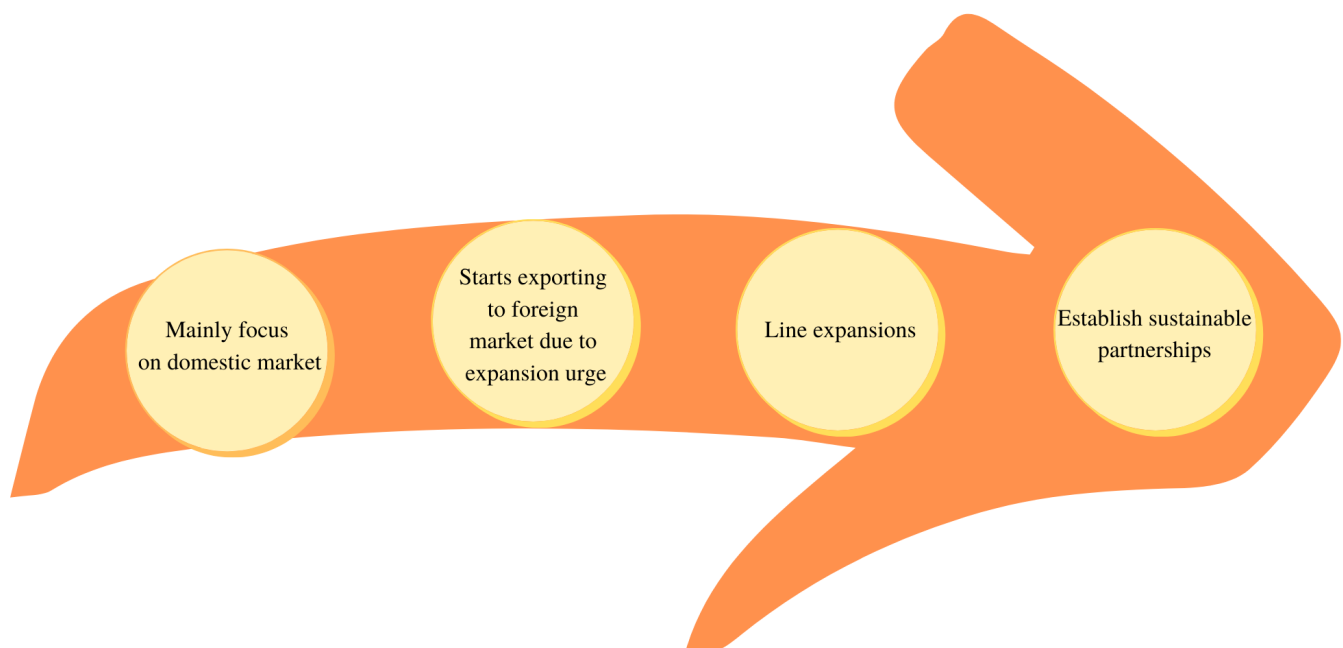


Figure 7: CIC's internationalization process

2.4.2 Profile De Surinaamse Brouwerij N.V.

The Surinaamse Brouwerij N.V. is a beer brewery with a policy that is aimed at realizing profitable and sustainable growth in order to strengthen the position of the company. In doing so, Surinaamse Brouwerij N.V. strives for an optimal return for the shareholders, a continuous satisfaction of customers and consumers, an optimal wellbeing of the employees and a responsible social management and involvement.

- **Company history**

The roots of Surinaamse Brouwerij N.V. lie in the Dutch province of Zeeland, where around 1950 the brothers Piet and Arthur Dumoleyn decided to continue their brewery business in Suriname. Suriname, at that time a Dutch part of the country, did not have its own brewery at the time. The figure below illustrates the operational history of SB.

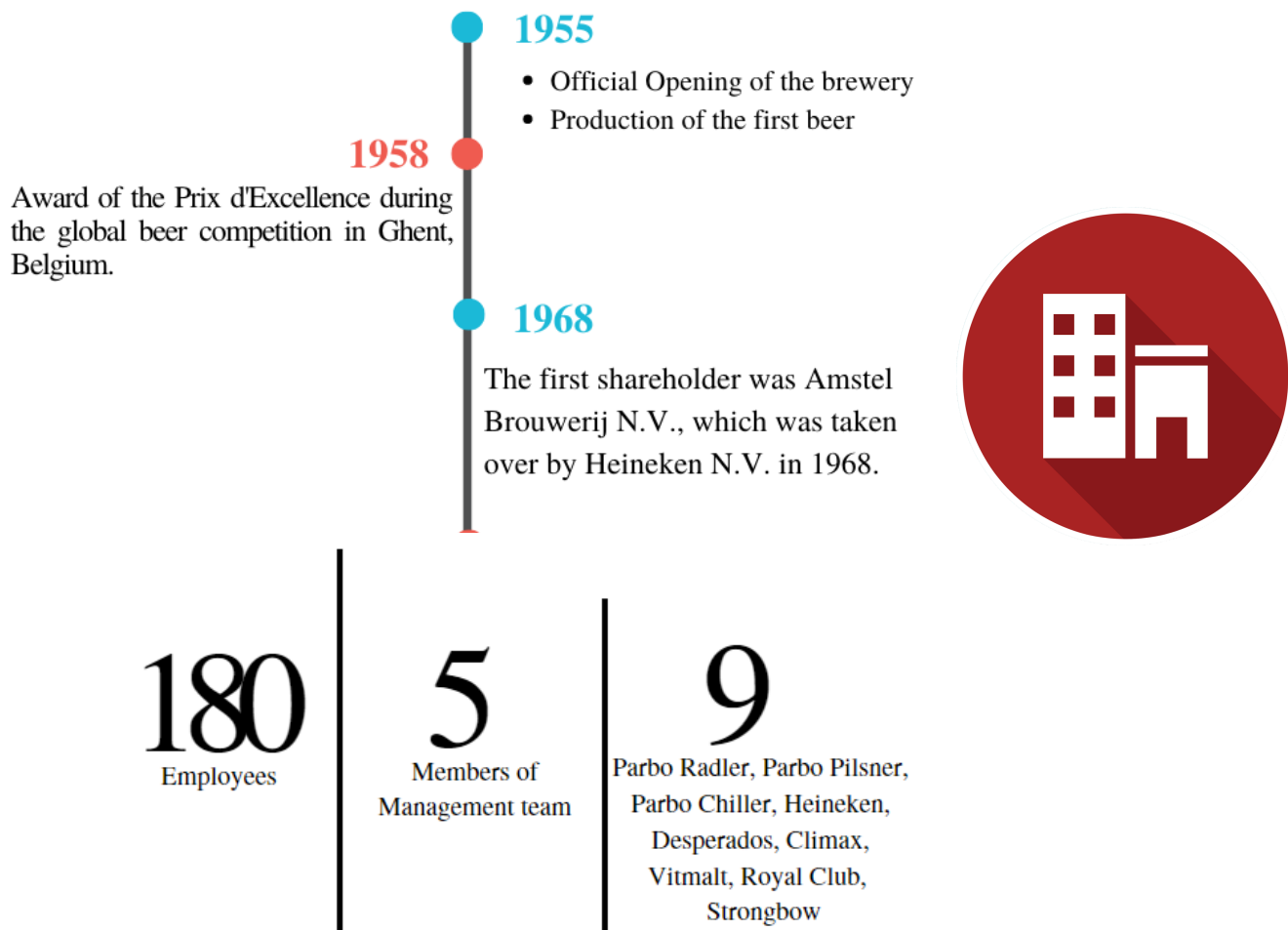


Figure 8: SB's operational history

- Management Team

Reinoud has been employed by HEINEKEN since 2007, where he has carried out various projects from the commercial management traineeship in the Netherlands and Nigeria, within marketing and sales. Together with four other management team members he leads a team of 180 full time employees and approximately 120 temporary employees (see appendix 5).

