Appendices

Appendice I: Challenges Identified in the Literature Review

Authors (Year)	**Challenges discussed**	**Key Challenges**
Rennie (1993)	Lack of resources lead, management transition issues and limited financial access and market information, lack of innovation in the BGs business challenge the main challenges	• Lack of resources • Lack in innovation
Oviatt and McDougall (1994)	Small size and lack of experience leads to same issues mentioned by Rennie (1993). While large firms tackle this challenge by mergers and acquisitions. *(Born Global SMEs need to rely on other measures → network and hybrid structures)* External challenges: political, language barriers, cultural differences.	• Small size of the BG • Lack of experience • Political challenges • Language barrier • Cultural difference
Madsen & Servais (1997)	Limited resources might lead to cheap human resource lead to unskilled worfkforce. (Rather need to have competitive managers in the international business to build networks and hybrids, need skilled human resource!)	• Limited resources • Human resource challenge

Moen (2002)	Various challenges in different domains of business. These challenges are primarily the result of a lack in experience. Challenges derive from establishing production, human resource management, recruitment process of employees. External challenges are deriving from political situation in foreign countries, language differences, difference in business practices. A further challenge derives from the lack of a brand image in international markets.	• Lack of experience • Establishing production • Human resource challenge • Political differences • Language barrier • Different business practices • Lack of a brand image
Loustarinen & Gabrielsson (2002)	The study focuses rather on the entrepreneurial and managerial challenges (internal challenges), Limited resources as well as managerial resources were identified as challenges. Luostarinen and Gabrielsson have divided the challenges into four groups: 1) Financial challenges, 2) Sales and Marketing challenges, 3) Research and development challenges, 4) Managerial challenges. Each of these root in lack of experience and lack of resources typical in born global companies.	• Financial challenges • Sales and Marketing Challenges • Research and development Challenges • Managerial challenges

Apendice II: Success Factors Identified in the Literature Review

Authors (Year)	Success Factors	Key Success Factors
Oviatt & McDougall (1995)	(1) A global vision from inception (2) Managers have international experience (3) Entrepreneurs pertain a strong international business network	• Internationalization strategy from the beginning • MT international experience • Strong Network • Marketing and preemptive technology

	(4) Preemeptive technology and marketing is exploited (5) Product and service extensions are closely linked (6) Business is closely coordinated worldwide	• Products and service closesly linked
Coviello and Munro (1995)	The basis of this study is the exploration of the network theory. It is the basis of this theory that a well-developed international network determines to a large extent the success of a new global venture.	• Strong Network internationally
Robert & Senturia (1996)	The success is strongly linked to how aggressively the management allocates internal resources to the development of an overseas business model	• Strong focus on international business
Madsen, Rasmussen & Servais (2000)	A high degree of specialization and niche market orientation. They target a narrower customer group, which may be located in many different geographical places. Marketing and sales network build up with external partners.	• Niche Market orientation • Specialization
Servais & Rasmussen (2000)	Global and local networks are decisive for the success of born global companies. Usage of agents and direct sales to end users.	• Strong international Network
Zahra, Ireland & Hitt (2000)	International diversity and mode of entry have a positive, direct effect on new venture's performance.	• Mode of Entry (which ones?
Larimo (2001)	Fast decision-making helped the two firms serving as the cases for the study, to react fast and be more willing to take greater risk. Focus on a niche market and their core competence areas, strong market commitment and international outlook from inception. Critical facts to compete in the market are further: value	• Fast decision-making • Niche Market orientation • Internationalization Strategy from the beginning • High quality • Technological innovativeness, • Strong Network • Close customer relationships

	creation, high quality, technological innovativeness, networking and close customer relationships.	

