

**ROVIRA I VIRGILI UNIVERSITY  
FACULTY OF ECONOMY AND ENTERPRISE  
DEPARTMENT OF ECONOMY**



**UNIVERSITAT  
ROVIRA i VIRGILI**

**INTERNATIONALIZATION PLAN FOR A  
SOFTWARE COMPANY:  
N10 SOFTWARE**

Author:

**PAULA SANTÍN PIÑOL**

Supervised by:

**MARIA VICTÒRIA SOLDEVILA LAFON**

**Reus, Tarragona - Spain**

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## ABSTRACT

This internationalization plan analyses the expansion of N10 Software, a Spanish software company specializing in customized ERP solutions, into the European markets of France, Germany, and the Netherlands. First, an overview of the software industry has been provided, highlighting the growing demand for digital transformation and customized software solutions in recent years and the upward trend in subsequent years.

The project then analyzes the political, economic, social, and technological aspects of each target country. It considers factors like political stability, innovation policies, regulatory environments, and economic indicators such as GDP growth and labor market conditions to find opportunities and challenges for entering these markets.

In addition, a SWOT analysis is performed to understand N10 Software's internal strengths and weaknesses, as well as external opportunities and threats in each country. The analysis shows that the Netherlands is the most favorable market for N10 Software's expansion due to its open market for technology and innovation, high digital skills, and supportive government policies. France is seen as a secondary option because of its strong support for innovation and significant market potential.

Finally, the plan outlines marketing strategies for entering in the Netherlands, focusing on product customization, competitive pricing, digital distribution channels, and a mix of online and offline promotional activities.

**Keywords: Software, internationalization, Netherlands, digital skills, technology.**

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**List of abbreviations**

ADMIN	Administration
CRM	Customer Relationship Management
DEPT	Department
ERP	Enterprise Resource Planning
GEM	Global Entrepreneurship Monitor
IT	Information Technology
MGMT	Management
OSI	Online Service Index
HCI	Human Capital Index
TII	Telecommunication Infrastructure Index

## 1. Introduction

Globalization describes the integration of markets around the world. Beyond its economic aspects, it means connections, communications, and integrations between markets due to technological advances, along with social, cultural, and political factors. In addition, it has facilitated the search for new revenues in other countries, something that SMEs have been able to take advantage of, especially those selling online services, as is the case of N10 software.

The following internationalization plan represents a real case for the company N10 software, dedicated to the development of customized software for other companies. They differentiate themselves from the rest by their quality of service, as many of their competitors in the sector have been growing, but they do not offer a close and personalized service to the client. However, N10 Software does, as they make sure that the same technician always attends to each client, which makes it a data-driven decision. In addition, they optimize manual processes such as inventory management, invoicing, or accounting and facilitate visibility on the Internet through the improvement of computer systems, which in turn increases sales for customers.

As the company is new, it is currently limited to the Spanish market. For this reason, the partners thought of taking the opportunity to carry out the internationalization study to find out which country would be the most suitable for such a plan. The main objective of this work is to draw up an internationalization plan for a European country, as this is what the company was most interested in. First of all, the software industry and its prospects until 2028 will be explained in general. Secondly, an analysis of the company N10 Software and its organization will be made. This will be followed by a comparison between the countries that are of most interest to the company, as well as a market and competitor analysis for the chosen country. Then, an internal analysis, explaining the objectives to be carried out both at the international and local levels. Finally, the recommended strategy for entry into the country and the marketing mix strategy will be developed.

The project applies theory gained in my studies at the University Rovira and Virgili in the master of “International Markets” in subjects such as Internationalization Strategies, Challenges of Globalization, Data Analysis, and Innovation in a global environment, as well as knowledge collected directly at the company by co-working with N10 software.

## 2. The software industry

The software industry is a booming sector. Technology is increasingly present and is expected to grow at an exponential rate (Europa Press, 2022)<sup>1</sup>. In Spain, the level of ICT goods and services exports abroad grew at a remarkable rate of +23.8% in 2022 to reach a record 21,089 million euros (Ametic, 2023)<sup>2</sup>.

However, this is not a situation that is unique to Spain, but one that has occurred in general all over the world. As can be seen in [Figure A.1 "Software revenue by segment Worldwide \(in US\\$\)"](#) in the Annex, the trend has been upward, with the bulk of the profits coming from software companies, followed by the development of software applications and systems infrastructure software (STATISTA, December 2023)<sup>3</sup>. Moreover, “the Europe Business Software Market size is estimated at USD 59.75 billion in 2024 and is expected to reach USD 84.29 billion by 2029, growing at a CAGR of 7.12%” (Mordor Intelligence, 2023)<sup>4</sup>.

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<sup>1</sup> Europa Press (April 25, 2022). *Software industry to grow at more than twice the rate of global GDP over the next five years*. <https://www.europapress.es/economia/noticia-industria-software-crecera-ritmo-mas-dos-veces-mayor-pib-mundial-proximos-cinco-anos-20220425105826.html>

<sup>2</sup> Ametic (September, 2023). *Barómetro de la economía digital. El sector tecnológico digital en cifras*. [https://ametic.es/wp-content/uploads/2023/09/Barometro-Economia-Digital\\_AMETIC-2023.pdf](https://ametic.es/wp-content/uploads/2023/09/Barometro-Economia-Digital_AMETIC-2023.pdf)

<sup>3</sup> STATISTA. (December, 2023). *Software - Europe*. Retrieved March 09, 2024. <https://www-statista-com.sabidi.urv.cat/outlook/tmo/software/europe>

<sup>4</sup> Mordor Intelligence (2023). *Europe Business Software Market Size & Share Analysis – Growth trends & forecasts (2024-2029)* <https://www.mordorintelligence.com/industry-reports/europe-business-software-market>

According to STATISTA, the main drivers of change in software revenues in 2023 are<sup>5</sup>, ordered by affecting positively to negatively:

- Increasing share of cloud-based software: + 6.1
- Digital transformation: +4.1
- GDP growth: +3.2
- Impact of inflation: +1.4
- Impact of the Russia-Ukraine War: -3.1
- Decreasing software spending: -5.5

Thus we can see that overall, the software market has grown by 6.2% in 2023 (STATISTA, December 2023)<sup>6</sup>.

Another major factor showing significant growth in the market is the CRM or Customer Relationship Management Software. Generally, the software provider owns and maintains the infrastructure to run a cloud-based CRM system, avoiding high initial costs for organizations. In 2023, there were several strategic partnerships and acquisitions in Europe, such as Cloud Software Group and Salesforce's partnership with Accenture. Also, the expanding retail and wholesale sector in Europe presents new opportunities for CRM growth, with over 80% of businesses using CRM for sales automation and data management according to a SoftClouds report (Mordor Intelligence, 2023)<sup>7</sup>.

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<sup>5</sup> See Annex [Figure A.2: Market drivers for revenue change in software industry worldwide \(in %\)](#)

<sup>6</sup> Software - Worldwide. (n.d.). Retrieved May 30, 2024, from <https://www-statista-com.sabidi.urv.cat/outlook/tmo/software/worldwide>

<sup>7</sup> Mordor Intelligence (2023). *Europe Business Software Market Size & Share Analysis – Growth trends & forecasts (2024-2029)* <https://www.mordorintelligence.com/industry-reports/europe-business-software-market>

### 3. Analysis

#### 3.1. The company N10 Software, S.L.

The company was created on 4 January 2024 by Marius-Sorin Crisan, a computer engineer, and Unai Sánchez Martín, an economist. Since then, they have had their registered office at C/Julio García Condoy 17, in Zaragoza. Despite its recent creation, they have been working continuously since June 2023 with their main client, as well as developing and laying the foundations for what is now N10 Software S.L.

