



An international marketing plan

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I. Company Overview

As most Canadians experience busy mornings and the need to be healthy and feel energized due to our society's expectations, needs and ideals, Claudia Poulin and Dominic Dubé founded a private smoothie company in 2015 which is based in Montreal. The firm's name is Evive nutrition. Their small-medium enterprise can be categorized as a furnisher of beverages, food products and even complimentary meals. In fact, their concept is the at-home creation of delicious, healthy and beneficial smoothies made from frozen-foods. To offer this product to their clients, Evive operates in one of two ways. The first is with an online presence, providing the possibility for customers to order online with free shipping. This mode of operation allows for bundle customization to their customers by offering them different types of boxes that may contain either smoothies or prepared meals. This service can be used either on a one-time basis or with a subscription. Evive operates in a second way by being present in grocery stores.

Additionally, so as to jolt this startup into production and become a real player in the smoothie market, Evive has been financed by a venture capital-backed investment in 2017 for an amount of \$2,6M. This investment, coupled to their appearance on the televised show "Dragon's Den" has allowed Evive to gain a substantial fan base and initial public presence. All in all, in Canada, an Evive product is consumed every two seconds, testament of their rapid ascension as a key market player in Canada and showing a clear potential for international expansion.

II. The Marketing Mix and Target Segment

To properly understand Evive's marketing strategy, it's important to analyze their marketing mix. To do so, this report will go over Evive's product characteristics, their distribution (place), their pricing and promotion strategies.

A. Marketing mix

Evive's **product** is described as "Frozen smoothie cubes with nutritious ingredients and plant-based proteins, enabling its consumers to prepare a smoothie without a blender." (Evive website). The size of the smoothie can be determined by the consumer with one "breakfast" smoothie representing a whole roulette of 8 cubes and a "snack" smoothie representing only 4 cubes. To prepare a smoothie, one only has to add the desired number of cubes in a glass and any liquid like orange juice or milk and then wait 20 minutes to get the perfect smoothie (Exhibit A). Additionally, Evive offers 13 different smoothie flavors that boast to be healthy, easy and fast to prepare (Exhibit B). Also, looking at Evive's broader product line, the company has started to include healthy, easy to cook bowls (Exhibit C). Both in their smoothies and bowls, Evive offers additional options such as gluten free, sugar free, organic ingredients and more proteins. To complement their product, Evive has also focused on an eco-friendly packaging. All Evive products are thus geared towards ecology, health and convenience.

The second "P" of the marketing mix is the **place** or the distribution of products. Evive distributes its products in two different ways. It's first one is online on their website platform where 3 sizes of boxes are offered ranging from 12 to 36 products including smoothies and meals. Boxes are customizable which means that the client can choose any number of smoothies or meals. It is also possible to order these boxes as a one time order or

as a subscription that can be weekly, bi-weekly, every three weeks or monthly. The other way that Evive distributes its product is by selling in grocery stores such as IGA, Metro, Provigo and more where the customer can buy products in bags containing 3 roulettes of a chosen flavor. In sum, Evive is present in 2000 stores in Canada and offers its online service in the United States of America.

The third element of the marketing mix is the **price** of these products. A smoothie can cost anywhere from 3,63\$ to 4,25\$ online depending on the box size. Logically, the bigger the ordered box, the cheaper the individual smoothie is. In stores, a bag of 3 smoothies is sold at CAD9.99 + tax (Metro price). However, Evive also offers discounts. For instance, Evive offers a Black Friday discount of 30% on specific smoothies. Plus, Evive has an ambassador program where every ambassador has a discount for themselves and can offer a discount to people they know.

This type of advertising is also part of the final element of Evive's marketing mix which is the **promotion**. In fact, Evive's first instance of publicity was on the L'Oeil du Dragon TV show when they were looking for financing. Additionally, Evive's promotional strategy consists of retail presence, online presence combining SEO strategies and a strong online service. Evive is also present on multiple social media platforms such as Youtube, Instagram, Facebook, TikTok and by establishing an ambassador program which enables them to accentuate their visibility and notoriety.

B. Target Segment

Now that we've analyzed Evive's marketing mix, it's interesting to understand who this firm is targeting. What is its target segment? To answer this properly, Evive is trying to reach all healthy conscious people of any age in Canada who have busy lives. In fact, as their smoothies take around 30 active seconds to prepare, it constitutes a real advantage for people

who have fast mornings and don't take the time to eat the proper nutrients for a productive and busy day. Also, Evive is targeting people who want specific nutrients and options as they offer superfood combinations in their smoothies, organic ingredients and more healthy advantages. Plus, their products are good for everyone for any age as they have a blog where they offer recipe ideas for kids and more.

