

Thesis

Importing Seafood from Mauritania and Re- Exporting it to Germany and France

09/06/2020



Author: Omer Ali Saleh

Program: International Food Chain Management

Coach: Pat Burgess

Place of publication: Dronten

AERES UNIVERSITY OF APLIED SCIENCE

This report is written by a student of Aeres University of applied sciences (Aeres UAS). This is not an official publication of Aeres UAS. The views and opinions expressed in this report are those of the author and do not necessarily reflect the official policy or position of Aeres UAS, as they are based only on very limited and dated open source information. Assumptions made within the analysis are not reflective of the position of Aeres UAS. And will therefore assume no responsibility for any errors or omissions in the content of this report. In no event shall Aeres UAS be liable for any special, direct, indirect, consequential, or incidental damages or any damages whatsoever, whether in an action of contract, negligence, or other tort, arising out of or in connection with this report.

Preface and Acknowledgement

It is great to have finally successfully completed my bachelor's thesis within interest areas of market entry strategies. Export management and International food chain management courses have played a crucial role in broadening my horizon on the field of market entry strategies. Besides, my first-degree courses in marketing have also assisted me in analysing foreign markets. So, I could say that I have gained much academic knowledge in the field where I will work soon.

I would like to thank Mr. Taco Medema and Mr. Roeland Oevering for their support and hard work to transfer their knowledge to me. I would also like to thank Mr, Xiao Chin for his support and for providing all the necessary information regarding seafood import and export. Finally, I would like to show special gratitude to my supervisor during this graduation research proposal Mr. Franc de Wolff as well as Mr. Pat Burgess for contributing valuable and stimulating advice and quick feedback on my work.

Table of Contents

Table of Contents.....	II
Chapter 1- Introduction	1
What is known	6
Knowledge gap.....	7
Main question and Sub-Questions.....	7
Objective of the Research	8
Chapter 2 - Materials and Methods	9
Method: Sub question one.....	9
Method: Sub question two	10
Method: Sub question three.....	11
Chapter 3 – Result	13
Sub question one	14
Sub question two.....	19
Sub question three	22
Chapter 4 – Discussion of results.....	29
Sub question one	29
Sub question two.....	30
Sub question three	32
Chapter 5 - conclusion and recommendation	35
Conclusion	35
Recommendation	39
References	40
Appendix 1.....	45
Appendix 2.....	47
Appendix – 3 - EU Regulations on Food Safety and the Seafood Industry	50
Appendix – 4- Product Codes and Descriptions	51
Appendix 5 – Questionnaire result of Seafood Suppliers.....	53
Appendix 6 – Questionnaire result of Logistic companies	71

Summary

When a company decided to enter the foreign market, the company has different options for entry mode. Generally, there are four most common foreign market entry modes, these are exporting, contractual agreement, strategic alliances, and foreign direct investment. This paper focuses on the import/export entry mode. Import/export can be categorized into two direct as well as indirect. Direct import/export can be defined as importing raw materials/finished goods directly from suppliers of a foreign country for further process or re-exporting it directly to customers in foreign markets. Whereas, indirect import/export refers to importing goods or services from intermediaries in a foreign country and re-exporting the goods or services through independent local middlemen. No one entry mode is superior to one another, a company's choice for direct or indirect import/export entry mode depends on its strategy as well as budget (Cateora et al, 2011).

Importing and Exporting play a crucial role in growing national economies and expanding global markets. It accounts for around 10 percent of global economic activities. Seafood is one of the most traded food commodities in the world, and the trade keeps on growing. Global fish and shellfish trade reached a value of USD 153bn in 2017, increasing by a CAGR of 4% in the last five years (2012-2017). Although trade is likely to change, it is expected that global seafood demand and supply to continue to grow in the coming five years (Rabobank, 2019).

Seafood trade is characterized by the import of large quantities of seafood from developing countries to developed countries, in other words, 54% of the total value of seafood is imported from underdeveloped/developing countries to developed countries (Reg A. Watson, 2017). There might be different ways to eliminate poverty in underdeveloped/developing countries. However, the best way to eliminate poverty in those countries is through trade, because these countries need trade does not need aid. The trade could be in different sectors, like minerals, seafood or agri-food. Mauritania is one of the underdeveloped countries, the country enjoys an Exclusive Economic Zone (EEZ). Mauritania has 754 (Km) of the Atlantic coastal line. This sea contains highly demanded seafood species like Red spiny lobsters, shrimp, demersal fish, tuna and small pelagic fish. These species are highly demanded in the EU market (EUROPEAN COMMISSION , 2018).

Currently, the Dutch seafood trading companies are importing seafood from non-EU countries like Vietnam, India morocco, etc. These companies can also import seafood from Mauritania at a reasonable price. The exporting companies of fresh or chilled fish to the European Union member states should be authorized by the Ministry of Fisheries and Maritime Economy of

Mauritania. These companies also respect the sanitary standards in compliance with EEC law N 91/493//EEC (CDTs member states business guides, 2020). This reveals that the Mauritanian seafood suppliers meet the EU food safety standards. While importing seafood from Mauritania, the companies should also take into consideration the supply chain risks. Seafood companies face two types of risk-macro and micro. Macro risks are like an earthquake, sea waves, political, legal risks, whereas, micro risk includes manufacturing, infrastructure as well as demand/supply risks.

Generally, comparing to macro risk, the micro risk has less impact and can be controlled. The process to manage any risks are 1) Caring a buffer stock and improving inventory management. 2) Using an alternative source of supply. 3) Use of a contract to manage price fluctuation. 4) Chose a supplier who meets the required quality standards. 5) Investing in insurance companies (Weele, 2017).

Chapter 1- Introduction

Topic

This research proposal is about foreign market entry strategy. It emphasizes on importing fresh and live seafood directly or indirectly from Mauritania, North West Africa and re-exporting it to Germany and France. Therefore, the aim of this paper is to design supply chain for import and re-export of fresh and live seafood. It is meant for Dutch medium size seafood import/export companies.

The motives for a company to enter a foreign market are, for instance, to maximize its profit, follow its customers, to develop a new market for its product, or in order to introduce its product to the foreign market and fit the competition as well as to source raw materials. Foreign market entry does not only refer to exporting or selling products overseas, but it also refers to importing finished products or raw materials (Leeman, 2017). Companies seeking to enter foreign markets must make an essential strategic decision on which entry mode to use for that market. Generally, there are four most common foreign market entry modes, these are exporting, contractual agreement, strategic alliances, and foreign direct investment (Cateora et al, 2011). The contractual agreement is a long-term nonequity agreement between a company and other entities in a foreign country. It involves the transfer of technology, trademarks, or human skills (WordPress and Gridbox., 2010). Strategic alliance refers to an agreement between companies to reach common objectives. When a company expands its business into a foreign country it is called foreign direct investment. These foreign market entry modes can further be classified based on equity and non-equity requirements. The amount of equity investment required by the company to use different foreign market modes affects its return on investment, business control, as well as risk. For instance, direct foreign investment requires equity investment, thus there is high risk, full control of the business and more return. However, direct export requires no equity investment, therefore, it has low risk, low return and little control (Cateora et al, 2011).

Importing and Exporting play a crucial role in growing national economies and expanding global markets. It accounts for around 10 percent of global economic activities. Import and export could be classified as direct and indirect. When a company directly imports from its suppliers then it is called direct import. Whereas, indirect import refers to importing resources via intermediaries like agents and distributors. Indirect import also includes Joint

venture- temporary partnership established for a defined purpose which may or may not use specific firm names (Banco Bilbao Vizcaya Argentaria, 2019). The joint venture entry mode will be out of the scope of this research, the reason is the medium and small seafood companies might not have enough budget to enter a foreign market with a joint venture option. On the other hand, when a company sells its product in another country it is known as direct export. Whereas, indirect export is when a company sells its product to buyers or distributors in the home country, which in turn they export it (Cateora et al, 2011). Indirect export also includes opening a subsidiary and acquisition. These two market entry options will also be out of scope. Because as discussed early, the medium size seafood companies like sea fresh import/export have not enough financial resources for opening subsidiary and acquisition.

Developments in Seafood Industry (Theoretical Framework)

The table below highlights current literature in relation to the topic. Further description is provided following the table.

Source	Date	Topic	Description
<i>Author: Reg A. Watson</i>	2017	<i>Global seafood trade flows and developing economies</i>	<i>Seafood trade contributes to the economic growth of developing countries.</i>
<i>Author: Allied Market Research</i>	2019	<i>Seafood market overview</i>	<i>Seafood markets are increasing due to consumers awareness of healthy nutrition.</i>
<i>Author: Zhang, D.</i>	2019	<i>A fish out of water? Survival of seafood products from developing countries</i>	<i>Seafood trade directly affects the labour market of developing countries by providing job opportunities.</i>
<i>Author: European Commission</i>	2018	<i>The EU fish market</i>	<i>The EU is by far the largest single market for seafood imports. 56% of the EU seafood products are imported from developing countries such as Morocco and Vietnam.</i>
<i>Author: CBI Market Intelligence</i>	2015	<i>CBI Trade Statistics: Fish and Seafood</i>	<i>the Netherlands imports seafood value of \$550 million from developing countries such</i>

			as Vietnam, Thailand, and Bangladesh.
<i>Autor: Lara Tinacci et al</i>	2018	<i>European hake (Merluccius merluccius) as a possible model for white meat fish species.</i>	<i>The Main drivers for preference for fresh seafood are that the quality of fresh seafood is higher than the frozen.</i>
<i>Author: Marti, C.-P</i>	2018	<i>Fisheries in Mauritania and the European Union</i>	<i>Mauritania enjoys an Exclusive Economic Zone (EEZ).</i>
<i>Author: Cecilia Hammarlund et al</i>	2019	<i>EU – Mauritanian Fishers Partnership Agreement.</i>	<i>There is Economic collaboration between the EU and Mauritania.</i>
<i>Author: Martin D. Smith et al</i>	2010	<i>Sustainability and Global Seafood.</i>	<i>Seafood prevent humans' body from heart attack and strokes.</i>
<i>Author: FAO</i>	2018	<i>World fisheries and Aquaculture</i>	<i>Consumers in developed countries are becoming aware of health benefits of seafood, therefore the demand for seafood is increasing.</i>

Seafood refers to fish, crabs, lobsters, crustaceans, aquatic plants, microphytes. etc. Seafood is one of the most valued food commodities, it exceeds the trade value of coffee, sugar, maize, rice, and cocoa combined. Seafood trade is characterized by the import of large quantities of seafood from developing countries to developed countries, in other words, 54% of the total value of seafood is imported from developing countries to developed countries (Reg A. Watson, 2017). Global Seafood markets are growing, this is due to an increase in production and globalization as well as due to the increase in consumers' awareness of healthy nutrition. In recent years, global seafood markets have significantly surged, for instance, global seafood value in 2016 was \$120,848 million, it is also expected to reach \$155,316 million in 2023 (Allied Market Research, 2019).

Seafood trade is a vital source of hard currency for developing countries. An increase in seafood export can help developing countries in different ways, for instance it helps a county to have hard currency, so that the country can import necessary raw materials like oil (Reg A. Watson, 2017). The United nation' sustainable development goals (SDG's) for developing countries aim to eliminate poverty and attain food security by 2030. Achieving sustainable economic growth via trade can be a powerful way to eliminate poverty. Another way of

eliminating poverty in developing countries with the coastal lines is through allowing developed countries vessels to their fishing grounds, in return the developed countries pay tax to developing countries (Reg A. Watson, 2017).

Furthermore, seafood trade directly affects the labour market of developing countries by providing job opportunities (Zhang, 2019). Nevertheless, the side effect of globalization of seafood products is that it exerts pressure on developed and developing countries on protecting and improving the ecosystem. Trade Policy, however, playing a crucial role as a tool for preventing substantial negative environmental impacts. For example, trade policy in the seafood sector prevents fish from over-exploitation by exerting pressure on fisheries to pay tariffs. It also plays a crucial role in fish recovery by imposing regulations for fishing seasons. Tariff system, Technical regulations like harvesting and packing regulations as well as unfair practices such as subsidies are some of the trade regulation (United Nations, 2015).

The EU is by far the largest single market for seafood imports. In 2014, the EU imported € 20.6 billion of seafood products, the import of seafood had surged in 2016 and recorded a figure of € 22.2 billion (European Commission 1, 2018). 56% of the EU seafood products are imported from developing countries such as Morocco and Vietnam. The top seafood species eaten in the EU are tuna, cod, salmon, Alaska Pollock, and shrimps. Most of these seafood species are imported from non-EU countries such as Morocco, and Vietnam. In 2017, the EU become the world's largest trader of fishery and aquaculture products. In this year (2019) imports from non-EU countries has dramatically increased, total imports reached €25.3 billion (European Commission 1, 2018). This is due to an increase in the import of frozen seafood like cuttlefish and squid as well as Prepared/ preserved Skipjack tuna. The EU mainly export seafood to China and the US. In 2017 the total export of seafood to China and the US reached an amount of €5 billion. Trade within EU member states also grown, in value terms the inter-EU trade reached €26.7 billion (European Commission 1, 2018). According to the International Trade Centre, the Netherlands ranked on the ninth rank based on fish and seafood export. The country exports a seafood value of \$3.13 billion annually (CBI Market Intelligence, 2015). Germany, Belgium, France, Italy, and Spain are the top seafood markets of the Netherlands. Coldwater shrimps have the most export values (\$203.2 million) followed by frozen shrimps and prawns (\$168.6 million). Other seafood species with export value are lobsters, crabs frozen horse mackerel and frozen jack mackerel (CBI Market Intelligence, 2015).

Generally, the Netherlands is well-known for its seafood trade. The exported seafood is not only caught by Dutch fishers but also imported from other EU and non-EU countries. For

instance, seafood imports from EU and EFTA (Economic Free Trade Association) countries valued at \$1000 million. EFTA comprises four states, these are Norway, Switzerland, Island, and Lichtenstein (EFTA, 2018). Besides, the Netherlands imports seafood value of \$550 million from developing countries such as Vietnam, Thailand, and Bangladesh. Moreover, a seafood value of \$450 million is imported from the rest of the world. Lobsters, crabs, pomfret, red grouper, geoduck, and salmon are among many imported seafood species (CBI Market Intelligence, 2015).

Reasons for focusing on Mauritanian seafood market

Due to time-limit, this research will focus only on the import/export of seafood. Other market entry options such as Subsidiary, licensing and franchising are out of scope. As mentioned in the introduction this paper is meant for Dutch small and medium-size seafood companies. Moreover, this research paper will emphasize only on fresh and live seafood. The reason for focusing on fresh and live seafood is most European consumers prefer live and fresh seafood. The Main drivers for preference for fresh seafood are that the quality of fresh seafood is higher than the frozen. For instance, in the Italian market, the price of fresh hake is about 14.75€/Kg because of its high quality. On the other hand, the price of frozen hake is 2.10€/Kg (Lara Tinacci et al., 2018).

