

Target In Switzerland

International Business

MGT 4230 Section 001

Ryan Bokowy, Arden Davies, Isabella Stender

dbokowy@clemson.edu, ardend@clemson.edu, istende@clemson.edu

Summary

As Target looks to enter the European marketplace by opening stores in Switzerland, the political and economic climate of the country must undergo careful consideration to predict how they may affect operations and financing. The political stability and development of international trade will help Target integrate its business model. As Target brings its core values of the best price point and customer experience, the company will have to take cultural norms and language differences across the country into consideration. Understanding how diverse the Swiss population is will aid in business efforts and cultural literacy. The Swiss economy is strong and lucrative, with high wages for workers and high prices on goods that the population can afford with consumer spending money. Target has reached impressive success in the United States and quickly expanded across the nation. With this spirit and due diligence to respect Switzerland's culture and practices, Target should be able to find success.

Another issue that Target would run into is the fact that Switzerland is a landlocked country. Importing foreign goods will be a little bit more of a challenge than if Switzerland had a port. Switzerland relies heavily on Germany as a trade partner. Germany is responsible for about one-fourth of Switzerland's imports. As a company, Target will need to be aware of this and potentially have an agreement with Germany and Switzerland to make sure that the store's shelves will continue to be stocked.

Brief overview and description of the company

One day in 1881 George Draper Dayton moved to Worthington Minnesota to look at future investment opportunities. After living in Worthington for 20 years he and his family moved to Minneapolis where he became a partner in Goodfellow Dry Goods Company. He then purchased land outside of the city and began building what would be the largest department stores in the country. Everyone around him told him that he shouldn't build that far away from the city; however, his store became the heart of the trade center. Drayton eventually bought out his partners and took full control of the business and he became the first president of Dayton Dry Goods Company in 1910. The first official Target store opened in Roseville Minnesota in 1962 but Dayton's publicity team had to rebrand the store. They eventually settled on the name Target and loved the bullseye logo idea. Their goal was to hit the bullseye in goods and services while also being committed to price, value, and customer experience. In 1966 Target opened two stores in Denver Colorado. This jump was the first growth outside of Minnesota. However, a Target executive stated at the time that Denver is like Minnesota because it has four distinct seasons. This is important to Target because it ensures a continuously changing apparel market. Between the years 1982 to 1999, Target continued to expand nationwide. They began opening stores on the West Coast while opening another distribution store in Los Angeles and continued to open stores all over the Midwest. And finally, in 2018 Target opened a store in Vermont making Target available in all fifty states.

Brief overview of the country and region

Located in the heart of western Europe, Switzerland is a diverse and evolving country. Landlocked; it is bordered by Germany to the north, Austria and Liechtenstein to the east, Italy to the south, and France to the west. Due to its positioning, the country is a unique blend of languages and cultures divided into four common language areas.

The majority of the population lives in German-speaking Switzerland, the second most common being the French-speaking area, and small populations in the Italian and Romansh-speaking regions. Each of these areas have their own Swiss dialects which give the languages different subtleties than they would in their mother countries. Twenty-six states, called cantons, make up the Swiss Federation of roughly 8.7 billion people with an entire quarter consisting of foreign immigrants (Discover Switzerland, 2016). The population is very culturally diverse, as it has so many different outside and internal influences, but common religion, the most dominant being Catholicism, brings them together across languages.

The Swiss economy is a specialized environment that relies on exporting finished goods like electronics, chemicals, watches, and jewelry (Ember, 2001). The country does not have many natural resources available and therefore depends heavily on foreign imports. With this structure, the nation has a large presence in international trade. Although it is not in the European Union, Switzerland has many strong partnerships with other countries in the EU. The United States is one of their main trade partners outside of Europe (Ember, 2001). Overall the country has been able to maintain a strong economy with a consistently low unemployment rate that supports it as one of the wealthiest countries.

Socially, the nation has a reputation for modesty. Despite the wealth of the population, it is a social norm to be tasteful and discreet about money. People in Switzerland are not impressed with, and are at times offended by those that choose to show off their monetary status. Respect and privacy are key in their way of life (Discover Switzerland, 2016). The nation has also had a social shift into placing a higher value on healthy lifestyle and healthy food options. Within households, marriage rates have dropped, as divorce rates have risen. More specifically the population tends to wait much longer to get married than in previous decades (Discover Switzerland, 2016). The traditional family unit is less and less popular as single-parent households have risen in numbers.

