

# TAKE YOUR BUSINESS GLOBAL IN 10 EASY STEPS

# STEP ONE

As any business operating in 2019 is aware, the modern marketplace is global. Trading overseas offers a competitive advantage to any organisation, whether in reducing operational costs or finding new customers for your products and services.

Perhaps your business has outgrown its foundations in your home market, or you have pinpointed an overseas market with a lucrative gap your product could fill. Whatever the reason, today, very few organisations can operate to their full potential without moving beyond their domestic operations.

As experts in expansion, my company is witnessing more and more organisations looking towards global markets. Over the next ten weeks in this blog series, I will be addressing the 10 steps to overseas expansion - setting you on the right path to building your own international business.

## **Step One: Where Is My Business Now?**

The first step in the journey is to audit your company as it operates presently. Understanding where your business is positioned in its home market will make you aware of the resources you can dedicate to overseas expansion plans. Consider whether cost, operational and timeframe implications of global expansion might detract from your core business.

Before starting this process, you need to clearly define the goal of the analysis - namely "determining the current health of your business." Involve any relevant stakeholders in your business to ensure you have all the information you need.

## **Internal Situation Analysis**

Carry out a comprehensive internal situation analysis of your business or recruit an external company to do this for you. Start with a SWOT analysis - consider the strengths, weaknesses, opportunities and threats of your business. From this, establish any key issues that arise - for example

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When considering the internal condition of your business, ask yourself the following questions:

**Customers:** Who is your current customer base? Map your existing customers into segments by their demographics, e.g. age, gender, location – this will help you later when you research whether these segments are present in your potential country of expansion.

**Resources:** Are your logistical and operational arrangements logical and effective? How many employees do you employ? Are workloads currently manageable? Assess your turnover and profit to determine if resources can be spared – overseas expansion obviously comes with a cost attached.

**Product:** what is the product niche, and strengths and weaknesses? What is your pricing structure? What is your brand reputation? How do you market yourself at home?

## External Situation Analysis

Give yourself a fuller understanding of the current health of your business by considering the bigger picture. Undertake a PESTLE (political, economic, social, technological, legal and environmental) analysis of the external market conditions you are currently operating within.

The external analysis can help you identify potential future trends and risks, and implications on your ability to expand internationally. For example, if your home market is saturated with competitors, it might be time to search for an overseas location where there is limited competition and therefore greater potential for your product.

Think about country-wide demographics to help you understand where your current customer base fits within its home market. Who are your competitors, and where is your product and brand positioned within this?

# STEP TWO

## **Step Two – Where Do I Want My Business to Be?**

Once you have established an understanding of your business in its current state and know that you have room within your means to grow, it is now time to consider the future. Think about where you want to position your organisation in two key ways:

**Future plans for growth** - what is the five-year or ten-year plan for your organisation; what is your general strategy and vision for your business? If you haven't already, involve key stakeholders and draw up a roadmap or visualisation of how you want to develop as an organisation. This can involve some blue-sky thinking and ambitious targets, but always keep in mind your existing situation and have some understanding of how you can get from here to there.

Once this is clear, consider how these plans map on to your idea for international expansion. What are the benefits and disconnects? Look at the audit of your current operations carried out in Step 1 and ask yourself what you want this company to look like in the future.

**Geographically** - which locations do you have in mind? The answer to this question may be "everywhere" long-term, but it is useful to map a strategic route to full global coverage. Think about whether entities set up in certain countries could perform as regional hubs, providing your organisation with access to other countries in that area.

Deciding where you want to grow can be difficult to narrow down but by firstly identifying the goals of your growth, a picture of your country strategy will start to materialise, and you will have the foundations from which to develop.

## **Deciding Where You Want to Grow**

This is a big question - but having a proper plan in place will prevent you leaping into your expansion plans two-footed. Clearly marking the aims of the expansion in your mind will clarify and inform the way you build your strategy.

Are you expanding your organisation's reach, or are you shutting down at home and moving all existing operations elsewhere? This question is important as it will have a bearing on your decision-making and determine the scale of the project.

