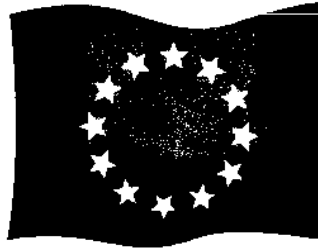


# **EUROPE AND US**



**New Europe for me as**

**ROOFER**

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**Using example of EUROFIT Austria**

# 1 STRUCTURE AND DEVELOPMENT OF THE ROOFER CRAFT

The work of roofer is closely connected with activities of other crafts, particularly with the construction plumber and the carpenter. Namely construction plumber produce not only the sheet metal components for roofline and also roof drainage systems, window sashes, mantelpiece and chimney pots, but as well as the whole tin roofs. Carpenter produce roof truss and sometimes they also lay down wood shingles. There are overlaps, first of all, in areas of the heat and acoustic insulation. According to one structural analysis 38,4% of specialized group members stated that their main area of economic activity is roofing and 53.2% have said roofer and plumbing. According to substantial overlapping of branch activities already mentioned above arise many problems by collecting of statistic date regarding roof performance in our country and also in the EU. By separate statistics of the central statistic office are enterprises sorted according to their main activity. Data according to craft sections is not comparable because to be included within one section, enterprise must only get craft authorization: but if enterprises have more craft authorizations he can be a included in more sections.

**Main activities**

Following development of roofer and plumber enterprises is in **xxxxxxx**:

Development of the number of the roofer and plumber enterprises in <b>xxxxxxx</b>					
	Enterprises 2000	Enterprises 2002	Change in % 2000/2002	Change in % 2002/2003	Enterprises 2003
Roof tiler					
Floor tiler					
Plumber, Coppersmith					

The number of inhabitants that means potential customers per one craft enterprise can be used as one of indicators characterising the roofer branch in **xxxxxxx**.

**Increased number of potential customers per roofer enterprise**

Number of inhabitants per roofer craft enterprise in <b>xxxxxxx</b>			
	Inhabitants / working place in 2000	Change 2000 / 2002 in %	Inhabitants / working place in 2002
<b>Region 1</b>			
<b>Region 2</b>			
<b>Region 3</b>			
<b>STATE</b>			

Another criterion for concentration of service care is the average area of km<sup>2</sup> per enterprise. Apart from the capital town where is the smallest area in km<sup>2</sup> per enterprise it is also small in these regions [REDACTED]. Largest areas per enterprise are in following regions [REDACTED]. Results in some regions (e.g. [REDACTED]) can be caused also by regional characteristic (large regions with low population density) and not by low number of competing enterprises in that area.

### Enterprise structure

Employees per enterprise	[REDACTED]
1 - 9 employees	
10 - 19 employees	
20 - 49 employees	
50 - 99 employees	
More than 100 employees	
<b>Total</b>	

(Source: [REDACTED])

In Europe as well as in our country are roofers' orders abroad only exception. That proves the rule that almost all roofers' orders (approx. 90%) are located within local area of 50 km to the enterprise. In addition, more than 50% of all companies are located in small towns with less than 10.000 inhabitants. So the conclusion of all these facts is that roofers are running their business mainly in the direct local field where they find according to their company size the majority of their market potential that brings them sufficient workload and turnover. Regional differences in construction culture and different demands according to climate zones even within the European countries will affect undoubtedly also in future the specific professional training and practical exercise of this profession and will rather hinder interregional activity.

The material is presently bought from only few producers (industrial concerns) or wholesales and in both these fields exist strong concentration tendencies. In the steep roof sector is the industrial production controlled by few suppliers with very high market share, in addition, these suppliers are often capital related... This results in the close connection of the crafts enterprises to these industrial concerns but there is also a danger of dependency. This structure of supply side leads to the fact that suppliers and purchasers dispose with a very good overview about current market situation and massive price or delivery condition differences can be only hardly achieved. Although EU enlargement will cause an extension of offered assortment, the suppliers will furthermore remain playing an important role, even with less dominating position also on the European market namely according to their foreign capital connections.

The main weaknesses of our companies are company capital ratio and insufficient profit margin. These represent the biggest problems for our enterprises. Particularly weakness in the area of material management and logistics might be responsible for this result as well. New technological development characterized by raised capital requirements and the constant lack of expert working force turn out to be critical for the economical future of the [REDACTED] roofers.