The reason for focusing on the Mauritania seafood market is that the country enjoys an Exclusive Economic Zone (EEZ). Mauritania has 754 (Km) of the Atlantic coastal line (Marti, 2018). This sea contains highly demanded seafood species like Red spiny lobsters, shrimp, demersal fish, tuna and small pelagic fish. These species are highly demanded in the EU market (European Commission 1, 2018). For this reason, this paper will focus on the Mauritania seafood market. Moreover, there is already an economic collaboration between the EU and Mauritania- EU – Mauritanian Fishers Partnership Agreement. Currently, the EU pays a financial contribution of 61,625 million Euros per year for this partnership, so that EU fleets can be allowed to fish in Mauritanian water (Cecilia Hammarlund et al, 2019).

One of the United Nation's Sustainable Development Goals (SDGs) is to eliminate poverty in the world. For coastal states like Mauritania, poverty can be eliminated by doing seafood trade with developed countries. Seafood trade contributes to the economic growth of those countries (Reg A. Watson, 2017). As Mauritania is one of the coastal states, it is essential to write about this topic, so that to design trade between Mauritania (developing country) and the Netherlands which is a developed country.

Germany and France as a Target Market

Seafood is healthy and nutritious food. It contains Omega-3 fatty acids which help in keeping human heart-healthy and prevent the body from a heart attack and strokes (Martin D. Smith et al, 2010). Consumers' awareness of these health benefits of seafood especially in developed countries led to growth in demand for seafood (FAO, 2018). Germany and France are among the top five seafood consumers in the EU, more than half of Germany and France imports are originated from developing countries (CBI Market Intelligence, 2015). Besides, the Netherlands shares a border with France and Germany. Therefore, it is easy to reach these countries on lower coast. For instance, it is possible to transport seafood to France and Germany by conditioned trucks. For these reasons, France and Germany are chosen as target markets.

What is known

EU-Mauritania agreement and business opportunity

Fishery activities in Mauritania are regulated by the ministry of fishery and maritime of the country, the ministry has limited fisheries human resource. However, it has got important financial resources. In 2011, the government received €11 million from the EU for the development of policy for the fisheries sector, because there is an agreement between the EU and Mauritania which is known as the EU – Mauritanian fishery agreement. The agreement is about allowing EU vessels to catch fish on Mauritanian water territory. This money is used as a complementary to the ministry budget (IMARES Wageningen UR, 2011).

Furthermore, in 2014 a new agreement was signed which will be lost until 2020. Under this agreement, the EU subsidizes three Mauritanian sectors, agriculture, health, and the rule of law sectors. This agreement has strengthened trade collaboration, it also allowed EU companies including the Netherlands to invest in Mauritania (EUROPEAN COMMISSION, 2018). For instance, Mauritania Lobster Company is the best example. Mauritania Lobster Company is a Dutch seafood company in Nouakchott, Mauritania which used this opportunity. The company exports fish and seafood to countries such as France, Germany as well as the Netherlands (Mauritania Lobster Company, 2018).

Netherlands African Business Council (NABC) incorporation with the Dutch embassy playing an important role in initiating trade between the Netherlands and Mauritania. Mauritania has

opened trade opportunities for Dutch companies in all sectors, however, the NABC focuses only on a fishery, agriculture, mining, and maritime sectors. The aim of NABC is to connect Dutch companies and banks with Mauritanian companies and banks (NABC, 2014). As far as fish and seafood suppliers are concerned, there are both national and international seafood suppliers in the country like ARECOP Mauritania and Alaska Peche Mauritania. These companies sell quality fish and seafood in local markets as well as in foreign markets (Sea-Ex, 2019).

Knowledge gap

How to enter Mauritania seafood market?

It is unknown whether direct import or indirect import entry option is cost-effective and efficient. It is also unknown if direct or indirect entry option is low risk. Furthermore, it is unknown what kind of service do the 3PLS (Third Party Logistics Service Providers) companies provide in Mauritania? So, these areas will be searched and compared to come up with the most cost-effective, low risk and efficient market entry option.

How to enter Germany and France market?

While re-exporting the seafood to target markets (Germany and France), it is unknown whether direct export or indirect export option is a reliable, low cost or efficient option. Therefore, these market entry options will be analysed, and the best market entry option will be opted based on its reliability, cost, low risk, and good quality. Here, quality refers to product and service quality. In other words, fast delivery as well as low mortality.

Main question and Sub-Questions

This research paper has one main question which is quite broad and three sub-questions which contribute indirectly to the main question. The research questions are as follows:

Main question:

- How can Dutch seafood trade companies import seafood from Mauritania, West Africa and re-export it to central European countries?

Sub questions:

- Which market entry mode is the most efficient?

Relevance: direct import/export or indirect import/export?

- What is the seafood international trade regulations in EU and Mauritania?

Relevance: seafood regulation specifically for fresh and live seafood

- What will the supply chain look like?

Relevance: main risks in supply chain and technics to eliminate/mitigate the risks.

Objective of the Research

The objective of this research will be to design the supply chain for importing fresh and live seafood from Mauritania and re-export it to Germany and France. The pros and cons of foreign market entry options specifically direct and indirect import/export will be considered. Furthermore, all the risks that might occur will be discussed, and techniques to minimize or mitigate these risks will also be discussed. After that, the most cost-effective, reliable, and low-risk market entry will be chosen.

Chapter 2 - Materials and Methods

This paper is a qualitative research paper. Different researchers defined qualitative research in different ways. However, the definition given by Denzin and Lincoln seemed to be a simple and easily understandable definition.

“Qualitative research is multimethod in focus, involving an interpretative, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of a variety of empirical materials – case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts – that describe routine and problematic moments and meanings in individuals’ lives” (Denzin and Lincoln 2005:2).

From the above definition, one can understand that qualitative research is explanatory research and it mainly focuses on how and why phenomenon. Besides, the answers in this type of research are formed by words or stories described by someone. The reason for opting for qualitative research method for this paper is that this research paper is a design type of research, it proposes measures or interface which helps to solve or reduce a problem or that contributes to achieving goals. Therefore, a reasoned solution is required for the above-mentioned main question. Unlike the quantitative research method which is about figures and emphasizes on what and how many phenomena, qualitative research is an explanatory method (Jong, 2017). So, this method will assist in getting a reasoned solution with the help of empirical materials such as case studies and visual texts.

The keywords in this paper are, direct and indirect import/export, seafood regulations, procurement, warehouse, and logistics. furthermore, it includes import and export as well as supply chain-related risks such as legal, political, theft, and extreme weather events.

Method: Sub question one

Sub question one covers the market entry mode. This question contributed to the main question by finding the most cost-effective, reliable and low-risk foreign market entry mode.

Sub-question one was as follows:

Which market entry mode is the most efficient, direct import/export or indirect import/export?

For sub-question one, a qualitative research method was applied. The reason for choosing this method was, a descriptive data is required to analyze and compare the pros and cons of direct import/export as well as indirect import/export. Risks related to import and export like demand and supply risks and trade regulations were also considered. Besides, techniques to eliminate or mitigate the risks were discussed. The advantage and disadvantages of direct and indirect import/export was seen from cost, Reliability and quality perspective. These three elements are essential for both Dutch seafood companies and the customers in the target countries. For instance, consumers in the target market (Germany and France) expects good quality product at a reasonable price. The reliability of suppliers is also important so that the seafood companies can supply acceptable products consistently at the required time (Krajewski et al., 2010).

This research was conducted via critical desk research and through referring to different international market entry literatures, like international marketing by Philip Cateora 15th edition 2011, export plan 2nd edition 2017 by Leeman, Export-import theory as well as practices and procedures 2nd edition 2009 by Belay seyoun. Besides, data was also collected from rimport/export journals. The above-mentioned sources provide a solid knowledge about international market entry options and related risks.

Method: Sub question two

As Mauritania is a non-EU country, seafood import and export regulations are different than the EU's import and export regulations. So, it is essential to know the customs, safety, and health regulations both in the EU as well as Mauritania. Therefore, sub-question two was as follows:

What is the seafood international trade regulations in EU and Mauritania?

This question contributed to the main question by finding answers for what are the trade regulation both in the EU and Mauritania specifically in the seafood sector? what documents are required? And who will take responsibility for customs clearance? Are there any agencies in the country? To get concrete information the Mauritanian chamber of commerce or Mauritanian embassy in Brussels (because there is no Mauritanian embassy in the Netherlands) was consulted. An open-ended questionnaire was asked to the Mauritania embassy. This type of questionnaire induces people to answer a question with sentences,

stories and lists giving deeper and new insight (Susan Farrell, 2016). The question was, what should a company consider importing seafood from Mauritania? Based on the given answer, sub-questions were asked for elaborations. Thus, there was no formal questionnaire for this part. Whereas, for EU seafood trade regulations, critical disk research was conducted.

Method: Sub question three

Importing and exporting of fresh and live seafood requires a special package, efficient transportation mode, conditioned warehouses, and a well-designed supply chain. So that the product is delivered with good quality. Therefore, sub-question three was as follows:

What will the supply chain look like?

In this part, the supply chain for the import of seafood from Mauritania was covered. Due to the time limit, the supply chain for re-exporting seafood to France and Germany was taken out of scope. This question contributed to the main question by finding potential suppliers and 3PL companies. The question also helped to figure out the risks that might occur during the flow of the product from the point of the supplier to the destination. Besides, methods to eliminate or mitigate the risks were also discussed.

Generally, there are two types of Supply chain related risks, internal and external. Internal supply chain risks are within the business control. It includes manufacturing risks, planning and control risks as well as business risks. Whereas, external risks include, demand and supply risks, environmental risks and physical plan risks (Simchi-Levi et al., 2003).

The research method for this part was searching for secondary data through conducting critical disk research, related seafood case studies, as well as referring to the supply chain literatures (Designing & Managing the Supply Chain 2nd edition 2003 by David Smith, Philip Kaminsky and Edit Simchi, and Managing inventories and Managing Quality Chapters of Operations Management 9th edition 2010 by Lee J. Krajewski, Larry P. Ritzman). In addition to this, primary data was gathered by sending a closed-ended questionnaire to 3PLS (Third-party Logistics Service providers). The closed-ended questioner is a type of questionnaire which has multiple options as an answer, the respondents can opt for one answer amongst them (Flat world Solutions Pvt, 2019). The reason for using this type of question format is it helps to arrive at opinions about a product or service, and sometimes, about a company in more efficient manner.

The questionnaire helped in assessing the 3PL company's capacity, services as well as geographic coverage. It was adapted from Inbound Logistics surveys. Inbound Logistics is a

website company, each year the company surveys a market to determine which third-party logistics service providers best fits its reader's needs (Thomas Publishing Company, 2019).

Due to time boundaries, a sample of four 3PL companies was taken. The following companies will be used as a sample:

- SOGECO
- CEVA Logistics
- Scomat Logistics
- Mauritania United Shipping SARL

Finally, a closed-ended format questionnaire was sent to Mauritania seafood suppliers. The questionnaire and parameters are given in appendix two. This questionnaire highlights the common characteristics of successful exporters or suppliers. The score helped to assess a company's capacity and readiness to be a potential supplier or exporter. So, the questionnaire was meant for Mauritania suppliers, it helped to assess Mauritanian seafood suppliers' capacity of supplying the Dutch seafood market.

Companies with a high score was chosen as potential suppliers. The following companies will be used as a sample:

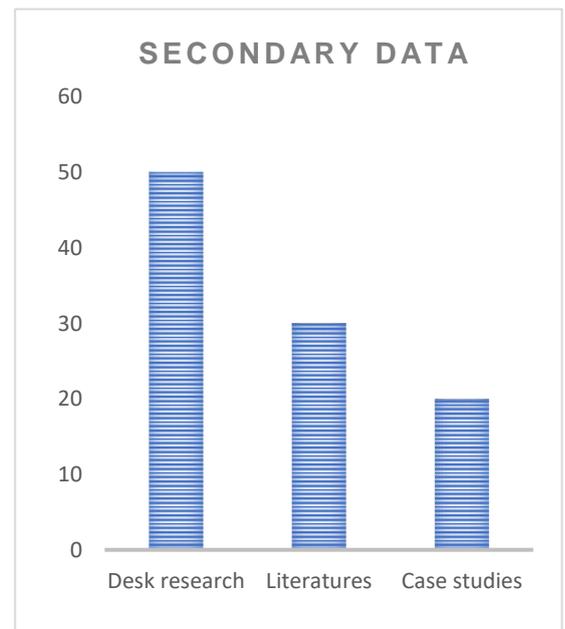
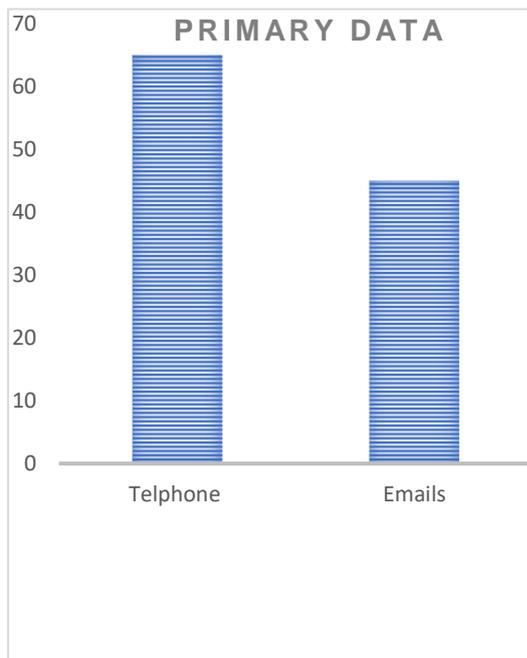
- Suoid Asmak fish
- Desna Export
- Egemar *Sark*
- EST Peche seafood
- Eats Yama Fish

Chapter 3 – Result

As has been discussed in the introduction, this paper is a qualitative research type. It contains both primary as well as secondary data. The primary data were collected by sending emails as well as via telephone calls. Whereas the secondary data were collected through critical desk research, referring to literature and through referring to case studies.

For gathering the primary data, two different closed-ended questionnaires were sent to seafood suppliers and third-party logistic service providers, and an open questionnaire was also sent to the Mauritania Embassy in Brussel. However, the Mauritanian Embassy lacked in information, for this reason, the data was collected by asking seafood suppliers for the export conditions/regulations in Mauritania as well as via critical desk research. Some of the sample companies did not reply to the emails on time, so the questionnaire was been filled through contacting the companies via telephone. Moreover, some of the sample companies were not interested in replying to the questionnaire, thus, these companies were replaced by other companies. For instance, El Italia El Wataniya seafood was replaced by Suoid Asmak fish, similarly, Semek Mauritania seafood was also replaced by Desna Export. The following bar charts summarize how Primary and secondary data were collected.

Data collection techniques



Sub question one

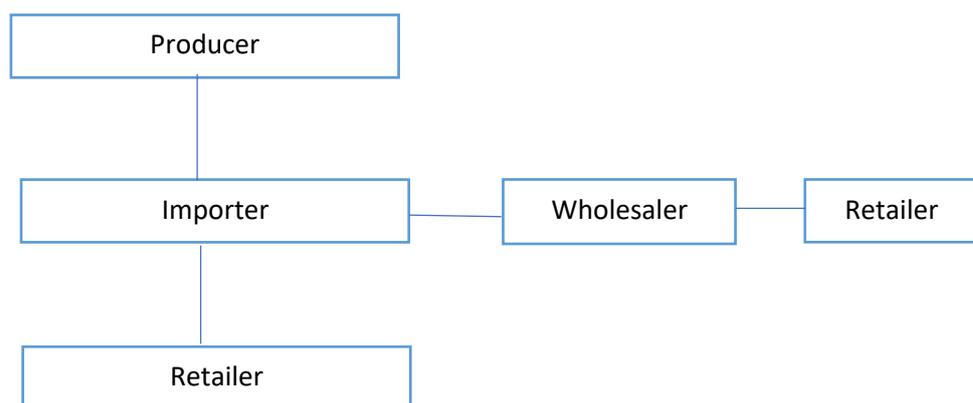
The sub question one for this paper was Which market entry mode is the most efficient?