Appendice III: Interview Guidelines

(1) Company Facts:

1. Could you shortly describe what your company does? Who are your customers?

2. What is your position in the company and how long have you been working at the company?

3. Would you consider your company as a born global?

4. How did you become a born global?

5. What is your competitive advantage?

6. What is your company's home country?

7. How many employees do you have? How many Offices in which countries do you have?

8. What is the annual turnover rate of your company?

9. How much of your Revenue is stipulated through international activities?

(2) Internationalization:

10. How long after inception did you go international?

11. Which country was the first country you internationalized to? And why was it specifically this country?

12. How many countries are you currently operating in? How many Offices in which countries do you have?

13. Why did you decide to go international so quickly after inception?

14. What motivates you to internationalize?

15. What were the main challenges your company faced operating internationally? Limited Resources? Dependence on one niche market? Creating a brand?

16. What do you consider the key characteristics of operating internationally? And what has helped you to internationalize in the first place?

17. What were the main obstacles you faced before and after internationalizing?

18. Is there a specific market that has proven to be especially challenging to roll out to? And why was this the case?

19. Do you receive external support to overcome these challenges you mentioned?

20. What are the core competences which help you to internationalize your business?

21. Are there challenges/ advantages that you perceive especially relevant for a company operating in your industry?

22. How do you deal with the challenges while internationalizing?

23. Are you currently facing challenges concerning internationalization? If yes which ones?

24. What are your plans for internationalizing in future? Where does your company want to go?

(3) Management Team:

25. Did you or the management team have any work-related international experience before going abroad? How important was that?

26. Have you formulated an internationalization strategy right at the beginning of upsetting the business?

27. On a scale from 1-10 how important do you rate the existence of a network when going international?

28. How important are: Innovation? Networking and personal connections? Flexibility? Risk Management?

29. Someone's individual cooperation contributed significantly to success? The importance of founder, "visionary"?

Topics to be picked up during the interview:

Challenges
Limited resources and lack of financing
Brain drain by TNCs
No expert knowledge on foreign markets
Lack of knowledge about changes in a niche
Too low domestic market potential
Lack of Government support
Economic crisis
Political instability
Exchange rate fluctuations
Lack of customer trust

Success Factors:
Government support/challenges
Founders Vision and competences
Limited Resources
Venture Capital
Negotiating skills
Product Quality
Reputation
Flexibility to adapt to the environment
Pricing
Prior Market knowledge
Quick response to new opportunities
Risk taking
Ethical business conduct
Operating in a niche market
Listening to the customer

Appendice IV: Startups and Respective Interviewees

Startup	Interviewee	Position	Length of the interview
ALLDSGN	Andres Fredes	Strategist and Design Accelerator	36:12 min
Climbers	Mario Mouraz	Co-Founder and CEO	30:51 min
Home24	(Anonymous)	International Roll-Out Manager	52:16 min
Nu3	(Anonymous)	CMO	41:44 min
Vaniday	Daniel Kachab	Co-Founder and CEO	37:57 min
Foodora	(Anonymous)	Growth Manager	34:30 min
Tripaya	Andre Ramos	Founder	28:27 min
Inviita	Bernardo Vestia	Head of Marketing and Growth	32:34 min
Xtourmaker	Euclides Major	Founder and CEO	27:30 min

Appendice V: Empirical Findings on the Success Factors and Challenges

Born Global Start Ups	**Success Factors**	**Challenges**
Alldsgn	• Vision from the beginning • Niche market orientation • Trade Agreements • MGT different backgrounds • Speaking multiple languages • Strong use of network	• Language barrier • Cultural differences • Currency fluctuations • Lack in financial resources • No funding for innovation available

