Creativity in motion.

Final Project

Marketing and Sales Plan
Business Tales
“How to survive during the financial crisis?”

Concept Development
Linda Ni
This Report Submitted in Fulfillment of:

A Marketing and Sales Plan

Business Tales BV
An Audio Visual Communications Company
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I am thankful to Business Tales and the director Hans Ruinemans, my organizational mentor. He is providing me with a solid base from which to conduct my research, and with shared his knowledge that aided me throughout the thesis development.

To Maja Audenaerde-Huibregtse my supervisory tutor, for all her help and support throughout the thesis process, by the motivation to create well-developed plan and in time management of deadlines.

To the Hogeschool Zeeland for the opportunity to study at the Vlissingen Campus, providing grounding in school and training that have been proven valuable to my research and thesis.

My heartfelt thanks to everyone,

Linda Ni
FINAL PROJECT OVERVIEW

Business Tales has been successful in the first stage of business development and growth. The success can be attributed to the director and founder, Hans Ruinemans. During the period I am here doing my internship, the Information Communication Technology market didn’t avoid the economic influence, which brought by the financial crisis. The desire of this marketing and sales plan is to provide guidance to Business Tales in pursuit of organizational growth and development, and to overcome this special period of time.

The thesis will be based on a theoretical analysis. First, I will include some company information about Business Tales, list the objectives we would like to achieve in 2009, followed by the problem statement. Second, an overview of the Information Communication Technology sector will be given, through some models to do the market analysis. Gathering all the information, will give the SWOT analysis from internal and external aspects. A good SWOT analysis will lead to suitable strategies. The next part will be how CRM helps Business Tales and how important it is. A product or service is sold to a customer. Without customers there are no sales. That is the reason that we have to know the customer’s need, and learn how to build a good relationship with our customers. Finally, a solution or sales strategies for the problem statement will be given.

The plan aims to help Business Tales to realize new markets and reach the desired outcomes in 2009, and successfully pass this special period of time.

MOTIVATION

The motivation for this thesis paper was rooted in achieving the objectives for Business Tales in 2009. As Business Tales meets the bottleneck of development, it is important to have an overview of the whole market and come up with a plan including new strategies for how to conquer difficulties. And aid in the growth and development of Business Tales.
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1. EXECUTIVE SUMMARY

This plan gives an overview of Business Tales and an analysis of the media market. It outlines the sales strategies for Business Tales of how to survive during the financial crisis and how customer relationship management works and helps in Business Tales. There are also 2 feasible alternative recommendations for Business Tales to pursue the organizational growth and development. Expertise support and broad relationships will be the key factors of the success.

A list of the company level objectives in relation to the business and sales plan:

- Include a sales penetration plan for the specific target market segments
- Include a specific plan to expand the clients according to the target group
- Decision making with scenario analysis of the media market situation
- Recommendations with potential possibilities

1.1 Company Objectives

- To achieve 650 thousand Euro in turnover of 2009
- Get 3-5 new big customers and 5-7 new small customers
- To reach the top 10 list of multi-media companies in the segment of corporate communication company

1.2 Mission Statement

The mission of Business Tales is to provide creative professional product ad personalized service to our clients at all time and to become one of the most reliable and expertise partners of our clients.

1.3 Key factors to success

- Satisfy customer requirements
- Keep excellent contact with major clients
- Expand the distribution channels
2. INTRODUCTION

2.1 Company information

Business Tales is a small-sized company, in the field of audiovisual & multimedia communications sector. It serves its clients in the Business-to-Business environment. The company is developing corporate films and multimedia solutions for more than sixteen years. It added great communication value to several businesses. Business Tales specializes in new media communication. Business Tales supports its B2B clients from developing communications and marketing strategy, at a boardroom level, up to the execution of multimedia and cross-media projects as well as the production of audiovisual projects. The clients include Capgemini, SNS Bank, Apple, Nissan, ING Real Estate and the Dutch Supreme Court of the Netherlands, etc.

2.2 Product and Service description

Business Tales offers a wide range of products like corporate films, video Podcasts, training films, commercials, trade fair videos, mood films, documentaries and so on. The primary sectors Business Tales serves are banking, ICT, finance, insurance, consultancy, automotive, real estate, communications and governmental institutions. There are always a lot of possibilities. And Business Tales can produce any different products according to the customer needs.

**Corporate film**

A corporate film reflects a corporation’s identity and existence. It is important for the people who are entrusted with the production to understand the vision, philosophy and functioning of the corporation. Our directors, the scriptwriters and the cameramen are keen to assist clients in the creation of compelling possibilities and to unlock unexpected communication opportunities to reach out to the targeted audience, with our 16 years of multimedia experience.
Video Pod cast

Video Pod cast is a term used for the online delivery of video on demand video clip content via Atom or RSS enclosures. You can promote actual developments, establish links with clients, and narrowcast impact statements on many different multimedia platforms. A whole new systematic approach to publish information is build. Give your stakeholders something new and cool, a visual hook, to excite them about your current activities and past success. We can help you to develop your own corporate TV-channel or use existing channels such as iTunes and YouTube. Target prospects, stakeholders, anyone in particular or generic segments and user-groups.

Commercial film

Commercial films sell products and services. And it can help clients to promote their business on a more national or international scale. Business Tales produces compelling commercials and cost effective ad films to advertise products or services on television, in house advertising or the Internet. Regularly Business Tales also advices clients about their communication strategies, accustomed to think beyond stand alone commercials, and look at integrated multimedia solutions on cross media platform.

Training film

A training film is a form of educational film, which provides an introduction to a topic. Both narrative documentary and dramatization styles may be used, sometimes both in the same production. The Business Tales scriptwriters are very creative and produce vibrant convincing scripts to distribute information and to show the full passion to communicate to students and apprentices.

