

Index

- Actionable data, 62–643, 71
- Aegean Free Zone, 167
- Africa, 226–231. *See also* individual countries
- Agassi, Shai, 178
- Anheuser-Busch, 151
- Apple, Inc., 41, 100, 101, 235
- Argentina, 226
- Asia, 216, 227. *See also* individual countries
- Assessment
- benchmarking, 204, 205, 209
 - of competition, 79
 - corporate strategy, 200–204
 - internal, 65–67, 178, 179
 - market readiness. *See* Market readiness assessment
 - potential markets, 68–73
 - products, 67–69
 - risk assessment. *See* Risk assessment
 - value, 206
- Banco Santander, 153
- Bangladesh, 23–25
- Barrett, Craig, R., 17
- Benchmarking, 204, 205, 209
- Best practices, 144, 145, 152–154, 164, 194–196
- Blaich, Hans Jorg, 85
- Boasmond, Linda McGill, 95
- The Body Shop, 96
- Bolivia, 224, 226
- Borderless venture capital (BVC), 220
- Bower, Joseph, 171
- Bowersock, Bernie, 13
- Brand loyalty, 59, 72, 92
- Brand recognition, 99, 100
- Branson, Richard, 173
- Brazil, 23, 96, 97, 223–226. *See also* BRIC countries
- BRIC countries (Brazil, Russia, India, China), 15, 22–24, 113, 227. *See also* individual countries

- Buffett, Warren, 233
- Business clusters, 168, 176–180, 187
- Business models for global expansion
- business clusters, 168, 176–180, 187
 - considerations in selecting, 168
 - control versus risk, 168, 170
 - flexibility, 169, 187
 - innovation, 168–176
 - joint ventures, 140–145, 163, 164, 168
 - mergers and acquisitions, 180–185, 187. *See also* Mergers and acquisitions (M&A)
 - outsourcing, 169, 185, 186
 - overview, 20, 186, 187
 - PFW example, 167, 168
 - vertical integration, 180–185, 187
- Capaz, Raquel Silveira, 85
- Caterpillar, 74, 75, 89, 107
- Cedar Concepts Corporation (CCC), 95, 96
- Centroflora Group, 85
- Chaebols, 176
- Chavez, Hugo, 226
- Chile, 224, 226
- China. *See also* BRIC countries
- cooperation as part of culture, 133
 - economic growth, 23, 213
 - formal versus informal style, 120
 - intellectual property issues, 236
 - investment in Africa, 226
 - joint ventures with, 142, 143
 - lateness to meetings, 119, 120
 - low-cost leadership, 88
 - and management styles, 51
 - opportunities, 219, 235–237
 - outsourcing to, 169
 - population trends, 30
 - quality issues, 235, 236
 - talent recruitment, retention, and development, 46, 49
 - Technology Business Incubator (TBI), 175, 222
 - wage inflation, 159
 - “yes,” meanings of, 114
- Christensen, Clayton M., 171
- Cluster Mapping Project, 180
- Clusters. *See* Business clusters
- Collaboration, 18, 133–138, 163, 175, 214–217, 222
- Collins, Jim, 43
- Colombia, 224–226
- Commitment, 19, 30, 157
- Competition, assessing, 79
- Competitive advantage
- brand recognition, 99, 100
- Centroflora Group, 85
- combined strategies, 91, 92
 - core competencies, 20, 98–102
 - cost leadership, 86–89, 91
 - defensive strategies, 92, 93
 - defined, 86
 - developing new capabilities and resources, 97
 - differentiation, 86, 87, 89, 90
 - examples of, 94–98
 - focus, 86, 90, 91
 - green initiatives, 96, 97
 - importance of, 5, 102
 - innovation, 91, 97, 98, 171
 - location, 176, 177
 - niche strategy, 100–102
 - offensive strategies, 92, 93
 - overview, 20, 102, 103
 - regional strategy, 94
 - strategic alliances, 95, 96

