



GOING GLOBAL...**SUCCESSFULLY**

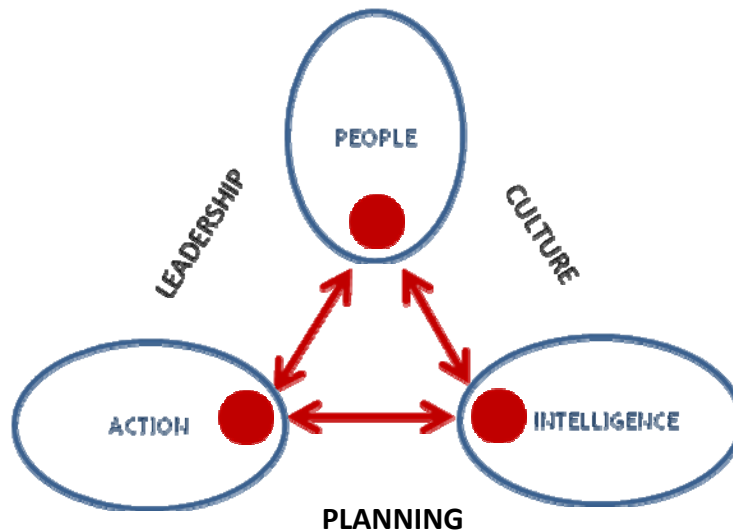
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While companies may gain confidence as they grow domestically, this success doesn't often translate internationally. What business ingredients should be present to ensure that they experience a successful service or product launch abroad?

In order to experience the rewards of rapid and profitable growth, companies who develop internationally, whether via a product or service, most likely have all three critical legs of the stool of success present.

- Leg 1 People (= the strength of the team)
- Leg 2 Intelligence (= the knowledge of understanding)
- Leg 3 Action (= activity to get results)

The legs of the stool of success are held in place by planning, leadership and culture.



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People

The success of the new venture is directly linked to the quality of the people and the strength of the Team. Do not rely on the “lone ranger” approach; too many ambitious young executives sent out to spearhead the new venture are left to drift without the much needed support. Nor should companies want to rely on the “whiz kid” -- the local superstar with the deep Rolodex without affinity for the passion and culture of the company -- to grow the business abroad. Take time to build and invest in a balanced team, transfer the values and adapt to the local culture.

Intelligence

The success of the new venture is directly linked to the level of acquired intelligence. It is mind boggling how many businesses embark on very costly development projects with little to no understanding of the market place and its critical success factors. What does the competitive playing field look like and why is your company’s proposition better (in this case, good as does not suffice) than the established market players? Going in based on the conviction that you will be successful because you are #1 in your home market almost certainly guarantees failure.

Action

The success of the new venture is directly linked to the detail of your action planning. Do not confuse export sales with business development. Do not blindly duplicate the domestic success formula and do not confuse entrepreneurial spirit with ‘winging it.’

These three legs do not hold up the stool of success without the proverbial glue of leadership, culture and planning.

- Connect the action plan with the people/team through inspiring **leadership**: C-level executives must embody purpose, passion and perseverance for the international venture.
- Understand the local **culture** and adapt to it without compromising the corporate values... and never catch yourself saying: “...*that is not the way we do it...*” or saying a little louder to improve comprehension “...*you do not understand; let me explain how it’s done*”
- Link the intelligence you have gathered with focused action through detailed but flexible **planning**. Quoting: “...*if you fail to plan, plan to fail...*”

In summary, make the investment and take the time to acquire knowledge, train the right people and plan for success. Some last and simple advice, never be afraid to take advice.