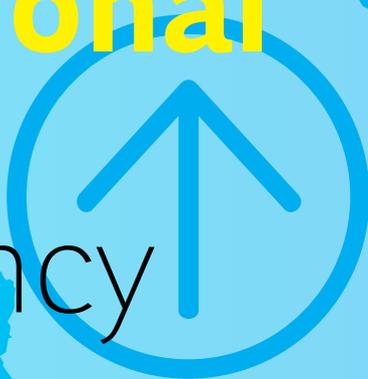




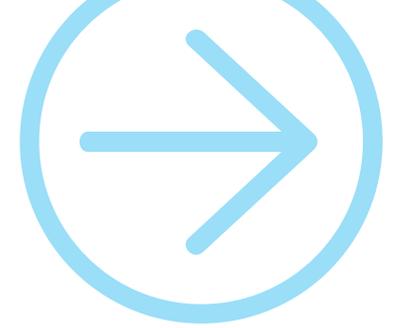
Guide to **international** business consultancy services



Prepared exclusively for the
Confederation of Danish Industry's
partner organizations



Confederation of Danish Industry



Guide to **international** business consultancy services

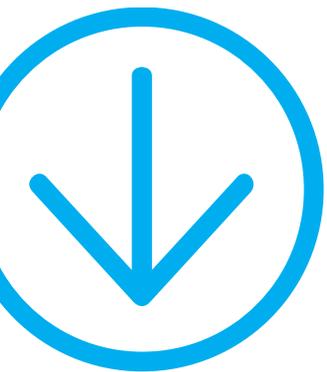
Prepared exclusively for the
Confederation of Danish Industry's
partner organizations



Introduction to the **Guide**

The Confederation of Danish Industry (DI) has been helping its member companies achieve international success for decades. DI's International Business Development unit offers a number of business services to support companies' establishment in growth markets globally. In order to offer professional and structured services, a number of tools have been developed to support the execution of the assignments at hand.

This publication has been prepared exclusively for DI's partner organizations in order to provide them with a general overview of selected international business services as well as key tools to carry out these services. A detailed toolbox will be provided electronically to DI's partner organizations upon request and the services can be mastered through training by DI staff.



Overview of Business Services

- ➔ Customer segmentation
- ➔ Market selection
- ➔ Comparative market study
- ➔ Market analysis
- ➔ Business plan
- ➔ Partner selection
- ➔ Partner development

The detailed toolbox — available to partner organizations electronically — includes the following elements:

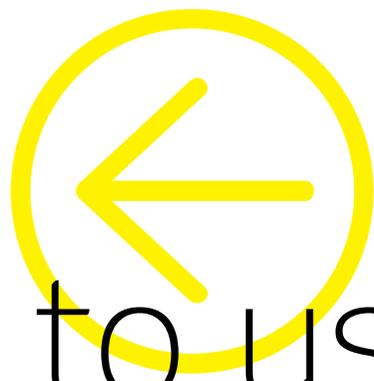
A description
of each
business
service

A guide to
execute the
services

Cases:
proposal and
a completed
assignment

Tools and
templates
supporting the
execution

When to use the services?



- Customer segmentation
- Market selection
- Comparative market study

• Market analysis

• Business planning

• Partner Selection

• Partner Development



When:

CONSIDERING EXPORT

SELECTING MARKET

PREPARING FOR ENTRY

CHOOSING PARTNER STRATEGY

IMPLEMENTING STRATEGY

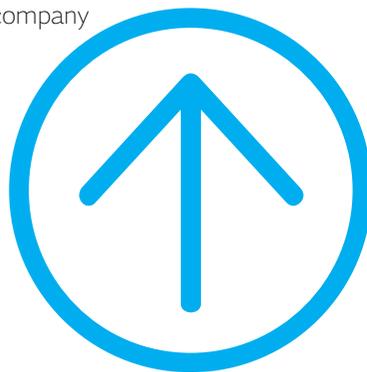


Customer segmentation



The customer segmentation exercise helps companies define their focus customer segments and the best possible way to create value for them.

Without understanding who the company's customers are and how the company can service them best, it is impossible to create the right strategy for any market. Customer segments are important to define and understand before deciding on the company strategy abroad.



TOOL AVAILABLE:

Segmentation tool

- The segmentation tool provides a structured process of gathering the company's customer types on the basis of common characteristics. It helps the company define, which of these customer types the company is able to service best. The segments to which the company is able to create most value will be selected as focus segments.



Market selection

The market selection service helps companies choose focus markets with the biggest potential in a structured manner.