As such a diverse country, Switzerland holds a rich and unique culture paired with a strong and specialized economy. It is a key component of the European and international global community.

The country's overall political risk

Switzerland can be classified as having relatively low political risk. According to CountryWatch, Switzerland scores a 9.5 on the Political Risk Index. The index scores countries on a scale of 0 to 10, 0 being the highest political risk and 10 being the lowest. 9.5 can be interpreted as Switzerland having good political stability, democratic processes, little corruption and low risk of conflict (Coleman, 2023).

Switzerland has strong foreign relations, making it an ideal candidate for foreign investment and trade. While it is not a member of the European Union, Switzerland has solid agreements in place to allow for the free flow of people and goods across borders. Some political turmoil that could affect business operations, involve the public's attitude toward the government's push to request access into the EU. The public voiced an extreme negative opinion on the matter of entry while the government in the 2000's was certain it was the eventual move (Coleman, 2023). Economically the nation has thrived on political and economic agreements without true membership.

Switzerland has historically been the image of "neutrality", but will speak out against moral and global atrocities. The country's president rotates every year and is always one of the 7 federal council members who are elected every 4 years (Coleman, 2023). As of 2023, the

President of the Swiss Confederation is Alain Berset. The quick turnover of leadership may seem like a sign of instability but the position as the president is regarded as a “ceremonial” title since it changes so often. The council balances power by including members from every party and remaining in place for 4 years.

Switzerland maintains a respected image in foreign relations as a member of many international organizations. Membership in the United Nations, World Bank, World Trade Organization, and International Monetary Fund are just a few of the examples of how Switzerland participates in global affairs (Coleman, 2023). With this strong basis in international politics and profile of strength and neutrality, Switzerland is very low risk politically.

The industry in which your client participates

Target is a part of the general merchandise retail industry. This industry generally sells non-food items such as housewares, furniture, electronics, and other items within those groups. General Merchandise Retail stores include discount stores, specialty stores, factory outlet stores, hypermarkets, and departmental stores. Target falls right into the discount store category. Generally, general merchandise stores only sell non-perishable items however, stores such as Target, Walmart, and Walgreens have started selling grocery items. The main characteristics of general merchandise retail stores are they sell their products or services from a single-point location, they are capable of retailing a variety of products, and they have the equipment and staff to handle large sales. Target is able to accomplish all three of those main characteristics while also competing for low prices because they also consider themselves a discount store. Switzerland does already have general merchandise stores however, Target would be a great addition to the economy because it covers all the bases in products that they sell while also valuing price and customer experience.

The Specific Risks for Foreign Firms

Switzerland is very attractive to foreign businesses due to the high prices that can be charged in their economy. The Swiss franc has very high strength which is what is so attractive to foreign companies. With these benefits of doing business in Switzerland, there comes risks as well. Many companies have failed to remain a stable force in the country. There is not much room for international corporations to thrive as 60% of products and services consumed by citizens are produced domestically in a study done by Deloitte, it's shown that companies with a strong and clear culture have a brighter future in Switzerland. It's found that there needs to be an extreme emphasis on sustainability and priorities in ethical business practices to remain successful in the country. Many corporations are uninterested in the country due to the high labor cost. Salaries in Switzerland are much higher in the country compared to the rest of Europe and these wages are protected by the Swiss government. Business in Switzerland is highly regulated and has many strict laws around compliance and data protection. Yet, Target is known to have great employee relations and actually implemented a sustainability program. This program could be well received by Switzerland, as Target projects by 2030 they plan to have their brands be sourced from 100% recyclable and sustainable materials. Overall, there are not many risks of bringing Target to Switzerland and Target actually complies to many of the labor and sustainability regulations that are in place in the country. Target could see a bright future in the country and seems to be a good fit.

Legal Issues for Doing Business in General

There are many issues of legality in the retail industry. One of these that is a trending issue that many corporations are facing is data privacy and cybersecurity. Over the years many retailers have been under fire for data breaches of their consumers and leaking information to other companies for advertising purposes. There are also a plethora of ethical issues within the industry. These consist of deceptive promotion, product misrepresentation, tax fraud and many more. These issues are being addressed and exposed more and more in the media and retailers continue to face harsh criticism from consumers. One issue that North American Corporations are seeming to mitigate though is issues with labor. The retail industry has faced immense amounts of lash back from consumers with labor issues overseas. Many companies have been exposed using cheap labor abroad that consists of children and adults working in extremely substandard conditions for unlivable wages. This has been especially common with retailers in fast-fashion and many have seen extreme revenue losses due to these exposes. Luckily, as stated before, Target is a corporation that has many programs to go against these issues and really emphasize a loyalty to employees and consumers.