They act as a consultancy advising on the best type of software they need and then sell them the services. In addition, they also manage and maintain the IT infrastructure (communication networks, computers, servers), and sometimes they buy and sell electronic devices for the client, although this is not their main activity.

Since all the company's employees have experience and knowledge in the platforms they work with, they offer a quality service with solutions adapted to the customer's needs. This allows them to provide the best service in their first consultancy phase, in which they recommend to the client the application or system that best suits their needs, thus optimizing the client's IT processes. Once the consultancy service has been carried out, they offer the sale of the customized software, with subsequent ongoing support to guarantee the optimal functioning and evolution of the program.

N10 Software advocates the use of their own servidor, which would allow them to have full control over their IT infrastructure. Another advantage of installing their servidor is that they can have an additional level of security and privacy, so they can store and manage sensitive data internally, reducing the risk of "data leakage" or security breaches. In addition, they could optimize system performance by offering faster response times (N10 Software, 2024)<sup>8</sup>.

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<sup>8</sup> El Software adecuado para tu empresa. (n.d.). *Empresa Archives - N10 SOFTWARE*. N10 SOFTWARE. <https://www.n10software.com/empresa/>

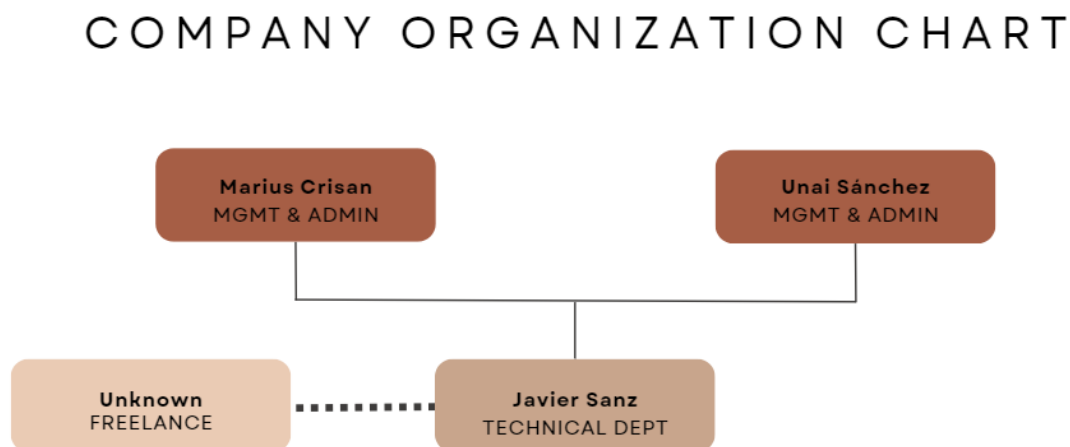
For this purpose, the solution offered by N10 Software is an-ERP (Enterprise Resource Planning), an integrated management system that allows you to manage and control your daily business operations in a single system, whose main objective is to improve the efficiency and productivity of the company. This would include all kinds of modules such as accounting, human resources, inventory, production... etc (N10 Software, n.d.)<sup>9</sup>. Some of the most widely used ERPs in Spain are IBM, SAP, Oracle, Microsoft Dynamics 365, and SAGE (Statista, n.d.)<sup>10</sup>.

They do not currently have a target market segment. The fact that they work in the technology sector allows them to cover a wide range of clients, as all companies use computer applications at one time or another. Their main client belongs to the renewable energy sector, but they have also worked for consultancies, irrigation communities, bakeries... etc.

### 3.1.1. Company Organization

Regarding the organization of the company, an organizational chart is shown below:

FIGURE 1: COMPANY ORGANIZATION



Source: Own elaboration

<sup>9</sup> El Software adecuado para tu empresa. (n.d.). *Empresa Archives - N10 SOFTWARE*. N10 SOFTWARE. <https://www.n10software.com/empresa/>

<sup>10</sup> Statista. (n.d.). *Software - Spain | Statista market forecast*. <https://www-statista-com.sabidi.urv.cat/outlook/tmo/software/spain#key-players>

As can be seen, the company is run by Marius and Unai, equal partners, who are in charge of the management and administration of the company. Unai studied Business Administration and Management and is currently in charge of a logistics warehouse for Fastenal. He also has previous experience in administration in the construction sector. Marius is a computer engineer and software development team manager for the renewable energy sector. In the technical department is Javier Sanz, an-IT technician and developer responsible for developing websites and IT infrastructure.

At the moment there are only three full-time workers in the company, but at the end of the year, they plan to hire another technician and a salesperson to take charge of marketing the company, sales, and attracting new customers.

The figure also represents a "Freelancer," who, although not currently employed full-time, is someone they can rely on for short-term projects. In other words, if they have to deliver a project in two weeks and they have a backlog of work in that same period, they hire a freelancer to help them during that particular project.

### 3.1.2. Company's Revenues and Outlook

Given the financial information they currently have, they expect to obtain around €100,000 gross in the first year and although, indeed, they do not currently have a net income that could support some kind of investment abroad, they do not need it either. The company is dedicated to offering a quality consultancy service, which could be and is currently carried out 100% remotely, in addition to the management and maintenance of the IT infrastructure (communications networks, computers, servers, etc.).

If, for logistical reasons, they had to make some kind of investment abroad, this would be in the medium to long term and they would have already generated sufficient profits to be able to cope with this situation.

### 3.2. Company assets and skills

N10 Software has many advantages that make this small company have great potential outside Spain. All its employees are highly qualified and know very well the competencies necessary for a company of this type. As mentioned above, Marius is a computer engineer and has previous experience in project management and Unai has a degree in Business Administration and has previous experience in business management and sales. There is a great rapport between the two partners in the company as they have worked together as a team before. In addition, all employees of the company are fluent in English.

They also offer competitive prices for the quality of the service they provide. This is because they provide a complete service, from consultancy to the sale of the service and the subsequent management and maintenance. In addition, if necessary, they can also act as an intermediary in the purchase and sale of IT elements for the client, if requested. In this aspect, being an SME makes it easier for them to give completely personalized and customer-focused attention, as well as less internal management in terms of accounting, planning, communication, ...

As for the possible costs that the company may have to face, it is true that here too they have another advantage, but in this case their own. This is because, as they do not have offices, they do not incur this fixed cost and can invest this money in future departments or personnel of the company.

### 3.3. Market Analysis

As mentioned in [section 2](#) of this project, the software industry is currently booming. The start-ups that belong to this sector play a fundamental role as they have a great capacity for adaptation while offering 100% customized solutions to each of their clients. In this sense, N10 Software fits perfectly in what is being described.

The fact that the use of this type of technology has become so widespread has not been a mere coincidence, but rather the environment has contributed to their development and expansion in this way. Some of the main key trends have been (CBI, 2022)<sup>11</sup>:

- **Increased Demand for Digital Services:** In particular, the widespread increase in the use of "the cloud", artificial intelligence, and big data.
- **Digital Transformation:** The vast majority of companies are in digital transformation processes, which creates opportunities for companies like N10 Software that can help them do so.
- **Cybersecurity:** The growing threat of cyber attacks has made cybersecurity a priority for companies.

However, this is not all to their advantage, as the fact that N10 Software is a small start-up presents them with several difficult challenges. Firstly, access to capital is more difficult, so their ability to invest in growth and expansion is skewed (European Parliament, 2021)<sup>12</sup>. Another challenge could be the shortage of talent in general, since, in the case of the technology sector in particular, demand outstrips supply, making it difficult for them to recruit skilled labor (Smith & Smith, 2023)<sup>13</sup>. In addition, given the sector's newness, small businesses are particularly vulnerable to cyber threats, requiring greater investments in cyber protection (Cybersecurity for small businesses, n.d.)<sup>14</sup>.