III. Analysis of the firm's competitiveness

A. National Level

Porter's Diamond

To evaluate the firm's competitiveness on this level, Porter's Diamond was used. In the factor conditions, there is an important frozen food market in Canada that keeps growing every year; smoothies are very popular (Coppola). This can be seen in Exhibit F. There is also an important capital resource since Canada is the 10th largest economy based on its GDP (Flanagan). In the demand conditions, there are so many young adult Canadians in need of quick healthy snacks and meals. The market size is also big since any Canadian can benefit from a smoothie. More people also have a more conscious effort to eat more fruits and vegetables and live a more healthy lifestyle. The supporting industry environment is also very good since Evive takes its fruits from Agriculture and Agrifood Canada, which gets fruits and other items from all around the world. Thus, the suppliers are exponential ("Production de smoothies EVIVE | Behind the Scenes"). As for the firm's strategy, Evive tries to differentiate itself from others by producing smoothies that are naturally melted and by offering straw and gluten-free options (Josh, et al.). At the moment, the company is managed by the two co-founders. Finally, in terms of government and chance, the government has also been creating new policies to promote a healthier food environment and it has taken action to

promote health in general (Vanderlee, et al.). On the technological side, the product is available online; there is marketing done on social media as well. However, even if some competitors use more technology, the product itself does not need technology. Marketing is thus used for the social aspect since young adults often look for prettier packaging that “looks” healthy. Looking at the regulatory environment, there are some laws on healthy food, but they are not very applicable to Evive. Most of the laws are even making it better for the company. In the economic environment, the product is not very dependent on disposable income since smoothie prices are fairly low; therefore, it should not have an impact. Lastly, Evive competes in both the frozen fruits industry and beverage industry which are both very competitive with many substitutes.

B. Industry Level

Porter’s Five Forces

Looking at Porter’s 5 forces diagram, both the bargaining power of suppliers and buyers are high. There are many suppliers as fruits can come from all around the world, but there are also many targeted consumers. These suppliers may be limited as well on the basis that Evive looks for organic fruits to ascertain quality and its healthy product attributes. The threat of substitutes is also high since with all other companies, the perceived level of product differentiation might not be too high. The threat of new entrants is lower but still important; there are not any barriers to entry and the industry is fairly new so there is no important brand loyalty yet. Lastly, there is a rivalry between existing firms and competitors, but they are also all different. For example, there is the Oasis company which capitalizes on selling already blended smoothies. On the opposite, Evive has an advantage of selling its products the way it is since it can be kept for a longer time, it is less costly and consumers can pick how much they want to consume without wasting any excess. Another competitor is Daily Harvest

which capitalizes on selling unblended smoothies by delivering baskets of fruits that are still intact, but the product needs a blender to be consumed.

C. Firm Level

SWOT Analysis

Strengths

One of Evive's most important strengths and competitive advantages is its unique concept: no-blender, at-home smoothies. This increases the convenient and time-effective aspect of its product. From the information we could gather, we found that Evive was a first-mover and still is the only smoothie brand that offers this value to customers, which represents an important competitive advantage. The variety of flavours and good taste of its products are also important to the company's success. Moreover, the company was able to develop smoothies that were vegan, gluten-free, and organic, while meeting the customer's expectations in terms of taste. Furthermore, Evive smoothies have a long shelf-life since the products are frozen. As such, it is less risky for retailers and consumers to order them in large quantities. Finally, Evive benefits from a strong and attractive brand, with ambassadors on social media making it attractive to consumers.

Weaknesses

On the weakness side, Evive is perceived as more expensive than its competitors, especially when compared to the option of making a smoothie from scratch. However, when looking at the quality and diversification of the ingredients used in an Evive smoothie, it can be concluded that it would actually cost more to produce an exact replica at home, if one was to buy all of the ingredients. As such, this weakness can be mitigated by Evive with an accurate advertisement campaign. Another weakness that Evive must keep in mind is the fact that it is a frozen product, making deliveries and export more complicated, and more

expensive. For now, Evive has successfully circumvented the deliveries' problems but export seems less probable.

Opportunities

Looking at opportunities for the company, it was concluded that the market for Evive's product could be considered as a blue ocean in Europe. Indeed, there are not many competitors, and expansion could be very beneficial for Evive. Another key opportunity relates to the current COVID-19 pandemic. More than ever, people are staying at home, studying at home, and working at home. As such, consumers are less likely to purchase a take-out smoothie from a shop. Rather, they tend to prepare food at home, and the Evive smoothies can be a great breakfast or snack for them, easily prepared between two zoom meetings. Plus, since Evive delivers to their doors, consumers don't necessarily have to go to the store to get their products. Furthermore, consumers, especially Evive's target market, are increasingly health-conscious. These consumers care about what they fuel their body with, have active and busy lives, and have an increased desire for convenience. These trends in consumer behaviour represent an important opportunity for Evive since its smoothies answer to those desires.