	• EU regulation • Marketing through network • Creativity • Lessons learned	• No marketing resources
Climbers	• Global vision from inception • Logistics • Niche market orientation • Competitor is outdated • Product differentiation • Strong use of the network • Flexibility to adapt • Creativity	• Lack in financial resources • Cultural differences • Price sensitivity
Home 24	• Global Vision from inception • Low transportation costs • Listening to the customer needs • Price sensitivity • Closely linked global business • Technological prowess	• Currency fluctuations • Price sensitivity • Logistics • Marketing costs • Cultural differences • Customer taste
Nu3	• Global Vision from the inception • Niche market orientation • Strong use of network • Health trend • Reputation (German brand) • Technological prowess • Social media marketing • Creativity	• Limited financial resources • Cultural differences
Vaniday	• Online marketing • Radical prioritization • Strong use of the network • VC network • Niche market orientation • Strong focus on internal communication • Creativity • Global vision from inception • Language • International team • Founder different backgrounds • Willingness to fail	• Sales • Language barrier • Measuring performance • Emerging markets • Different technological standards internationally • Lack of market knowledge
Foodora	• Global vision from inception • Financial Support from Rocket internet – network • Quick expansion in multiple countries • People	• Sales • Partnerships • Brand recognition • Validating the business model • Different customer habits • Operations • competition

	• Strong focus on internal communication (international "knowledge" calls) • Personal network • Different backgrounds • Flexibility • Creativity • Niche market	
Tripaya	• Product uniqueness • Customer focus • Global vision from inception • Social media • Flexibility to adapt • Product differentiation • Listening to the customer • Willingness to fail	• Competitive market • Established competitors • No brand reputation • Language barriers • Currency fluctuations • Limited advertising funds
Inviita	• Global vision from inception • Low cost for internationalization • Product quality • Recognizable brand • Effective communication to customers • Knowledge on digital business • Customer focus • Adapt to customer needs	• Growing exponentially • Language • Hiring new employees • Limited resources financially • Customer service • Time-zone – distance
Xtourmaker	• Global Vision from inception • Market potential • Government VC network • Strong focus • (Travel industry is more open for new businesses) • Strong customer focus • Flexibility to adapt • Managerial different backgrounds	• Language barriers • Distance to international locations • Different regulations (limited market knowledge) • Different culture

Appendice VI: Notes from the Interviews

Company: **ALLDSGN**
Interviewee: **Andres Fredes**
Position: **Strategist and Design Accelerator**

Interview Notes

General Facts

- All employees have international background (Chile, Germany, Canada, Spain)
- ALLDSGN develops communication and concepts for companies, governments etc. as for instance the WHO to support internationalization
- Customers are coming from Italy, England, Chile, Canada, Japan, China
- Company of 4 people, based in Vienna
- 50% of the revenue stipulated through business abroad
- vision was always to go international directly at inception
- niche need for design in Teheran for instance – very interesting customers – everything has to be golden
- European market is easier to oversee and understand
- Latin America
- Trade Agreements
- "We are all international, from Canada Austria, Germany, Italy
- perceive different backgrounds as a key factor
  → "It is a key factor, all of us speak a minimum of three languages, we are all open minded people, we travel regularly, therefore we don't really have experiences of cultural shock. We are all travelers. Which is a basic for the network"

Success Factors

- Multifaceted content, different applied to different situations
- Strongly use the network (How to get the network?) – This is the most difficult part, depends which is your brand in which sector you are working in, need to go to festivals, conferences meetings, symposiums - one is in New York, one is in Dubai, one in Amsterdam- "you have to extend this network by going to these fairs".
- Need the network for inspiration and to get new ideas
- Network is key to go to other country
- Privilege in Europe – commercial delegates in EU we are very lucky as they are a big support, government preconditions for business to cooperate and innovate are very good in the EU. They create the frame. Create the environment. Government structure necessary to enable the businesses to create a network. There are private organizers taking care of such things but of course a Startup does not have the means to pay for such private agents. Trade commissioners support internationalization.
- Trade Agreements – (government structures)

Challenges

- Language
- Culture difference, different commodities (How do you deal with that?), Something that I always did is that I have the lessons learned. And one of the lessons learned is to never adopt to the challenges as you have to pay. Always with a translator to
- In 6 to 8 countries clients
- Currency fluctuations – financial challenges
- Financial part is always an issue
- Applied to funding projects
- Always apply to different projects
- MNEs operate in a different way, innovation funding, invest million
- Marketing? – Only network, solely- not enough resources –fairs! Events!