Relevance: direct import/export (importing product from suppliers and re-export it directly to customers destination) or indirect import/export (importing a product from intermediaries and re-export it indirectly via merchants)?

Import/export is the most common entry strategy choice for most companies that are in the baby stage of internationalization. Comparing to other market entry modes, Import/export has relatively low risk and limited knowledge of the foreign market is required. For this reason, bulk companies join international markets via import/export (Rintamäki, 2013). Generally, there are two types of import and export, direct import/export as well as indirect import/export. These two international trade models are discussed in detail as follows.

Direct import/export

Direct import/export business refers to purchasing raw materials, finished goods or services directly from suppliers of foreign countries for further process or re-exporting it directly to customers in foreign markets. Here, the customers might be end-users or wholesalers. In seafood sector, direct import/export refers to purchasing fish or other seafood from fleet or boat owners in foreign market and selling in local market or re-exporting overseas (Cateora et al, 2011). The following flow chart illustrates the direct import/export entry mode.



In direct import/export there is no intermediary involvement. Here, intermediaries refer to a firm or a person like a broker or a consultant who acts as a mediator or a link between parties to a business deal, negotiations, investment decisions .etc. for instance, in the consumer market, middlemen like brokers buy a product from manufacturer and sell it at profit. Whereas

in the industrial market, companies act as an intermediary. The intermediary firm acts as a bridge between producers and users of the product. Banks are a good example of intermediaries in financial market. Banks act as an intermediary between depositors seeking an interest rate and borrower who need dept capital. In direct import/export, the buyers have direct contact with suppliers in a foreign country. Once a product or a service is imported, the importer act as a supplier or merchant and sells the product either in the local market or overseas (Kotler, 2012).

Advantages of direct import/export

broadly, direct import/export eliminates all intermediary costs and confusion. It also allows to have greater control over sales and to have direct contact with your clients.

Companies involved in direct import/export have relatively a greater portion of the profit, because, these companies eliminate all costs related to intermediaries. Direct import/export assists companies in controlling transactions and knowing their customers. Similarly, the customers know their suppliers. Customers can give feedback directly to the supplier's product and performance, thereby the suppliers take a quick action to improve the performance.

In addition to this, companies engaging in direct import/export get slightly better protection for a trademark, patent, and copyrights. Moreover, these companies have a better understanding of the marketplaces. For instance, Eats Yama Fish is one of the sample companies. This company is a direct exporter of seafood. Therefore, the company's profit margin is high at the same time the company has direct contact with customers (Laural Delaney, 2019).

Disadvantages of direct import/export

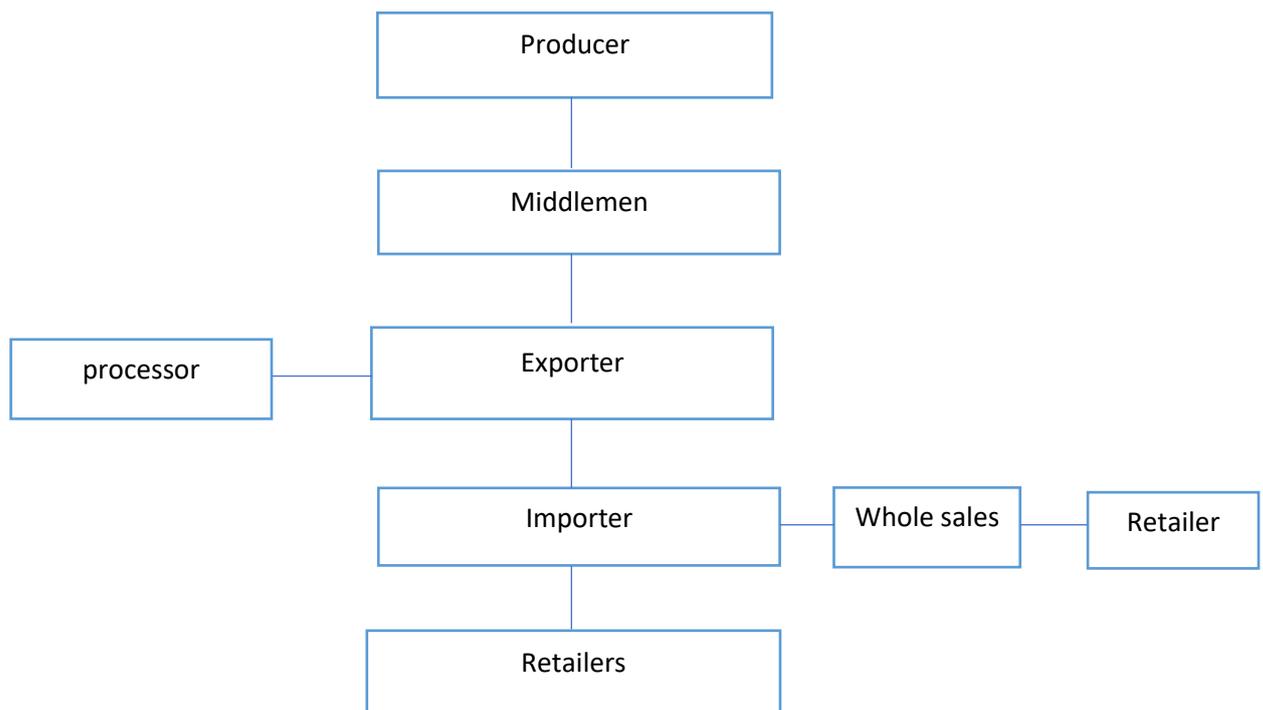
Although direct import/export has real advantages, in some cases companies opt for indirect import/export because of the following risks of direct import/export; if trade protection barriers are high due to political instability in the foreign country, then the cost will also be high. Besides, if there are economic fluctuations in foreign country the direct import/export company beers the risk. For example, if a company exports lobster directly to China, expecting specific turn over, and suddenly if the exchange rate of Yuan devaluates, then the company beers the cost of exchange rate fluctuation (Tien, 2019).

Direct import/export requires more time, energy, and money. It requires experienced manpower who take care of all the Import/export process. This entry mode also requires time

and money, the company should hire experienced personnel who devote full time on controlling the follow of goods, services, and information. In other words, experienced employees are required who controls the supply chain of the company. Thus, in some cases, companies feel that the intermediaries are worth the cost (Laural Delaney, 2019).

Indirect Import/export

Indirect import/export firm import goods or services from intermediaries in foreign countries and export the goods or services through independent local middlemen. While importing the product or service, the importing company has no contact with the producer. Besides, business negotiation is made with a responsible sales and marketing firm of the product or service. Indirect import/export entails depending on other firms to act as a sales intermediary and assume responsibility for marketing and shipping the product overseas (Belay Seyoum, 2009). In seafood sector, the indirect import/export company buys seafood from merchants in overseas and sales the product in local market. This entry also means, for instance, a seafood fishing company selling fish to local merchants, and the merchant export the fish overseas. The main reasons for a seafood fishing company not selling its products directly in a foreign market are either the company might not have market knowledge or have not adequate financial resources to market its product overseas. Such companies pursue indirect path to internationalization. In other words, these companies depends on local as well as foreign intermediaries to sale products across national borders (Jolanda et al, 2010). The following flow chart illustrates indirect import/export entry mode:



Advantages of indirect import/export

Generally, Indirect import/export is suitable for small companies that lacks adequate financial and managerial resources to successfully enter foreign markets. Some pros of indirect import/export are as follows:

Indirect import/export involves fewer financial outlays for the producer. The manufacturer/producer does not bother in building up marketing infrastructure and designing the supply chain overseas, the import/export merchant takes care of all activities like marketing /selling of the product, negotiating with buyers overseas and choosing transportation medium. Thus, the financial resources committed are minimum, which is a big advantage in indirect import/export. Similarly, the producer/manufacturer does not spend money on foreign market research, because the import/export merchant conducts the research. The merchant also handles all logistics of the transactions (Money matters | All management articles, 2020) . Moreover, indirect import/export is the best entry mode because a firm can use intermediaries to overcome market knowledge gaps, find customers and to reduce uncertainty and risks associated to operating in foreign market (Jolanda et al, 2010).

Disadvantages of indirect import/export

Indirect import/export has also drawbacks, for instance, this entry mode has marketing and market control risks. the manufacture loses control over the marketing of products overseas. Because the merchant is responsible for marketing/selling the product overseas (Leeman, 2017). Besides, the manufacturer's success depends on the initiatives and efforts of the intermediary. The merchant could provide low priority, or even discontinue marketing, to the firm's products when the competitor's product provides better sales or profit potential (Belay Seyoum, 2009). Indirect import/export also mean losing some part of a company's profit margin, as well as reducing a company's ability to directly contact and develop collaborative relationships with international suppliers and customers. Another disadvantage of indirect import/export is that, the producers depends on commitment of the partner (Netherlands Chamber of Commerce, KVK, 2020). Moreover, the trading company is more recognised international exporter than the manufacturing/producing company. Given this, it is the trading company, and not the indirect exporter itself, that is entitled to any benefits or incentives offered to exporters by legislative bodies and other organizations (Sreeramtraders, 2016).

This table summarizes the advantages and disadvantages of direct and indirect import/export

Entry modes	Advantages	Disadvantages
1. Direct import/export	<ul style="list-style-type: none"> ▪ Eliminates all intermediary costs and confusion. ▪ Greater portion of profit. ▪ Greater control over sales. ▪ Direct contact with suppliers and clients. ▪ Protection for a trademark, patent, and copyrights. ▪ Better understanding of the marketplaces. ▪ Independent from foreign partners. 	<ul style="list-style-type: none"> ▪ Direct import/export requires more energy and money. ▪ The company bears political/economic/legal risks. ▪ This entry mode requires experienced manpower. ▪ It involves limited market coverages.
2. Indirect import/export	<ul style="list-style-type: none"> ▪ This mode involves fewer financial outlets. ▪ The merchant takes care of marketing /selling of the product, so fewer expenses. ▪ Indirect import/export is the best entry mode for small companies. ▪ This entry mode has less economic/political/legal risks. ▪ Large market coverage with the help of intermediaries. 	<ul style="list-style-type: none"> ▪ The manufactures/producer lacks control over the marketing/selling of the product. ▪ The success of the manufacturer depends on the initiatives of the merchant. ▪ The producer losses some portion of the profit margin. ▪ The company will not have direct contact with customers/suppliers. ▪ The merchant is more recognised comparing to the producer. ▪ Dependence on the commitment of the partners.

Sub question two

What is the seafood international trade regulations in EU and Mauritania?

EU seafood international trade regulations

Before directly jumping to the topic, it is important to know the term Codex Alimentarius. The term Codex Alimentarius which is also known as Food Code is a collection of standards, guidelines, and codes of practice adopted by the Codex Alimentarius Commission. The Commission, also known as CAC, is the central part of the Joint (FAO/WHO) Food Standards Programme and was established by FAO and WHO to protect consumer health and promote fair practices in food trade (FAO/WHO, 2019). So, all EU countries are members of the Codex Alimentarius Commission (European Commission, 2019). The Codex built a foundation for future regulations by governments, the FAO, and the WHO to harmonize international standards for all food products including seafood. In the late 1970s, specific standards relating to fish products were implemented. The Codex later adapted standards to comply with the Hazard Analysis and Critical Control Points (HACCP) system, which is designed to prevent contamination and spread of disease (PACE, 2011).

Nowadays, there are seven main principles of HACCP, which the EU interprets and implements as follows (Higuera-Ciapara and Noriega-Orozco 2000; Ropkins and Beck 2000):

1. Detailed written document is required, including both product and process descriptions.
2. Critical control points (CCPs) must be identified. These are the points during the production process when action may be taken to control or eliminate hazards.
3. Health hazards must be identified if hazards exceed allowable limits.
4. Hazard evaluations and preventive measures must be implemented. Each CCP must be monitored.
5. All possible corrective actions must be clearly defined.
6. Records must be consistently monitoring and verified.
7. Verification procedures must be routine (European Commission, 2015)

Prior to the implementation of the over-arching HACCP standard of European Commission (EC), each member had its own HACCP regulations. This separated HACCP regulations had created a friction between the member states. Therefore, the EC implemented Directive 91/493/EEC specifically for HACCP regulations of seafood products along with two other

Directives specifically for meat and dairy products. After two years (1993), Directive 93/43/EEC was implemented and focuses specifically on hygiene of all food products (PACE, 2011). All the EU directives, its description and Amendments are given in appendix 3. In addition to these, the HS (Harmonized System) seafood codes and its description is also given in appendix 4.

EU product rejection system

In 1979, the EU established the RASFF (Rapid Alert System for Food and Feed).

Until now all the EU member states as well as the European Free Trade Association (EFTA) uses this system to swiftly exchange information on health risks related to food and feed (Ramesh Kumar Pharma et al, 2006).

The RASFF contains two main division notifications, which are based on when products are flagged (when a product does not pass the quality control) and the seriousness of the required action. The first notification is called market notification. This notification is also divided in two, alert notification and information notification. When a product enters EU market, later found out that the product is a threat to consumers, then the market notification is accrued. Whereas, when products on the market are considered a threat and need an immediate action, an alert notification is triggered. Such products are immediately withdrawn from market either to be held or destroyed. The second notification category is a border rejection notification. This notification occurs to notify that the product was already rejected in EU border (PACE, 2011).

The EU standards on food safety is stricter than the minimum recommended codex standards, this made it difficult to the developing countries to comply and meet EU specific standards. However, the WHO/FAO are addressing and assisting the developing countries to meet the minimum requirements of EU seafood standards. For instance, the two organisations are assisting seafood companies in developing countries through education producers on identifying the many possible sources of contamination from feed to transportation. Identifying the source of the problem allows for better implementation of full standards (FAO, 2018). The FAO/WHO has also been able to introduce good handling practices, especially in artisanal fisheries, among the most important improvements is the use of ice and insulated containers on pirogues and canoes. As a result, fishing trips have increased significantly. The quality of fresh fish has improved concurrently and is therefore better suited to enter the international market. Furthermore, the FAO and other technical assistance agencies have worked hard since the early 1980s to increase the awareness of African countries of the need to implement

a reliable safety and quality seafood program as well as to design strategy to implement a HACCP-based safety and quality assurance program. These efforts have yielded satisfactory results. Indeed, among the countries exporting to the EU, ten African countries were certified by the EU's sanitary regulatory as of July 1998. Mauritania was one of the ten African countries. (L.Ababouch, 2000)

Mauritania seafood international trade regulations

In Mauritania any seafood trading company should have an import/export permit issued by Ministry of Fishery and Marine Economy. Besides, Veterinary Certificate is required to import and export seafoods. Veterinary certificate is a document issued by the importing or exporting country government stating the shipment in question complies with requirement of destination country (Investh Northern Ireland , 2020). Moreover, for import of any human consumption product, RPA Certificates of Free Sale (CFSs) is required. The CFS for human consumption product is issued by RPA in the UK. The Certificate of Free Sale, sometimes called a "Certificate for Export" or "Certificate to Foreign Governments," is evidence that goods, such as food items, cosmetics, biologics, or medical devices, are legally sold or distributed in the open market, freely without restriction, and approved by the regulatory authorities in the country of origin (InterMart, Inc, 2020). To export seafood to EU/EFTA, the seafood trading companies in Mauritania must have HCCP certificate (Suppliers, 2020). In addition to this, as Mauritania is an Islamic state, imported meat and meat products must be accompanied by a Halal Certificate to confirm that the contents and manufacturing process conform to Islamic food standard (Croner-1 ltd, 2019).