Trade Fair video

A Trade Fair video helps to express the information to specific target group. Many Trade Fair or convention visitors easily pass by a booth. Video helps you to grab attention efficiently and effectively.
2.3 Product and Service positioning

In the multimedia communication industry, and especially for the type of our market that is not only a price sensitive market, the price is not the most important thing. Building a good relationship with the clients, having a wide network, being innovative, with expertise knowledge which can give advise to the clients to help them integrate the cross-media into their market plan.

Business Tales positions itself as a creative, communicative, and reliable company.
3. PROBLEM STATEMENT

Business Tales BV is a small-scaled company in the media market in the Netherlands. The market share grows by a small percentage every year. Sometimes it even declines a bit. For 2009 with the financial crisis, there is a decrease in the order as well as the money that customers are willing to pay which means the yield is shrinking.

Here the figure shows the turnover and net profit of Business Tales. From the diagram it shows slightly decrease from 2007 to 2008. And in 2009 the financial situation is deteriorating shrink as a bad effect of the actual economic crisis.

<table>
<thead>
<tr>
<th>Year</th>
<th>Turnover €</th>
<th>Profit €</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>412,000</td>
<td>214,000</td>
<td>5</td>
</tr>
<tr>
<td>2005</td>
<td>475,000</td>
<td>230,000</td>
<td>13</td>
</tr>
<tr>
<td>2006</td>
<td>460,000</td>
<td>217,000</td>
<td>-3</td>
</tr>
<tr>
<td>2007</td>
<td>480,000</td>
<td>216,000</td>
<td>4.5</td>
</tr>
<tr>
<td>2008</td>
<td>430,000</td>
<td>209,000</td>
<td>-3</td>
</tr>
</tbody>
</table>

The company is doing what it can do to reach as many clients as possible. But because of the scale limitation, and there is actually one person in the sales department who takes action. It inevitably leads to the growth restriction. And also
because of the financial crisis, most companies control the budget tightly and there are only three words for them at the moment “No cash out!” Companies do not want the cash flow out anymore that means there are low or even no budget for promoting Business Tales.

So the problems faced by Business Tales are:

- How to organize well the daily activities to make the office run more effectively?
- How to put the Daylite program (CRM) into good use?
- How to stimulate sales?
- How to find more new clients?
- Is it possible to incorporate with other companies to enlarge the customer group?
4. ENVIRONMENTAL ANALYSIS

4.1 PESTEL Framework

PESTEL framework helps to indicate influential factors, to map out particular competitive environments or investment contexts for Business Tales, compare the country conditions, and build future scenarios to understand short-term and long-term threats and opportunities.

*Political:*
The most important and visible effect for a relatively small company or business in the Netherlands is the increase or decrease in costs related to tax, payroll tax & benefits for staff. Government policies aimed at promotion of business primarily concentrate at the promotion of innovation, especially ICT. Also it offers more benefits for larger companies as they can implement the conditions for the new tax benefits in a cost-effective way. Thus, Business Tales does not apply for these subsidies and incentives.

*Economic:*
The key focus on the economy is to provide a solid background of information into the Information Communications Technology sector. In the past years, the Netherlands has a prosperous economy, realizing stable GDP growth from 1.5% in 2005 to 3.5% in 2008. While affected by the global economic crisis, in January 2009, the Netherlands Foreign Trade shows the largest decline in 19 years. This definitely causes a big influence on the total economic situation.

*Social:*
There have been significant impacts on the social behaviors of the younger generations due to the consistent development of the Internet and media. The development of the Internet has also lead to changes in regard to communications and the traditional conventions that were imposed on communication tools. Concerning video media, there are two aspects that may ultimately change the existing service offerings of Business Tales. The conventions and low resolutions will alter the production process allowing a reduction in costs. The increasing popularity
of personal videos on the Internet, will experience even more growth due to the innovations in mobile video technology, this is expected to lead to a devaluation of video as a medium within the realm of commerce.

**Technological:**
The importance of technology to Business Tales is clearly the key concept to the continued success and growth of the company. The main focus of Business Tales is in the B2B environment. Providing video media productions to organizations, which are seeking to promote, train or express their ideas via a visual medium. The development and constant changes that occur within the Technology sector, has an impact all aspects of the business, being an innovator and early adopter for technology and its use is crucial. The aspects of video, mobility, the Internet, and the growth of Information Communication Technology, should be focused on as areas of prominent growth and change.

**Environmental:**
In our case, we define environmental as the relationship between humans, modern civilization, and their environment. The new concept over the last few years has been green and sustainability. It is not only the world we live in, but also the employees and those involved in the company. Providing the proper working conditions, and providing employees with more than monetary compensation, but building a feeling of oneness with the company.

**Legal:**
Laws and regulations will protect the rights and benefits to ensure the ICT development. The Dutch government has taken an effort to see the ICT sector performs well nationally and internationally. The market turned to mutual competition among the Multinational Corporation, national company, and private firm.

**CONCLUSION**
From the above analysis of macro-environmental, we can see that the most influence factor for Business Tales is technological. Furthermore, the big economic environment also has the significant power to change the business environment
immediately. The big economic environment is not preferable in 2009. But the Internet and technology development shows the opportunities. And in the industry like logistic or which concerns sustainable development still shows slightly growth. It is possible for Business Tales to find some clients or cooperator partner in those markets. And Business Tales should always keep up with the latest technology, which shows greatly and flying change, could be beneficial from it in the future.

4.2 Five Forces framework

Five forces framework is used for Business Tales to determine the competitive intensity and attractiveness of the industry. Especially during this crucial time, they should ask themselves: “Is the industry still attractive?” It is also used to position the company in a better way.

*Buyer power – Low to Medium:*

The ability for the customers to put the firm under pressure and the effects it has on the sensitivity of customers to price change.

The clients within the media sector that Business Tales operates within are budget based, and the contracts are fairly standard in pricing strategies. Value added services are what can alter and change budget. These services are sometimes not
based on a monetary value and as such can provide higher benefits to the clients. The willingness of a provider to offer these value-added services will affect the client’s price sensitivity. This makes the buyer power low.

