



# MODULE 9: GOING INTERNATIONAL



21/10/2021

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**OBJECTIVE:** This Module will provide trainers with competences, methodologies and tools to support them in understanding the opportunities and risks related to internationalisation of business processes, and to recognise the features of the target market and to understand and effectively apply techniques of international commerce.

## Module 9: Going International

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## 1. BACKGROUND

**Note:** this Module should be considered in conjunction with the following modules: [Module 8 – Connecting with People and Making them Work for You](#).

The internationalisation of business is a very obvious consideration for companies that want to discover new markets and take on new challenges. In addition, many of today's entrepreneurs see themselves developing businesses which are 'born global'.

The Trainer should be able to guide and support the entrepreneur on this assessment and validation activity, and this Module, developed as part of the **BIC for SME** project, helps the Trainer to challenge the entrepreneur when investigating and examining important issues to do with the business including:

- Awareness of concepts and approaches in understanding the complexity of managing an organisation in the global business arena
- Understanding how acquired theoretical knowledge can be applied in practical international business situations
- Reference 'Soft Landing' Programmes

The Module considers issues such as:

### **Market Strategy in International Markets**

- International economic scenarios, internationalisation of internal processes (Marketing, HR, Financials, IT, etc.);
- analysis of worldwide markets.

### **Export Design and Plan**

What is an export plan, strategies, objectives and actions to implement it. How an Export Design Plan can assist in business internationalisation. Risks of Export Plans.

### **Risk of Internationalization of Processes**

If a business takes a risk and fails, its people learn from that failure. Risk management is important in an organisation because without it, a firm cannot define its objectives for the future. The ability to manage risk will help companies act more confidently on future business decisions

To manage international risks entrepreneurs need to consider Digital Transformation. Successful digital transformations centre on building customer intimacy to drive engagement. Digital customer engagement is approached differently than traditional digital or marketing projects.

## 2. MODULE GOALS (MODULE DIAGNOSTIC, ROADMAP & DELIVERY)

### 2.1 Module Goals

In Section 3 a detailed breakdown of the Module content is provided. However, the broad objectives of this Module are to provide Trainers with competencies, methodologies and tools to support entrepreneurs to:

1. Understand the opportunities and the risks related to internationalisation of business processes;
2. Understand the features of the target market;
3. Know and effectively apply techniques of international commerce.

### 2.2 Plan the Module Training Process

#### 2.2.1 Undertake a Diagnostic Assessment / Baseline Survey

In order to identify the key aspects around internationalisation for each client, Trainers should use the **BIC for SME** Diagnostic Tool for Entrepreneurs. Trainers can also use the same tool to assess their own ability to meet those needs as a Trainer / Mentor / Coach.

The **BIC for SME** Diagnostic Tool will highlight areas of strength and weakness for the Entrepreneur and Trainer and will provide a Roadmap in terms of the actions to be undertaken to enhance knowledge and competencies. This Roadmap is supported by a visual Concept Map (see Section 3), which provides a visual representation of the Module where Trainers can highlight key areas to address.

Alternatively, or in support of the **BIC for SME** Diagnostic Tool, Trainers and entrepreneurs can use a simple problem-analysis tool to find the root cause of the issues involved in business and Business Plan development such as:

- **Five whys** - The primary goal of the technique is to determine the root cause of a defect or problem by repeating the question "Why?". Each answer forms the basis of the next question. The "five" in the name derives from an anecdotal observation on the number of iterations needed to resolve the problem.
- Etc.

### 2.2.2 Develop a Training Roadmap & Action Plan

Following the initial Diagnostic or Baseline Evaluation and in order to make the training intervention effective, it is important for the Trainer / Mentor / Consultant to:

1. Select the elements of the Going International module to be covered and set timelines for same.
2. Set the training sequence (Trainers to organise topics based on importance (as per the Diagnostic evaluation), impact, interactions, etc.).
3. Select the pedagogy (how the selected elements of the Module are to be covered in terms of practical work, lectures, reading material, exercises, etc., as well as linking them with other relevant **BIC for SME** Modules).

Initially, the basic concepts of the topic can be transferred to the target audience through frontal lessons. Trainers can use powerpoint slides, blackboard, case studies and examples. Thereafter, a peer learning training method may also be employed through project work where entrepreneurs are split in small groups (3-5), with each one working on a specific business or business idea. At the end of the project work, each group could deliver a complete Business Plan or a Business Canvas Model and present their work in a 10 minute pitch context. The students will be provided with training materials for offline study. A Trainer can use a guest speaker/case study (i.e. a presentation by a successful entrepreneur).

4. Set Action plan and Milestones to be achieved – KPI (see Section 5).
5. Determine Outputs - assess the result achieved (see Section 5).

### 2.2.3 Delivery of the Going International Module

The delivery of the Module should take approximately 13 Hours (including supported and (primarily) independent learning).

## 3. CONTENT OF THE MODULE

### 3.1: Module Content

This Module looks at key issues in Going International including:

#### 3.1.1: [Market Strategy in International Markets](#)

- International economic scenarios, internationalisation of internal processes (Marketing, HR, Financials, IT, etc.);
- Analysis of worldwide markets.

#### 3.1.2: [Export Design and Plan](#)

What is an export plan, strategies, objectives and actions to implement it. How an Export Design Plan can assist in business internationalisation. Risk of EP.

#### 3.1.3: [Risks of Internationalisation of Processes](#)

If a business takes a risk and fails, its people learn from that failure. Risk management is important in an organisation because without it, a firm cannot define its objectives for the future. The ability to manage risk will help companies act more confidently on future business decisions.