Company: Climbers
Inteviewee: Mario Mouraz
Position: Co-Founder and CEO

General Facts

- "We are a tech Startup and developed a software for Hotels. A revenue-management software. We work rather with the small and independent hotels. We launched the company in January 2015. The first product was launched 3 months ago. And we start internationalization in 2017. To UK, Germany and France. These are the targets for the first Semester in 2017, and for the next we think about Brazil or China. We haven't decided yet."
- Consider themselves as a Born Global Startup even though they have not internationalized yet
- only speak in English, the software is in English – international people working with them on a daily basis
- "We don't want to be a Portuguese company we don't want to be a European company; we definitely launch the first product with the goal to hit the world. The only reason why we have started operations in Portugal is to validate the product. The easiest and cheapest way was to do it in Portugal. But we just organized a trip to the UK.
- Employees: 8
- Don't want to follow the traditional way of internationalization for several reasons: First of all, Portugal is a small market, they are price sensitive. We have ambitions to scale. It is also more exciting to sell abroad. We want to go big right from the beginning"

Challenges

- Dealing with limited resources: need to be very creative: e.g. in recruitment- we fight on the cultural part of Climbers instead of the money part which we cannot offer and sell the vision for the future
- That's how we sell also to partners and investors.
- "Once you have money you start to be comfortable and loose creativity"
- "We are roadmapping all the time: How can we do something 10 times cheaper and more efficient?" - think like that all the time
- "We always find ways – in terms of partnerships – to give the partners something back – in order for the partnership to be cheaper for us"
- We constantly improve – try to outdate our competitors e.g. with a CRM system
- China – cultural difference – and their copycat system
- Government firewall
- Price sensitivity

Success Factors

- Next internationalization to Germany France and the UK- those markets are culturally close, big in size and open to technology
- "the market is already prepared to the solution we are selling"→ already competition selling the product which makes it easier for climbers to sell
- Logistics
- Recruitment is easier in these countries as they are close to one another
- Competitive advantage? → specifically targeting the smaller chains, and independent hotels – niche market! – competitor is Indian – want national customer service – we can provide that. "The fact that we are European also helps" → more affordable solution although it is not our key differentiator
- Network – want to grow fast. A network is a key to be able to do so, it allows to save a big amount of time
- "Leverage network of the partners abroad to sell faster"
- Need to understand sales models
- Network – it is key to internationalize - that is why we invest a lot in travelling to meet people and getting in contact with people in different regions.
- Networking & Sales are key to internationalize
- Flexibility – adapting quick to outside challenges - if there are problems we just solve it by being creative

Company: **Home24**
Interviewee: **Anonymous**
Position: **International Roll-out Manager**

General

- Active in Germany Switzerland Austria, France Belgium Netherland and Italy
- Same assortment sold in all countries
- Country focused catman – limited access in terms of top line growth

- Operations entirely done from berlin
- More offices would bring more complexity
- First internationalization: soft market entry 2012 French market the first one (foundation in 2010) – underestimated decision.
- Revenue: 40% international.
- Reason to internationalize: it is much more sexy to say that you are a European player. Easy way to boost the topline.
- Wish to internationalize was given right from the beginning
- Consultants with international experience

Challenges

- France –second biggest country in the EU – obvious choice but underestimated –
- Customs and currency difficult
- Too strong competition
- Cheap prices (France) not able to push the price up
- How managed? – didn't.
- If service, go as fast as you can – E-commerce is very expensive if you have to ship stuff – If you have a wardrobe to send – the return you have to manage as well
- Pushed to be internationalize – it was the spirit of berlin – investor driven – "Everybody was going international"
- Logistic
- Assortment
- Cannot sell same product in France and Austria
- Marketing was difficult – for the big countries – market specific marketing → start to replicate – in 2012 nobody was thinking about automating – but now everyone does. It makes sense to have one guy responsible for marketing per country because you. Now you just need a strong algorithm.
- Taste. Paneuropean taste.
- Zero competition