Most of the clients of Business Tales are based on reliable relationships. Price is mostly fixed. Clients pay more attention on the idea and quality of the video rather than being only price-oriented. But during the financial crisis period time, customers are now believing in “No cash out”, they are prefer not to spend money on marketing and advertising. So the bargain power of buyer is medium.

*Substitutes – Medium:*

The existence of close substitute products increases the propensity of customers to switch to alternatives in response to price increases.

On the one hand, the threat of buyers switching to a substitute product is low, because the buyers require customized products. Business Tales also controls the rights and licenses to the product creating a higher cost for an organization that choose to switch, because the original footage needs to be bought and reproduced for the project to continue. Buyers are typically loyal to their providers, they rely on the existing relationship to hold merit when being provided with a correctly tailored product or service.

On the other hand, with the technology development, some other channels like Podcast can attract some of our customers to new methods with a relatively cheap price instead of cooperate movie.

*Suppliers – Low:*

Suppliers of services (such as camera expertise) can have an influence over the company. Suppliers may refuse to work with the firm, or may charge excessively high prices for unique resources and services.

The switching cost for Business Tales related to suppliers is relatively low. Business Tales is often linked with a number of suppliers. There is almost no cost for Business Tales to switch. This makes the suppliers bargain power not so high.
The differentiation of inputs is specific to the supplier employed for a specific task. There are a variety of different inputs into a media production. There are soundmen, cameramen, Music Producers, Actors, etc. These classifications have various specializations resulting in a variety of different inputs from each category.

Business Tales also can take advantage of its large network to form teams to create products at lower costs with higher revenue. The risks of suppliers dictating the price are low.

_Potential entrants – Medium to High:_
Proftable markets that yield high revenue will draw firms. The result is many new entrants, which effectively decrease profitability. Unless incumbents can block the entry of new firms, the profit rate will fall towards a competitive level.

There are few barriers to the entry of new firms into the current media production market. The capital requirements are dependant on how technical and what specific services the entrant wishes to pursue. Generally speaking, the threats of entry of new competitors are high. But the time of existence of these companies are relatively short. Research shows 50% of the new entrants will quit the market after 4 years.

_Competitive Rivalry - High:_
The competition in this market is quite fierce and often competes in both price and non-price dimensions such as relationship network, creativity and innovation. There are 20 main dedicated corporate video production companies within the Netherlands that produce for more than just a single customer. All these companies are privately held companies with a small group of workers that operate and manage projects and take care of all back-office activities. Business Tales is within the top five competing with Blue 1 Media, Four Corners, Stormchasers, Bluedrop, Corrino Media and The Filmfactory. These companies are all managing the production processes, and make use of external experts for the physical production. Some of them produce films in house that are a tendency now.
CONCLUSION

More and more businesses entered this sector because of the weak entry barriers increasing the competition. And the economic situation is not give the privilege to this industry.

4.3 Market segmentation

Geographic:
Business Tales works with many international organizations, as well as national or regional company. Cross border projects are fairly common. The main focus is still on the Dutch market.

Demographic:
Most of our clients and contacts are marketers, communications managers, CEO’s, and HR managers.

Psychographic:
Some of our clients also are the members of Professional Speakers Association Holland. Hans Ruinemans, who is the manager of Business Tales, is the founder and first president of this association. So it would be also possible to build customer relationship through this channel.

Behavioral:
In the media market, it is important to build long-term relationship with clients. This is not only a price sensitive market. Clients prefer to give their assignment to their experienced partner who conducts everything well.
4.4 Target market

Our strategy is designed to target:

- Clients who already had business cooperation with Business Tales.
- Potential clients that will provide great revenues through our professional sales and greater chance of selling client interface communication ideas.
- Audience from Speaker Association.
- Companies spending a lot of money on advertising and promoting.

4.4.1 Market trends

The most significant trend affecting our company is the growth of business-to-business e-commerce. More and more firms recognize the need to take advantage of the exchange of information over the Internet and our products and services rely on this. Another trend is that the use of social network and email grows rapidly in 2008. In 2009, it still will be an important way of marketing and selling.

4.4.2 Market growth

Generally speaking, media market declined rapidly in 2008, following the fast growth in 2007. And in 2009 influenced by financial crisis, customers cut a large amount of their budget of promotion, or even there are only three words used by manager “Cash is king.”

4.4.3 Market needs

Our customer needs customization video to strengthen their brand and address the differences.

Business Tales now “Private Label” the solution with our creative and innovative ideas so as to further strengthen the client’s brand. Business Tales not only make the video, but also offer them creative and precisely suggestions to be involved in clients marketing strategy process. From the professional side, the manager Hans is a master of the latest technology and has enough ability to monitor the whole progress and ensure a high quality video.
5. SWOT ANALYSIS

SWOT analysis involves analyzing the company’s internal strengths, weaknesses, external threats and opportunities. The internal analysis helps Business Tales to figure out loopholes in resources, capabilities, and core competencies. This enables the firm to devise suitable strategies for closing the gaps in the internal components.

Strengths:
S1: Professional industry knowledge, creative, innovative and reliable partner. The manager Error! Contact not defined. has a lot of experience with this expertise.
S2: Daylite program to help us to well organize the large clients database.
S3: Experienced manager with a lot of working experience in big company, which brings a highly developed network.
S4: Low fixed costs of operating the company.
S5: Wide range of businesses and services.

Weaknesses:
W1: Website does not bring a lot of communication for Business Tales. It didn’t invoke a call to action from prospective clients.
W2: Operating organization is too reliance on the director, Hans Ruinemans. All the clients, contacts, and other members of the network associated with Business Tales, are all under the influence of Hans. The back office may have difficulties to operate at 100% capacity in the absence of the director.
W3: Lack of knowledge of using Daylite CRM software.
W4: Over flexible of employees.