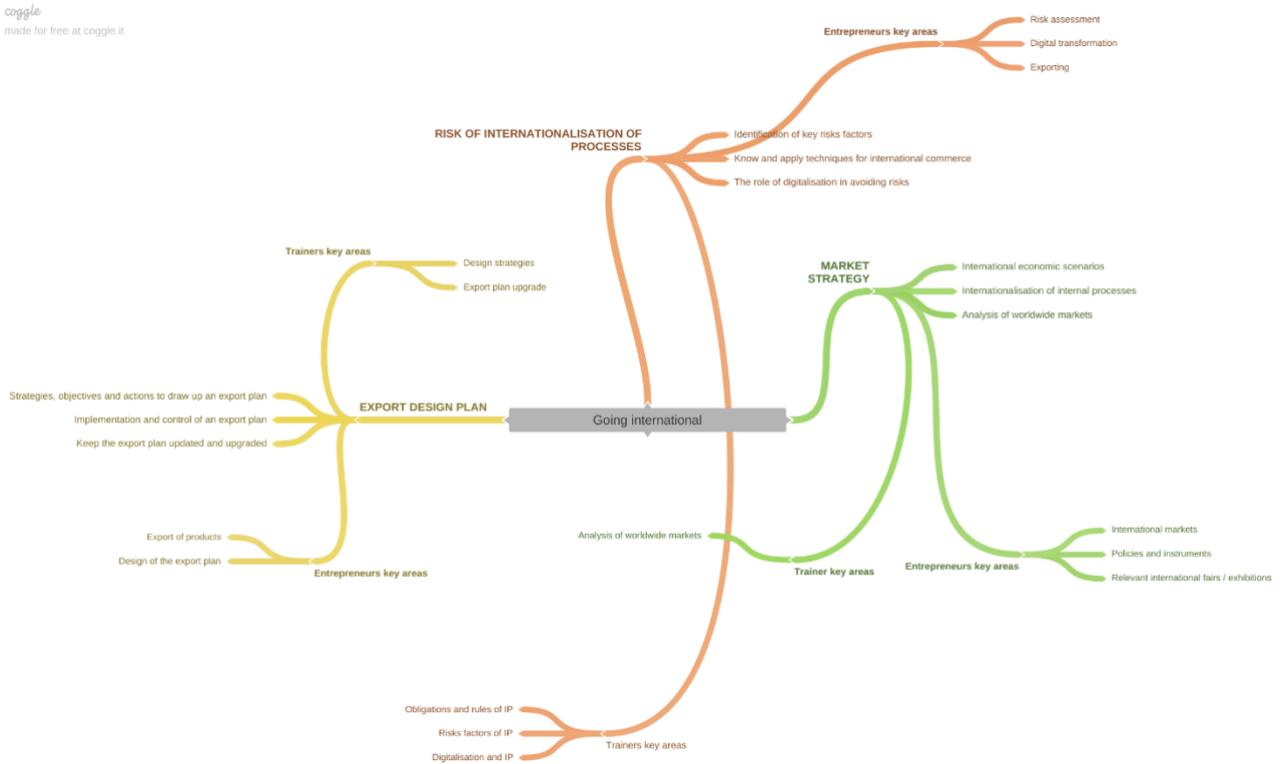
To manage international risks businesses need to consider Digital Transformation. Successful digital transformations centre on building customer intimacy to drive engagement. Digital customer engagement is approached differently to traditional digital or marketing projects.

#### 3.1.4: [Internationalisation Frameworks](#)

This briefly introduces simple, but important concepts, which Trainers / Mentors / Consultants can introduce to entrepreneurs in order to help their understanding of important internationalisation issues. Frameworks and models here include Porters Diamond, the CAGE Framework and Modes of Entry.

An overview of the Module Content is provided below and can also be found in The Diagnostic Tool in the Roadmap Worksheet.

Fig 9.1: Going International Concept Map



**Section 3.1.1 Market Strategy in International markets**

**Question:**

How important is internationalisation for business development?

**Answer:**

Internationalisation allows entrepreneurs the opportunity to diversify markets, so that revenue is more stable. Expanding abroad allows businesses to get out of a saturated home market. Expanding abroad gives access to new customers and in a market where perhaps less competitors operate. It also provides the opportunity to apply knowledge, developed in a home market, to new market opportunities.

**Question:**

Are there strategic policies or instruments for business internationalisation available?

**Answer:**

Yes, there are numerous such supports available in most countries and some examples include:

- [https://ec.europa.eu/chafea/agri/sites/chafea/files/overview\\_of\\_eu\\_instruments\\_02\\_march\\_2017\\_en.pdf](https://ec.europa.eu/chafea/agri/sites/chafea/files/overview_of_eu_instruments_02_march_2017_en.pdf)
- <https://www.enterprise-ireland.com/en/Export-Assistance/Get-Export-Ready/Export-workshops-and-support-programmes/Exports-Events,-Workshops-and-Programmes.html>
- <https://irishexporters.ie/export-knowledge-programme/>
- [https://www.pugliasviluppo.eu/schede/Programma\\_strategico\\_regionale\\_internazionalizzazione\\_2019-2020.pdf](https://www.pugliasviluppo.eu/schede/Programma_strategico_regionale_internazionalizzazione_2019-2020.pdf) (For Italian participants)
- [https://europa.eu/youreurope/business/finance-funding/getting-funding/eu-funding-programmes/index\\_en.htm](https://europa.eu/youreurope/business/finance-funding/getting-funding/eu-funding-programmes/index_en.htm)
- [https://clustercollaboration.eu/sites/default/files/eu\\_initiatives/handbook\\_for\\_the\\_internationalization\\_of\\_european\\_smes\\_d2\\_2\\_2.pdf](https://clustercollaboration.eu/sites/default/files/eu_initiatives/handbook_for_the_internationalization_of_european_smes_d2_2_2.pdf)

**Question:**

Are there specific strategic international fairs/exhibitions which are relevant for business development?

**Answer:**

Trade shows and exhibitions can be an excellent way to promote a business and the products and services that it offers. They are also a great way to network with other industry members and grow the customer base exponentially. In addition, trade shows have certain other aspects which are quite promising. One of the main objectives of any trade show is to showcase, various business, goods, and services to attendees and other interested parties. If entrepreneurs are properly prepared (know who is attending, set up meetings in advance, have good samples or demos, etc.), a well-developed trade show is a good way to leave a lasting impression on the potential customer for a long time to come.