The company is interested in exporting its services to another country and carrying out an internationalization process. They preferred to focus on the European market as they would not

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<sup>11</sup> *The European market potential for software development services* / CBI. (2022, February 7). <https://www.cbi.eu/market-information/outsourcing-itobpo/software-development-services/market-potential>

<sup>12</sup> *Challenges and concerns for small and medium-sized enterprises (SMEs) doing business in third countries* / European Parliament. (2021, March) [https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/653629/EXPO\\_BRI\(2021\)653629\\_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2021/653629/EXPO_BRI(2021)653629_EN.pdf)

<sup>13</sup> Smith, A., & Smith, A. (2023, August 4). *The software developer shortage and what we can do about it*. HatchWorks. <https://hatchworks.com/blog/software-development/the-software-developer-shortage-and-what-we-can-do-about-it/>

<sup>14</sup> *Cybersecurity for small businesses*. (n.d.). Federal Communications Commission. <https://www.fcc.gov/communications-business-opportunities/cybersecurity-small-businesses>

have so many problems with time zones, which would facilitate both communications and meetings, as well as ‘proximity’ in terms of business style. Therefore, of all the EU candidate countries for this analysis, Germany, France, and the Netherlands should be considered.

### 3.3.1. Business Environmental Analysis

In this section, we have analyzed the business environment in each of the selected countries, which is vital for a small technology company like N10 Software that wants to internationalize.

The technology sector in the Netherlands in 2023 has been characterized by the expansion of emerging technologies and the improvement of digital infrastructure. It is currently one of the most innovative countries in Europe, with increased adoption of artificial intelligence, automation, and investment in cybersecurity. Overall, the Netherlands is an excellent market for technology consultancies looking to establish themselves in an innovative and technologically advanced market (*Maxima Consulting*, n.d.)<sup>15</sup>.

The German technology sector has been characterized by rapid growth and strong demand for hardware, software, and technology services. The digitization of public services and e-commerce has been the main focus in recent years. In addition, the government and industry have invested heavily in digital infrastructure improvements (Deloitte, 2019)<sup>16</sup>.

France excels in software development and has an innovation-oriented market for business applications and customized software. On the other hand, it requires a high demand for integrated solutions, which has been a positive factor for IT consultancies with expertise in customized and complex solutions.

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<sup>15</sup> *The shape of the IT market in the Netherlands in 2023* | *Maxima Consulting*. (n.d.).  
<https://www.maximaconsulting.com/newsroom/it-market-in-the-netherlands-2023>

<sup>16</sup> *The German Technology Sector* | *Deloitte* (2019).  
<https://www2.deloitte.com/content/dam/Deloitte/de/Documents/technology-media-telecommunications/datenland-deutschland-the-german-technology-sektor.pdf>

Although there are many companies in these markets, both the evolution of technology and the desire of most sectors of the economy to digitize ensure a high level of interest in specialized IT consulting services. Government policies supporting innovation and technology in these countries provide a favorable environment for the creation of new companies. Therefore, internationalization in these markets is not only possible but also advisable, which would allow small IT consulting firms the opportunity to participate in growing economies.

### 3.3.1.1. Political Factors

Regarding the political factors that may affect the internationalization decision, it is first possible to observe in Table 1 the political systems of the countries involved in the case:

**TABLE 1: POLITICAL SYSTEM COMPARISON**

	<b>Spain</b>	<b>Germany</b>	<b>Netherlands</b>	<b>France</b>
<b>Political System</b>	Parliamentary Monarchy	Parliamentary Federal Republic	Constitutional Monarchy	Semi-presidential Republic

Source: Own elaboration

As for the characteristics of each of these, in Spain, the king and head of state is Felipe VI, and all his acts must be endorsed by the government. It is a highly decentralized country into autonomous communities, each of which has its own government and parliament (*Organización De España*, n.d.)<sup>17</sup>. Germany is characterized by its federal system, in which the states (Länder) have practically the same autonomy as in Spain (*Federal Republic*, n.d.)<sup>18</sup>. The Netherlands has a similar system to Spain in terms of monarchy, only that executive power and political decisions are mainly vested in the Prime Minister and his cabinet (Ministerie van Algemene Zaken, 2023)<sup>19</sup>.

<sup>17</sup> *Organización de España*. (n.d.).

<https://www.lamoncloa.gob.es/espana/organizacionestado/Paginas/index.aspx>

<sup>18</sup> *Federal Republic*. (n.d.). Facts About Germany. <https://www.tatsachen-ueber-deutschland.de/en/politics-germany/federal-republic>

<sup>19</sup> Ministerie van Algemene Zaken. (2023, July 8). *About the government*. Government | Government.nl. <https://www.government.nl/government/about-the-government>

Finally, in France Emmanuel Macron, the President, shares executive power with the Prime Minister (*The Role of the President*, n.d.)<sup>20</sup>.

Another relevant factor that may affect the decision to internationalize is political stability. [Figure A.3](#) in the Annex shows a comparison between the countries. It can be seen that all countries in general have a high level of political stability, which is crucial for foreign investment and the operation of international companies. The best results are obtained by the Netherlands, followed by Germany and France.

In terms of innovation and technology policies, France has a policy focus on supporting innovation and start-ups with large tax benefits and subsidies. On the other hand, the Netherlands is known to have one of the most liberal markets for technology and innovation in Europe as the government is very supportive of the digital economy. Finally, Germany is also committed to research and technological development, having numerous incentives for IT projects and international collaborations.

#### 3.3.1.2. Regulatory Environmental Factors (Present and Anticipated)

Regulatory changes are one of the main challenges for companies starting to think about internationalization, as they have to adapt to new laws and regulations that impact their business. In this section, we analyze the main regulations that would affect the company in the Netherlands, Germany, and France. It is worth mentioning that, at first, no restrictions or critical changes in regulations are expected as they are all major European powers in the software sector.

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<sup>20</sup> *The role of the president*. (n.d.). elysee.fr. <https://www.elysee.fr/en/french-presidency/the-role-of-the-president>

Firstly, in the Netherlands, the main regulations affecting technology consultancies such as N10 Software are:

- Personal Data Protection Act (AVG): Establishes a legal framework for the protection of personal data in the country.
- Telecommunications Law (Telecommunicatiewet): Establishes obligations for internet service providers.
- Cybersecurity Law (Wet Cybersecurity): Obliges companies to take measures to protect their systems against cyber-attacks.

In Germany, you should consider the following laws:

- Federal Data Protection Act (BDSG).
- Telemedia Act (Telemediengesetz, TMG): Regulates the provision of services by electronic means.
- Information Security and Telecommunications Act (BSIG): Establishes a legal framework for the protection of information and critical infrastructures against cyber-attacks.

Finally, in France they should comply with the following regulations:

- Personal Data Protection Act (RGPD).
- Law for a Digital Republic (LREM): Seeks to boost digital transformation in France and rectifies aspects such as cybersecurity, Artificial Intelligence, and the digital economy.
- PACTE Law: Facilitates the creation and growth of companies, including sections on administrative simplification and access to financing.

As can be seen, the regulations are more or less the same in all the selected countries and very similar to the laws that currently apply in Spain.

On the other hand, each of them has recently focused on very specific types of reforms that promote the sector. Spain has focused on strengthening information and personal data security (GDPR) and has introduced national specificities that affect the daily operations of IT companies.

France has implemented strict rules on artificial intelligence technology. The Netherlands focuses on promoting the technology with "less stringent" rules, which has encouraged many start-ups to develop there. Finally, Germany has focused on cybersecurity laws and corporate responsibility in the corporate sphere.

