

Competing and Winning Globally

Insights into International Business Winning



Mallory Price
Marketing and Training
Coordinator Shipley



Brad Douglas
EVP
Shipley



Amy McGeady
SVP Strategic Solutions
Shipley



Javier Cazanga
Shipley LatAm



Sam Singh
Shipley India

PRESENTED BY:

Webinar Agenda



Shipleys Worldwide Leadership Conference, Dubai 2023

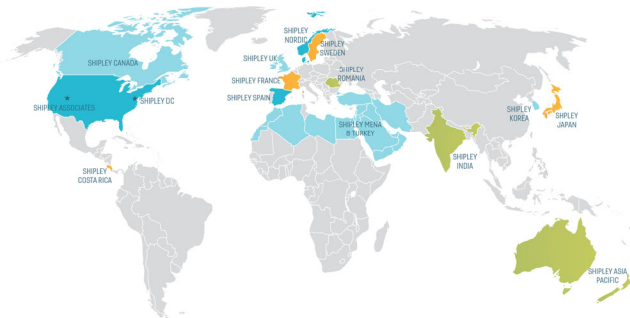


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Shipleys Global Presence



- Operating presence in 12 regions, worldwide
- Supported client bids and proposals to over 75 countries
- Managed or supported bids and proposals in at least 14 languages
- Resources include:
 - Bid & proposal managers
 - Capture managers and coaches
 - Writers and desktop publishers
 - Graphic specialists
 - Quality and training specialist
 - End-to-end proposal development



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The Global Economy



The world economic environment has changed forever.

In business, geographic borders become secondary to strategy and opportunity planning.



Global Headlines



World's biggest shipping firm is betting on a rebound for global economy

THU, MAR 2ND 2023 

G20 leaders to gauge toll on global economy on Ukraine war's anniversary
(Business Standard)

Robust US-Pak trade relationship is more important than ever: US Official

February 24, 2023, Friday

China's manufacturing activity expands at fastest pace since 2012
(Business Standard)