Market selection is one of the most important exercises for companies looking to expand to new markets. It is key to have a structured process around the market selection, as companies tend to choose new markets unsystematically and often on the basis of order requests from random clients. Many companies end up focusing on random markets or too many markets considering their resources. This results in lack of focus and often a mismatch between the selected market and the company's resources.

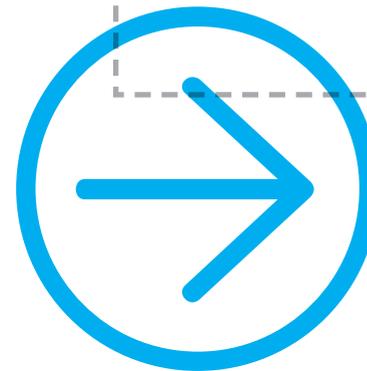
TOOL AVAILABLE:

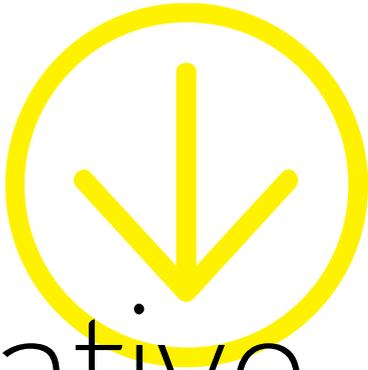
Market selection guide

Market attractiveness template

Internal resource template

- The market selection tools help prioritizing the most attractive markets for the company. The tools evaluate both the company's internal resources as well as the attractiveness of selected markets on parameters decided by the company and the consultant jointly. Through a structured process, the tools guide companies in selecting the most promising markets.

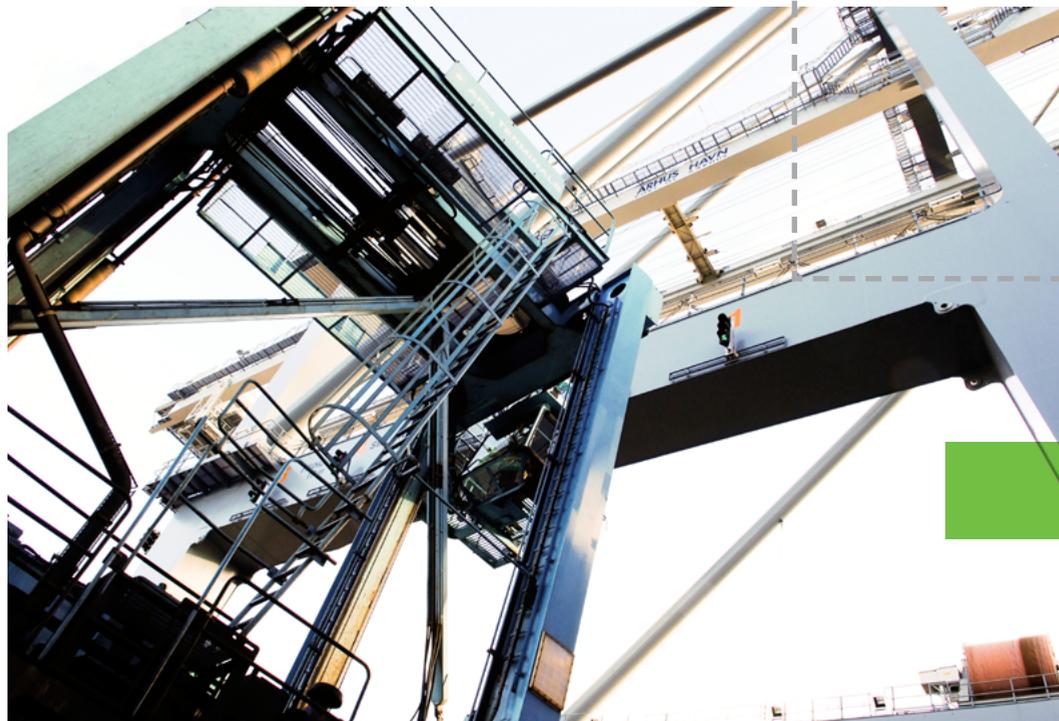




Comparative market study

The comparative market study provides a solid basis for evaluating which specific market the company should expand to.

When a company has identified a number of potential markets, it is often necessary to conduct a comparative market study, which will evaluate the different markets on the basis of selected criteria, defined by the company. The criteria are both quantitative and qualitative and compare the markets on the basis of the most essential requirements for the given company.