Threats

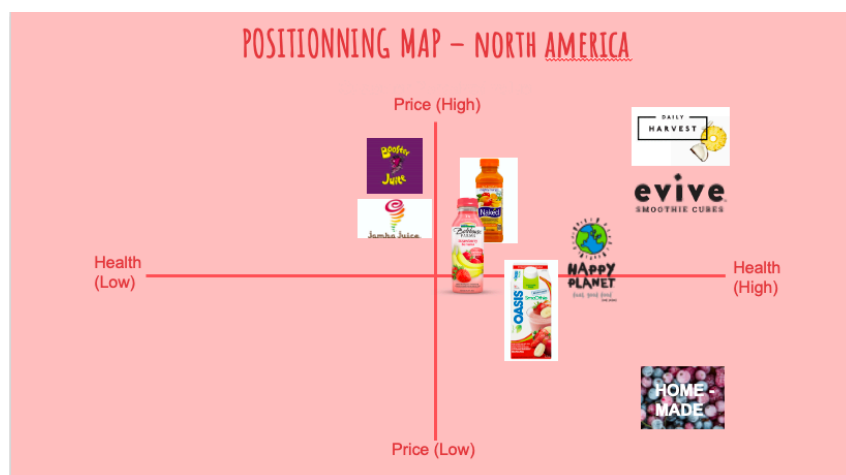
An important threat for Evive is the intense competitions in the food and beverage market. Even though the company is able to differentiate itself with a unique and highly valued product, the customer is presented with so many choices when it comes to beverages. As such, Evive does not only compete with other smoothie brands, as consumers could also choose a juice, a sparkling water, a coffee, etc. When it comes to smoothie brands, Evive also has many competitors, not only ready to drink in-store, but also in fast-food restaurants. This can become a threat if these competitors are able to reproduce the same offering as Evive.

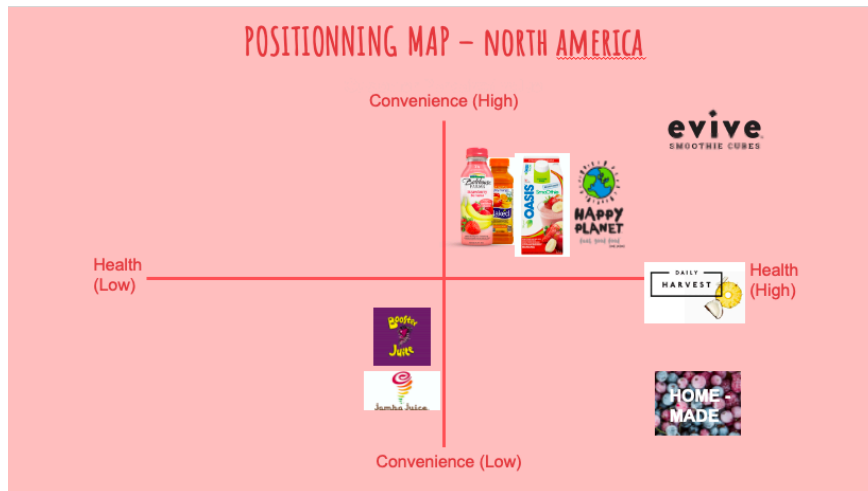
Customer Perceived Value

In order to calculate the CPV of Evive Smoothie Cubes, one has to first distinguish between the costs and the benefits of the product. In terms of costs, the most evident one is of course the actual price of the product, which is 4,25\$ per smoothie online and around 10.49\$ per 405g, representing 3 smoothies. To this, indirect costs must be added. One indirect cost is the transaction cost. When ordering online, this includes the time that the client has to spend on the website to order the product, checkout, and pay. To this, the delivery time might also prove to be an important cost for the customer. This will highly depend on Evive's website effectiveness and transportation service. For purchases made in a retail store, the transaction costs can include looking for the product in the aisle and waiting in line at the cashier.

Now, looking at the benefits of the product, many can be identified. First, there is the ease of preparation, good taste, and healthiness. The cubes are also very versatile, especially with the introduction of soups and chilis, as they can be eaten at breakfast, lunch, dinner, or as a snack. Next, the fact that the smoothies are vegan, gluten free and organic, are also important attributes to customers. Moreover, the weekly plans and delivery to the customer's door removes some friction for the customers. Finally, the company's branding and brand awareness, which has largely increased due to their ambassadors on Instagram, is also an important benefit for Evive.

Positioning Maps





After analysing the company’s customer perceived value as well as their positioning against its competitors, it can be concluded that Evive benefits from a value advantage. It’s products may be a little bit pricier, but customers get a healthy, delicious, and convenient smoothie in exchange.

IV. Motives for internationalization & possible barriers

Evive is only present in the US (online orders) and Canada (2,000 stores with IGA, Metro and others) on a relatively small scale. Considering the novelty of the product, there is opportunity to be first-mover in other countries and markets. The demand for a quick and easy smoothie is clear and the pressure from other competitors and substitutes makes it a competitive market. All of this means that it would be best to approach internationalization proactively and penetrate relevant markets to ensure more sales and introduce the brand to many different markets and effectively cash in on this product innovation. The global market segment for a quick and easy smoothie is present in western markets like Canada, the US or even France and Switzerland where there is enough income for people to be willing to pay a premium for a more healthy, good and all the while fast product.

In reference to the benefits of internationalization, Evive could reap the benefits of segmentation as they specifically target a low-time, highly quality conscious of products segment. This segment is prevalent in European societies like France with the focus on the “bio” or organic. There are also opportunities for Evive in packaging costs reduction (less volume, stackable products). Considering that to transport these products, one must use refrigerated transportation, Evive should focus on producing as close as possible to the customers as it can to ensure that it continues building its ecological brand reputation. The reasonable approach would thus be to see if it is possible to produce inside the EU as one will see in entry modes.