TABLE 2. REGULATION COMPARISON

Country	Data Protection Regulation	Cybersecurity	AI Regulation	National Specifics
<b>Spain</b>	GDPR + Organic Law on Personal Data Protection and guarantee of digital rights	National Security Scheme	Not specific	Specific regulations for digital services and e-commerce
<b>France</b>	GDPR + Data Protection Act	National Agency for the Security of Information Systems (ANSSI)	National AI strategy	Strict regulations on emerging technologies
<b>Netherlands</b>	GDPR	Network and Information Systems Security Directive (NIS)	EU-based ethical approach	Less restrictive, promotes innovation
<b>Germany</b>	GDPR + Federal Data Protection Act	Federal Office for Information Security (BSI-Gesetz)	National AI strategy	Strong regulations on technology ethics and accountability

Source Own elaboration

Regarding the existence of tariff barriers for the services to be exported by N10 Software, as they are exporting to a country within the European Union, they do not exist. However, if you are

selling your services to an individual, you will have to charge the VAT of the country of destination to the customer. If, on the other hand, they are selling to a company, the service is usually subject to taxation abroad, which means that the customer himself will have to calculate the VAT applied and pay it in his own country. In this case, the VAT applied are:

TABLE 3. VAT COMPARISON

Country	Type of VAT	Standard VAT Rate	Special Notes on Services
<b>Spain</b> <sup>21</sup>	IVA	21%	General rate applied to most services
<b>France</b> <sup>22</sup>	TVA	20%	Reduced rate for certain digital and professional services
<b>Germany</b> <sup>23</sup>	USt	19%	Reduced rate for some services, focus on digitization
<b>Netherlands</b> <sup>24</sup>	BTW	21%	Reduced rate for cultural and educational services

Source: Own elaboration

### 3.3.1.3. Economic conditions

Regarding the economic part, below is a comparative table with the main indicators that N10 Software should keep in mind before deciding to which country they are going to export their services.

<sup>21</sup> *Agencia Tributaria: Tipos impositivos de IVA.* (n.d.).

<https://sede.agenciatributaria.gob.es/Sede/iva/calculo-iva-repercutido-clientes/tipos-impositivos-iva.html>

<sup>22</sup> *Quels sont les taux de TVA en vigueur en France et dans l'Union européenne ?* (n.d.).

<https://www.economie.gouv.fr/cedef/taux-tva-france-et-union-europeenne>

<sup>23</sup> *What are taxes and what are they used for?* (2022). Federal Ministry of Finance of Germany

[https://www.bundesfinanzministerium.de/Content/EN/Standardartikel/Press\\_Room/Publications/Brochures/what-are-taxes-and-what-are-tey-used-for.pdf?\\_\\_blob=publicationFile&v=1](https://www.bundesfinanzministerium.de/Content/EN/Standardartikel/Press_Room/Publications/Brochures/what-are-taxes-and-what-are-tey-used-for.pdf?__blob=publicationFile&v=1)

<sup>24</sup> Belastingdienst. (2024, May 1). *Individuals.*

<https://www.belastingdienst.nl/wps/wcm/connect/en/individuals/individuals>

TABLE 4. ECONOMIC COMPARISON OF DATA

Indicators	Spain	Germany	Netherlands	France
Total Population (people)	48.059.777	84.358.845	17.811.291	68.070.697
GDP growth rate (annual %)	2.5	-0.3	0.1	0.7
Unemployment Rate (% of the active population)	12.18	3.08	3.5	7.40
Inflation growth rate (annual, %)	3.4	6.07	4.1	5.66
Public debt as % of GDP	-3.6	-2.5	-0.3	-5.5
Gini Index in 2022 (out of 100)	29	32	29.8	26.3
Data from year 2023 unless otherwise noted (Eurostat.com)				

When considering going international for a small company such as N10 Software, it is important to analyze principal economic indicators that may impact the growth and sustainability of the company. Starting with the population, Germany and France have the highest populations compared to the Netherlands, and the origin point, Spain. This could be because of its larger territory or potential market size. Regarding on GDP Growth Rate, Germany is the only one that shows a negative growth rate (-0.3%), which might indicate economic challenges. At the same time, this can affect consumers and business spending, making it a less attractive market for entry. On the other hand, France (0.7%), and the Netherlands (0.1%) follow a positive trend as Spain (2.5%) which usually suggest more opportunities.

Concerning the unemployment rate<sup>25</sup>, high unemployment rates, like in Spain (12.18%) or France (7.40%) can indicate a potential availability of labor. In contrast, low unemployment in Germany

<sup>25</sup> It should be noted that on this point, the company is clear that it will subcontract labour to a third cheaper country, so this indicator was not the decisive one when choosing the country to which the company would export.

(3.08%) and the Netherlands (3.5%), implies more stable economies but may also lead to challenges in finding skilled workers due to high employment.

Regarding the inflation growth rate, higher inflation rates, such as in Germany (6.07%) and France (5.66%), could lead to increased operational costs, particularly in terms of local services. A moderate inflation, like in the Netherlands (4.1%), might be more manageable. Public Debt does not show better results, as in all countries there is déficit (more spending than what is earned). This could influence government policies, including taxes and business incentives. Of all the selected countries, it highlights the Netherlands as the one that reflects the best level (despite being negative), which could suggest a more stable environment.

Lastly, income inequalities in each of the countries have been analyzed using the Gini Index. All of them are more or less in the same range, with Germany being the highest (32) and France the lowest (26.3).

#### 3.3.1.4. Social Factors

This section has analyzed the main social factors in France, Germany, and the Netherlands. In terms of population, Germany is the most populous country, followed by France and the Netherlands. This is reflected in the population pyramids of these countries are attached in the Annex<sup>26</sup>. They show that the median age in 2023 was 47 in Germany, 35 in the Netherlands, and 41 in France.

Education is an indispensable part of society, and it is precisely for this reason that the educational level of countries has been analyzed, with all of them obtaining levels above 80%.

If we compare the results obtained with the ones from Spain (0.85), both Germany and the Netherlands would be 0.9 points apart (0.94), with France being the only country to fall below this, at 0.83. In this sense, the 3 countries have similar characteristics as they are all countries with

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<sup>26</sup> Figures A.4, A.5, and A.6 in the Annex

a high level of education. Concerning this, the level of financial aid received by students by level of education has also been analyzed as a percentage of public expenditure. Below is shown the graph that shows the above-mentioned.

**TABLE 5. FINANCIAL AID RECEIVED BY STUDENTS BY LEVEL OF EDUCATION - AS % OF PUBLIC EXPENDITURE**

Country	Upper Secondary	Tertiary education
Germany	17.2	20
Spain	4	11.1
France	4.9	9.1
Netherlands	15.7	27.9

Source: Eurostat<sup>27</sup>

The level of education is what often guides individuals to entrepreneurship, and it is precisely for this reason that the GEM<sup>28</sup> (Global Entrepreneurship Monitor) Global Report has analyzed the GEM National Entrepreneurial Context Index (NECI). This index is rated out of 10, and in 2023 Germany, Spain, France, and the Netherlands scored 4.8, 3.8, 5, and 5.9 respectively.

### 3.3.1.5. Technological Environmental Trends

Since the company is mainly dedicated to the sale of software services, there are many technological factors that influence whether this sale takes place. For example, whether the countries have access to the internet or whether they invest in technological development, which in this case would be affirmative in both cases.

Firstly, the technological development of the selected countries was analyzed using the e-Government Development Index (EGDI). This index incorporates access characteristics such as

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<sup>27</sup> *Statistics | Eurostat.* (n.d.).