Seafood Export regulations in Mauritania

In the field of Mauritanian fisheries, the common law regulations are applied both for domestic trade as well as for exports. The central bank of Mauritania plays a crucial role in the country. The bank offers to Mauritanian exporters and ship-owners a possibility of having an account in convertible Ouguiya (Mauritanian currency) in the books of the exporter's domiciliation banks at the rate of 20% of the companies export product. The duration of the bank loans in the country extends over two years with an interest of 18%. Mauritanian foreign trade operations use current means such as the documentary credit, documentary remittance for imports and the bank transfer to pay the exporters partners (Islamic Center for Development of Trade, 2019). The exporting companies of fresh or chilled fish to the European Union member states should be authorized by the Ministry of Fisheries and Maritime Economy of Mauritania. The companies should also respect the sanitary standards in compliance with

EEC law N 91/493//EEC (CDTs member states business guides, 2020). Finally, the export taxes on fresh and live fish (percentages) in Mauritania is relatively lower than the frozen. For instance, the export tax on fresh Noble demersal fish is 0.7 percent whereas the export tax on frozen Noble demersal fish is 0.8 percent. Similarly, the export tax on live shrimps as well as Lobsters is 12.5 percent on the other hand the tax on frozen Shrimps and Lobsters is 13.5 percent (World bank, 2010).

Sub question three

What will the supply chain look like?

As it has been discussed in pervious chapter, this paper will cover supply chain for importing seafood from Mauritania.

Capacity of Mauritania seafood suppliers

Due to the time limit, five seafood companies were taken as a sample, and a closed-ended questionnaire was sent to each of which to find out these companies' capacity. Besides an open questionnaire about the company's supply chain was also asked. The aim was to look for potential seafood suppliers. Although this research is a qualitative approach, quantitative data is used to analyse the seafood suppliers. The reason for using quantitative data is the parameter contains a numeric data. Therefore, it is easier to present the data in the form of a chart. As it has been given in appendix two, the potential seafood suppliers will be chosen based on the following scores. Companies with high scores and a smooth supply chain were chosen as potential seafood suppliers.

- 0 – 20: the company is on the right track, but it has a long way to go
- 21 – 35: a good beginning, the company is well on the way to be a successful exporter (suppliers). But still has a lot of work to do
- 36 – 65: the company is well on the way to be a successful exporter (a good supplier
- 66 – 90: the company is almost there, it just needs to fine-tune its plans
- 91 – 100: the company is ready to export (to be potential supplier)

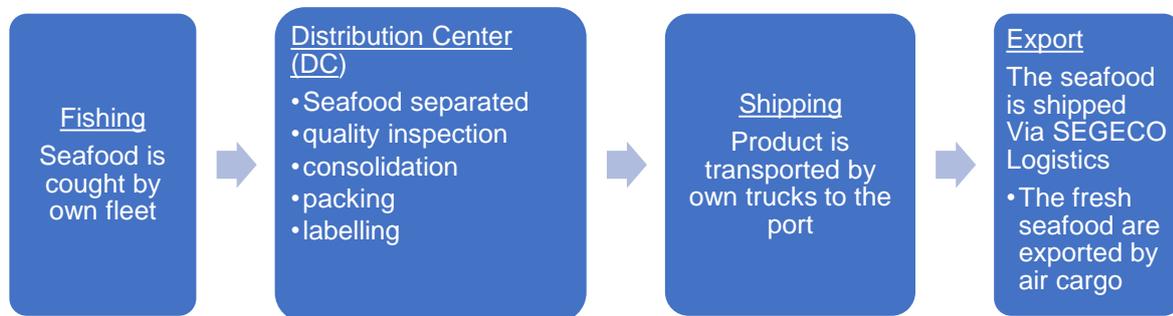
The result of the questionnaires (response of the suppliers to the questionnaire) are given in appendix five. It is also summarized as follows.



The above pictogram summarizes Mauritanian seafood supplier's capacity based on the company's response to the questionnaires. Description and supply chain of each company is discussed below.

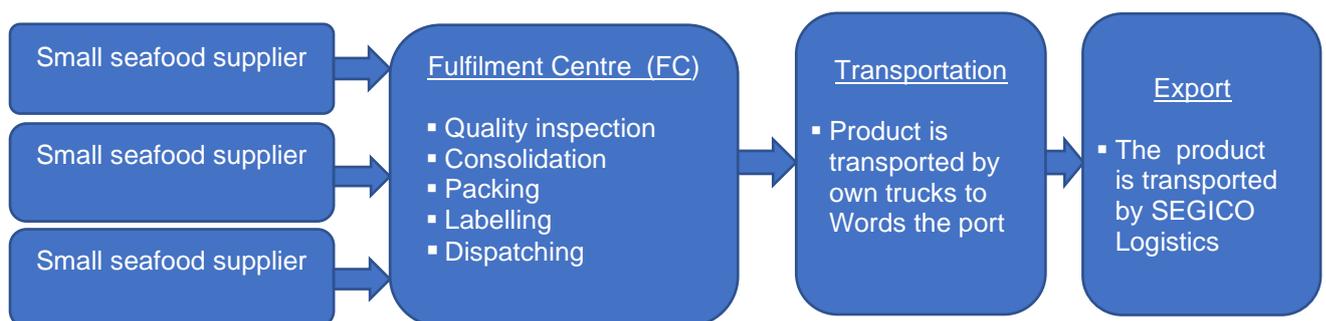
Eats Yama Fish

Eats Yama Fish is an Australian seafood company that has a branch in Nouakchott, Mauritania. The company owns a fleet and international crew members. Currently, the company is exporting fresh, frozen, and live seafood from Mauritania to Europe, the USA, Egypt as well as China. Its main export products are lobsters, ribbon fish, cattle fish, sole, octopus, and others (Sea-Ex, 2020). The following flow chart summarizes the supply chain of Eats Yama Fish



Souid Asmak fish

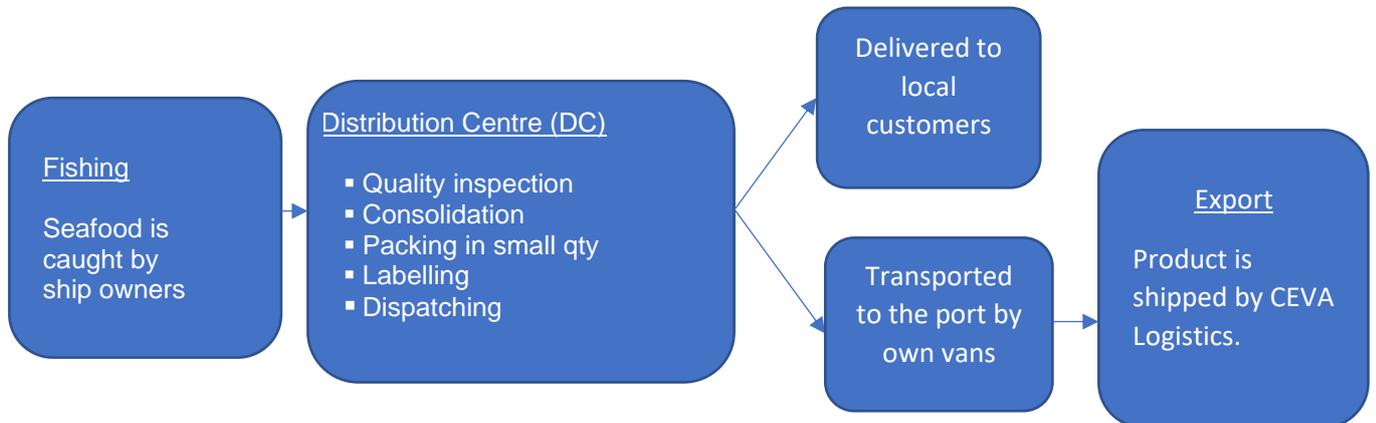
Souid Asmak fish is a seafood trading company in Nouadhibou in Mauritania. The company did not own fleets; however, it has a collaborative relationship with fleet owners. Souid Asmak Fish has more than a decade experience in the fisheries sector and is dedicated to the production and marketing of fresh and frozen grouper, dentex, red mullet, octopus, cuttlefish, sardine, horse mackerel, lobster, shrimp, etc. Currently, the company exports seafood to China, Kenya, Uganda, France, Italy, and Spain (Asmak Fish, 2020). The following flow chart illustrates the Supply Chain of the Souid Asmak Fish.



EST Peche Seafood

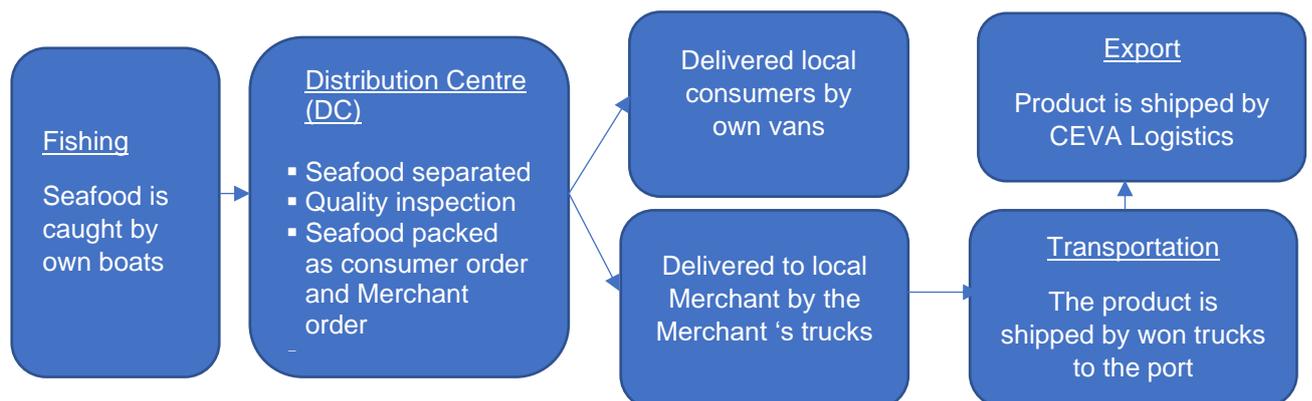
This company is also a Mauritania seafood company in Nouakchott dedicated to fishing and the export of fresh as well as frozen octopus, cuttlefish, loligo squid, lobster, shrimp. The competitive advantage of the company is packing the product as per customer specifications. 60% of the product is in local market to restaurants, hotels as well as retailers whereas 40%

are sold in foreign market. According to the manager of the company Mr. Khadi Aidara, EST Peche can also assist investors in getting a fishing license in the country (Aidara, 2020). The following flow chart summarizes the supply chain of EST Peche Seafood.



Egemar Sark

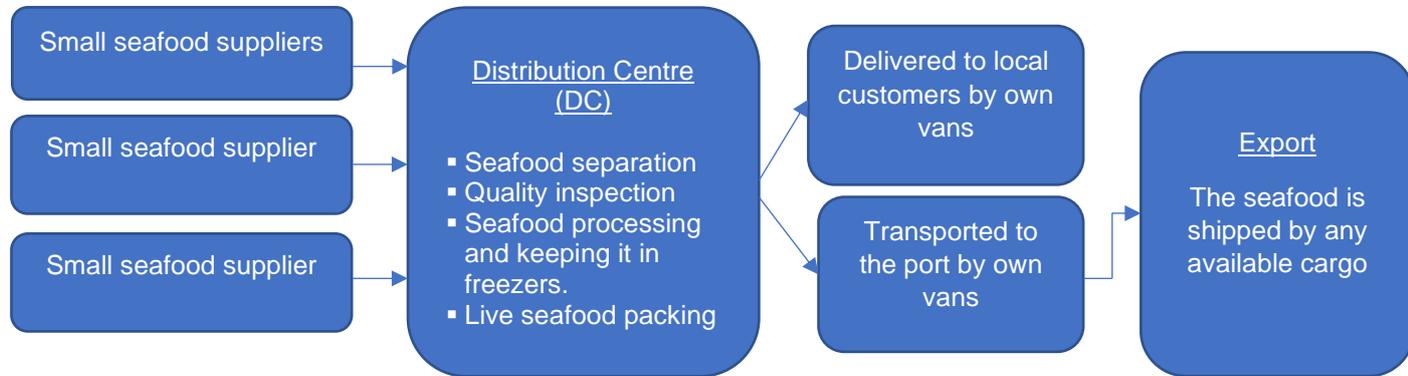
Egemar sarl is an exporter of fresh, frozen & dried sea products including octopus, cuttlefish, grouper, lobster, shrimp, Denton, sea bream, horse mackerel, grey mullet, cymbidium, tops hell meat and sea cucumber. The company has fishing boats. Most of the company's product is sold in local market. Products is sold to local consumers as well as whole sellers. These whole sellers export the product overseas. Therefore, Egemar Sarl is also an indirect exporter. Currently, the company is looking for customers in the foreign market (Egemar Sarl, 2020). The following flow chart illustrates the Supply Chain of the company.



Desna Export

Desna export is also a Mauritanian seafood trading company in Nouakchott, trading fresh and frozen seafood. Besides, processes all kinds of frozen fish -, horse mackerel, bonito, mackerel, Octopus, and many other species. The company is close to the largest fishing port in the city (Nouakchott). So, the seafood is directly bought from fishers and kept in the conditioned

warehouse. Thereby the product is distributed to customers. Desna export also exports its product overseas mainly China, Spain, France, etc. (Desna Export, 2020). The following flow chart summarizes the Supply Chain of Desna Export.



Capacity of Mauritania 3pl companies

To analyse the capacity of 3pl companies in the country, four companies was opted, and a closed ended questionnaire was sent. The questioner helps to know the geographical area in which the companies operate, the sort of service provides as well as technology used. The following table summarizes the third-party service providers capability. This table is the result of the questionnaires.