Opportunities:
O1: Still growing market offer sales opportunity.
O2: There is still significant room for new development of the CRM system Daylite.
O3: New technologies for communication. For example there are some mobile application that can play and record video. The opportunities in this market still can be explored.
Threats:

T1: Financial crisis, old clients offer fewer projects than before.
T2: Increasing competition
T3: Technological changes quickly pose a threat to Business Tales in terms of the product quality. The availability of the new technology and failing costs of older media will allow more competition to arise.
T4: Variety of channels through Internet

5.1 SWOT conclusion

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<th></th>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
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<tbody>
<tr>
<td><strong>Opportunities</strong></td>
<td>S1/S5 with O1</td>
<td>W3 with O2</td>
</tr>
<tr>
<td></td>
<td>S1 with O3</td>
<td></td>
</tr>
<tr>
<td><strong>Threats</strong></td>
<td>S2 with T1</td>
<td>W1 with T2</td>
</tr>
<tr>
<td></td>
<td>S3 with T2</td>
<td></td>
</tr>
</tbody>
</table>

SWOT conclusion: Through combining different aspects of the SWOT analyze, we try to find out how we can improve our performance.

- S1/S5 with O1: The financial crisis influenced a lot of the economic situation, also the business of Business Tales in the first half year in 2009, but we found out that there are some market like logistic or renewable still growing. So it would be an opportunity for our company to use our specialty and expertise to explore a new market and find clients there.

- S1 with O3: Hans is an expert in video and also in iPhone application. He is a pioneer in technology. There is still big development space for mobile application. There are chances for Hans to use his knowledge create and open a new market.

- S2 with T1: Because of the financial crisis, there are fewer projects than last year at the same period, so a good customer database could help a lot. We could find from the old clients as much information as we can, and try to build good relationship with them and be in touch with them frequently.
Then when they have projects, it will be quite possible that they will consider us.

- S3 with T2: Our manager worked in big company for many years. He had a big network, which brings him a lot of contacts. It could be a great advantage in this market and help the company to overcome the fierce competition.

- W3 with O2: Daylite program could help us a lot to organize all the clients and projects. It still has a lot of potential function to be explored. So it is essential now to have enough knowledge about CRM and Daylite, which could do a great contribution to manage and increase the business opportunities.

- W1 with T2: One weak point of our website is that it did not invoke people to call or bring business to us. In order to increase the sales, we can change the website to make it more attractive and put some useful tips as one part of the action to fight for the fierce competition.
6. THE SALES PROCESS

6.1 Identifying prospects

Fearful influenced by the economic crisis, it is crucial for Business Tales now to identify the prospects, and find a path to go through it. Our Daylite program contains enormous information of our contacts. Daylite program has a lot of functions that we didn’t explore yet. It will help us a lot if there is professional Daylite expert to manage all the information and this program.

We also require that Business Tales sales representatives make a specified number of “cold calls” each month to promote consideration of the product in future projects.

As we mentioned before, despite the crisis, there are still some industries that have not been influenced a lot, and that kind of industry still show slightly increase. Business Tales could try to find out new market there, such as logistic company, or environment-friendly company related to sustainable development like an organic food company. Find information about the company, make phone calls to them and try to build a relationship with them.

6.2 Informing the market

Website

Website is a part of our tools to informing the market. Our website is an information center for both internal and external use. It is also a promotional platform of our products for access by potential customers. We do not sale our product via Internet only promote it. So the sales force do not view the site as a threat, but rather a valuable resource to stimulate the communication both between field sales and management and our company and customers.

Company’s promotion DVD

We send out the promotion DVD to our contacts to promote our products. It shows what kind of products we are capable of. The DVD shows that the demonstrator is real and has the capability to support the prospect’s needs. This kind of
demonstration usually comes after we have convinced the contact should be involved in the decision making process. And use the DVD and sales person to urge this relationship as quickly as possible.

**Internet**

Via Internet, we also put our company’s promotion video on Youtube to increase the publicity. Through some online communities, like linkedin.com, our manager increases the contacts to spread the information about our company.

**Words of mouth**

This is not only a price-oriented market, and clients pay a lot attention to the experience, reliable, and creativity. Business Tales markets to middle and top management of organizations, the words from their mouth are powerful. Business Tales established for more than years, the success business relationship always bringing a good reputation on our profession. And the manager Hans Ruinemans worked with a lot of big companies that give him a wide range relationship. These methods of promotion have proven in the past to be highly efficient.

**Speaker association**

The manager Hans Ruinemans is one of the founder and president of Professional Speaker Association Holland. The association organizes a lot of activities, the members of the speaker association are come from all lives of works, and most of them have a relatively high position in the company. It gives an opportunity for Hans to build a wider network in such kind of a community. The Professional Speaker Association offers Hans a pleasure platform to increase the possibility of business cooperation.
6.3 Sales Strategies

- PSA Association
  Hans Ruinemans is the president and founder of Professional Speaker Association in Holland and a board member of the International Federation For Professional Speakers. He has a wide network there, there are people from everywhere and different kind of field. A lot of them have a high position in their business fields. So it would be an advantage and chance for the business if he expresses the company information.

- Daylite CRM
  To recruitment a person whom can manager the CRM program and ensure congruency within the daily operations. This position will facilitate the improvement of E-Commerce Communication for Business Tales. The Daylite system does need to be managed by a dedicated person of Business Tales to ensure that all software updates, errors, and other aspects can be corrected in an efficient manner. The review of current categories and groups within the CRM system is necessary. The ambassador, commercial, family and other contacts need to be organized and re-categorized to prevent miscommunication.

- Promotion on Internet
  Using Internet, this free channel to distribute the information about our products. Make a professional, innovative high quality short video to put on some free video platform like YouTube.com to get as much viewers as possible. Try to create the discussion about the video below. It helps to get a higher rank among other videos.

