

What are the best opportunities for Delicatezze d'Italia  
for a successful expansion in the Netherlands?



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## Executive Summary

Currently, Delicatezze d'Italia is one of the biggest Italian wholesalers in The Netherlands (third largest with a market share of 15%). Considering that Delicatezze d'Italia delivers the majority of its products to clients in the Randstad, the Italian wholesaler is interested in expanding its business to other parts of the country.

The mission of Delicatezze d'Italia is to deliver fresh, high quality Italian food products at a competitive price and at the same time provide the best service.

At present, the Italian wholesaler is mainly active in the Randstad and would like to expand its business to the other parts of the Netherlands and possibly to other European countries. Most of the food products are freshly imported from Italy, where small manufacturers produce the Italian specialties. Delicatezze d'Italia differentiates itself from the other Italian wholesalers in the Randstad by delivering fresh products on a regular basis, whereas the competition deliver frozen or refrigerated food products.

The target groups of Delicatezze d'Italia are (Italian) restaurants, Italian delicatessen stores, hotels, catering companies and other wholesalers in The Netherlands. These target groups are looking for a high quality product, which has a good price-quality relationship, is freshly imported from Italy and has a frequent and trustworthy delivery service.

There are three serious competitors on the Dutch market. Cristofoli is the biggest competitor of Delicatezze d'Italia, with a market share of 50% (market leader). Teo Pace and Delicatezze d'Italia both have a market share of 15% followed by Menu Italiano (5%). The remaining 15% is divided between other smaller wholesalers such as Punto Italia (3%). To increase the brand awareness in The Netherlands, a strong marketing campaign will be needed. Promotion is essential for the company to be successful and increase its profit.

At this moment, Delicatezze d'Italia is satisfied with its current position in the Dutch market (15%). However, the Italian wholesaler wants to perform a geographic market expansion to the other parts of The Netherlands in order to increase the sales and the brand awareness.

To conclude, the detailed answer to the main question: **'What are the best opportunities for Delicatezze d'Italia for a successful expansion in The Netherlands?'** are summarized below:

- Explore and approach the market outside the Randstad and benefit the growing demand for Italian food products in the Netherlands.
- Possibly opening a new branch outside the Randstad in order to create more brand awareness and popularity in the other regions.
- Start a web shop in order to increase the market awareness and the revenue. This web shop is

exclusively for the business to business (B2B) market.

- Create more brand awareness and popularity amongst potential customers by means of using social media pages more extensively such as Facebook and Twitter and possibly reconstruct the Delicatezze d'Italia website.
- Emphasize the fact that Delicatezze d'Italia is the only supplier of fresh Italian food products (competitive advantage) compared to the products of the competing wholesalers and convince the potential customer of its superior quality.

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## Introduction

This research plan is written for the Italian wholesaler Delicatezze d'Italia, which is established in The Hague, The Netherlands. Delicatezze d'Italia was founded in 1999 by Luigi Conti and Sergio Palamà. Since then, they are attempting to expand their business by finding new suppliers and expand their current assortment of Italian products. The founders of Delicatezze d'Italia would like to play an important role on the Dutch market and are also interested in exporting their products to other European countries.

This business plan will demonstrate whether Delicatezze d'Italia is able to expand its business and whether the company is ready to expand to other European countries. This report is divided into several sections. Firstly, Delicatezze d'Italia will be analyzed through a small company description and subsequently the company will be examined by an internal analysis. In the internal analysis both strengths and weaknesses of the Italian wholesaler will be demonstrated. Thirdly, the clients, competitors, distribution and promotion of Delicatezze d'Italia will be examined which will result in an external analysis of the company. Finally, the results of the marketing mix, the SWOT analysis and the formulation of the strategy will be presented and examined in this business report.

The purpose of this business plan is to examine the opportunities for Delicatezze d'Italia to achieve an increased market share on the Dutch market. More specifically, a regional expansion to the other parts of The Netherlands, situated outside the Randstad (region containing the four largest cities Amsterdam, Rotterdam, The Hague and Utrecht). The selection of this market is due to the low representation of Delicatezze d'Italia in these areas.

A short analysis of the possibilities of Delicatezze d'Italia abroad will also be performed. However, in the first place the company wants to expand itself in The Netherlands and play a more significant role on the Dutch market before it decides to export its products.

The scope of this report is focused on the market development of Delicatezze d'Italia. The goal of the company and of this research is to increase financial resources and brand awareness in The Netherlands. In addition, the Italian wholesaler would like to strengthen its position on the Dutch market and its objective is to be the second largest Italian wholesaler in The Netherlands after Cristofoli.

**The main question of this business plan is: What are the best opportunities for Delicatezze d'Italia for a successful expansion in The Netherlands?**

In order to give a detailed answer to the central question the following aspects will be thoroughly analyzed:

- Internal analysis of Delicatezze d'Italia
- External analysis of Delicatezze d'Italia

And the following marketing models will be created:

- SWOT analysis of Delicatezze d'Italia
- Marketing mix of Delicatezze d'Italia

After analyzing the above mentioned models a concrete recommendation, based on desk and field research, will be formulated.

## **Research methods**

This business plan is based on several research methods which significantly contributed to gain sufficient information in order to analyse the Italian wholesale market in the Netherlands and its perspectives for Delicatezze d'Italia. Many facts in this business plan are based on desk and field research. The field research part is entirely based on interviews and the use of questionnaires. These were sent to different experts of the Italian food industry and customers of Delicatezze d'Italia in The Netherlands.

Four interviews were held with different experts, all active in the Italian food industry. One of them is Rossana Gianfranceschi, born in Italy and owner of Catering per Tutti, which is an Italian delicatessen shop in the city center of The Hague. She has many years of experience in the Italian food industry in The Netherlands. Not only as the owner of an Italian delicatessen store but also as a chef in several Italian restaurants in The Netherlands and Italy.

The second interview was with William Guido, the owner of Guido Delicatessen, which is an Italian deli store in The Hague. Mr. Guido is an expert in the Italian food industry in The Netherlands due to his many years of experience as a chef, owner of several restaurants and delicatessen shops. In addition, he also cooperates with many wholesalers in order to import typical Italian products into The Netherlands. He was one of the first persons together with the owners of Delicatezze d'Italia, Sergio and Luigi, who many years ago started importing the Italian delicatessen Mozzarella di Bufala (buffalo mozzarella). Due to private circumstances he moved from Italy to The Netherlands in the '80s and opened his own restaurant. Hence, William Guido has a clear view and vision of current and upcoming developments and opportunities in the Italian food industry.

Thirdly, a telephone interview with Peppe Cappellano took place. Peppe Cappellano is the co-owner of La Vita è Bella catering situated in Rotterdam. Mister Cappellano is just like the other two interviewees Rossana Gianfranceschi and William Guido an expert in the Italian food industry in The Netherlands and is to this day very active in the industry. His experience and knowledge of the Italian food industry has been very useful for this research.

The last interview was made by means of e-mail correspondence with Jamie van Rijn, secretary of Delicatezze d'Italia. The current and future developments of Delicatezze d'Italia were discussed during this interview. Her knowledge and insights into the Italian wholesaler market was very useful for this research.

Moreover, twenty questionnaires have been distributed among the clients of Delicatezze d'Italia. These twenty clients are divided into ten restaurants, five delicatessen shops, three hotels and two caterers. These questionnaires have been distributed to the clients in order to gain more information regarding the customer's point of view. Delicatezze d'Italia believes that the client is essential for the company. It is in fact one of the most important aspects of the company and you always have to keep them satisfied. This questionnaire contributed significantly to assess the customer service of Delicatezze d'Italia and especially the opinion of its clients regarding the expansion of Delicatezze d'Italia in The Netherlands.

In addition, the use of the Internet was of great importance for the desk-research. It contributed significantly to collect important information and explore the competitors of Delicatezze d'Italia. Furthermore, it made an analysis of the way they have built up their brand awareness possible.

With regards to the other sections of this business plan, such as the marketing mix and the SWOT analysis, the information is retrieved from various marketing books such as 'Exportmanagement, A European perspective' and 'Grondslagen van de Marketing'.

Above all, the field and desk research contributed significantly to answer the sub-questions, as well as the research questions. The sub-questions are listed below:

- What kind of opportunities does Delicatezze d'Italia have for a further expansion?
- What is the purpose of a further expansion in the Netherlands?
- What are the opportunities and threats of an expansion?
- How long does it take to achieve the company's goals concerning the expansion in the Netherlands?
- When is the company satisfied about its expansion? (When is it successful?)

- Is it necessary to change Delicatezze d'Italia's organizational structure?
- Is it possible to deliver and sell the Italian food products to individuals? Or only to Italian restaurants and delis?
- Is it possible to broaden Delicatezze d'Italia's assortment?
- Are any partnerships with other companies possible for an expansion?
- Who are the competitors?
- In which fields are the competitors doing business beside the food industry?

Finally, the support of the owners of Delicatezze d'Italia, Luigi Conti and Sergio Palamà, the secretary Jamie van Rijn and the final paper coordinator Mr. Van Leeuwen made it able to conclude this business plan.



## **The evolution of the Italian cuisine in The Netherlands**

The Italian cuisine has developed through the last centuries of social and political changes. Its characterized by the simplicity of the meals prepared with only four to eight ingredients. That is one of the reasons behind the popularity of the Italian cuisine in The Netherlands.

According to the research of CGM (Centrum voor de Geschiedenis van de Migranten), many Italians emigrated between 1949 and 1975 to The Netherlands and brought with them their Italian cuisine. As a consequence of the Italian migration, the Italians introduced their cuisine to the Dutch society. Many Italians started their own restaurants and delicatessen stores and wanted to promote the Italian food industry more and more (CMG, 2010, 'Italië'). Because of this, we can simply state that the Italian food industry has grown extremely in the last decennia in The Netherlands.

According to a research of Spronsen & Partners (Horeca Entree, 2009, Spronsen&Partners) the number of Italian restaurants in The Netherlands has increased with 21,4 per cent. In 2000 there were 986 Italian restaurants and almost a decade later 1.197 restaurants. Following Spronsen&Partners research, the number of Italian restaurants will keep growing in the coming five years to 1.300 Italian restaurants in The Netherlands.

By reading an article in a Dutch newspaper (De Volkskrant) and experiencing the current developments of the Dutch diet, which is also being supported by current research, shows that many people are eating more and more exotic meals instead of Dutch dishes. According to research carried out last year by Horeca Nederland, 49,8 per cent of 11.778 restaurants had a foreign cuisine. One of the main reasons of these foreign cuisines in The Netherlands is the massive growth of the migration in the last decennia.

Nevertheless, the Italian cuisine remains the most popular 'foreign cuisine' in The Netherlands. According to a research of JustEat.nl and Supermarkactueel we can state that the Italian cuisine is the most popular among the Dutch people. In the Netherlands, 66 per cent of the population prefers the Italian cuisine above the Dutch (55%) and Chinese cuisine (54%). This is according to a research of Jumbo Supermarkten, performed by Q&A Research.

So, it goes without saying that the Italian food industry increases more and more and the Italian wholesaler Delicatezze d'Italia has to take benefit from the current popularity of the Italian cuisine. In order to take advantage from the current situation Delicatezze d'Italia has to expand its business and brand awareness into the other parts of The Netherlands and possibly other European countries.

## **1. Company, market and product description**

### **1.1 Company Description**

Delicatezze d'Italia B.V. is an Italian wholesaler, founded in 1999 by Luigi Conti and Sergio Palamà, the owners of Delicatezze d'Italia. They both travel a lot in order to import as many Italian products they can. Sergio and Luigi are always looking in Italy for new suppliers to expand their current assortment.

The products of Delicatezze d'Italia derive from small manufacturers who keep their tradition to manufacture their own products. In order to maintain the Delicatezze d'Italia philosophy, Sergio and Luigi visit mostly all the regions in Italy to find the typically Italian products fabricated by manufacturers who put their ancient experiences in these products.

### **1.2 Market description**

Delicatezze d'Italia is specialized in importing typically Italian products, Italian delicatessen, from Italy and subsequently deliver them to the restaurants, delicatessen shops, caterings and hotels. Most of Delicatezze d'Italia's clientage is situated in the Randstad. This is a conurbation in The Netherlands and consists the four largest cities Amsterdam, Rotterdam, The Hague and Utrecht. In order to make more brand awareness and be one of the biggest Italian wholesaler in The Netherlands Delicatezze d'Italia has to expand its business in the other parts of the Netherlands. Delicatezze d'Italia has to increase its brand awareness in the northern, southern and eastern parts of The Netherlands to compete with its competitors.