A. Internationalization theory

The Uppsala model explains the internationalization process of firms. Indeed, firms will normally start their expansion to countries that are close on psychic and geographical levels at first (See Exhibit H). For instance, this is the case for Evive since it decided to expand its sales to the United States of America. By choosing this country, the Canadian company is able to connect more easily with its future customers since there is a very small psychic distance between the United States of America and Canada. The theory on psychic distance in this context refers to the perceived difference between the two nations. That being said, the first expansion move to go to this country follows exactly the Uppsala model.

As the company generates more revenues and acquires a better market knowledge, it is vital for the firm to now expand its sales to the European market. According to the Uppsala model, this would be the second step that a Canadian firm would take even though there is a larger geographical distance than the United States of America as well as larger cultural differences. Nonetheless, the French-speaking countries in Europe still remain interesting destinations to target since they all share a common language spoken in Canada as well. That

being said, those countries are still after in terms of the expansion progression of new countries, but their language resemblance still makes it easier than it would be the case in Asia for Evive (See Exhibit I).

By referring to the ethnocentrism theory which states that individuals view the world in a perspective from their own group, this is why Evive seeks to take its products to Europe without making significant changes at first. However, as the company understands furthermore the new region and its distinct cultural aspects, new products can be launched to target specifically a certain group of people with certain habits. For instance, the organic products are examples of those new products that could be established for Evive.

B. Potential countries to enter - A focus on Europe

The choice of country to expand to is critical to the success of the expansion. In fact, Evive already exports its products to the United-States via its online shop on its website, but our marketing team aims to facilitate Evive expansion by analyzing in depth what countries would be interesting to enter. To do so, it's important to reflect about many elements that are specific to Evive such as the geographical distance, the cultural distance, political relations, economical relations, the population, the GDP and the nutritional habits of potential countries. In fact, the first country we aimed to expand to is the United-States as Evive presence is already there but only online. Thus, it would be interesting to retail in this country's stores. Many arguments are explaining this decision such as the fact that the United-States has a population of 328 million people with a GDP of 20,8 trillion dollars, which means an average of \$63,000 per capita, and that Americans mostly speak english, which is also the case in Canada. These present a lot of potential clients. Plus, there is a low cultural distance between the United-States and Canada as, for sure, some cultural aspects are different, but nutritional habits and the overall mentality are similar. Furthermore, politics

between the United-States and Canada are amicable and NAFTA promotes economic affiliations as tariffs are lower or inexistent for our products. This is why the United-States gets a 95% score on our Evive adapted BERI Index and makes it the first country to expand to.

Additionally, Europe is also interesting as some of the countries also speak french and have similar food habits and preferences. Indeed, the second country that would be interesting to expand to is France as its score on the Evive adapted BERI index is 82,5%. This result comes from the fact that the language is the same as in Quebec, the cultural distance is pretty low as historically, Quebec culture comes from France, the political and economic relations are great such as there is the CETA agreement and the population is corresponding to our target segment. In fact, France has a population of 67 million people with an average \$43,000 per capita that have similar lifestyles and nutritional habits as Canadians. France may also represent a good stepping stone to penetrate other EU countries such as Germany or Spain.

Ultimately, the third country we would recommend Evive to expand to is Switzerland as it got a score of 80% on our Evive adapted BERI index because the language barrier is weak as 23% of the population speak french and 67% are able to speak english, but also because this country has related and health oriented nutritional habits as people are more health conscious which is the perfect target segment for Evive. Plus, the average GDP per capita is \$84,000 which illustrates that the population can afford the product. Also, political and economical relations are good between Canada and Switzerland as they have multifaceted bilateral relations. Eventually, the United-Kingdom and Germany are also interesting, but would be more appropriate in another phase of international expansion as their Evive adapted BERI index scores are respectively 77,5% and 75% due to either their language, cultural distance, nutritional habits and/or political and economical relations. In our

recommendations, all of these countries have both English or French as their main language.

This means that managers will have an easier time speaking with legal personnel concerning labels nor have to drastically change the language of the packaging.

Countries Ranking

United-States			
Criteria	Weight	Score	Overall (x5)
Ease of communication (language)	2	2	10
Cultural distance (Lower = Higher score)	3	3	15
Political relations	3	3	15
Economical relations	3	3	15
Nutritional habits (Similar = Higher score)	4	3	15
Population	2	2	10
GDP	3	3	15
Total	20	19	95

France			
Criteria	Weight	Score	Overall (x5)
Ease of communication (language)	2	2	10
Cultural distance (Lower = Higher score)	3	2	10
Political relations	3	3	15
Economical relations	3	3	15
Nutritional habits (Similar = Higher score)	4	3	15
Population	2	1,5	7,5
GDP	3	2	10
Total	20	16,5	82,5

Switzerland			
Criteria	Weight	Score	Overall (x5)
Ease of communication (language)	2	1	5
Cultural distance (Lower = Higher score)	3	2	10
Political relations	3	3	15
Economical relations	3	2,5	12,5
Nutritional habits (Similar = Higher score)	4	3	15
Population	2	1,5	7,5
GDP	3	3	15
Total	20	16	80

United-Kingdom			
Criteria	Weight	Score	Overall (x5)
Ease of communication (language)	2	2	10
Cultural distance (Lower = Higher score)	3	2	10
Political relations	3	3	15
Economical relations	3	3	15
Nutritional habits (Similar = Higher score)	4	2	10
Population	2	1	5
GDP	3	2	10
Total	20	15	75

