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Saudi Arabia

Toothpaste

Summer II, 2010

2 pm

Tom's of Maine is a small company originating in Kennebunk, Maine. They pride themselves on making sure the environment and their employees are treated well. Tom's of Maine sells a natural toothpaste having unique core, packaging, service components and sales for \$4.84 per 0.17 liter tube in the USA (See Table 1). Should Tom's of Maine begin to sell their product in Saudi Arabia? There are many factors in deciding to enter Saudi Arabia. Which is the best possible avenue in which to do so? Factors and recommendations are analyzed and discussed in the following paragraphs (tomsomain.com, 2010).

The first factor researched was economic information for several countries including Saudi Arabia. Saudi Arabia has a relatively small population that is almost 26,000,000 people (Euromonitor, 2010). Saudi Arabia's GDP per capita in purchasing power parity is almost twice that of the world (See table 2). Saudi Arabia does even better when you look at their GDP per household in ppp basis and their top 10% GDP per capita in ppp (See Table 2).

Next, Saudi Arabia industry data on oral care and toothpaste volume and value is compared. The industry value is about a \$200,600,000 with a product value of about \$123,000,000 product industry (Euromonitor, 2010). The product value growth has been strong with an eight point three percent increase in 2009. Also found, per-household consumption is the highest of countries compared (See Table 3). This high consumption is clearly evidence that people in Saudi Arabia make brushing their teeth a high priority.

Researched cultural dimensions of Saudi Arabia are then compared to some other countries (See Table 4). According to Hofstede's cultural dimensions, Saudi Arabia has both a relatively high power-distance index and uncertainty-avoidance index. These

dimensions conclude Saudi Arabians are brand loyal consumers who put high emphases on collective group thinking. This might explain their desire for high consumption of oral care products.

Next, governance rankings for a few countries including Saudi Arabia are compared (See Table 5). Saudi Arabia has an overall moderate governance ranking. Saudi Arabia's political stability and voice and accountability are both low to very low (See table 5). This increases market entry risk due to the increased chance the current government could be overthrown and new policy makers put into place.

Infrastructure for Saudi Arabia when compared to other countries is also important (See Table 5). Saudi Arabia's infrastructure is quite comparable to other developed countries with more shipping ports in comparison to the USA (See table 6). This will aid in the logistics of delivering the product to the consumer in Saudi Arabia. They also have a very large number of cell phones and internet users (See table 6). Contracting with a company in Saudi Arabia to do direct marketing using the abundant cell phones current in Saudi Arabia is the optimal promotional strategy (See table 12).

Risks associated with these variables are evaluated to see how Saudi Arabia ranked compared to the USA (See Table 7). Saudi Arabia's economic similarities with the USA suggest that Tom's of Main could possibly make profit if they decide to enter the Saudi Arabian market. Subsequently the consequences of these variables are considered by their effects on the marketing mix in Saudi Arabia (See table 8).

Toothpaste sales in Saudi Arabia totaled \$123,400,000 US dollars in 2009 (See table 9) (Euromonitor, 2010). After investigating the market share for companies currently selling toothpaste in Saudi Arabia it is concluded there is a growing market for new companies categorized as “other” brands (Euromonitor, 2010). The market share for the “other” brands has increased in the past few years to 4.5% in 2009. Saudi Arabian consumers are becoming open to trying new products. In the first year of market entry, Tom’s of Maine may capture 2% of total market share. That would lead to a little over 400,000 liters of toothpaste sold. This is just under 70,000 tubes of 0.17 liter tubes of toothpaste (See Table 9).

