

ABSTRACT

The study aims to develop a partner based market entry strategy for FOBIS, which is a food manufacturing software developed by RBK Group, a Dutch company specializing in software solutions for the food manufacturing industry, for entering Poland and the Czech Republic. To achieve the mentioned objective, a mixed method approach was applied, combining desk research, internal company data, and semi structured interviews. The analysis of the external environment, market characteristics, customer needs, competitive landscape, partner ecosystem, and RBK Group's internal capabilities was conducted with the use of such frameworks as PESTEL, the Technology-Organization-Environment (TOE) Framework, and the Resource Based View (RBV). As per the results of the analysis, both target markets are highly attractive because of the increasing level of digitalization and need for industry related software solutions. The market potential in Poland is higher because of the larger size of the food manufacturing sector in Poland, whereas the Czech Republic has a more digitally advanced business environment. The research has revealed the existence of competitive advantage for FOBIS as a food manufacturing software solution, which provides integrated ERP and MES functionalities for food manufacturing enterprises. Yet, for successful market entry, it is essential to form a partner network of implementation and consulting companies, which have industry expertise and customer networks.

Keywords: *Market Entry Strategy, Partner Strategy, Food Manufacturing, Production Software, Poland, Czech Republic.*