	Third Party Logistic Companies			
Criteria's	Scomat Logistics	SOGECO Logistics	CEVA Logistics	Mauritania United Shipping SARL
1. Geographic Coverage	▪ Only Africa	▪ Global	▪ Global	▪ Only Africa
2. Logistics Service and capability	<ul style="list-style-type: none"> ▪ Inbound logistics ▪ Supply Chain Finance (Payment Auditing/ Processing/ Claims) ▪ Inventory Management 	<ul style="list-style-type: none"> ▪ Global Trade service ▪ Inbound logistics ▪ Supply Chain Finance (Payment Auditing/ Processing/ Claims) 	<ul style="list-style-type: none"> ▪ Global Trade service 	<ul style="list-style-type: none"> ▪ Inbound logistics
3. Warehousing Services & Capabilities	<ul style="list-style-type: none"> ▪ Crossdocking ▪ DC Management ▪ Transloading 	<ul style="list-style-type: none"> ▪ Crossdocking ▪ DC Management ▪ Transloading 	<ul style="list-style-type: none"> ▪ Crossdocking ▪ DC Management ▪ Transloading 	<ul style="list-style-type: none"> ▪ Crossdocking ▪ DC management
4. Transportation Services & Capabilities	<ul style="list-style-type: none"> ▪ Small Package ▪ Dedicated Contract Carriage 	<ul style="list-style-type: none"> ▪ Air Cargo ▪ Ocean ▪ Small Package ▪ Dedicated Contract Carriage ▪ Fleet Acquisition 	<ul style="list-style-type: none"> ▪ Air Cargo ▪ Ocean ▪ Small Package ▪ Dedicated Contract Carriage 	<ul style="list-style-type: none"> ▪ Air Cargo ▪ Ocean ▪ Small Package ▪ Dedicated Contract Carriage
5. Special Services	<ul style="list-style-type: none"> ▪ Import/Export/Customs ▪ Marketing/Customer Service/Call Centre ▪ Logistics/Transportation Consulting ▪ Contingency/Crisis Planning ▪ Direct to Store 	<ul style="list-style-type: none"> ▪ Import/Export/ Customs ▪ Marketing/ Customer Service/Call Centre ▪ Logistics/ Transportation Consulting ▪ Contingency/ Crisis Planning ▪ Direct to Store 	<ul style="list-style-type: none"> ▪ Import/Export/Customs ▪ Logistics/Transportation Consulting ▪ Direct to Store 	<ul style="list-style-type: none"> ▪ Import/Export/ Customs ▪ Marketing/Customer Service/Call Centre ▪ Logistics/ Transportation Consulting ▪ Contingency/ Crisis Planning ▪ Direct to Store
6. Technology Services & Capabilities	<ul style="list-style-type: none"> ▪ CRM/SRM ▪ WMS ▪ Supply Chain Design (modelling, simulation) 	<ul style="list-style-type: none"> ▪ CRM/SRM ▪ ERP integration ▪ Supply Chain Design (modelling, simulation) 	<ul style="list-style-type: none"> ▪ CRM/SRM ▪ ERP Integration 	<ul style="list-style-type: none"> ▪ CRM/SRM ▪ ERP integration ▪ Supply Chain Design (modelling, simulation)

The above table illustrates the capacity of third-party logistic service providers in Mauritania based on the sample companies' response to the questionnaires.

Supply chain risks

Supply chain risks are any risks for the information, material, and product flows from original suppliers to the delivery of the final product for the end-user (Taylor and Francis group, 2015).

Generally, there are two categories of supply chain risks, macro as well as micro risks. Macro-risks refer to adverse and relatively rare external events or situations that might have a negative impact on companies. Macro-risks consist of natural risks such as earthquakes, flooding, and sea waves, as well as man-made risks like war, terrorism, and political instability. Broadly, the natural risk has a greater impact on companies comparing to micro risks. On the other hand, micro risks are internal within the firm risks, this risk is controllably comparing to macro risks. Micro risks can further be classified as demand and supply risk, manufacturing risk as well as infrastructure risk (Taylor and Francis group, 2015).

Demand and supply risks are those risks related to down and upstream partners of the company. For example, when a customer finds a substitution product, a relatively cheaper or good quality product, he/she shifts to buy the product from another company. This is also called a demand shift. Supply risks refer to upstream risks like a failure of the supplier to deliver the product on time, for example, Muller is a meat and meat product supplier of Picnic, due to COVID-19 the company's number of absent employees is high, for this reason, Muller failed to deliver the promised quantity. Similarly, supplier risk includes shifting of a supplier to supply company B instead of company A, because company B promised to pay relatively more than company A (this occurs when there is no fixed contract between a supplier and a customer). This type of risk is called a supply shift (Amos WEB, 2020).

Manufacturing risks are internal risk within the firm, for instance, in seafood firm if the coolers are not working properly or damaged, these directly affects the production of goods and services, quality, timeline of production and/or profit margin of the company. Finally, infrastructure risks include, transportation, information technology as well as financial system. In seafood industry specifically in fresh seafood, disruption of any of the above mentioned risks can led to serious problem in the supply chain (Taylor and francis group, 2015).

Chapter 4 – Discussion of results

As it has been discussed in the introduction the objective of this paper is to design the supply chain for importing fresh and live seafood from Mauritania and re-export it to Germany and France.

Sub question one

Which market entry mode is the most efficient? Direct import/export or indirect import/export?

Efficient market entry mode refers to entry mode relatively with low risk, reliable as well as low cost. So, it does not necessary to be zero risk or cost.

Chosen methodology and the result

The chosen methodology for this part was critical disk research and referring to international market entry literatures like International marketing by Philip Cateora 15th edition 2011, Export Plan 2nd edition 2017 by Joris Leeman as well as Export-import theory, practices and procedures 2nd edition 2009 by Belay seyoun. Moreover, data was also collected from international trade journals.

Referring to the above-mentioned literature and journals an individual can conclude that import/export as relatively the simplest and low risk foreign market entry mode. Furthermore, the finding shows that import/export can further be classified as direct and indirect. Direct import/export refers to buying a product or service directly from suppliers and or selling a product or a service directly overseas. On the other hand, indirect import/export is a business model in which a company buys a product from intermediaries or merchant in a foreign country and/or selling the product/service to a local merchant in which the merchant generates income through exporting the product to a foreign market.

The result of the research also reveals that the two entry modes have pros and cons. For instance, direct import/export mode is an advantageous entry mode since the direct importing/exporting companies will have relatively a greater portion of profit, because, these companies eliminate all costs related to intermediaries. Nevertheless, this mode has drawbacks, due to political and economic risks. On the other hand, the pros of indirect import/export entry mode is suitable for small companies which lacks adequate financial and managerial resources to successfully enter foreign markets. To elaborate it more, the producer/manufactures do not bother in marketing and designing the supply chain in overseas.

Therefore, indirect import/export involves less financial outlets. Having said that, this entry has also bottleneck like the marketing and market control risks. The producer loses the marketing/sales of the product overseas because the merchant oversees selling the product in foreign market. In addition to this, the success of the producer relies on the success of the merchant.

The research for this part went according to plan. Enough and reliable data was also collected. Most of the data was collected from academic literatures which are thought in different universities. For instance, the book international marketing by Philip Cateora is thought in College of Business and Economics in Eritrea. From my experience of reading this book, it assists reader to think critically out of the box. The book helps to answer questions such as what market entry modes are available? What are the risks involved? And what are the ethical, cultural as well as global issues facing international companies today? The Export Plan book by Joris Leeman is thought in Aeres University of Applied University, this book helped me to systematically select and plan entries to new international markets. Moreover, the book Export-import theory, practices, and procedures by Belay Seyoum is thought at Nova South eastern University in Fort Lauderdale, Florida. This book helped me to follow the import/export milestones. In addition to these literatures, significant data is also gathered from international trade Journals. Thus, it can be concluded that for this part enough and reliable data was collected.

Sub question two

What is the seafood international trade regulations in EU and Mauritania?

International trade regulations vary from country to country and from region to region. The EU as a big trade bloke, has its own trade regulations. There is a free movement of goods and services between member states, however, if any country out of the union need to trade with any EU member states, then the country should meet the EU trade regulations. Mauritania as non-EU country should also meet the EU international seafood trade regulations.

Chosen methodology and the result

The EU international seafood trade regulations data was gathered through a critical desk research. The sources which are used for this part were the European Commission reports, Journals, websites as well as master graduation report. On the other hand, for Mauritania seafood regulations, the data supposed to be collected through the country's Embassy in Brussel. Nevertheless, the Embassy was lucked in information. For this reason most of the

information was collected via desk research as well as asking an open question (what are the seafood export conditions in Mauritania?) to the Mauritanian seafood exporters. This question helped to know the country's seafood regulations.

The finding of the research shows that all EU countries are members of the Codex Alimentarius commission. The commission is the central part of the Joint (FAO/WHO) Food Standard Programme and was established by FAO and WHO to protect consumer health and promote fair practices in food trade. In 1970s, the Codex adapted standards to comply with the Hazard Analysis and Critical Control Points (HACCP) system, which is designed to prevent contamination and spread of disease. The EU implements seven main principles of HACCP, these principles are given under the topic EU international seafood trade regulations. In addition to these principles, the EU as well as EFTA uses RASFF (Rapid Alert System for Food and Feed) to control if a product is a threat to the EU/EFTA consumers. If a product that is already in the EU/EFTA market is a threat for consumers, then the system gives alert notifications. The system also gives border rejection alert if the product is already been rejected before entering the EU/EFTA market. This all together made the EU standards on food safety stricter, thus it become difficult for developing countries to comply and meet EU specific standards. However, the WHO/FAU is addressing and assisting the developing countries to meet the minimum requirements of EU seafood standards. The WHO and FAU are assisting seafood companies in developing countries through education producers on identifying the many possible sources of contamination from feed to transportation. The two organizations are also helping African countries in designing strategies to implement HACCP-based safety and quality assurance. The result also shows that many African countries are certified by the EU's sanitary regulatory.

The finding for Mauritanian international seafood trade regulations reveals that any seafood trading company must have an import/export permit issued by Ministry of Fishery and Marine Economy. Besides, seafood trading companies in the country must also acquire Veterinary Certificate as well as RPA Certificates of Free Sale (CFSs). For the export of seafood to EU/EFTA, the companies must also have HACCP certificate. The finding also shows that the export taxes on fresh and live fish (percentages) in Mauritania is relatively lower than the frozen. In addition to this, Mauritanian foreign trade operations use current means such as the documentary credit, documentary remittance for imports and the bank transfer to pay the exporters partners.

The data for the EU seafood international trade regulations is relatively accurate and enough. The research for this question did not go as planned, especially information for the Mauritanian

seafood international trade regulations. It took a long period of time for the Mauritanian Embassy in Brussel to reply to the questionnaire. The data which is collected from the Embassy was also not enough, so, as mentioned earlier the information was gathered via asking the Mauritanian seafood suppliers as well as through desk research. For these reasons, the research for this question took time.

The data for the EU seafood international trade regulations is relatively accurate and enough because the information is from accurate and dependable sources. For instance, the EU commission report is an annual report which provides all necessary information about the European Union. The input for Mauritanian seafood international trade regulations is sufficient, however, it would be more accurate if the data were collected from the chamber of commerce or the Ministry of Fishery and Marine Economy of the county. Thus, if further research is needed, it is suggested together input from Mauritanian government officials or from the country's official organizations.

Sub question three

What will the supply chain look like?

As is has been discussed in previous chapters, this paper covers the supply chain for importing seafood from Mauritania. Due to the time boundary, the supply chain for re-export of the seafood to Germany and France is taken out of scope.

Chosen methodology and the result

The chosen methodology to conduct the research for this question was through collecting primary data and secondary data. The primary data was gathered by sending closed-ended questionnaires to Mauritanian seafood suppliers as well as third party logistic service providers (3PL). In addition to the closed-ended questionnaire, which is sent to the seafood suppliers, an open question was also asked (what does your company's supply chain look like?) to the seafood suppliers. The aim was to look for potential suppliers and logistic companies. A sample of five seafood companies and four logistic companies were taken. The secondary data was collected via critical disk research, journals, and literature review.

Although this paper is a qualitative research type, some of the data is present in a quantitative approach. For instance, the data about seafood suppliers are presented in the pictogram, which is a quantitative approach, because, the parameter contains figures. Thus, it is easier to present the data in charts so that it can be easily understood. According to the used

parameter, companies with high scores will be considered as potential seafood suppliers. However, the data about 3pl companies are presented in a table, which is a traditional qualitative approach.

Result of seafood suppliers

The finding of the research for seafood suppliers shows that three of the five seafood suppliers have score above 90%, whereas, two of the five companies have 80% score each. Companies that scored above 90% are Eats Yama Fish (95%), Souid Asmak Fish (95%) as well as Est Peche (90%). In contrast, companies that score 80% are Egemar sark (80%) and Desna Export (80%). All five companies are fresh and frozen seafood trading companies.

Eats Yam Fish (95% score), as well as Egemar sark (80% score), owns fishing boats. Eats Yam Fish is an Australian company which has a branch in Mauritania, the company is an active exporter of seafood from Mauritania to Europe, the USA, and Egypt. Whereas, Egemar Sarl (80% score) exports its product indirectly through merchandising companies. On the contrary, the other three companies (Souid Asmak Fish, Est Peche, Desna Export) are trading companies, so these companies did not own fishing boats. Souid Asmak Fish (95% score) has more experience in the fishery sector comparing to Est Peche and Desna Export.

Result of logistic company's

The result of the research for the logistic companies shows that both SOGECO and CEVA Logistics operate globally. On the contrary, Mauritania United Shipping SARL and Scomat Logistics operates only in Africa. SOGECO Logistics provides a wide variety services such as Global Trade service, Inbound logistics Supply Chain finance. However, CEVA Logistics provides only Global Trade service. Both SOGECO and CEVA Logistics can provide air cargo, ocean as well as dedicated contractual carriage transportation services. SOGECO Logistics also owns a fleet. Both the companies can provide special services like Import/Export/ Customs services, however, SOGECO Logistics can provide additional services such as Contingency, Crisis Planning and Direct to Store services. Moreover, the companies have CRM/SRM and ERP Integration technology capability. The SOGECO Logistics has also Supply Chain Design (modelling, simulation) capability.

On the other hand, the companies which are operating in Africa (Mauritania United Shipping SARL and Scomat Logistics) have almost the same logistic capacity and technology. However, Mauritania United Shipping SARL can provide additional services such as Logistics/Transportation Consulting, Contingency/Crisis Planning as well as Direct to Store.

Result of supply chain risks

the result of the research for this part shows that supply chain risks are of types- macro and micro risks. Macro supply chain risks uncontrollable risks, it includes natural risks such as earthquakes, flooding, and sea waves, as well as man-made risks like war, terrorism, and political instability. This risk has a greater impact on companies comparing to micro risk. Because of macro risks like sea waves a company might lose all its property. Nevertheless, micro risks are internal risks within the firm. This risk can be categorized as Demand/supply risk, manufacturing risk as well as infrastructure risk.

Demand/supply risks occur because of a shift in demand and/or supply. Whereas manufacturing risk happens because of unexpected obstacles in the company such as broken of a machine, error in the system/program. Etc. finally, infrastructure risk includes transportation, information technology as well as the financial system. Even though the micro risk is a controllable risk, disruption due to demand/supply shift, error in the company's system or luck of transportation can Cause a serious problem in the supply chain.