Tom’s of Maine toothpaste sold for \$4.84 in 2009 in the USA which is 72% higher than the average tube of toothpaste of equivalent size (iherb.com, 2010). Selling Tom’s of Maine toothpaste at 72% higher than the average tube of toothpaste in Saudi Arabia equates to a price of \$5.88. Considering that Saudi Arabians have a high UAI index, Tom’s of Maine could sell their toothpaste at about 10% below the suggested retail price using same price difference as in US (See Table 10). This is a price range between \$4.75 and \$5.00. This would allow Tom’s of Maine to keep the high quality appeal of their product. They could accomplish this while cushioning the difference between the average price and their own, in hopes of acquiring the two percent market share goal the first year of market entry (See Table 10).

To enter the Saudi Arabian market, Tom’s of Maine must find a balance between adapting and standardizing their product. Standardizing everything except the following product components may be a viable suggestion (See Table 11): First, the styling of the box and tube. The language should be translated into Arabic so everyone in Saudi Arabia can read the information on the box and

learn what Tom's of Main toothpaste has to offer. Second, 1-800 listed on the box is currently servicing consumers that can call between eight thirty am and five pm eastern time. This should not be included on the boxes sent to the Saudi Arabian market. I suggest that instead the consumers be directed to the Tom's of Maine website. This adaptation will eliminate the cost of hiring new employees to man phones during time when people in Saudi Arabia would be awake to call. Lastly the price range change I mentioned earlier of \$4.75 to \$5.00 should be implemented.

The last factor considered is the method of market entry. The two best ways of market entry into Saudi Arabia are with a joint venture and direct exporting. There are pros and cons for each of these modes of market entry (See table 12). A joint venture would reduce risk, improve resource access, and most importantly, would create good public relations. Creating a joint venture with a Saudi Arabian company would be the best method once Tom's of Main's toothpaste has already won a portion of market share. The best mode of market entry into Saudi Arabia is direct export. This is the mode with the least risk. Tom's of Main would not need to invest a great deal of capital to complete this task. They can increase production within the boundaries of current facilities to minimize extra costs while exporting excess production to the Saudi Arabian market. Then, they can test the market for consumer responsiveness to their product and analyze the data before making any further decisions of expansion.

There are many factors to consider in the decision to enter Saudi Arabia with Tom's of Main toothpaste while upholding brand value. This can be accomplished with the correct formula of cultural awareness, attention to the international environment, proper balance of adaptations to the marketing mix, and a detailed international planning process. After analyzing strengths of the economy

of Saudi Arabia and their demand for toothpaste, Tom's of Main should proceed with entering this market with the strategies discussed.

References

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iherb.com, Retrieved (August 6, 2010),from, <http://www.iherb.com/Tom-s-of-Maine-Natural-Anticavity-Baking-Soda-Fluoride-Toothpaste-Peppermint-170-g-6-oz/5425>

Tom's of Maine, retrieved, (August 6, 2010), from , <http://www.tomsofmaine.com/home>

Appendix

Table 1

Product as sold in USA

Core Component	Packaging component	Support services Component
Product Features: Natural care peppermint fluoride toothpaste with Baking soda.	Brand Name: Tom’s of Maine (since 1970) see figure 2.	Warranty: Expiration date on bottom of box and end of tube. Questions? Call – 1-800-FOR-TOMS M-F 8:30am- 5pm ET
Design Features: Active Ingredient: Sodium monofluorophosphate (.15% w/v fluoride ion). Inactive Ingredients: Calcium carbonate, water, glycerin, sodium bicarbonate, carrageenan (Chondrus crispus), xylitol, peppermint (Mentha piperita) oil, sodium lauryl sulfate. Size: 170g (6oz) The long white tube is made from recycled aluminum. The serrated white cap is made from Polypropylene #5.	Package: The rectangular box that aids in shipping is made from Recycled/Recyclable paperboard -- 40-65% post consumer. The ink that is used to print on the box is come from waste ink. It is 60% white with writing and 40% Green with a photo of peppermint leaves. See figure 1.	Deliveries/Spare parts: Go to www.tomsomaine.com to find a list of many online retailers that carry the product. Can find the product at grocery stores, health food stores pharmacies, and consumer product retail stores.
Design Features: The tube has the same information as the box does, accept for the picture of the peppermint leaves is blue. The white cap is serrated. Easy to squeeze tube with easy to twist serrated cap.	Styling: The box that contains the tube includes peppermint leaves with a green. It includes many facts such as Ingredients, warnings, uses, drug facts, ADA seal of approval, web site, letter from cofounders, info about recycled materials, net weight, expiration date and what kind of ink is used to print on the box. See Figure 1.	Instructions: - Adults and children 2 years of age and older. Brush teeth thoroughly, preferably after each meal or at least twice a day, or as directed by a dentist or doctor. -Instruct children under 6 years of age in good brushing and rinsing habits (to minimize swallowing). -Supervise children as necessary until capable of using without supervision. -Children under 2 years of age: Consult a dentist or doctor. -Children under 6; Use a pea-sized amount.
Functional: Cleans Teeth	Price: \$4.84 for a 1 unit pack.	Other Services: Go to www.tomsomaine.com to find other related services.
	Trade Mark: NATURALLY, IT WORKS	

