

Identifying International **Opportunities**



By: Katrin Windsor – Founder, International Business Circle – April 22, 2011

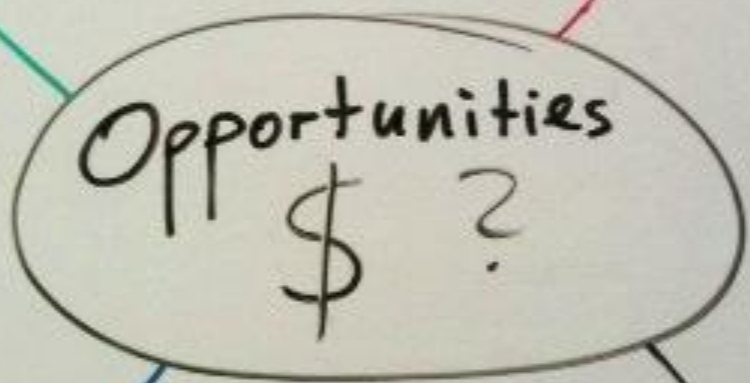


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↓ Costs



Taxes ↓

Talent ?
○○○
nnn

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**BUSINESS LOCATION
SWITZERLAND**  ▼

Top 10 Reasons

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Top 10 Reasons

1. Ideal Strategic Location

- Three of the four largest European markets and economies are neighboring countries of Switzerland
- Communications and transportation center between northern and southern Europe



2. Flexible Labor Market / Highly Skilled Workforce

- Liberal labor law, employer-friendly regulations
- Low unemployment, high labor force participation rate
- Motivated, loyal and well educated workforce with good foreign language skills and above-average international experience



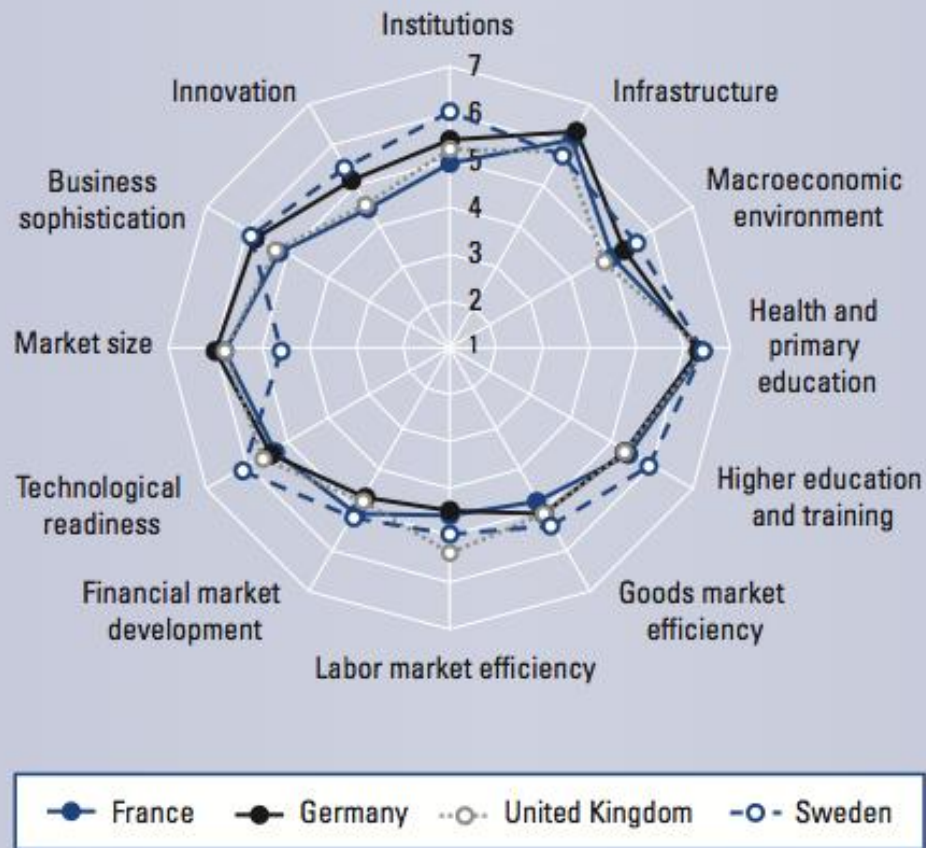
3. First-Class Infrastructure / High Quality of Life

- Extensive network of road, rail and air connections
- Reliable supply of energy, water and communications services
- First-class healthcare system
- Safe cities, undamaged environment



The Global Competitiveness Report 2010–2011





Box 4: The infrastructure challenge in Latin America: The case of Brazil (cont'd.)

