

CBS | THE BLUE MBA

ALUMNI ACADEMY



Course Title: Global Strategy

Course Duration: 2 Days

Course Overview:

This two-day course on Global Strategy is designed to equip participants with theories and toolkits to explore the strategic decisions and actions that organizations undertake to expand their operations internationally, adapt to diverse cultural contexts, and gain a competitive advantage in a globalized world. Participants will grasp the significance of global strategy and its implications for corporate success, gaining insights into the various factors influencing global strategy formulation and execution. Market entry strategies and modes of expansion into global markets will be examined, along with the intricacies of cultural intelligence and cross-cultural management. The course will also delve into the shipping and logistics industry with in-depth case studies in day two, in bid to provide participants the real-world experience in the realm of Global Strategy.

Learning objectives

- Ability to comprehend and critically examine the contemporary business strategy frameworks and theories
- Ability to assess of market attractiveness and different modes of global market entry
- Ability to identify CAGE factors (differences between two regions in terms of Cultural, Administrative, Geographical and Economic context) that may impact an organisations logistics, marketing, HRM, finance and other core functions
- Ability to comprehend the measurement of Global value creation and the integrated strategies (Adaption, Aggregation, Arbitrage) of realizing the value creation
- Ability to appreciate the importance of cross-cultural integration in the global market expansion and global management

Content¹

| | | | | DAY 1 |
|-------------|-----------|-----------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | Introduction to Global Strategy |
| Time | | Duration | | Content |
| From | To | Hours | | |
| 09:00 | 10:30 | 1:30 | | Foundation of Business Strategy <ul style="list-style-type: none"> • Understanding the Value creation framework • Critical examination of the generic business strategies • Identifying industry lifecycles and the strategy implications |
| 10:30 | 11:00 | 0:30 | | Break |
| 11:00 | 12:30 | 1:30 | | Assessing Foreign Market-Entry <ul style="list-style-type: none"> • Measuring market attractiveness • Understanding the CAGE framework • Identifying entry strategies and modes of entry • Mini case studies |
| 12:30 | 14:00 | 1:30 | | Lunch |
| 14:00 | 15:30 | 1:30 | | Cross-Cultural Integration <ul style="list-style-type: none"> • Introduction of Hofstede’s Cultural Dimensions • Application of the Cultural Mapping Tool |

¹ The client is entitled to require additional customization and greater focus on specific aspects of the syllabus. Any requests for additional coverage can be accommodated.

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| | | | <ul style="list-style-type: none"> Mini case studies |
| 15:30 | 16:00 | 0:30 | Break |
| 16:00 | 17:30 | 1:30 | Global Value Creation <ul style="list-style-type: none"> Examination of the ADDING tool, the measure of benefits of Global Expansion Understanding the AAA Triangle, the integrated strategies for Global value creation Mini case studies |

| | | | | DAY 2 |
|-------------|-----------|-----------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | Implementation of Global Strategy |
| Time | | Duration | | Content |
| From | To | Hours | | |
| 09:00 | 10:30 | 1:30 | | Case Study: Maersk's Non-Market Strategy Towards State-Owned Chinese Rivals <ul style="list-style-type: none"> Define non-market strategies, and explain how a major international shipping company can apply such strategies to effect desired changes in the business environment |
| 10:30 | 11:00 | 0:30 | | Break |
| 11:00 | 12:30 | 1:30 | | Case Study: Maersk's Non-Market Strategy Towards State-Owned Chinese Rivals (continued) <ul style="list-style-type: none"> Group presentation and classroom discussions |
| 12:30 | 14:00 | 1:30 | | Lunch |
| 14:00 | 15:30 | 1:30 | | Case Study: Vestas Wind Systems: China and the Global Wind Turbine Market <ul style="list-style-type: none"> Understand the international strategic motivations of the world's top wind energy company Evaluate the strategic choices surrounding global value chains, including both location and internalization choices. |
| 15:30 | 16:00 | 0:30 | | Break |
| 16:00 | 17:30 | 1:30 | | Case Study: Yamato Transport: Replicating Japanese Success in Singapore |

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| | | | <ul style="list-style-type: none"> • Discuss a number of important issues for culturally driven businesses when they expand into other markets where culture has a significant impact on business model, revenues and profit margins. |
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Case Studies and Industry Insights:

Real-world case studies with focus in Shipping & Logistics industry
 Guest lectures by industry experts

Delivery Method:

Lectures and presentations by experienced academics and industry professionals
 Group discussions and interactive sessions
 Hands-on exercises and case studies

Certification:

Participants who successfully complete the course and pass the assessment will receive a certificate of completion in Global Strategy.

Target Audience:

This course is suitable for shipping and logistics professionals, and anyone involved in strategy formulation and execution in an organization. It is especially beneficial for those seeking to enhance their knowledge and practise of Global strategy.