Switzerland boasts a large economy making up 0.11 percent of the world's population. Their economy is primarily engaged in industry and services and is experiencing a decline in their third primary sector, agriculture. Switzerland is constantly innovating and modernizing and these progressions are seen in the wealth of their economy. Due to their high purchasing power, stable economy, and multicultural influence, the country is a great place for foreign investment and international corporations. The Swiss favor high-quality and sustainable products and strive to produce high-value and driven labor. If Target enters the Swiss market, they will face competition from local competitors such as Migros, Coop, and Manor. All these institutions possess strong brand recognition and strong market presence. They show advantages in the Swiss market due to their vast cultural knowledge, consumer trust, and wholesale operations. These qualities challenge Target to establish itself in the Swiss market, but Target is a very modern corporation so they could be apt as a strong competitor.

Overall Market Population

In 2023, there is an estimated 8,796,669 people residing in Switzerland. This number is twice as big as it was during the 20th century, which is due to Switzerland's high level of immigration. Switzerland makes up about 0.11 percent of the global population and is expected to grow on an average of 0.7% annually.

Essential Market Segments

The economy in Switzerland is composed of many segments. The majority of their economy is divided into three sectors. These sectors are: "Landwirtschaft" (agriculture), "Industrie" (industry), and "dienstleistungen"(services). Yet, within their market, we are seeing a decline in the importance of agriculture and a rise in new innovative segments. These segments include pharmaceuticals, automotive, energy, and aerospace defense. Within the industry and services sectors, we see an emphasis on banking, finance, tourism, engineering, insurance, etc. These two sectors alone employ 90% of the Swiss population. We also see a high influx in retail and media spaces within the Swiss market. These segments allow the Swiss economy to

outperform many other countries and in 2015 it was ranked first in the world by the Global Innovation Index.

Potential Market Purchasing Power

In Switzerland, there is a very high purchasing power. Switzerland has shown over time to possess a stable and innovative economy. They have a strong currency (the Franc) and due to their immense amounts of immigration, are able to supply a rather skilled workforce. Switzerland has one of the highest per capita incomes which allows it to be the sixth wealthiest nation by citizens. Switzerland's economy allows citizens to afford a luxury lifestyle as the average salary is 75,810 PPP dollars. Since Switzerland produces a rather favorable business environment and is one of the top countries for research and development, it attracts many foreign investors as well as global corporations. This boosts the purchasing power of the nation and allows for the potential power to continue to rise

Cultural Values and Consumer Tastes of the Potential Markets

There is a blend of culture in Switzerland, due to their immigration and geographical location they seem to embrace the “melting pot” mentality. The Swiss take a lot of pride in their tolerance and promotion of neutrality and peace. They also take pride in the wealth and sustainability of their country. The Swiss put a high value on the origin of their products and prefer equal prices. They look for products that provide the best value for their money rather than a brand's reputation. The Swiss are seen as one of the biggest spenders on organic products in the world and their demand is one of the largest in Europe. Switzerland focuses on a modernized society and taking progressive action. Switzerland, citizens value cleanliness, honesty, hard work, and material possessions.

Consumer Tastes of the Potential Market

The people from Switzerland have developed quite a reputation for their taste in the quality and reliability of the products that they buy and use. They show a strong leaning towards quality, but also highly value longevity and durability. This high-quality mindset is seen across all markets from high-value electronics to home goods. The people of Switzerland have also made a shift to valuing organic and healthier products. The Swiss are seen to care much more about locally sourced products which leads to many food-related products being organic and a much healthier option than those being imported. Many markets in Switzerland have seen this switch in Swiss consumers and have begun making the transition to finding local products to sell. The population of Switzerland has also taken on an eco-friendly lifestyle. Switzerland is beginning to understand the damage that has been placed on the earth and wants to make a change. Many Swiss consumers are advocating for more sustainable and eco-friendly products. The awareness of environmental issues continues to grow and has made demand for more sustainable products have skyrocketed. Switzerland also has a reputation for demanding high-end luxury products. While many Swiss consumers still enjoy this lifestyle, another set of consumers has begun demanding more affordable stylish options. Many Swiss consumers want to look fashionable but are looking for a more budget-friendly approach. This new mindset is a great opportunity for Target to make an appearance in Switzerland. Target offers new and trending

products while maintaining a low cost. This business plan might just appeal to the Swiss consumers.