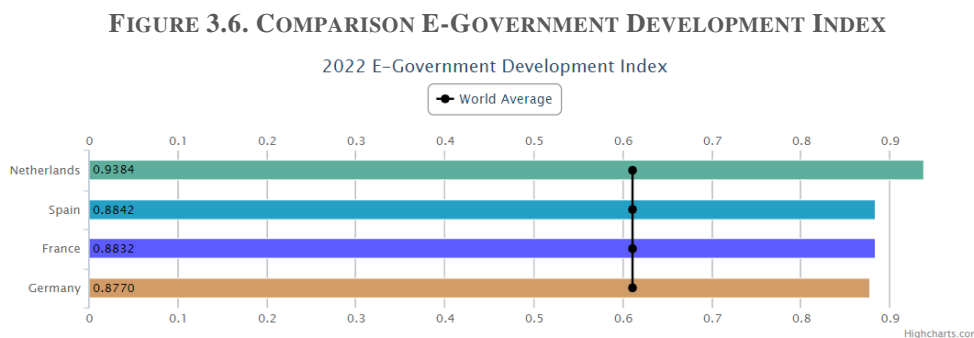
[https://ec.europa.eu/eurostat/databrowser/view/educ\\_uae\\_fina01\\_\\_custom\\_11642695/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/educ_uae_fina01__custom_11642695/default/table?lang=en)

<sup>28</sup> *Global Press Release.* (2024, March 1). GEM Global Entrepreneurship Monitor. <https://www.gemconsortium.org/reports/latest-global-report>

infrastructure and levels. In addition, it is composed of 3 different magnitudes: Online service delivery, telecommunications connectivity, and human capacity (EGOVKB)<sup>29</sup>.

The first measure is composed of information provided by the United Nations, more specifically by the Department of Economic and Social Affairs. This measure is collected through an index, the Online Service Index (OSI), and includes data such as whether the country in question has an official website, whether or not there are direct links to ministries of education, health, and labor, whether there are links to local government, etc. The second magnitude is the Human Capital Index. It consists of 4 components, the adult literacy rate, the combined primary, secondary, and tertiary gross rate combined, expected years of schooling, and the average years of schooling. The third and final magnitude, the Telecommunication Infrastructure Index, provides a composite arithmetic average of the estimated Internet users, mobile subscribers, wireless broadband subscribers, and fixed broadband subscribers (all per 100 inhabitants) (United Nations, 2023)<sup>30</sup>.

Based on this, a comparison has been made and the results obtained are shown in the following figure:



Source: EGOVKB, United Nations<sup>31</sup>.

<sup>29</sup> EGOVKB | United Nations > About > Overview > E-Government Development Index. (n.d.). <https://publicadministration.un.org/egovkb/en-us/About/Overview/-E-Government-Development-Index>

<sup>30</sup> United Nations (March, 2023). *UN E-Government Development Index (EDGI)* [https://ctu.int/wp-content/uploads/2022/12/Caribbean-ICT-workshop\\_March-28-2023\\_AK.pdf](https://ctu.int/wp-content/uploads/2022/12/Caribbean-ICT-workshop_March-28-2023_AK.pdf)

<sup>31</sup> EGOVKB | United Nations > About > Overview > E-Government Development Index. (n.d.). <https://publicadministration.un.org/egovkb/en-us/About/Overview/-E-Government-Development-Index>

As can be seen, in 2022 the Netherlands was the country with the highest e-government development index of the three countries, and the only one of them above Spain. It is followed by France and Germany.

The level of digital skills of individuals in the selected countries was then analyzed. The results are shown in the table below.

TABLE 6. INDIVIDUAL'S LEVEL OF DIGITAL SKILLS IN 2023

	<b>Individuals with above basic problem solving skills</b>	<b>Individuals with above basic digital skills</b>	<b>Individuals with narrow overall digital skills</b>	<b>Individuals with no overall digital skills</b>
Germany	53.52	19.79	11.44	2.32
Spain	65.64	38.65	7.15	2.51
France	61.53	30.62	9.30	2.48
Netherlands	87.40	54.53	3.43	0.25

Source: Eurostat<sup>32</sup>

With this table, we can conclude that all of them have more than 50% of the population with high skills in solving problems in the digital domain. However, we can also observe that in Germany, only 19% of the population has more than basic knowledge. This means that if N10 Software were to offer its services, it would have a more open market in the sense that it might be easier to sell its services in Germany than in the Netherlands, where the vast majority of the population has a high level of digital problem-solving skills.

As for the uses that companies make of technology abroad, they are varied, as shown in Table 7 below, which shows both the percentage of companies that currently have a website and the percentage of companies that have a mobile app in 2023.

<sup>32</sup> *Statistics / Eurostat*. (n.d.).

[https://ec.europa.eu/eurostat/databrowser/view/isoc\\_sk\\_dskl\\_i21\\_\\_custom\\_11619449/default/table?lang=en&page=time:2021](https://ec.europa.eu/eurostat/databrowser/view/isoc_sk_dskl_i21__custom_11619449/default/table?lang=en&page=time:2021)

**TABLE 7. COMPANIES THAT CURRENTLY HAVE A WEBSITE AND COMPANIES THAT HAVE A MOBILE APP IN 2023 (IN %)**

	From 10 to 249 persons employed				250 persons employed or more			
	Spain	Germany	Netherlands	France	Spain	Germany	Netherlands	France
Enterprises with a website	76.8	92.7	88.2	68.1	96.7	98.7	93.3	94.4
Enterprises having a mobile App for clients	8.5	8.4	8.8	9.8	31.7	20	26.3	24.5

Source: Eurostat<sup>33</sup>

Given the results obtained, N10 Software could take advantage of this market niche and contact these types of companies to develop a website for those that do not yet have one, or even create a mobile application for them.

Next, the share of the technology sector in GDP, and more specifically, technology services, was also analyzed.

**TABLE 8. PERCENTAGE OF THE ICT SECTOR IN GDP. ICT SERVICES**

	Germany	Spain	France	Netherlands
2020	4.08	3.63	4.28	5.01
2017	3.78	3.22	4.09	4.68
2014	3.78	3.12	3.58	4.51

Source: Eurostat<sup>34</sup>

Based on this data, it can be seen a general trend of growth across all countries, this reinforces the main idea that there has been a strengthening of this sector within the economies analyzed. In this

<sup>33</sup> *Statistics / Eurostat.* (n.d.).

[https://ec.europa.eu/eurostat/databrowser/view/isoc\\_ciweb\\_\\_custom\\_11642754/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/isoc_ciweb__custom_11642754/default/table?lang=en)

<sup>34</sup> *Statistics / Eurostat.* (n.d.).

[https://ec.europa.eu/eurostat/databrowser/view/tin00074\\_\\_custom\\_11642721/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/tin00074__custom_11642721/default/table?lang=en)

respect, the Netherlands achieved the highest contribution to GDP in 2020 in this sector, followed by France and Germany. It should also be noted that Spain has the highest increase compared to 2017, rising from 3.22 to 3.63, although despite this, it is still behind all of them.

#### 3.3.1.6. Legal Factors

Concerning legal factors, the most relevant for N10 Software is the potential subsidies from which it can benefit the country. Therefore, a comparative study of the subsidies offered by each of the selected countries has been carried out.

In Germany, they could mainly benefit from two different types of subsidies (Codafish, 2023)<sup>35</sup>:

- Go-Digital programme.

This first program is part of a digitalization support package offered by the German Ministry of Economics and Energy (BMWi). The program is targeted at SMEs and micro-enterprises and could benefit from up to €16,500. The program finances projects on digital market development, digital business process management, cybersecurity, and secure communications and data competence.