# 2 EFFECTS OF EU ENLARGEMENT ON THE ROOFER'S PROFESSION

## 2.1 Free movement of the goods

The mutual acknowledgment of standards and certificates will bring substantial facilitation of activities over the national border. Rules for some products will be harmonized, but in principle rules according to most products will be mutual acknowledged, this means: the national certificate of product will be mutual acknowledged and applied in the whole EU internal market. The competition and subsidy laws and regulations will be harmonized in the full content, as well as the laws and regulations for the public tenders.

### a) Standards and rules for roofer

What are standards, and what do they bring to the roofer?

Standards are not obstacles that have to be faced by entrepreneurs. They are qualified recommendations which can be voluntarily followed by entrepreneurs.

Their special sense lies in an essential step forward the legal certainty: the xxxx law and public contracting bodies consider standards more and more in the technical issues. Standards can also become a content of contract if it is agreed by the contracting partners.

Standards are accessible for everybody and they form the presupposition for the fulfilment of technical and economic tasks: as norm definitions, requirements, quality-, security- and test criteria; at national level (xxxx), European level (EN) and world-wide level (ISO):

**National standards** are technical rules that demonstrate "science and technology level as well as the economic development".

They are not enacted "from above", but they are prepared exactly by those who will apply them: entrepreneurs, science representatives, public authorities and consumers. These people prove in the so-called specialized standards committee whether there is real need for new standardization and then they prepare appropriate standards for these needs.

**European standards** (EN) are results of consensus in CEN (European standardization committee) by delegates of the national standardization institutes from the EU and EFTA countries and afterwards they are valid as national standards in every EU member state. They shall be implemented in xxxxxxx. In the CEN are all member countries basically equal. The CEN members have weighted voices by a voting procedure, according to their population figures.

European standards are elaborated by the so-called technical committees (TCs) of the CEN, only if

- there exists a real need for it and
- there either still does not exist such international standard or is not in preparation.

In these TCs cooperate representatives from the respective expert groups from national standardization bodies. National standards must be withdrawn if they contradict European standards to guarantee as much as possible harmonization of standards.

European standards can be substantial supplement of EU directives: the latest EU directives set only fundamental requirements that must be fulfilled by all products launched to the market. These fundamental requirements can be closely specified by European standards. Then if the roofer does not work according to these standards, he must prove that his products/services, correspond to the EU directives (evidence of conformity).

European standards serve not only to reduction or removal of trade obstacles for all EU member states, but among other things also to health security and protection. Although the number of European standards will considerably increase in the next years, there will remain furthermore a need of specific national standards.

**International standards** elaborated by the world standardization organization ISO (International Organization for Standardization) need not be implemented as national standards in **xxxxxxx**. However, they form an essential basis for the production of national and European standards.

Important international quality management standards are ISO series 9000 to 9004. They were elaborated as a result of a world-wide trend of high customer requirements regarding quality and they should guarantee the fulfilment of customer expectations, that he gets supplied what he ordered and paid, namely in arranged, assumed and perfect quality.

Result of the application of standard series 9000 - 9004 should be a quality management system which contains elements specifically for each considering enterprise.

More and more contracting partners within Europe insist on the existence of a quality manual in the enterprise as a presupposition for a completion of the contract.

Following European standards (and **xxxx** standards – **must be added**) and standard drafts are important for the roofer profession (other standards concerning adjacent areas of activities can be relevant):

- EN 1462:1997** Brackets for eaves gutters - Requirements and testing
- EN 539-1:1994** Clay roofing tiles for discontinuous laying - Determination of physical characteristics - Part 1: Impermeability test
- EN 539-2:1998** Clay roofing tiles for discontinuous laying - Determination of physical characteristics - Part 2: Test for frost resistance
- EN 538:1994** Clay roofing tiles for discontinuous laying - Flexural strength test
- EN 1304:1998** Clay roofing tiles for discontinuous laying - Products definitions and specifications
- EN 490:1994** Concrete roofing tiles and fittings - Product specifications
- EN 491:1994** Concrete roofing tiles and fittings - Test methods
- EN 607:1995** Eaves gutters and fittings made of PVC-U - Definitions, requirements and testing
- EN 612:1996** Eaves, gutters and rainwater down-pipes of metal sheet - Definitions, classifications and requirements