- and strategic plan, 196
- underserved markets, 94, 95
- uniqueness, 20, 94–96
- Consumers, 14, 18, 24, 31, 36, 55, 69, 72, 96, 149, 214, 219–221, 223
- Contingency plans, 62, 77, 245–246
- Contracts, 113, 116–118, 120, 121, 140, 148, 160
- Core competencies, 20, 42, 43, 98–102
- Corporate governance, 28, 135
- Corporate partnerships
 - collaboration and cooperation, 133–138, 163
 - Foreign Corrupt Practices Act (FCPA), 159, 160, 164
 - joint ventures (JVs), 140–145, 163, 164
 - locating partners, 75–77
 - mergers and acquisitions. *See* Mergers and acquisitions (M&A)
 - National Railway Equipment Co.
 - example, 131
 - overview, 20, 132, 133
 - planning for, 138–140
 - selection of partners, 75–77
- Corporate strategy, 193–204
- Corruption, 28, 159. *See also* Foreign Corrupt Practices Act (FCPA)
- Cost analysis, 29–31, 53
- Costa Rica, 224, 226
- Creativity, 36, 42, 43, 48, 95, 172. *See also* Innovation
- Cross-cultural training, 51–53
- Cultural differences, sensitivity to, 26, 27, 52, 102, 103, 111, 123, 125, 126, 154, 248
- Culture, importance of
 - understanding, 5, 16, 20–22, 27, 38, 39, 112, 117–120, 146, 150, 154, 248
- Culture shock, 49–53, 56
- Culture Value Analysis (Accenture), 154
- Currency issues, 116, 117, 226, 237
- Danone, 151
- De Boer, Mathilde, 54
- Denmark, 178
- Drucker, Peter, 156, 169, 170, 173, 175
- Dubai, 231
- Due diligence, 27, 61, 62, 80, 131, 147, 148, 155–159, 250
- Ease of Doing Business Index (EODB), 31, 72, 73, 224, 231, 232, 234, 237, 245
- Eastern Europe, 4, 5, 30, 170, 223
- Economic downturn, 23, 46, 227
- Economic growth, 23, 213, 215, 227–229
- Ecuador, 224, 226
- Edison, Thomas, 141
- Egypt, 23–25, 218, 227–229
- E-mail, 114, 248
- Emerging markets, 123, 124, 132, 133, 140, 156, 186, 187, 214, 226, 227, 237
- Employees, 63, 195, 196
- Employment contracts, 121, 122
- Enabling Trade Index, 232
- English language, 113–115
- Entrepreneurship, 17, 171–175, 178, 219, 221, 222
- Entrepreneurship Indicators Project (EIP), 174