Germany			
Criteria	Weight	Score	Overall (x5)
Ease of communication (language)	2	1	5
Cultural distance (Lower = Higher score)	3	2	10
Political relations	3	2,5	12,5
Economical relations	3	2,5	12,5
Nutritional habits (Similar = Higher score)	4	4	20
Population	2	1,5	7,5
GDP	3	2	10
Total	20	15,5	77,5

V. Entry mode

Since the plan is to expand Evive in the USA as well as in Europe, there are two different entry mode strategies. In the USA, Evive should go with direct export since everything along the value chain would remain in Canada, except for sales and services. The latter would be managed through an agent distributor in the exporting country, i.e. in the United States. Direct export as the preferred entry mode would be good since it would allow Evive to get better contacts with customers and to get some market knowledge. Even if the USA is a country very similar to Canada, Evive does not have market knowledge there in retail yet; therefore, having an agent distributor would be very beneficial. The downsides of the direct export strategy are usually that the firm does not have control over market price and that there can be some cultural differences as well as trade restrictions. However, prices are

similar in Canada and in the USA, there are not so many flagrant cultural differences and there are no trade restrictions.

Global Supply Chain in the USA

There is also a demand from American consumers to live more “healthy lifestyles”. Thus, the material, i.e. the fruits, would come from Canadian suppliers as they already do and would then go into the same manufacturer in Quebec (themselves). Then, as mentioned above, the smoothies would be sent through direct export with an agent distributor in the USA to then send them into retail stores. Popular retail and grocery stores in the USA are Publix, Aldi, Trader Joe, Walmart, etc.; therefore, Evive would be exposed to as many consumers as possible who could then buy it easily. As Jack Rheude mentioned, a vice-president at Red Stag Fulfillment, “it's critical for businesses to be able to reach as many customers as quickly—and cheaply—as possible” (Williams).

Europe

In Europe, Evive should go with contract manufacturing since, in this one, everything along the value chain except the production would be done in Canada. In this case, production would be given to a contractor in France and/or Switzerland. This type of entry mode is good since Evive could exit anytime if needed; there is not a need to invest in production facilities and then risking losing it. It is also low risk, low cost and there are no tariffs and barriers since products are manufactured in the targeted country. Contract manufacturing helps to develop a locally made image which can assist in sales. The only disadvantages are that the negotiation of a strong contract can be hard and the product may

fail to live up to expectation. However, Evive should be confident that the product will be selling well in Europe.

Global Value Chain in Europe

As in the US, there is also a demand from customers to live healthier lifestyles. Thus, the material, i.e. the fruits, would come from European suppliers which would then go to the selected contractor in Europe. The manufacturer would produce the smoothies in its own facilities and then they would be given to local distributors in order to then reach different retail and grocery stores. Some of the most popular stores in France are Carrefour, Auchan, and E.Leclerc (“Where to shop, when to shop and other useful tips”) and in Switzerland they are La Vie Claire, Coop, Landi, Volg (“Switzerland Famous Retail Shops”).

VI. The Global Marketing Mix

A. Product

As mentioned before, we suggest using an ethnocentric approach during the expansion phase. As such, we recommend that Evive keeps the same products as it expands in the U.S. and in Europe. The same flavours should also be tested in these new markets. Once the company gets a better understanding of the customer’s preferences and tastes in this new market, it can adapt its flavour offering accordingly.

The USD3.1 billion European Smoothies market is projected to grow by a 6.8% CAGR culminating at USD4.5 billion by 2025. Sources indicate that this market could grow faster but there are inherent problems that Evive circumvents. One can quote the European market’s main restraining force as packaging given that products are made out of raw vegetables or fruits. However, Evive’s frozen solution allows for the company to circumvent

this market limitation, innovating in the field. Additionally, freezing the products reduce its volume and the packaging allows products to be stackable. Both of these characteristics make it possible to transport more products, close to 95,333 smoothies in one refrigerated container. In comparison to other brands, whose products are in bottles, this makes transport less risky as they may not break as easily and is 68.7% smaller than competitors' 750ml bottles. In fact, one bottle is 750ml or cm³ whereas one Evive frozen smoothie, one "roulette" is 235cm³ (Exhibit E). The frozen aspect also allows for a greater product life span, effectively meaning that retailers can keep products shelved for a longer time. Additionally, an important limitation to expansion in the EU is that the production of the cubes must be kept into the EU's standards to be considered as "organic" which will ensure that specialized organic retailers be "head over heels" for the product. Labels such as "Agriculture Biologique", (Exhibit D) or eco-packaging, are widely recognized as testament of the healthiness of a non-GMO product, in symbiosis with nature. As such, we strongly recommend that Evive requests this important certification. In addition, both France and Switzerland follow the EU regulations when it comes to labelling, so the packaging can be standardized across Europe.

B. Price

Evive's product definitely has a competitive advantage over some of its competitors. Specifically, in transportation, this could mean less transportation costs and less costs due to breaking or accidents. Also, considering the direct price today if Evive were to export to France, the product would be cheaper or approximately the same price as that of its competitors. Looking at the prices, Evive costs 3.66CAD = EUR2.34 per smoothie in-store, vs. that of Innocent which is EUR2.59 (E.Leclerc Drive). These prices may vary according to the shipping costs incurred but it is important to note that under CETA and NAFTA, tariffs are relatively non-existent and will thus not impact the price.