iherb.com, Retrieved ,August 6, 2010,from, <http://www.iherb.com/Tom-s-of-Maine-Natural-Anticavity-Baking-Soda-Fluoride-Toothpaste-Peppermint-170-g-6-oz/5425>

Tom's of Maine, retrieved, August 6, 2010, from , <http://www.tomsomaine.com/home>

Table 2

Economic Information for the World, China, Brazil, Saudi Arabia, USA and World without USA.

	World	China	Brazil	Saudi Arabia^a	USA	World without USA^b
Nominal GDP	\$59,806,976,319,30 0.00	\$4,909,357,805,30 0.00	\$1,572,560,434,30 0.00	\$364,287,135,70 0.00	\$14,258,200,000,00 0.00	\$45,548,776,319,30 0.00
GDP in ppp basis	\$73,108,186,066,00 0.00	\$8,765,107,161,50 0.00	\$2,013,462,524,00 0.00	\$584,793,133,10 0.00	\$14,258,200,000,00 0.00	\$58,849,986,066,00 0.00
Nominal GDP/capita	\$8,573.00	\$3,697.00	\$8,117.00	\$14,163.00	\$46,504.00	\$6,995.67
GDP/capita in ppp basis	\$10,287.60	\$6,600.00	\$10,393.00	\$22,736.00	\$46,504.00	\$9,038.55
Nominal GDP/household	\$32,079.50	\$12,621.50	\$28,858.60	\$77,014.60	\$120,295.30	\$26,897.10
GDP/Household in ppp basis	\$38,494.40	\$22,534.30	\$36,949.80	\$123,632.10	\$120,295.30	\$34,751.62
Population: Mid Year	6,818,731,300.00	133,121,900.00	194,578,500.00	25,983,300.00	307,731,300.00	6,511,000,000.00
Household	1,811,972,300.00	388,968,200.00	54,491,900.00	4,730,100.00	118,526,600.00	1,693,445,700.00
Top 10% GDP per capita in ppp	\$31,628.93	\$9,876.41	\$44,495.61	\$90,026.00	\$138,999.84	\$36,154.19
Bottom 10% GDP per capita ppp	\$2,680.42	\$2,304.49	\$1,138.26	\$4,501.30	\$9,266.66	\$1,807.71

^aHousehold income by percentage share for top and bottom 10% GDP where not available. Generic percentages of 40% for the top and 2% for the bottom where used.

^bHousehold income by percentage share for top and bottom 10% GDP where not available. Generic percentages of 40% for the top and 2% for the bottom where used.

Euromonitor International (2010, June). *Economy and Finance and population for World, USA, Brazil, China, and Saudi Arabia.*

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Table 3

Industry and Product volume and value information for World, China, Brazil, Saudi Arabia, USA, and World without USA.