The customers of Delicatezze d'Italia consist of especially (Italian) restaurants and Italian delicatessen stores. Delicatezze d'Italia has only one establishment in The Netherlands which is settled in The Hague. The company will make use of its courier delivery service to deliver the products to their clients. Under the current circumstances clients from the northern parts of The Netherlands cannot order on a daily basis at Delicatezze d'Italia because the courier delivery service consists of only one courier.

### **1.3 Product description**

The company delivers only typical Italian delicatessen. One of the most popular products they deliver is the Mozzarella di Bufala (buffalo mozzarella). This mozzarella will be delivered on a weekly basis from the southern parts of Italy. Furthermore, the company is very proud to deliver their fresh filled pasta, raw hams as the well-known prosciutto di Parma, their famous Limoncello and their own truffle specialty products. These are several products which Delicatezze d'Italia delivers on a regularly basis to their clients.

## 2. Mission and Market definition

### 2.1 Market definition

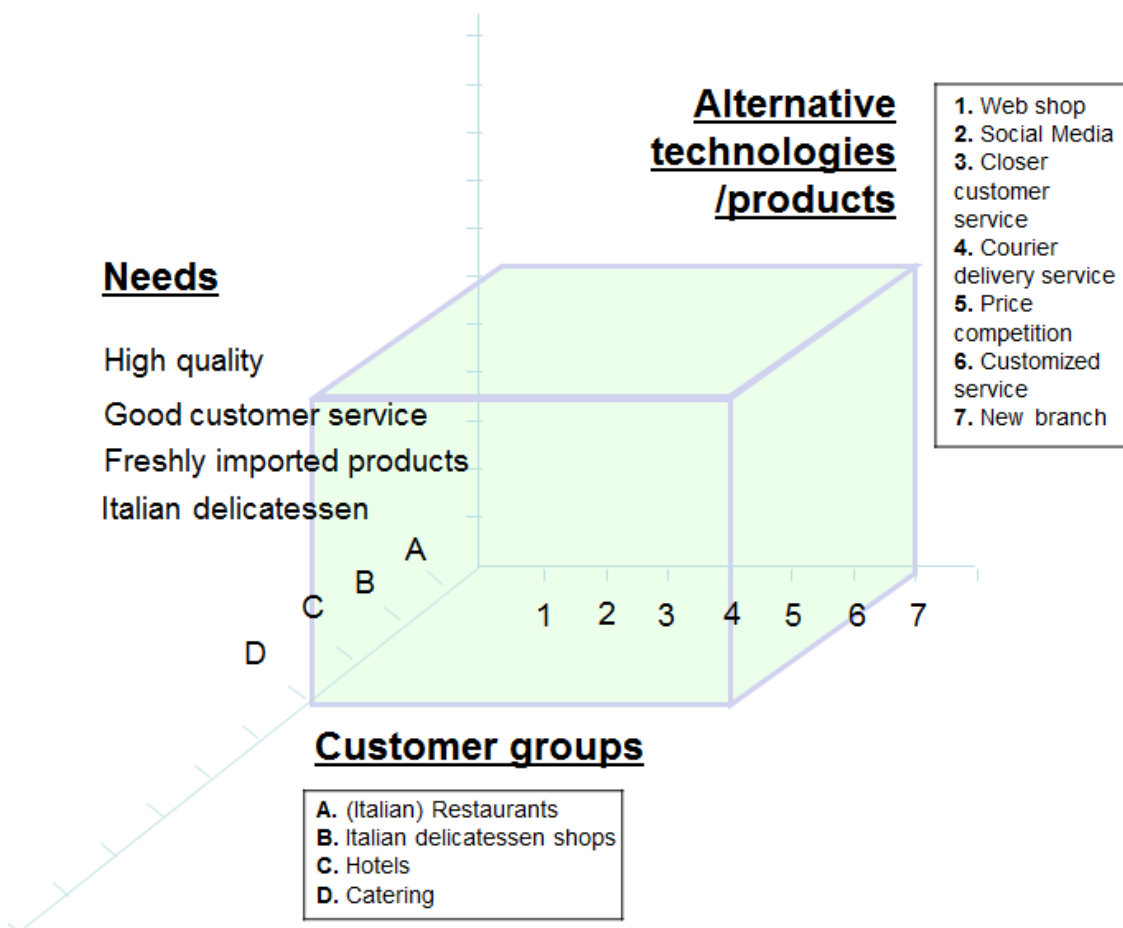
Delicatezze d'Italia has been very active in the last thirteen years in their field. The Italian wholesaler is known in the Randstad area for its fresh imported food products from Italy and its high quality service.

The Abell model below shows three different axes: customer groups, customer functions and alternative technology. (Verhage, 2009, Strategie ontwikkeling, p. 99)

Firstly, the customer groups are the target groups for the products of Delicatezze d'Italia.

Secondly, customer function is the dimension which describes the requirements of the target groups. More specifically, one of the customers' needs is the Italian delicatessen.

Finally, the alternative technology contains the technology methods to satisfy the clients' needs. For instance, a new branch of Delicatezze d'Italia outside of the Randstad could be an alternative technology.



**Figure 1.2: Delicatezze d'Italia Abell Model**

**Customer functions**

In order to determine the customer functions, which are basically the needs of each customer, it is important to determine to which product group the product belongs to. There are various customer needs that Delicatezze d'Italia should fulfill when a customer buys its products at Delicatezze d'Italia.

**Italian delicatessen**

Delicatezze d'Italia only offers Italian food products. These products are typically 'Made in Italy' products. In fact, sometimes the two directors of the Italian wholesaler travel especially to Italy in order to collect and explore other Italian delicatessen.

So, that means that Delicatezze d'Italia attracts mostly restaurants, delicatessen shops, hotel and caterings who are only interested in the typically Italian products.

Owner of the delicatessen shop 'Catering per tutti' in The Hague Rossana Gianfranceschi is one of the loyal clients of Delicatezze d'Italia. That is due to the fact that Delicatezze d'Italia offers, as one of the few wholesalers in the Randstad, only Italian food specialties of high quality and for a sharp price. 'Many other wholesalers in The Netherlands do offer Italian products amongst others. However, the focus of these wholesalers is to offer a wider range of products, such as cutlery, pizza boxes, cups, dishes etc. One of Delicatezze d'Italia's strengths is that they purely concentrate on the Italian food products.'

**Freshly imported products**

The target groups of Delicatezze d'Italia are restaurants, hotels, deli shops and caterings. All these businesses need to receive their orders as soon as possible. Delicatezze d'Italia stands for freshly imported food products and that is what the client wants. It goes without saying that Delicatezze d'Italia satisfies the needs of the client and delivers all its products on a fresh basis.

Secretary of Delicatezze d'Italia, Jamie van Rijn, explains why the Italian wholesaler delivers fresh products to its clients. 'One of our strengths is that we offer and deliver fresh products to our customers. We receive fresh food products from our courier, who travels to Italy every week, and we deliver these immediately to our clients.'

'There are some competitors who work in another way. For instance, Cristofoli mostly offers refrigerated food products. That is one of the reasons why Delicatezze d'Italia is so special. It is one of the few wholesalers in The Netherlands who delivers its food products on a fresh basis. We are proud of it'.

**Good customer service**

The way the wholesaler treats its customer is essential for the business relationship. In most cases, the client remains loyal to the wholesaler when the wholesaler offers the customer the right products with a good service. Good customer service leads to a strong business relationship. According to the results of the questionnaire with the twenty clients of Delicatezze d'Italia the average duration of the business relationship between Delicatezze d'Italia and the client is four and half year. The best business relationship of Delicatezze d'Italia is with one of the interviewees, also a good friend of the co-director Sergio, William Guido. They work together now for seventeen years.

To the first question in the same questionnaire: 'Why do you order your products at Delicatezze d'Italia?' fifty per cent of the clients answered 'Delicatezze d'Italia provides a good service.'

This fact proves that good customer service can result in loyal and satisfied customers that are willing to do business with Delicatezze d'Italia in the long term.

**High Quality**

- 75% of the respondents of the questionnaires claimed that they place their orders with Delicatezze d'Italia due to the authenticity and high quality of the products. As mentioned before, Delicatezze d'Italia offers only typically Italian food products of high quality.

Consequently, the clients remain satisfied about the fact that they receive high quality food products and the business relationship continues.

**Customer groups**

Next, it is important to define the market to which Delicatezze d'Italia responds. Before Delicatezze d'Italia delivers its product it should know the identity of different customer groups based on similarities in their needs and demands. The customer segments of Delicatezze d'Italia are distinguished based upon the business compositions: Restaurants, delicatessen shops, hotels and catering services.

**Restaurants**

The first segment is 'restaurants'. As a result of the twenty questionnaires distributed to the clients of Delicatezze d'Italia, ten are restaurants. Of these restaurants 30% are Italian restaurants, which means 3 in total. According to Delicatezze d'Italia's website and the questionnaire, 80% of the restaurants are located in the Randstad (Delicatezze d'Italia, 2012, Informatie)

Research has shown that restaurants order mostly cheeses, pasta, meat, vinegar and canning at Delicatezze d'Italia.

### **Delicatessen shops**

The second segment is 'delicatessen shops'. Almost thirty per cent of Delicatezze d'Italia's clients are Italian delicatessen shops. The other 70% are divided in restaurants 40%, hotels 10% and caterers 10%. The majority of these delicatessen shops are established in the Randstad (70%). The rest (30%) is situated outside the Randstad.

According to the results of the questionnaire, it is stated that most of the delicatessen shops (80%) order especially pasta, cheeses, meat, olives and delicatessen at Delicatezze d'Italia.

### **Catering delivery services**

The third segment is 'catering delivery services'. The catering services order for the most part Italian delicatessen (60%) and pasta (20%). The other twenty per cent is divided in cheeses, meat and wines. That is due to the service of a caterer. Usually catering delivery services order products which are already prepared by the Italian wholesaler so that they save time and only have to deliver the meals to the consumer.

### **Hotels**

The fourth and last segment is 'hotels'. Research has shown that only five per cent of Delicatezze d'Italia clients are hotels. As well as the catering delivery services, most of the hotels who order the Italian food products at Delicatezze d'Italia would like to save time preparing meals and therefore they buy for the most part cheeses, meat, delicatessen, canning products and also wine and bread. All the hotels are situated in the Randstad. It goes without saying that Delicatezze d'Italia has to try to approach other hotels in the Randstad and especially outside this area.

***Alternative Technologies***

Lastly, it is important to analyze how Delicatezze d'Italia currently approaches customers.

**Web shop**

Currently, Delicatezze d'Italia is exploring whether they should open a web shop on their website or not. At this moment, the Italian wholesaler is serving the business to business (B2B) market exclusively.

Almost fifty per cent of the Delicatezze d'Italia clientage would use a potential Delicatezze d'Italia web shop in order to buy the products through the internet.

**Social Media**

According to the questionnaire and all three interviewees, Rossana Gianfranceschi, Peppe Cappelano and William Guido, Delicatezze d'Italia has to focus more on the social media. By focusing more on the social media Delicatezze d'Italia will reach more potential clients in The Netherlands. Nowadays, many businesses benefit from the fact that they can reach a wide range of potential clients through the internet. Even restaurants, delicatessen shops, hotels etc. make use of the well-known pages such as Facebook, Twitter and GoogleAdwords. According to Peppe Cappelano social media is an essential aspect of doing business. 'With the help of social media and my own website I am reaching more and more people and I am having more clients. In my opinion Delicatezze d'Italia should do the same and especially revise its own website on the lay-out.'

**Closer customer service**

The two directors of the Italian wholesaler Delicatezze d'Italia, Luigi Conti and Sergio Palamà, do take into account that a good business relationship is not only delivering the products of high quality for a sharp price but also a good customer service. As stated in the interview with the secretary of Delicatezze d'Italia, Jamie van Rijn, the primary goal of the two owners of the Italian wholesaler is to keep the customers satisfied.

Sergio and Luigi often visit some clients in order to maintain a positive business relationship. In case the client or Delicatezze d'Italia would like to discuss important aspects concerning business they can always contact Sergio and Luigi and they make an appointment.

**Courier delivery service**

Delicatezze d'Italia makes use of a courier delivery service. This service consist one van which will transport all the fresh food products to the clients. That means that many customers do not have to travel on their own to the wholesaler in order to collect their products.

The wholesaler satisfies the client's needs by delivering the requested products directly at their establishment. Wholesalers as Teo Pace and Menu Italiano do not make use of a similar courier delivery service as Delicatezze d'Italia.

**Price competition**

Moreover, many clients of Delicatezze d'Italia do not believe that the price is the most valuable aspect of the product. According to the questionnaire and the interviews with the three experts, most of the clients do not order at Delicatezze d'Italia due to the sharp price but they order for the high quality. Nevertheless, the price is also an important aspect. It is important to keep an eye on the prices of the other wholesalers in order to compete with them. Otherwise, the clients will notice that other wholesalers have lower prices in comparison with Delicatezze d'Italia and they will change to a different wholesaler.