**Section 3.1.2 Export Design and Plan****Question:**

Can an Export Design Plan help with business internationalisation?

**Answer:**

An export design plan is a useful tool that allows a business to know where they stand in regard to external markets. It serves as a tool for analysing the risks that may be encountered and for establishing a specific contingency plan in this regard. It is also useful for learning more about the final markets and for preparing an export strategy, or for improving relations with suppliers, sales agents or financial entities.

An export plan has no predetermined structure since it varies depending on the particular products, services and features of each SME. However, an Export Business Plan seeks to systematically penetrate a product or service in an international market to maximise efficiency and profitability.

Successful export plans should include the following:

- **Description of the business**

It is essential to include detailed information on the firm. In particular, a description of its capacity, experience and abilities to implement the project. It should also define the strengths and weaknesses of the firm. It is also necessary to include long and short-term objectives, any former export business plan, the final market entry strategy, and the description of the product or service. In relation to the products and service a number of issues should be considered such as tariff classifications, target consumer and market descriptions, main competitive products, implementation or delivery technologies, quality standards, product adjustments, costs, prices, and research and development of new products.

- **Market Analysis**

All export plans must identify the main features of the target market which could impact the internationalisation strategy. This entails political, legal, economic, social and cultural aspects. It is important to include a description of the industry sector in the export market, analysis of the competition, market segmentation and tariff barriers.

- **Human Resources**

It is important to consider the human capital available at the firm for the export project. Do international trade experience and skills exist internally and is the organisational structure of the firm suited to internationalisation? Furthermore, detail whether the firm has any external international trade advisors or strategic alliances.

- **Operational Phase**

This is a core part of the export plan. This section defines the market penetration strategy towards the target market, compatible with the firm's long-term objectives. It should state that the operation is feasible from an administrative, technical, financial, and commercial point of view. It must also include everything related to the international aspects of the operation and production. Elements to be taken into account include:

International Elements:

- Export market price
- International logistics

- Formal requirements to export/import
- Tariff and non-tariff barriers or quotas
- Contracts, forms of payment, negotiations
- Containers/wrappings
- Insurance
- Marketing, promotions and advertising
- Distribution
- Market development activities
- Contacts / representatives abroad

Production Elements:

- Raw materials
- Quality and standards
- Capacity
- Installations
- Localisation
- Manpower
- Subcontracting
- Suppliers
- Technology
- Inventories

Risk Analysis / Risk Elements

An important aspect of the export plan is to identify potential problems that might have a negative impact on the project. It is also necessary to specify the contingency plans to counter same. One of the easiest ways to mitigate risks is to take out export credit insurance to cover credit sales in the international market (exports under credit conditions). Firms providing these services point out that generally insurance protects exporters from the following risks:

- War, civil war, revolution or occupation of a territory by foreign forces
- Expropriation or confiscation, requisition of merchandise
- Delay in transferring foreign currency for lack of the latter or government instructions
- Cancellation of export or import permits
- Unilateral cancellation of contract by the importer's government

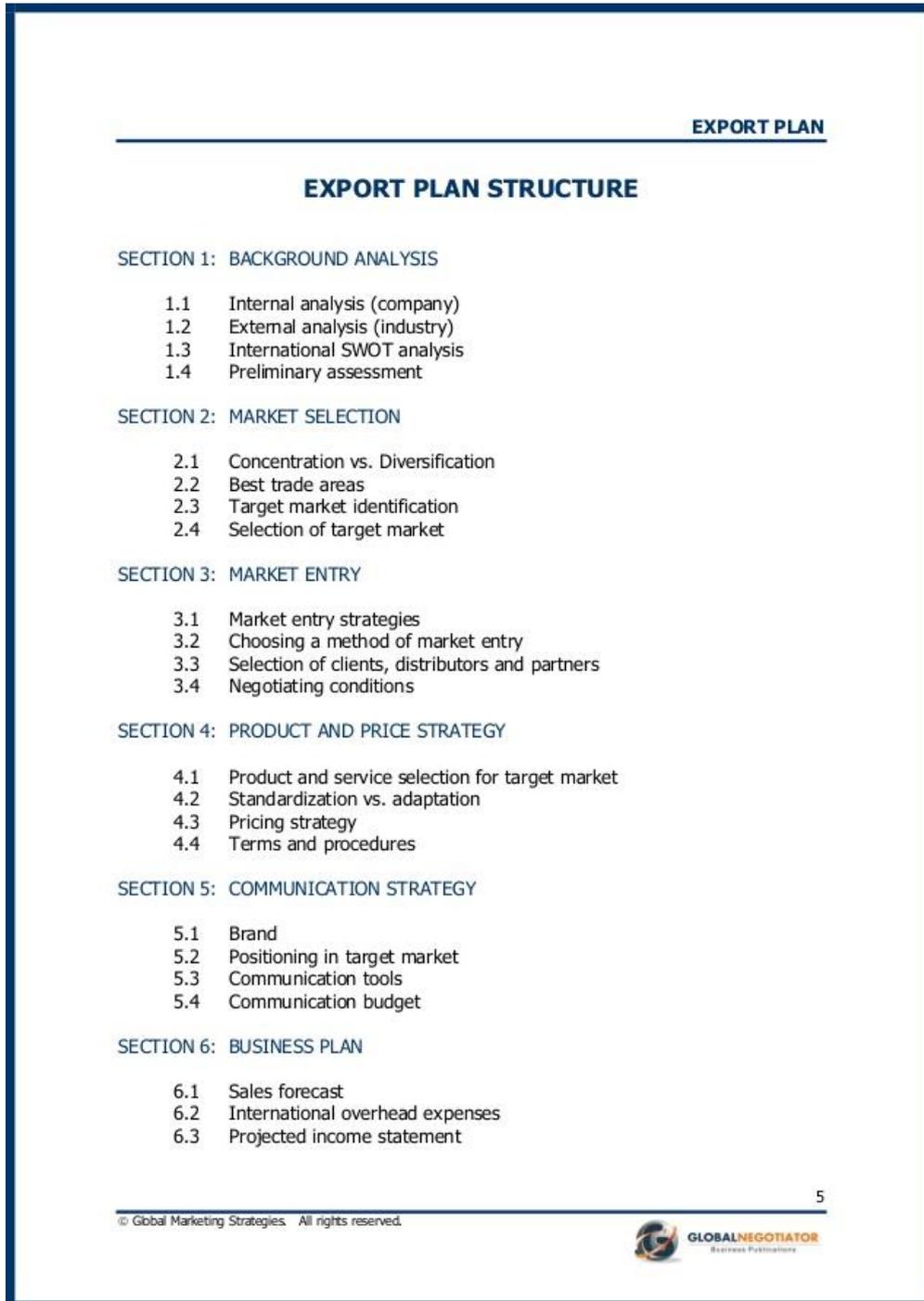
Different methods of export or modes of international market entry have different levels of risks, as well as opportunities or benefits including: simple export, licence or franchise, joint venture with another company or a wholly owned subsidiary.