	World	China	Brazil	Saudi Arabia	USA	World without USA
Industry Value (000)	\$33,224,600.00	\$2,513,500.00	\$2,756,300.00	\$200,600.00	\$5,978,900.00	\$27,245,700.00
Industry Volume	N/A	N/A	N/A	N/A	N/A	N/A
Product Value (000)	\$17,133,700.00	\$1,881,500.00	\$1,283,100.00	\$123,400.00	\$2,093,300.00	\$15,040,400.00
Product Volume (liters)	15.5	8.7	12.8	20	16.5	-1
2009 product value growth (mn)	-1.9	7.6	1.8	8.3	-0.9	-1
2009 product value growth (mn)	-1.5	8.2	5.5	8	0.2	-1.7
2009 actual industry volume growth	N/A	N/A	N/A	N/A	N/A	N/A
2009 product volume growth	-4	4.1	0.2	3.3	4.4	-8.4
Last five years of average industry value growth (mn)	7818.6	972.6	1630.7	55.8	318.7	7499.9
Last five years of average industry volume growth	N/A	N/A	N/A	N/A	N/A	N/A
Last five years of average product value growth (mn)	4020.5	752.1	687.4	29.2	81.3	3939.2
Last five years of average product volume growth	1.70	2.10	5.60	0.60	1.30	0.4
Per capita Value consumption for industry	\$4.90	\$1.90	\$14.20	\$7.80	\$19.50	\$4.18
Per capita Volume consumption for industry (liters)	N/A	N/A	N/A	N/A	N/A	N/A
Per capita Value consumption for product	\$2.50	\$1.40	\$6.60	\$4.80	\$6.80	\$2.31
Per captita Volume Consumption for product (mL)	163.30	162.70	516.30	239.70	414.60	N/A
Per Household Value consumption for industry	\$18.30	\$6.50	\$50.60	\$42.40	\$50.40	\$16.09
Per Household Volume consumption for industry (liters)	N/A	N/A	N/A	N/A	N/A	N/A
Per Household Value consumption for product	9.4	4.8	23.5	26.1	17.7	8.88
Per Household Volume Consumption for product (ml)	610.20	555.50	1835.50	1,303.60	1072.50	N/A
Volume consumption as a percentage of GDP/capita	N/A	N/A	N/A	N/A	N/A	N/A
Value consumption as a percentage of GDP/capita	0.03%	0.04%	0.08%	0.03%	0.01%	0.03%
Industry value consumption as a percentage of GDP/ household	N/A	N/A	N/A	N/A	N/A	N/A
Product value consumption as a percentage of GDP/household	0.21%	0.18%	0.62%	0.30%	0.11%	0.23%

Euromonitor International (2010, June). *Industry and Product Information for World, China, Brazil, Saudi Arabia, USA and World without USA.*

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Table 4

Hofstede's cultural dimensions for Brazil, China, Saudi Arabia , and USA.

Dimensions	Brazil	China^a	Saudi Arabia^b	USA
PDI - Power Distance Index	69	80	80	40
IDV – Individualism Index	38	20	38	91
MAS – Masculinity Index	49	66	52	62
UAI - Uncertainty Avoidance Index	76	30	68	46
LTO - Long Term Orientation Index	65	100	N/A	29

^aChina's data is based on estimated data.

^bSaudi Arabia data is based on the Arab World Regional estimated values.