**Customized service**

As stated before, Delicatezze d'Italia offers a full range of customized services, which they tailor for every customer. In case a client would like to have a typical Italian food product, Delicatezze d'Italia will use its connections in The Netherlands or even in Italy in order to satisfy the order.

**New branch**

Delicatezze d'Italia is established in The Hague. However, in case the Italian wholesaler would like to expand its business in The Netherlands or even outside The Netherlands the wholesaler will have to open a second branch. By opening a second branch outside the Randstad, the company will reduce the distance between other Italian restaurants, delicatessen shops, hotels and caterers. This could promote the brand awareness of the wholesaler outside the Randstad and possibly increase the sales of the company.

This new branch will open as soon as the two directors believe that it will benefit the company. Currently, Delicatezze d'Italia is not able and cannot permit a second branch due to the low brand awareness and current position in the market (15%).



***Conclusion of the Abell Model***

The above mentioned model describes the business of Delicatezze d'Italia and the focus of its brand. Currently, the Italian wholesaler operates mainly in the four big cities of The Netherlands, namely; Amsterdam, Rotterdam, Utrecht and The Hague.

The main target groups of the Italian wholesaler are the restaurants, delicatessen shops, hotels and catering delivery services, which are interested in Italian delicatessen and would like to add these into their supply.

Delicatezze d'Italia makes use of different technologies in order to satisfy the needs of the customers. For instance, closer customer service (personal business relationship), use of social media (E-commerce) and the courier delivery service are important technologies for the Italian wholesaler in order to satisfy the needs of the customers.

To conclude the Abell model, it is stated that Delicatezze d'Italia delivers many kind of products to several target groups in most parts of the Randstad. In case the Italian wholesaler wants to develop and expand its business it should open its horizon and introduce Delicatezze d'Italia in the other parts of The Netherlands. In addition, the wholesaler should also consider the introduction of a web shop and possibly opening a new branch in The Netherlands.

**Chosen market definition:**

The most important target groups for Delicatezze d'Italia are the (Italian) restaurants, Italian delicatessen stores, hotels and catering companies in especially the northern, southern and eastern parts of The Netherlands who are interested in the products and services of the Italian wholesaler. This is in order to share the passion for the Italian cuisine and make more brand awareness in The Netherlands.

So, in short, Delicatezze d'Italia has to expand their target groups outside the Randstad and has to keep its focus on gaining more brand awareness in the above mentioned parts of The Netherlands.

## **2.2 Why outside the Randstad?**

*Delicatezze d'Italia is satisfied with the current number of suppliers in the Randstad*

Currently, Delicatezze d'Italia has 15% of the market share. According to the website of Delicatezze d'Italia and the questionnaire, most of the clients of Delicatezze d'Italia are situated in the Randstad. Since most of these (potential) clients already order their products at Delicatezze d'Italia or at competing wholesalers it is recommended that the Italian wholesaler in question takes a look at other parts of the country in order to investigate whether there are more potential clients or not.

*There are many potential customers in the other parts of the Netherlands*

Research has shown that the largest wholesalers, who deliver Italian food products in The Netherlands, Cristofoli (50%), Menu Italiano(5%), Teo Pace (15%) and Delicatezze d'Italia (15%) possess the greatest part of the market share on the Dutch market. However, research has shown that most of the clients of these wholesalers are situated in the Randstad. Except for Cristofoli no other wholesaler is focusing on the area outside the Randstad.

It is a big opportunity for Delicatezze d'Italia to expand its connections and brand awareness into the other parts of The Netherlands.

*Developments of the market (outside the Randstad)*

According to the Delicatezze d'Italia website and the questionnaire (Delicatezze d'Italia.

*Delicatezze d'Italia Informatie*, 2012) the company mostly delivers its products to restaurants, delicatessen shops, hotels and caterers in the Randstad. The competing wholesalers, except for Cristofoli, do exactly the same. However, the Dutch market is bigger than the Randstad only.

According to a research of Spronsen & Partners, the number of Italian restaurants is increasing in the last years in The Netherlands (Spronsen&Partners, 2009. *Het Italiaanse restaurant in beeld.*)

As stated before in 'The evolution of the Italian cuisine in The Netherlands', the number of Italian restaurants is increasing these years. There has been an increase of 20% on the number of Italian restaurants in The Netherlands from 2000 to 2009 and according to the research of Spronsen&Partners this number will continue to rise in the coming five years (Spronsen&Partners, 2009. *Het Italiaanse restaurant in beeld.*).

Nowadays, the Randstad counts approximately 700 Italian restaurants(Spronsen&Partners, 2012. *Het Italiaanse restaurant in beeld.*). That is more than the half of the total number in country (1300). There are three regions which complete this number. Noord-Holland which has approximately 350 Italian restaurants, Zuid-Holland almost 250 and Utrecht 85. So, that means, that approximately 600 restaurants are situated outside the Randstad. These restaurants are potential customers of Delicatezze d'Italia.

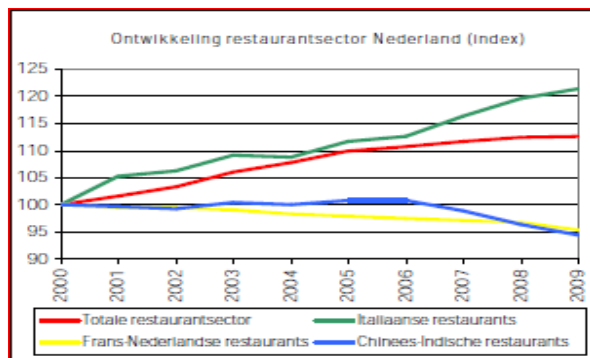
More specifically, regions such as Overijssel, Flevoland, Limburg and Groningen have experienced significant changes regarding the number of Italian restaurants.

In these four regions there was a minimum increase of 76% (Overijssel) 66,7% (Flevoland), 38,1% (Limburg) 36,6% (Groningen) in 2009 (Spronsen&Partners, 2009. *Het Italiaanse restaurant in beeld.*). See the charts below for the developments of the market:

	Aantal 2009	Ontwikkeling t.o.v. 2000
Overijssel	81	76,0%
Flevoland	20	66,7%
Limburg	87	38,1%
Groningen	56	36,6%
Gelderland	105	34,6%
Drenthe	34	21,4%
Utrecht	69	19,0%
Friesland	56	16,7%
Zuid-Holland	243	16,3%
Noord-Holland	318	16,1%
Noord-Brabant	101	2,0%
Zeeland	27	-10,0%
Nederland	1.197	21,4%

**Figure 2.1**

**Figure 2.1: Regional developments Italian restaurants from 2000 to 2009 in percentages**



**Figure 2.2**

**Figure 2.2: National development (Italian, French-Dutch and Chinese-Indonesian) restaurants from 2000 to 2009**  
**Source: Spronsen&Partners, 2009. *Het Italiaanse restaurant in beeld***

In addition, the total number of the Italian delicatessen shops in The Netherlands is approximately 150, which almost 90 delicatessen shops are established in the Randstad. So, that means that more than 60 delicatessen shops are outside the Randstad (La Cucina Italiana. 2012 *Delicatessenzaken*).

#### *Customers valuing high quality products*

The current customers of Delicatezze d'Italia are very positive about the business relationship with the wholesaler in question. According to the results of the questionnaire the clients consider the products of Delicatezze d'Italia of high quality in comparison with the products of the competitors.

Almost 90% of the current customer base has a positive business relationship with Delicatezze d'Italia and is satisfied with the ongoing business.

It goes without saying that Delicatezze d'Italia could offer these high quality products to other suppliers in The Netherlands since the wholesaler has proved that it can handle good customer service and high quality for a sharp price.

*The Italian cuisine is one of the most popular cuisine in The Netherlands among the people*

Research has proven that the Italian cuisine (restaurants) is one of the most popular cuisine in The Netherlands.

According to a research of JustEat.nl (JustEat.nl. 2012. *Onderzoek internationaal eetgewoonten*)

and Supermarkactueel (Supermarkactueel.2012. *Nederlanders eten het liefst Italiaans*) we can state that the Italian cuisine is the most popular among the Dutch people. In the Netherlands, 66 per cent of the population prefers the Italian cuisine above the Dutch (55%) and Chinese cuisine (54%). This is according to a research of Jumbo Supermarkten, performed by Q&A Research.

Delicatezze d'Italia should take these statistics into account and expand its business.

### **3. Internal Analysis**

#### **3.1 Introduction**

This part of the business plan will focus on the internal factors of Delicatezze d'Italia. The advantages and disadvantages of satisfying the needs of the company's target groups will be examined thoroughly in this chapter. These are factors which can be influenced by the organization itself. The internal analysis consists of two segments, which are the strengths and the weaknesses of the company. (Verhage, 2009, p. 104)

#### **3.2 Strengths and Weaknesses**

##### Strengths:

- S1. Many years of experience in the Italian food industry
- S2. Extensive business network in the Randstad and in Italy
- S3. Freshly imported products
- S4. Specialists in Italian delicatessen
- S5. High customer service

##### Weaknesses:

- W1. The company is not well-known in the other parts of The Netherlands
- W2. Current website of Delicatezze d'Italia is too simple
- W3. Courier delivery service is poor
- W4. Lack of promotion and publicity

##### Explanation:

S1: The owners of the company, Sergio and Luigi, both have many years of experience in the Italian food industry in The Netherlands, as well as in Italy. This is a pre-requisite and essential in case a company would like to grow. The company has to be prepared and willing to perform some significant changes to achieve its growth objectives, which also includes covering unknown grounds. The company is advantaged by the many years of experience of the two owners and their business work. They have experience with cooperating with Italian restaurants, deli stores, wholesalers, hotels and catering companies.

S2: Due to the many connections of Sergio and Luigi in the Italian food industry in The Netherlands and also in Italy they can easily get in contact with different potential partners and customers. In the Randstad area they are already well-known and this is a large advantage for the company.

S3: It is obviously an advantage for the company that it is delivering freshly imported products to its customers. Due to the fresh products the company is distinguishing itself and has a competitive advantage compared to the other wholesalers, who do not deliver fresh products from Italy.

S4: The company delivers Italian delicatessen only. This means, typical Italian products, which are fabricated by small manufacturers in different Italian regions. Delicatezze d'Italia mostly delivers the authentic and special products which other wholesalers do not deliver. That means that the company is offering different kind of products in comparison with its competitors.

S5: The owners of the company treat their clients professionally and they deliver orders within two days by means of a courier delivery service. That means that the customer is not obliged to take care of its own transport.

W1: Delicatezze d'Italia is only well-known in the Randstad. The company only has a few clients outside the Randstad, which means their market penetration outside the Randstad is limited. It is difficult to position the company in the short term in the other parts of The Netherlands. However, in case the company wants to increase its publicity and brand awareness through, for instance social media, this could potentially open some doors towards the other parts of The Netherlands.

W2: The company has to renovate its website if it wants to compete with the other Italian wholesalers in The Netherlands. Increasingly the competition is using the Internet and their own website to advertise their own products and show any discounts. Delicatezze d'Italia is not exploring its website as much as its competitors, which is a missed business opportunity considering that a significant amount of sales nowadays is done through the Internet sales channel.

W3: The courier delivery service is too poor. The reason being that the company only has one van at its disposal to deliver the freshly imported products to their customers. A way to increase the customer satisfaction for the company is to become even more flexible with regards to deliveries. Not only once a week but for example three or four times a week. In case Delicatezze d'Italia has more vans available to deliver its products the company is possibly able to deliver them on a more frequent basis.

W4: Nowadays, every company or wholesaler is using social media in order to increase its brand awareness. Delicatezze d'Italia is not that active in the area of social media like other competitors. The company has to promote and advertise more its business, like other Italian wholesalers, by means of brochures or having a stand on a specific fair.

### **3.3 Internal Company Analysis**

Delicatezze d'Italia only offers Italian food products. These products are typically 'Made in Italy' products. The two directors of the Italian wholesaler travel especially to Italy in order to collect and explore other Italian delicatessen. The owners find it important that the food products will be delivered on a fresh basis. That is the way how Delicatezze d'Italia would like to distinguish itself from the other wholesalers, delivering the freshest Italian food products.

Another strength of Delicatezze d'Italia is that they purely concentrate on the Italian food products and not on other products such as cutlery, pizza boxes, cups, dishes etc. This is a big difference between Delicatezze d'Italia and the other wholesalers. Cristofoli does deliver also cutlery and pizza boxes. Sergio and Luigi do not want to deliver these products due to the high competition with other wholesalers, such as Sligro.