C. Distribution

In terms of the third “P” relative to “place”, Evive should continue its deliveries in the US and Canada and start expanding in Europe to distribute its products in different retail stores. Specifically, retailing in stores like Leclerc (731 stores), Carrefour (3440) or Auchan (144) would give Evive some national retail presence in France inside hypermarkets. Additionally, Evive could also be present in more high-tier organic-focused grocery stores like La Vie Claire (324) or Bio C Bon (158). In the US, Evive could expand inside Trader Joe’s as it focuses on healthy products and has 500 stores or Whole Foods with 500 as well. Finally, in Switzerland, stores like Obio or Bio C Bon are also to be targeted.

D. Promotion

In terms of promotion, the company should keep its same model for Instagram ambassadors. Micro-influencers are a good way to reach Evive’s target market and to influence them into buying the products. Thus, ambassadors in both France and Switzerland should be selected. Brand ambassadors in France like great public personalities could include Laury Thilleman and Denitsa Ikonomova. These two women promote a healthy and busy lifestyle, and their followers could therefore resonate well with the Evive brands. Additionally, professional influencers might be used. In Switzerland, Deeana Presets has 147K followers and tops Swiss influencers’ engagement rates with 4.8%. This would mean that out of her 147K followers, one post would mean that 7,056 people would click on the post and potentially buy products.

Next, Evive should keep using its own channels (Social media, Youtube, Blog) as it does in its local market. However, it should adapt it to fit the host country. For example, their blog should be translated to German for the Swiss market, and it should also promote recipes that are more likely to appeal to the consumers there. Moreover, Evive should create

YouTube channels and social media accounts for each country. For example, it should have an Evive - Switzerland profile where posts would be in French and German.

Finally, in order to raise brand awareness in the new markets, we strongly encourage Evive to use out-of-home advertising. This is one of the easiest way to reach the broad population, since people are spending a lot of time in public transportation (bus stop ads) and on highways (billboards). These ads should highlight the main benefit of Evive smoothies, such as their convenience and healthy aspects, since these are the most-likely to resonate with the target market. Exhibit G provides examples of what these ads could look like.

VII. Implementation

In terms of the implementation, a timeline outlines the different strategies to be taken by Evive in order for the company to succeed. Those actions will be taken in three different periods of time. First, the short-term will last from three to six months. Second, the medium-term actions will happen within six months to a year. Finally, long-term actions will be taken at least one year from now.

With regards to the strategies to be implemented in the short-term, it will be vital for Evive to continue its deliveries to the United States of America and seek an agent distributor for this same country. Additionally, it will be crucial to look for a potential partner for contract manufacturing in Europe while also contacting several potential ambassadors for social media in that same continent.

It will be important for Evive to sign contracts with the agent distributor employed and start manufacturing as soon as the medium-term begins. Moreover, the new packages will have to be adapted for the language spoken in each country targeted. It will also be crucial for the canadian company to produce some advertising content for Europe as well as to announce an expansion on social media.

As the first year ends, Evive will need to start distributing at retailers in Europe and in the United States of America. In the same way, it will be vital to launch some marketing campaigns abroad by using the ambassadors chosen within the first six months.

VIII. Conclusion

In conclusion, Evive has successfully managed to create products in a way that no one had thought before. This is why Evive's main competitive advantage is the fact that the Canadian company provides blender-free smoothies. As explained throughout the text, the countries that Evive will target for its expansion are the United States of America, France and Switzerland. More specifically, it will be important for the firm to expand to retail in the United States of America while rather to emphasize on contract manufacturing and to find distributors for Europe.

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Appendix

Exhibit A:



1
POP THE CUBES INTO A BOTTLE & COVER WITH YOUR FAVORITE LIQUID.

SUGGESTIONS
ALMOND MILK, JUICE OR WATER

2
LET IT MELT FOR 20 MIN. OR BLEND.



20 MIN.

3
SHAKE & ENJOY!



HOW MANY CUBES?



SNACK
4 CUBES
+ 120 ML



BREAKFAST
8 CUBES
+ 240 ML

Exhibit B:















 <p>Touk-Touk <small>Smoothie Énergieant</small></p> <p>- 0 +</p>	 <p>Yogi <small>Smoothie Énergieant</small></p> <p>- 0 +</p>	 <p>Asana <small>Smoothie Énergieant</small></p> <p>- 0 +</p>	 <p>Pure <small>Smoothie Énergieant</small></p> <p>- 0 +</p>
 <p>Samourai <small>Smoothie Énergieant</small></p> <p>- 0 +</p>	 <p>Azteque <small>Smoothie Énergieant</small></p> <p>- 0 +</p>	 <p>Viva <small>Smoothie Énergieant</small></p> <p>- 0 +</p>	 <p>Yin <small>Smoothie Énergieant</small></p> <p>- 0 +</p>
 <p>Saphir <small>Smoothie Énergieant</small></p> <p>- 0 +</p>	 <p>Orange Pêche <small>Smoothie Extra Protéiné</small></p> <p>15g - 0 +</p>	 <p>Cajou Moka <small>Smoothie Extra Protéiné</small></p> <p>18g - 0 +</p>	 <p>Bleuet Camerise <small>Smoothie Extra Protéiné</small></p> <p>18g - 0 +</p>
 <p>Passion Mangue <small>Smoothie Extra Protéiné</small></p> <p>18g - 0 +</p>	 <p>Bloom <small>Smoothie Énergieant</small></p> <p>Seulement en édition limitée Plus disponible</p>		