#### Financial Elements

- Summary of the costs associated with the selected mode of entry and funding for same

Finally, an overall summary of the export plan will concisely depict the current status of the firm and the plans for the new operation. It should include the profile of the firm, a precise description of its business, an explanation of the product or service offered, the competitive advantages and financial requirements. Creating an adequate export plan will not only help SMEs from a commercial standpoint but it will enable self-evaluation and generate greater participation in, and awareness of, the operation. As with any management tool, the plan must be flexible and adaptable and must be reviewed as the business progresses. An example of an Export Development Plan outline from Global Negotiator is provided below.

Fig 9.2: Export Development Plan outline from Global Negotiator



An export plan is a key tool for small and medium-sized companies (SMEs) deciding to go international because:

- They help clearly identify the company's strengths and weaknesses. An export plan makes it easier to identify how a company can best position itself in the international market and the challenges it faces ahead.

- They are easier to communicate and share. Partners, investors or any other person involved in the success of the business may need a detailed explanation to understand the reasons behind the plan for internationalising the company. The export plan will clearly display what the company will do, why and how.
- It helps implement the plan. Those involved in the export process will more clearly and directly understand and implement the plan if it is in writing and compiled in a consistent and detailed manner.
- Written plans help visualise and analyse potential deviations and their causes.
- A plan assigns responsibilities and enables the assessment of results. If things do not turn out as planned, it is much easier to determine responsibilities if these were previously assigned. Even if the company is operating correctly, entrepreneurs will have information to better understand why things were done and build on successful practices.
- Plans are essential for seeking financing. No matter how good ideas are, nobody is going to sign a blank check: financiers want to know the details of what is going to happen with their money to ensure a safe transaction. An export plan provides a company with predictability and trust.
- Plans offer a clear understanding of what is required from staff and ensure commitment with the export decision and process. The decision to export can generate uncertainty for many employees, even fear, since they will sense unclear changes in the company. An export plan can provide certainty and ease, and involve employees in the challenges ahead.
- They help customers visualise the company's strategy, advantages and commitment in the market. If the competitive advantages are clear, customers will also understand the benefits and will want to be part of them.

**Question:**

How can an entrepreneur build an Export Design Plan?

**Answer:**

10 steps to the perfect export plan:

- **Review export potential:**

Entrepreneurs should take some time to consider the realities of exporting and their implications for all aspects of the business, and be aware of any assistance needed. Lots of useful information is available on the web such as UKTI's advice for first time exporters <https://www.growthbusiness.co.uk/ukti-launches-support-package-for-first-time-exporters-2485046/> or Enterprise Irelands export advice site <https://www.enterprise-ireland.com/en/export-assistance/>.

- **Research and prepare to visit the market.**

Researching markets is essential to help reduce risk and improve chance of success. This is usually a combination of desk and field research. Each business and each market is unique. Different methods of export or modes of international market entry such as simple export, licence or franchise, joint venture with another company or a wholly owned subsidiary all require unique research.

- **Explore routes to market entry.**

Choosing a sales presence in an overseas market can be quite complex. There are a number of options:

- ✓ Agent, distributor, internet, license or franchise
- ✓ Direct sales to retail, direct business to business sales, joint venture, subsidiary

However, the suitability of each will depend on your company and products. Again, government agencies such as UKTI (through its Passport to Export training provision and its experts in overseas embassies and consulates), or Enterprise Ireland with their international offices, can help entrepreneurs to narrow down the options. They can help with market intelligence on preferred routes, establish whether a direct sales operation is needed, or establish whether an agent or distributor is more effective.

- **Find out about selling and marketing your product overseas.**

It is important to consider how to market and sell products overseas. There are a number of elements that make up the marketing mix to ensure competitiveness, including uniqueness of product, price, location and distribution channel. There are bodies and advisors who can help to adapt approaches to local conditions and to find answers to the questions which (potential) exporters have.

- **Think about cultural and linguistic challenges.**

- **Prepare to manage finance, payment and risk.**

Managing international risk is an important part of exporting. There are several categories of risk to take into account. Some of the most important are:

- ✓ Commercial: Non-payment, insolvency, contract disputes, overdue payment, IPR, brand, reputation
- ✓ Political: Government change, war, riots, terrorism etc., border disputes, changes in laws
- ✓ Country: Exchange rate, high inflation, taxes, customs

- **Prepare to protect intellectual property.**

Protecting intellectual property can be the difference between commercial success and failure. Intellectual Property Offices offers support and advice on all four main forms: patents, trademarks, designs and copyright.

- **Prepare to fulfil orders and get the documentation right**

Entrepreneurs need to consider the implications of selling over long distances. The kind of goods exported, the level of demand and the type of costs involved can all dictate distribution options.

- **Choose a distribution method**

- ✓ Consider competitors.
- ✓ Examine costs and benefits.
- ✓ Rank the options.
- ✓ Have a plan for growth.