Success Factors

- Early internationalization itself
- Assortment
- Low transportation costs
- Many payment systems
- Delivery time as a success factor
- Network – little to nothing
- Not for furniture – e-commerce → price sensitivity – price competitive market.
- "Why do you need to be in the country to do business? If it was an old school business you would always have to travel to the suppliers. But now you just need a google account guy. And in terms of marketing, and market understanding it is very difficult to beat google. Googlee SEO etc. My personal opinion is that you can do a lot from here without creating complexity, and if you are big enough you have the suppliers coming to your office".

Company: **Vaniday**
Interviewee: Daniel Kachab
Position: **Co-Founder and CEO**

General

- Book cosmetic treatments,
- Started January 2015 in Berlin however did not launch in the german market
- First market in Brazil. Then Australia, Singapore, UAE and Italy.
- Largest spenders on beauty markets
- **100 people**
- Six offices
- One in berlin and then also one per country
- IT is translated
- Online marketing is done from berlin. As it is easily scalable, you don't neet one person per country but just one in the berlin office that does online marketing.
- Sales is only possible to be done locally as well as customer care.
- Right at inception
- Brazil, then four weeks later, in March and by July everything was live except Singapore. Singapore joined a bit later in November
- 2 founders – consultants, international experience, exchange

Challenges

- You need to do sales first in every country, "but sales can be very different in Sao Paulo than in Sydney"
- Figure out quite quickly how to do sales in international markets → not a hard challenge
- Measuring performance – the learning curve you have from brazil is not easily translatable for other markets, as the differences are to big.
- You should do internal benchmarking, but only up until the point where it makes sense"
- Super important is to have a guy for sales in every country
- Most challenging country: Brazil → emerging market – internet penetration is slow, internet speeds if they have are slow.
- More mobile app usage than desktops
- Way of communicating – what people can afford (premium brands in the salons) is quite small in comparison to industrialized countries – you need to manage to work with the low tier salons, which can be a big challenge, because general education can be very low. Technological knowledge needs to be given.

Success Factors

- Via rocket internet already a good network in all of the countries
- A slightly better one in brazil
- Super fragmented industry – mostly individuals – no chains – niche market!
- Creation of a big head brand

- Everyone is very offline – a huge opportunity
- Risk-free for the clients
- Need to have technology to see what is around you
- Network, - looking for new investors – come from rocket – time saving
- Communication by far the most important competence to be successful in international markets. Internal communication.
- “We do very different things. In Berlin we do strategic things, strategic online marketing, investor relations, while in the countries it is direct sales on the ground, getting out, getting many salons, offline marketing, building a call center. Extremely different jobs. And sometimes, find it hard to understand each other. Communication is absolute key. Keeping everyone on the same knowledge level is a huge challenge.”
- Between offices: rigorously numbers driven, a lot of reporting. Daily report of the number of bookings. Sales performance of each
- Bring together top sales person e.g. from brazil with “worst” sales person e.g. from Australia – learn from international offices.
- Internal optimization of working processes
- No new country – go to new cities insight countries focus for the next at least 3 months
- Brand not tied to a country – super international company – head office in Berlin however only 3 German speakers
- Prioritize
- Cultural difference – payment, male female,
- Russia – an unglamorous attend, withdraw due to government intervention, as Russian law require you to save all data that you gather in Russia also in Russia. So you need to get servers there and put the website there. And this would have led to a huge overhead. No business value just bureaucracy to → negative example of internationalization.
- “In the end we are a Startup, and startups are all about testing things, failing things and doing it better. Russia was one of the examples fitting this idea”
- founder vision – it is always what he wanted. It was clear that once you set up a company than it should have been international
- language definitely helped to the idea of born global startup and also the way of dealing with people in different international backgrounds.
- “We are not in the business of building small companies” “But the global footprint of a company is not a measurement for its success”
- Cut everything that is not good, you need to strictly prioritize – today we cut everything .
- Hard work: no one worked less than 14 hours a day
- Limited resources – you get more creative – and you get very good solutions
- “You stop solving issues with cash and you start solving issues with brain”
- How manage with the limited resources “radical prioritization. Kill everything that is not 100% related to what you want to do”