Preferences of the Potential Market

The preferences of the Switzerland market are a unique blend of traditional values and modern consumer behavior. The Swiss are what is called brand-conscious. They value the reputation and reliability of a well-known brand over an unknown product. Trustworthiness is a fundamental aspect of the Swiss consumer mindset. The Swiss want brands that have good track records and can be known for delivering quality reliable products. The Swiss have also switched over to begin valuing locally sourced products. This mindset comes with a strong sense of national pride. They take pride in the craftsmanship and quality of the products that are made in Switzerland. Swiss consumers also prefer a convenient shopping experience. The Swiss are known for their punctuality and this also applies to their shopping. The Swiss want to be able to go to a store and quickly find the product, pay, and leave all in a timely manner. This raises the conversation of e-commerce. Within the past couple of years, e-commerce has risen in popularity and continues to offer a much more convenient way to shop. The rise of e-commerce would be extremely beneficial as Target begins to open stores in Switzerland. Target's website is very user-friendly and offers a convenient way for Swiss consumers to order quality products and have them shipped right to their door.

Behaviors of the Potential Market

Swiss consumer behaviors reflect their unique cultural backgrounds as well as the regional effects that affect how the economy works. As discussed above the Swiss are keen on punctuality which affects their shopping trends. Their behavior of punctuality is seen as they plan their shopping outing, whether that is online or in person. Companies need to understand these patterns to better cater to the Swiss population. The location of Switzerland also plays a huge role in consumer behavior. The country of Switzerland is positioned right in the middle of Europe. This means that parts of Switzerland are dominated by people who speak German, French, and Italian. The people in Switzerland also have adopted many of the cultures from Germany, France, and Italy. These cultural differences play a major part in how consumers behave. The Swiss also have been known to love discounts, deals, and loyalty rewards. These sorts of deals drive Swiss shoppers and can inherently affect their decisions while buying. Companies can leverage these incentives to better market to Swiss consumers. If done properly companies can attract new customers while also continuing to retain current customers. Seasonal shopping patterns also play a huge role in consumer behavior in Switzerland. Around the world, many consumers tend to shop and buy more products around seasonal holidays and Switzerland is no different. Businesses need to learn what holidays are big in Switzerland and track consumer buying patterns during these holidays. Over time businesses can use the holiday seasons to drive up sales and overall consumer engagement.

Level of competition and any unmet demand in the marketplace:

As Target enters the market in Switzerland, they will need to make sure that they take into account the operations and franchises that already exist and will be their main competitors. Many of these companies have the advantage of holding a recognizable name and reputation to consumers in Switzerland, but if Target does the proper research on the strengths and

weaknesses of these competitors, then they can find their niche positioning in order to gain a foothold in the market.

Primary Competitors (Offerings, Strengths, and Weaknesses)

The first major competitor in the market that Target will encounter in Switzerland is Migros. Migros-Genossenschafts-Bund is the parent holding company of “Migros” headquartered in Zurich. The company offers grocery products like produce and frozen foods, as well as small appliances, housekeeping and office supplies, clothing, and cosmetics. It is a very large chain with 97.5 thousand employees across operations and an average revenue of 30,824 million dollars (Marketline). One of the strengths that makes Migros one of the top retail stores in Switzerland, is its stock of high-quality name brands across their products. Migros has the largest selection of name brands in the country and can charge a higher price for the premium products that Swiss consumers are searching for (Marketline). Migros has a few weaknesses in comparison to other retailers like Target and Swiss competitors. Firstly, they do not sell any alcohol in the store which is a large source of revenue for many grocery stores. They also lack the furniture and large appliance selection that Target can offer to consumers.

The next large competitive retailer in Switzerland is a private parent company, COOP, which manages retail and wholesale operations across Europe. The company operates 2,424 locations in Switzerland alone with an online store as well (Coop Group). Coop is an extremely large company that has expanded to carry an extremely diverse range of products from perfume to fitness and household appliances. They will be one of the main competitors for Target since the two have similar product ranges. While Coop has such a strong presence in the Swiss market, the company relies heavily solely on this area. Even though they operate across Europe, Switzerland accounts for over sixty percent of their sales (Marketline). This could work to their disadvantage since many other retailers of their size tend to disperse their market reliance. They have also had many product recalls in the past years, showing that they do not have reliable food sources in place (Marketline). Despite these weaknesses, Coop continues to have a large hold on Swiss consumers.