Up until now, Delicatezze d'Italia had its focus on the following target groups: restaurants (50%), hotels (5%), deli shops (30%) and caterings (15%) in the Randstad. Fifty per cent of Delicatezze d'Italia's customers is a restaurant, following with thirty per cent of delicatessen shops and the other twenty per cent is divided between the caterers (15%) and hotels (5%). The owners of the company are satisfied with the current business but did not make an attempt (yet) to expand its business to the other parts of the country. The satisfaction of the owners could be seen as a threat for the company.

According to the results of the questionnaire with the twenty clients of Delicatezze d'Italia the average duration of the business relationship between Delicatezze d'Italia and the client is four and half year. That means that the average customer of Delicatezze d'Italia is reasonably loyal to the Italian wholesaler. That is one of the strengths. According to the owners, Sergio and Luigi, customer loyalty is one of the most significant aspects which proves that the company delivers high quality products with a good customer service.

- 75% of the respondents of the questionnaires claimed that they place their orders with Delicatezze d'Italia due to the authenticity and high quality of the products.

At this moment, the Italian wholesaler is serving the business to business (B2B) market exclusively. The company will maintain the same market and target groups. Nowadays, the company cannot serve the business to consumer (B2C) market next to the B2B market due to the poor courier delivery service. Delicatezze d'Italia has only one van and with one van the company cannot deliver its products on a fresh basis. So, the strength of Delicatezze d'Italia is to maintain its B2B market and strengthen its market share.

Furthermore, Delicatezze d'Italia has nine employees, whose two owners, one secretary, one courier and five warehouse employees. One of Delicatezze d'Italia's weaknesses is that the wholesaler has only one courier to deliver all its fresh products and five warehouse employees who only work from 9 a.m. till 5 p.m. In comparison with the competing wholesalers the company has a small number of employees. This is one of the other weaknesses of the company.

Delicatezze d'Italia offers a full range of customized services, which they tailor for every customer. In case a client would like to have a typical Italian food product, Delicatezze d'Italia will use its connections in The Netherlands or even in Italy in order to satisfy the order. The owners put a lot of effort in the customers and that is why Sergio and Luigi often visit some clients in order to maintain a positive business relationship. This can be considered as one of the company's strengths.



## 4. External Analysis

### 4.1 Users Analysis

It is essential for Delicatezze d'Italia to reach the customers' satisfaction and trust. To satisfy their wishes the company needs to know the requirements and the needs of the customers. In order to select the right target group of Delicatezze d'Italia the 6 W's will be used. The 6 W's are as follow: Who, where, what, when, why and why not?

By using the 6 W's (Ferrel, 1999) the external environment of Delicatezze d'Italia will be demonstrated. Nowadays the client is essential for each business and therefore the analyses of Ferrel (6 W's) should give the answers on how the customer thinks. The input of this analysis will be used for the SWOT-analysis in order to conclude the final strategy of Delicatezze d'Italia.

1. *Who are the current and potential buyers of the Italian delicatessen?*

According to the questionnaire and the website of Delicatezze d'Italia, the potential buyers of the Italian delicatessen are the (Italian) restaurants, Italian delicatessen stores, hotels and catering companies outside the Randstad. The current buyers of the Italian delicatessen are the Italian restaurants, deli stores, hotels and catering companies in the Randstad and surroundings. Research (questionnaire) has shown that almost 80% of the current customers from Delicatezze d'Italia is situated in the Randstad. The other 20% is located outside the Randstad.

2. *Where do they purchase the Italian delicatessen?*

The restaurants, delicatessen shops, hotels and catering services can purchase the Italian delicatessen at different wholesalers. The clients of Delicatezze d'Italia buy the Italian delicatessen mostly at the wholesaler in question. However, sometimes it occurs that a client orders some other Italian products at other wholesalers because Delicatezze d'Italia does not offer these kind of products.

3. *What do customers do with the Italian delicatessen?*

The customers will use these products to sell them to their consumers.

4. *When do they purchase the Italian products?*

The customers can purchase the Italian products whenever they need it. However, the customer has to wait at least for some days considering that the company has only one courier who can deliver the orders in one time. The wholesaler delivers also some products on a seasonal basis. For instance, Delicatezze d'Italia offers its clients the typically Italian delicatessen 'Panettone' which is a sweet bread usually prepared and enjoyed for

Christmas and New Year in Italy. The Panettone is only purchasable for the clients during the Christmas and New Year period because that is the period when Delicatezze d'Italia can offer this product. It is a seasonal product.

Nevertheless, Delicatezze d'Italia will visit the customer once or twice a week based on the distance between the wholesaler and the supplier. Many suppliers would like that the wholesaler visits them on a daily basis however that should be too expensive for Delicatezze d'Italia.

5. *Why and how do the customers choose for the Italian delicatessen of Delicatezze d'Italia?*

The customers will choose for these Italian delicatessen because these are freshly imported from Italy and are from the highest quality. All the products imported from Delicatezze d'Italia are particularly 'Made in Italy' products.

As stated in the interview with Rossana Gianfranceschi, most of the clients choose for Delicatezze d'Italia because they offer typically Italian delicatessen of high quality for a sharp price and good customer service in comparison with the other wholesalers in The Netherlands.

6. *Why do potential customers not purchase the product?*

That is because the potential customers are not well informed on the fresh Italian food products. The potential customers are not well informed due to the fact that Delicatezze d'Italia has only its focus on the Randstad area.

Moreover, they are not familiar with the Italian delicatessen from the wholesaler Delicatezze d'Italia because all the potential customers of Delicatezze d'Italia are situated in the other parts of The Netherlands and not in the Randstad. Most of all the (potential) customers of Delicatezze d'Italia in the Randstad do already buy Italian delicatessen from Delicatezze d'Italia or other wholesalers.

As one of Delicatezze d'Italia's clients, William Guido, said: 'The company has to promote its products some more in the other parts of the Netherlands in order to have more brand awareness and potential customers. Due to the lack of promotion Delicatezze d'Italia does not have the highest market share on the Dutch market. Delicatezze d'Italia has the potential to become the wholesaler with the highest market share on the Dutch market, but only if they promote their products in the other parts of The Netherlands and possibly

abroad.'

#### Conclusion:

In conclusion, it goes without saying that the target groups of Delicatezze d'Italia are (Italian) restaurants, Italian delicatessen stores, hotels and catering companies who are looking for typically 'Made in Italy' products.

These potential customers are situated outside the Randstad. So, that means that Delicatezze d'Italia does not have to focus anymore on the four big cities in the Randstad as Amsterdam, Rotterdam, Utrecht and The Hague because all the (potential) customers who are situated in these area (Randstad) do already purchase Italian products at Delicatezze d'Italia and other wholesalers.

Delicatezze d'Italia has to focus on the other regions in The Netherlands in order to increase sales, have more brand awareness, increase the number of suppliers.

## **4.2 Branch Analysis**

The DESTEP model will be used in order to explore how current and future developments in the demographical, economic, social, technological, environmental, and political environments may interest Delicatezze d'Italia.

### *Demographic factors*

The Netherlands is located in the northern part of Western Europe and borders in the east with Germany, to the west with the North Sea and in the south with Belgium. (CIA, 2012, 'The Netherlands') The Netherlands is divided into twelve different provinces with one capital which is Amsterdam.

In case Delicatezze d'Italia has reached its satisfaction in The Netherlands by having one of the highest market share in the Dutch market. The company could also introduce its brand and the typically Italian products in other European countries as Belgium, Germany, Denmark and possibly France. These are the surrounding countries of The Netherlands and it is stated that these are much larger countries than The Netherlands, except from Belgium, in order to introduce the 'Delicatezze d'Italia brand.'

According to the information of the Central Intelligence Agency the population number of The Netherlands is 16 730 632 (CIA, July 2012, People and Society 'The Netherlands') As already mentioned before in the business plan there have been many migration waves the last decennia into The Netherlands. Other ethnic groups who represent The Netherlands are mostly European, Indonesian, Turkish, Surinamese, Moroccan, Caribbean and many other people. (CIA, 2012, Country information: 'The Netherlands')

There is also a small group of Italian who represent the Italian community in The Netherlands. According to the statistics of the CBS (Centraal Bureau voor de Statistiek) there are 40 397 Italians resident in The Netherlands (CBS, Zuid-Europeaanen per stedelijke agglomeratie 2011)

The company has also take into account that the total distance between The Netherlands and Italy is 1304 km (NLafstand.org, 2012) The owners of Delicatezze d'Italia has to travel a lot these distances in order to import the Italian delicatessen.

### *Economic factors*

The Dutch economy is one of the most largest economy in the euro-zone, namely the fifth-largest. It is also noted for its moderate unemployment and inflation, stable industrial relations, a sizable surplus and the important role as an European transportation hub. (CIA, 2012, Economy overview: The Netherlands) The Netherlands began, along with eleven other European countries, circulating the euro currency on 1 January 2002.

Currently, the Dutch economy is also suffering from the financial crisis as many other European countries (Greece, Italy, Spain) and due to this financial crisis Delicatezze d'Italia will not be able to open a second branch in The Netherlands or abroad. According to the NVM (Nederlandse Vereniging Makelaars, 2012) the Dutch real estate prices are increasing and that does not provide a positive perspective for any expansion, with a new branch, for Delicatezze d'Italia in the other parts of The Netherlands.

#### *Socio-cultural factors*

According to a research of the research site Zoover, review site, most Dutch people pass their holidays in Spain and Italy. It is stated that the Dutch visit Italy for the cultural activities, landscape and especially the gastronomy (Zoover, 2012). It goes without saying that the Dutch prefer the Italian cuisine above all the other cuisines.

According to a research of JustEat.nl and Supermarkactueel we can state that the Italian cuisine is the most popular among the Dutch people. In the Netherlands, 66 per cent of the population prefers the Italian cuisine above the Dutch (55%) and Chinese cuisine (54%). This is according to a research of Jumbo Supermarkten, performed by Q&A Research.

#### *Ecological factors*

The Dutch government is increasing the demand for more environmental friendly products and production methods. That is because both the social responsibility and the environmental awareness are essential in The Netherlands. Despite the social responsibility and highest environmental awareness the Dutch air, water and soil is the most contaminated of whole Europe (Ranking the Stars, 2011, Natuur&Milieu).

#### *Political factors*

Lately, the government tried to boost the economy by accelerating the infrastructure programs, offering tax breaks for employers to keep workers and expanding export credit facilities (CIA, 2012, Economy overview: The Netherlands) The Prime Minister Mark Rutte began implementing the fiscal consolidation measures in 2011 which resulted in an improved budget deficit of 3.8% of GDP (CIA, 2012, Economy overview: The Netherlands).

### **4.3 Competitor Analysis**

There are six competitors of Delicatezze d'Italia who are situated in the same area, the Randstad, and who deliver more or less the same Italian food products on the same target market. In The Netherlands there are more or less ten Italian wholesalers. There have been selected three other Italian wholesalers, biggest competitors of Delicatezze d'Italia for this research: Menu Italiano, Cristofoli and Teo Pace.

#### Menu Italiano

Menu Italiano is one of the biggest Italian wholesalers in The Netherlands. This wholesaler delivers typically Italian specialties from every Italian region. They offer 700 selected and different Italian products which are of a high quality and recognizable Italian characteristics. The company has four other establishments in other parts of Europe. So, that means that they already expanded their brand awareness outside the Netherlands and delivers also in other European countries. Menu Italiano delivers in Belgium, Germany, Denmark and Sweden. The strength of Menu Italiano is a strong brand awareness and high popularity. The weakness is a wide range of Italian products and a medium quality of the food products considering that it is not always freshly imported.

Menu Italiano is an Italian wholesaler and keeps its focus on the sales in different European countries. That is the biggest reason why they do not have a high market share in the Dutch market (5%).

#### Cristofoli

Cristofoli is the biggest competitor of Delicatezze d'Italia which is situated in Delft, nearby Delicatezze d'Italia. They mostly deliver their products in the Randstad and from 2006 they focus themselves especially on the other parts of The Netherlands. They offer their suppliers all kind of products. The biggest strength of Cristofoli is that they offer Italian food products as well as cutlery, dishes, cups and other kind of kitchen products. The publicity and promotion of Cristofoli is a small weakness of the Italian wholesaler.

However, despite the lack of promotion, Cristofoli is the biggest Italian wholesaler in The Netherlands. They have the highest market share in the Dutch market (50%) and are the big leader in this market.