Figure 1: Brazil in the IPIAI

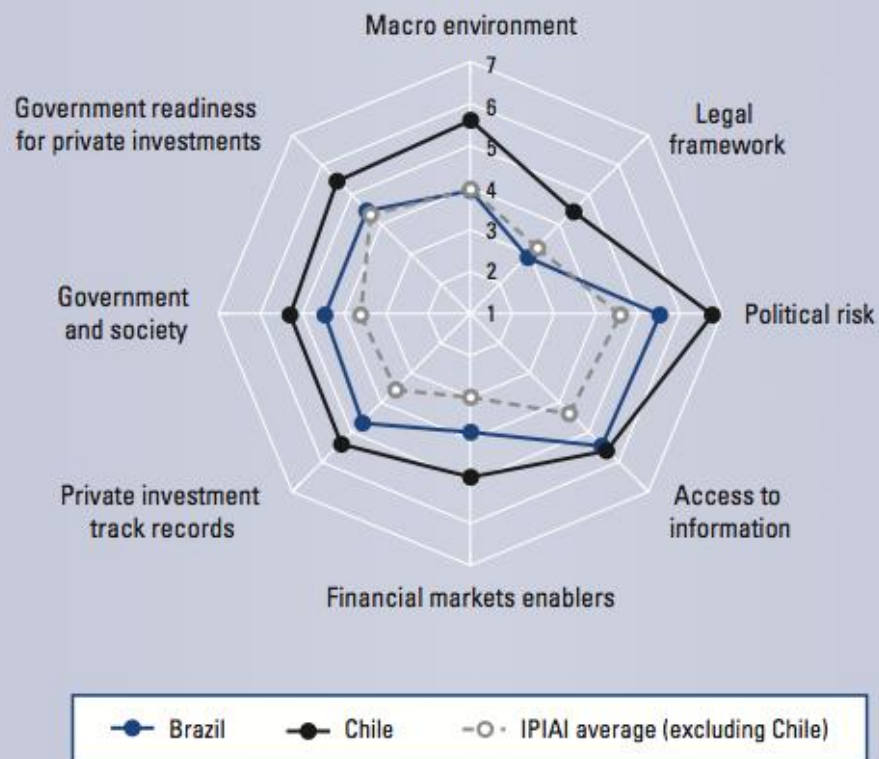


Table 4: Global Competitiveness Index 2010–2011 rankings and 2009–2010 comparisons

Country/Economy	GCI 2010–2011		GCI 2010–2011 rank among 2009 countries	GCI 2009–2010 rank *
	Rank	Score		
Switzerland	1	5.63	1	1
Sweden	2	5.56	2	4
Singapore	3	5.48	3	3
United States	4	5.43	4	2
Germany	5	5.39	5	7
Japan	6	5.37	6	8
Finland	7	5.37	7	6
Netherlands	8	5.33	8	10
Denmark	9	5.32	9	5
Canada	10	5.30	10	9
Hong Kong SAR	11	5.30	11	11
United Kingdom	12	5.25	12	13
Taiwan, China	13	5.21	13	12
Norway	14	5.14	14	14
France	15	5.13	15	16
Australia	16	5.11	16	15
Qatar	17	5.10	17	22
Austria	18	5.09	18	17
Belgium	19	5.07	19	18
Luxembourg	20	5.05	20	21
Saudi Arabia	21	4.95	21	28
Korea, Rep.	22	4.93	22	19
New Zealand	23	4.92	23	20
Israel	24	4.91	24	27
United Arab Emirates	25	4.89	25	23
Malaysia	26	4.88	26	24
China	27	4.84	27	29
Brunei Darussalam	28	4.75	28	32
Ireland	29	4.74	29	25
Chile	30	4.69	30	30
Iceland	31	4.68	31	26
Tunisia	32	4.65	32	40