Emerging economies to remain key engine for global growth

THE CONFERENCE BOARD 



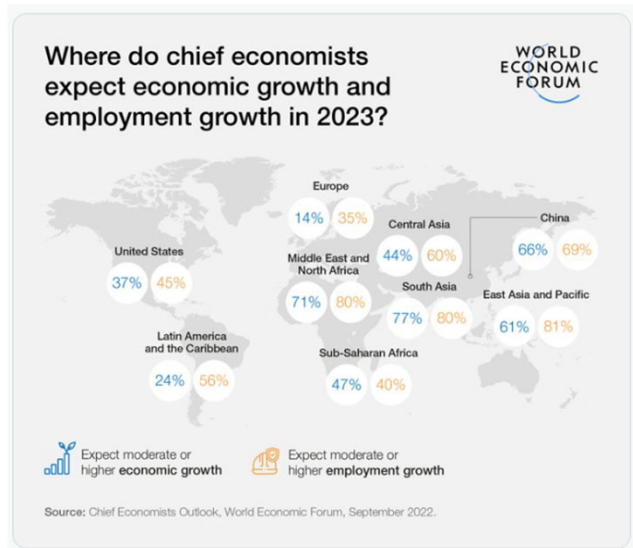
U.S. Lagging in Clean Energy Innovation

The Transformation of Domestic Companies into Global Superstars

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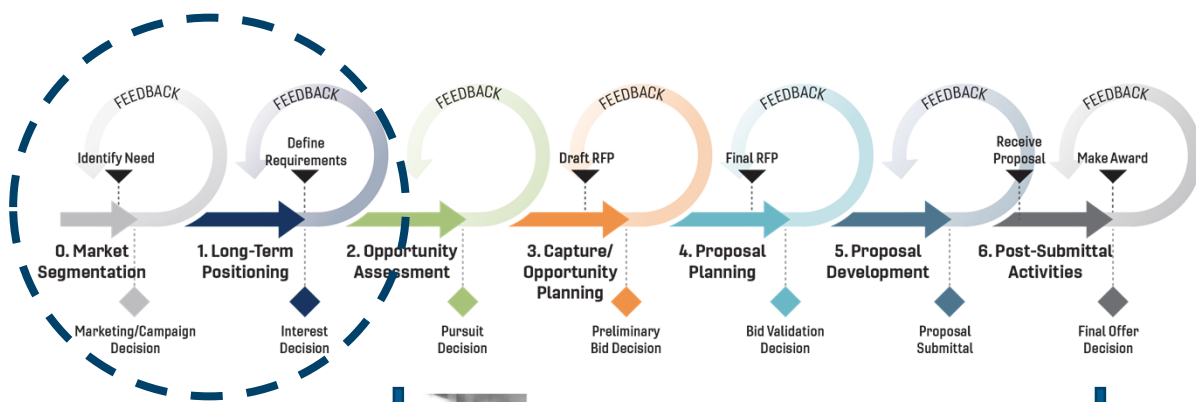


Global Economic Growth Expectations



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Competing Globally Requires Early Strategy, Planning, and Leadership Commitment



"To compete globally, leadership commitment is vital due to likely investments and long-term implications."
 - AMY MCGEADY, SVP SHIPLAY STRATEGIC SOLUTIONS

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Global Challenges and Opportunities



*“What are some business winning challenges when competing globally?
What industries present the greatest global opportunities?”*



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Consider Your Internal Goals and Global Market Realities



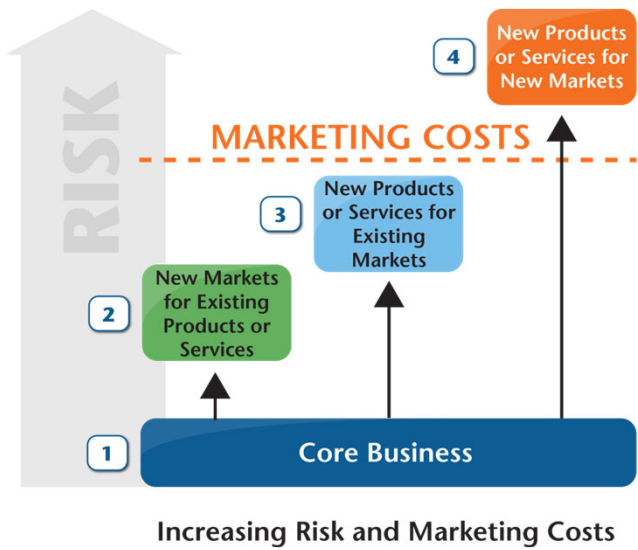
“Our global strategies must align with market realities. We must do our homework.”
- JAVIER CAZANGA, SHIPLEY LATAM

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Evaluate the Risks and Costs of Competing Globally



“Careful and honest analysis of the risks, investment, and potential ROI are strategic considerations when deciding to compete globally.”
 - MARK TAYLOR, MANAGING DIRECTOR, SHIPLEY UK



