

NAVE IN MARE APERTO

Per un nuovo modello
di internazionalizzazione d'impresa



Walter Scotto

Senior Manager & Business Consultant

- Head of General and Commercial Depts both in Multinational and PMI context.
- International exposure and strong experience in managing International brands and projects.
- Certified Innovation Manager
- Business Coach/Trainer



...About Me....

- "Business & Organization Mgmt" DNA.
- "Italian core values" fan (driven by Passion..).
- «Hands on» both in professional and private life.
- A leader who enjoys: i) developing talent and new leaders; ii) creating a generative spirit within teams and projects.

1989

2018

2019

2022-present



MNCs and SMEs International Expansion



.... THE SAME NEED....

- ✓DIFFERENT "SIZES" AND "SCALE"....
- ✓DIFFERENT "RESOURCES"....
- ✓DIFFERENT "BRAND/COMPANY RECOGNITION"....
- ✓ DIFFERENT "RISK TOLLERANCE"....
- ✓DIFFERENT "FLEXIBILITY"

....ONE FINAL GOAL



**The
scenario
planning
process**

Business Plan and Main Critical Points for Internationalization

- No room for improvisation:

International expansion requires careful planning and consideration of critical factors for both MNCs and SMEs.

- Market Research:

- Market Description
- Market Growth
- Consumer/Clients preferences
- Competition...

- Localization → go to market strategy:

- Critical success factors
- Competitive advantage
- Product/Service positioning
- Marketing mix objectives
- Partnership- Networks.....Open Innovation strategy...

- Legal and Regulatory Compliance

- Compliance legal, tax...security
- Employment, data privacy
- Intellectual Property
- Trade barriers and duties
- Financial economic sanctions
- Geopolitical tensions....

- Technical- Financial-Economic Feasibility:

- Investment Analysis
- Technological Analysis
- Supplier Analysis
- Revenue model, Sales Forecast
- Balance Sheet Analysis
- Cash flow Analysis.....

- Risk Management

- Risk Assessment:
 - Risk Matrix (Political instability, cultural differences, currency fluctuations, legal and regulatory compliance).
 - Risk strategy (Contingency Plan, Crisis management plans).
 - Review Risk on an ongoing bases....

- Organizational Structure & HR :

- Dedicated Multi-functional Task Force
- Global Recruiting and Retention Strategy
- Cultural differences Document
- Local Labor and Regulation management
- Global Mobility Strategy (policies and procedures for international assignment).....

CONCLUSIONS – KEY TAKE WAY –



THE BUSINESS PLAN FOR INTERNATIONALIZATION IS A GOOD AND HELPFUL TOOL.... BUT..

The Business Plan allows to:

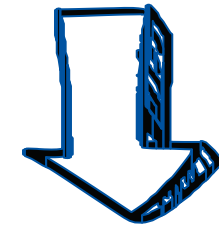
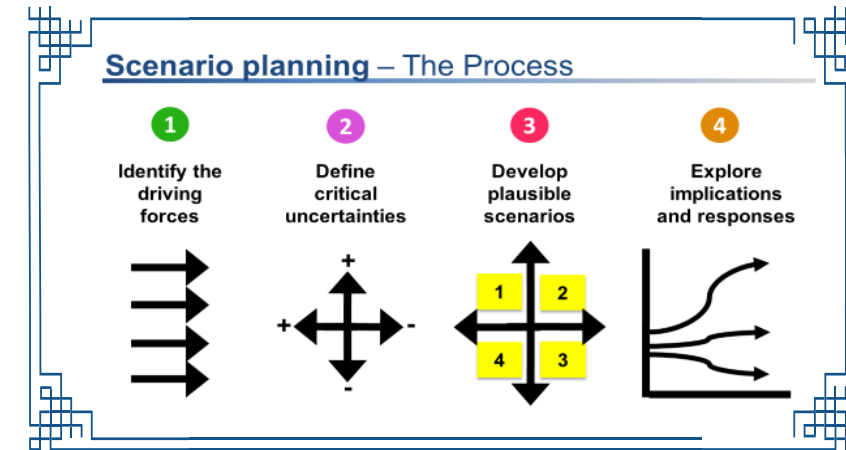
- Rationalize and summarize the choice to internationalize
- Reduce the subjectivity of the decision-making process
- Make a technical and economic-financial assessment
- Improve internal and external communication



BUT.... TODAY WE LIVE IN A “PERMANENT CRISIS” CONTEXT AND THE DECISION TO INTERNATIONALIZE IS INFLUENCED BY A MULTIPLICITY OF VARIABLES THAT SHOULD BE KNOWN....

It must increase the level of “Risk Awareness” due to:

- Continuous changes in legislative and regulatory scenarios: i) Restrictive economic sanctions; ii) Protectionism iii) Brexit impact on the Eurozone....
- Impact of the invasion of Ukraine
- Pandemic impact
- Cyber risks impact (Cybersecurity)
- Climate change (natural disasters, storms, floods)..



SO.... IT IS CRUCIAL TO USE A «STRUCTURED AND SMART MODEL» TO:

- Explore and visualize alternatives
- Manage Risks
- Optimize Processes

THANK YOU

Walter Scotto



: walter.scotto@k4gadvisory.it



: +39 340 7550034



: <https://www.k4gadvisory.com/>