- EN 12467:2000** Fibro-cement flat sheets - Product specifications and test methods
- EN 1847:2001** Flexible sheets for waterproofing - Plastic and rubber sheets for roof waterproofing - Methods for exposure to liquid chemicals, including water
- EN 12056-3:2000** Gravity drainage systems inside buildings - Part 3: Roof drainage, layout and calculation
- EN 1013-2:1998** Light transmitting profiled plastic sheeting for single skin roofing - Part 2: Specific requirements and test methods for sheets of glass fibre reinforced polyester resin (GRP)
- EN 1013-3:1997** Light transmitting profiled plastic sheeting for single skin roofing - Part 3: Specific requirements and test methods for sheets of polyvinyl chloride (PVC)
- EN 1013-4:2000** Light transmitting profiled plastic sheeting for single skin roofing - Part 4: Specific requirements, test methods and performance of polycarbonate (PC) sheets
- EN 1013-5:2000** Light transmitting profiled plastic sheeting for single skin roofing - Part 5: Specific requirements, test methods and performance of polymethylmethacrylate (PMMA) sheets
- EN 516:1995** Prefabricated accessories for roofing - Installations for roof access - Walkways, treads and steps
- EN 12951:2003** Prefabricated accessories for roofing - Permanently fixed roof ladders - Product specification and test methods
- EN 517:1995** Prefabricated accessories for roofing - Roof safety hooks
- EN 507:1999** Roofing products from metal sheet - Specification for fully supported roofing products of aluminium sheet
- EN 504:1999** Roofing products from metal sheet - Specification for fully supported roofing products of copper sheet
- EN 502:1999** Roofing products from metal sheet - Specification for fully supported roofing products of stainless steel sheet
- EN 505:1999** Roofing products from metal sheet - Specification for fully supported roofing products of steel sheet
- EN 501:1994** Roofing products from metal sheet - Specification for fully supported roofing products of zinc sheet
- EN 506:2000** Roofing products from metal sheet - Specification for self-supporting products of copper or zinc sheet
- EN 508-1:2000** Roofing products from metal sheet - Specification for self-supporting products of steel, aluminium or stainless steel sheet - Part 1: Steel
- EN 508-2:2000** Roofing products from metal sheet - Specification for self-supporting products of steel, aluminium or stainless steel sheet - Part 2: Aluminium
- EN 508-3:2000** Roofing products from metal sheet - Specification for self-supporting products of steel, aluminium or stainless steel sheet - Part 3: Stainless steel

**b) Construction products directive:**

**Aims of the construction directive**

The mark "CE" should guarantee quality standards. In six essential requirements on construction works are set protection intentions that has to be obligatory fulfilled: mechanical strength and stability; safety in case of fire; hygiene, health protection and environmental protection; utilization security; acoustic, energy and thermal insulation. In addition there are also general principles of the serviceability and durability of construction products.

The requirements on construction products are stated in so-called interpretative documents which are adopted mostly by construction committees. In the competence of this committee is also to decide about evidence of conformity and to grant mandates to the European standardization organizations.

**CE marking**

The EU mark "CE" will be assigned, when

- the product corresponds with European standards, OR
- the product has received a European technical approval, OR
- the product was nationally approved because it fulfils essential requirements.

## **2.2 Free movement of people**

Considered are entrepreneurs as well as employees, key words are freedom of establishment and liberalisation of the labour market.

**a) Freedom of establishment:**

**Qualification needed**

Freedom of establishment does not mean freedom of qualification, but freedom of discrimination. Freedom of establishment enables mobility of self-employed and legal persons and means the right on practice of their occupation or on establishment an running of their own enterprise within the whole EU.

The EU member states are by no means obliged to enact at the place of establishment identical legal rules and regulations. However, they have resolved to apply the same legal system to citizens from other member states as to citizens of own country.

The regulations regarding occupation permits are so different in the EU member states that they also must be harmonised in the near future. Therefore, so-called transient directives are used to realize the freedom of establishment. These directives – they will probably become definitive directives – but will be aimed at the removal of discrimination existing in the EU member states. They will primarily determine that a certain time of the professional practice on the self-employment basis will be recognized as certificate of competence required by the state giving admission. Also the roofer's profession is concerned in this transient directive. This means that a continuous six-year lasting professional experience on the self-employment basis or in managing position in native country (this is the main case) will be recognised as a sufficient proof of competence. The working permit is issued after approving of the qualification.