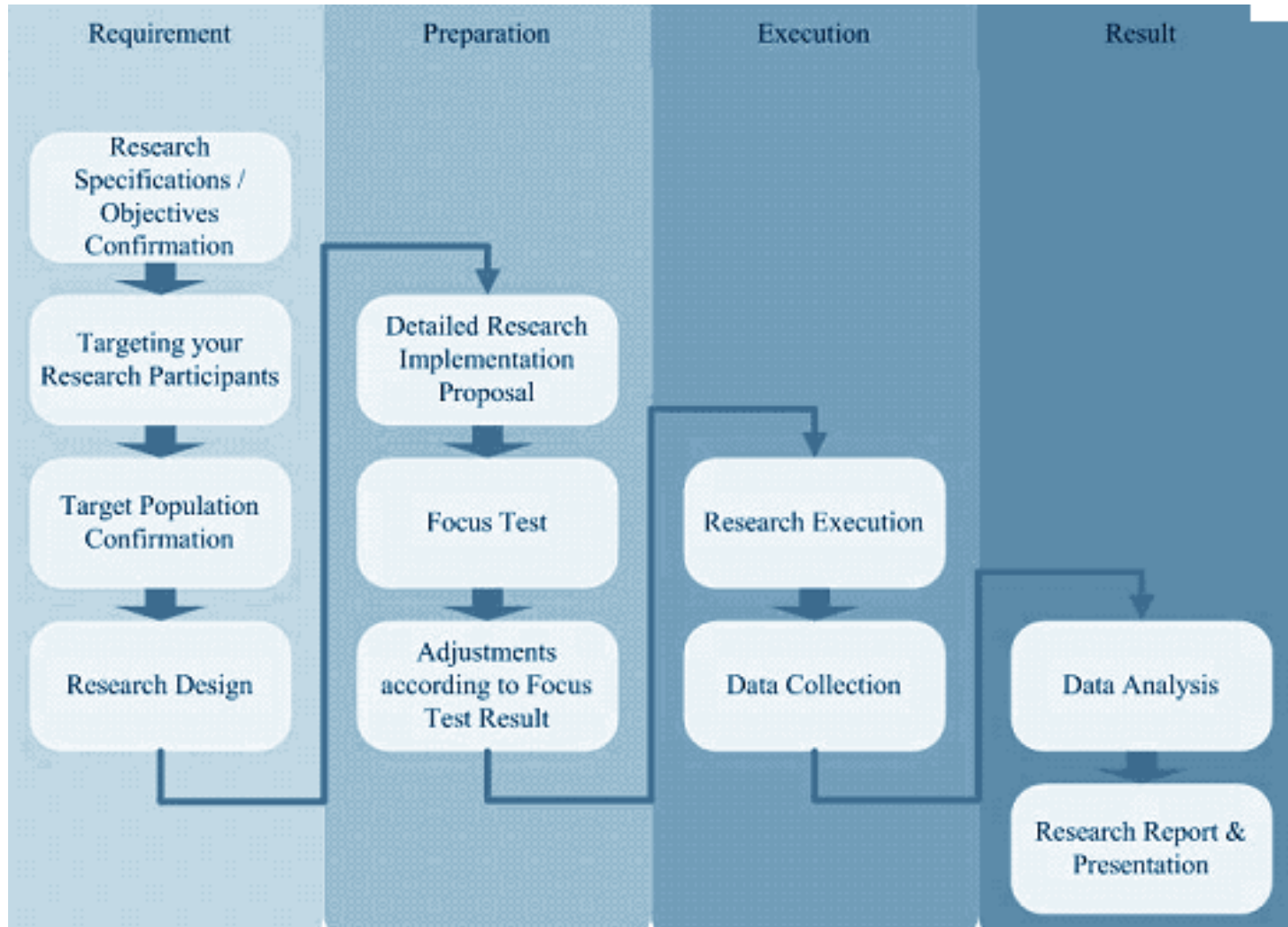
Country/Economy	GCI 2010–2011		GCI 2010–2011 rank among 2009 countries	GCI 2009–2010 rank *
	Rank	Score		
Kazakhstan	72	4.12	71	67
Peru	73	4.11	72	78
Namibia	74	4.09	73	74
Morocco	75	4.08	74	73
Botswana	76	4.05	75	66
Croatia	77	4.04	76	72
Guatemala	78	4.04	77	80
Macedonia, FYR	79	4.02	78	84
Rwanda	80	4.00	n/a	n/a
Egypt	81	4.00	79	70
El Salvador	82	3.99	80	77
Greece	83	3.99	81	71
Trinidad and Tobago	84	3.97	82	86
Philippines	85	3.96	83	87
Algeria	86	3.96	84	83
Argentina	87	3.95	85	85
Albania	88	3.94	86	96
Ukraine	89	3.90	87	82
Gambia, The	90	3.90	88	81
Honduras	91	3.89	89	89
Lebanon	92	3.89	n/a	n/a
Georgia	93	3.86	90	90
Moldova	94	3.86	n/a	n/a
Jamaica	95	3.85	91	91
Serbia	96	3.84	92	93
Syria	97	3.79	93	94
Armenia	98	3.76	94	97
Mongolia	99	3.75	95	117
Libya	100	3.74	96	88
Dominican Republic	101	3.72	97	95
Bosnia and Herzegovina	102	3.70	98	109
Benin	103	3.69	99	103