- Cold calls
  Find out clients who had business relationship with us before. Making some calls greeting them in order to remind them our company, and ask whether there are some business possibilities recently. Furthermore, make sure that to make the right call to the right people, who are making the right decision. Quality is more important than quantity.
• Personal sales
Find out the potential clients. Contact with them by call and by letters. Use special cover of the letter like red or black envelop in order to make it special, attractive and obvious. Once people open your letter, you got one point. Of course, there also should be a high quality video, which can represent our business capacity.

• Get more contacts
Join some fair trade to expand our contacts in order to have a wide range of networks. Linkedin and Twitter are also platforms important for Business Tales to have contact with others and know what they are doing. It could increase the possibility of our business.

• Improve company website
The website is in both English and Dutch to better provide our services on the international as well as domestic markets. To add some useful tips like dress code of an interview, do and don’t do tips during an interview. It can help to add service value of our business.
Put a column for viewers to ask questions, and to fill some contact information. For our further research, we can call them and try to see whether there is a cooperation possibility.

• Get more publicity
Hans joined a lot of social communities and groups. He has been on television, radio, newspaper, and magazines. To be more active in different kinds of fields will increase the chance to get more publicity. Generally speaking, through these channels, normally people will think it's more reliable. Once people know more you and your business, they will start their first contact.
7. CRM TACTICS

Customer relationship management (CRM) consists of the processes a company uses to track and organize its contacts with its current and prospective customer. It is a company-wide business strategy designed to reduce costs and increase profitability by solidifying customer loyalty.

CRM software which Business Tales is used to support these processes; information about customers and customer interactions can be entered, stored and accessed by employees in different company departments. Typical CRM goals are to improve services provided to customers, and to use customer contact information for targeted marketing.

7.1 Target group analysis

We can divide our target group into 3 types, which are:

- *Existing clients of Business Tales*
- *Potential clients*
- *New clients*

There are different ways to attract target groups. Business Tales is not doing much in the marketing. There is still space for improvement. Follows a list of the different ways of attracting these target groups.

- By offering customers more service
- Produce high quality products
- Send letter and DVD’s to the target group
- Spread company information through convention
- International Professional Speaker Association
- Get more publicity
- Improve company website
7.1.1 Existing clients

The existing clients mean the clients who already have business or cooperation with our company. Our clients include ABN.AMRO, ING, and SNS Bank etc… and the main contacts are markets, communications managers, CEO’s, and HR managers. The manager Hans was a previous marketing manager at Capgemini and chief CIO at GloCorp, which gave him a good business network and good reputation. Many existing clients that have business relationship with Business Tales are because of the past relationship or cooperation.

For Business Tales it is important to maintain this group of clients. The key to build a lasting relationship is the creation of superior customer value and satisfaction. Business Tales should improve the quality of the products and services. The company not only makes the movie but also supports clients to developing the communication and marketing strategy. Satisfied customers are more likely to be loyal customers, and loyal customers are more likely to give the company a larger share of their business. It relate to the client’s expectations. If the product’s performance matches expectations or exceeds the expectations, the customer is satisfied or highly satisfied. Satisfied customers produce several benefits for the company and they are less price sensitive, talk favorably to others about the company and its products, and remain loyal for a long period.

To keep the clients the company also should maintain contact with them. We should give them a friend oriented feeling. We can send them an email or call them in a regular time and inform them about our business. Or give our clients some promotional gift to keep them happy, it does not have to be much, but it will keep clients happy and when they have business, they will not forget you.

It is always important to improve the product and service, keep offering a good service and strive to be innovative.

7.1.2 Potential clients

The potential clients means that who had business cooperation with our competitors. What we can do to attract these clients? The way we can do to attract the potential
clients is to send them a letter with DVD promotion and call them to let them know Business Tales, promote the company and our professions.

Business Tales could put some efforts on the potential clients because they have the needs. We have to prove that we have better products and on the top line of service to attract them to come to us.

7.1.3 New clients
The new clients means that the company starts to think having a promotion video for their business. These companies are may just established or they are old companies with new marketing strategies. Business Tales didn’t do a lot of advertising facing to their target group. When people come to Business Tales, it is because they heard from other people or because it is purely an option for them.

7.2 Daylite program
Daylite program is implemented within a small business atmosphere at Business Tales. Everyone agrees that data management is critical. It helps us a lot on daily management work and increase customer satisfaction. The Daylite program is powerful and can be fully customized for activities and tasks. Daylite masterfully organizes customers and calendars, tracks sales opportunities; monitors company projects; send bulk emails and letters, and much more. Here lists the main function of Daylite program.

- Multi-user support
- Task & appointment delegation
- Drag & drop linking
- Shared calendars
- Project & sales management
- Accessible over the office network & from offsite locations
- Synchronize offline databases with the main database (Easy for remote users & when traveling.)
- Synchronize with Address Book, iCal and also with your iPhone
7.3 How CRM can help

Business Tales uses Daylite program as CRM software. It helps Business Tales manage all the customer information, projects and daily activities, etc.

*Increased business follow-up effectiveness and organization*

Daylite program contribute a lot to our follow-up on sales and opportunities. This system makes it easily to capture, manage, schedule, and view tasks, appointments, emails, and notes in one centralized location. Daylite also provide the ability to set reminder notifications, so that the critical activities and appointments don’t fall through the cracks.

*Increased efficiency of sales and marketing*

We also can find all the information about networking, calling, communicating prospectors, existing clients, partners and others. Daylite provide a quick access account, projects stage progression and also opportunity activity history and share this information with other team members.

*Use quota’s to benchmark sales success*

Studies have shown that the use of goals or quotas both for the organization and for individual salespeople has a significant positive influence on the performance. Goals or quotas help us to benchmark expected levels of company and individual performance. Shortfalls in the meeting the goals prompt us to rethink our strategy and refocus our efforts to get us “back on track”. And CRM can provide Business Tales with the ability to easily manage and track goals and quotas in a many areas such as tasks, closed sales, opportunities, and more.