#### Teo Pace

Teo Pace is one of Delicatezze d'Italia competitors and they also deliver the same Italian food products to (Italian) restaurants, deli stores, hotels, catering companies and other wholesalers. They are also settled in Delft and they have a high customer delivery service. Nevertheless, the distinction between Delicatezze d'Italia and Teo Pace is that Teo Pace delivers most of their products frozen and refrigerated. That is the big difference between the two wholesalers. That

could be an advantage for Delicatezze d'Italia who delivers the freshly imported products instead of the frozen delicatessen. However, the customer groups can also order at Teo Pace considering that they can conserve their products for a longer period. One of the weaknesses is the promotion and publicity of its products.

Teo Pace is in comparison with Menu Italiano and Cristofoli one of the Italian wholesalers in The Netherlands who resembles Delicatezze d'Italia. That is due to the same market share of 15%. However, the weakness of Teo pace is that they offer their suppliers mostly refrigerated products and not freshly imported products as Delicatezze d'Italia.

### **Conclusion:**

On the Dutch market ten different Italian wholesalers are active. However the distinction between Delicatezze d'Italia and the other wholesalers is that Delicatezze d'Italia delivers all its products on a regular and fresh basis. All the products are imported from small manufacturers in Italy and are the real 'Made in Italy' delicatessen. There are six Italian wholesalers located in the Randstad that compete with each other on the Dutch market.

After all, Delicatezze d'Italia shares the second position with Teo Pace in the Dutch market behind market leader Cristofoli (50%). Both of them have a 15% market share. Menu Italiano is one of the smallest wholesalers in the market with a 5% of market share. Finally the remaining 15% is divided among the other smaller wholesalers such as Punto Italia (3%). For Delicatezze d'Italia it is difficult to enjoy the same market share as Cristofoli in the coming years.

So, Delicatezze d'Italia is one of the biggest wholesalers in The Netherlands and has enough potential to increase its market share, brand awareness and sales by promote the company more in the other parts of the Netherlands.

**Figure 4.3.1: Competitor Analysis Matrix**

Factor	Delicatezze d'Italia	Cristofoli	Teo Pace	Menu Italiano
Quality Products	3	4	2	3
Reasonable Price	3	3	3	2
Quantity	3	5	4	5
Service	4	4	4	2
Reliability	4	4	4	3
Stability	4	5	4	4
Expertise	4	5	4	4
Company Reputation	3	5	4	3
Location	4	4	3	2
Advertising	2	5	3	2
<b>Totals</b>	<b>34</b>	<b>44</b>	<b>35</b>	<b>30</b>

1 = Lowest score

5 = Highest score



#### 4.4 Five forces of Porter



*Figure 4.4: Porters' Five Forces Model*

Using the Five forces of Porter model is useful to help the company understand both the strength of the current competitive situation of Delicatezze d'Italia, and the strength of the position where Delicatezze d'Italia is considering moving into.

With the clear understanding where the power lies, the company can take benefit of a situation of strength, improve its weaknesses and avoid taking the wrong steps.

##### **Suppliers**

The bargaining power of suppliers is medium. The owners of Delicatezze d'Italia, Sergio and Luigi, are attempting to grow their business by finding new suppliers in Italy and expand their current assortment of Italian products. In fact, sometimes the two directors of the Italian wholesaler travel especially to Italy in order to collect and explore other Italian delicatessen. Delicatezze d'Italia cooperates with a reasonable number of suppliers in Italy. However, the two owners are never satisfied and are putting a lot of effort to find new business partners.

##### **Potential entrants**

The chance to enter in this new market is reasonably easy. This is due to the fact that it is an oligopoly market, which means that few suppliers control the market (Cristofoli 50%, Delicatezze d'Italia 15%, Teo Pace 15% and Menu Italiano 5%). So, that means that new entrants will have more chance to introduce themselves and their products on the market.

**Buyers**

The bargaining power of the buyers is reasonably low. That is due to the tight range of choices in the similar product categories. The customer does not have much choice where to order its products.

**Substitutes**

The power of substitutes is reasonably low. That is due to the low presence of other Italian wholesalers who deliver Italian delicatessen and food products in the same area.

**Competitors**

There are some strong competitors in this market who could take over the area of Delicatezze d'Italia. There are different wholesalers who all deliver the same or similar products in the Italian food industry in The Netherlands. All these suppliers try to attract the customers. However, the other wholesalers do not deliver fresh imported products as Delicatezze d'Italia does. That is a big distinction between Delicatezze d'Italia and the other wholesalers. Therefore the competitive rivalry is medium.

***4.5 Opportunities and Threats*****Opportunities of Delicatezze d'Italia**

- O1. Growing demand of the Italian food industry
- O2. Attraction of potential clients in the other parts of The Netherlands
- O3. Growing demand of high-quality products
- O4. Attraction of more biological products
- O5. Not much brand awareness outside the Randstad

**Threats of Delicatezze d'Italia**

- T1. High power of competitors
- T2. Increase of fuel prices regarding to transport costs (Delivery service)

## 5. SWOT

### 5.1 SWOT-analysis model

The SWOT analysis helps to evaluate the strengths, weaknesses, opportunities and threats of the company.

<i>Intern</i>		<i>Extern</i>	
<b>Strengths</b>		<b>Opportunities</b>	
<ul style="list-style-type: none"> <li>• S1. Many years of experience in the Italian food industry</li> <li>• S2. Extensive network in the Randstad and in Italy</li> <li>• S3. Freshly imported products</li> <li>• S4. Specialists in Italian delicatessen 'Made in Italy'</li> <li>• S5. High customer service (Courier delivery service)</li> </ul>		<ul style="list-style-type: none"> <li>• O1. Growing demand of the Italian food industry</li> <li>• O2. Attraction of potential clients in the other parts of The Netherlands</li> <li>• O3. Growing demand of high-quality products</li> <li>• O4. Attraction of biological products</li> <li>• O5. High popularity Italian food industry in The Netherlands</li> <li>• O6. Not much brand awareness outside the Randstad</li> </ul>	
<b>Weaknesses</b>		<b>Threats</b>	
<ul style="list-style-type: none"> <li>• W1. The company is not well-known in the other parts of The Netherlands</li> <li>• W2. Current website of Delicatezze d'Italia is too simple</li> <li>• W3. Courier delivery service is poor</li> <li>• W4. Lack of promotion and publicity</li> </ul>		<ul style="list-style-type: none"> <li>• T1. High power of competitors</li> <li>• T2. Increase of fuel prices regarding to transport costs (Delivery service)</li> </ul>	

**5.2. Confrontation Matrix**

			Extern							
			Opportunities						Threats	
			O1. Growing demand of the Italian food industry	O2. Attraction of potential clients	O3. Growing demand of high quality products	O4. Attraction of biological products	O5. High popularity Italian food	O6. Not much brand awareness outside the Randstad	T1. High power of competitor	T.2 Increase of fuel prices regarding to the transport costs
Intern	Strengths	S1. Many years of experience								
		S2. Big network in the Randstad								
		S3. Freshly imported products								
		S4. Typically Italian Deli								
		S5. High customer service								
	Weaknesses	W1. The company is not well known								
		W2. Current website too poor								

		W3. Courier delivery is too poor							
		W4. Lack of promotion and publicity							

### Chosen strategies:

In order to achieve one of the company objectives, be the second largest Italian wholesaler on the Dutch market, the company has to select one of the following marketing strategies;

- Considering that there is a growing demand for the Italian food industry in the last decennia (Spronsen&Partners, 2009. *Het Italiaanse restaurant in beeld.*), the Italian wholesaler should practice one of its weaknesses which is the lack of promotion and publicity. By means of advertise more and promote its business more in the other parts of the country. Delicatezze d'Italia has a low brand awareness outside of the Randstad and that is one of the opportunities for the Italian wholesaler. Considering that the market outside the Randstad is an unknown area for the company, it should take advantage of this great opportunity and start with exploring and approaching this market. Another big advantage is that not many competing wholesalers are cooperating with restaurants, hotels, delicatessen shops and caterers from outside the Randstad.

- By analyzing the competing wholesalers it goes without saying that Delicatezze d'Italia should use one of its strengths which is promote the fresh imported products of high quality from Italy. Considering that nowadays there is a big demand for biological products and the company offers a wide range of these kind of products. Other wholesalers keep their focus more on the price, presentation and promotion of their products. Delicatezze d'Italia will enter a niche market with the sales of their biological product because not many wholesalers do deliver these products.

**Conclusion:**

To conclude, the Italian wholesaler should choose the strategy which fits the most with its business perspectives. Considering that Delicatezze d'Italia is reasonably unknown outside the Randstad and does not advertise and promote its business like other wholesalers, it goes without saying that the Italian wholesaler has to choose the market strategy where the company will explore and approach more the market outside the Randstad and advertise its business more significantly. This is in order to create more brand awareness in the other parts of the country and try to increase more its market share on the Dutch market.

The company will take advantage of the growing demand for the Italian food industry in The Netherlands. Delicatezze d'Italia will use the following strengths, weaknesses and opportunities which can contribute significantly to the chosen market strategy:

Strengths

- Extensive network in the Randstad and in Italy
- Specialists in Italian delicatessen 'Made in Italy'

Opportunities

- Growing demand of the Italian food industry
- Attraction of potential clients in the other parts of The Netherlands
- High popularity Italian food industry in The Netherlands
- Not much brand awareness outside the Randstad

Weaknesses

- The company is not well-known in the other parts of The Netherlands
- Lack of promotion and publicity

## 6. Marketing Mix

### 6.1. Product

The sales of a product depends partially on the product itself and also other factors as well. For example, image, customer service, quality, price, stock and the after sales. So, this means that the company should concentrate on all the above aspects before and also after it deliver its final product.

Delicatezze d'Italia delivers different kinds of Italian food products and delicatessen. For instance, the Mozzarella di Bufala (buffalo mozzarella), the authentic lemon liquor Limoncello, fresh filled pasta, original Panettone and of course the Italian Parma ham. These are all well-known Italian products which the company offers. Nevertheless, Delicatezze d'Italia stands for the Italian wholesaler which delivers whenever and wherever the freshest imported Italian products fabricated by small and ancient manufacturers in Italy.

#### Restaurants

According to the results of the questionnaire it is stated that restaurants order mostly cheeses, pasta, meat, vinegar and canning at Delicatezze d'Italia.

#### Catering services

The catering services order for the most part Italian delicatessen (60%) and pasta (20%). The other twenty per cent is divided in cheeses, meat and wines.

#### Hotels

As well as the catering delivery services, most of the hotels who order the Italian food products at Delicatezze d'Italia would like to save time preparing meals and therefore they buy for the most part cheeses, meat, delicatessen, canning products and also wine and bread.

#### Image

The image of the Italian wholesaler's products plays a significant role in the process of Delicatezze d'Italia's business. The Italian wholesaler has its own slogan 'Kwaliteit voor een eerlijke prijs = Quality for a fair price'. This is the image what Delicatezze d'Italia has and it is an immediate towards the (potential) clients.

## 6.2 Promotion

Delicatezze d'Italia has to intensively promote its products outside the Randstad. It is necessary to create more brand awareness and popularity in the other parts of The Netherlands except from the four big cities Amsterdam, Rotterdam, The Hague and Utrecht. The reason is that Delicatezze d'Italia has a low presence of clientage in these areas and in order to become the biggest Italian wholesaler in The Netherlands the company has to conquer every single space.

The company can create this brand awareness and popularity through the social media such as Facebook, Twitter, Pinterest, GoogleAdwords etc. and especially their own website.

Currently, the company is making use of Facebook and its own website to create more brand awareness in the other parts of the country. The popularity of the business will grow by using these two tools. The company has to start gradually with promoting its products through its own website and Facebook and subsequently keep its focus on other social media pages such as Twitter, Pinterest and GoogleAdwords. Its own website and Facebook is a good start.

E-Commerce is one of the most trendy and useful marketing tools worldwide. In case you have an attractive website with sufficient information regarding your company and it is good structured, the popularity of Delicatezze d'Italia will increase immediately.

It goes without saying that the website has to be up-to-date and inform the customers with new discounts and products in order to have a good structured website. It has to be attractive. The homepage is immediately the 'business card' of the company.

According to Peppe Cappellano, the co-owner of La vita è bella catering, the promotion is crucial for any business. Mister Cappellano is one of the most active people who promotes his own store by using his own website and especially his Facebook page in order to present and introduce his prepared Italian meals. 'Sergio and Luigi has to do the same thing as I do' said mister Cappellano. 'Especially with their potential for expansion with Delicatezze d'Italia they have to use more the social media and the internet'. William Guido, owner of Guido Delicatessen, agrees on that. 'Nowadays the digitalization is ruling the world. It should be very clever if Delicatezze d'Italia promotes its products in the other parts of The Netherlands. Perhaps it is even possible to reach the Arab countries. I have noticed that the Italian cuisine is getting very popular in the Arab countries. Who knows...'