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Think clearly about what you and the organisation are seeking from this decision to expand. What are your key goals? Some key drivers to consider

a. Are you following known demand for your product or service? Is there an audience for your product there already from online sales data, or have you identified a niche you could fill? Mauve's growth strategy was triggered by demand for our employment solutions in the Czech Republic in the mid 1990s, where Nokia was rolling out a large telecommunications project and needed our support. We setup companies locally to facilitate these needs and our network grew from there.

b. Are you looking at a strategic hub location to ease logistics issues or create a logical centre of operations? Is the aim of the expansion to setup a new satellite sales office to ease time zone issues and have a more localized understanding of the market, for example?

c. Are you attracted by the prospect of expanding into areas of lower operational costs, so you can reduce overheads and maximize profit gains.

Knowing the answer to these questions will allow you to develop plans in a mindful and considered way. There may be a kaleidoscope of reasons compelling your wish to expand; no matter which of these drivers you prioritise, it is important to constantly keep in mind the **why** when considering the **where**.

# STEP THREE

## Step Three – Research Your Target Market

Building your business will always involve some level of risk. However, there are some areas of the expansion process where you can reduce risk by doing the right research. Become an expert on your chosen location; it is vital to understand the context of the location in which you plan to operate.

If you can, visit the country. Try to find out how locals do business through networking with associates with experience in that location, or consulting local partners. There may be certain cultural factors you need to be aware of. Some of your research can take place online, or through the use of an international market research partner – ask yourself the following questions:

### Is there a customer for me in my chosen location?

Ensure your local market research places focus on the potential customer base – the people who will be buying your product are vital in ensuring your move into a new country is worthwhile and profitable. Who are the consumers? How much do they need your product? Can you compete with local competitors? Is there a true niche for your offered product or are you replicating?

With the support of your marketing team, you may wish to create consumer personas – these are character profiles based on the typical traits of different consumer sectors you are targeting. Personalising customers will bring the customer base alive to you and help to frame your local branding and marketing. Head over to Mauve's recent post on sourcing new customers overseas for more advice: <https://mauvegroup.com/news/expanding-internationally>

# STEP THREE

## **What is the local marketplace like?**

Market research begins with the business conditions in the specific sector you will be operating within, and maps this against the wider context of the country and consumers, using data and statistics to properly evaluate local conditions.

A good starting point is to carry out a PESTLE and SWOT analysis of the market using the skills you developed in Step One. Explore, in local terms, the following:

Current trends

Economic and socio-political conditions

Market sector – generalised information and statistics about your product's local market sector, including number of sales, number of customers available and so on.

Channel partners – these are organisations providing complementary products or services who could be utilised for their customer base.

Competitors

## **Who are my competitors?**

Look at 3-5 competitors operating locally in the same space as you, in the context of the following headings:

a. Product, including branding;

b. Price;

c. Point of sales (e.g. online, stores, b2b, etc.);

d. Marketing and messaging;

e. Customers, including demographic information.

A robust awareness of local competitors will make you aware of gaps in the market currently not being filled where you could grow your own niche.

## **What will I need to adapt about my business to suit the marketplace?**

There may be elements of your business that need to be adapted to suit the marketplace or conditions of the new location you have chosen. Can you make and sell your product in the same way? Some basic considerations could be as follows:

# STEP THREE

- Pricing/margins; consider any new overheads
- Logistical or operational arrangements such as manufacture, transportation and storage of goods; do you need local premises and employees?
- Location of support team/back office/customer service- do they speak the language?
- Advertising and marketing strategy- is it culturally relevant to new foreign consumers?

With a full picture of the local marketplace now painted, you will be able to frame the rest of your planning in the right context – and should you require support from a professional company in order to carry out efficient market research, there are many expert partners available to do so.



# STEP FOUR

## **Step Four – Establish Your Actions and Timescales**

The tenacious nature of global business means we want to be everywhere, and we want it to happen yesterday. However, a global expansion without a clear action and timing plan is a recipe for escalating costs, unmanageable workloads and general inefficiency.

The timescales for your overseas set-up will vary depending on the location and route you choose to take – as you will be aware, some countries are easier to do business in than others and every eventuality should be factored into your planning. As always, it is essential to bring your thinking back in line with the reason for your expansion. Without this framework constantly in mind, you will find it harder to see the bigger picture and then drill down into the detail.

With more knowledge of your target country gained from Step 3 and using your own understanding of your business and industry, try to plot every action you need to take to get there – however minute the detail might be. You can base this on more in-depth market research, recommendations from expert partners, local contacts and so on. This strategy of actions does not have to be finite; it will almost certainly evolve and shapeshift as you go through the process. As long as you factor time to review, reflect and improve, structuring your forward progress in this way will not hinder you.