Geert Hofstede Cultural Dimensions (2010, June). *Cultural demintions for Brazil, China, Saudi Arabia, and USA*. Retrieved July 15, 2010, from: http://www.geert-hofstede.com/hofstede_dimensions.php

Table 5

2008 Governance rankings for Brazil, China, Saudi Arabia, and USA.

	Brazil	China	Saudi Arabia	USA
Control of Corruption	Moderate	Low	Moderate	Very Good
Government Effectiveness	Moderate	Moderate	Moderate	Very Good
Political stability	Low	Low	Low	Moderate
Regulatory Quality	Moderate	Low	Moderate	Very Good
Rule of Law	Low	Low	Moderate	Very Good
Voice and Accountability	Moderate	Very Low	Very Low	Good

	Very Good
	Good
	Moderate
	Low
	Very Low

World Bank (2009) *Worldwide Governance Indicators*. Retrieved July 19,2010, from : http://info.worldbank.org/governance/wgi/sc_chart.asp

Table 6

Infrastructure for Brazil, China, Saudi Arabia and USA

	Brazil	China	Saudi Arabia	USA
Population(July 2010 est.)	201,103,330	1,330,141,295	29,207,277	310,232,863
Ports per km coast line	.000934 ports per km	.000552 ports per km	.001515 ports per km	.000502 ports per km
Roads per sq. km	.205742 roads per sq. km	.373422 roads per sq. km	.102979 roads per sq. km	.657984 roads per sq. km
Airports per sq. km	.000470	.000050	.000101	.001536
Cell phones/per capita (2008)	.749	.477	1.233	.870
TV broadcast stations	138 (1997)	3,240(1997)	117 (1997)	2,218 (2006)
Radio broadcast stations	AM 1,365, FM 296, shortwave 161 (1999)	AM 369, FM 259, shortwave 45 (1998)	AM 43, FM 31, shortwave 2 (1998)	AM 4,789, FM 8,961, shortwave 19 (2006)
Internet host/ per capita (2009)	.079	.00001	.016	1.235
Internet users/per capita (2008)	.323	.224	.264	.745

Note: The US Internet total host count includes the following top level domain host addresses: .us, .com, .edu, .gov, .mil, .net, and .org

Central Intelligence Agency (n.d.).*The World Factbook*. Retrieved July 15, 2010, from: <https://www.cia.gov/library/publications/the-world-factbook/>

Table 7

Risk levels and comparison of similarities between USA and Brazil, China and Saudi Arabia.

	Cultural	Economic	Political	Infrastructure	Communications
Brazil	2	2	2	2	3
China	1	1	1	3	2
Saudi Arabia	2	4	2	2	3

4=Very Similar
3=Similar
2=Dissimilar
1=Very Dissimilar

High Risk	
Moderate Risk	
Low Risk	
No Risk	

Central Intelligence Agency (n.d.). *The World Factbook*. Retrieved July 15, 2010, from: <https://www.cia.gov/library/publications/the-world-factbook/>

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Table 8

Consequences of Cultural, Economic, Political, Infrastructure and Communications Risk and those effects on Product, Price, Placement and Promotions in Saudi Arabia.

	Cultural	Economic	Political	Infrastructure	Communications
Product	Due to the moderately high UAI index consumers would be hesitant to switch from their current brand.	N/A	N/A	The logistical of shipping might affect the customization of the product in order to complete this task.	
Price	N/A	N/A	An unstable government could affect prices by implementing trade barriers on the product.	The lack of infrastructure would affect the price of the product due to the extra logistical expense of shipping.	
Placement	N/A	N/A	An unstable government might effect where the government allows the product to be sold.	The lack of roads would minimize the locations that the product could be sold at.	The type of communication available might affect the ordering of inventory, thus affecting the number of distributors.
Promotions	N/A	N/A	N/A	N/A	The lack of communication such as little TV and internet could make for customization from current promotional strategies.

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World Bank (2009) *Worldwide Governance Indicators*. Retrieved July 19,2010, from : http://info.worldbank.org/governance/wgi/sc_chart.asp

Table 9

Toothpaste sales projections for Saudi Arabia.