A view of the operations which is being led by the management team is illustrated through a Business Model Canvas (figure 9).



Figure 9: Business Model Canvas SB

- **Internationalization process of SB**

De Surinaamse Brouwerij started exporting their products to French Guiana, Guiana and the Netherlands in 2002 (see figure 10). Their two export brands (Djogo and Mini Djogo (now the 25cl pilsner) were available in these countries.

The export Djogo bottle used to be green, which made it easier to control the market, especially French Guiana. It made it easier to control that local products were not being brought onto the export market. In order to continue export of the Djogo in those specific bottles a large number needed to be ordered at the same time, making it not profitable (order a minimum of 500.000 bottles and the export is approximately about 120.000 in a year of export. This will take up too much storage space). So they decided to switch to one color for local and export production.

Now De Surinaamse Brouwerij has three export brands (Parbo Pilsner, Parbo Chiller and parbo Radlers).



Figure 10: SB Export Partners

Illustrated above are three of the export partners within the Caribbean and Europe.

The Surinaamse Brouwerij N.V. chose their export partners based on Surinamese diaspora.

In all of these countries the different products have different establishments. For example, in the Netherlands the Parbo brand is seen as a specialty product brand and is sold for a high price.

In French Guiana the Parbo Djogo (largest size Pilsner) is a premium brand whilst locally it is a mainstream brand.

Guiana is more focused on individual drinking which makes the smaller size Pilsner a best seller in this area.

- **Customers vs. Consumers**

The expert segment of De Surinaamse Brouwerij divides the product buyers into two groups, the customers and the consumers.

The customers are those which we categorize as the distributors. They purchase the products in wholesale amounts directly from De Surinaamse Brouwerij while the consumer purchases the end products, distributed by the customer, in supermarkets.

Distributors operate through a Heineken network and need to meet Heineken standards.

De Surinaamse Brouwerij does not have her own employees working as sales representatives or merchandisers on these markets as she does within the local market.

The customers/distributors are also accountable for that part of the operations.

SB's internationalization's process can be projected in the following order presented in figure 11.

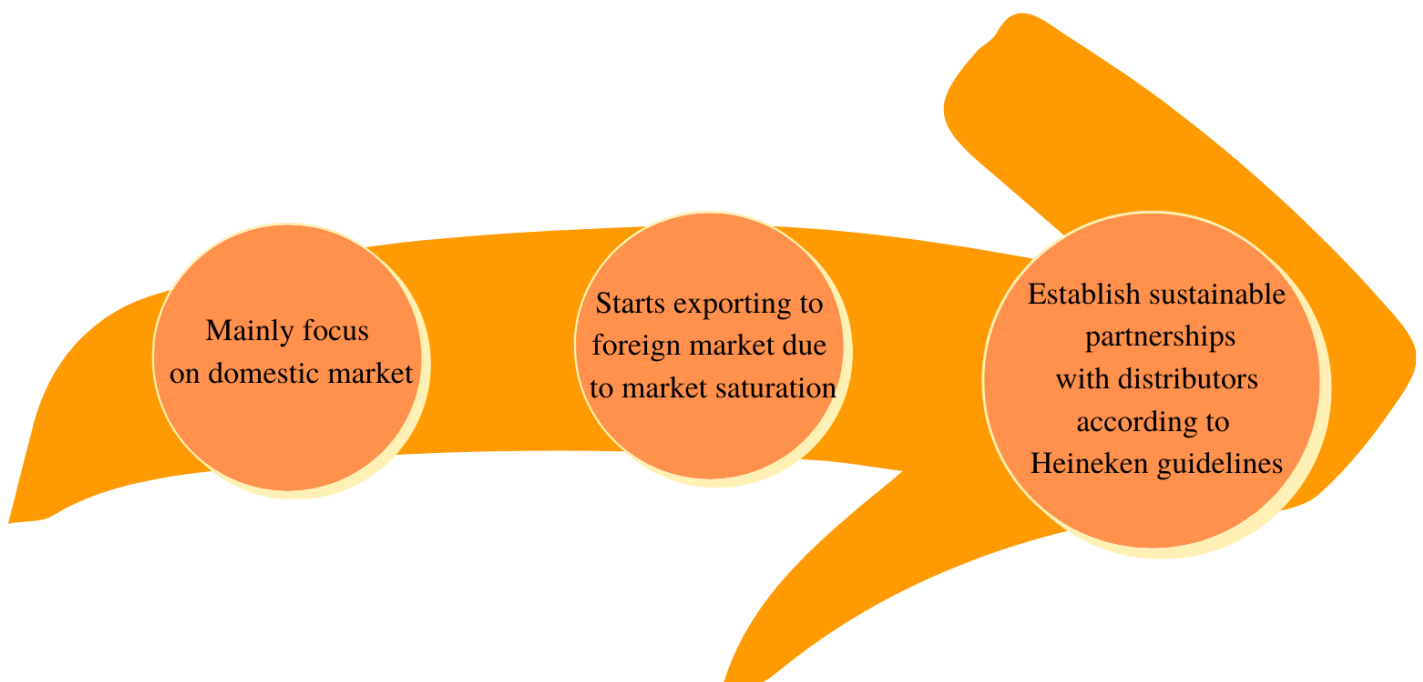


Figure 11: SB's internationalization process

3. Research Methodology

This chapter introduces the research method used in this thesis in order to answer the problem statement along with the formulated research questions. The purpose is to provide insight in the used research methods that will provide the answers to the research questions.

The thesis is based on qualitative research which is done through literature study, case studies, business model analyses and interviews of two Surinamese manufacturing companies based on the survival of their external brand strategy in relation to the impact of internationalization.

The operationalization of the research terms has been done as follows:

- External branding strategy via the five drivers: awareness, relevant differentiation, value, accessibility and emotional connection are constantly taken into consideration based on the chosen branding type(s).
- Internationalization via the chosen Surinamese manufacturing companies that explain their road to internationalization. Meaning that, through interviews, they give reviews on their ups and downs, do's and don'ts and best practices. Internationalization has an influencer roll effect on the five drivers which affect the external branding strategy.

3.1 Research Strategy

3.1.1 Qualitative research

Qualitative research is empirical research where the collected data is not in the form of numbers (Punch, 1998) and focuses on understanding from a humanistic or idealistic approach. Though Quantitative is in comparison to qualitative research a more reliable method as it uses numerics and can be used objectively and propagated by researchers. Qualitative research is used to get a better understanding about people's beliefs, behavior, interactions, attitudes and experiences. Qualitative research is more flexible in comparison to quantitative research because the problem, design of the research and the way the data is collected and analysed can be changed during the process (Jacobsen, 2002). Qualitative research is viewed as a method that can generate and develop new theories, whereas quantitative research is seen as a method to verify and test previous theories, and when studying more in-depth social phenomena and facilitating the gain of more knowledge and understanding of a specific subject qualitative research is the way to go (Bryman and Bell, 2007). Bryman and Bell (2007) also state that qualitative research focuses on words which can generate the answer for the research question that quantitative cannot, because it does not emphasize on quantity of data collecting and analysis.

Given the scarcity of content concerning the external branding strategy of Surinamese manufacturing companies that operate on foreign markets, a qualitative research is appropriate. This research is done about Surinamese manufacturing companies in a field that lacks theories, data and empirical findings.

Qualitative research can help examine present-day real-life situations and give a starting point for idea implantation and additional methods (Soy, 1997). In order to get a good understanding of internationalising Surinamese Manufacturing companies, two typical companies are chosen for case studies with qualitative research methods. The case study will not only include existing theories but I will also try to present some new findings to add to the present theories.