Finally, Manor, a large department store in Switzerland, will be a key competitor as Target enters the country. Manor has the most similar product selection as Target with Food and Beverage, Homeware and Household goods, Multimedia, Clothing, Toys, and Alcoholic beverages. Headquartered in Basel, Switzerland, Manor highlights its strong online presence for Swiss consumers that includes home delivery and design consulting services (Marketline). Even though it is a Swiss company, Manor has to deal with its weakness of being a heavily Swiss-German company. Most of their advertisements target German consumers and use German as the main language, but culturally the company may not connect with French or Italian consumers (Manor).

Advantages that they might have over a foreign firm just entering the market

Each of these large retailers will have the obvious advantage of having their headquarters set up in Switzerland. This gives them the cultural knowledge, ease of handling operations on site, and consumer trust, that is very important for large businesses. Target will have to work hard to learn how to earn the trust of consumers and a foothold in the established Swiss market. The Coop particularly has a unique advantage because of its existing wholesale operations. This diversity allows them to have their own food brands and distribution channels that would be hard for a new market entrant to establish. A new brand would more likely have to rely on distribution and wholesale deals within the country they enter. While these existing firms have many advantages, if Target can uniquely position, they will be able to win over many consumers.

Labor

Switzerland's labor resources offer many advantages for entrepreneurs looking to open a new store. One of the most prominent features of the Swiss labor force is its high level of education and vocational training. Swiss citizens have access to a world-class education system, and vocational training is deeply ingrained in Swiss culture. This results in a workforce with well-developed skills, including areas such as retail, customer service, and management, which are crucial for the success of a new store. Switzerland's labor force is renowned for its professionalism and reliability. Punctuality, a strong work ethic, and attention to detail are characteristics deeply ingrained in the Swiss work culture, making it easier for businesses to maintain high service standards and create a positive customer experience. The Swiss labor force is also highly adaptable, which is crucial for businesses that may need to evolve with changing market demands. One of the most significant advantages of the Swiss labor market is its multilingual proficiency. Switzerland is a multilingual country with four official languages. The Swiss speak German, French, Italian, and Romansh which are all based on specific regions. This linguistic diversity ensures that you can find employees who are proficient in multiple languages, facilitating communication and customer engagement with many different types of customers. This is particularly advantageous for retail businesses aiming to cater to both local and international customers. Switzerland's strong and stable economy has resulted in a consistently low unemployment rate. This means that there is a steady pool of qualified candidates available for various positions in your store, ensuring that you can find the right talent to meet your specific needs.

Natural Resources and raw material

Switzerland offers a unique array of natural resources and raw materials that can be highly advantageous for entrepreneurs looking to open a new store. One of the most notable resources is the country's abundant and pristine freshwater sources. Switzerland's lakes, rivers, and groundwater reservoirs are renowned for their quality and purity. This provides a significant advantage to businesses in the food and beverage industry, especially those that rely on high-

quality water as an essential ingredient. Whether it's for brewing coffee, crafting beverages, or producing fine Swiss chocolates, access to premium freshwater sources ensures a distinct and consistent product quality that can be a major selling point. Switzerland's well-established agricultural sector produces a variety of crops and dairy products. The fertile lands of the Swiss countryside yield a rich harvest of grains, vegetables, and fruits. Switzerland also has many dairy farms that provide an abundance of high-quality milk and cheese. This means an opportunity to source locally produced, fresh, and organic ingredients for a variety of products, from baked goods to cheeses can become a reality. Switzerland is also rich in timber resources, with forests covering nearly one-third of the country's land area. This provides opportunities for businesses that require wood products for construction, interior design, or crafting high-quality furniture. Sustainable forestry practices are common in Switzerland, ensuring a responsible and eco-friendly source of raw materials. In addition to these resources, Switzerland's commitment to sustainability and environmental protection is a notable factor. The country's strong environmental regulations and green initiatives make it an attractive location for businesses that prioritize eco-friendly practices and products.

