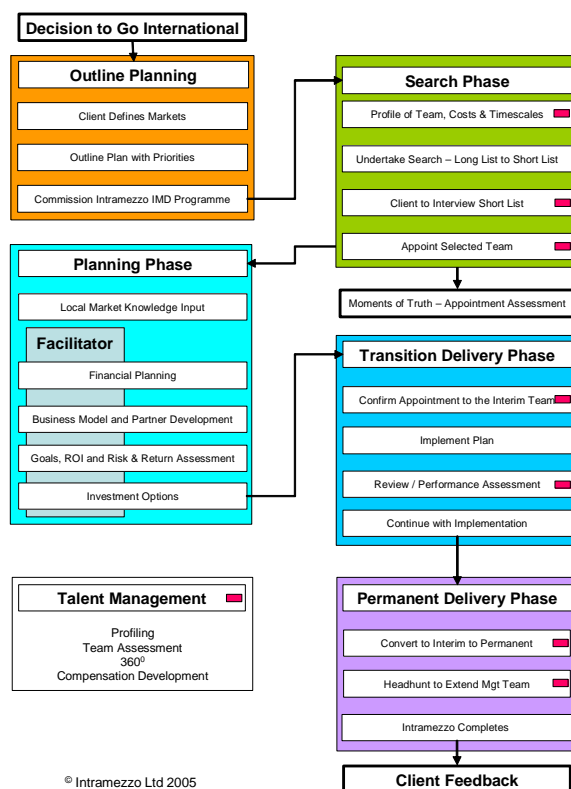


Going International

International markets are ripe for SMEs, and new employment sector innovations mean that benefits now outweigh the risks...

Entering a new international market, particularly in Europe, China, Russia and the emerging Eastern European countries, presents a variety of challenges and a measure of risk. On a macro level, there are the challenges of currency, language, infrastructure, culture and the unknown. On a micro level, market structure and the landscape for competition and collaboration can prove formidable.

International Market Development (IMD)



It is little wonder, then, that expanding overseas can be the strategy graveyard of many aspiring businesses. On the other hand, it has brought great rewards to organisations that are prepared to take on the challenges commensurate with the risks. For some companies, pressures in home markets can be offset by sustainable growth and the development of a resilient layer of value in overseas markets. This offers corresponding and potentially lucrative exit or flotation valuations.

New employment models mean new international opportunities for SMEs

Recent advances in employment models, driven by changing economic pressures in different national markets, offer untold opportunities for progressive organisations to enhance their agility while reducing costs and containing risk within reasonable limits. In the context of overseas expansion, the impact of these employment changes, coupled

with the adept use of technology, have a profound effect on the potential of companies in international markets.

Today it is possible to build virtual teams of senior executives, selected for their knowledge and understanding of the local or national markets, in as little as four weeks. This specialist knowledge can be tightly focused on a product, service or related market sector, or on each national region in order of priority.

Another aspect to Intramezzo's approach to Rapid Venturing™ is the use of independent facilitators during the planning phase. The facilitator complements the Executive Team and is there to ensure that, for each planning option, the return-on-investment and potential increase in shareholder value is calculated. Each of the plan options is assessed from an "investment" perspective, against the risk involved. Full consideration of the funding options are also included.

One successful example of a new employment model is Intramezzo's Rapid Venturing™. This is a process of amalgamating resources to achieve business goals faster and at lower cost by using experienced executives. Include this with the processes needed to establish the 'business rigour' which 'locks out' and prevents poor and emotive decision making, and the result is a plan that can transform an organisation's prospects.

By using an indigenous senior management planning team carefully selected for the task of risk and opportunity assessment and setting the goals, potential for the market is automatically aligned to a realistic outcome. Once the potential is defined, the planning team then moves to an implementation phase, when executives can then take on an operational and delivery role. In this way, by linking the

Major suppliers can now introduce vertical market products through spin-outs and joint ventures abroad, building market share, reducing the costs of new market entry and ensuring continued loyalty to their products.

planning phase to the all-important execution stages, 'ownership and commitment' are established.

Four Factors that Determine Success

The factors that have contributed to the success of this approach are:

- **Speed** – It can take as little as four weeks to have an executive team operating in many of the major market countries.
- **Lower costs** – Reduction in expensive 'fact-finding' visits allows more direct investment in productive, delivery-based efforts. Planning and market estimates can be compared with the client company's own objectives.
- **Reduced risk** – Using indigenous expertise significantly reduces risk by increasing the relevant regional market experience needed for preparing and delivering the plan.
- **Technology** – It is possible to work with the executive team on a 'virtual' basis, offering the prospect of much lower operational and market-entry costs.

This approach to entering international markets delivers a scalable solution that capitalises on indigenous freelance senior executive talent – individuals who are involved from the very beginning of the project and are committed to delivering results. It can meet the needs of any size organisation, from the small enterprise to the very large corporation.

For major international suppliers, this approach has additional 'multiplier' implications for building long-term market share while involving key partners in new national market entry sales drives. Working with strategically important 'premier' partners to build their international reach, often on a shared-cost basis, intensifies loyalty to the supplier's primary product sets.

Benefits

- Reduced demand on Management time
- Speed
- Reduced Risk
- Potential for greater returns earlier
- Indigenous management teams
- Rapid Venturing™ for Earlier Results
- Goal focused & Phased Plan
- 'Fast Start' Using International Partners
- Independent Facilitators Double Check
- Competitive Advantage
- Increase New Market Efficiency Using Applied Learning

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