3.2 Research Design

3.2.1 Case study

Yin (2009) defines a case study as ‘an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used’.

According to Stake (1995) a case study is a holistic, empirical, interpretive, empathic and integrated method. A method that values researchers and participants their differences in standpoints and interpretations. Case studies are a fruitful way of supplying a deeper insight into inconsistent literature, also strengthening the generalizability of variant theoretical point of view (Eisenhardt, 1989).

Stake (1995) is more a reflective or interpretivistic research philosophy whilst Yin (2009) and Eisenhardt (1989) have more of a positivist acknowledgment to case study methods. But all agree on the methodological properties of case study research. Which state that case studies must be based on multiple sources of evidence, and that it is important to check validity by implementing triangulation. Within this research the within-method of methodological triangulation is implemented, which uses several data collection methods. With the use of triangulations more than one method is used which decreases the weakness of the use of one method and strengthens the outcome of the research (Denzin, 1978; Sharif & Armitage, 2004).

Using the qualitative methods is seeking to identify fundamental concepts and the relationship among them (Hyde, 2000). This method usually uses a reproduction of interviews, observations or documents. Through interviews case studies can simplify the in depth study of specific occasions or phenomena.

The case study method is used to present the empirical findings. A questionnaire compared with personnel interviews is complimented by secondary data (company websites) are the main building blocks of the case studies. The companies are chosen based on some predefined selection criteria. After the companies were selected and general information was collected from their public websites, they were contacted through phone and email. When they agreed to participate, the structured questionnaire was sent by email and an face to face interview was set up. The interviews gave an opportunity to gather additional information due to the fact that interviewees were more comfortable giving more information face to face.

3.3 Data collection

Data collection can be done through several sources such as interviews, documents or observations (Blumberg et al. 2014). The primary data collection is done through academic data and empirical data collection. The secondary data is mainly collected through internet searches.

- **Primary data**

The primary data in the theoretical framework was put together with information gathered from school databases and the internet, in the form of books and articles. Key search words such as: “external branding”, “ why internationalization”, “impact of internationalization” and “Surinamese manufacturing companies internalization” were used.

The business case studies contain information collected directly from the companies. The data was collected through a questionnaire, which was sent by email for preparation purposes and then conducted through in-depth interviews. To identify the respondents a match between research subject, area of expertise and seniority on the topic was made. This led to in-depth interviews with executives and senior management, because it is assumed that they have the knowledge, experience and are familiar with the operational activities regarding the research topic at hand (Vida et al.,2000). The decision was to focus on Surinamese manufacturing companies who already operate on international markets. The idea was to get at least five companies to join this research but early on it was clear that not all of the companies operated internationally with an well executed external branding strategy. Also the big hit of the Covid-19 pandemic in march 2020 made it difficult to get interviews from different companies. So the sample size was narrowed down to two companies, on the same level and already operational on international markets, who were willing to participate. Apart from the difference in product development, these companies also differ in the way their strategy is conducted. Which makes it interesting to see the differences in approach of foreign markets.

There are two types of interviews that can be used, structured and semi-structured interviews. Structured interviews are used if the goal is to describe or explain, but do not allow the exploration of a topic, because the questions and answer are predefined. Whereas a semi-structured interview allows an exploring approach that gives interviewees the option to turn the interview in different directions giving the researcher new sub-topics which he or she did not think about beforehand (Blumberg et al., 2005).

During the data collection a semi-structured interview type was used. The interview started with rather specific questions but allowed the interviewees to follow their own thoughts later on. The semi-structured interview uses open questions starting with “how” and “what” which is more suitable in gathering opinions and attitudes. And it gives more flexibility to add more questions and get more explanations during the interview (Bryman & Bell, 2007). The interview contained questions which were structured by using the sub-questions, regarding the research problem statement, as a basis. Specific topics, such as ‘internationalization’,

‘market research’ and ‘branding’ were used to stimulate the interviews and get more in depth information from the interviewees.

After the responses were gathered and analysed, certain information gaps were noticed. In order to fill the gaps, the interviewees were contacted again through phone and email and asked certain gap filling questions. A disadvantage during the gathering of the information is that the collection was always done during working hours, which shortened the time frame for getting as much information as possible.

- **Secondary data**

Secondary data was mostly collected from different web pages on the internet and the general information for the case companies from their official company websites and some internal documents.

4. Analysis and findings

The objective is to research how these companies build their brands on the international markets and get some insights on the nature of their core business.

The presentation of these business case studies will be separated and follow the structure of the earlier presented conceptual model.

4.1 Implementation conceptual framework CIC

- **Awareness**

CIC states that to raise awareness with the consumers they first need to research what catches their attention. CIC noticed that there is a significant difference between their local and foreign consumers. “There is a difference between what works for example in Europe and what is more appealing for our Caribbean target group”, Aisha Esseboom (Marketing Manager CIC) states. It’s not only in brand experience, but also in the type of products that are used the most. The brand experience in Europe is that consumers rather go for liquid soap (elite class) instead of the powdered form. In the Caribbean is the other way around.

Although the consumers differ in each market, the packaging stays the same. Only the text on the label is translated into the local language of such markets. This is a conscious choice for CIC because creating a specific label can be expensive and you need a certain amount to issue a reasonable price.

Comparing CIC’s research results to the global soap market we see that the soap industry is mainly categorized into bar soaps and liquid soaps. Liquid soaps witness a faster growth over the last five years and is expected to grow even faster than solid soaps. Liquid soaps have captured a majority in shares because of the amount of comfort the consumers experience while using them (TechSci Research, 2020).

An opportunity for CIC is to look more towards foreign markets with a higher increase possibility toward liquid soap consumption and build on this trend. While keeping in mind that the solid soap market can also shift towards this trend, CIC can adjust easily because of the gained experience from investing in liquid soap markets.

- **Accessibility**

CIC creates accessibility on foreign markets through a self conducted business strategy fed with results out of market research, which they share with their customers for implementation purposes. They gather information on what the best selling points are, in terms of location, set their operational standards and implement their strategy.

CIC does not co-brand with any other leading brands on the foreign markets, they partner up with distributors who deliver the products to the broader audience.

- **Value**

To translate the value of a brand to foreign markets, companies must make their brand appeal relevant to the consumers and show the importance of such brands for customers to become partners. CIC translates the value of her brands to the consumers by creating strong

partnerships with their distributors in the exporting countries to execute marketing and sales activities.

- **Relevant Differentiation**

The international household cleaners industry is expected to reach 40.38 billion USD by 2025. With key players such as Colgate-Palmolive Company, The Procter and Gamble Company, Henkel Ag and Co. Kga, Unilever et al. The competition for CIC is not to be underestimated. CIC differs from foreign competition by positioning their brands in different price categories, making them affordable for all households.

- **Emotional Connection**

CIC researches brand experience of the consumers every three months and matches the results to their objectives. The regional brand strategy is adjusted according to the needs of the countries. For Ozon the formulated brand experience translates to: 'makes life easier, gives freedom and is an ally for the householding needs.' They want the brand to come across as trustworthy, caring, ambitious and accessible.

For Sun the formulated brand experience translates to: 'affordable, straightforward, basic and simple.'

4.2 Implementation conceptual framework SB

- **Awareness**

De Surinaamse Brouwerij states that there is no significant difference between the local and international market when it comes to creating awareness of their brand, because they use the Uppsala model of internationalization; they look to nearby markets and try to reach out to the diaspora in those countries.

The challenge with the Uppsala model is the extremely important underlying assumption that in foreign operations the people with crucial roles drive the international process. Leaving the headquarters with little to no control over the decided selling out strategy (Mats Forsgren, 2000). This can create a lack of knowledge and is a significant obstacle to internationalization and increases uncertainty about foreign markets.