Table 3: List of countries/economies at each stage of development

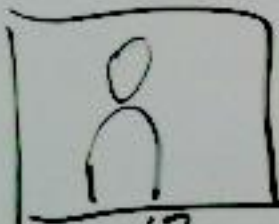
Stage 1	Transition from 1 to 2	Stage 2	Transition from 2 to 3	Stage 3
Bangladesh	Algeria	Albania	Bahrain	Australia
Benin	Angola	Argentina	Barbados	Austria
Bolivia	Armenia	Bosnia and Herzegovina	Chile	Belgium
Burkina Faso	Azerbaijan	Brazil	Croatia	Canada
Burundi	Botswana	Bulgaria	Estonia	Cyprus
Cambodia	Brunei Darussalam	Cape Verde	Hungary	Czech Republic
Cameroon	Egypt	China	Latvia	Denmark
Chad	Georgia	Colombia	Lithuania	Finland
Côte d'Ivoire	Guatemala	Costa Rica	Oman	France
Ethiopia	Guyana	Dominican Republic	Poland	Germany
Gambia, The	Indonesia	Ecuador	Puerto Rico	Greece
Ghana	Iran, Islamic Rep.	El Salvador	Slovak Republic	Hong Kong SAR
Honduras	Jamaica	Jordan	Taiwan, China	Iceland
India	Kazakhstan	Lebanon	Trinidad and Tobago	Ireland
Kenya	Kuwait	Macedonia, FYR	Uruguay	Israel
Kyrgyz Republic	Libya	Malaysia		Italy
Lesotho	Morocco	Mauritius		Japan
Madagascar	Paraguay	Mexico		Korea, Rep.
Malawi	Qatar	Montenegro		Luxembourg
Mali	Saudi Arabia	Namibia		Malta
Mauritania	Sri Lanka	Panama		Netherlands
Moldova	Swaziland	Peru		New Zealand
Mongolia	Syria	Romania		Norway
Mozambique	Ukraine	Russian Federation		Portugal
Nepal	Venezuela	Serbia		Singapore
Nicaragua		South Africa		Slovenia
Nigeria		Thailand		Spain
Pakistan		Tunisia		Sweden
Philippines		Turkey		Switzerland
Rwanda				United Arab Emirates
Senegal				United Kingdom
Tajikistan				United States
Tanzania				
Timor-Leste				



Market Research



RAPID MARKET RESEARCH

1) Hypothesis	2) Target	3) Quality of Concept	4) Proof of Concept	5) Ongoing Support
 profile	○○○○ ^^^^ ○○○○ ^^^^ 10 demo + feedback	○○○○ ^^^^ Local Short pilots	1st / 1 4 / 2	

Iterative

1-2 months



Lessons Learnt

- It always takes **more time, costs more** and is **more complex**
- Don't just wing it
 - Have a separate operational plan for international
 - \$\$\$
 - Adjust frequently
- Surprises and 'mistakes'
 - English is not English
 - A contract is not a contract
 - Service is not service
- Business = people / relationships / collaboration
 - Spend time abroad
 - Master greetings and 3 sentences in their language
- Talk to people in the trenches (www.ibcircle.com)

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on international business

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UK
Football



AUSTRALIA
Football

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