Challenges to Success in Global Business Winning

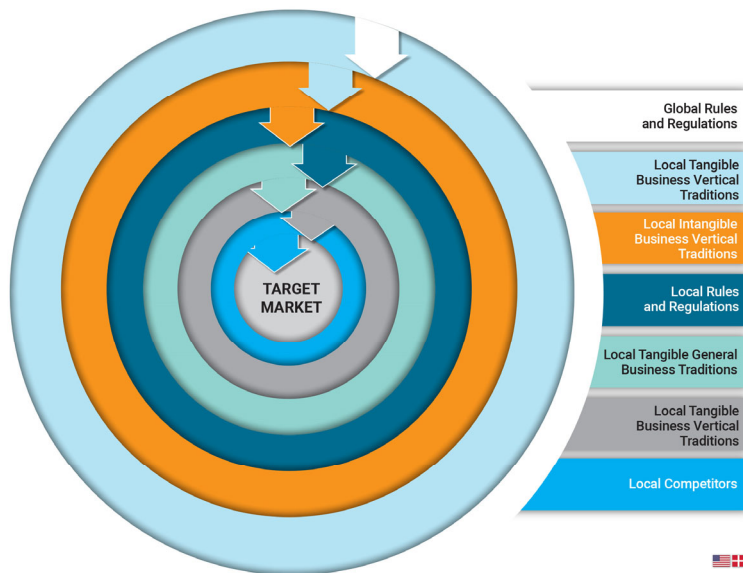
- Winning international business is a multifaceted strategy
- Domestic know-how and presence is only half the capability
(Security, regulations, policies, politics, financial)
- Winning is a mix of simultaneous tangibles and intangibles
- Success generally requires local presence
- Simply replicating previous winning formulas may lead to stagnation and defeat
- The ability to reinvent and being innovative is paramount to success



“In international business there are layers of potential obstacles, that need to be addressed. Every potential obstacle needs to be mastered to generate sustainable, international business winning success.”
 - FREDERIK LAM, GM SHIPLEY NORDIC



Address Each Layer of Potential Obstacles



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High Potential Industries with Global Opportunity



"Awareness of global market trends and high potential industries helps us position to compete and win. Even humanitarian and not-for-profits present opportunity."

- ANNE THINGVALL, MD SHIPLEY SWEDEN

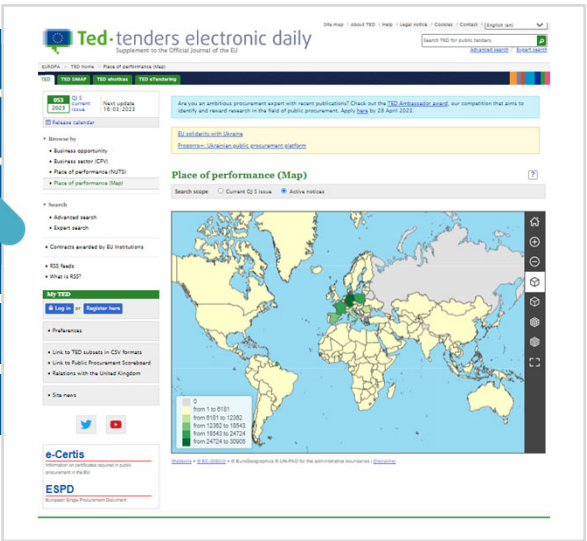
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Identifying EU and Other Global Opportunities

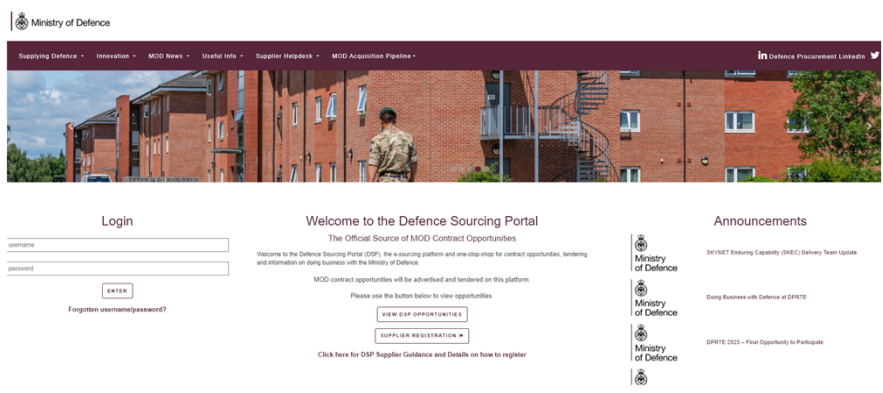
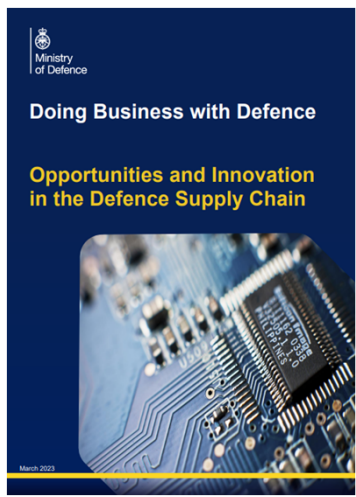
- EU example shown here
- Local government websites
- Sourcing pipelines
- Subscription services
- Consultants
- Social media tracking and monitoring