Reid, 1983 stated that the Uppsala model does not consider important issues of how companies resources and the market attributes can set choices and changes within the export structure. Also neglected in the model are the management incentives and roles in making decisions based on international market behavior (Axinn & Matthyssens, 2002).

If De Surinaamse Brouwerij wants to take her export activities more seriously, they will have to take the above criticism into consideration. Meaning that they will need to have an export team in place that organizes continuous foreign market research activities, creates and implements strategic plans. This team needs to contain a differentiation of disciplines such as a finance expert, a commerce expert and a research and development expert.

- **Accessibility**

SB creates accessibility on foreign markets through the Heineken business strategy. They gather information through market visits and distributors on what the best selling points are regarding locations. The operational standards are already pre-formulated and assigned by Heineken. SB does not co-brand with any other leading brands on the foreign markets, they partner up with distributors who deliver the products to the broader audience.

- **Value**

For relevance purposes, brands must deliver a certain value to consumers. With the use of the Uppsala model of internationalization, knowledge and opportunities create solid relationships, commitments and make well-executed decisions. During this process SB learns how to innovate their brands in order to stay relevant and strengthen their network position.

- **Relevant Differentiation**

SB differs from competitors on the foreign markets by appealing to a specific target group. Being a part of Heineken they also have the advantage of selling through the Heineken network.

- **Emotional Connection**

Although export is not very profitable for SB, with them being part of Heineken Company this translates into selling their products through transfer prices (prices that are officially matched with Heineken partners in other countries), they still formulated a brand experience for their export products. The Parbo Bier Djogo brand translates to: 'sharing, national pride and freshness'. The smaller Parbo Pilsner translates to: 'individual drinking'.

4.3 Cross analysis and findings

This chapter analyzes a comparison of the findings across the two cases. In order to identify possible patterns, the two cases are discussed based on similarities and differences. These patterns display the effort, initiatives and opportunities that played a significant role in building stable brand identities, and how they helped towards internationalization. And lastly, gained experience during this process.

4.3.1 Motives for internationalization

As mentioned before there are different motives for internationalization such as: internal motives (Brooks and Rosson 1982), unique product (Johnston and Czinkota 1982), technical know-how (Tesar and Tarleton 1982), marketing know-how (Johnston and Czinkota 1982) and external motives: mature market and recession, better profit opportunities (Kaynak and Stevenson 1982), however not all of them are applicable for the case studies. CIC and SB both have different reasons for internationalization. The biggest difference in decision making for these reasons is that CIC is a nationally owned company that creates her own leading strategies while SB operates under the wings of Heineken Company, which means Heineken Company creates the leading strategy.

Analyzing the empirical findings it is noticeable that the leading internationalization motives for both companies are mature market and recession and better profit opportunities.

The motives for CIC to operate internationally are based on growth opportunities and establishing regional dominance whilst SB motives drive on expansion because the local market is already quite saturated with an 98% share in beer products and economy of scope, in which they hope to produce at lower costs if export production increases.

4.3.2 Steps for internationalization of these Surinamese manufacturing companies

The psychical distance requires companies to gather international market knowledge in order to optimize the company's foreign experience, identify market opportunities and avoid market risks (Johanson and Vahlne, 1977). The frequently used Uppsala model of internationalization is often used as a theoretical base for a step-by-step strategy to enter foreign markets. Which goes by regular export activities, export via distributors, subsidiaries and production or manufacturing in foreign markets (Johanson and Wiedersheim-Paul, 1975).

Looking back on the empirical findings the internationalization steps of both cases can be illustrated as shown in the following table.

Table 5: Steps of internationalizations

	2002	2010	2012	2020
CIC	First export to the Caribbean	Regional expansion	Emphasis on continued foreign market expanses	Established foreign distribution partners
SB	First export to the Caribbean and Europe			Established foreign distribution partners

If steps for the internationalization of both companies are compared, we notice that CIC made more steps towards establishing their brands on the foreign markets, while SB due to their connection with Heineken did not have to make as much effort. Except from the difference both companies do follow the steps from no exportation to export and both choose closer areas as target markets. They differ again when it comes to approaching the market, CIC mostly follows the international market demands while SB concentrates on markets that consist of consumers already familiar with the brand.

4.3.3 Brand relevance on local markets

Before launching a brand into an foreign market, the brand must already have a reasonable establishment within the local market. Both CIC and SB have different tactics but also some that are similar.

The table beneath illustrates the differences and the similarities.

Table 6: Differences and similarities brand relevance

Differences	Similarities
<ul style="list-style-type: none"> • CSR – donate a lot of products on a monthly basis to different foundations and organizations (CIC) 	<ul style="list-style-type: none"> • Regular marketing and promotion campaigns and events • Regular product updates and new product launches

4.3.4 Translation of brand relevance on international markets

The relevance of a brand can be translated to foreign markets by making the brand appeal relevant to the consumers on those markets. The relevance of the brand also establishes the importance of the brand and helps recruit potential partners.

Both companies use a Geographical extension strategy. Which means that they introduce the existing brands into a new foreign market. This strategy provides high control, slow speed and medium investment costs (Barwise & Robertson, 1992).

However CIC's has more operational freedom due to the fact that they conduct their own strategy. SB on the other hand has to set out her operational activities according to Heineken standards.

4.3.5 Focus on creating a brand strategy that fits the pursued foreign market

The above results clearly state that there can be a significant difference between local and foreign consumers unless you pursue homogeneous markets. Therefore the focus on creating a brand strategy to fit a pursued market differs between CIC and De Surinaamse Brouwerij.

De Surinaamse Brouwerij does not focus on creating a brand strategy to fit pursued markets, because they are a medium enterprise and the Uppsala model of internationalisation ensures that they reach consumers that already know the brand. De Surinaamse Brouwerij does not focus on introducing their brand into a completely new market of consumers that know nothing about the brand.

The strategy from Heineken states that the national brand always coordinates with the Heineken representatives in other countries. Only when there is interest from other opco's in the brand. There cannot be a breakthrough in another country without the opco in that country being aware of this.

Above mentioned strategy limits De Surinaamse Brouwerij from increasing their position on foreign markets. In combination with the use of the Heineken strategy, the Uppsala model also limits expansion to other foreign markets that do not contain consumers with a diaspora background. With this approach De Surinaamse Brouwerij gets to take the "easy" way out and does not have to deal with researching new and foreign market opportunities.

As mentioned before, CIC does focus on the significant differences between local and foreign consumers. Therefore they also focus on creating a brand strategy that fits the pursued foreign markets. CIC focuses on implementing marketing strategies based on global goals, but local needs. That means that they have an international strategy but make local adjustments to messaging, activities/marketing campaigns if needed.

CIC's approach creates an environment where the company learns about the do's and don'ts of expansion to foreign markets. Compared to De Surinaamse Brouwerij they do not get the

“easy” way out. But they also do not have to operate within guidelines of the mother organisation, which makes it possible for them to create and implement their own operational strategy.

4.3.6 Challenges when creating a brand strategy that fits foreign markets

Creating a brand strategy does not go without challenges along the way.

Although De Surinaamse Brouwerij does not focus on creating different brand strategies, they do encounter challenges. For example in French Guiana they faced labeling legislation, which led to a change in labels, but this was a small challenge to overcome.

Another challenge is the fact that the opco present in the pursued market must be taken into account. Which makes it impossible to pursue the market too aggressively, because there are other sister brands that need to be taken into account also.

