

Bussines internationalization project

MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT

UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO

This document can be used as reference documentation of this subject for the application for recognition of credits in other study programmes. For its full effect, it should be stamped by UIMP Student's Office.



GENERAL DATA

Brief description

The aim of this subject is for students to know and know how to apply a methodology for implementing an Internationalisation Project through which answers are given to the main questions that a company raises when developing a marketing strategy or implementation in foreign markets.

Name

Bussines internationalization project

Code

102831

Academic year

2024-25

Degree

[MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT](#)

ECTS Credits

5

Type

MANDATORY

Duration

Cuatrimestral

Language

Spanish/English

CONTENTS

Contents

The project follows a structured framework consisting of five key stages, beginning with an introduction and objectives and concluding with final conclusions. It progresses in a logical sequence, starting with broader aspects before moving into more specific details.

This structure serves as a general guideline, but variations may be necessary depending on the nature of each project. Students have the flexibility to make modifications, provided they are well-reasoned and explicitly justified.

The group Internationalisation Project does not include an Executive Summary, as this task is completed individually by each student for assessment by the tutor. This summary serves to demonstrate each student's understanding of the group work and highlight the elements they consider most important.

The topics covered in this course are outlined in the table of contents for the Internationalisation Project below:

INTRODUCTION AND OBJECTIVES

- • An introduction to the report
- • The objectives pursued by the project

STEP 1. PRELIMINARY ANALYSIS

- • Company and product overview
- • Economic and financial analysis of the company
- • Industry and competitive landscape
- • Business opportunities and new products/services
- • Online business strategy

The key questions to be addressed are: Is the company ready to expand internationally? Does it have the necessary resources or financial capacity? What is its market positioning, and what are the critical success factors?

STEP 2. TARGET MARKET SELECTION

- • Selection criteria
- • Comparative analysis
- • Market research

The key questions to be addressed here are: Is there a clear rationale for entering this market over others?

Is the market accessible? Who are the main competitors? What is the target market segment? What are the available channels to reach it?

STEP 3. FORM OF MARKET ENTRY STEP 3.1. EXPORT PROJECTS

- • Selection of Market Entry Mode (agent, distributor, importer, tender, direct sale, etc.)
- • Identification and Profiling of Potential Customers, Distributors, Partners, or Platforms
- • Negotiation Terms and Model Contract

STEP 3.2. IMPLEMENTATION PROJECTS

- • Selection of market entry mode (merger, acquisition, franchise, commercial or production subsidiary, etc.)
- • Identification and profiling of key customers
- • Legal requirements
- • Human resources and organizational considerations
- • Operational requirements
- • Location and facilities
- • Model contract (if applicable)

Applicable to both situations: What is the most suitable entry strategy considering the company and the target market? What resources are required? What are the legal and contractual obligations?

STEP 4. MARKETING POLICY

- • Marketing plan objectives
- • Product and/or service policy. Brand strategy
- • Distribution strategy
- • Pricing strategy (including costs of origin, logistics, promotion and margins, customs, etc.)
- • Offline promotion and communication (traditional marketing)
- • Online promotion and digital marketing strategy
- • Action plan with timetable

Key questions to address: Which product/service range will be selected and why? Are adaptations needed? What are the associated costs? How will pricing be determined? What types of promotion and communication will be used and why? What is the total budget?

STEP 5. ECONOMIC PLAN (three years for export projects, five years or more for establishment projects)

- • Objectives
- • Sales-related expenditure budget
- • Investment budget
- • International income statement
- • Project profitability analysis
- • Funding sources (*)
- • Scenarios and contingency plan

Key questions to address: What objectives should be set, and on what basis? What are the estimated sales? What are the costs and expenses? What is the expected return on investment? What is the projected timeline for profitability? What potential scenarios should be considered?

(*) Official support instruments far internationalisation must be incorporated and are considered relevant across all project stages.

CONCLUSIONS

The Internationalisation project should conclude with a section summarising key findings and final conclusions.

COMPETENCES

Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO2 - To acquire a body of theoretical and practical knowledge and learning skills, which will enable those who remain interested to pursue further, more specialised studies in the field of advanced research or doctoral studies.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO6 - To acquire the skills for professional document drafting and reporting in the field of international business.

CO7 - To know the structure and functioning of the organisations and institutions that support companies' internationalisation.

CO8 - To know the main legal and fiscal aspects that directly or indirectly affect business internationalisation processes.