*Accurate sales pipeline*

Daylite program can provide the information with the ability to easily know which project is in which sales stage now. This can provide valuable insight into what is working and what not, bottlenecks in the process, poor performance, etc.
Identify sales and competitive trends

CRM can make it easy to compare historical sales results with current results and empower our manager with the information needed to make changes based on marketplace trends and the competitive environment. Declining loss ratios for the company, shows the influence by financial situation, and also may suggest more promotion or lower price. The ability to capture why a sales opportunity was won or lost can provide key insight into our company’s strength and weakness.

Consider the value of acquiring just a few of capabilities within your organization. Daylite program and CRM help Business Tales to well organized routine work, and greatly reduce the cost of the company. The value in CRM is there. It is crucial and worth investing the Daylite program to roll out a CRM initiative strategically so this value can be more well realized. If rolled out correctly, Daylite program and feasible strategy can help our business to achieve new levels of revenue growth.
8. DECISION MAKING

This marketing and sales plan will affect the Business Tales business in multiple ways. While first, let’s build some scenarios to have a view about the business environment of our company that might be developed in the near future.

8.1 Building scenarios

8.1.1 High-impact, high-uncertainty factors in Netherlands market

A: Development of media communication industry
B: Customer demand for innovative, personalize and quality
C: Economic situation ➔ Financial crisis
D: New entrants and competitors
E: Easy to be copied or substituted by other competitors
F: Government spending and regulation
G: Technology and services development
8.1.2 Different possible futures by factor

<table>
<thead>
<tr>
<th>A:</th>
<th>Measured change</th>
<th>Rapid change</th>
</tr>
</thead>
<tbody>
<tr>
<td>B:</td>
<td>No demands or low</td>
<td>High demands</td>
</tr>
<tr>
<td>C:</td>
<td>Decreasing and stabilizing</td>
<td>Stabilizing and increasing</td>
</tr>
<tr>
<td>D:</td>
<td>Many</td>
<td>Few</td>
</tr>
<tr>
<td>E:</td>
<td>Easy</td>
<td>Difficult</td>
</tr>
<tr>
<td>F:</td>
<td>Not support</td>
<td>Support</td>
</tr>
<tr>
<td>G:</td>
<td>Slow</td>
<td>Fast</td>
</tr>
</tbody>
</table>

8.2 Scenarios of plausible configurations of factors

**Scenario 1: No great change/Slightly decreasing**
Customer demand for our product is low and supported by the government spending and regulation. There is a measured change in the development of media communication industry. The market is greatly influenced by the financial crisis. There are few competitors and new entrants in this market. For our innovative, personalized and high quality video, it’s not easy to be copied by other competitors. Technology and services can meet the requirement at normal level.

**Scenario 2: The market chaos**
Customer demand for our product is high and not supported by the government spending and regulation. Meanwhile, there are many competitors in this market and it is easy to be copied or substituted by competitors. The development of media communication industry is rapidly changing and also heavily influenced by the financial crisis. Technology and services cannot meet the requirement of customers.

**Scenario 3: Stable development**
Customer demand for our product is high and supported by the government spending and regulation. The development of media communication industry is measured change. And there is not big influence by the financial crisis. Just countable
competitors in this market and technology and services can meet the requirement. Innovative, personalized and high quality video and services are not easy to be copied by other competitors.

8.3 Conclusion

According to the current situation, the Netherlands media communication market is like scenario 1. The market is in the bottleneck of development. There is a slightly shrink of this industry. So we come out with this marketing and sales plan, covering some new strategies and CRM tactics.

First, Business Tales has professional industry knowledge, innovative, creative and reliable. The manager Hans Ruinemans has a lot of working experience in big companies, which gives him a wide range of networks.

Second, The internal cost of running the company compared to other is low. Business Tales aims to structured way of working where entrepreneurship and marketing initiatives can exist more freely with the support of an effective, dynamic and efficient back-office.

Now in this special economic situation, the marketing and sales plan gives some sales strategies and CRM tactics. The company could try to carry out the plan as a guideline for the proposed growth. Efforts to keep track of these new developments are needed. The entire company will have to focus on these developments to getting more sales and customers. Business Tales could pay more attention on the web that will decrease cost and generate more benefits. It may help to find safe place and stay in front in this scientific age. And successfully surpass the economic woes.
9. RECOMMENDATIONS

9.1 Corporate with another company

There is another way could help Business Tales to achieve its goal, it is to incorporate with another company. I recommend to corporate with the company named Point Of View. Point Of View has business relationship with Business Tales. It is mainly a post-editing company and has a highly network that is preferable. It could help Business Tales to expand the customer and market in order to realize the growth and possibilities for Business Tales. On some degrees, it also can decrease or share the risks in this financial crisis. The corporation will help to come out more effective business and idea communication. Reduce the cost on both sides. I believe Point Of View will be a knowledgeable and reliable partner.

A number of changes will been put forth, the transition of the product portfolio and service offerings. Always new, more and better media technology and software needs continuous attention and try to make it available. Through the corporation, Business Tales will try to offer the product match the customer needs perfectly.

9.2 Chinese enterprises in Netherlands

Another idea is to open the Chinese market in Netherlands. For Chinese companies to expand a market in the Netherlands, it is a challenge. Different cultural, different time zone, different currencies, and different people. It is important to stay on top of your business. Especially during the time of economic difficulties. Business Tales could make a great offer for them, to make a low-budget (5k-15k) promotion video for them. Business Tales are seeing the growth of the Chinese market, and are committed to expand the business into this direction. A research work of Chinese companies here will be followed.

