

COURSE OUTLINE

“INTERNATIONAL BUSINESS DEVELOPMENT SKILLS TRAINING”

DAY 1

09:00am – 12:30pm

Part 1: Investment Strategy and Planning

These sessions will focus on the tools required to achieve international business expansion for your company with special emphasis on investment, planning, and strategy. The objectives of this Part 1 are to:

- Provide you with an understanding of the key success factors and risks in International Business Development
- Deliver increased focus and confidence in investment decisions
- Enable you to develop a marketing plan for International business development through investment.

Session 1: Understanding International Business

- What is international business
- Why do companies expand internationally?
- Foreign Direct Investment (inward/outward)
- Strategic Alliances
- Merger and acquisition
- Licensing, Franchising & Outsourcing

Session 2: Developing a Marketing Plan for International Business Development

- Market assessment, selection and feasibility study
- Marketing in an international business context
- The political imperative in international business
- Articulating different culture

13:30pm – 17:00pm

Part 2: International Business Management

The following session will focus on the management of international business expansion discussing topics such as in-house support for international expansion, human resource requirements, financial and political risk and cross cultural issues. Some of the subjects the participants will learn in Part 2:

- How to build successful relationships across the organization – country/culture/region
- How to lead multinational teams – Assess the key issues
- Inspirational, motivation and factors for success
- How to take advantage of international economic cooperation

Session 3: Management of the International Business Expansion

- Role within the parent company
- Legal structure, agency distributorship, subsidiary
- Organizational Design Structures





- Financial management
- Logistics and the supply chain
- Human resource management

Session 4: The Multinational Enterprise (MNE) and the Small & Medium Size International Enterprise (SMEI)

- Competitive advantage of MNE's
- Obstacles and advantages of SMIE's in internalization
- Born international
- MNE's from developing countries

DAY 2

09:00am – 12:30pm

Part 2: International Business Management (continued)

Session 5: Culture and International Business

- National culture and language
- Corporate culture
- Key cultural issues

Session 6: Political and Legal Environment

- MNE's relationship with the host/ home government
- Measurement of political risk
- Legal issues

Session 7: International Economic Integration and Institutions

- WTO
- EU, NAFTA, ASEAN, APEC
- IMF The World Bank Group
- OPEC, UNCTAD
- Government trade agencies

13:30am – 17:00pm

Part 3: Applications

This final part will be devoted to the discussions with the participants that will facilitate transition of what they have learnt in this program into workplace action plans. It will provide the participants with a true understanding of the issues and the ability to apply the strategies learned into reality.

Session 8: Strategies and Plans

- Foreign Direct Investment Research and Development strategies
- Critical success factors for Foreign Direct Investment
- Case studies – Success stories and lessons learned from international business failure.
- Course review and action plan formulation in Groups
- Group presentations and summary.
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Some example case studies are as follows:

Colfax Corporation: Designing a Middle East Oil and Gas Distribution System

Colfax Corporation was a young, privately held collection of pump-manufacturing companies from the United States and Europe. Intending to go public, it was eager to find a story for investors of how it could grow at rates faster than its subsidiaries had historically grown in their home regions and core-customer industrial markets. This case describes a singular new-growth opportunity: selling Colfax solutions into state-owned petroleum enterprises in the Middle East at a time when these producers were straining to add capacity. Designing the optimal marketing system required Colfax to weigh a complex of issues, including global resource allocation and deployment, a process for customer-relationship building, and estimates for revenue streams versus investment outlays. The design process was, in short, far more than "sticking sales rep pins in the map." Case readers are asked to think along with the Colfax global management team in deciding, "How much can we afford to risk our current income model in order to build new capacity in a new region in a new way?"

Learning Objective

Understanding issues related to global B2B marketing channel strategy development, as well as complexities of entering unfamiliar new international markets such as Middle East oil and gas.

Subjects Covered

Distribution

Growth Strategy

International business

Manufacturing

Marketing channels

Haier: Taking a Chinese Company Global

In 2005, Haier, China's leading appliance manufacturer, had over \$12 billion in worldwide sales and was the third-ranked global appliance brand behind Whirlpool and GE. Describes Haier's rise from a defunct refrigerator factory in China's Qingdao province to an international player with nearly \$4 billion in overseas sales. Haier had followed a nontraditional expansion strategy of entering the developed markets of Europe and the United States as a niche player before venturing into neighboring Asian markets. Facing intense competition and price wars in the domestic market, in 2005 Haier was redoubling its efforts to build a globally recognized brand. Could Haier complete with the likes of Whirlpool and GE in their home market? Could Haier successfully defend against Chinese and multinational challengers in China while building a brand overseas?

House of Tata: Acquiring a Global Footprint

Chronicles the globalization of the Tata Group, one of India's largest business groups. Since 2000, many Tata Group operating companies have aggressively built international businesses, particularly through overseas acquisitions. After describing the globalization





rationales and approaches of the major Tata Group companies, the case asks students to consider whether Tata Motors should pursue the acquisition of the Jaguar and Land Rover brands owned by US-based Ford Motor company.

Learning Objective

To consider the use of acquisitions as a tool for emerging market-based companies to globalize their businesses.

Subjects Covered

Acquisitions

Globalization

International management

Indesit Company: Does Global Matter?

In 2007, the leadership of the Indesit Company is focused on long-term corporate strategy. After 3 decades, the company has emerged as the number 2 home appliance producer in Europe. Should they invest further to be number 1, or should they focus on the global market, and if so, which part of the world? A subordinate issue is how to manage their multiple brands. Should they consolidate? This case has extensive data on global markets. .

Learning Objective

To examine the challenges of devising corporate strategy; specifically to consider when globalizing is important.

Subjects Covered

Brand management

Corporate strategy

Global business

Leadership

Management development