CIC also faces challenges when creating a brand strategy to fit foreign markets. Some of the challenges they face are: (1) Correct executions of activities. Working together with brand managers at the distributors to make sure everything goes as planned. CIC provides them with all the material needed to implement/execute the brand strategy. (2) Performance of distributors: some are comfortable with the position of the product on the market and don't go as fast as CIC wants to sell. CIC deals with this by: negotiating with them to reach the goal, staying on top of the activities of the distributor, working with distributors who believe in your brand and want to continue to invest in it.

4.3.7 Knowledge and tools to construct an external branding strategy

In this paragraph the companies were asked if they think that Surinamese manufacturing companies are equipped enough (in sense of know-how) to construct an external branding strategy that can survive internalisation for at least five years. If they answer “yes”, what tools can they suggest to develop the strategy? If they answer “no”, what do they suggest Surinamese companies do to obtain the adequate resources to construct a workable branding strategy?

Both CIC and De Surinaamse Brouwerij agree that Surinamese manufacturing companies are equipped enough to construct an external branding strategy that can survive internationalisation for at least five years.

CIC believes that a good marketing department and a good amount of market research (internet, market visits, surveys, etc) are tools to develop an external brand strategy. Also they believe that relations with a good distributor helps to compete on foreign markets and get value for your money.

CIC also mentioned that delivering to the Caricom is cheaper than countries outside of the Caricom. This seems logical because of the Surinamese membership within the Caricom.

De Surinaamse Brouwerij believes that the world became a village. The moment you identify with a target group, it is easier to address them. For example, we address the diaspora in the

export countries. We can respond to specific moments (eg Kwaku festival in the Netherlands, Srefidensi in the Netherlands). You can then easily communicate based on your brand values (Earl Frijmersum, Marketing Manager, De Surinaamse Brouwerij N.V.).

De Surinaamse Brouwerij also believes that some production companies do have the know-how, but they often work with foreign partners and cut bad deals. Know-how can also be hired, so that should not be a barrier, some branches have more know-how than others. You need to look at where you can invest less and yield more. Short term thinking and corruption prevent us from growing significantly with exports. The business climate is not always healthy, which makes Suriname an import economy vs an export economy.

Furthermore De Surinaamse Brouwerij advises to use tools such as: the internet, sponsorships and events aimed at your target group, inflight magazines, and the Uppsala model of internationalisation.

4.3.8 Future perspectives on external branding on international markets

It is important to have long term objectives when setting up an external branding strategy for foreign markets. CIC and De Surinaamse Brouwerij both have some of their future perspectives which are listed below.

CIC lists as future perspectives: striving for uniformity, concentration on similarities between countries instead of differences, global standardization to strengthen your brands and adjustment of the marketing mix of regional markets when necessary, and product development based on regional needs.

De Surinaamse Brouwerij wants to continue to grow in the region, but again according to step by step approach. For De Surinaamse Brouwerij it is different to plan out future perspectives for foreign markets, because Heineken Company handles fixed transfer prices which state that profits on foreign markets can not be higher than profits on the local market.

Except for the above mentioned future perspectives I would suggest that they use their lab resources for research and development, outside of their scope. This can create an edge in exploring new business ideas and tap into new opportunities

SB can also look into using its in house resources (eg knowledge, know-how, lab researches, raw materials, and human resources) to create existing or new products in order to trade within new markets. For example with the Covid-19 pandemic both companies proved that they have the knowledge and resources to produce a new product, alcohol hand sanitizers. This creates some sort of line extension within the product portfolio.

4.4 The impact of internationalization on external branding strategies

Following the cross analysis and findings on both of the companies, regarding their export activities, this chapter illustrates the impact of the internationalization on their external branding strategies.

4.4.1 Impact based on brand experience

The impact based on brand experience on the foreign markets differs for both companies.

For CIC the impact lies in the matter that they have to adjust their brands according to the results of their research. The regional brand strategy is adjusted according to the needs of the export countries.

De Surinaamse Brouwerij is not directly affected by the impact of brand experience in foreign countries, because the target countries where the diaspora is highly present. Which means that the consumers already know the brand and extra research to execute a separate brand strategy is not necessary.

4.4.2 Impact based on creating a fitting brand strategy

An impact through brand experience can result in the need to create a fitting brand strategy. The magnitude of the impact will determine the course of the branding strategy.

CIC conducts research on their foreign operating markets every three months to calculate if the needs of those markets are still the same. If any important differences pop up after these researches are conducted, CIC must invest in eliminating these differences in order to stay competitive in these markets.

With the diaspora being the only target group for the De Surinaamse Brouwerij brands it means that the consumers already know the brand and extra research to execute a separate brand strategy is not necessary.

4.4.3 Impact based on challenges when creating external branding strategies

Creating a fitting brand strategy does not go without challenges along the way.

Although De Surinaamse Brouwerij does not focus on creating different brand strategies, they do encounter challenges. The impact of these challenges have translated back to the fact that they are part of The Heineken Company and need to take every action according to the Heineken guidelines. They cannot operate internationally without Heineken's consent which leads to a situation where export sales may not make a bigger profit compared to local sales.

The impact that these challenges have on CIC is one where they are forced to exchange their knowledge on execution and sales of their products with foreign distributors. This requires continuous education of employees on not only brand development but also developments on the foreign markets.

5. Conclusion and Discussion

The objective of this chapter is to present the main conclusion gathered from the theoretical framework, the research objectives and the main findings from the case studies of CIC and De Surinaamse Brouwerij.

After completing the theoretical framework and the findings on the research objectives based on the case studies, this paper was able to illustrate a significant amount of useful information on some of the main concept of external branding, and internationalisation, and why it is important for companies who pursue foreign markets to develop and maintain a workable external branding strategy. Nowadays external branding is used to create and maintain emotional attachment to products, brands and companies.

A brand is an idea system, a network of associations, that represent any entity, organization, or person. To be clear, a brand isn't just marketing. It's not a logo or set of fonts and colors. It's an integral part of the strategy and operations of an organization extending far beyond marketing. Therefore the focus must be on creating and maintaining strong and powerful brands. When the strong brand is functioning properly it creates value and differentiation on the competitive foreign markets. It also creates loyal customers/consumers and profit value for the company.

When creating an external branding strategy in order to operate on foreign markets it seems that companies usually opt for (indirect) export as a way of joining said foreign markets. As their knowledge increases, they can move on to a more hierarchical form of internationalization. Determining a strategy is therefore the most important process in internationalization. The importance of strategy needs to be clear to organizations because it gives direction to an organization, can provide clear frameworks for making choices and helps in determining the success factors for growth.

5.1 Conclusions based on theoretical and case study findings

Based on assumptions that due to the overall import economy of Suriname, internationalization of manufacturing companies may or may not have an impact on the external branding strategy of these companies. The first step into identifying an explanation for this assumption was the formulation of the following problem statement:

“What is the impact of internationalization on the external branding strategy of Surinamese Manufacturing companies?”

Chapter five concludes that the impact of internationalization on the external branding strategy differs between companies.

The impact for CIC is the continuous adaptation of their external branding strategy to fit the foreign markets and stay in the competing field. This also leads to an impact in their budget and continuous knowledge upgrade of their key players.

For SB it is a different story. Internationalization does not have a big impact on their external branding strategy, because they only export to countries where the diaspora is highly and effectively present. The diaspora already has a certain connection with the product, making it unnecessary for SB to invest in creating separate branding strategies to fit the foreign markets. The only impact they had was very small, which is translating the product labels to the native language of the foreign markets.

To add more understanding to the problem statement several sub-questions were asked.

- “How do Surinamese manufacturing companies make sure that their brand stays relevant to customers on the local market? How do they translate the relevance to the customers within the international markets?”

It appears that these Surinamese manufacturing companies make their brands stay relevant through continuous market research on local (CIC and SB) as well as international market (CIC) and appeal to the diaspora (SB).