With regard to the opinions of the two experts of the Italian food industry, Delicatezze has to take into account this useful information and use the E-commerce which will certainly help for much more publicity of its products.



### 6.3 Price

The price strategy is one of the most crucial marketing instruments. This will examine the annual sales volume, the turnover, of Delicatezze d'Italia. According to the questionnaire with the twenty clients of Delicatezze d'Italia there has to be a good price-quality relation. One of the results of the questionnaire is that the clients believe that the quality of the product is more important than the price of it. In this market the price is not that important as in other markets.

In comparison with the competing wholesalers the price of Delicatezze d'Italia's products is medium. For instance, Teo Pace's products are one of the most cheapest of all the Italian wholesalers in the country. However, Teo Pace delivers its frozen products and not fresh like Delicatezze d'Italia does. That is the big difference between the two wholesalers and that is why Delicatezze d'Italia's supply is more expensive than Teo Pace's.

Cristofoli and Menu Italiano are in the same price category as Delicatezze d'Italia is. There is always a difference between the products of the competing wholesalers but that is due to the price strategy.

### 6.4 Place/Distribution

Delicatezze d'Italia is established in The Hague and will certainly stay there. The Hague is a very centered position in The Netherlands and is easily accessible for any clients or partners. In case Delicatezze d'Italia would like to expand in other European countries I would suggest to settle another branch abroad. That is because it would be too difficult and too expensive to import all the Italian delicatessen to The Netherlands and subsequently to other European countries.

#### New branch

In order to create more brand awareness and popularity amongst the potential customers in the other regions of the country, Delicatezze d'Italia could open a new branch outside the Randstad. With these new branch the company has larger operating range in the country regarding its courier delivery service.

#### Peripheral clues

The Italian wholesaler is established in a calm and safe environment where also other wholesalers and companies are established. For instance, the big wholesaler 'Sligro' is a neighbor of Delicatezze d'Italia and these two companies also cooperate with each other. In case a customer of Delicatezze d'Italia needs some specific cutlery the Italian wholesaler forwards the order to Sligro and they satisfy Delicatezze d'Italia's customer with the specific cutlery.

## 7. Conclusion

This business plan was written with the following central question in mind:

**‘What are the best opportunities for Delicatezze d'Italia for a successful expansion in The Netherlands?’**

To answer this question a number of issues have been researched.

An internal analysis of the Italian wholesaler Delicatezze d'Italia has shown its strengths and weaknesses. The most important strength of Delicatezze d'Italia is the good price-quality relation. However, the weakness of the wholesaler is the lack of promotion and the low brand awareness outside the Randstad.

An external analysis has looked the threats and opportunities of the company. The biggest opportunities for Delicatezze d'Italia are the high demand of Italian cuisine in The Netherlands and the low brand awareness on the Dutch market. However, the biggest threat for the company is the high power of the competitors.

The target group of Delicatezze d'Italia has to be the (Italian) restaurants, Italian delicatessen stores, hotels, catering companies and other wholesalers. These target groups are looking for special manufactured Italian products with a high quality. Delicatezze d'Italia is satisfied with its current customer base in the Randstad. Now the Italian wholesaler focuses on the Italian restaurants, delicatessen shops, hotels and caterers outside the Randstad.

Another wholesalers such as Cristofoli has the biggest market share of the Italian food industry in The Netherlands. Nevertheless, Delicatezze d'Italia has the potential to grow as one of the leaders of the Italian food industry due to its large network in Italy and the Randstad.

Delicatezze d'Italia has to promote its business more significantly by means of using its own website and social media pages such as Facebook and Twitter. This in order to create more brand awareness and more popularity outside of the Randstad. The brand awareness of Delicatezze d'Italia is likely to increase by a more extensive use of social media and the Internet. As a consequence of this marketing strategy the company will experience the difference in the current and future brand awareness.

The market is more attractive due to the unique and original concept and philosophy of Delicatezze d'Italia.

By summarizing internal, external analysis and the SWOT analysis, marketing mix and analyzing all the questionnaires and interviews, one can conclude that Delicatezze d'Italia has great potential to become the most important Italian wholesalers in The Netherlands after Cristofoli.

The research has shown that Delicatezze d'Italia should take into account that the best opportunities for an expansion in The Netherlands are:

- Explore and approach the market outside the Randstad and benefit the growing demand for Italian food products in the Netherlands.
- Possibly opening a new branch outside the Randstad in order to create more brand awareness and popularity in the other regions.
- Start a web shop in order to increase the market awareness and the revenue. This web shop is exclusively for the business to business (B2B) market.
- Create more brand awareness and popularity amongst potential customers by means of using social media pages more extensively such as Facebook and Twitter and possibly reconstruct the Delicatezze d'Italia website.
- Emphasize the fact that Delicatezze d'Italia is the only supplier of fresh Italian food products (competitive advantage) compared to the products of the competing wholesalers and convince the potential customer of its superior quality.
- The price-quality relationship is a significant competitive advantage in comparison with the other wholesalers. Delicatezze d'Italia delivers its high quality products for a competitive price.

## 8. Recommendations

To obtain a higher market share of the Italian food industry in The Netherlands, Delicatezze d'Italia should pay attention to the following aspects:

- Focus on the target groups outside the Randstad
- Emphasize the fact that Delicatezze d'Italia is the only supplier of fresh Italian food products (competitive advantage) compared to the products of the competing wholesalers
- Promote its brand awareness more extensively
- Adapt its organizational structure
- Start its own web shop (B2B)

According to the analysis of the 6 W's (Ferrer, 1999) the target groups should be the (Italian) restaurants, Italian delicatessen stores, hotels, catering companies and wholesalers situated outside the Randstad who are looking for a high quality product.

Delicatezze d'Italia should distinguish itself from the other wholesalers by highlighting the freshly imported products which are high 'Made in Italy' products. Moreover, the company should emphasize the fact that they are the only supplier of fresh Italian food products (competitive advantage) compared to the products of the competing wholesalers and convince the potential customer of its superior quality. In comparison with the other wholesalers Delicatezze d'Italia should continue to deliver its high quality products on a fresh basis and at a fair price.

According to the questionnaire and the interviews, Delicatezze d'Italia should promote its brand outside the Randstad. William Guido, one of the interviewees, believes that Delicatezze d'Italia has the potential to expand itself as one of the biggest Italian wholesalers in The Netherlands. Also the two directors of Delicatezze d'Italia say that they are satisfied with the current position in the Dutch market. However, they would like to have more customers from outside the Randstad and should therefore promote the brand 'Delicatezze d'Italia' more in the northern, eastern and southern parts of The Netherlands. The company should use the Internet and social media more extensively for further promotion and will have to visit potential clients in the other parts of the Netherlands to achieve a higher brand awareness.

Delicatezze d'Italia should possibly change its organizational structure in order to keep the customers satisfied. In other words, the Italian wholesaler should expand its warehouse team with more employees and should also expand its courier delivery service with more vans. The company will satisfy more clients, deliver more products and make more profit if they will add another

warehouse team during the evening hours. If there would be another warehouse team, the company could work in the evening and deliver the next day the orders from the customers.

It would be a good initiative when Delicatezze d'Italia will start its own web shop for customers, exclusively business to business orientated (B2B). So, the restaurants, Italian delicatessen stores or hotels could also send their order through the web shop in order to receive their order as soon as possible. According to the questionnaires received from the customers there is not a lot of enthusiasm among the current customer base (restaurants, deli shops) for opening a web shop for individuals. Nevertheless, the three interviewees William Guido, Rossana Gianfranceschi and Jamie van Rijn believe that a web shop for the current customers could be a success and it will be encouraged by many persons who like the Italian cuisine.

Nevertheless, Delicatezze d'Italia should also focus on other regions of the Netherlands and catch up on Cristofoli's 50% of market share in The Netherlands regarding the Italian food industry. Delicatezze d'Italia should distinguish itself on the high quality, good customer service and more promotion and publicity in comparison with the other Italian wholesalers.

Finally, the company should pay a lot of attention on the customer service in case of expansion. When there will be more customers the company has to treat each client the same way and try to keep it satisfied.

The company should use its opportunities and expand its business, by following the recommendations above and by following this business plan in general.

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## **10. Appendices**

Appendix 1: Interview 1 – Rossana Gianfranceschi

Appendix 2: Interview 2 – William Guido

Appendix 3: Interview 3 – Peppe Cappellano

Appendix 4: Interview 4 – Jamie van Rijn

Appendix 5: Format of the questionnaire ‘What do the customers think about Delicatezze d'Italia’s customer service?’

Appendix 6: Results of the questionnaire ‘What do the customers think about Delicatezze d'Italia’s customer service?’



## Appendix 1 – Interview 1

Name: Rossana Gianfranceschi

Born: 24/07/2964 in Gabbro a small village in Tuscany, Italy

Function: Owner of Catering per tutti

Place: The Hague, The Netherlands



Dear Rossana Gianfranceschi,

Thank you in advance for your time and help for this interview. As you already know, my name is Yuri Bruno and I am a last year student of the European Studies & Communication Management of The Hague University.

This is my graduation year, wherefore I am writing my final thesis for the Italian wholesaler Delicatezze d'Italia B.V. and my research question is: What are the best opportunities for Delicatezze d'Italia for a successful expansion in the Netherlands?

With your help, as a client of Delicatezze d'Italia, I would like to know whether Delicatezze d'Italia is capable to expand itself as a national wholesaler of Italian deli products.

### 1. Firstly, please introduce yourself.

My name is Rossana Gianfranceschi, born in Gabbro, which is a small village in the Italian region Tuscany. I am now running my own store 'Catering per tutti' with all kinds of Italian products. I am selling pastas, cheeses, mozzarellas, salamis, meat, prepared meals, wines, Italian delis etc. Most of all these products are all prepared by myself. That is the big difference with other Italian

shops in The Hague.

**2. What kind of business activities did you do before?**

Before I started running my own store with all my prepared meals I was a chef in many Italian restaurants in Italy and as well here in The Netherlands. After being a chef for many years I realized myself that I wanted to make more direct contact with my clients. So, that is the main reason opening 'Catering per tutti' which actually means 'Catering for everyone'.

**3. Most of all your products are prepared by yourself, so what is the reason to order any other products at Delicatezze d'Italia?**

As I come from Tuscany, which is in the northern/middle part of Italy, I prepare and sell many Tuscan deli meals and of course the general Italian products. In order to expand my own product range I order some other products and ingredients at Delicatezze d'Italia. That is because Delicatezze d'Italia sells other kinds of products which derive from the southern part of Italy. The reason to order these products at Delicatezze d'Italia is because their products are cheaper in comparison with the products of the other wholesalers.

**4. For how many years do you cooperate with Delicatezze d'Italia?**

For three years.

**5. What kind of products do you order at Delicatezze d'Italia?**

I order most of their products, except from their liquors, wines and bread. The reason that I do not order these products at Delicatezze d'Italia is because I import them by myself from Tuscany.

So, I order most of all the pastas, cheeses, meat, olives, coffee, olive oils and rice at Delicatezze d'Italia.

**6. How many times do you order at Delicatezze d'Italia?**

Usually once a week.

**7. Do you also cooperate with other wholesalers?**

Yes, I do.

**8. Why do you also order at these wholesalers?**

That is because Delicatezze d'Italia does not deliver all the products I would like to have or that I

need.

**9. What kind of products do you miss in Delicatezze d'Italia's supply?**

I miss all the normal ingredients and products like pasteurized eggs, cream, almonds, simple trays to conserve my products. Let's say the 'normal' products instead of all the delicatessen.

Besides that, I would like to see more products from other regions. Delicatezze d'Italia delivers many products from the southern part of Italy. In case they would deliver more products from other Italian regions I believe they would have a greater supply and they would sell more and more in The Netherlands.

**10. Would you make use of a Delicatezze d'Italia web shop?**

I do not know if that would be a nice initiative. If there would be a Delicatezze d'Italia's web shop that would mean that there will be more individuals who can buy these Italian products which I sell in my store. In this case I would not be happy with it. However, if you have to enter with your own 'Store account' in this web shop in order that this web shop is only accessible for the owners of restaurants and stores and that they can order their own products, it sounds good to me.

**11. Do you use the internet and social media to keep yourself up-to-date on the products and developments of Delicatezze d'Italia?**

No, not at all.

**12. Why not?**

That is because I am not interested in their developments. I order every week the products that I need and that is it. However, I have to say that they could update their own website because I have seen that some information is not up-to-date and irrelevant.

**13. Do you think they should try to reach any other potential clients in other parts of The Netherlands through the social media?**

Yes, why not. Nowadays everyone makes use of the internet and the social media. Also the biggest companies in the world. So, I do not see any reason to obstruct this vision. However, I would like to say that they have to beware of any kind of carelessness towards clients. In case you use the internet and the social media for business you do not have to forget that direct contact (face-to-face) is essential for the relationship with your client. I hope they will not forget this essential part of a business relationship.