**Question:**

What are some practicalities in exporting a product/s?

**Answer**

It is always important to be clear on the administrative and legal aspects of exporting. Things which might need to be included are:

- Establishing a dedicated company
- Opening a Bank Account.
- Certificates of Incorporation
- Certificates of Origin
- Export Certificates
- HPRA Certificates of Free Sale / of GMP Compliance of a Manufacturer / of Manufacturer's Authorisation / of Pharmaceutical Product
- Invoices
- Letters of Appointment
- Powers of Attorney
- Price Lists
- Visas
- Etc, etc.

### **Section 3.1.3 Risks of Internationalisation of Processes**

#### **Question:**

Is a risk assessment important for business development?

#### **Answer:**

If a business takes a risk and fails, its people learn from that failure. However, risk management is important in an organisation because without it, a firm cannot define its objectives for the future. The ability to manage risk will help companies act more confidently on future business decisions

#### **Question:**

Can international business risks be addressed via Digital Transformation?

#### **Answer**

In some cases. Successful digital transformations centre on building customer intimacy to drive engagement. Digital customer engagement is approached differently than traditional digital or marketing projects. They include three characteristics:

- Digital technology is built around the front-end customer experience – unlike marketing initiatives of the past that were more back-office marketing automation and Customer Relationship Management (CRM) focused.
- Technologies and techniques cannot be purchased off the shelf as an integrated package. Instead, there are sets of applications and emerging platform tools that create value by enabling a digital ecosystem that automates the customer experience through social, data, cloud, and mobile.
- Exposure to new growth opportunities – not by adding digital features to existing products, but by changing direction and considering how products and services adapt to the digital customer.

### **3.1.4: Internationalisation Frameworks**

There are important concepts, which you, as a Trainer / Mentor / Consultant can introduce to entrepreneurs in order to help their understanding of important internationalisation issues including:

#### **1. Porters Diamond**

The Porter Diamond, properly referred to as the Porter Diamond Theory of National Advantage, is a model that is designed to help understand the competitive advantage that nations or groups possess due to certain factors available to them, and to explain how governments can act as catalysts to improve a country's position

in a globally competitive economic environment. The model was created by Michael Porter, a recognised authority on corporate strategy and economic competition, and founder of the Institute for Strategy and Competitiveness at the Harvard Business School. It is a proactive economic theory, rather than one that simply quantifies competitive advantages that a country or region may have. The Porter Diamond is also referred to as "Porter's Diamond" or the "Diamond Model."

## 2. CAGE framework

The CAGE Framework identifies the Cultural, Administrative, Geographic, and Economic differences between the various countries that companies should address and take care of whilst working on and crafting international strategies. The framework can also be used to understand the patterns of capital, trade, the flow of people, and information that work as crucial factors for the organisation.

## 3. Modes of entry

When businesses grow successfully within their domestic markets, they attempt to expand their businesses into international markets, in an attempt to replicate its success in overseas markets.

A business can opt for different modes of entry into international business based on the size of the business, the expansion strategies, the potential market size, the demands of the chosen international market, the economic and the business environment of the overseas market, etc. Different methods of export or modes of international market entry exist such as simple export, licence or franchise, joint venture with another company or a wholly owned subsidiary and all require unique research.

### 3.2 Useful Material & Templates for the Entrepreneur

Links to **Materials and Further Reading** are provided below:

Topics / Useful Links	Italian Participants
<ul style="list-style-type: none"> <li>Ten rules for planning the internationalisation of a company</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://st.ilsole24ore.com/art/SoleOnLine4/Economia%20e%20Lavoro/2010/04/dieci-regole-pianificare-internazionalizzazione-impresa.shtml">https://st.ilsole24ore.com/art/SoleOnLine4/Economia%20e%20Lavoro/2010/04/dieci-regole-pianificare-internazionalizzazione-impresa.shtml</a></li> </ul>
<ul style="list-style-type: none"> <li>Internationalisation of the enterprise and the importance of the export manager.</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://vittoriotoscanoblog.wordpress.com/2018/02/05/li-nternazionalizzazione-dimpresa-e-limportanza-dellexport-manager/">https://vittoriotoscanoblog.wordpress.com/2018/02/05/li-nternazionalizzazione-dimpresa-e-limportanza-dellexport-manager/</a></li> </ul>
<ul style="list-style-type: none"> <li>SMEs internationalisation</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://www.italiaonline.it/risorse/pmi-perche-e-importante-puntare-sull-internazionalizzazione-273">https://www.italiaonline.it/risorse/pmi-perche-e-importante-puntare-sull-internazionalizzazione-273</a></li> </ul>
<ul style="list-style-type: none"> <li>The internationalisation of business and the</li> </ul>	<ul style="list-style-type: none"> <li><a href="http://dspace.unive.it/bitstream/handle/10579/10137/8/55550-1204622.pdf?sequence=2">http://dspace.unive.it/bitstream/handle/10579/10137/8/55550-1204622.pdf?sequence=2</a></li> </ul>