These EU regulations have been compiled for more than 25 years, however, they have led only to minimal mobility: the craftsman from Sicily is and also will not be competition for craftsman from xxxxxxxx. For illustration: only 0.3% of all new craft enterprise in Germany were established by craftsmen from another EU member state, and the majority of them were craftsmen from neighbouring countries like the Netherlands, France or Belgium. If we apply this percentage for the annual enterprise increase in our country for roofer's profession, so there will be xx additional roofer's enterprises every ten years! Namely this profession is aimed mostly at the regional or local market in our country like in EU.

**No substantial mobility**

These transient directives are of big importance!

**b) Free mobility of employees  
(salary situation, mobility willingness):**

It is a right of all EU citizens to run business on the self-employment basis in any other EU member state and with this related the right to purchase estate or land as well as the right on free access to educational facilities in all EU member states. With this is also connected the mutual recognition of certificates, profession trainings and certificates of competence. Employees from other EU member state are liable to the same legal, social and tax-privileges like native citizens. The same is for employment and working conditions and the payment of social allowances.

## **2.3 Free movement of services**

**a) Free movement of services...**

... this differs from the free establishment in that aspect that free movement is considered only if the service provider temporarily provide his services in another country as is his state of residence.

**New chances for xxxxx**

In the EU, citizens are allowed to work in every member state without employment permit. So the fact is that high quality services of the xxxxx roofers can gain perspective new potential demand opportunities in the neighbour present or future EU countries.

If the entrepreneur sends his workers to provide service in another member country is the host country entitled to prolong national regulations concerning minimum wage and tariff levels also on these employees from other countries. Double contribution payment of employer for the employees social insurance in the host country is in case of temporal work not required because such additional payments would bring a social advantage to the employee. EU member countries could by now require from the firms providing services over the national border immediate application of basic social legal regulations of the host country, e.g., the collective-agreed minimum wage and the lowest holiday entitlement.

**b) Public orders:**

Public orders must be published EU-wide only if their amount is over certain financial threshold amounts. All announcements of public orders must be published in the supplement S to the Official Journal of EU, "S –Official Journal", or they appear in the data bank TED

(Tenders Electronic Daily). **xxxxx** firms can participate on constructions, projects and deliveries within the whole EU, if they can offer the most convenient conditions. However, firms from other EU member countries are allowed to offer and participate on tenders in our country. As a result of the particular EU forced promotion of small firms and medium-size enterprises, big projects can be also split up in single contracts, so that also regional smaller enterprises get here a chance.

**What are the chances like?**

An internationalisation of the public orders is absolutely welcomed for the craft. Orders under the threshold amount will remain published and announced nationally furthermore, and will be further interesting especially for the home craft enterprises. Orders exceeding the threshold amount must be published internationally and they introduce new opportunities to the very flexible craftsmen as well.

**c) Free movement of capital:**

**Bank secret and anonymity**

This is also realized on the basis of EU law. A substantial law approximation has been already realised in **xxxxx** regarding this field; e.g. last legal limitations regarding foreign exchange were already cancelled in our country. The common insurance market is being realized – there can be achieved premium savings especially in the property insurance field up to 29% according to average calculation.

## 3 COMPETITION SITUATION

Possible expectations and fears of **xxxxx** roofers concerning future competition situation after EU entry can be summarized as following:

### 3.1 Material

It was already mentioned that majority of the **xxxxxx** roofers purchase their material of the **xxxxxxx** industry production. They have a good information about prices and quality of the offered goods. In addition, the roofers always want to flexibly utilize special convenient offers: this concerns, first of all, import of clay roof tiles from Germany and Switzerland that is realised either on their own or by trade. Thereby transport costs create inhibitions. In general high quality standards are required by all materials but **xxxxxx** producers are obviously able to fulfil all of them.

Larger  
assortment

### 3.2 Employees

Generally no external employees will be employed, with exception of time shortage problems. In such cases will be used partial leasing staff, or after good experience enterprises will partially cooperate with branch colleagues. Cooperation seems to be more expensive but on the other hand much more reliable as employment of leasing staff whose hiring is generally considered as professional problematic and little lucrative. This causes the fear of the lost of good working climate.

Working  
climate  
required

Enterprises know very well that the wage level in Germany, Austria and other EU member countries is considerably higher than in **xxxxxxx**. Nevertheless enterprises do not expect high wage pressure or drain of working force. Some flexible young or good qualified people will for sure find the job in other EU member states, but many of them do not consider much higher living costs at the beginning and so many of them will return back to our country after a few years.