Exhibit C:

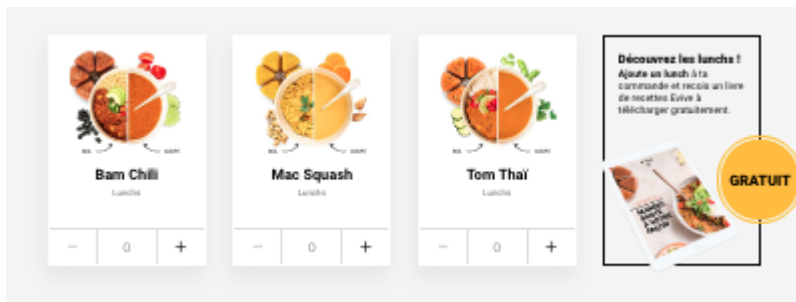


Exhibit D:

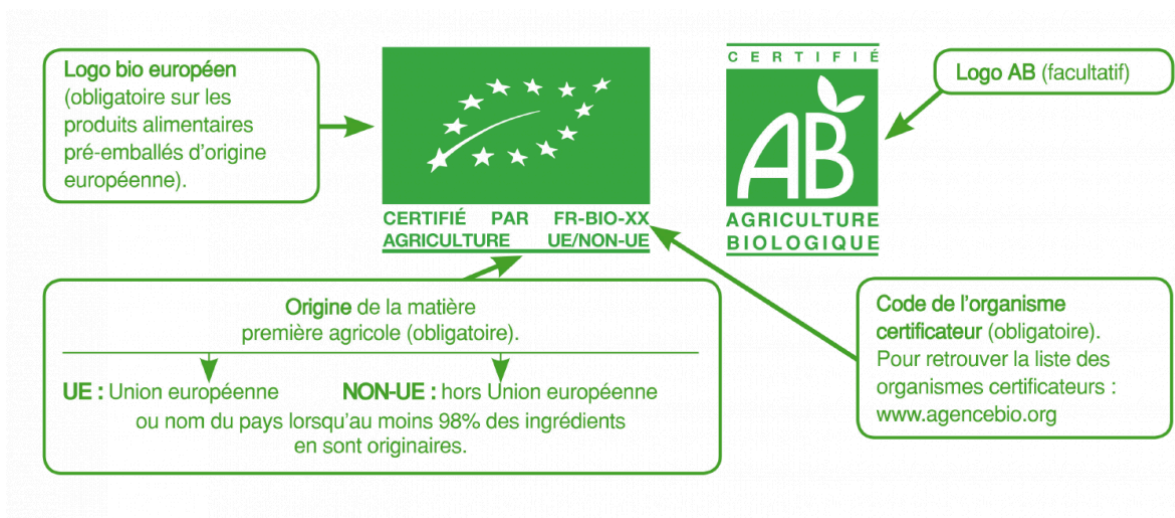


Exhibit E:

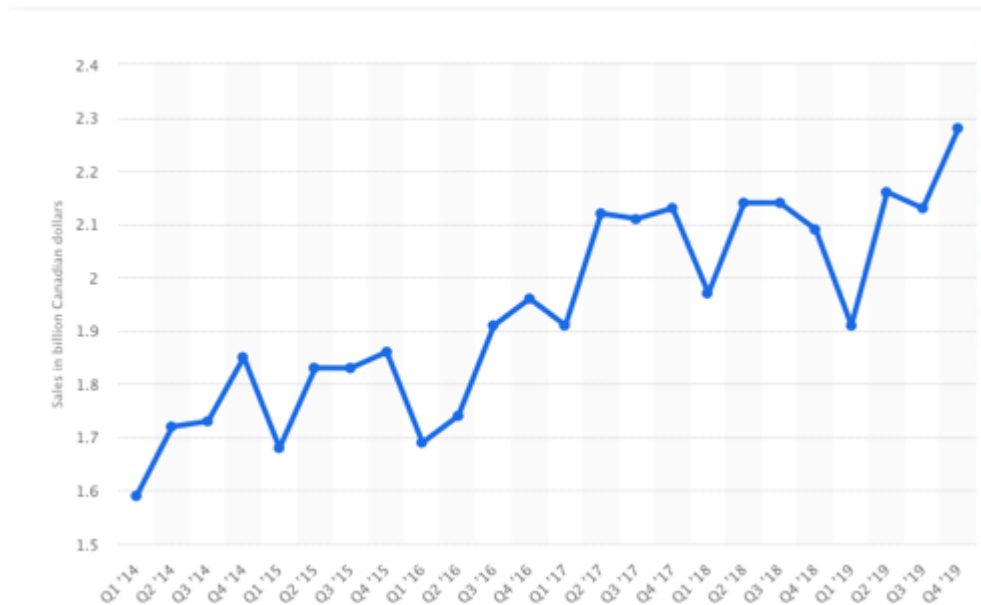
One conteneur - 28,6m³. One Innocent bottle: 0.00075 m³ → 38,133 bottles in one shipment, if no air.