- Environmental issues, 214, 222
- Europe, 223. *See also* individual countries
- Experts, use of, 19–21, 27, 30, 63, 64, 79, 80, 108, 115, 122, 145, 149, 158, 162, 164, 208, 226, 228
- Failure, causes of, 4, 16, 18, 31, 59, 69, 161
- Feasibility analysis, 197, 207
- Fellowes Inc., 142, 143
- Finland, 28
- Flexibility, 21, 41, 42, 169, 187
- Focus
 - as competitive advantage strategy, 86, 90, 91
 - importance of, 21, 191
 - lack of, 16, 191
 - long-term commitment, 30
 - overview, 192, 208, 209
 - strategic planning, 192, 193, 196–204
 - value-driven, 205–207, 209
- Ford, Henry, 31, 105
- Foreign Corrupt Practices Act (FCPA), 27, 159, 160, 164, 196
- Foreign Direct Investment (FDI), 226
- 4Ps business model, 195, 196
- France, 122, 153, 178
- Friedman, Thomas, 218
- Gates, Bill, 60, 83, 249
- General Motors, 96, 97
- Geopolitical risk, 117, 162, 163, 226, 246, 247
- Germany, 54, 122, 123, 153, 202, 203, 223
- Gerstner, Louis, Jr., 40, 41
- Global economy, 14–16, 36
- Global expansion
 - business models. *See* Business models for global expansion
 - decision-making, 250, 251
 - insights, 243–245, 252, 253
 - mistakes, avoiding, 245–250
 - overview, 3–9
 - partnerships for. *See* Corporate partnerships; Mergers and acquisitions (M&A)
 - relationships, value of, 251, 252
- Global Innovative Index (GII), 173
- Global leadership, 37–39, 42, 43
- Global mindset. *See* Mindset
- Goals, 20, 31, 63, 137, 138, 193
- Goings, Rick, 125
- Good to Great* (Collins), 43
- Greece, 122, 123, 223
- Green initiatives, 96, 97
- Gretzky, Wayne, 174
- Guillén, Mauro, 35, 54, 55
- Gull, Lee Dong, 176
- Gutierrez, Carlos, 17
- Hamel, Gary, 43, 44, 48
- IBM, 40, 41
- InBev, 151
- India, 23, 30, 46, 141, 159. *See also* BRIC countries
- Indonesia, 23–25, 51
- Industry market potential, 73–75
- Innovation, 21, 91, 97, 98, 168–178, 221, 222, 251
- Insurance, 26, 30, 31, 117
- Intel, 17
- Intellectual emigration, 44, 45
- Intellectual property, 27, 156, 169, 236, 237, 244

- Internal assessment, 65–67,
178, 179
- International experience, lack of,
16, 17
- Iran, 23
- Isdell, Neville, 227
- Islam, Ahmed S., 232
- Islamic law (Sharia), 143
- Israel, 178, 233–235
- Italy, 27, 51, 122
- Japan, 51, 88, 102, 113, 117,
118, 120, 136, 143, 154, 159,
176, 178
- Jaycox, Kim, 228
- Jiangsu Shinri Machinery Co., Ltd.,
142, 143
- Jobs, Steve, 41, 100
- Joint ventures (JVs), 140–145, 163,
164, 168
- Kacyn, Louis J. (Lou), 36, 40, 44
- Kellogg, 247
- Kerietu, 176
- Komatsu, 74
- Labor laws, 123, 124
- Lands' End, 202, 203
- Lane, Robert, 14
- Language issues, 39, 113–115,
119, 151
- Larreche, Jean-Claude, 172, 173
- Latin America, 51, 216, 223–226,
238
- Lazonick, William, 171
- Lebanon, 28
- Legal systems, 27, 28, 120–122,
124, 143
- Level Five leaders, 43
- Lindbergh, Anne Morrow, 11
- Lions on the Move* (McKinsey & Co.),
227, 228
- Locke, Gary, 36, 214
- Loewer, Robert, 131
- L'Oréal, 96, 100
- Loudon, Alexander, 172
- Making Deals in Strange Places*
(Salacuse), 116
- Management styles, 50, 51, 144
- Market readiness assessment
action steps, 64–79
actionable data, 62–64, 71
competitor assessment, 79
due diligence, 61, 62, 80
experts, use of, 80
importance of, 60
internal assessment, 65–67
market demand, 73–75
market potential, 77–79
overview, 20, 80–82
partners, locating, 75–77
potential markets, validating,
68–73
product assessment, 67–69
research firms, 79, 80
research steps, 62–64
resources, 81
- Market traction, creating, 6, 7
- McDonald's, 247
- Mergers and acquisitions (M&A),
146–164, 168, 180–185,
187, 191. *See also* Corporate
partnerships
- Metrics, 200–204, 209
- Mexico, 23, 224, 226
- Middle East, 24, 26, 30, 90, 113,
114, 143, 215, 218, 221,
230–235, 238
- Milhem, Ray, 231