<https://ted.europa.eu/TED/browse/browseByMap.do>

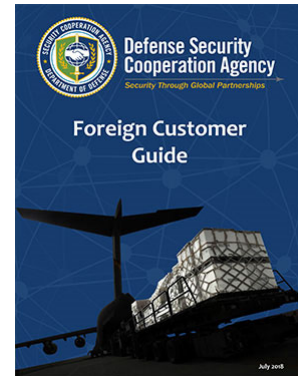


Ministry of Defence Sourcing Pipeline



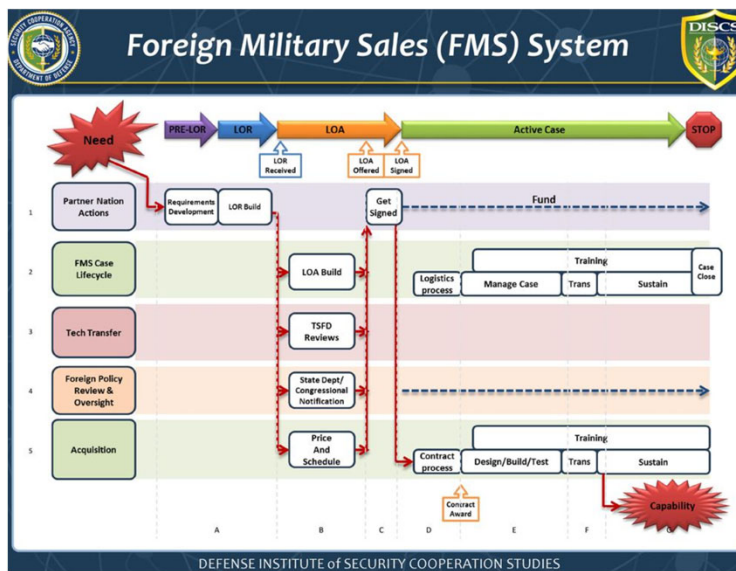
International Business Winning Terms

- FMS: Foreign Military Sales
- DCS: Direct Commercial Sales
- ITAR: *International Traffic in Arms Regulations*
- ITT: Invitation to Tender



Foreign Military Sales (FMS) Video

Foreign Military Sales (FMS)





Global Competitors



How can we effectively compete globally without understanding the global competitors? What competitive strategies are unique when competing globally?



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Known, Unknown, and Nightmare Competitors

- Are there *known* competitors?
 - Incumbents
 - Similar projects
- Who might be some *unknown* competitors?
 - New entrants into the market
 - Mergers and acquisitions
 - Joint ventures and consortia
- Identify the *nightmare* competitor - What would be the ideal solution?



“Competitive research and assessment is very difficult when competing globally. However, it’s necessary to know if we have a competitive advantage or if we’re working from a position of weakness and risk.”
- JEREMY POLLARD, PARTNER, SHIPLEY ASIA PACIFIC

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Consortia Play a Role in International Business

- International opportunities lend themselves to consortia
 - Joint bidding by a bidding consortium refers to a situation where two or more parties cooperate to submit a combined bid in a public or private procurement process.*
- Consortia often referred to as a “group of economic operators”
- ITT dictates if a consortium is acceptable or expected
- Conflicts of interest are important factors in consortium agreements



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Positioning Globally



How is positioning for global opportunities different from local or regional opportunities?