**14. Should Delicatezze d'Italia try to expand itself in The Netherlands or even in Europe?**

In my opinion, Delicatezze d'Italia is capable to reach all restaurants and Italian deli shops in The Netherlands. In case Delicatezze d'Italia concentrates itself on The Netherlands they would do good business. For now it is too early to export also the Italian products to the other countries like Germany, France etc. because the competition there is too high.

**15. Well, everything seems clear to me. Is there anything you would like to add to this interview?**

I would like to remind Delicatezze d'Italia that they sure do have the potential to grow as a wholesaler in The Netherlands but only on one condition and that is taking good care of their **customers service**. Also in case of a growing customer database they will have to pay attention at each client or customer in order to maintain a good business relationship. That is the most important part of doing business with each other.

**Thank you very much for your time and help Rossana. I truly appreciate this.**

## **Appendix 2 – Interview 2**

Name: William Guido

Function: Owner of Guido Delicatessen, Expert of Italian food industry in The Netherlands

Place: The Hague, The Netherlands

**Dear William Guido,**

**Thank you in advance for your time and help for this interview. As you already know, my name is Yuri Bruno and I am a last year student of the European Studies & Communication Management of The Hague University.**

**This is my graduation year, wherefore I am writing my final thesis for the Italian wholesaler Delicatezze d'Italia B.V. and my research question is: What are the best opportunities for Delicatezze d'Italia for a successful expansion in the Netherlands?**

**With your help, as a client of Delicatezze d'Italia, I would like to know whether Delicatezze d'Italia is capable to expand itself as a national wholesaler of Italian deli products.**

**1. Firstly, please introduce yourself.**

My name is Guido and I am running for almost ten years my own Deli shop here in The Hague.

**2. What kind of business activities did you do before?**

When I arrived here in The Netherlands in '78 I immediately wanted to open my own trattoria, tavern, and I realized my dream by opening it in the Torenstraat, The Hague. At the moment that I arrived, I already knew Sergio (co-owner of Delicatezze d'Italia) and we wanted to cooperate with each other and import some typically Italian products. Because back in time you could not buy in every Albert Heijn your own olive oil, mozzarella or Parmesan. So, we were one of the first Italians who imported our own buffalo mozzarella. This is one of the most delicious mozzarella in the world which derives from the southern parts of Italy.

**3. What is the reason to order your products at Delicatezze d'Italia?**

I know Sergio now for a long time, to be more specific for 30 years, and I order everything at Delicatezze d'Italia. Especially the buffalo mozzarella because it is of a very good quality and I can trust them because it is freshly imported from southern Italy. I order many mozzarellas because I need them for the pizzas that I make. Some restaurants use the normal mozzarellas from supermarkets and sometimes I also see that restaurants or pizzerias use cheese(!) on their pizzas. That is a disgrace and that is why I will always use the fresh (buffalo) mozzarella from the southern part of Italy, it is the best.

**4. For how many years do you cooperate with Delicatezze d'Italia?**

I cooperate now for 16-17 years with Sergio and Luigi.

**5. What kind of products do you order at Delicatezze d'Italia?**

As I have mentioned before, I order everything at Delicatezze d'Italia.

**6. How many times do you order at Delicatezze d'Italia?**

Normally, five times in a month, which would be once a week.

**7. Do you also cooperate with other wholesalers?**

Yes, I do.

**8. Why do you also order at these wholesalers?**

Delicatezze d'Italia does not have for instance pizza boxes in their supply. So, that is the reason that I order pizza boxes at JC van Leeuwen. Same story with the coca cola, Fanta, and other drinks.

**9. What kind of products do you miss in Delicatezze d'Italia's supply?**

There are always some products you cannot deliver because of the expiration date but I believe that there are always some new products which can enter the market. For instance some foie gras (goose liver) which is not well known here in The Netherlands or some vegetables which you can import from Italy. Twenty years ago I came back from Italy with some rucola, many friends laughed at me and asked me what this weird vegetable was. Nowadays, everyone is using this 'weird vegetable' and every supermarket is selling it. So, what I mean to say is that you can always find a 'new' product and present it on the market but you have to be lucky sometimes.

**10. Would you make use of a Delicatezze d'Italia web shop?**

Well, I have to say that it would be a good idea to introduce a web shop. Nowadays, everyone is using the internet to promote its products and services so why not? In order to attract new customers from other places in The Netherlands the web shop could be a nice initiative. I will certainly use it.

**11. Do you use the internet and social media to keep yourself up-to-date on the products and developments of Delicatezze d'Italia?**

No, I have no time for this.

**12. Do you think they should try to reach any other potential clients in other parts of The Netherlands through the social media?**

As I have mentioned before, I believe the social media and the internet can contribute in the expansion of a company. In these days of digitization everyone uses the internet and social media in order to expand his scope. So, I believe they should put more energy in this in order to start expanding on the net.

**13. Should Delicatezze d'Italia try to expand itself in The Netherlands or even in Europe?**

In my opinion they have to focus themselves on the other parts of The Netherlands. If they can own the market in The Netherlands then I would try to expand your market abroad. However, I would not try Germany, France and the other countries in Europe. That is because there is a high competition of other Italian wholesalers. The booming market for Italian wholesalers is in the Arab countries. Many friends go to Arab countries as U.A.E., Dubai, Bahrein, Egypt or Tunisia and they tell me that the Italian gastronomy is booming over there. Especially in places as Dubai and the U.A.E.. These places are attractions for the rich people. So, it would be a nice idea to expand the Italian gastronomy in these places. Maybe for in the future..

**14. I agree with you on this point, however there are also meals and in the Italian gastronomy which consist of pork ingredients. Could this be a threat for the Italian gastronomy in the Arab countries?**

I am totally aware of the fact that the local people cannot eat the meals with pork ingredients. However, you could always sell the meals with the pork ingredients to the tourists or to the foreigners who are coming for business. On the other hand, you can sell and deliver other kind of meals to the local people because the Italian cuisine is not only pork. We do have many other specialties and meals for the local people which they would adore it. I think it could be a success in the near future.

**15. Well, everything seems clear to me. Is there anything you would like to add to this interview?**

I would like to wish Sergio and Luigi good luck with their business. Furthermore, I believe they are now in the right moment to look beyond their borders and expand themselves in the other parts of The Netherlands. In my opinion the social media can contribute a lot in this case.

**Thank you very much for your time and help Guido. I truly appreciate this and I will forward your recommendations to Sergio and Luigi.**



## Appendix 3 – Interview 3

Name: Peppe Cappellano

Function: Co-owner of La vita è bella catering, Expert of Italian food industry in The Netherlands

Place: Rotterdam, The Netherlands



Dear Peppe Cappellano,

Thank you in advance for your time and help for this interview. As you already know, my name is Yuri Bruno and I am a last year student of the European Studies & Communication Management of The Hague University.

This is my graduation year, wherefore I am writing my final thesis for the Italian wholesaler Delicatezze d'Italia B.V. and my research question is: What are the best opportunities for Delicatezze d'Italia for a successful expansion in the Netherlands?

With your help, as a client of Delicatezze d'Italia, I would like to know whether Delicatezze d'Italia is capable to expand itself as a national wholesaler of Italian deli products.

### 1. Firstly, please introduce yourself.

Hello, my name is Peppe Cappellano and I am the co-owner, with my wife, of the restaurant/store 'La vita è bella catering' in Kralingen, Rotterdam. We have a wide range of products in our supply which consists of wines, olive oils, cheeses, meats, antipasti and breads. We started to run this restaurant after we arrived here in The Netherlands from Sicily, Italy. We would like to share our passion for the Italian cuisine with all the people who live here in The Netherlands.

**2. What kind of business activities did you do before?**

I have been always active in the Italian kitchens. In Sicily I grew up in my mom's kitchen and during the years I wanted to start my own restaurant. When I arrived here in the Netherlands, I realized that this was the best opportunity to introduce some new Italian products and share my passion for Italy with the Dutch local people. Nowadays, I am very happy to run this place with my beautiful wife and I am noticing that the local people enjoy of the fact that they can taste a small part of Italy here in my restaurant.

**3. What is the reason to order your products at Delicatezze d'Italia?**

There are three different reasons why I order my products at Delicatezze d'Italia. Firstly, they are situated in The Hague and we in Rotterdam so it is close to each other. Secondly, they deliver authentic Italian products which other wholesalers not deliver. Finally, they provide a good customer service.

**4. For how many years do you cooperate with Delicatezze d'Italia?**

Since 2003.

**5. What kind of products do you order at Delicatezze d'Italia?**

The whole stock.

**6. How many times do you order at Delicatezze d'Italia?**

Twice a week.

**7. Do you also cooperate with other wholesalers?**

Yes

**8. Why do you also order at these wholesalers?**

That is because the other wholesalers deliver other kind of products than Delicatezze d'Italia.

**9. What kind of products?**

I cannot say what kind of products I order at these other wholesalers.

**10. What kind of products do you miss in Delicatezze d'Italia's supply?**

Well, I miss the ordinary products which you can find in each kitchen. For instance, cream, flour, raisins etc. However, in my opinion, they have to keep their focus only on the delicatessen instead of the ordinary products. That is the distinction from other wholesalers.

**11. In case Delicatezze d'Italia would deliver these products, would you order the products at Delicatezze d'Italia?**

No, not at all. That is because Delicatezze d'Italia is not specialized in delivering these kind of products. That is way they will ask a higher price for these products than the other wholesalers. The price-quality relationship is unattractive in this case.

**12. Do you think Delicatezze d'Italia has to broaden their stock?**

No, I do not think so. It is fine like this.

**13. Would you make use of the Delicatezze d'Italia web shop?**

No, I would not be interested in a Delicatezze d'Italia web shop. For me the things are going fine like they are right now. In fact, I believe it will cost Delicatezze d'Italia a lot of money if they would introduce a web shop. That is because you have to put at least one person on the web shop in order to control and create everything. You have to pay this person as well. It would be too expensive.

**14. Do you use the internet and social media to keep yourself up-to-date on the products and developments of Delicatezze d'Italia?**

I have to admit that I did not know that Delicatezze d'Italia had a Facebook profile(!) So no, I do not use the internet and social media to stay up-to-date on their developments. But now that I know, I'll surely do. Although, I highly recommend Delicatezze d'Italia to improve their Public Relations because they need it. I am also using the social media and the internet in order to expand my scope and reach other clients. If Delicatezze d'Italia will do this they can certainly expand themselves in The Netherlands.

**15. What do you think about the official page of Delicatezze d'Italia?**

**[www.delicatezzeditalia.nl](http://www.delicatezzeditalia.nl)**

In my opinion it is too 'old'. They have to upgrade their website because there is a lot of old information on it. I believe it is too white, but if they like it themselves why change it. I think they could change many things on this page. This makes part of improving the Public Relations. Be more active on the internet through your own website, Facebook, Twitter, introduce some discounts for your clients, open day etc. My impression is that they are fine with the current situation and that they are not any ambitious like back in time.

**16. Should Delicatezze d'Italia try to expand itself in The Netherlands or even in Europe?**

Firstly the other parts of The Netherlands. I assume that most of their clients are settled in the 'Randstad' and some other in the southern parts of The Netherlands. So, I would recommend to start expanding in The Netherlands and evaluate how it goes with the business. If everything is positive you can take two decisions: Be happy with your current situation or expand yourselves in the rest of Europe. However, I do not think expanding in Europe would be a success because of the high competition with other Italian wholesalers in other countries like Germany.

**15. Well, everything seems clear to me. Is there anything you would like to add to this interview?**

No, I think I have expressed myself very well in this interview. So, I have no idea what to add anymore.

**Thank you very much for your time and help Peppe. I truly appreciate it.**

## **Appendix 4 – Interview 4**

Name: Jamie van Rijn

Function: Secretary of Delicatezze d'Italia B.V.

Place: The Hague, The Netherlands

**Dear Jamie van Rijn,**

**Thank you in advance for your time and help for this interview. As you already know, my name is Yuri Bruno and I am a last year student of the European Studies & Communication Management of The Hague University.**

**This is my graduation year, wherefore I am writing my final thesis for the Italian wholesaler Delicatezze d'Italia B.V. and my research question is: What are the best opportunities for Delicatezze d'Italia for a successful expansion in the Netherlands?**

**With your help, as an employee of Delicatezze d'Italia, I would like to know whether Delicatezze d'Italia is capable to expand itself as a national wholesaler of Italian deli products.**

### **1. Firstly, please introduce yourself.**

My name is Jamie van Rijn and I am the secretary of Delicatezze d'Italia. I am in contact with all the clients and partners of Delicatezze d'Italia.