- Digital Jetzt

This program is promoted by the German Ministry of Economics and Energy (BMWi) and is also aimed at SMEs. It supports digitalization projects with between €50,000 and €100,000. It subsidizes investment projects in digital technologies and investment in the qualification and training of employees.

France has the most advantageous tax loan system in Europe. It currently has the lowest corporate tax rate in the world for R&D operations. This R&D-friendly system is available to all R&D

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<sup>35</sup> Codafish. (2023, August 28). Ayudas a la transformación digital en Alemania | codafish Iberia S.L. *Codafish Iberia S.L.* <https://codafish.net/es/news/ayudas-a-la-transformacion-digital-en-alemania?id=W3sibiI6InLiLCJ2IjoiaHR0cHM6Ly93d3cuZ29vZ2xlLmNvbS8ifSx7Im4iOiJjIiwidiI6ImNvZGFmaXNoLm5ldCJ9XQ==>

companies in the country, irrespective of size, sector of activity, or nationality. The loan covers 30% of all expenses up to 100 million euros.

On the other hand, it also offers recognition as a Young Innovative Company, whose requirements would be met if, at the time of entering France, they invested at least 15% of their profits in R&D (the rest of the requirements are already met). Thanks to this aid, companies are exempted from paying some R&D expenses, as well as other financial exemptions on their overall income (100% income tax exemption in the first year and 50% in the following year) (Rounds, 2024)<sup>36</sup>.

The Netherlands is not a country that is known for granting significant financial aid to business start-ups (Government of Spain)<sup>37</sup>. However, after a lot of searching, loans with Dutch state guarantees have been found, specifically 2 that can be used: the BMKB guarantee which covers 90% of between 50% and 75% of the loan amount; the BMKB-G guarantee, with which the government covers 90% of up to 75% of the outstanding amount (October, 2024)<sup>38</sup>.

In Spain, there are many types of aid available, including the Young Entrepreneurs line<sup>39</sup>, given the characteristics of the founding partners. This type of loan aims to support SMEs whose founding partners are under 40 years of age. Thanks to this aid, they could benefit from between €25,000 and €75,000.

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<sup>36</sup> Rounds, M. (2024, April 11). *All you need to know about Jeunes Entreprises Innovantes (JEI)*. Qonto - Blog. <https://qonto.com/en/blog/creators/financing/jei-young-innovative-company>

<sup>37</sup> De Trabajo Migraciones Y Seguridad Social, M. (n.d.). *Portal de empleo de la Sección del Ministerio de Trabajo, Migraciones y Seguridad Social en Países Bajos. Cómo emprender un negocio. Ayudas y financiación*. Ministerio De Trabajo, Migraciones Y Seguridad Social. 2018. <https://www.mites.gob.es/es/mundo/consejerias/paisesBajos/webempleo/es/emprendernegocio/ayudasfinanciacion/index.htm>

<sup>38</sup> *Préstamos con garantía del estado holandés | Tutoriales October*. (n.d.). <https://help.october.eu/es/articles/4099491-prestamos-con-garantia-del-estado-holandes>

<sup>39</sup> De Innovación SME SA Enisa, E. N. (n.d.). *Enisa con el emprendimiento innovador*. <https://www.enisa.es/es/financia-tu-empresa/lineas-de-financiacion/d/emprendedores>

On the other hand, during the years 2021-2023, several calls were launched for aid related to the Digital Kit program, which aimed to invest more than 3 billion euros in the digitalization of SMEs, to increase productivity and boost internationalization (Ministry of Economy, Trade and Enterprise, 2021)<sup>40</sup>.

Finally, Europe also has its support programs. They are currently promoting the Digital Europe Programme, which is focused on bringing digital technology closer to companies, individuals, and administrations. This program aims to fund any type of project that seeks to enhance or develop technology or cybersecurity (Digital Europe Programme, n.d.)<sup>41</sup>.

In this way, not only could the countries benefit from this aid, but they could also benefit directly from the aid offered by Europe. It should be noted that they could benefit from all the aid as mentioned above even if they are not a national company in the alleged country.

### 3.4. Competitor Analysis

One of the main reasons for choosing these countries to analyze internationalization is their influence and presence in the European market. France and Germany are the main powers along with the UK<sup>42</sup>, and currently have a 70% share of the European software sector between them. Moreover, the Netherlands is known to be a leader in this sector, which is precisely why N10 Software wanted to include it in the analysis.

Companies from both Europe and the rest of the world supply German and French markets. The Netherlands has a significant presence of global IT companies, with around 60% of Forbes 2000

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<sup>40</sup> *El Gobierno lanza el programa Kit Digital para invertir más de 3.000 millones de euros en la digitalización de las pymes y autónomos.* (n.d.). [https://portal.mineco.gob.es/ca-es/comunicacion/Pagines/211125\\_np\\_kit.aspx](https://portal.mineco.gob.es/ca-es/comunicacion/Pagines/211125_np_kit.aspx)

<sup>41</sup> *Digital Europe Programme.* (n.d.). European Commission. [https://commission.europa.eu/funding-tenders/find-funding/eu-funding-programmes/digital-europe-programme\\_en](https://commission.europa.eu/funding-tenders/find-funding/eu-funding-programmes/digital-europe-programme_en)

<sup>42</sup> It was excluded of the analysis for reasons of time zones, currency, as well as the situation after Brexit.

IT companies having operations there, which indicates a competitive market with significant foreign participation (*9 Best Software Development Companies in Netherlands | NetCorp, n.d.*)<sup>43</sup>.

As discussed in [section 3.3.1.5](#), already in 2020 Germany, France, and the Netherlands contributed more than 4% to GDP when analyzing ICT services alone.

Following on from this, Europe in general is led by giants such as SAP, where in Germany and France they have a special weight. In general, both countries are exporters of software services, although neither of them, is refusing to import them. In addition, Germany, which has always been a more conservative country, is becoming more open due to a shortage of skilled labor<sup>44</sup> and a growing acceptance of offshoring. Regarding the Netherlands, they indicate a good balance of local and imported services, with higher percentages of this type of services.

Regarding the competitive environment, each country shows different situations. The German software market is large but less fragmented and the leading companies have the majority of the market share. The Netherlands has a lot of competition and is very fragmented as there are many companies involved, not only globally, but also in their network of start-ups. On the other hand, France has a concentrated market with few but large leading companies, although more and more startups are now influencing the software sector.

Below, thanks to the ORBIS database, a comparative table has been made of the largest companies operating in each of the countries that have the same CNAE as N10 Software, 6201 - Computer programming activities.

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<sup>43</sup> *9 Best Software development Companies in Netherlands | NetCorp. (n.d.).*

<https://www.netcorpsoftwaredevelopment.com/companies/best-outsourcing-companies-in-netherlands>

<sup>44</sup> Also noted in point [3.3.1.6](#).

TABLE 9. LARGER SOFTWARE COMPANIES BY COUNTRY

Germany	Netherlands	France	Spain
<ul style="list-style-type: none"> <li>• Adobe Systems</li> <li>• ADP Employer services</li> <li>• AGFA Healthcare AG</li> <li>• AMAZON Development</li> <li>• AOK Systems</li> </ul>	<ul style="list-style-type: none"> <li>• ADAPTIV Systems</li> <li>• ADVANTECH Europe Holding</li> <li>• AFAS Software</li> <li>• Alphatron marine beheer</li> <li>• Arrow Ecs</li> </ul>	<ul style="list-style-type: none"> <li>• Acteos</li> <li>• Altran Technology &amp; Engineering Center</li> <li>• Avanade France</li> <li>• Axway Software</li> <li>• C-Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Altia Consultores S.A.</li> <li>• Amadeus IT Group</li> <li>• Aplicaciones y Tratamiento de sistemas</li> <li>• Bitcoinforme</li> <li>• Hiberus Tecnologías de la Información</li> </ul>

Source: ORBIS<sup>45</sup>

On the other hand, the production of services in each of these countries in 2023 has been analyzed. In this case, it has also been limited only to the classification of *computer programming, consultancy, and related activities*. It is worth mentioning that no data were found for the Netherlands in this sector. The unit of measure used is Index, 2021 = 100.