The collected data for seafood suppliers, as well as logistic companies, is accurate and enough, because the data was collected directly from the companies. The research for this part did not go as planned, because it was difficult to contact the sample companies in Mauritania. Besides, some of the sample companies did not show interest, and some of the companies did not reply on time. Thus, most of the data was collected through calling the companies directly. whereas, the companies which are not interested were replaced by other companies. For instance, El Italia El Wataniya seafood was replaced by Suoid Asmak fish, similarly, Semek Mauritania seafood was also replaced by Desna Export. For these reasons, this part did not finish at the planned time.

Chapter 5 - conclusion and recommendation

Conclusion

Seafood is one of the most traded food commodities in the world, and the trade keeps on growing. Global fish and shellfish trade reached a value of USD 153bn in 2017, increasing by a CAGR of 4% in the last five years (2012-2017). We expect global seafood demand and supply to continue to grow in the coming five years, although trade is likely to change (Rabobank, 2019).

The objective of this research was to design the supply chain for importing fresh and live seafood from Mauritania and re-export it to Germany and France. The pros and cons of foreign market entry options specifically direct and indirect import/export was considered. Furthermore, all the risks that might occur were also discussed, and techniques to minimize or mitigate these risks were discussed. The goal was to opt for the most cost-effective, reliable and low-risk market entry mode.

Generally, a company's choice for direct or indirect import/export entry mode depends on its strategy as well as the budget. It is wise for companies first to analyze the pros and cons of each market entry mode, then the entry mode with low risk, low cost, and reliable is chosen. Therefore, to chose between direct and indirect import/export, lets first analyze the advantages and disadvantages of each market entry mode. After that the risks related to each of the entry modes are checked then we will see how to eliminate or mitigate those risks.

The advantage of direct import/export is the importing/exporting company eliminate all intermediary costs and confusions. The company have direct contact with the suppliers and customers. However, the company bears economic, political as well as financial risks. Political risk occurs because of the political instability of the country, the economic risk is a risk because of for example inflation, whereas, financial risk happens for instance because of the devaluation of the currency of a country. In contrast, the advantage of indirect import/export is the import/export company has fewer financial outlays. The indirect import/export company does not bother in building up marketing infrastructure and designing a supply chain overseas, the import/export merchant takes care of all activities like marketing/selling of the product, negotiating with buyers overseas and chooses a transportation medium. Thus, the financial resources committed are minimum. Nevertheless, the disadvantage is the company loses some of its profit margin (the company shares the profit with the merchant). Besides, the company does not have control over the marketing of its product and does not have contact

with the producers' end-users of the product. Here, the company's customer is the merchant. The risk related to indirect import/export is the indirect import/export company loses its reputation in front of public and legislative bodies because the merchant is known for the marketing/selling of the product. Therefore, the merchant receives benefits or incentives offered to exporters by legislative bodies and other organizations.

therefore, in relation to sub question one it can be concluded that direct import/export as the best choice to enter a foreign market. Despite the risks involved with this entry mode, the direct import/export company eliminates intermediary costs which means the company will gain a great portion of the profit. In addition to this, the company will have bonded relations with its suppliers/producers as well as its customers. Because of this collaborative relation, there will be no confusion on the quantity received from suppliers and quantity delivered to customers. Moreover, the direct import/export company will represent its product in front of the public as well as legislative bodies. So, the company can receive if any benefits or incentives offered to exporters by legislative bodies and other organizations. These facts reveal the reliability of direct import/export. As far as the risks are concerned, it is difficult to eliminate uncontrollable risks like economic, political as well as financial risks. However, these risks can be mitigated. For instance, to mitigate political risk, a company should have political risk insurance, besides the company should make allies with local companies so that to share the risk, moreover, this risk can also be mitigated by consultation with government and political leaders. The economic risk can also be mitigated by investing in insurance companies which can cover the losses that occurred because of for example exchange rate fluctuation. Therefore, Dutch seafood companies should directly import seafood from Mauritanian suppliers and directly re-export to customers' destinations. To mitigate the risks, both the Dutch import/export company, as well as the Mauritanian seafood supplier, should jointly invest in insurance companies. In doing so, the two companies can share the risk. In other words, sharing risk means mitigating the risk.

All EU member states implement the same seafood international trade regulations. There is free movement of goods/services between member states, however, a product imported from non-EU member countries must pass through the RASFF (Rapid Alert System for Food and Feed). If the product is not a threat to the EU consumers, then the product enters the EU market, otherwise, the product is rejected. To import seafood from non-EU countries like Mauritania, the requirement is the product must meet the EU food quality standards. The exporting company from a non-EU country must have an HACCP certificate. In Mauritania, it is mandatory for seafood trading companies to have a Veterinary Certificate. The veterinary certificate is a document issued by the importing or exporting country government stating the shipment in question complies with the requirement of the destination country. Moreover, the

exporting companies of fresh or chilled fish to the European Union member states should be authorized by the Ministry of Fisheries and Maritime Economy of Mauritania. These companies should also respect the sanitary standards in compliance with EEC law N91/493//EEC. Therefore, in relation to sub question two, it can be summarized that it is possible to import seafood from Mauritania. Because Mauritania meets the EU's seafood quality standard requirements.

To import seafood from Mauritania, it is crucial to search for potential suppliers and third-party logistic suppliers. Some of the seafood companies in the country are Souid Asmak fish, Desna Export, Egemar Sark, EST Peche Seafood as well as Eats Yama Fish. Both Eats Yam Fish (95% score) as well as Egemar sark (80% score) owns fishing boats. Whereas, Souid Asmak Fish (95%), Est Peche (90%) and Desna Export (80%) are trading companies.

Trading companies (Souid Asmak Fish, Est Peche, and Desna Export) should not be chosen as potential suppliers. Even though some of these companies like Souid Asmak Fish has more than a decade of seafood trading experience, still these companies are dependent. No matter how experienced on trade a company is, any trading company is dependent on its suppliers. Therefore, one can conclude that trading companies should not be chosen as a supplier. The other two companies (Eats Yama Fish, Egemar Sark) owns fishing boats. Though Eats Yama Fish has relatively more experience because the company is already exporting seafood to the EU market. I suggest not choosing this company as a potential seafood supplier, because, the company has already customers in the EU. So, Eats Yama Fish might fail to deliver/supply the exact order quantity to all its customers. Therefore, in relation to sub question two, it is strongly suggested that Egemar Sark be chosen as a potential supplier, because, firstly the company has a fishing boat. Secondly, Egemar Sark is already exporting to the EU market but indirectly via merchants. Thirdly the company meets the EU's seafood quality standards. Finally, the company is searching for customers in the EU market. Therefore, a Dutch seafood company can directly import seafood from Egemar sark. The two companies (Dutch company and Egemar sark) can also invest in insurance companies to mitigate or share the risk.

Once the seafood import/export company decided to import seafood directly from the Mauritania seafood supplier (Egemar sark), it is also important to think of the transportation mode. Live seafood such as fish, crabs, lobsters, crustaceans, aquatic plants, microphytes.etc are very sensitive animals, because the longer it takes the delivery time of these products the lower will be the quality of the product. Therefore, a seafood trading company should think of factors like quality of the seafood, oxygen, temperature, density, and activity of transported seafood.etc. The seafood to be transported must be healthy and in good condition, this refers to quality. Besides oxygen is a very important factor to be considered while transporting

seafood. The transporting seafood must get an adequate level of dissolved oxygen. Consideration should also be given to factors like temperature and space. For instance, to transport a live fry fish, the ration of the volume of the fish transported and transported water should not exceed 1:3. The point is, the seafood importing company should choose a third party logistics company which has enough capacity to deliver seafood in good quality. Some examples of the logistic companies in Mauritania are SOGECO, CEVA Logistics, Scomat Logistics as well as Mauritania United Shipping SARL. Both Scomat Logistics and Mauritania United Shipping SARL provide good services, however, these two companies operate only within Africa. SOGECO and CEVA are global companies. The two companies have transportation capabilities such as air cargo, ocean, Small package as well as dedicated Contract Carriage. These companies have also warehouse capabilities like cross-docking and transloading. Moreover, these companies also use CRM/SRM and ERP Integration technology. After comparing the logistics companies' capacity and services, it can be concluded that SOGECO Logistics is the best logistic service provider, because the company provides additional services like import/export customs, logistics/transportation consultancy and direct to store services. In addition to this the company provides special services like contingency/crisis planning. This criterion is crucial while importing seafood overseas, because, the logistics company and the seafood importing company work together to speculate the risks and plan to mitigate the risks.

Generally, a seafood import/export company faces two types of supply chain risks - macro as well as micro risks. The macro risks are uncontrollable risks like natural risks (earthquake, flooding, sea waves) and man-made risks (war, terrorism, and political instability). This risk cannot be eliminated however can be mitigated. The micro risks include demand/supply, infrastructure, and manufacturing risks. Comparing to macro risk the micro risk can be controlled. The process to manage any risk in the food supply chain are first, the company identifies the type of risk, second, estimate the likely hood of them occurring the risk, third, assess potential losses due to a major disruption. Finally, the company identifies strategies to reduce risk. Risks can be managed in several ways, for instance, 1) Caring a buffer stock and improving inventory management. 2) Using an alternative source of supply. 3) Use of a contract to manage price fluctuation. 4) Chose a supplier who meets the required quality standards.

To sum up, direct import/export is the best entry mode to import seafood from Mauritania. Because the Dutch trading company will have low cost and greater profit margin. Egemar sark is the potential seafood supplier because the company has a fishing boat. Besides, Egemar sark can meet EU's seafood quality standards. Finally, the Dutch seafood import/export

company can use the SOGECO Logistics to transport the seafood, because the company has high logistics as well as warehouse capacity. Moreover, SOGECO Logistics can provide additional services such as contingency/crisis planning.

Recommendation

The following recommendations are for the Dutch seafood import/export companies. The recommendations are based on the conclusion of this bachelor's thesis which should be followed to successfully enter the Mauritanian seafood market.

Once the Dutch seafood import/export company decided to import seafood directly from Mauritanian suppliers, the company should focus more on political risk. As all most all African countries are politically unstable, the probability of occurring this risk is high. So, it is highly recommended for the Dutch company to have political risk insurance.

Moreover, it is strongly suggested to the Dutch seafood company to conduct a face to face meeting with the supplier (Egemar sark) and the third-party logistic service provider (SOGECO Logistics). So that to negotiate on pricing, packing/presentation (in kilograms), as well as payment terms. The two companies should also negotiate on supply chain risks and on techniques to eliminate or share the risk. In addition to this, it is highly recommended for the Dutch seafood trading company to create a market (Germany and France) in advance for the product, because the seafood cannot be kept as inventory for a long period of time.

Finally, this Bachelors, thesis contains necessary steps and information to import seafood from Mauritania. Therefore, Dutch seafood trading companies can use this paper as a basis for future research to design a supply chain to import seafood from Mauritania.

References

- InterMart, Inc. (2020). *When Do You Need a Certificate of Free Sale for Your Exports?* Retrieved from Shipping solution: <https://www.shippingsolutions.com/blog/certificate-of-free-sale>
- Jolanda et al. (2010). Resource dependency and institutional theory perspectives on direct and indirect export choices. *Springer link*, 203-2020.
- WordPress and Gridbox. (2010, July 23). *Citeman*. Retrieved from Contractual Agreements: <https://www.citeman.com/9702-contractual-agreements.html>
- Aidara, K. (2020, January). Seafood supply. (O. Ali, Interviewer)
- Allied Market Research. (2019). *Seafood market overview*. Retrieved from Allied Market Research: <https://www.alliedmarketresearch.com/seafood-market>
- Amos WEB. (2020). *DEMAND AND SUPPLY INCREASE*. Retrieved from Amos WEB Esylnomic WEP. pedia: http://www.amosweb.com/cgi-bin/awb_nav.pl?s=wpd&c=dsp&k=demand+and+supply+increase
- Asmak Fish. (2020). *Asmak Fish*. Retrieved from Asmak Fish Exporter of fishery product from Mauritania: <http://www.asmakfish/home.com>
- Banco Bilbao Vizcaya Argentaria . (2019). *BBVA* . Retrieved from What is a joint venture?: <https://www.bbva.es/eng/general/finanzas-vistazo/empresas/joint-venture/index.jsp>
- Belay Seyoum, P. (2009). *Export-import theory, practices and procedures. Second edition*. New Yourk: Routledge.
- Cateora et al. (2011). *International marketing 15th edition*. New York: Mc Graw-hill Irwin.
- CBI Market Intelligence. (2015, October). *CBI Trade Statistics: Fish and Seafood*. Retrieved from CBI Ministry of Foriegn Affairs: https://www.cbi.eu/sites/default/files/market_information/researches/trade-statistics-fish-seafood.pdf
- CDTs member states business guides. (2020). *Mauritania*. Retrieved from ICDTs member states business guides: <file:///C:/Users/Lenovo/Downloads/MAURITANIA%20-%20ICDT-OIC.pdf>
- Cecilia Hammarlund at al. (2019). What's in it for Africa? European Union fishing access agreements and fishery exports from developing countries. *World Development*, 172-185.
- Croner-1 ltd. (2019, July). *Special Notice Mauritania*. Retrieved from Croner-i HR tax H&S audit and accounting : <https://app.croneri.co.uk/countries/mauritania?product=142>
- Dasna Export . (2020). *Dasna Export*. Retrieved from Desna Export precentatiion: <https://dasnaexport.com/presentation/>
- Designing* . (n.d.).
- EFTA. (2018). *A StatesInformation about the EFTA Member States: Iceland, Liechtenstein, Norway and Switzerland*. Retrieved from The EFTA States: <https://www.efta.int/about-efta/the-efta-states>

- Egmar Sarl. (2020). *Egmar Sarl*. Retrieved from SD SEAFOOD DEMAND:
<http://www.seafooddemand.com>
- EUROPEAN COMMISSION . (2018, June 29). *EU support to Mauritania*. Retrieved from EUROPEAN COMMISSION: http://europa.eu/rapid/press-release_MEMO-18-4304_en.htm
- European Commission. (2015). *Final Overview Report on the state of implementation of HACCP in the EU and areas for improvement*. Meat, Ireland: European Commission. Retrieved from European Commission: https://ec.europa.eu/food/sites/food/files/safety/docs/adv-grp_plenary_20151127_pres05.pdf
- EUROPEAN COMMISSION. (2015, November 16). *Mauritania Fisheries partnership agreement*. Retrieved from European Commission Food, farming, fisheries Fishing Fisheries The Common Fisheries Policy (CFP) Fishing outside the EU Bilateral agreements with countries outside the EU: https://ec.europa.eu/fisheries/cfp/international/agreements/mauritania_en
- European Commission 1. (2018, 11 30). *The EU fish market - 2018 edition*. Retrieved from European Commission Food, farming, fisheries Fishing Fisheries Press:
https://www.eumofa.eu/documents/20178/132648/EN_The+EU+fish+market+2018.pdf
- European Commission. (2019). *Codex Alimentarius*. Retrieved from European Commission:
https://ec.europa.eu/food/safety/international_affairs/standard_setting_bodies/codex_en
- Export Forum.com & SCAC. (2019). *Mauritania export offer of seafood and fish*. Retrieved from SCAC Network Limited : <http://www.export-forum.com/africa/mauritania-seafood.htm>
- FAO. (2018). *World Fisheries and aquaculture*. Rome: Food and Agriculture Organization of the United Nations.
- FAO. (2018). *SEAFOOD CERTIFICATION AND DEVELOPING COUNTRIES: FOCUS IN ASSIA*. Retrieved from Food and Agriculture Organisation of UN as well as WHO:
<http://www.fao.org/3/i8018en/I8018EN.pdf>
- FAO/WHO. (2019). *Codex Alimentarius International Food Standards*. Retrieved from Food and Agriculture Organisation of the UN/World Health Organisation: <http://www.fao.org/fao-who-codexalimentarius/home/en/>
- Flatworld Solutions Pvt. (2019). *RESEARCH & ANALYSIS SERVICES*. Retrieved from Flatworld solutions : <https://www.flatworldsolutions.com/research-analysis/articles/different-types-questionnaires.php>
- Frank Asche et al. (2015). Fair Enough? Food Security and the International Trade of Seafood. *World Development*, 151-160.
- Ian Vazquez- Rowe al et. (2012). Environmental assessment of frozen common octopus (*Octopus vulgaris*) captured by Spanish fishing vessels in the Mauritanian EEZ. *Marine Policy*, 180-188.
- IMARES Wageningen UR. (2011). *Notes and comments on the*. Den hag: IMARES Wageningen UR.
- Import-Export Solutions. (2020). *Regulations and customs in Mauritania: Customs*. Retrieved from SOCIET GENERAL IMPORT EXPORT SOLUTIONS: <https://import-export.societgeneral.fr>