- Mindset, 8, 9, 17–19, 31, 36–38, 43, 55, 59, 60, 76, 95, 96, 114, 125, 146, 169, 174, 186, 221, 243, 252
- Monitoring
 business performance, 162, 201, 253
 industry-specific indicators, 74
 strategy, 208
 trends, 192, 218
- Morris, Ed, 26
- Moulin, Michel, 198
- National Railway Equipment Co. (NREC), 131
- Natural resources, 25, 213–215, 238
- Negotiations
 currency issues, 116, 117
 decision-making authority, 120
 English language, 113–115
 governmental involvement, 117
 language used, 113–115, 119
 legal systems, understanding, 120, 121, 124
 multinational teams, 112, 125
 nonverbal communication, 113, 114, 119
 oral agreements, 113
 overview, 108, 109, 126, 127
 perceptions of U.S.
 businesspeople, 125
 power distance, 120
 preparation for, 111, 115–122
 process, 109, 110, 118–120
 skills required, 112, 116, 124–126
 Solar Turbines example, 107
 styles of, 122–124
 timing, 110, 113, 114, 119, 120
 written contracts, 113
- Next 11 (N-11) countries, 22–25, 227. *See also* individual countries
- Nicaragua, 224
- Nigeria, 23–25, 28, 227, 229, 230
- Nohria, Nitin, 37
- Noncompete clauses, 121
- Non-U.S. companies and executives,
 international experience, 9, 14, 46, 47, 55
- Nonverbal communication, 113, 114, 119
- North Africa, 231
- North American Top, 13
- Objectives, 62, 65, 193, 199, 246
Odyssey: Pepsi to Apple (Sculley), 41
- Offshoring, 185, 186
- Online factory direct (OFD), 219–220
- Opacity Index, 28, 31, 73
- Opportunities
 China, 219, 235–237
 and future trends, 214–216
 for global expansion, 9, 15, 186
 identifying, 21, 22, 116
 and innovation, 169, 170, 172, 174, 175
 and perspective, 243
 and world population, 254
- Opportunity cost, 29, 207
- Oral agreements, 113
- Outbound Foreign Direct Investment (OFDI), 236
- Outsourcing, 169, 185–186, 250
- Overconfidence, 249, 250
- Pakistan, 23
- Palafox, Salvador, 95
- Panama, 224

- Partnerships. *See* Corporate partnerships
- Perceptions of U.S. businesspeople, 125
- Performance metrics, 200. *See also* Metrics
- Peru, 224, 225
- PFW, 167, 168
- Philippines, 23–25
- Pieper, Roel, 172
- Pink, Daniel, 220
- Planning. *See also* Market readiness assessment
 cost analysis, 29, 30
 4Ps business model, 195
 future trends, 218–222
 importance of, 5, 60
 long-term strategy, 6, 15, 16, 31.
See also Strategic planning
 steps, overview, 19–21
- Poland, 123, 223
- Porter, Michael E., 86, 87, 94, 101
- Portugal, 51, 223
- Potential markets, validating, 68–73
- Power distance, 120
- Power shift, 213, 214, 238
- Process management, 195
- Procter & Gamble (P&G), 170
- Product assessment, 67–69
- Recessions, 172. *See also* Economic downturn
- Regionalization, 217
- Regulatory compliance, 27, 28, 75
- Relationships, building, 25, 60, 72, 77, 108, 110, 127, 137, 224, 225, 245, 251, 252
- Reputation, 29, 53, 76, 78, 139, 161, 245
- Research firms, 79, 80
- Return on investment (ROI), 26
- Risk assessment, 20, 25–31, 119, 168, 179, 246, 247
- Risk aversion, 78, 119, 227, 246
- Risk management, 9, 194
- Risk mitigation, 117, 131, 179, 196, 246
- Risk tolerance, 78
- Romania, 123
- Royal Dutch Shell, 53, 54
- Russia, 23, 107, 113, 114, 170, 213, 231. *See also* BRIC countries
- Sagasti, Francisco, 225
- Salacuse, Jeswald, 116
- Sarbanes-Oxley Act, 75, 124, 156, 232
- Saudi Arabia, 232, 233, 235
- S&C Electric, 94, 95
- Sculley, John, 41
- Seidman, Dov, 96
- Singapore, 28, 36
- SMART metrics, 202, 203, 209. *See also* Metrics
- Smart phones, 100, 219
- Social networking, 218
- Social responsibility, 173
- Solar Turbines Incorporated, 107
- South Africa, 115, 229
- South America, 224, 226
- South Korea, 23, 24, 176, 179
- Starbucks, 247
- The Start Up Nation* (Senor and Singer), 178
- Strategic alliances, 95, 96, 131, 133, 134, 136–138, 140. *See also* Corporate partnerships
- Strategic planning, 6, 15, 16, 31, 192–204, 247
- Supply chain, 29, 30, 180–185