On the one hand, some 124 thousand people running their own business in the Netherlands in 2003 belonged to the foreign population. The number of foreign company owners was 17 percent higher than in 1997. Relatively few Turkish, Moroccan and Surinamese people run their own business, while people with a
Chinese background relatively often start their own company. The number of non-western foreigners who start their own businesses is 47 thousand, and 7 thousand businesses are from Chinese entrepreneurs. Two out of three foreign entrepreneurs work in commercial services. Non-western foreigners in particular have businesses in this sector. Many are active in the hotel and restaurant sector.

The companies believe that Dutch policy is characterized by stability and transparency, and the way that business is done in China and in the Netherlands is quite similar. Also, the Dutch authorities are considered to be very pleasant and helpful, and the social climate for doing business in the Netherlands is judged to be very positive.

On the other hand, the group of people with their own businesses consists of self-employed people and director-large shareholders. In 2003 the average pre-tax profits for a self-employed person were 21 thousand euro. For self-employed non-western foreigners this was 17 thousand euro, nearly one quarter lower. The size of the Chinese owned company here mostly is small, so they don’t have a lot of budget for them to making the video. Furthermore, The credit crisis is certainly putting the brake on marketing expansion plans. Most of the Chinese companies here will decrease or cut down the cash out strategy.

In the Appendix followed a contact list of all the Chinese companies. I did some research and got contact with these companies, and most of these companies are quite small-sized. So the possibility of making a video is low.

On the other side, there is a Chinese telecommunications giant, ZTE, is planning to locate its European headquarters in Den Haag. Holland is both logistically and electronically for this company. ZTE claims to be the biggest listed telecommunication equipment manufacturer in China. The company, which has some 60,000 employees, achieved a turnover of 3.3 billion euro in the first nine months of 2008. As soon as they set up a company here, there would be an opportunity for Business Tales to establish a business relationship with them.
Appendix 1 – Media investment NL

Here follows the diagram of the net media investment in the Netherlands.

![Net media spending in percentage]

Appendix 2 – Value chain activities

The value chain framework is a model that helps to analyze specific activities through which Business Tales create value and competitive advantage.
Appendix 3 – Economy of the Netherlands

Through the careful evaluation of the economic climate in the Netherlands, we can determine the success rate of entrepreneurs and businesses. The key focus on the economy is to provide a solid background of information into the Information Communication Technology sector.

In 2008, the Netherlands has a prosperous and open economy, realizing stable GDP growth over the last 3 years, from 1.5% in 2005 to 3.5% in 2008. The Dutch economy is noted for playing an important role as a European transportation hub, successful industrial relations, low unemployment and low inflation, with a sizeable current account surplus. The country is one of the leading European nations for attracting foreign direct investment, with the majority of the investments coming from the USA (18.5%), United Kingdom (14.1%) and Germany (12.0%).

The development of new businesses in the Netherlands in 2005 consisted of more than 40,000. This was the largest number of new businesses ever recorded. These new businesses provided work for 56,000 people. The rise continued into 2006 with 12,500 new companies registered in the first quarter, which were 500 more than that recorded in the first three months of 2005. The total number of Dutch private sector companies reached almost 594 thousand on January 1, 2006. The 32.5% increase since 1996 consists of companies employing fewer than 10, whereas the number of mid-sized and large companies has been decreasing.
The information communication technology sector counted nearly 20 thousand companies on January 1, 2006. The number of companies in this sector over the millennium stagnated with a significant growth following in 2005 at a rate of 30%. The Dutch economy is experiencing a rise in investments for the ICT sector, much the same as production and value added services. The ICT sector is important due to its innovative force. The increase in investment is evident in the labor market, as by the end of 2005 the vacancy rate in the ICT sector was twice that of the economy. Computer service bureaus in particular began recruitment initiatives in early 2006.
The Dutch government has taken a great effort to see that the ICT sector performs well nationally and internationally. There have been a number of policy initiatives to raise the role of ICT in society. Globalization is key factor for ICT in the world economy. The increasing dominance of China and India, particularly in the outsourcing and development fields has become quite visible. China rise to the largest exporter of ICT goods has been spectacular, a notable opportunity and threat for the Dutch ICT sector.
## Appendix 4 – Chinese enterprises in the Netherlands (Contact list)