- “Brand creation occurs based on what customers think about a product. What brand experience do customers/consumers get with the purchase of the product?”

CIC consumers experience the brands as an all purpose house cleaning brands with top of the line products. De Surinaamse Brouwerij brands give a nostalgic experience.

- “Is there a significant difference between local and international consumers, based on brand experience?”

Based on CIC’s research there is a difference between European consumers and Caribbean consumers. The European consumers use more liquid based cleaning products and Caribbean consumers use more of the powder based cleaning products.

For De Surinaamse Brouwerij the difference lies in the use of the brand. In the Netherlands the Parbo Djogo is mostly consumed during festivals, but locally it is consumed on a daily basis, special and non special occasions.

- “How focused are Surinamese manufacturing companies on creating a brand strategy that fits the foreign market they are trying to pursue?”

CIC is very focused on creating an external brand strategy that fits the foreign markets. They illustrate this by executing market research every three months.

De Surinaamse Brouwerij does not focus on creating an external brand strategy which fits the foreign market. They seek foreign markets which are similar to the local market.

- “What challenges do Surinamese manufacturing companies face when creating their external branding strategy to fit foreign markets? How do they plan to take on these challenges?”

These Surinamese manufacturing companies face: legislation struggles, language barriers, the struggle of only being able to operate on terms of the biggest shareholder and struggle of distribution companies not selling their products with the same passion they would.

They plan to take on these challenges exchanging knowledge on execution and sales of their products with foreign distributors. This requires continuous education of employees on not only brand development but also developments on the foreign markets.

- “Are Surinamese manufacturing companies equipped enough (in sense of know-how) to construct an external branding strategy that can survive internationalization for at least five years? If yes, what tools do they use to develop the strategy? If not, how do they obtain the adequate resources to construct a workable branding strategy?”

Both CIC and De Surinaamse Brouwerij agree that Surinamese manufacturing companies are equipped enough to construct an external branding strategy that can survive internationalisation for at least five years.

They believe that companies can use the following tools:

1. A good marketing department and a good amount of market research (internet, market visits, surveys, etc)
2. Relations with a good distributor helps to compete on foreign markets and get value for your money.
3. Identify a target group and address them.
4. Hire know-how if you do not have it in house.
5. Search for opportunities where you can invest less and yield more.

The information provided from the case studies also reveal the future perspectives of these companies. Both companies want to continue to grow within their export markets, but for CIC it is easier because they develop at their own standards while De Surinaamse Brouwerij abides by the Heineken Company rules.

Finally this research concludes that Internationalization does have an impact on the external branding strategies of Surinamese manufacturing companies but the impact differs from

company to company. It also concludes that Surinamese companies can survive and thrive on foreign markets if they invest in an effective external branding strategy through market research and building effective relationships/ partnerships.

5.2 Limitations and further research

Limitations

The following limitation may affect the validity and reliability of this research.

- This research intended to contain a minimum of five Surinamese manufacturing companies. Unfortunately not all of the approached companies use an external branding strategy and most of them did not want to share strategic information or participate with the research. Luckily the two companies that choose to participate in this research are two listed companies with respectable names within the local market and both export to more than one foreign market.
- Due to the Covid-19 pandemic, companies were more focused on survival, making it very difficult to get certain important information.
- The lack of best practice research about the internationalization of Surinamese manufacturing companies to compare to.

Further research

- There is still a lot of room for further research on this topic. In regards to the limitation on the concentration of the more traditional manufacturing companies, further research should also pay attention to technology based manufacturing companies. It is also advisable to use more data driven information based on sales and measurable experience to measure the degree of internationalization.
- Also a follow up research can be done on the possible impact that Covid-19 may or may not have had on the external branding strategy of these manufacturing companies while trying to keep their international operations going.

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Appendix

Appendix 1: interview CIC

Aïsha Esseboom (Marketing Manager of N.V. Consolidated Industries Corporation) and D. Phang (Sales Manager Regional of N.V. Consolidated Industries Corporation)

Q1: What are the motives for internationalization of your company?

A1:

- Growth opportunities.
- Establishing regional dominance

Q2: How do you make sure that your brand stays relevant to customers on the local market? How do you translate the relevance to the customers within the international markets?

A2:

- Regular marketing and promotional campaigns and events
- CSR – we donate a lot of products on a monthly basis to different foundations and organizations
- Regular product updates and new product launches
- Conducting market research:
 - Creating strong partnerships with our distributors in our exporting countries to execute marketing and sales activities

Q3: Brand creation occurs based on what customers think about a product. What brand experience do consumers get (or do you expect them to get) with the purchase of the product?

A3: For Ozon: Makes life easier, gives freedom and is an ally for the householding needs. We want to come across as trustworthy, caring, ambitious and accessible.

For Sun: affordable, straightforward and basic and simple.

Every three months, market research is conducted to determine the brand experience of consumers and it appears to match what we want. Regional brand strategy is adapted according to the needs of the countries.

Q4: Is there a significant difference between local and international customers, based on look and feel?

A4: Yes, there is. There is a difference between what works for example in Europe and what is more appealing for our Caribbean target group. But it's not only in look & feel. Also the type of products that are being used the most.

Q5: How focused are you on creating a brand strategy that fits the foreign market you're trying to pursue?

A5: We are focused on implementing marketing strategies based on global goals, but local needs. That means that we have an international strategy but make local adjustments to messaging, activities/marketing campaigns if needed.

For example: (1) Europe uses liquid (elite class) instead of washing powder (more economic). (2) Packaging: same in every country, only the text differs in language. Consciously chosen.

Q6: What challenges do or did you face when creating your brand strategy to fit foreign markets? How do you plan to take on these challenges? Or how did you take on these challenges?

A6: Correct executions of the activities. We work together with our brand manager at our distributor to make sure everything goes as planned. We provide them with all material needed to implement/execute the brand strategy.

Distributors Performance: some are comfortable with the position of the product on the market and don't go as fast as we want to sell. Negotiate with them to reach the goal. Success of exporting on top or remaining as a distributor, who believes in your brand and wants to continue to invest in it. Product presence in Trinidad and Guyana has helped locate distributors in other countries.

Ozone, Sun and Tropical bush are exported. We looked at what fits the region a bit and the other products were not interesting enough for export.

Q7: Do you think that Surinamese manufacturing companies are equipped enough (in sense of know-how) to construct an external branding strategy that can survive internalization for at least five years? If yes, what tools would you use or recommend to develop the strategy? If not, how can you obtain the know-how to construct a workable branding strategy?

A7: Yes, good marketing department, enough market research. Good distributor abroad. Having made contact with distributors ourselves, we can compete with the other brands on the market. Value for money.

It is cheaper to deliver to the Caricom. Delivery to countries outside the Caricom is more difficult. Searching via the internet, visiting, asking questions and also working with retail chains that also distribute.

Q8: What are the future perspectives of your company when it comes to external branding on international markets?

A8: Strive for uniformity, Concentration on similarities between countries instead of differences, Global standardization to strengthen our brands and adjustment of the marketing mix of regional markets when necessary, Product development based on regional needs.

Appendix 2: interview Surinaamse Brouwerij Marketing

Earl Frijmersum (Marketing Manager of Surinaamse Brouwerij N.V.)

Q1: What are the motives for internationalization of your company?

A1:

- better sales market because the local market is already quite saturated. We consist of 98% of the market share
- economy of scope, because we have to produce more in order to deliver to the foreign markets, we hope that the cost price will drop that way.

Q2: How do you make sure that your brand stays relevant to customers on the local market? How do you translate the relevance to the customers within the international markets?