- Sustainable practices, 85, 222, 229
- Sweden, 36, 154
- Switzerland, 36, 59, 101, 102
- SWOT analysis, 142, 251
- Synergy, 142, 155, 161, 162, 196
- Talent acquisition
 - attracting and retaining future talent, 47–49
 - competition for talent, 44–47
 - core competencies, 42, 43, 47, 48
 - cross-industry experience, 35, 39–42, 56
 - culture shock, dealing with, 49–53, 56
 - example, 35
 - and global leadership, 37–39, 55, 56
 - global mindset, 36, 37
 - overview, 55, 56
 - responsibility for, 49
 - specialization, 42
 - talent development, 53–55
 - talent shortage, 44–47, 56
- Tamari, Walid J., 234
- Target market, 4, 6, 22, 23, 61, 68–73, 77–79
- Taxes, 3, 13, 26, 30, 31, 70, 72, 73, 149, 167, 231, 237
- Technology Business Incubator (TBI), 175, 222
- Terrorism, 215
- Time, cultural differences, 110, 113, 114, 119, 120
- Time to market, underestimating, 245
- TNN, 249, 250
- Toyota, 101, 176
- Training
 - culture and language, 51–53, 56
 - negotiation skills, 124–126
- Transportation, cost analysis, 29
- Travel, benefits of, 243, 244, 252, 253
- Trends
 - Africa, 226–230
 - borderless venture capital (BVC), 220
 - challenges and opportunities, 214–216
 - China, 219, 235–237, 239
 - collaboration, 216, 217, 222
 - complexity, 220
 - entrepreneurial mindset, 221
 - established institutions, declining confidence in, 221
 - Europe, 223
 - global connection, 220, 221
 - global integration, 218
 - global market conditions, 221
 - identifying, 30, 31, 64
 - innovation and entrepreneurship, 221, 222
 - Latin America, 223–226, 238
 - megacity consumers, 221
 - Middle East, 230–235, 238
 - monitoring, 218
 - online factory direct (OFD), 219, 220
 - overview, 237–239
 - power shift, 213, 214, 238
 - social networking, 218
 - sustainable practices, 222
 - technology, 219
 - young entrepreneurs, 219
- Turkey, 23, 24, 30, 167, 246
- Underserved markets, 79, 94, 95
- Unilever, 100
- United Arab Emirates (UAE), 231, 232

- United Kingdom, 122, 123, 154
Useem, Michael, 53–55
- Value-driven focus, 205–207, 209
Venezuela, 28, 224, 226
Vertical integration, 180–185, 187.
 See also Mergers and acquisitions
 (M&A)
- Viehrig, Jürgen, 167
Vietnam, 23–25
Villepin, Dominique de, 151
Virgin Atlantic, 173
- Webs of Innovation* (Loudon and
Pieper), 172
Welch, Jack, 165, 246
Who Says Elephants Can't Dance
(Gerstner), 40, 41
Winning (Welch), 246
Women, 215, 216, 238
Young entrepreneurs, 219
Zara, 97

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>

<http://www.pbookshop.com>