- Investh Northern Ireland . (2020). *Overseas veterinary certificates and Border Control Posts*. Retrieved from NI BUSINESS INFO .CO.UK: <https://www.nibusinessinfo.co.uk/content/veterinary-certificates>
- Islamic Center for Development of Trade. (2019). *Mauritania*. Ankara, Turkey: ICDT's member state business guides.
- Jong, J. d. (2017). *Effective Strategy for Academic Writing*. Bussum : Coutinho bv.
- Kotler, G. A. (2012). *principles of marketing 14th edition*. New Jersey: Pearson Education.
- Krajewski et al. (2010). *Operations Management process and Supply Chain*. New Jersey: Pearson Education, Inc.
- L.Ababouch. (2000). Potential of Listeria hazard in African fishery products and possible control measures. *ELSEVIER*, 211-215.
- Lara Tinacci et al. (2018). Histological discrimination of fresh and frozen/thawed fish meat: European hake (*Merluccius merluccius*) as a possible model for white meat fish species. *Food Control*, 154-161.
- Laural Delaney. (2019, July 01). *Direct exporting Advantages and disadvantages*. Retrieved from the balance small business: <https://www.thebalancesmb.com/direct-exporting-advantages-and-disadvantages-1953310>
- Leeman, J. (2017). *Export Planning*. Amsterdam: Pearson Benelux bv.
- Marti, C.-P. (2018, March). *Fisheries in Mauritania and the European Union*. Retrieved from Research4Committees: <https://research4committees.blog/2018/03/15/fisheries-in-mauritania-and-the-european-union/>
- Martin D. Smith et al. (2010). Sustainability and Global Seafood. *PolicyForum, ECONOMICS*, 784-786.
- Mauritania Lobster Company . (2018). *The company*. Retrieved from Mauritania Lobster Company : <http://mauritanian-lobster-company.com/the-company-the-factory>
- Money matters | All management articles. (2020). *Indirect Exporting | Methods and Advantages*. Retrieved from MONEY MATTERS | ALL MANAGEMENT ARTICLES: accountlearning.com/indirect-exporting-methods-and-advantages/
- NABC. (2014, 10 26). *MAURITANIA*. Retrieved from NABC: <https://www.nabc.nl/services/trade-missions/103/mauritania>
- Netherlands Chamber of Commerce, KVK. (2020). *Direct and indirect export: pros and cons*. Retrieved from Business.gov.nl Government information for entrepreneurs: <https://business.gov.nl/running-your-business/international-business/export/export-direct-or-indirect/>
- Nielsen Norman Group. (2016, May 22). *Open-Ended vs. Closed-Ended Questions in User Research*. Retrieved from NN/G Nielsen Norman Group: <https://www.nngroup.com/articles/open-ended-questions/>
- PACE, K. M. (2011). *EU IMPORT NOTIFICATIONS AS A PROTECTIONIST MOVE:AN EXAMINATION OF THE RELATION BETWEEN TARIFF AND NON-TARIFF BARRIERS IN SEAFOOD TRADE*. Urbana-Champaign: University of Illinois .

- Rabobank . (2019, May). *World Seafood Map 2019: Value Growth in the Global Seafood Trade Continues*. Retrieved from Rabobank Rabo research Food and Agriculture: <https://research.rabobank.com/far/en/sectors/animal-protein/world-seafood-trade-map.html>
- Ramesh Kumar Pharma et al. (2006). *Chemistry and Food Quality in the EU, the Rapid Alert System for Food and Feed (RAFF)*. Palirno, Italy: The springer prief in molculat science.
- Reg A. Watson, e. a. (2017). Global seafood trade flows and developing economies: Insights from linking. *Marine Policy*, 41-49.
- Rintamäki, S. (2013). *CHALLENGES OF THE EXPORT PROCESS*. VASSA,FINLAND: VAASAN AMMATTIKORKEAKOULU.
- Sea-Ex. (2019). *Commercial Fishing & Seafood Industry Contacts - Mauritania*. Retrieved from Sea-Ex: <http://www.sea-ex.com/countryinfo/mauritania.htm>
- Sea-Ex. (2020). *Seafood Industry Contacts & Information By Country*. Retrieved from Sea-Ex: <http://www.sea-ex.com/countryinfo/mauritania.htm>
- Simchi-Levi et al. (2003). *Designing & Managing the Supply Chain second edition*. New Yourk: The McGraw-Hill Companies, Inc.
- Sreeramtraders. (2016, September 05). *indirect and direct exporting and advantages* . Retrieved from Sreeramtraders: <https://sreeramtraders.wordpress.com/2016/09/05/indirect-and-direct-exporting-and-advantages/>
- Study.com. (2019). *Importing and Exporting in a Global Market: Definition, Process & Importance*. Retrieved from Study.com: <https://study.com/academy/lesson/importing-and-exporting-in-a-global-market.html>
- Suppliers, M. s. (2020, February 10). what is the seafood export regulations in Mauritania? (O. Ali, Interviewer)
- Susan Farrell . (2016, March 22). *Open-Ended vs. Closed-Ended Questions in User Research*. Retrieved from NN/G Nielsen Norman Group: <https://www.nngroup.com/articles/open-ended-questions/>
- SYDNEY FISH MARKET . (2019). *SEDNY FISH MARKET*. Retrieved from Health Benefits of Seafood: <https://www.sydneyfishmarket.com.au/seafood-school/seafood-info/health-benefits>
- Taylor and francis group. (2015). Supply chain risk management. *International Journal of Production Research*, 40.
- Textile Learner. (2019). *What is Import? | Terms of Import | Types of Import | Types of Importers | Requirements To Import Textile Goods From Abroad*. Retrieved from Textile Learner: https://textilelearner.blogspot.com/2011/08/terms-of-import-types-of-import-types_58.html
- Thomas Publishing Company. (2019). *Top 100 3PL Providers Questionnaire*. Retrieved from Inbound Logistics : <https://www.inboundlogistics.com/cms/3pl-questionnaire/>

Tien, D. N. (2019). Comparative Analysis of Advantages and Disadvantages of the Modes of Entering the International Market. *International Journal of Of Advanced Research in Engineering& Management (IJAREM)*, 8.

United Nations. (2015). *United n ations Conference on trade and development UNCTAD*. Retrieved from Sustainable Fisheries:International Trade, Trade Policy and Regulatory Issues: https://unctad.org/en/PublicationsLibrary/webditcted2015d5_en.pdf

Weele, A. J. (2017). *Purchasing and Supply cahin management Sixth edition*. Eindhoven: Andrew Ashwin.

World bank. (1994-2010). *Islamic Republic of Mauritania Fisheries Sector Review*. Washington DC: World bank.

World Intergrated Trade Solution. (2015). *Product imports by Saudi Arebia from the Netherrlands 2015*. Retrieved from World Integrated Trade Solution: <https://wits.worldbank.org/CountryProfile/en/Country/SAU/Year/2015/TradeFlow/Import/Partner/NLD/Product/All-Groups>

Zhang, D. (2019). A fish out of water? Survival of seafood products from developing countries. *Marine Policy*, 9.

Appendix 1

This questionnaire is meant for 3PL companies in Mauritania. It helps to assess companies' capabilities, the kind of service provided by them as well as the geographical areas in which the companies operate.

Companies that ticks 3 check boxes of each question are considered as good companies, companies that ticks 4 check boxes of each question are very good companies, whereas companies that ticks more than 4 check boxes are considered as excellent 3PL companies.

1. Geographic Coverage

- Global
- Only Africa
- Africa and EU
- Africa and Europe

2. Logistics Service and capability

- Global Trade service
- Inbound logistics
- Supply Chain Finance (Payment Auditing/Processing/Claims)
- Inventory Management

3. Warehousing Services & Capabilities

- Crossdocking
- DC Management
- Transloading
- Vendor Managed Inventory

4. Transportation Services & Capabilities

- Air Cargo
- Ocean

Small Package

Dedicated Contract Carriage

Fleet Acquisition

5. Special Services

Import/Export/Customs

Marketing/Customer Service/Call Centre

Logistics/Transportation Consulting

Contingency/Crisis Planning

Direct to Store

6. Technology Services & Capabilities

CRM/SRM

ERP Integration

RFID

WMS

Supply Chain Design (modelling, simulation)

Appendix 2

Questionnaire for Mauritania Suppliers

This questionnaire highlights common characteristics of successful exporters or suppliers. The score helps to assess a company's capacity and readiness to be a potential supplier or exporter.

1. Does your company have a product or service that has been successfully sold in the EU? market?

No (0)

Somewhat (5)

Yes (10)

2. Does your company have or is your company preparing an international marketing plan with defined goals and strategies?

No (0)

Somewhat (5)

Yes (10)

3. Does your company have enough production capacity that can be committed to the export market?

No (0)

Somewhat (5)

Yes (10)

4. Does your company have the financial resources to actively support the marketing of your products in the targeted overseas markets?

No (0)

Somewhat (5)

Yes (10)

5. Is your company's management committed to developing export markets and willing and able to dedicate staff, time and resources to the process?

No (0)

Somewhat (5)

Yes (10)

6. Is your company committed to providing the same level of service given to your domestic customers?

No (0)

Somewhat (5)

Yes (10)

7. Does your company have adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations and cultural preferences?

No (0)

Somewhat (5)

Yes (10)

8. Does your company have adequate knowledge of HS Export Codes and documentation that meets EU compliance regulations?

No (0)

Somewhat (5)

Yes (10) g

9. Does your company have adequate knowledge in shipping its product overseas, such as identifying and selecting international freight forwarders and freight costing?

No (0)

Somewhat (5)

Yes (10)

10. Does your company have adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credit and the impact of currency fluctuations?

No (0)

Somewhat (5)

Yes (10)

The questionnaire's Results

- 0 – 20: the company is on the right track, but it has a long way to go
- 21 – 35: a good beginning, the company is well on the way to be a successful exporter (suppliers). But still has a lot of work to do
- 36 – 65: the company is well on the way to be a successful exporter (a good supplier)
- 66 – 90: the company is almost there, it just needs to fine-tune its plans
- 91 – 100: the company is ready to export (to be potential supplier)

Appendix – 3 - EU Regulations on Food Safety and the Seafood Industry

Regulations	Effective dates	Description	Amendment
Council Directive 91/496/EEC	08/19/1991- present	Allows veterinary checks on products entering the EU	Decision 92/438/EEC Directive 96/45/EC Decision 2006/104/EC
Council Directive 91/67/EC	1991-present	Placing aquaculture on market, health conditions, List I-III diseases	Directive 93/54/EEC Directive 95/22/EC Directive 97/79/EC Directive 98/45/EC No. 806/2003
Commission Decision 94/722/EC	1994-present	Approval of zones and farms	
Council Directive 97/78/EC	1997-present	Allows veterinary checks on products entering the EU	12003TNO2/06/B1 No. 882/2004 Directive 2006/104/EC
Commission Decision 1999/567/EC	1999-2009	Rules for List II diseases	
EC Regulation No. 178/2002	02/21/2002 - present	General requirements of food law, EFSA, RASFF	No. 1642/2003 No. 575/2006 No. 202/2008 No. 596/2009
Council Directive 2006/88/EC	10/24/2006- 8/1/2008	Rules for placing on the market of aquaculture products both within the EU and imports from non-member states	Directive 2008/53/EC

Commission Decision 2002/308/EC	04/2002- 08/01/2009	Approval of zones and farms specifically for VHS and IHN diseases	Decision 2002/536/EC Decision 2002/1005/EC Decision 2003/114/EC Decision 2003/458/EC Decision 2003/839/EC Decision 2004/373/EC Decision 2004/850/EC Decision 2005/107/EC Decision 2005/475/EC
Commission Decision 2002/300/EC	2002-present	Approved zones for Bonomi Ostrea and Marseille refringence	Decision 2003/378/EC Decision 2003/729/EC Decision 2005/104/EC Decision 2005/748/EC
Commission Decision 2003/634/EC	2003-present	Approved zones for VHS and IHN	Decision 2003/904/EC Decision 2004/328/EC Decision 2005/67/EC Decision 2005/414/EC Decision 2005/770/EC
Commission Decision 2003/390/EC	2003-present	Rules for List II diseases	No. 1251/2008
Commission Decision 2003/858/EC	2003-present	Rules for imports from non-EU members	Decision 2004/454/EC Decision 2004/914/EC Decision 2005/742/EC
Commission Decision 2003/804/EC	2003-2009	Rules for imports of live fish and eggs intended for farming or human consumption	Decision 2004/319/EC Decision 2004/609/EC Decision 2004/623/EC Decision 2005/409/EC Decision 2006/680/EC Decision 2006/767/EC No. 1792/2006 Decision

			2007/158/EC Decision 2008/641/EC
Commission Decision 2004/453/EC	04/30/2004- 05/14/2010	Rules for List III diseases	Decision 2006/272/EC
EC Regulation No. 1251/2008	01/01/2009- present	Implementation of 2006/88/EC for condition and certification requirements	No. 719/2009 No. 346/2010 No. 1143/2010 No. 1252/2008
Commission Decision 2009/177/EC	01/01/2009- present	Implementation of 2006/88/EC for surveillance and eradication programs	
EU Regulation No. 175/2010	06/03/2010	Implementation of 2006/88/EC for control of increased mortality of oysters	No. 1153/2010
Commission Decision 2010/221/EU	2010-present	Implementation of 2006/88/EC for limiting impacts of diseases	Decision 2010/761/EU

Appendix – 4- Product Codes and Descriptions

HS-030110	Live ornamental fish
HS-030191	Live trout
HS-030192	Live eels
HS-030193	Live carp
HS-030199	Live other
HS-030211	Fresh trout
HS-030212	Fresh Pacific salmon
HS-030219	Fresh and another Salmonidae
HS-030221	Fresh halibut and Greenland turbot
HS-030222	Fresh plaice
HS-030223	Fresh sole
HS-030229	Fresh other flat fish
HS-030231	Fresh albacore tuna
HS-030232	Fresh yellowfin tuna
HS-030233	Fresh skipjack or stripe-bellied bonito
HS-030239	Fresh other tuna
HS-030240	Fresh herrings
HS-030250	Fresh cod
HS-030261	Fresh sardines
HS-030262	Fresh haddock
HS-030263	Fresh Atlantic Pollock
HS-030264	Fresh mackerel 76
HS-030265	Fresh dogfish and another shark
HS-030266	Fresh eels
HS-030269	Fresh other fish
HS-030270	Fresh livers and roes
HS-030310	Frozen Pacific salmon
HS-030321	Frozen trout
HS-030322	Frozen Atlantic salmon
HS-030329	Frozen and another Salmonidae

HS-030331 Frozen halibut and Greenland turbot
HS-030332 Frozen plaice
HS-030333 Frozen sole
HS-030339 Frozen other flat fish
HS-030341 Frozen albacore tuna
HS-030342 Frozen yellowfin tuna
HS-030343 Frozen skipjack or strip-bellied bonito
HS-030349 Frozen other tuna
HS-030350 Frozen herring
HS-030360 Frozen cod
HS-030371 Frozen sardines
HS-030372 Frozen haddock

Appendix 5 – Questionnaire result of Seafood Suppliers

Questionnaire for Eats Yama Fish

This questionnaire highlights common characteristics of successful exporters.