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Research and Relationships

- Must understand local procurement process
- Establish relationships and become a trusted advisor
- Invest in necessary resources and know-how
- Become known and move toward being a favored partner



"Unless we are in the commodities business, we need to be seen by the customer as a trusted advisor in a global market environment."
 - SAM SINGH, MD SHIPLEY INDIA/UK

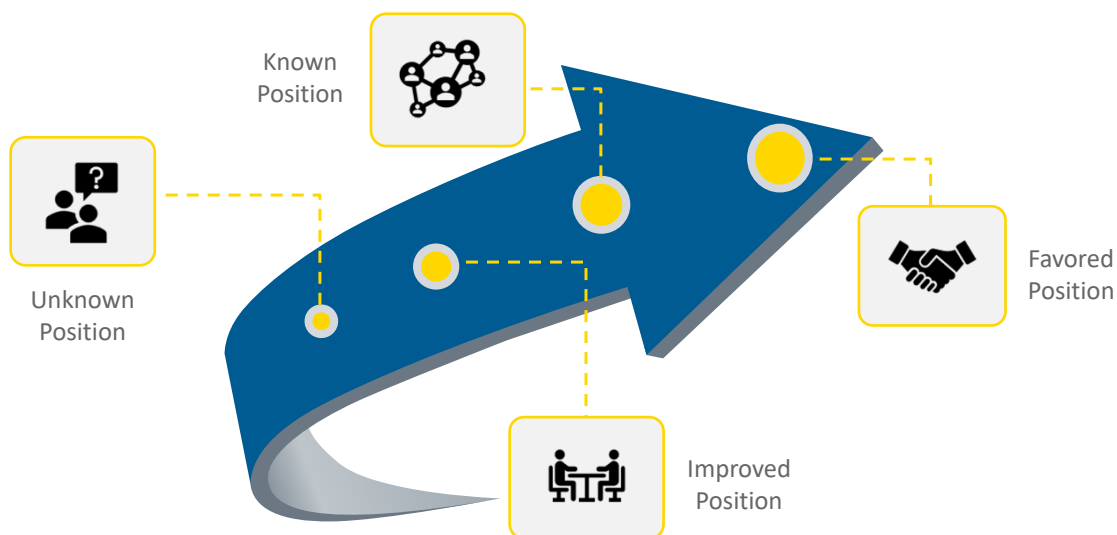


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Global Positioning



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Global Bid and Proposal Awareness

- Language, language, language
 - Translation
 - Tone, grammar, spelling
 - First language vs. second language
- The trust factor
- Time zone and security
- Compliance
- Evaluation processes
- Graphics



"Gaining trust and confidence with the sales or capture team is difficult when working on international bids; but it is a critical part of global business success."

- JAVIER CAZANGA, SHIPLEY LATAM



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Webinar Summary



Competing globally requires careful and strategic planning and evaluation.



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Guidelines for Competing and Winning Globally



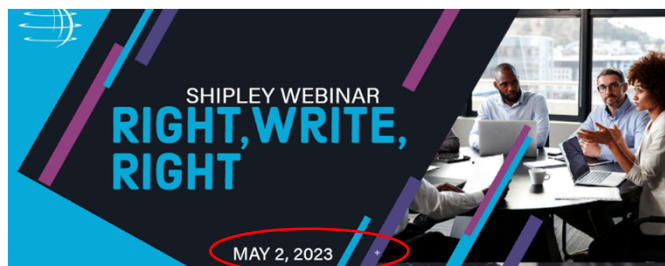
- Carefully evaluate the risk/reward and potential
- Understand the barriers to entry
- Recognize the need for local presence
- Anticipate regional differences
- Research regulations and policies
- Assess competitive landscape
- Look for teaming opportunities
- Do your homework!



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THANK YOU!

Amy McGeady amcgeady@shipleys.com
Mallary Price mprice@shipleys.com
Brad Douglas bjdouglas@shipleys.com
Sam Singh sam.singh@shipleys.in
Javier Cazanga jcazanga@shipleys.com
The rest of the Shipleys global team



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