phenomenon of reshoring	
<ul style="list-style-type: none"> <li>• Role of internationalisation for national enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="http://lafactory.it/seo/ruolo-dellinternazionalizzazione-per-le-imprese-nazionali/">http://lafactory.it/seo/ruolo-dellinternazionalizzazione-per-le-imprese-nazionali/</a></li> </ul>
<ul style="list-style-type: none"> <li>• Internationalise the Company: How and Why Create a Strategy to Climb Your Company Internationally</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://intraprendere.net/20512/internazionalizzare-impresa/">https://intraprendere.net/20512/internazionalizzare-impresa/</a></li> </ul>
<ul style="list-style-type: none"> <li>• Business, culture, territory and internationalisation. How the Arts create reputational and economic value for SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.milomb.camcom.it/documents/10157/33185681/impresa-cultura-territorio-internazionalizzazione-caso-recard.pdf/c95b06d4-d192-484a-9588-8ef50eea82ac">https://www.milomb.camcom.it/documents/10157/33185681/impresa-cultura-territorio-internazionalizzazione-caso-recard.pdf/c95b06d4-d192-484a-9588-8ef50eea82ac</a></li> </ul>
<ul style="list-style-type: none"> <li>• Policies and Tools for the Internationalisation of Enterprises</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.mise.gov.it/images/stories/documenti/pubblicazione-mincomes-fondi.pdf">https://www.mise.gov.it/images/stories/documenti/pubblicazione-mincomes-fondi.pdf</a></li> </ul>
<ul style="list-style-type: none"> <li>• The internationalisation portal</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://internationalize.co/">https://internationalize.co/</a></li> </ul>
<b>Topics / Useful Links</b>	<b>International Participants</b>
<ul style="list-style-type: none"> <li>• Eu funding programmes</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://europa.eu/youreurope/business/finance-funding/getting-funding/eu-funding-programmes/index_en.htm">https://europa.eu/youreurope/business/finance-funding/getting-funding/eu-funding-programmes/index_en.htm</a></li> </ul>
<ul style="list-style-type: none"> <li>• Handbook for internationalisation of SMEs</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://clustercollaboration.eu/sites/default/files/eu_initiatives/handbook_for_the_internationalization_of_european_smes_d2_2_2.pdf">https://clustercollaboration.eu/sites/default/files/eu_initiatives/handbook_for_the_internationalization_of_european_smes_d2_2_2.pdf</a></li> </ul>
<ul style="list-style-type: none"> <li>• International fairs for business</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.tradefairdates.com/Business-Trade-Fairs-Exhibitions-Y71-S1.html">https://www.tradefairdates.com/Business-Trade-Fairs-Exhibitions-Y71-S1.html</a></li> </ul>
<ul style="list-style-type: none"> <li>• International Trade Fairs in Italy</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.aefi.it/en/">https://www.aefi.it/en/</a></li> </ul>
<ul style="list-style-type: none"> <li>• Develop an export plan</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.trade.gov/develop-export-plan">https://www.trade.gov/develop-export-plan</a></li> </ul>
<ul style="list-style-type: none"> <li>• Export strategy design</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.intracen.org/itc/policy/export-strategy-design/">https://www.intracen.org/itc/policy/export-strategy-design/</a></li> </ul>
<ul style="list-style-type: none"> <li>• Slovenia Internationalization links</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.spiritslovenia.si/">https://www.spiritslovenia.si/</a></li> <li>• <a href="https://www.izvoznookno.si/">https://www.izvoznookno.si/</a></li> <li>• <a href="https://www.gzs.si/skupne_naloge/mednarodno_poslovanje/">https://www.gzs.si/skupne_naloge/mednarodno_poslovanje/</a></li> </ul>
<ul style="list-style-type: none"> <li>• Spain Internationalization links</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.icex.es/icex/es/index.html">https://www.icex.es/icex/es/index.html</a> (España)</li> <li>• <a href="https://www.extenda.es/quienes-somos/estrategia-de-internacionalizacion/?qclid=CjwKCAjw-ZCKBhBkEiwAM4qFw91q7R80ZBaLymu8axzxGt9UgDMxnbGjXkGpEhRg-2cdzl-G3liRoC4IYQAvD_BwE">https://www.extenda.es/quienes-somos/estrategia-de-internacionalizacion/?qclid=CjwKCAjw-ZCKBhBkEiwAM4qFw91q7R80ZBaLymu8axzxGt9UgDMxnbGjXkGpEhRg-2cdzl-G3liRoC4IYQAvD_BwE</a> (Andalucía)</li> </ul>

## Bibliography

1.	<a href="http://een.ec.europa.eu/about/about">http://een.ec.europa.eu/about/about</a>
2.	<a href="https://st.ilssole24ore.com/art/SoleOnLine4/Economia%20e%20Lavoro/2010/04/check-up-aziende-mercati-internazionali.shtml?uuid=957751e4-5126-11df-95dd-47b0345b4152">https://st.ilssole24ore.com/art/SoleOnLine4/Economia%20e%20Lavoro/2010/04/check-up-aziende-mercati-internazionali.shtml?uuid=957751e4-5126-11df-95dd-47b0345b4152</a>
3.	<a href="#">"L'internazionalizzazione d'impresa" by Massimo Manelli</a>
4.	<a href="#">Export management. Manuale di internazionalizzazione d'impresa by Joe Santangelo</a>

## Key Terms

Key terms	
<b>APAC</b>	Geographical designation for Asia Pacific, for Southeast Asia.
<b>ATR</b>	(FREE CIRCULATION CERTIFICATE) An ATR document allows goods to benefit from tariff preferences on imports and exports between countries. Full information on ATRs can be found in Customs Notice 812
<b>BILL OF LANDING</b>	Polizza di carico. Una polizza di carico è un documento legale tra lo spedizioniere delle merci e il corriere che specifica il tipo, la quantità e la destinazione delle merci trasportate. La polizza di carico serve anche come ricevuta di spedizione quando le merci vengono consegnate nella destinazione prestabilita.
<b>BRETTON WOODS</b>	Loading policy. A bill of lading is a legal document between the freight forwarder and the courier specifying the type, quantity and destination of the goods transported. The bill of lading also serves as a shipping receipt when the goods are delivered to the specified destination.
<b>BRICS</b>	BRIC is an acronym used to jointly define developing nations: Brazil, Russia, India and China - countries that are believed to be the dominant future suppliers of manufactured goods, services and raw materials by 2050. China and India will become the world's leading suppliers of manufactured goods and services, respectively, while Brazil and Russia will become equally dominant as suppliers of raw materials. Starting in 2010, South Africa joined the group, which is now called BRICS. The term that originated from the previous BRIC, later BRICS, now includes the addition of Turkey, hence the acronym BRICST.
<b>BUSINESS INTELLIGENCE (BI)</b>	Business Intelligence (BI) includes the set of strategies, processes, applications, data, technologies and technical architectures used by companies to support the collection, analysis of data, presentation and dissemination of business information.
<b>BUSINESS PLAN</b>	The business plan or business plan, whose "heart" is represented by the marketing plan, is nothing more than a written document, possibly