Company: **Tripaya**
Interviewee: **Andre Ramos**
Postion: **Founder**

<u>General</u>

- Team of four
- No real home country – every person in the world can use Tripaya – therefore no real home country
- More than 100 different countries using the website
- “we don’t want to say that Tripaya is from a specific country”
- Launched in June last year.
- First user base was Portuguese

Challenges

- Highly competitive market – very difficult to succeed as a new player.
- Need to be different.
- It is impossible to compete with money.
- UK very specific market
- Much higher costs of hiring a customer, well established players on the market
- Language barrier (spain-don’t speak English) saw site only in English – need to translate
- Currency is an important factor – can be a huge problem but not a real challenge
- In their case these to the most important challenges but not impossible to tackle

Success factors

- Unique site
- Easy and userfriendly , just a few clicks
- Strategy: doing a lot of PR, contacting journalists, use social media, as for instance Linkedin, contact travel bloggers etc.
- the other strategy is one we have to pay for. Which is using Facebook ads. In different countries.
- With social media it is very easy and fast to reach people in most countries in the world
- Word of mouth, 40& of users are international clients non-Portuguese
- Had to decided which are the best countries to do marketing in, as we do not have a lot of money (limited resources), the most suitable countries we put money in, 13 different countries, some of them went bad some of them better then the others.
- No investments yet – little budget to run.
- Need a solution that people can really use
- “everybody likes to travel” – we don’t need to educate the customer
- when you create something new, we have competiors- our customers are already used to similar business models but we offer something more specific for those that don’t know where they want to go and lack ideas.

- At least one person per country that is well related with the press and knows the market and the culture and how the user behaves
- Advertising is very different from the way you do it Asia than from advertising in Portugal.
- Conquer the world
- Talking to investors
- Need money for more advertisement
- Traveler mindset, create what they are used to
- Flexibility
- "Willingness to fail, which is the big difference to large corporations is the willingness to fail, to fall, to try again, and at big companies you don't have that mentality. People there don't want you to try because they don't want you to fail, but here in a startup its completely the opposite. You are encouraged to try, encouraged to fail, because that's how you learn and how the startup learns."
- "We are always listening to the customer, hearing them and making adjustments. The website you see now is completely different of what we first had in mind".

Company: Xtourmaker
Interviewee: Major Euclides
Position: Co-Founder and CEO

General

- 1 year to go international
- first country – Spain
- Multiple offices in the world – one in UK, one in San Francisco
- Selling software – good for customers to have at least some local presence
- Why so quickly internationalize? Small home country – interesting to test and validate – have to go early on in portugal – different than Germany – in portugal certain amount of potential customers – limited pp – have to go to
- Different managerial backgrounds: Engeneers, business management - all lived abroad and worked abroad

Challenges

- need people able to communicate in the language of the country – if not it is a big challenge – hiring native speaking people very important and challenging
- Deal with different regulations – outside of Europe especially. Legal perspective – Tax – local law compliance – if going to different countries at the same time- how find a good way to scale in each country –
- Can be difficult to focus and decide
- Most difficult market: Asian Market → need sensitivity for cultural differences and general knowledge on the market

Success Factors

- The market potential in general
- VC (a government venture capital) – helped internationalize to San Francisco and to open the office
- Customers Focus
- Flexibility: it is important to change a lot especially during the beginning of business operations and to closely listen to the customer
- Coworking Spaces make it easier to have a physical presence in foreign countries
- Visit international events for startups to build a network (globally)

