

When is the right time for internationalization?

In general, when you think about growth the thought of "What comes next?" should always accompany you. The sooner you ask yourself that question, the better. Nevertheless finding the optimal moment to take the first step to go across borders can be challenging. Hence, we've conceptualized this framework for you to evaluate your current stand, to elaborate whether you are ready for expansion yet and to learn next steps to strive towards a "Go Global".

	Reconsider	Keep Planning	Go Global Now
Is the market ready?	Legal barriers to entry are high or the political and economic situation in the target country is tense The market penetration of local competitors is very high, the technological maturity level very low	Your brand is not completely unknown in the target country You are growing out of your home market and looking for quick ways to expand your target market You have identified a marketplace or potential partners for market entry	You fill a niche in the target market Market research has confirmed the existing demand for your product You are already receiving frequent inquiries about the availability of your products in the target market
	The perception of your brand and products is very different in that culture		Your sales are very seasonal or event-driven in the domestic market
	Your administration and decision making is currently kept decentral and hinders an	(more) central steering You're in the process of	You utilize customer specific prices and actively manage adaption with price bands
			You have a efficient process

Is your organisation and leadership ready?

effective top-down decision

International expansion is only one of many priorities

Tensions arise from threat of power reallocation

There are still conflicts between the goals of global e-com & national subsidiaries redesigning your reporting for a fast decision-making process

You are currently in the process of breaking up old structures or even got through a management buyin

You currently have set a rather devious definition of prices

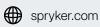
and expertise in steering of hybrid customers (online + offline)

You are committing on benefits for any aggrieved party that might conquer you

You have a clear budget and timeline set and allocated to all departments

Reconsider **Keep Planning Go Global Now** Legal foundations have not The reason for considering You have a long-term strategy been fully clarified internationalization is reactive in place You want to enter rather than proactive (e.g. You achieve positive financial many different markets reduce dependency on the results and can even (partly) simultaneously Is your local market) finance the expansion from business You don't differentiate at all You are torn between a local free resources model ready? from competitors branch office and centralized You have established control from the home market You don't have your an investor-and other intellectual property and You struggle to find the right stakeholder-oriented guidance product specifics secured implementation partners and support for expansion Your commerce technology is flexible and scalable You sell a product based on No local competitors who can The most important products legal details of a specific offer a comparable product for a first test are defined country (e.g. tax or banking even though there is demand Is your With slight adjustments your software) You have a strong distributor product product can also be offered in who can feel the market for Customs duties, taxes ready? the new market or other legal regulations you Your marketing needs to be have a strong influence on You can already ensure the adapted for the new market your pricing same product quality and customer experience in the target country You have employees or A well-rehearsed team There are language problems customers with experience in is ready to move to the and intercultural cooperation the target market subsidiary in the target in the team is inhibited You do not have a legal entity market The time difference is large in the target country, but It is clear which tasks are Is your team there are offers from FORs and you can hardly ensure an managed centrally and which and PEOs ready? overlap of working hours in are implemented locally both countries Goals, expectations and You have all the tools You cannot compete with the rules of cooperation are not

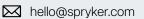






salary packages and benefits

of local competitors

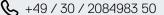


roles)



yet clarified (e.g. working

language, project processes,





to enable the team to

communicate and work

effectively across locations