CO9 - To be familiar with different methodologies and the technical, economic and legal characteristics of international tenders organised by multilateral organisations and by public institutions and companies in different countries.

CO10 - To understand the internal processes, interdepartmental relations and the different roles that occur in the organisations of the supplying companies and in the purchasing bodies and companies, and their impact on the negotiation of international contracts.

CO11 - To learn to assess the risks for companies when dealing with complex international projects, as well as to know some essential aspects that determine the success or failure of projects.

CO12 - To learn the theoretical foundations and put into practice the tools of Business Analytics, Big Data and Artificial Intelligence.

CO13 - To learn to incorporate the concept of sustainability in business and institutional projects, identifying its specific areas of practical application.

CO14 - To learn to incorporate other SDG concepts, which are also relevant for international companies, in their projects, identifying their specific areas of practical application.

Habilidades

- S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.
- S2 - To apply the analytical skills acquired in defining and approaching new problems and in searching for solutions both in a national and international business context.
- S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.
- S4 - To apply the appropriate procedure to achieving an international business objective.
- S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.
- S6 - To manage digital platforms, technological, audiovisual and computer media to search for information and for effective communication of business projects.
- S7 - To manage software and statistical programmes for data recording and analysis.
- S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.
- S9 - To manage a business internationalisation project and assume managerial responsibilities.
- S10 - To estimate the economic viability and financial profitability of internationalisation projects.
- S11 - To assess the compatibility of the internationalisation project with the SDGs.
- S12 - To integrate theoretical and practical knowledge in internationalised professional environments.
- S13 - To develop specific practical skills in the area of international business and/or project management.

Competencias

- C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.
- C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.
- C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C4 - To lead the process of designing the international strategy.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals. .

C6 - To lead and develop international business negotiation processes.

LEARNING PLAN

Training activities

Type of activity	Hours	% On site
TA3.- Individual and group work	70	10
TA4.- Tutorials	12	100
TA5.- Individual student work	43	0

Teaching methods

Internationalisation Projects are based on real cases of companies exporting products or services (though company names may be changed). These companies decide to enter a new market-typically defined as a country, with some exceptions-within a predetermined geographical area (e.g., Western Europe, Eastern Europe, Latin America, Asia-Pacific, etc.).

The module is delivered through general face-to-face tutorials, as well as specialized sessions focused on financial analysis and online business:

• Project Tutorials: Student teams work with a tutor on an Internationalisation Project for a real company-either an established business or a recently founded one-that aims to expand into a specific geographical area. Each tutorial focuses on analysing and evaluating a particular aspect of the project using the designated methodology. At the end of the process, the complete Internationalisation Project document is reviewed, and the structure for the final Dissertation is prepared. A final, shorter tutorial is also included to help students prepare for the presentation and defence of their project.

• Financial Analysis Tutorials (1 & 11): Attendance is mandatory. These sessions provide additional support beyond the project tutorials, helping students complete key milestones, including the company's economic-financial analysis based on its financial statements and the feasibility study required for the Internationalisation Project. By the end of these tutorials, students should be able to conduct economic and financial analyses, create medium- and long-term financial projections, and assess the viability of their Internationalisation Project.

The contents of the Financial Analysis tutorials are as follows:

- o Economic and financial analysis: financial break-even, economic and financial ratios.
 - o Analytical or percentage review
 - o Long-term financial planning: planning models (simulation and scenarios, sensitivity).
- Investment analysis. Review of the main concepts: estimating sales; obtaining cash flows; discount rate; NPV, IRR; payback period; etc.).

• Online Business Tutorials (1 & 11): Attendance is optional and depends on the nature of the project. These tutorials are scheduled on specific dates and must be requested by students within the designated period. Their purpose is to help students integrate online strategies and actions into their Internationalization Projects, leveraging the opportunities the Internet offers for both the company's core business and, specifically, for the foreign market targeted in the project.

The contents of the online business tutorials include:

- o Identification of competitors on the Internet and best online practices in the company's industry of activity.
- o Choosing the most appropriate online business model.
- o Digital action plan with online tools for internationalisation.
- o Digital marketing for international markets.
- o Implementation, costs and expected profitability.

The Financial Analysis and Online Business tutorials are delivered through a combination of joint classroom sessions, where key concepts are reviewed, and group-specific sessions, where students receive guidance in identifying the most critical aspects and applying their knowledge to the development of their Internationalisation Plans.