TABLE 10. PRODUCTION IN SERVICES IN 2023

	Germany	Spain	France	Netherlands
Computer programming, consultancy, and related activities	115.2	123.4	120.9	-

Source: Eurostat<sup>46</sup>

<sup>45</sup> Orbis | Company information across the globe | BvD. (n.d.). <https://orbiseurope-r1-bvdinfo-com.sabidi.urv.cat/version-20240325-8-1/Orbis4Europe/1/Companies/Search>

<sup>46</sup> Statistics | Eurostat. (n.d.). [https://ec.europa.eu/eurostat/databrowser/view/sts\\_sepr\\_a\\_\\_custom\\_11620749/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/sts_sepr_a__custom_11620749/default/table?lang=en)

From this table, we can infer that Spain has experienced the highest growth in this category of production in services in 2023. This growth is followed by France, which had an increase of 20.9% in production compared to the base year 2021. Lastly, Germany with an increase of 15.2% compared to 2021.

Continuing with the analysis of the services sector (still focused on Computer programming, consultancy, and related activities), the turnover in services in 2023 has been analyzed. As in the last table, the unit of measure used is Index, 2021 = 100.

**TABLE 11. TURNOVER IN SERVICES IN 2023**

	<b>Germany</b>	<b>Spain</b>	<b>France</b>	<b>Netherlands</b>
Computer programming, consultancy, and related activities	118.7	129.3	127.8	-

Source: Eurostat<sup>47</sup>

Following the results in Table 10, Spain is also the country with more turnover increase in 2023 compared to 2021, at least with this data information, with a 29.3% increase. Followed by France (27.8% increase) and Germany (18.7% increase).

Lastly, the labor input in services has been analyzed.

**TABLE 12. LABOR INPUT IN SERVICES IN 2023**

	<b>Germany</b>	<b>Spain</b>	<b>France</b>	<b>Netherlands</b>
Computer programming, consultancy, and related activities	115.6	137.2	121.1	120.0

Source: Eurostat<sup>48</sup>

<sup>47</sup> *Statistics / Eurostat*. (n.d.).

[https://ec.europa.eu/eurostat/databrowser/view/sts\\_setu\\_a\\_\\_custom\\_11621523/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/sts_setu_a__custom_11621523/default/table?lang=en)

<sup>48</sup> *Statistics / Eurostat*. (n.d.).

[https://ec.europa.eu/eurostat/databrowser/view/sts\\_selb\\_a\\_\\_custom\\_11639079/default/table?lang=en](https://ec.europa.eu/eurostat/databrowser/view/sts_selb_a__custom_11639079/default/table?lang=en)

As shown in Table 12, Spain is still the country showing the highest increase, this time in labor input with 37.2% compared to 2021. In second and third place are France and the Netherlands with similar percentages, showing increases of 21.1% and 20% respectively. In the last place, the country with the smallest increase is Germany, with a figure of 15.6%.

## 4. SWOT Analysis

The data collected and presented in [section 3](#) should now be analyzed to assess market opportunities concerning potential barriers to market entry or expansion.

In this section, the strengths, weaknesses, opportunities, and threats that N10 Software would have in each of the countries will be analyzed. Bearing in mind that the strategy to be followed is the export of services, the company's strengths and weaknesses would be the same for all the countries analyzed. Regarding Strengths and Weaknesses of N10 Software and its services:

**TABLE 13. STRENGTHS AND WEAKNESSES OF N10 SOFTWARE**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Time flexibles</li> <li>• Personalized work</li> </ul>	<ul style="list-style-type: none"> <li>• Language differences</li> <li>• Understaffed</li> <li>• Low capital</li> </ul>

The sections on Opportunities and Threats are developed by countries as follows.

**TABLE 14. OPPORTUNITIES AND THREATS IN FRANCE**

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>• Expanding sectors like fintech, healthcare, and public administration provide new avenues for software solutions.</li><li>• Potential to partner with local firms for joint ventures, especially in government-funded projects.</li></ul>	<ul style="list-style-type: none"><li>• Challenging because of the strong presence of established major players</li><li>• Stringent labor laws and regulatory requirements that could increase operational costs</li></ul>

**TABLE 15. OPPORTUNITIES AND THREATS IN THE NETHERLANDS**

<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>• High openness to outsourcing and positive attitudes towards innovative IT solutions from abroad.</li><li>• Strategic location as a gateway to the European market, ideal for setting up regional headquarters.</li></ul>	<ul style="list-style-type: none"><li>• Intense competitive, requiring clear differentiation and strong value propositions.</li><li>• Economical and efficient local services may limit the penetration of new foreign entrants.</li></ul>

TABLE 16. OPPORTUNITIES AND THREATS IN GERMANY

<p style="text-align: center;"><b>OPPORTUNITIES</b></p>	<p style="text-align: center;"><b>THREATS</b></p>
<ul style="list-style-type: none"> <li>• As they increase the openness to offshoring and outsourcing due to the skills shortage, this could offer more entry points for foreign firms.</li> <li>• Potential partnerships with numerous startups and mid-sized companies looking for software solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Strong presence of established major players</li> <li>• Regulatory complexities in starting and operating a business.</li> </ul>

Therefore, once each one of them has been analyzed, it could be concluded that the country that would best meet the needs of N10 Software would be **the Netherlands**. In this sense, the Spanish company will export its services directly there, saving the costs of maintaining offices.

Roughly speaking, knowing the company's expected revenues, knowing that it would not have large expenditures in the Netherlands, and having conducted market research in that country, it could be argued that N10 Software could establish and maintain a profitable business there. The strategy should now focus on differentiating itself from the competition, taking advantage of the growth of the Dutch technology sector.

## 5. Entry Mode

Having analyzed all the potential factors and indicators that can affect internationalization, as well as having carried out an internal analysis in each of the countries, has allowed us to conclude the recommended country for internationalization. In this case, as mentioned in the previous section, the country that has the greatest potential for N10 Software is the Netherlands, given the characteristics analyzed.

No other type of entry has been studied in the countries analyzed, nor in the one finally selected, as the company, N10 Software, did not consider any other method of entry other than the export of services. Moreover, given the characteristics of its business and its costs, the recommendation would have been the same.

## 6. Marketing Mix Strategies and Tactics

### 6.1. Product

N10 Software will offer customized ERP solutions tailored to the specific needs of its clients in the Netherlands. The product portfolio, which in this case is based on services, will include modules for accounting, human resources, inventory management, production, and the creation of websites and mobile applications. In addition to this, it will offer maintenance services for each of the services offered. Emphasis will be placed on flexibility and integration capabilities to ensure that the solutions can grow with the client's business.

### 6.2. Price

N10 Software will adopt a competitive pricing strategy that reflects the quality and customization of its services. A tiered pricing model will be implemented, offering basic, standard, and premium packages to cater to different client needs and budgets. Pricing will be transparent, with detailed quotations provided after initial consultations. In addition, special discounts and promotions will be available for long-term contracts and referrals.

### 6.3. Distribution

As N10 Software is a software services company, distribution will be primarily through digital channels, leveraging the company's website and online marketing efforts. Direct sales will also play an important role, with a dedicated sales team targeting potential customers in the selected countries, for which they will need to increase their headcount. In addition, partnerships with local IT companies and business consultants will help facilitate market entry and build a customer base.