A2: strategy for the local market is quite simple, we already have 98% market share and the focus is maintained because local production is always preferred over export and it also yields more.

For export we use the Uppsala model of internationalization and are gradually expanding in the region. There is a distributor who focuses on the brand according to our strategy and the regular commercial calendar continues.

Q3: Brand creation occurs based on what customers think about a product. What brand experience do consumers get (or do you expect them to get) with the purchase of the product?

A3: The positioning of Parbo beer holds a sharing concept, national pride and freshness. Heineken creates a premium feeling, international character, world brand, high end, elegant, sophisticated and refreshing.

The customers must retain the pure brand value of the products.

Q4: Is there a significant difference between local and international customers, based on look and feel?

A4: No significant difference because we work with the Uppsala model. The Uppsala model looks at as many homogeneous markets as possible. So we use the same brand values and the same market approach. We try to address our own people in those countries.

Q5: How focused are you on creating a brand strategy that fits the foreign market you're trying to pursue?

A5: Not at all focused on building a brand strategy that fits the foreign market. We are a medium enterprise, the Uppsala model simply ensures that we can reach the people who already know us. We do not focus on adapting to the population that does not know us at all. Heineken's strategy is to always coordinate the national brand with the Heineken representatives in other countries and only when there is interest from other opco's in our brands. We cannot breakthrough in another country without the opco in that country being aware of this.

Q6: What challenges do or did you face when creating your brand strategy to fit foreign markets? How do you plan to take on these challenges? Or how did you take on these challenges?

A6: We encountered a small labeling legislation in French Guiana.

We take on challenges by taking into account the operating opco on the foreign market, because there are other sister brands that you have to take into account. Although distributors can be an outside party or Heineken itself, Heineken always takes over when they see that there is growth potential. In the Netherlands and French Guiana we do have a Heineken agent as the distributor.

Q7: Do you think that Surinamese manufacturing companies are equipped enough (in sense of know-how) to construct an external branding strategy that can survive internalization for at least five years? If yes, what tools would you use or recommend to develop the strategy? If not, how can you obtain the know-how to construct a workable branding strategy?

A7: Yes, the world became a village. The moment you have identified a target group, you can address them more easily. For example, we address the diaspora in the export countries. We can respond to specific moments (e.g. Kwaku festival in the Netherlands and Srefidensi in the Netherlands). You can then easily communicate based on your brand values. Internet, sponsorships, events, Inflight magazines and places where you are sure to reach your target audience.

Q8: What are the future perspectives of your company when it comes to external branding on international markets?

A8: Continue to grow in the region, but then again according to the step-by-step approach: first look at the production capacity before moving to a new market and secondly the mother company must also be taken into account.

But at the moment there is no plan to expand further, also because of the difficult economic situation we are in. The fixed transfer price also establishes that no more can be earned on the international market than on the local market.

Appendix 3: interview Surinaamse Brouwerij Commerce

Fayzal Abdoelrazak (Commercial Director Surinaamse Brouwerij N.V.)

Fayzal Abdoelrazak is the Commercial Director at SB who gave some valuable information on the research subject. This information is summarized and presented below.

- We export to countries that have a direct link with the Surinamese diaspora.
- Export is not included in the capital we have on beer production. Exports used to be included in tax by law.
- Export is not profitable for the brewery, because we are a subsidiary of Heineken and we have to deal with transfer prices (officially coordinated with Heineken partners in other countries and is below 10%). We actually earn more by selling locally, but we already own 98% on the local market and there is no growth here anymore. We also do not get back the bottles that we export, so we also have to write off again.
- To have a better control of the foreign markets we produced our ‘Djogo’ in a green bottle. This way we knew which products were exported illegally and which one were not, especially exports to French Guiana. But in order to maintain that we needed to order a certain number of these bottles at the same time (at least 500,000 bottles and export about 120,000 in a year), which was not profitable and took up too much storage space. So it was decided to switch to one color.

Brand positioning

- French Guiana: 2 local distributors who are still very basic in outlet strategy (Parbo is a premium and in Suriname it is mainstream).
- Netherlands: at the festival, sold at a very expensive price. They are not interested in building our brand, it is more of a specialty product over there.
- Guyana: more focused on individual drinking, hence the small bottle and not Djogo.

Challenges brought by the Covid-19 epidemic

- The Covid-19 epidemic brought an imminent shortage of food containers (malt, Heineken, empty cans, everything that is imported). Large ships did not sail to Suriname anymore and smaller ships meant fewer containers. Logistic flows have come to a standstill and the draft of the Surinamese river cannot reach large ships. Chosen for maybe less export because of lack of raw materials and use stock for local because that is the profit.

Future perspective

- If we want to grow in terms of exports there are, we can do that in French Guyana, by working with a distributor who sells to a broader range of outlets. There must be enough bottles available for export, but the local market will always be preferred.

Possible challenges that Surinamese companies may encounter when entering or wanting to enter foreign markets

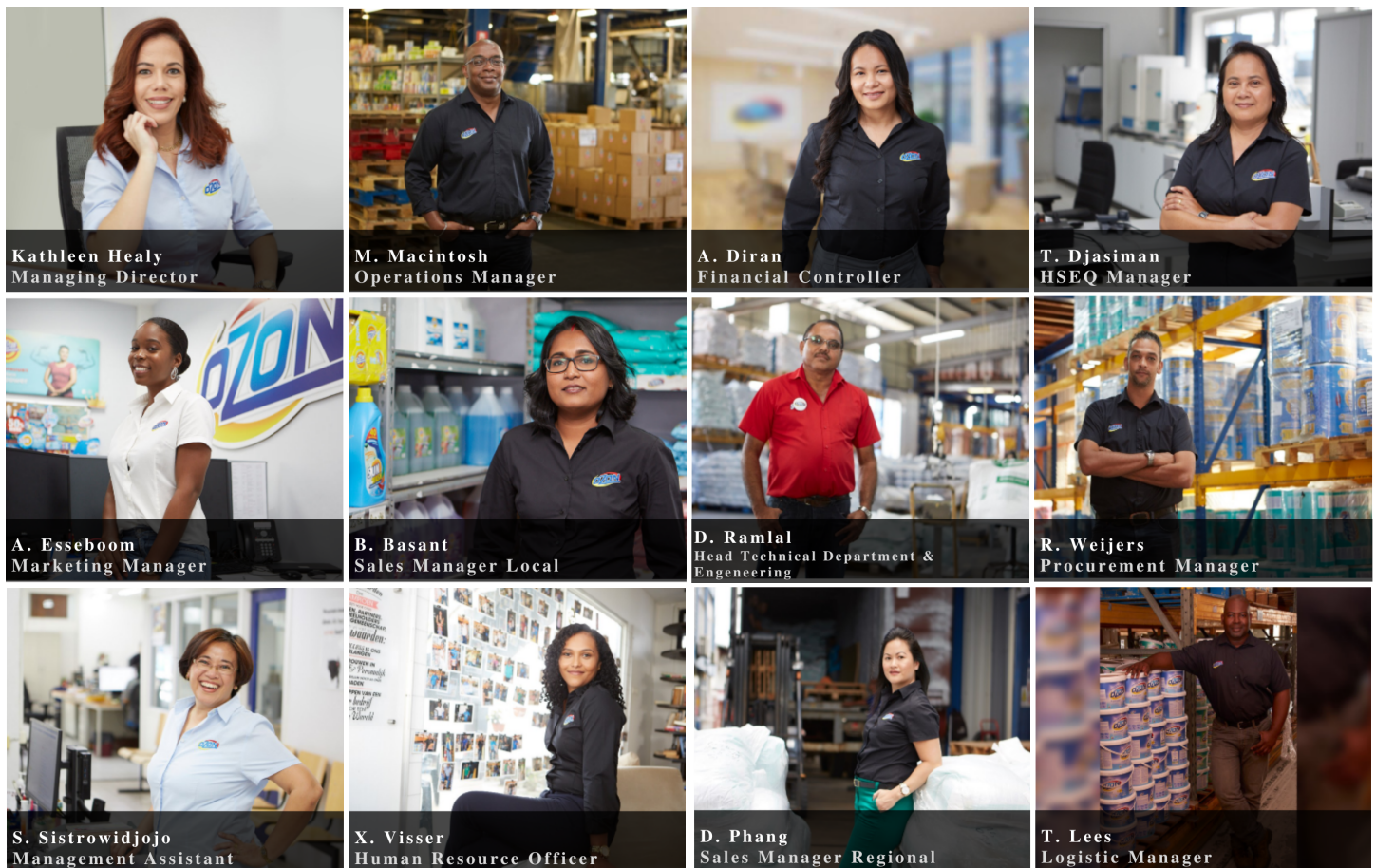
- The preconditions are far too strict for many companies, ISO certification costs a lot of money, protective measures taken by the EU and America and that creates many barriers.
- Locally the necessary infrastructure is lacking, weak government and fairway of the river.