EVALUATION

Evaluation system

The group Internationalisation Projects presented by students will be assessed by the assigned project tutor and a panel of three lecturers specialising in subjects related to the master's degree.

The final grade for the Internationalisation Project will be determined based on the following criteria:

• Group assessment of the Internationalisation Project, which accounts for 50% of the final course grade, broken down as follows:

- o Tutor's Evaluation (25%) - Based on the work completed throughout the course, the content and structure of the written report, and the group's progress across different tutorials.
- o Examination Board Evaluation (25%) - Includes an overall assessment of the content and format of the written report, the project presentation, and the defence of its content in response to questions posed.

The tutor's and the examination board's evaluations assess different aspects of the project and do not necessarily have to align, although they may coincide.

• Tutor's Grading of the Executive Summary: Each student must individually complete an executive summary, up to five pages (four plus a cover page), following the same guidelines as for the individual MD. The summary should concisely present all relevant aspects of the project, from the introduction to the conclusions, including key figures, tables, and other necessary elements. It should demonstrate coherence, clarity, and the ability to effectively summarize the entire project and its conclusions. This component will account for 30% of the final course grade.

• Tutor's Individual Assessment of Student Contribution: The tutor will evaluate each student's personal contribution to the group project throughout its preparation. This assessment will consider problem-solving skills, proactivity, creativity, attitude, engagement, and teamwork abilities. This component will account for 20% of the final course grade. Additionally, the results of 360° peer evaluations conducted among group members will serve as a reference for the tutor's grading.

The three grades awarded by tutors will follow a dispersion criterion (Gaussian distribution), whereas the grades assigned by the examination board will not. However, board members will aim to establish a relative ranking from the least to the most suitable projects.

Disputing assigned grades:

• Group Grade Review: A group may request a review of their project grade by submitting a justified claim. The review must be attended by all group members and will take place in the presence of the tutor and a second lecturer/tutor or the academic director.

• Executive Summary Grade Review: Students may also request a review of their individual grade for the executive summary, provided they present a well-reasoned explanation for their appeal.

Examination Board Grade: The collective grade assigned by the examination board is final. Projects that do not receive a passing grade must be accompanied by an explanatory report signed by the chairperson of the board. This report will outline the reasons for the failing grade and provide feedback and recommendations for improving the quality of the work.

Personal Contribution Grade: The individual grade for personal contribution is not subject to revision.

Company visits

Company visits are non-curricular and not mandatory. However, if a group decides to visit the company related to their project and their tutor informs ICEX-CECO of the attending students, their absence will not be recorded. However, any missed class content cannot be made up.

FACULTY

Coordinator/s

Centenera Ulecia, Jesús

Doctor en Historia contemporánea.

Profesor Doctor.

ESIC university.

Rompinelli Sáez, Ana Belén

Licenciada en Ciencias Económicas y Empresariales

Directora comercial

Suministros de Comercio Exterior, S.A.

Lecturers

Porfessor responsible for the subject

BIBLIOGRAPHY AND LINKS

Bibliography

A selection of books, articles, and resources will be provided to support the development of the Internationalisation Project. These materials will cover key areas such as global market entry strategies, financial analysis, marketing in international contexts, and case studies of successful internationalization efforts.

Students are encouraged to consult the following:

• Internationalisation Project methodology and associated bibliography

• For financia analysis tutorials:

- o Teaching materials on the virtual platform in the online part of phase I.
- o Technical notes provided and cases analysed in the face-to-face part of phase I.
- o Meigs, W., Haka, B. "Contabilidad: La base para las decisiones gerenciales" Irwin Mac Graw Hill.
- o Harrison & Horngren "Financia Accounting". Prentice Hall-Pearson Education.
- o General Chart of Accounts (Legislation of November 2007)
- o Seco Benedicto, M. "Guía sobre el Nuevo Plan Contable de las PYME", published by DGPYME. This can be obtained from the DGPYME website.
- o Technical note on long-term financia planning.
- o Long-term financia planning model under Passport to the Exterior/ICEX heading 11.5

• For Online Business tutorials:

- o Nieto, A.: "La web de empresa 2.0", edited by Global Marketing Strategies.
- o Rosales, P.: "Estrategia Digital (Marketing y Ventas)", published by Deusto.
- o Gosende, J. and Maciá, F.: "Marketing online, estrategias para ganar clientes", published by Anaya