		supported by software tools (as exemplified in the chapters of this first part that describe models of decision support), in which the market and competitive context is analyzed, the objectives are indicated, the strategic and operational logic of the various phases of work are explained and explicitly estimated, quantifying them, the market and economic-financial results expected in a period of time of at least a few years.
<b>CALL FOR EXPRESSION OF INTEREST (CEI)</b>		Call for expressions of interest
<b>CALL FOR PROPOSAL</b>		Request for proposals. Unlike the call for tenders, through a call for proposals institutions initiate a selection process and can select several relevant projects in a specific field and, in certain countries, offer them a grant. This grant covers only part of the eligible costs
<b>CALL FOR TENDER</b>		Notice of competition. "Tenders are procedures applied to generate bids from competing companies for works, supply or service contracts in public procurement". Institutions publish tenders when they have to select a service provider for a specific mission. The selected provider will receive a fee corresponding to the amount of the mission, including a profit margin
<b>CCG</b>		From the English Gulf Cooperation Council (GCC) is a political organisation that includes the countries of a specific geographical area: Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and United Arab Emirates.
<b>DECISION MAKING –</b>		Decision Making means the ability to make decisions in a conscious way, weighing the various solutions and consequences of our choices. In short, it is the thought process of selecting a logical choice from the available options. When we have to make a decision, we must consider the positive and negative sides of each option and weigh all the alternatives. For an effective decision making process we must also be able to predict the outcome of each option. Based on all these factors, we will be able to determine which option is best for a particular situation.
<b>ENTERPRISE NETWORK</b>	<b>EUROPE</b>	The Enterprise Europe network helps companies innovate and grow on an international scale. It is the world's largest support network for small and medium-sized enterprises (SMEs) with international ambitions. The network is active in over 60 countries around the world. It brings together 3,000 experts from over 600 member organisations, all renowned for excellence in business support.
<b>FOREIGN INVESTMENT – FDI</b>	<b>DIRECT</b>	Foreign Direct Investments. Foreign direct investments are investments made by a company or person in one country with commercial interests in another country, in the form of business transactions or acquisition of business assets in another country, such as ownership or control of interests in a foreign company. Foreign direct investments are distinguished from portfolio investments in which an investor simply buys shares of companies based abroad. The key characteristic of foreign direct investment is that it is an investment made that establishes effective control or at least substantial influence on the decision-making process of a foreign company.
<b>FREIGHT</b>		transport cost. A fee paid for the transport of goods by air, land or sea. A colloquial term for the transport fee. Goods may be transported on a prepaid or collected freight basis: if the freight is paid for by the shipper (as per C&F and CIF terms), the goods remain the property of the shipper until delivery is taken by the

	consignee upon their arrival at destination and payment of the shipper's invoice. If the transport is paid by the consignee (as per FOB terms), the goods become the property of the consignee when they are delivered to the courier against a bill of lading.
<b>GAFTA</b>	From the English Greater Arab Free Trade Area - Enlarged Arab Free Trade Area. Not to be confused with GAFTA - Grain and Feed Trade Association. GAFTA is attended by all States of the Gulf Cooperation Council (GCC see) and is controlled and managed by the Economic and Social Council (ESC) of the Arab League.
<b>GENERAL AGREEMENT ON TARIFFS AND TRADE – GATT</b>	General Agreement on Tariffs and Trade - GATT - The agreement was formed shortly after the end of World War II. The GATT was a trade treaty implemented to promote economic recovery. The main purpose of the GATT was to increase international trade through the elimination or reduction of various tariffs, quotas and subsidies while maintaining significant regulations. The GATT became law on January 1, 1948, once it was signed by 23 countries. The GATT was refined over decades and eventually led the 123 countries to create the World Trade Organisation (generally known as the WTO - World Trade Organisation) on January 1, 1995.
<b>GLOBALIZATION</b>	the worldwide movement towards economic, financial, commercial and communications integration. Globalization implies opening local and nationalistic perspectives to a broader perspective of an interconnected and interdependent world with the free transfer of capital, goods and services across national borders. However, it does not include the free movement of labour and, as suggested by some economists, it can damage smaller or fragile economies if applied indiscriminately. Bibliography <sup>2</sup>
<b>JOINT VENTURE</b>	New company formed to achieve specific objectives of a partnership as a temporary agreement between two or more companies. JVs are advantageous as a risk reduction mechanism in penetrating new markets and pooling resources for large projects. However, they present unique problems in equity ownership, operational control and profit (or loss) distribution. Research indicates that two out of every five JV agreements last less than four years and dissolve acrimoniously. Bibliography <sup>3</sup>
<b>LETTER OF CREDIT</b>	<b>PURCHASE OF CREDIT</b> - A letter of credit is a promise from the buyer's bank to the seller/exporter's bank that the bank will honor the invoice submitted by the exporter on the due date and make payment, provided that the seller/exporter has complied with all the requirements and conditions set out by the importer in the above letter of credit or buyer's purchase order and has produced documentary evidence to demonstrate compliance, together with the necessary shipping documentation.
<b>LICENSE AGREEMENT</b>	<b>LICENSE AGREEMENT</b> - A license agreement refers to a written agreement entered into by the contractual owner of a property or business that authorizes another to use that property or to engage in an activity in connection with that property. The property involved in a license agreement may be real, personal or intellectual property.
<b>EU SINGLE MARKET</b>	<b>EU SINGLE MARKET</b> The European Single Market allows the free movement of goods, services, capital and people without internal borders. In the definition of the EU, "The Single Market refers to the EU as a territory without internal borders or other regulatory obstacles to the free movement of goods and services. A functioning