Toothpaste Sales projections	2009	2010	2011	2012	2013	2014
Saudi Arabia - Retail Value RSP - US\$ '000 - Constant 2009 Prices - Fixed 2009 Exchange Rates	\$123,392.60	\$125,243.50	\$126,746.40	\$128,901.10	\$132,123.60	\$136,087.30
Saudi Arabia - Retail Volume - '000 litres	\$6,166.00	\$6,424.90	\$6,662.70	\$6,895.90	\$7,123.40	\$7,365.60
market share we are going to capture		0.02	0.03	0.03	0.04	0.05
sales estimate '000		\$2,504.87	\$3,168.66	\$3,867.03	\$5,284.94	\$6,804.37
Actual Projected Volume using average price		12,211,241.25	15,447,217.50	18,851,785.88	25,764,102.00	33,171,279.38
Price per liter \$29.94						
Projected liter sales		407,857.09	515,939.13	629,652.17	860,524.45	1,107,925.16
Projected tom's toothpaste tube sales (.17 liters)		69,335.71	87,709.65	107,040.87	146,289.16	188,347.28
Price Range \$5.29 to \$4.89						

Euromonitor International (2010, August). *Retail value and volume for USA and Saudi Arabia*. Retrieved August 06,2010, from:

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Table 10

Price suggestions for Saudi Arabia using USA comparisons.

	2009	2010	2011	2012	2013	2014
USA						
USA - Retail Value RSP - US\$ '000 - Constant 2009 Prices - Fixed 2009 Exchange Rates	\$2,093,290.00	\$2,067,120.00	\$2,018,130.00	\$1,998,350.00	\$1,975,970.00	\$1,959,170.00
USA - Retail Volume - '000 liters	\$127,114.50	\$123,877.80	\$121,917.30	\$121,207.20	\$119,670.20	\$119,549.40
Price \$ Per liter	\$16.47	\$16.69	\$16.55	\$16.49	\$16.51	\$16.39
Toms toothpaste has (170 grams) .17 liters						
Average price \$ for a .17 liter toothpaste in USA	\$2.80	\$2.84	\$2.81	\$2.80	\$2.81	\$2.79
Price paid for Tom's (iherb.com)	\$4.84	\$4.84	\$4.84	\$4.84	\$4.84	\$4.84
Over/under (%)	72.89	70.62	71.99	72.68	72.43	73.73
Saudi Arabia						
Saudi Arabia - Retail Value RSP - US\$ '000 - Constant 2009 Prices - Fixed 2009 Exchange Rates	123,392.60	125,243.50	126,746.40	128,901.10	132,123.60	136,087.30
Saudi Arabia - Retail Volume - '000 liters	6,166.00	6,424.90	6,662.70	6,895.90	7,123.40	7,365.60
Price \$ Per liter	20.01	19.49	19.02	18.69	18.55	18.48
Toms toothpaste has (170 grams) .17 liters						
Average price \$ for a .17 liter toothpaste in Saudi Arabia	\$3.40	\$3.31	\$3.23	\$3.18	\$3.15	\$3.14
Suggested retail Price using same price difference as in US \$	\$5.88	\$5.65	\$5.56	\$5.49	\$5.44	\$5.46
Suggested retail Price Range in Saudi Arabia	\$4.75	\$5.00				

Euromonitor International (2010, August). *Retail value and volume for USA and Saudi Arabia*. Retrieved August 06,2010, from:

<https://login.libproxy.txstate.edu/login?url=http%3a%2f%2fwww.portal.euromonitor.com%2fportal%2fserver.pt>

Table 11

Product component proposed for Saudi Arabia

Core Component	Packaging component	Support services Component
Product Features: Standardize	Brand Name: Standardize	Warranty: Not have the one-eight hundred number available for consumers in Saudi Arabia. Direct them instead to the website. Going to adapt this because currently we only have employees on the lines during hours of operations appropriate for USA. To change this would increase expense higher than allowable.
Design Features: Standardize	Package: Standardize	Deliveries/Spare parts: Standardize
Design Features: Standardize	Styling: Change the language of the writing on the box. This is necessary so that everyone in Saudi Arabia will be able to read all the information on the box so that they can learn what Tom's of Main has to offer	Instructions: Change the language of the writing on the box. This is necessary so that everyone in Saudi Arabia will be able to read all the information on the box so that they can learn what Tom's of Main has to offer.
Functional: Standardize	Price: Suggested retail price range \$4.75-\$5.00. This price is ninety percent and rounded down of the price range relative to what it is percentage wise of the average toothpaste in USA. The reason for coming down about ten percent is so that we can capture the intended market easily in Saudi Arabia.	Other Services: Standardize.
	Trade Mark: N/A-Keep the trade mark in English.	