### **2. Why do you work for Delicatezze d'Italia?**

The reason that I work for Delicatezze d'Italia is that I have always had a passion for Italy and its cuisine. So, now that I work for Delicatezze d'Italia I can share my passion and knowledge with our partners and clients.

### **3. What kind of company is Delicatezze d'Italia?**

Delicatezze d'Italia is a wholesaler settled in The Hague which imports typically Italian products and delicatessen in order to deliver these products to the local restaurants and deli shops here in The Netherlands. Everything is fresh and authentic and in my opinion that is the distinction with the other wholesalers which deliver Italian products.

**4. What kind of opportunities has Delicatezze d'Italia for a further expansion in The Netherlands or even Europe?**

Currently, we deliver our products in The Netherlands and even in Belgium. Often we receive phone calls from new clients who heard of us through one of our other customers. So, we are very busy with expanding our customer data base. In my opinion expansion in the rest of Europe would be difficult as we have to deliver our products as fresh as possible to our customer and we do not want to deliver these products in a poor condition. We already transport these products from Italy to The Netherlands so it would be very difficult transport them again to e.g. Germany or Denmark. In addition to that we have also to take into account the transport costs from The Netherlands to Italy and for instance to Germany. That would be very expensive for Delicatezze d'Italia.

In case we would like to expand ourselves in the rest of Europe we have to consider another establishment of Delicatezze d'Italia in another country. In this case the imported products will be fresh and the transport costs are not exaggerated high. However, currently we cannot take this as an serious option. Firstly, we have to expand ourselves in The Netherlands and after that we can take a look at an expansion in Europe.

**5. What is the purpose of a further expansion in the Netherlands?**

We would like to have more market share in the food industry. We do have many competitors and in case we will expand we can offer our clients a much bigger assortment in comparison with our competitors. In case we will have this great assortment we hope that all our clients will order all their products at Delicatezze d'Italia in order that we can attract new customers. These new customers will order all their products at Delicatezze d'Italia and not any more at other wholesalers because they can find all the products that they need at Delicatezze d'Italia.

**6. What are the opportunities for Delicatezze d'Italia?**

The opportunities are all the (Italian) restaurants and deli shops in The Netherlands who want to sell authentic Italian products. What I mean with authentic Italian products, is the typically regional product which is prepared in a traditional manner. You have to taste the real Italy (!). By delivering only the traditional Italian products we would like to conquer the Dutch market.

**7. What are the threats for Delicatezze d'Italia?**

The biggest threats for Delicatezze d'Italia are the competitors. As you might understand all our competitors share the same vision and also they would like to be the biggest Italian wholesaler in The Netherlands. They are not sleeping. But neither do we. We are always looking for new products and attract more and more customers. It is also important to keep your client happy and satisfy their demands. Furthermore, the fuel costs are also a rising threat nowadays. Considering that the transport costs are increasing, we also have to increase our own prices in order to receive our same profit. We do have to take into account that we do not increase too much our prices otherwise we will lose our clients to the competitors.

**8. How long does it take to achieve the company's goals concerning the expansion in the Netherlands?**

This will take some years. Thanks to our work in the last twelve years we can proudly say that we deliver in the greatest part of the Randstad. In my opinion we need another five years to conquer the whole Dutch market and subsequently we can look at the rest of Europe.

**9. When is the company satisfied about its expansion? (When is it successful?)**

We are happy when we have the biggest market share on the Dutch market and when the competitors see us at their biggest competitor.

**10. Is it necessary to change Delicatezze d'Italia's organizational structure?**

Now that we are dealing with the fact that we are expanding and that we are attracting more and more customers we have a lot of work to do concerning the preparation of the orders. Considering that most of the restaurants make their order around 16:00 and our warehouse team works till 17:30 we do not have enough time to prepare all the orders for the next day. Perhaps we can add a warehouse team that works in the evening in order that we also can deal with the 'late orders' and prepare these orders so that we can deliver them immediately the next day.

**11. Is it possible to deliver and sell the Italian food products to individuals? Or only to restaurants and deli shops?**

Currently, the individuals can buy the Italian food products at our customers. In our opinion it is not profitable to deliver loose products at individuals considering that we import and deliver most of our products in bigger packages and amounts. The time that we will spend in the individuals is not profitable in a time-quality relationship. Although, we are thinking about a web shop for the individuals in order that the individuals can order their products on our web shop and we will deliver it.

**12. Is it possible to broaden Delicatezze d'Italia's assortment?**

Yes, of course it is possible. We are always looking for the authentic Italian products.

**13. Are any partnerships with other companies possible for an expansion?**

Yes, sure. We already cooperate with other small companies. We work with them so that we can offer our customers more products than we actually have. We are able to order some products ,which we do not have in our stock, at other companies in order to deliver these products to our customers. These other companies are doing exactly the same. This is in order to satisfy the customer.

**14. Who are the competitors?**

Menu Italiano, Cristofoli and Teo Pace. These three wholesalers are also active in the same area. Many of our customers order also their products at these wholesalers.

**15. In which field are the competitors doing business besides the food industry?**

All of them are active in the Dutch food industry except from Menu Italiano. They do have also four other establishments abroad.

**16. Well, everything seems clear to me. Is there anything you would like to add to this interview?**

No, I believe I have informed you sufficiently.

**Thank you very much for your help Jamie. Good luck with the business.**



## Appendix 5

### Format of questionnaire: Customer service Delicatezze d'Italia

Geachte meneer/mevrouw,

Hieronder vindt u een aantal vragen over de samenwerking tussen uw bedrijf en de groothandel Delicatezze d'Italia B.V. gevestigd in Den Haag. Aan de hand van deze enquête zal ik onderzoeken wat de mogelijkheden zijn voor een nationale/internationale uitbreiding voor Delicatezze d'Italia B.V.

1) Waarom bestelt u de nodige producten bij Delicatezze d'Italia B.V.?

- Het is goedkoop in verhouding met andere groothandels
  - Delicatezze d'Italia B.V. is dichtbij
  - Delicatezze d'Italia B.V. verleent een goede service
  - Delicatezze d'Italia B.V. levert authentieke producten die andere groothandels niet leveren
  - Anders, namelijk
- 

2) Hoelang werkt u al samen met Delicatezze d'Italia B.V.

---

3) Welke producten bestelt u bij Delicatezze d'Italia B.V.?

0 = Ja X = Nee

0 Pasta	0 Olijfoliën	0 Visproducten
0 Kazen	0 Olijven	0 Likeuren
0 Vleeswaren	0 Azijnen	0 Wijnen
0 Delicatessen	0 Deegwaren	0 Water
0 Truffelproducten	0 Zoetwaren	0 Koffie
0 Conserven	0 Rijst	0 Brood

Anders,

namelijk \_\_\_\_\_

4) Hoe vaak per maand bestelt u deze producten bij Delicatezze B.V.?

- 1
- 2
- 3
- 4

- Minder, namelijk \_\_\_\_\_
- Meer, namelijk \_\_\_\_\_

5) Werkt u ook samen met andere groothandels die Italiaanse producten leveren?

- Ja
- Nee (Ga door naar vraag 9)

6) Waarom bestelt u deze producten bij een andere groothandel en niet bij Delicatezze d'Italia B.V.?

- Bij de andere groothandel zijn sommige producten goedkoper
- Delicatezze d'Italia levert niet alle producten die andere groothandels wel leveren (Ga naar vraag 8)
- Anders, namelijk (Ga door naar vraag 8) \_\_\_\_\_

7) Welke producten zijn goedkoper bij andere groothandels?

\_\_\_\_\_

\_\_\_\_\_

8) Welke producten mist u in Delicatezze d'Italia's assortiment?

- Geen
- De genoemde producten hieronder:

\_\_\_\_\_

\_\_\_\_\_

9) Zou u deze producten bij Delicatezze d'Italia B.V. bestellen in het geval dat zij deze producten goedkoper/wel zou leveren ?

- Ja
- Nee, omdat

\_\_\_\_\_

10) Moet volgens u Delicatezze d'Italia's assortiment worden uitgebreid?

- Ja
- Nee

- Geen mening

Zo ja, met welke producten?

---

11) Zou u gebruik maken van een eventuele Delicatezze d'Italia webshop?

- Ja

- Nee

12) Maakt u veel gebruik van het internet en social media om op de hoogte te blijven van Delicatezze d'Italia's ontwikkelingen en producten?

- Ja

- Nee

13) Is Delicatezze d'Italia's website duidelijk genoeg? ( <http://www.delicatezzeditalia.nl/> )

- Ja

- Nee, want

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## Appendix 6

### Results of questionnaire: Customer service of Delicatezze d'Italia

#### Delicatezze d'Italia on the Dutch market

##### 1) Waarom bestelt u de nodige producten bij Delicatezze d'Italia B.V.?

- Het is goedkoop in verhouding met andere groothandels (3 bedrijven)
- Delicatezze d'Italia B.V. is dichtbij (1 bedrijf)
- Delicatezze d'Italia B.V. verleent een goede service (10 bedrijven)
- Delicatezze d'Italia B. V. levert authentieke producten die andere groothandels niet leveren **(15 bedrijven)**

##### 2) Hoelang werkt u al samen met Delicatezze d'Italia B.V.?

**17 tot 1 jaar (Gemiddeld 4,5 jaar)**

##### 3) Welke producten bestelt u bij Delicatezze d'Italia B.V.?

<b>Pasta (16)</b>	Olijfoliën (14)	Visproducten (6)
<b>Kazen (18)</b>	Olijven (12)	Likeuren (7)
<b>Vleeswaren (15)</b>	<b>Azijnen (15)</b>	Wijnen (4)
Delicatessen (13)	Deegwaren (9)	Water (4)
Truffelproducten (12)	Zoetwaren (7)	Koffie (4)
<b>Conserven (15)</b>	Rijst (8)	Brood (4)

##### 4) Hoe vaak per maand bestelt u deze producten bij Delicatezze B.V.?

- 1 (2)
- 2 (3)
- 3 (0)
- **4 (15)**

##### 5) Werkt u ook samen met andere groothandels die Italiaanse producten leveren?

- **Ja (14)**
- Nee (6)

6) Waarom bestelt u deze producten bij een andere groothandel en niet bij Delicatezze d'Italia B.V.?

- Bij de andere groothandel zijn sommige producten goedkoper (4)
- **Delicatezze d'Italia levert niet alle producten die andere groothandels wel leveren (6)**
- Anders.. (5)
- NVT (8)

7) Welke producten zijn goedkoper bij andere groothandels?

**NVT**

8) Welke producten mist u in Delicatezze d'Italia's assortiment?

- **Geen (17)**
- Genoemde producten: Keuken producten, biologische producten, goede goedkope wijnen en Italiaanse taarten (3)

9) Zou u deze producten bij Delicatezze d'Italia B.V. bestellen in het geval dat zij deze producten goedkoper/wel zou leveren ?

- Ja (3)
- **NVT (17)**

10) Moet volgens u Delicatezze d'Italia's assortiment worden uitgebreid?

- Ja (6)
- Nee (5)
- **Geen mening (9)**

11) Zou u gebruik maken van een eventuele Delicatezze d'Italia webshop?

- Ja (8)
- **Nee (12)**

12) Maakt u veel gebruik van het internet en social media om op de hoogte te blijven van Delicatezze d'Italia's ontwikkelingen en producten?

- Ja (3)
- **Nee (17)**

13) Is Delicatezze d'Italia's website duidelijk genoeg? ( <http://www.delicatezzeditalia.nl/>)

- **Ja (13)**
- Nee (7)

**Conclusion of the questionnaire**

I asked twenty customers of Delicatezze d'Italia to fill in the above mentioned questionnaire and I have examined their opinion about the customer service of Delicatezze d'Italia and the possible further developments of Delicatezze d'Italia. The majority was not familiar for example with the internet website and Facebook page of Delicatezze d'Italia. So, I believe that Delicatezze d'Italia has to promote much more its own company on the Internet. Nowadays, it is important to make some publicity and promote your own company on the Internet to gain more brand awareness and more popularity among the customers.

Most of the customers are also satisfied with the product range of Delicatezze d'Italia and the current assortment. However, there are still some clients who order also other products at other Italian wholesalers because Delicatezze d'Italia does not offer this product. That is especially due to the distance between Delicatezze d'Italia and the customer and/or the number of deliveries in a week. Delicatezze d'Italia delivers once a week and some clients would like to have the deliveries on a daily basis. That is mainly the reason that they order other products at other wholesalers.

A small majority of the selected clientage will not make use of a potential Delicatezze web shop. They are satisfied as it is now. However, I believe a Delicatezze web shop is still interesting for the individuals and other customers who are interested in a Delicatezze web shop.