TOOL AVAILABLE:

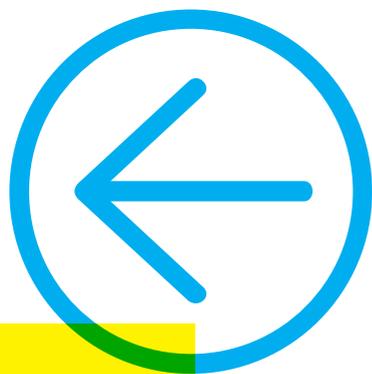
Comparative study guide

Template for comparison criteria

- The comparative study tools help structuring the selection of comparison criteria for the analysis and show how to conduct the market comparison. It is a complicated affair to choose the right requirements for comparison and rate them according to importance. However, it is highly recommended to agree on the requirements before doing any market analysis.



Market analysis



Market analysis is carried out once the company has selected the target market to enter. The market analysis has the purpose of gathering in-depth knowledge of the exact market potential, the competitive situation, the customer base as well as the way the given product/service is sold on the market. Such an assessment shows the way to create the right business strategy for the company.



TOOL AVAILABLE:

Market analysis guide

Market analysis proposal

Market analysis case

- The market analysis guide shows how to structure and carry out a market analysis. The guide can be used as a template, when writing the results of the analysis. The toolbox – available electronically – also provides a certain case to illustrate how the assignment has been carried out.

Business plan

The business plan is the most crucial part of defining the right strategy for success on a given market.

A good business plan will identify the short-term and long-term strategy for a company and how to build up the business on the given market. It is a study that needs to look at the overall strategy, but also the in-depth implementation of the strategy and financial implications of the entry mode and operation.



TOOL AVAILABLE:

Business plan guide

Business plan template

Business plan proposal

Business plan case

- The business planning tools include a guide and a template, which will help conduct a professional and bankable business plan. The guide shows how and what to include in each section of the business plan, while the template can be used directly as the skeleton of the assignment following the suggested structure. A specific proposal and a company case are also available in the toolbox.

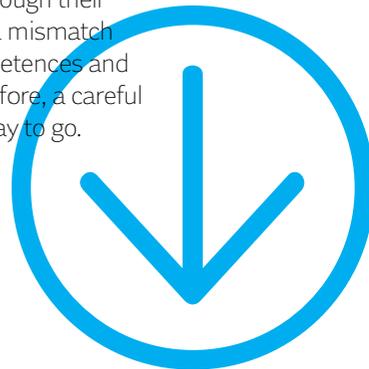




Partner selection



If a partner strategy is chosen on the given market, it is crucial to conduct a structured partner selection. Choosing the right partner in a foreign country is key to success, but it can be very challenging. Many companies choose random partners through their network, which can lead to a mismatch between the partner's competences and the company's needs. Therefore, a careful partner search is the best way to go.



TOOL AVAILABLE:

Partner profile
Function analysis
Partner evaluation

- The partner selection/match tools help companies clarify their needs, search for a partner in a systematic way and evaluate the best fit. The tools also encourage companies to define the role of the partner already from the beginning, which is often a missing link.



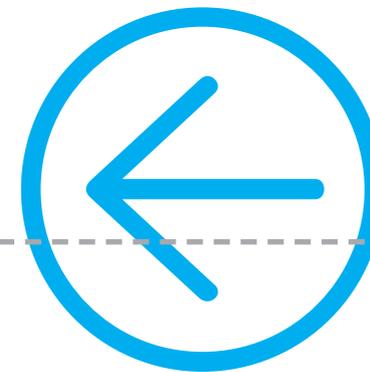
Partner development

Finding the right partner is crucial, but not enough. Supporting and engaging with your partner continuously will increase mutual success. In a partnership, there is a constant need to create value for each other and to communicate clearly about expectations and goals. Therefore, a structured and continuous partner management is key to a joint success.