Company: Inviita
Interviewee: Bernardo Vestia
Position: Head of Marketing and Growth

General

- Being Born global was part of thestrategy - "We partnered with the largest content providers in the travel sector, i.e. Viator for activities and Booking.com for accommodations. This strategy enabled us to provide bookable products worldwide, increasing revenue opportunities and allowed us to provide content almost anywhere in the world."
- 4 full-time employees, 2 part-time employees in one single office in Lisbon.
- Customers: "In the B2C market our main target market is tech-savvy people, aged between 18-54 years old, who adopt/use new technologies and are used to make online purchases. The millennial segment is the most interesting for us due to their disposable income, which is mainly used for lifestyle purposes."
- Revenue from international operations: 83%
- Operating in 144 countries, 1 country office.
- Why internationalize? - Mostly because this strategy enabled us to provide bookable products worldwide, increasing revenue opportunities.

Challenges

- Growing exponentially in markets before expected, can represent a risk. Due to cultural and language barriers, this could imply new market researches, translation to new languages and new hires to provide more and better customer service, before this was planned. Growing in such markets can also represent the need to have different providers to enrich content in these areas.
- Customer service is very difficult to manage when the team doesn't have the ability to communicate in the same language of the client. If the time zones are very distant that also represents a problem in terms of customer service.
- Brazil has proven to be difficult, mostly due to localization issues. Brazilians tend not to interact with companies that don't speak Brazilian Portuguese. This market was also difficult to reach because our app is only available on iOS and Android is much bigger in Brazil.

<u>Success Factors</u>

- Inviita needs fast growth otherwise surpassed by competitors and internationalizing faster means growing faster and reaching to our competitor's target audience sooner than them.
- In order to be able to internationalize you need to have a quality product /service and a recognizable brand. In terms of operations you need to make sure that you can manage to communicate to your target audience to be more effective
- Knowing how to build a digital business is key in our internationalization.
- Expanding the languages that product is available in. And also, to invest in Customer Service.
- The international experience by the management team was crucial in defining the internationalization strategy
- Formulated an internationalization strategy before inception

Company: Foodora
Interviewee: (Anonymous)
Position: Growth Manager

<u>General</u>

- Foodora is an on-demand meal delivery service that partners only with beloved local restaurants. We know the best our cities have to offer and we're bringing it online, so that customers can enjoy great food in the comfort of their homes, in their offices, or anywhere they might be today.
- expanded to 33 cities in 10 countries (Australia, Austria, Canada, Finland, France, Germany, Italy, Netherlands, Norway, Sweden). In total, we have around 1200 employees and 6000 drivers worldwide.
- Started to go international right from the beginning after we successfully launched in Munich and in Berlin. Approximately 4 months after inception.

<u>Challenges</u>

- Main challenge is to get to know and adapt to the local market. Since nobody knew us in the beginning, the toughest challenge was to convince the coolest and hippest places in town to partner with us. Our success in the staring phase was highly dependent on the type of restaurants we acquired. To be successful, only customer's favorite restaurants needed to be on board.
- The main obstacle before internationalizing was the validation of the business model, which had to be on point before scaling the business. In Berlin for example the customers have different order habits than in Munich.
- Had to learn how to cope with local differences and had to write playbooks on the major failures and success to facilitate the international roll-out. After internationalizing it was very challenging to manage this rapid growth.
- The main challenges are operations: how do you position your drivers? How to stack orders so it is more efficient? How do you forecast your orders?

<u>Success Factors</u> • Resources: people, people, people and of course money to be able to quickly expand. And build up a brand. • Worldwide knowledge calls, where we tell us about the dos and donts of the daily business according to the field we are operating in (operations, key account management, sales) • “Each of us had a personal network to be explored. That was especially important with regards to building up the teams in the different countries.” • “Especially flexibility and networking were the main advantages we had when going international.”