Taking into account the shape of the bottle: 0.00075 + 15% = 0.000862 → 33,178 bottles in one shipment.

1 Evive roulette: 235cm³, one roulette Evive: 0,000235m³ → 121,702 if perfect and no air.

If we stack them and treat them as towers: 95,333 smoothies in one container.

Exhibit F: Quarterly retail sales of frozen food in Canada from 2014 to 2019

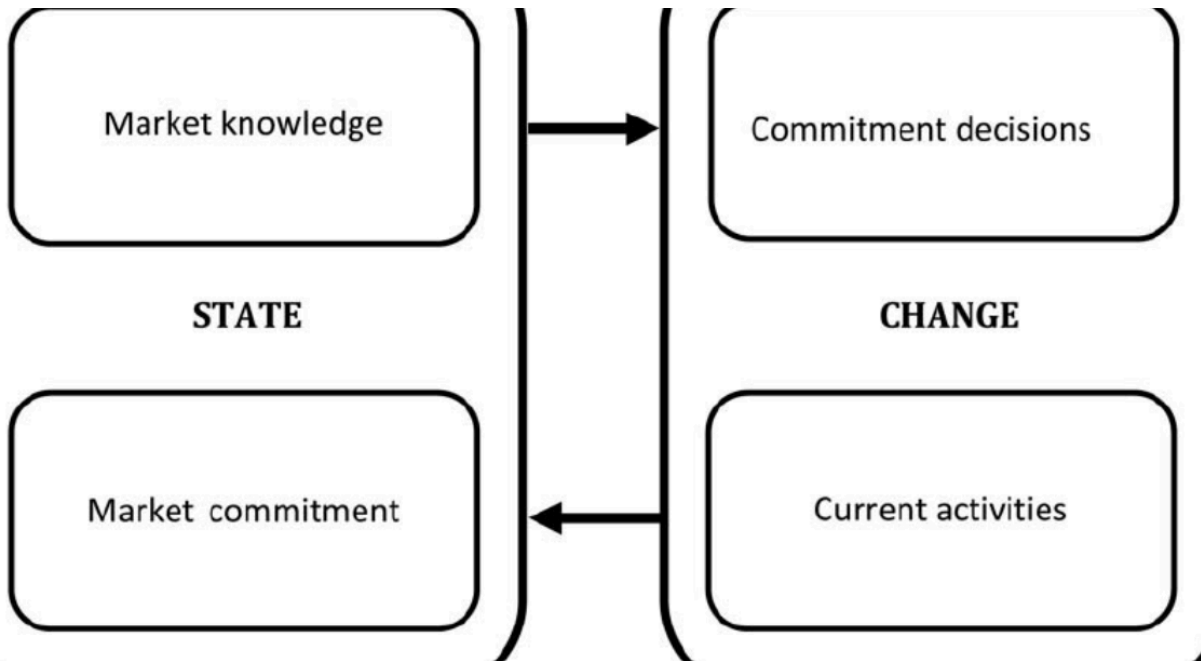


<https://www.statista.com/statistics/471378/quarterly-retail-sales-of-frozen-food-canada/>

Exhibit G:

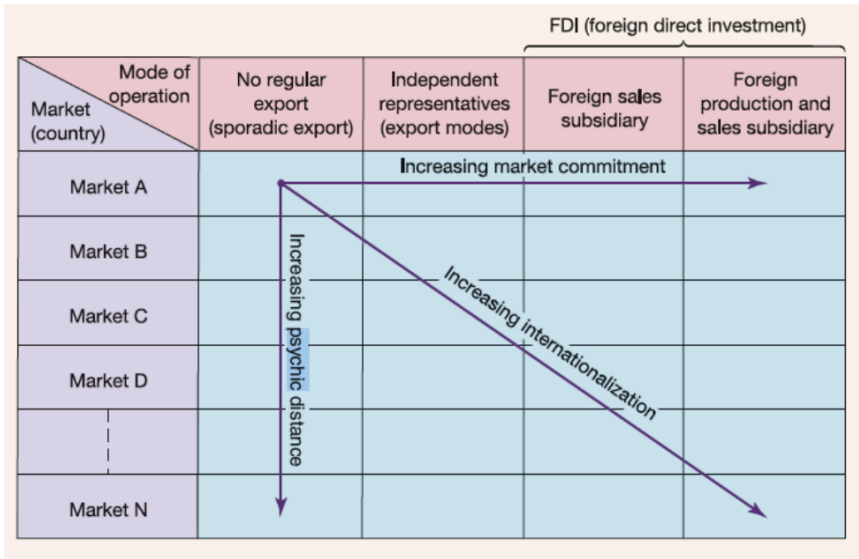


Exhibit H:



<https://www.digitpro.co.uk/2012/06/21/the-uppsala-internationalization-model-and-its-limitation-in-the-new-era/>

Exhibit I:



<https://www.digitpro.co.uk/2012/06/21/the-uppsala-internationalization-model-and-its-limitation-in-the-new-era/>