1. *Does your company have a product or service that has been successfully sold in the EU? market?*

No

Somewhat

Yes

If Yes How have you done this to became successful? Use the space bellow

By offering our customers good quality seafood and services at reasonable price.

By good quality of seafood, we mean, for instance delivering the live seafood in good condition with less mortality.

2. *Does your company have or is your company preparing an international marketing plan with defined goals and strategies?*

No

Somewhat

Yes

If yes which goals or strategies are being set?

If no or somewhat, what is needed? Use the space below.

Yes, we have a specific international plan. Eats Yaame Fish company is an international company, its head quarter is in Australia. We implement individualized marketing strategy. And the tools which we use is price promotion.

3. *Does your company have enough production capacity that can be committed to the export market?*

No

Somewhat

Yes

4. *Does your company have the financial resources to actively support the marketing of your products in the targeted overseas markets?*

No

Somewhat

Yes

5. *Is your company's management committed to developing export markets and willing and able to dedicate staff, time and resources to the process?*

No

Somewhat

Yes

6. *Is your company committed to providing the same level of service given to your domestic customers?*

No

Somewhat

Yes

7. *Does your company have adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations and cultural preferences?*

No

Somewhat

Yes

If no what is needed?

If yes or somehow, how do u do that?

We have well experienced human asset, who have solid knowledge on international marketing. Our employees are capable to meet our customers requirement.

8. *Does your company have adequate knowledge of HS Export Codes and documentation that meets EU compliance regulations?*

No

Somewhat

Yes

9. *Does your company have adequate knowledge in shipping its product overseas, such an identifying and selecting international freight forwarders and freight costing?*

No

Somewhat

Yes

10. Does your company have adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credit and the impact of currency fluctuations?

No

Somewhat

Yes

Questionnaire for Souid Asmak fish

This questionnaire highlights common characteristics of successful exporters.

1. Does your company have a product or service that has been successfully sold in the EU market?

No

Somewhat

Yes

If Yes How have you done this to become successful? Use the space below

By presenting our product in different quantities, we meet our customer requirements. So, it is not necessary the customer to order a full container, customer can order any quantity and we are ready to ship him the quantity.

2. Does your company have or is your company preparing an international marketing plan with defined goals and strategies?

No

Somewhat

Yes

If yes which goals or strategies are being set?

If no or somewhat, what is needed? Use the space below.

Currently, we are improving our web site by hiring digital marketing expert. So that, to make it among top ten Mauritania seafood suppliers in the search engine.

3. *Does your company have enough production capacity that can be committed to the export market?*

No

Somewhat

Yes

4. *Does your company have the financial resources to actively support the marketing of your products in the targeted overseas markets?*

No

Somewhat

Yes

If no or somewhat, what is needed to support marketing of your product?

Use the space bellow.

Enough financial resource and marketing expert are required, to design marketing plane and follow up. Currently, we are more focusing on improving our website. In near future we might have enough budget to support the marketing of our products in target oversea markets.

5. *Is your company's management committed to developing export markets and willing and able to dedicate staff, time and resources to the process?*

No

Somewhat

Yes

What would you say is the most important factor to creating this element of export? Use space below?

Devolving a collaborative relationship and trust with our customers is the most important factor.

6. *Is your company committed to providing the same level of service given to your domestic customers?*

No

Somewhat

Yes

7. *Does your company have adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations and cultural preferences?*

No

Somewhat

Yes

If no or somewhat, what is still needed? Use the space bellow

If yes, how?

We are always ready to meet our customers requirement. We have a seafood packages supplier. We work jointly with our packaging suppliers to meet target country's regulations and their cultural preferences.

8. Does your company have adequate knowledge of HS Export Codes and documentation that meets EU compliance regulations?

No

Somewhat

Yes

If no or somehow, what is still needed? Use the space bellow.

9. Does your company have adequate knowledge in shipping its product overseas, such as identifying and selecting international freight forwarders and freight costing?

No

Somewhat

Yes

If no or somewhat, what is still needed?

10. Does your company have adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credit and the impact of currency fluctuations?

No

Somewhat

Yes

Questionnaire for Egemar Sarl

This questionnaire highlights common characteristics of successful exporters.

1. *Does your company have a product or service that has been successfully sold in the EU market?*

No

Somewhat

Yes

If Yes How have you done this to become successful? Use the space below

If No or Somewhat, what is needed?

Most of our product are sold locally to whole sellers who export to other countries. So, our product is successfully been sold in foreign markets by our customers. However, we are also looking for customers in overseas to supply them directly at reasonable price. So, we are presenting sample of our products in any seafood exhibitions.

2. *Does your company have or is your company preparing an international marketing plan with defined goals and strategies?*

No

Somewhat

Yes

If yes which goals or strategies are being set?

If no or somewhat, what is needed? Use the space below.

As I mentioned earlier, we have international marketing plan. We are presenting our product in different seafood exhibitions like International seafood exhibition in Brussel. And one of our international marketing plans is GARP. Which is Growth at a Reasonable Price.

3. *Does your company have enough production capacity that can be committed to the export market?*

Nor

Somewhat

Yes

4. *Does your company have the financial resources to actively support the marketing of your products in the targeted overseas markets?*

No

Somewhat

Yes

If no or somewhat, what is needed to support marketing of your product?

Use the space below.

We can rise fund for it, but still we are lucking in expert. Our marketing department is playing a crucial role to market our product internationally.

5. *Is your company's management committed to developing export markets and willing and able to dedicate staff, time and resources to the process?*

No

Somewhat

Yes

What would you say is the most important factor to creating this element of export? Use space below?

According to us the most important element in creating export market is, conducting a clear SWAT analysis. This helps us to know our strength and weaknesses, at the same time it helps to know all available opportunities and the uncontrollable factors. Therefore, we have conducted a clear SWAT analysis which will contribute to our export marketing plan.

6. *Is your company committed to providing the same level of service given to your domestic customers?*

No

Somewhat

Yes

7. *Does your company have adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations and cultural preferences?*

No

Somewhat

Yes

If no or somewhat, what is still needed? Use the space bellow

Once we find customers who are interested to do business with us, we are open to negotiate on everything including price, packaging as well as ingredients.

8. *Does your company have adequate knowledge of HS Export Codes and documentation that meets EU compliance regulations?*

No

Somewhat

Yes

If no or somehow, what is still needed? Use the space bellow.

9. *Does your company have adequate knowledge in shipping its product overseas, such as identifying and selecting international freight forwarders and freight costing?*

No

Somewhat

Yes

If no or somewhat, what is still needed?

10. *Does your company have adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credit and the impact of currency fluctuations?*

No

Somewhat

Yes

Questionnaire for Desna Export Company

This questionnaire highlights common characteristics of successful exporters.

1. *Does your company have a product or service that has been successfully sold in the EU market?*

No

Somewhat

Yes

If Yes How have you done this to become successful? Use the space below

We have our own Shipp and warehouse. Most of our customers in overseas are wholesalers. For instance, we have a wholesaler customer in Rotterdam in the Netherlands. We are successful supplier because we exactly meet the requirement of our customers. We also meet the EU seafood regulations.

2. *Does your company have or is your company preparing an international marketing plan with defined goals and strategies?*

No

Somewhat

Yes

If yes which goals or strategies are being set?

If no or somewhat, what is needed? Use the space below.

We don't have a clear international marketing plan. Our customers know about our product from our web site. We negotiate about the product type, payment term and then we load the product. In future we will have our own marketing plan. We will assign a financial resource for this plan

3. *Does your company have enough production capacity that can be committed to the export market?*

No

Somewhat

Yes

4. *Does your company have the financial resources to actively support the marketing of your products in the targeted overseas markets?*

No

Somewhat

Yes

If no or somewhat, what is needed to support marketing of your product?

Use the space below.

Enough financial resource and marketing expert are required, to design marketing plane and follow up.

5. *Is your company's management committed to developing export markets and willing and able to dedicate staff, time and resources to the process?*

No

Somewhat

Yes

What would you say is the most important factor to creating this element of export? Use space below?

Devolving a collaborative relationship and trust with our customers is the most important factor.

6. *Is your company committed to providing the same level of service given to your domestic customers?*

No

Somewhat

Yes

7. *Does your company have adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations and cultural preferences?*

No

Somewhat

Yes

If no or somewhat, what is still needed? Use the space bellow

We are already meeting EU seafood regulations. When it is needed to change or modify the packages, then we will dedicate a financial resource.

8. *Does your company have adequate knowledge of HS Export Codes and documentation that meets EU compliance regulations?*

No

Somewhat

Yes

If no or somehow, what is still needed? Use the space bellow.

9. *Does your company have adequate knowledge in shipping its product overseas, such as identifying and selecting international freight forwarders and freight costing?*

No

Somewhat

Yes

If no or somewhat, what is still needed?

10. *Does your company have adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credit and the impact of currency fluctuations?*

No

Somewhat

Yes

Questionnaire for ETS Peche seafood

This questionnaire highlights common characteristics of successful exporters.

1. *Does your company have a product or service that has been successfully sold in the EU? market?*

No

Somewhat

Yes

2. *Does your company have or is your company preparing an international marketing plan with defined goals and strategies?*

No

Somewhat

Yes

3. *Does your company have enough production capacity that can be committed to the export market?*

No

Somewhat

Yes

4. *Does your company have the financial resources to actively support the marketing of your products in the targeted overseas markets?*

No

Somewhat

Yes

5. *Is your company's management committed to developing export markets and willing and able to dedicate staff, time and resources to the process?*

No

Somewhat

Yes

6. *Is your company committed to providing the same level of service given to your domestic customers?*

No

Somewhat

Yes

7. *Does your company have adequate knowledge in modifying product packaging and ingredients to meet foreign import regulations and cultural preferences?*

No

Somewhat

Yes

8. *Does your company have adequate knowledge of HS Export Codes and documentation that meets EU compliance regulations?*

No

Somewhat

Yes

9. *Does your company have adequate knowledge in shipping its product overseas, such as identifying and selecting international freight forwarders and freight costing?*

No

Somewhat

Yes

10. *Does your company have adequate knowledge of export payment mechanisms, such as developing and negotiating letters of credit and the impact of currency fluctuations?*

No

Somewhat

Yes

APPENDIX 6 – QUESTIONNAIRE RESULT OF LOGISTIC COMPANIES

Questionnaire for Scomat Logistics

1. Geographic Coverage

Global

Only Africa

Africa and EU

Africa and Europe

2. Logistics Service and capability

Global Trade service

Inbound logistics

Supply Chain Finance (Payment Auditing/Processing/Claims)

Inventory Management

3. Warehousing Services & Capabilities

Crossdocking

DC Management

Transloading

Vendor Managed Inventory

4. Transportation Services & Capabilities

Air Cargo

Ocean

Small Package

Dedicated Contract Carriage

Fleet Acquisition

5. Special Services

- Import/Export/Customs
- Marketing/Customer Service/Call Centre
- Logistics/Transportation Consulting
- Contingency/Crisis Planning
- Direct to Store

6. Technology Services & Capabilities

- CRM/SRM
- ERP Integration
- RFID
- WMS
- Supply Chain Design (modelling, simulation)

Questionnaire for CEVA logistics

1. Geographic Coverage

- Global
- Only Africa
- Africa and EU
- Africa and Europe

2. Logistics Service and capability

- Global Trade service
- Inbound logistics
- Supply Chain Finance (Payment Auditing/Processing/Claims)
- Inventory Management

3. Warehousing Services & Capabilities

✓ Crossdocking

✓ DC Management

✓ Transloading

Vendor Managed Inventory

4. **Transportation Services & Capabilities**

✓ Air Cargo

✓ Ocean

✓ Small Package

✓ Dedicated Contract Carriage

Fleet Acquisition

5. **Special Services**

✓ Import/Export/Customs

Marketing/Customer Service/Call Centre

✓ Logistics/Transportation Consulting

Contingency/Crisis Planning

✓ Direct to Store

6. **Technology Services & Capabilities**

✓ CRM/SRM

✓ ERP Integration

RFID

WMS

Supply Chain Design (modelling, simulation)

Questionnaire for Mauritania United Shipping SARL

1. Geographic Coverage

Global

Only Africa

Africa and EU

Africa and Europe

2. Logistics Service and capability

Global Trade service

Inbound logistics

Supply Chain Finance (Payment Auditing/Processing/Claims)

Inventory Management

3. Warehousing Services & Capabilities

Crossdocking

DC Management

Transloading

Vendor Managed Inventory

4. Transportation Services & Capabilities

Air Cargo

Ocean

Small Package

Dedicated Contract Carriage

Fleet Acquisition

5. Special Services

Import/Export/Customs

Marketing/Customer Service/Call Centre

Logistics/Transportation Consulting

X Contingency/Crisis Planning

X Direct to Store

6. Technology Services & Capabilities

X CRM/SRM

X ERP Integration

RFID

WMS

X Supply Chain Design (modelling, simulation)

Questionnaire for SOGECO

1. Geographic Coverage

Global

Only Africa

Africa and EU

Africa and Europe

2. Logistics Service and capability

Global Trade service

Inbound logistics

Supply Chain Finance (Payment Auditing/Processing/Claims)

Inventory Management

3. **Warehousing Services & Capabilities**

Crossdocking

DC Management

Transloading

Vendor Managed Inventory

4. Transportation Services & Capabilities

- Air Cargo
- Ocean
- Small Package
- Dedicated Contract Carriage
- Fleet Acquisition

5. Special Services

- Import/Export/Customs
- Marketing/Customer Service/Call Centre
- Logistics/Transportation Consulting
- Contingency/Crisis Planning
- Direct to Store

6. Technology Services & Capabilities

- CRM/SRM
- ERP Integration
- RFID
- WMS
- Supply Chain Design (modelling, simulation)