### 3.3 Establishment of enterprise in **xxxxxxx** and establishment of **xxxxxxx** enterprise in other EU countries

No huge migration is generally expected. This also corresponds with the previous experience in the EU. Foreign enterprises will likely establish themselves in form of subsidies of big international companies namely in the field of flat roof and central spaces. Similar strategies could pursue also **xxxxxx** medium-size enterprises.

### 3.4 Cross-border works

Substantial opportunities are estimated for **xxxxx** enterprises. Potential areas are the south German regions because of their relatively rare density of roofers and because of the price competition ability of our craftsmen; also the channel valley in the Friaul.

Chances and  
risks

The enterprises are in this aspect very well informed about the price differences of services.

Foreign firms will not see many chances in **xxxxx** because of rather small market that does not enable to earn a lot, and because of the high transport costs. Only in flat roof orders big international companies will be interested in because these components are usually part of large amounting projects.

### 3.5 Botch-up

Botch-up  
problem

Together with emerging of east firms in border regions of enlarged EU, the botch-up is the biggest problem of the branch. There is up to 50% of roofs especially in the rural areas made by "do it yourself" – in assistance with the neighbour. A cause is certainly height of hour wage of real professionals. The relatively competitive market prices and possible working permits abroad represent in this connection a certain counterweight.

### 3.6 Summary

With optimism  
to Europe

It can be summarised that **xxxxxx** roofers should face the joining of common market with the self-confidence. This optimism is based on the fact that the enterprises in this branch are acting locally or in the relatively limited regional area and provide a specific performance typical just exactly for that region. So it means that our roofers should not have fear from the direct competition in form of foreign enterprises or new subsidies of foreign enterprises established in **xxxxxxx**. Only in the border area there are expected possible direct effects on local enterprises, but rather in form of positive effects – more order chances and less in form of negative effects - additional competition at home. Price reductions are expected as well. Furthermore cooperation of more enterprises within the European single market can bring considerable advantages. For flexible small enterprises and good qualified professionals, there will be always enough business opportunities.

## 4 LONG-TERM FACTORS FOR THE COMPETITIVENESS AND SUCCESS

- a) Quality of the performed work
- b) Quality and education of the workers
- c) Image and appearance on the spot
- d) Quality of applied materials, tools and machines
- e) Specialisation, market niches orientation
- f) Information and consulting customer services
- g) Taking into consideration the flexibility
- h) Adherence to completing dates and proceeding of orders
- i) Lower level of internal expenses

This list of the competition factors underlines the craft character of this branch. This means that typical competition factors as the "very high market share" factor and "very low price" factor are of low importance in this branch. Even if enterprises complain about facing the

competition offering for unreal low prices, it is clear to them, that low prices as competitive factor for performance of craft services and activities are neither preferable nor particularly positive considered. The willingness to reduce own price arises only in case that it is inevitable for reaching of planned turnover. Displacement of enterprise on the market due to price competitors is not common competition behaviour in decentralized branches. Nevertheless, essential are also the presence of the following success factors: local contacts, standardized way of work, new materials and technology, cooperation.

International Federation of Roofing Contractors is a known and acknowledged federation that very active participate not only on development of European standards but they also more and more come out with new technological recommendations. The contributions from national roofer crafts are always welcomed. Such recommendation from national level can be very helpful for the execution of roofing in many aspects and not only on national but European level – in form of European standards. This profession will have to adjust on the fact, that screws and nailing will have to be replaced in essential extent by new technologies, e.g., by new cold adhesive technologies - a waste product of the space research. Also complete offers of roof systems will be a more and more important line of business and it will require particularly flexible enterprises and for sure increased cooperation, first of all also with the production industry.

**Quality should not be hidden under the bushel**

Also in this branch the problem of waste management (disposal of waste) becomes always a more visible centre of interest. Not only bitumen (approximately 2% of the construction waste), but also asbestos cement elements must be disposed in an environment friendly way. There is a big challenge for all manufacturers and users in future.

Special flexibility and fantasy are demanded by the acquisition: enterprises apply various technologies according to market situation but the individual attitude and recommendations in form of personal contacting plays still the very important role. It is important to contact personally relevant architects, construction masters and construction contractors, also to establish contacts in form of telephone marketing by using address list of construction crafts, advertising, Direct-Mailing etc. Your creativity should have no borders.

## **5 EU POLICIES IN FAVOUR OF THE SMALL AND MEDIUM ENTERPRISES**

### **1) Competition policy**

Trees of the Big do not grow in the sky: just cooperation and the associations of big enterprises are strictly controlled and monitored by EU if they fulfil the competition criteria. Only the small enterprises can closely cooperate and to hold a share in another enterprise without strict bureaucratic obstacles.