Do Surinamese manufacturing companies have the know-how to enter foreign markets?

A number of production companies do have the know-how, but often enough work with foreign partners (bad deals). Know-how can also be hired so that should not be a barrier, some branches have more know-how than others. We need to look at where we invest less and yield more. Short term thinking and corruption ensure that we cannot grow significantly with exports. The business climate is not always healthy, which makes Suriname an import economy versus an export economy.

Appendix 4. Company profile CIC

• Management board



CIC also consists of a Supervisory Board which advises the management team on company issues and goals.



Table 7: Mission statement and Core Values CIC

Mission Statement	Core Values
<p>We have committed ourselves to consolidation of our number 1 position in the Suriname market and to expand the market position of our products in the region for the benefit of our clients, employees, shareholders and society as a whole.</p>	<p>To be a champion for our customers, partners, shareholders and in the community we hold fast to these values:</p> <ul style="list-style-type: none"> • Your success is our desire • Trust in our relationships and personally responsible for all our actions • Creating a better company for a better world

Source: <https://cicsur.com/about>

- **Brand Profile**

CIC owns a total of 5 leading brands of which 3 are also exported.



Ozon (export product)

Ozon offers a complete line of household cleaning products, making sure every area in- and outside your home stays clean

Sun (export product)

Sun provides you with all the essential cleaning products you need to keep your home and laundry clean and fresh.



Tropical bush (export product)

Tropical Bush is an insect repellent lotion that protects up to 3 hours against different types of stinging insects.

Lysol

Lysol is a very strong disinfectant. It is perfect for cleaning hospitals, cattle breeding companies and poultry farms. It can also be used for cleaning different types of animal stalls.



Klinol

The oldest brand which is highly recommended locally. You can use Klinol in and around your house for various purposes:- Doing the dishes- Cleaning your bathroom- Washing your car- Cleaning your floors, And many more cleaning purposes!

Figure 12: Brand profile CIC

Appendix 5 Company profile SB

- Directory board

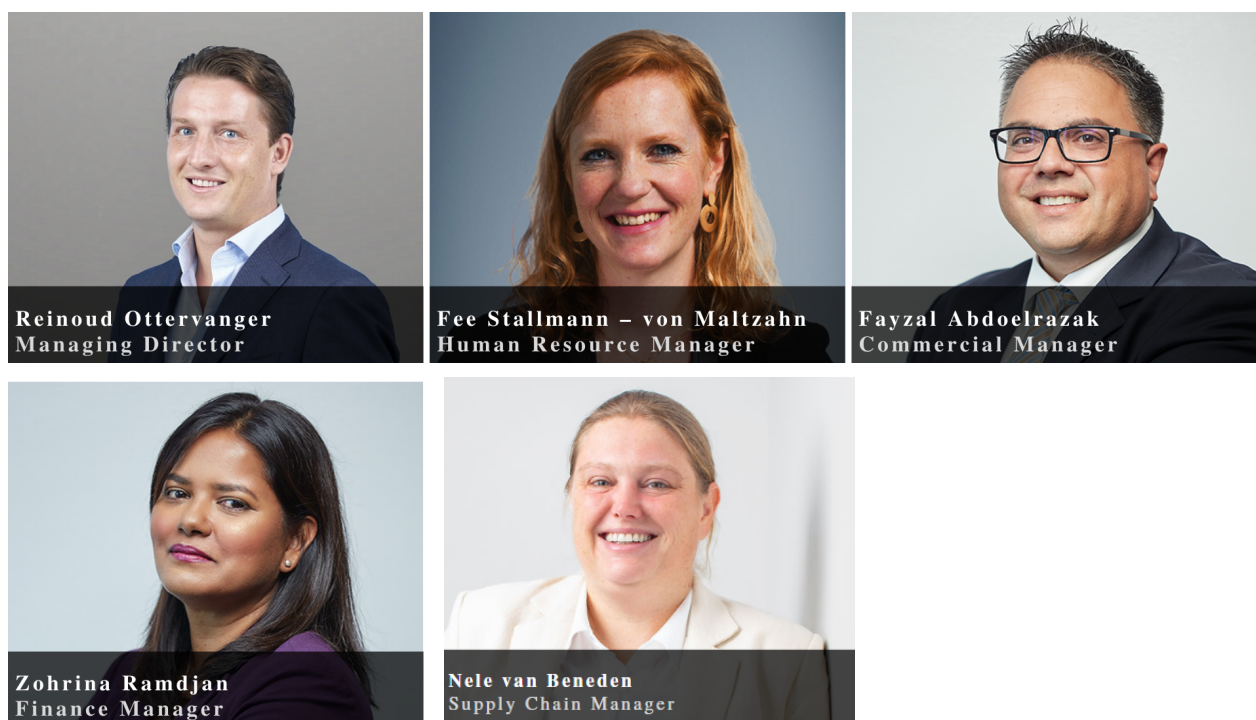


Table 8: Mission statement and Core Values SB

Mission	Vision
We are the pride of Suriname and make every drinking moment a pleasure.	With the most motivated employees, we continuously exceed the expectations of our customers in a sustainable manner.

Source: <https://www.surinaamsebrouwerij.com/over-ons/missie-en-visie/>

- **Brand Profile**

Surinaamse Brouwerij N.V. owns a total of 10 leading brands of which 3 are exported.



Parbo Pilsner

is a 100% natural product and consists of water, rice, malt and hops with an alcohol percentage of 5%.

Parbo Chiller

Parbo beer with the addition of markoesa and lime, two typical Surinamese fruits. This product is available in 25cl clear glass bottle with an alcohol content of 3.3%



Parbo Radler

A mix of beer and 100% natural lime juice with a lower alcohol percentage (2%). There is also a variant without alcohol (0%)

Heineken

The Most International Beer In The World.
Sold in over 192 countries.



Desperados

The world's first tequila flavored beer. A special combination of Lager Beer with a kick of Tequila flavor. A light and refreshing flavor profile and balanced with spicy and lemony notes for sweetness. Alcohol percentage 5.9%.

Strongbow

Strongbow Apple Cider is made from fermented apples and has an alcohol percentage of 4.5%.





Royal Club

An adult soft drink. In Suriname, the Surinaamse Brouwerij imports five different flavors. These softdrinks consist of 0% alcohol

Vitamalt

The most international non-alcoholic malt drink, with sales in 60+ countries. Also a perfect energy drink.



Climax

an energy drink with various herbal extracts, the energizing effect of which is described in scientific literature.

Figure 13: Brand profile SB