TOOL AVAILABLE:

Partner management guide

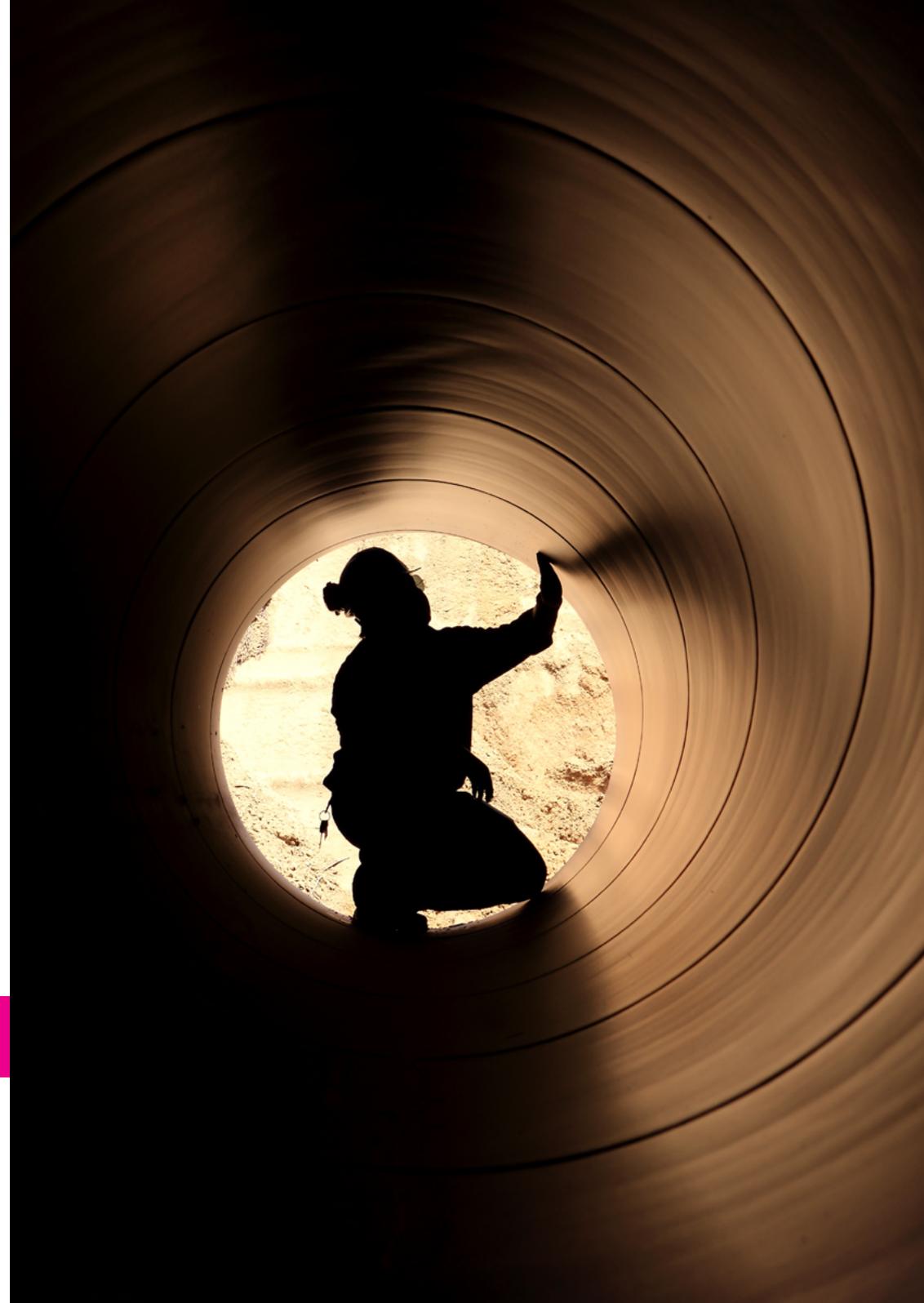
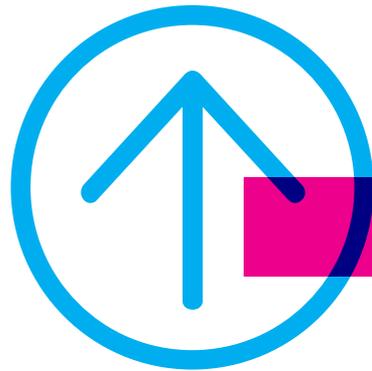
- The partner management guide will help companies move from plan to sales. The partnership development tools help in developing an operational plan with milestones and targets, so the partners continue a close dialogue on how to reach sales.





Reflections

This publication should function as a guide to understanding the available international business services DI's partner organizations can offer their members companies. The electronically available toolbox will show the way to offer and execute professional business services to companies wanting to expand internationally. It should be noted that not all services will be carried out for each company, as this will depend on the company's need and specific situation. The toolbox includes both cases and specific proposals in order to show examples and to serve as best practice.





Confederation of Danish Industry

H.C. Andersens Boulevard 18 | 1787 København V | Tlf. +45 3377 3377 | di@di.dk

Contact: Niels Tanderup Kristensen, Deputy Director