		Single Market stimulates competition and trade, improves efficiency, increases quality and helps to reduce prices. The European Single Market is one of the EU's greatest achievements. It has fuelled economic growth and simplified the daily life of European businesses and consumers".
<b>OPEN PROCEDURE</b>		OPEN PROCEDURE - In an open procedure, any company can submit a bid. The minimum deadline for submission of tenders is 35 days from the date of publication of the tender notice. If a notice has previously been published, this time limit can be reduced to 15 days.
<b>SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs)</b>		SMALL AND SMALL ENTERPRISES (SMEs) - The abbreviation PMI (or SME in English) is used mainly in the European Union and in international organisations such as the World Bank, the United Nations and the WTO. In other countries the abbreviation SMB, "Small or Medium-sized Business", is used. Small and medium-sized enterprises (SMEs) are defined in the EU Recommendation 2003/361. The main factors that determine whether an enterprise is an SME are: 1. number of staff members 2. turnover or balance sheet total.
<b>WORLD ORGANISATION</b>	<b>TRADE</b>	The World Trade Organisation is the only international organisation that deals with global trade rules among nations. The WTO is based on WTO agreements signed by most trading nations in the world; its main function is to help producers of goods and services, exporters and importers to better protect and manage their businesses. The WTO is essentially a mediating entity that helps with international trade rules between nations; however, the WTO has become a driving force behind the establishment of globalization and has had both positive and potentially negative effects on the world. WTO efforts have positively increased trade expansion globally, but as a side effect it has had a negative impact on local communities and human rights.
<b>DEFAULT RISK</b>		Also called the risk of insolvency, is the risk that the debtor does not fulfil, even partially, its obligations to repay the principal or to pay interest to its creditor. Also known as the "probability of default" (PD, or default rate).
<b>SOVEREIGN RISK</b>		Risk of suspension of payment of a loan by foreign borrowers (those who take out a loan) due to the interference of a foreign sovereign government. The term also refers to the risk of default (see) of a foreign government on a loan issued (or guaranteed) by the same government. It is also called country risk.

**Case Studies / Good practices / Exercises**

- <https://www.youtube.com/watch?v=2DwbTHQAniw>
- <https://opentoexport.com/blog/exporter-case-study-one-eight/>
- [https://www.sciencedirect.com/science/article/pii/S1877705814019341/pdf?md5=b859cf446b1db1442dd3d429b84eb896&pid=1-s2.0-S1877705814019341-main.pdf&\\_valck=1](https://www.sciencedirect.com/science/article/pii/S1877705814019341/pdf?md5=b859cf446b1db1442dd3d429b84eb896&pid=1-s2.0-S1877705814019341-main.pdf&_valck=1)
- <https://www.tradeforum.org/Case-Study-2-Cameroons-Coffee-Sector-Export-Strategy/>
- [https://www.icmrindia.org/casestudies/Case\\_Studies\\_Concept\\_Wise.asp?cat=International%20busines](https://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=International%20busines)  
[ss](#)

## 4. ROADMAP & ACTION PLAN

Having completed the Diagnostic evaluation and having identified the key issues of concern or knowledge gaps in terms of supporting a business, the Trainer will have been able to set out a Training Roadmap on specific issues to do with Internationalisation.

As outlined in Section 2.2.2, the Training roadmap (learning path) is a structured sequence of training activities proposed to teach a topic. While it should be comprehensive, it also needs to be practical, in order to organise the learning over a series of sessions. It will ensure that Trainers do not omit crucial content because lack of time and that you will achieve fluency in key elements of the topic. The key steps are:

1. Set the goals derived from the **BIC for SME** diagnostic needs check (see Section 2)
2. Set out the Roadmap and Action Plan by selecting the elements of the Module to be covered and timelines (see Section 2)
3. Select pedagogy (how the selected elements of the Module are to be covered in terms of lectures, reading material, exercises, etc.,) (see Section 2)
4. Set sequence: Trainers to organise topics based on importance (as per the Diagnostic evaluation), impact, interactions, etc.. (see Section 2)
5. Confirm Action plan and Milestones - KPI
6. Output: assess the result achieved

Having understood and having demonstrated to the entrepreneur how to use the various tools contained in the Module (steps 1 – 4 above), the Trainer should confirm a set of action items to help entrepreneurs including a timeline indicating: what is to be done, by whom, when and how. Examples are provided below:

### 4.1 Action Plan

What	Who	When	How
<ul style="list-style-type: none"> <li>• Define the main international markets and scenarios</li> </ul>	Promoter	2 weeks	Discuss with the Trainer
<ul style="list-style-type: none"> <li>• Define and design an export plan</li> </ul>	Promoter	6-8 weeks	Discuss with the Trainer

<ul style="list-style-type: none"> <li>• Know the main opportunities in terms of policies and instruments to trade internationally</li> </ul>	Promoter	6-8 weeks	Discuss with the Trainer
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Such an action plan will be provided as a 'take away' for the entrepreneur in the form of a handout / infographic thereby providing them with a practical guideline on tasks to be completed.

#### 4.2 Countermeasures

Not all Action Items will progress as planned. It is therefore important that you consider some possible Countermeasures such as:

- Inability to secure key information on the market of interest (seek support from national exporting bodies (e.g. in Ireland go to The Irish Exporters Association)
- Lack of satisfaction in terms of whether the export plan is sufficiently comprehensive (engage an established exporter to review or undertake a training course)
- Difficulty in identifying export opportunities (participate in trade fairs or trade missions)

## 5. FOLLOW-UP & OUTPUTS

It is important for the Trainer / Mentor / Consultant to monitor outputs against the original Diagnostic evaluation, Roadmap and Action Plan. For example:

Task / Objective	Outcome (Date)
Contact Key Opinion Leaders	To Do
Establish the overall value of the market	Done
Establish the competitive landscape	Done
Develop a Minimum Viable Product	Work in progress

## 6. APPENDICES

Example of an export plan:

<https://www.slideshare.net/nietoana/export-plan-28810031>

Export plan template

<https://www.trade.gov/sample-export-plan>