Table 12

Pros and Cons of market entry into Saudi Arabia.

		Pros	Cons
Exporting	Internet sales	An easy avenue to generate sales without adapting the product.	Takes time to build awareness and needs considerable amounts of advertising in the host country.
	Direct Exporting	An easy avenue to penetrate foreign markets with little risk.	Lost sales in import barriers of host country. Would lose sales because we are not contributing jobs and taxes to the local economy.
	Indirect Exporting	Minimize adaptations needed to sale product.	Loss of price control.
	Direct sales	Would not have to do adaptation until the order is made.	Not many consumers interested in coming to USA to view product before purchase.
Contractual agreements	Licensing and Franchising	Helps companies entry into country s that's government will not allow direct foreign investment such as Saudi Arabia.	Least profitable mode of entry.
Strategic Alliances	Strategic alliances	Decrease risk by spreading it out between 2 or more companies. Increase in resources.	Legal implications from complications between parties. Increased chance of secret product information leaking into public.
	Joint ventures and Consortia	Gain sales from consumers with the mindset to buy products that come from local companies and decrease risk from spreading it out between 2 or more companies. Increase access to resources.	Legal implications from complications between parties. Increased chance of secret product information leaking into public.
Ownership	Direct foreign Investment	Lower cost of labor, avoid export/import taxes, and reduce transportations costs.	Increased risk on investment due to a list of factures that include government , economic, legal ,etc.
Best market entry	Direct Exporting because of the low risk involved in trying reach the small niche market.	This will allow Tom's of Main to test the market to see how Saudi Arabia consumers will react to Tom's of Mains product. This will help reduce risk associated with the adaptations necessary for exporting to Saudi Arabia.	Loss in profits due to export and import taxes and barriers. Loss of sales to people that only buy products from companies that are locally produced.
Product/Brand Strategy	Marketing to a niche market of consumers that are looking for a natural product.	This will gain Tom's of Maine a great deal of attention over time due to the awareness of up and coming new oral care products in Saudi Arabia.	Might have the possibility of not grabbing the attention of the masses in the host country.
Price Rational (\$4.75-\$5.00)	We want to market to consumers on the top half on the national GDP level, which have interests in new oral care products.	Grabs the attention of consumers on the high end of the GDP (ppp) that are looking for new oral care products. The high price relates to a quality product that is worth the extra money. This will be in line with Tom's product strategy of marketing to a niche market of individuals looking for a product of high quality.	The higher than average price for toothpaste will keep many consumers in Saudi Arabia from purchasing our toothpaste.
Promotion medium	I suggest a contract with a company in Saudi Arabia to do direct marketing though cell phones.	This would allow Tom's of Maine to be in control of what Price, Product and Brand Strategy's they want to portray there product to have in the Saudi Arabia market while gaining favorable press by giving local people jobs to do the work.	Loss of absolute control if the Saudi Arabian company breaks contract ,or dose not uphold agreements in the agreement.

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Figure 1



iherb.com, Retrieved ,(August 6, 2010),from, <http://www.iherb.com/Tom-s-of-Maine-Natural-Anticavity-Baking-Soda-Fluoride-Toothpaste-Peppermint-170-g-6-oz/5425>

Figure 2



Tom's of Maine, retrieved, (August 6, 2010), from , <http://www.tomsofmaine.com/home>