### 6.4. Promotion

Promotional strategies will include a mix of online and offline tactics. Digital marketing efforts will focus on search engine optimization (SEO), content marketing, social media advertising, and email campaigns. Offline promotion will include participation in industry conferences, networking events, and trade shows in France, Germany, and the Netherlands. Customer testimonials will be used to build credibility and demonstrate the effectiveness of N10 Software's solutions.

## 7. Conclusions

After conducting an internationalization plan and analyzing various factors such as the environment, business, and competition, as well as an internal analysis in each of the countries analyzed, it has been determined that the Netherlands presents the best opportunities for N10 Software to expand its operations. This decision is based on the favorable business environment, high levels of innovation and technology adoption, and supportive government policies in the Netherlands.

As has been observed throughout the paper, the Netherlands is the country that shows the best indicators in economic terms (including lower inflation rates at 4.1% and better public debt data). Furthermore, as an environment in which the government is technologically developed, the Netherlands is also the first with an EDGI index that exceeds 90%. On the other hand, the share of the service sector in GDP in terms of ICT is also the highest.

If, for whatever reason, expansion in the Netherlands proves unfeasible, France has been identified as the second-best option due to its strong support for innovation and its significant market potential. This decision is based on the results obtained throughout this work. Overall, France has obtained more attractive data than Germany, especially after having analyzed the EDGI index, and the number of companies that currently have a website or application for their customers, as this would allow them to exploit this market. Moreover, the ICT services sector contributes more to GDP in France than in Germany, and having also analyzed turnover, it is clear that France has increased its figures more than the rest.

It is worth noting that all three countries analyzed were at the same level. They all belong to the same time zone, so it would be easy to work with them, and all three are the main European powers in the software sector.

This internationalization strategy has been developed with significant contributions from Eurostat data and direct information provided by N10 Software. The success of this internationalization effort will depend on N10 Software's ability to adapt to the local market conditions, effectively market its services, and build strong relationships with local partners and clients. Continuous monitoring and adaptation of strategies will be essential to navigate the dynamic business environments of the target countries.

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Annex

FIGURE A. 1: SOFTWARE REVENUE BY SEGMENT WORLDWIDE (IN US \$)

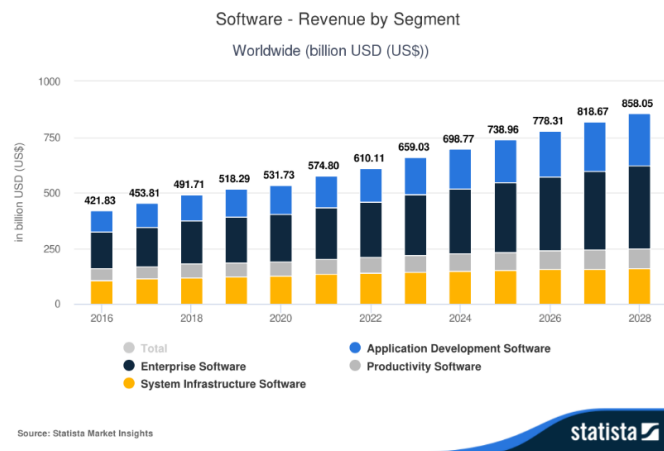


FIGURE A. 2: MARKET DRIVERS FOR REVENUE CHANGE IN THE SOFTWARE INDUSTRY WORLDWIDE (%)

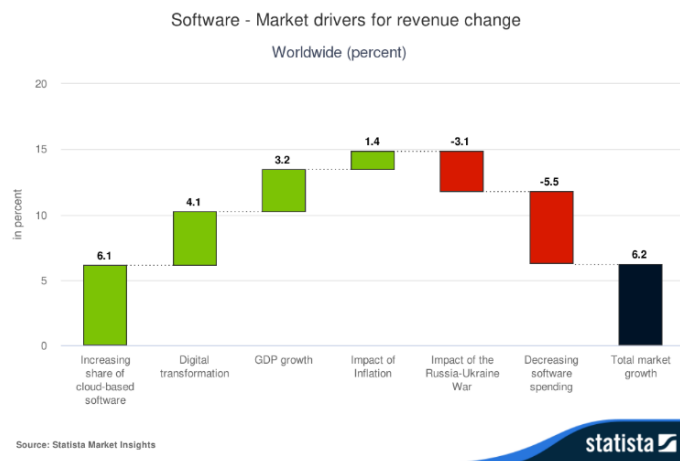


FIGURE A. 3: POLITICAL STABILITY

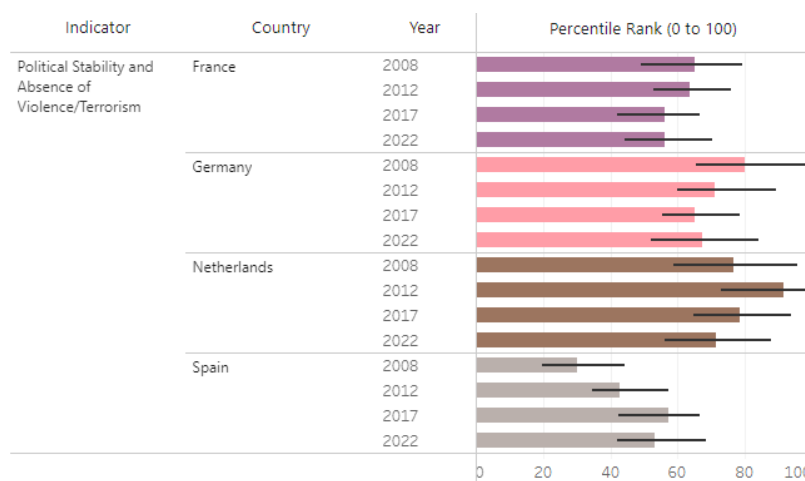


FIGURE A. 4: PYRAMID OF THE POPULATION OF GERMANY

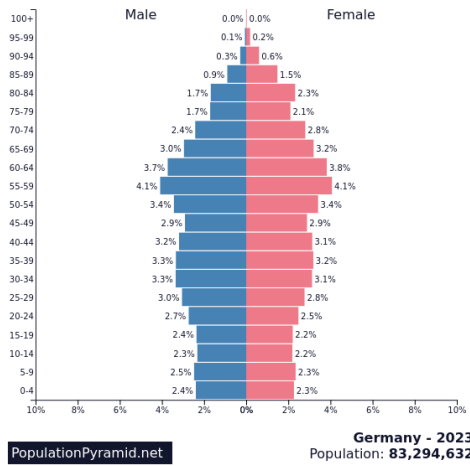


FIGURE A. 5: PYRAMID OF THE POPULATION OF THE NETHERLANDS

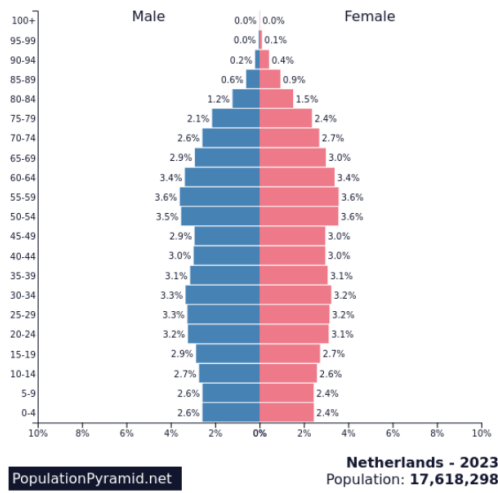


FIGURE A. 6: PYRAMID OF THE POPULATION OF FRANCE