<table>
<thead>
<tr>
<th>No.</th>
<th>Company</th>
<th>Address</th>
<th>Telephone</th>
<th>URL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cosco Container Lines B.V.</td>
<td>Weena 280, 8th floor, 3000 AJ Rotterdam</td>
<td>+311102248400</td>
<td><a href="http://www.coscon.nl">www.coscon.nl</a></td>
</tr>
<tr>
<td>2</td>
<td>Shanghai Orient International B.V.</td>
<td>Westblaak 133, 2nd floor, 3012 KJ Rotterdam</td>
<td>+31104049055</td>
<td><a href="http://www.smmiec.com">www.smmiec.com</a></td>
</tr>
<tr>
<td>3</td>
<td>Shanghai Machinery Imp. &amp; Exp. Corp.</td>
<td>World Trade Center, Room 208, 3001 DA Rotterdam</td>
<td>+31104052350</td>
<td></td>
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<tr>
<td>4</td>
<td>Shartexo B.V.</td>
<td>Groothandelsgebouw, 3rd floor, Ing.E., 3001 DA Rotterdam</td>
<td>+31104048940</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>ChinaPack Europe B.V.</td>
<td>Dalsteindreef 55, 1112 XC Diemen</td>
<td>+312-6905520</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>China Classification Society</td>
<td>Goudse Singel 186, 3011 KD Rotterdam</td>
<td>+31104334066</td>
<td><a href="http://www.ccs.org.cn/en/">www.ccs.org.cn/en/</a></td>
</tr>
<tr>
<td>7</td>
<td>CCIC Bremen Imp. &amp; Exp. Commodities Inspection</td>
<td>Noordeinde 36, 3061 EN Rotterdam</td>
<td>+31104131107</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>China Hong Kong Trade Center</td>
<td>Hong Kong Straat 5, 3047 BR Rotterdam</td>
<td>+31104626588</td>
<td><a href="http://www.hktdc.com/">www.hktdc.com/</a></td>
</tr>
<tr>
<td>9</td>
<td>China Frank (EUROPE) B.V.</td>
<td>Chopinstraat 64, 2901 EA Capelle aan den Ijssel</td>
<td>+31102281650</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Golden Leaf International B.V.</td>
<td>Hogehilweg 12 W, 1101 CD Amsterdam Z.O.</td>
<td>+31204529360</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>China Shipping Agency B.V.</td>
<td>Sluisjesdijk 155, 3087 AG Rotterdam</td>
<td>+31104285367</td>
<td><a href="http://www.chinashipping.nl/">www.chinashipping.nl/</a></td>
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<tr>
<td>12</td>
<td>China Insurance Company S.A.</td>
<td>Boompjes 40, 14th floor, 3011 XB Rotterdam</td>
<td>+31104117968</td>
<td><a href="http://www.chinainsurance.com">www.chinainsurance.com</a></td>
</tr>
<tr>
<td>13</td>
<td>SPECO-International Developments (Europe) B.V.</td>
<td>Goudplevierle 10, 2261 DD Ieischendam</td>
<td>+31703205349</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Yellow River Culture B.V.</td>
<td>Korvet 20, 1186 WE, Amsterdam</td>
<td>+31204228922</td>
<td><a href="http://www.yellowriverculture.co">www.yellowriverculture.co</a> m/301.htm</td>
</tr>
<tr>
<td>15</td>
<td>China Council for Promotion of International Trade</td>
<td>Strawingskylaan 443, 1077 XX Amsterdam</td>
<td>+31205753318</td>
<td><a href="http://english.ccpit.org/">http://english.ccpit.org/</a></td>
</tr>
<tr>
<td>16</td>
<td>Europe-Sino Chinese Garden &amp; Building B.V.</td>
<td>Mathenesserlaan 279, 3021 HH Rotterdam</td>
<td>+31104764392</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>HEBEI COFCO Rotterdam</td>
<td>Korhaanstraat 82B, 3083 XT Rotterdam</td>
<td>+31102102157</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>ZTE Metaalbedrijf BV</td>
<td>Industrieweg 120, 2651 BD Berkel EnRodenrijs</td>
<td>+31105114030</td>
<td><a href="http://www.zte.com.cn">www.zte.com.cn</a></td>
</tr>
</tbody>
</table>
Appendix 5 – Growth markets and possibilities

ING life insurance in China

ING has two life insurance joint ventures in China: Dalian-based ING Capital Life Insurance Co., a 50-50 joint venture between ING and Beijing Capital Group; and Shanghai-based Pacific Antai Life Insurance Co., the second life joint venture between ING and China Pacific in China.

In 2008, ING Capital Life and Pacific Antai Life respectively recorded gross premium growth of 36% and 449% in banc assurance in China, ING will follow developments closely and may increase its stake in future if allowed to do so and depending on market conditions.

Apart from the Chinese market, ING believes Hong Kong, Australia and South Korea have significant business growth potential. The group earlier said that, the fundamentals for the long-term future of Asia-Pacific region are strong: a growing and aging population and clear needs for retirement planning, while wealth management will be another attractive opportunity.

It would an opportunity for Business Tales, because ING is a Dutch company, it shows growth in the market, and the manager Hans had business relations with ING group before and he knows a lot about China.

BPO industry

Business Process Outsourcing (BPO) is a form of outsourcing that involves the contracting of the operations and responsibilities of a specific business functions (or processes) to a third-party service provider.

BPO industry has grown by an average of 50 percent for the past three years. In 2007, it generated US$ 4.9 billion revenues and employed around 300, 000 workers. In 2008 was a very strong year for the industry. There has a lot of expansion among BPO players and new investments despite the effects of the US subprime crisis.

Industry experts have been saying that the ongoing financial crisis is an opportunity for the Philippines and will boost the growth of the BPO industry as companies,
especially in the United States, are expected to cut costs by outsourcing some of their functions to countries with cheaper labor, like India and the Philippines.

**Garbage is a growth industry**

Garbage is a hot commodity these days. Whether reclaiming recyclable materials from the waste stream for profit or more altruistic reasons, re-using stuff practically or as an artistic medium, more people are realizing there are a lot of alternate uses for what we’ve previously considered junk. Even edible food can be sourced from the trash.
Appendix 6 – Key terminology and definitions

**Business-to-business (B2B)**
E-business that primarily conduct transactions with other businesses.

**Customer relationship management (CRM)**
Combination of business processes and technology that seeks to understand a company’s customer from multiple perspectives to competitively differentiate a company’s products and services. The focus of CRM is to improve levels of customer satisfaction, boost their loyalty, and increase revenues from existing customers.

**Customer segmentation**
Subdivision of customer populations into finer groups defined by their characteristics.

**Differentiation**
In marketing, product differentiation is the modification of a product to make it more attractive to the target market. This involves differentiating it from competitors’ products as well as your own product offerings.

**E-commerce**
All financial and informational electronically mediated exchanges between an organization and its external stakeholders.

**Information technology systems (IT)**
Sometimes called Information Systems (IS) or Data Processing. Function that involves, analyzing, creating, maintaining and supporting applications and databases used by an organization, includes the technology of computers.
Marketing plan

A logical sequence and series of activities leading to the setting of marketing objectives and the formulation of plans for achieving them.

Relationship marketing

Consistent application of up to date knowledge of individual customers to product and service design which is communicated interactively in order to develop a continuous and long-term relationship which is mutually beneficial.

Sales

Sales is the pinnacle activity involved in selling products or services in return for money or other compensation. It is an act of completion of a commercial activity.
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CBS Statistics More foreigners run their own business in the Netherlands


ZTE Corporation with Netherlands

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www.tradingmarkets.com