Supplies

In order to operate in Switzerland, Target will have to create physical stores which will require construction supplies. According to Dun and Bradstreet's report, Switzerland's construction sector has been harmed by the recent economic downturn (Dun). After a slow period, Swiss construction companies will welcome new projects and market activity that Target will provide. Furthermore, Target will not have to compete to find construction services. Alternatively, the global supply chain problems currently facing the economy will affect Target's decisions. Supply chain issues have hurt operations in the country and created many shortages (Dun). Slow moving supplies will harm how quickly they can build and open store fronts, but if Target can plan ahead and strategically choose supply sources, they should be able to open on an accurate schedule.

Transportation and broader distribution considerations

Target puts a strong emphasis on the importance of delivering products to the consumer in the most efficient, ethical, and sustainable way possible. They took a strategic approach and adapted to the supply chain issues rising around the world. They call this the Traceability program and invested around 100 million dollars. Target mainly imports its merchandise from Asian countries including China, Indonesia, Vietnam, India, and Thailand. Their current transportation methods include chartering their container ship to deliver products overseas. Domestically, Target relies heavily on ground transportation. Trucks and trains are large parts of Target's transportation methods which is favorable for an expansion to Switzerland. Many of Switzerland's imports are transported using trucks, rails, and sometimes barges. According to the Switzerland Federal Statistical Office, road and rail transportation generates a transport

performance of 27.8 billion tonne-kilometers. These are all transportation methods Target is extremely familiar with so they should have a seamless transition to the country's transportation methods. Switzerland is also extremely central in Europe already in the East so Target could easily continue importing from Asia and possibly see cost reduction in transportation.

Technology

Target mainly uses Google Cloud as well as Microsoft Azure when it comes to their websites and software. According to Protocol, Target CIO Mike McNamara is modernizing Target's technological infrastructure that focuses on independence over convenience. Target uses its own in-house data centers for open-source projects. They capitalize on the flexibility of using all the different platforms as needed for their e-commerce and in-store activities. They also use their own POS system that was developed in-house. Seeing that Target has most of its technology in-house, they lack ties to having to stay domestic due to differences in clouds and tech abroad. According to the Switzerland Global Enterprise, Switzerland is considered the "Silicon Valley of Robotics." Many retailers prioritize automation to efficiently move products to distribution. Switzerland also remains the world leader in innovation for the twelfth consecutive year in a row. Target could capitalize on the abundance of technological knowledge Switzerland possesses to continue to innovate its ways of business and create a strong competitive edge amongst other retailers within the industry.

Communication

Communication choices will be very important for the success of Target in Switzerland. As a very progressive and modern country, Switzerland will provide access to many different communication pathways. Almost all of the Swiss population is connected online, with ninety-nine percent of the population ages 14-39 are online (Peter). As a result, online and social media communications will be important for Target's advertising choices. Furthermore the highly digitalized nature of the population will benefit the way in which Target sells their products. New features on social media sites will allow them to sell their products directly to the consumer through links on social media. While Switzerland has not yet allowed the sale of goods directly from Instagram or Facebook's apps, since they are not a part of the European Union, they do not have to follow the EU ban (Peter). Target can continue a digital communication strategy that pushes for online sales. While Online communications will be integral and well-supported in the country, Swiss print media will be helpful as well. Switzerland is one of the countries with the most newspaper and print media sales (Badillo). This will provide another avenue for communication with consumers. To conclude, there are many communications options for Target to choose from in Switzerland, most important being digital media. With a strong presence online and on social media, Target will successfully integrate into the Swiss market.

Final Recommendation

In conclusion, we recommend that Target enter the European market by opening stores in Switzerland in the form of a Greenfield Investment. The population has a high income, purchasing power, and demand for high-quality, affordable goods. Target's diverse range of products, from clothing and home goods to electronics and groceries, would likely resonate well with Swiss consumers who value convenience and value for money. Target can appeal to the culture of efficiency and simplicity by offering all their needs in one location. Target will need to incorporate local production capabilities and organic local goods as they appeal to local markets. They will benefit from the improvement plan for the transportation infrastructure as they build a new supply chain in Europe. Target also benefits heavily in markets/environments that have four distinct seasons. Target is known for continuous fashion turnover; especially as new seasons arrive. Switzerland has four distinct seasons that can benefit Target as they can market new apparel for each season. Overall, Target has a strong position to enter the Swiss market if they capitalize on local resources, the transportation infrastructure, and a technologically advanced community.

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