**EU and small and medium enterprises**

### **2) Information:**

EU advice services and information centres (for **xxxxxxx**: **xxxxxxx**) as well as special education programs are available.

### **3) Cooperation:**

The cooperation and partnership among enterprises from different EU regions is promoted by subcontracting or cooperation exchanges, training and cooperation programs.

# 6 COOPERATION IN THE ROOFER'S PROFESSION

Initial position: There is no fundamental aversion against cooperation within this branch. However, it is always to be considered that the main motive for enterprise establishment realization of own ideas, self-determination, self-realization. So certain conditions must be fulfilled before cooperation can start:

- a) Enterprises must precisely analyse their structure and problem position before starting of a cooperation and determine in which functional areas cooperation makes sense for them. The competitive situation at the market must be also examined and considered.
- b) There should be economical reason for cooperation regarding content of performance, the targets and the cooperation form must be defined precisely.
- c) The increase of the performance strength of the cooperation partners must be achieved directly (clear economic advantages, risk decrease, market maintenance and development etc).
- d) The trust relation among partners assumes an identification with the interests of the cooperation and in the long term a proper and successful management as well as a constant discussion of strategic decisions. This should prevent possible loss of self-reliance of enterprise and the distrust regarding the cooperating partner.

## Central cooperation fields are:

**a) Purchase and material cooperation:** advantages are cheaper prices, bigger assortment, lower storage costs, better information about materials and technologies, common capital assets (vehicle park, cranes etc.), better financing, better calculation of material needs as well as pre calculation and post calculation etc.

**b) Computing, enterprise organization, account system and tax advice:** this is a matter of common acquisition, development of programs for accounting systems (personnel requirements, bookkeeping, cost calculation, performance registration, tender preparation and invoice production).

## c) Market research and marketing

**d) Management and business training, exchange of experience and enterprise advice:** Entrepreneurs and workers must still use more of qualifications in the competition. This cooperation field is already now developed. Particularly exchange of experience bring practical experience to lot of enterprises. Also common enterprise advisory brings not only costs saving, but additional know-how effects.

## Additional cooperation fields:

- a) Performances assurance, finance and assurance advisory
- b) Cooperation in the personnel sector
- c) Advertisement
- d) Legal advisory

# 7 QUESTIONS

To define chances and risks of the business and to draw from it the correct conclusions means, to answer as precise as possibly a multitude of questions, which refer:

- \* to the analysis of an own enterprise and his position in the competitive environment,
- \* to the developing goals
- \* to the appropriate strategies and measures.

**Chances and Risks can be after all defined only individually**

Appropriate questions for the enterprise or competition analysis can be, for example:

- \* What kind of products / services do we offer?
- \* What can we do we particularly well?
- \* With what kind of products do we achieve what kind of results?
- \* With what kind of customer groups will we handle?
- \* By what kind of customer groups do we achieve what kind of results?
- \* What is our market?
- \* Why do we restrict our performance to this market?
- \* Which kind of advantages and disadvantages does have our location?
- \* Who are our strongest competitors, measured by the capital or sales?
- \* Which of our competitors are the most innovative?
- \* Which are our most important strengths and weaknesses?
- \* Which planning and control instruments are available for us?
- \* What accuracy has achieved our pre calculation in comparison with post calculation?

Questions to the developing goals can be for example:

- \* What are our substantial strengths that we can sell to our customers particularly well and that can distinguish us clearly from our competitors?
- \* Why would customer choose our product even if the distance would be bigger?
- \* What chances do we have by export deliveries to the previous target groups?
- \* What chances have we if we want to attend new export target groups or delivery chains?
- \* Which additional costs appear, if we perform our services to the more distant customer?
- \* Which target groups do we want to address more intensively / particularly / exclusively?
- \* Which products or product groups should be further supported / launched?
- \* Which service performances should we strengthen?
- \* Which marketing activities can strongly influence our sales?

Questions to the definition of appropriate strategies and measures are, for example:

- \* What do we have to do in order to achieve our goals in for example these areas?
  - Customer relations
  - Offered assortment

- Service performance
- Marketing and advertisement
- Cost structure
- Planning and control
- Calculation

- \* Who is responsible for the execution of the measures?
- \* What deadlines do we have to pay attention to for the separate measures?
- \* Who is responsible for coordination and control of the specified measures?