With actions in place, you can then make estimations of timings for each of these actions. Estimations are fine as long as they are educated and contingencies are factored for potential timeframe increases. When creating a timing plan for a global expansion project, you need to look back to Steps 1-3 of this series and bear in mind the considerations that have been flagged through your initial research.

# STEP FOUR

## Considerations for Your Action and Timing Plan

1. **Factors flagged in your external analysis** – look back at the research you did on the country you want to expand into and other external influences on your organisations, and map timeframes with these in mind. Educated research online or using the help of expert partners can help you allow for considerations such as the industry and local market environment, the ease of doing business in that location, and any local socio-political or economic impacts that could slow things down.
2. **Factors flagged in your internal analysis** - your product, your financial resources, your internal resources such as personnel and logistics - who will be stakeholders, who is working on the project and how will they manage these tasks around existing workloads. How you plan to operate in country – e.g. setting up an entity, selling solely online etc. What is the urgency of the requirement for you to enter the country – are you meeting immediate demand from a client?

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3. **Timing impacts and contingencies** - when we are excited about a project, we often throw caution to potential risks and consider only the positive outcomes. However, preparing for risks and making contingencies in the event of longer timescales gives a greater chance of success for your international expansion plan. Some of the potential impacts to your timing estimations could be as follows:

- **Entity set-up** – this can be a time-consuming process as you decide on the right type of entity, get your resources in place and file the necessary paperwork. Over on the Mauve Group blog, you can find a comprehensive guide to setting up a company overseas and the considerations you should make when doing so. Visit this link for more:  
<https://mauvegroup.com/news/setting-up-overseas-for-hr-professionals>
- **Immigration** – as immigration is reliant on the speed of government departments and other external variables, you should factor in extra time for any such requirements. Business visas, work permits and residency permits might be required to allow expat staff to even visit the country (depending on nationality and location) and can require huge amounts of original supporting documentation.

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- **Financial and fiscal considerations**
  - ensuring you have the capabilities to invoice and pay is essential and should be factored in. Sourcing a good local bank and opening bank accounts for your business, making foreign exchange arrangements to minimise cost impacts on your business are key considerations.
- **Office and accommodation search**
  - some entity types and locations require you to have physical premises to be considered a legitimate local business. Besides this, you may require office space in order to ease new and expat workers into their new working environment.
- **Expat employee settling in periods**
  - how long will it take your expats to acclimatise to their new home and work environment? International relocations can be challenging on a personal and professional level, so they may not hit the ground running. You should consider this when assessing how soon you will see a return on your investment.
- **Hiring of new or local staff** – from beginning to end, the average hire takes between 4-6 weeks for mid-level staff, and this timeframe could lengthen if you are in an unfamiliar job market.

## HR and onboarding considerations

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- this includes consideration for obtaining local employment contract templates containing correct labour law provisions, transference from current contract for any existing employees, negotiation of terms, clarifying any legal issues with employment lawyers, registering staff for local payroll and on to company databases, provision of handbooks

1. **Quality control/auditing your progress** -at each key point in the process, allow time to reflect and evaluate to ensure you are doing things in the right way, and if you are not, ensure that you allow space in your timeframe to learn from any missteps. Setting aims for your global expansion makes your roadmap measurable, so ensure it is working for you in the most efficient way.
2. **Further planning and strategy** - it might seem incongruous to plan for planning, but constant re-strategising and future-thinking should be factored into the long-term projects of any successful organisation.

## Step Five – Carrying Out A Cost Analysis

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If your market research has shown your expansion plans to be potentially lucrative, it can be tempting to jump in head-first without a full cost analysis. However, being able to properly finance your plans and understanding exactly how you will do so is incredibly important to avoid bad investment.

Understand your cash flow and assess the risk in laying out capital – think about the potential effects on your day-to-day business and be aware of any expenditure that could restrict your budgets for existing operations. Consider how strong the likelihood of a good return is on your investment. The model we suggest using is the Cost-Benefit Analysis – this helps you to compare the expected outlay of the expansion against its potential benefits.

## How to approach your Cost Analysis:

1. Take all the information and actions you have collated during the previous steps of this process, and assign a cost to every action you plan to make to facilitate your expansion.
2. Next, consider the benefits of the expansion and assign a monetary value to each. Benefits could include things such as:
  - Revenue and sales increases from increased production, new use-cases for the product in the local market.
  - Intangible benefits, such as improved employee safety and morale, as well as customer satisfaction due to enhanced product offerings or faster delivery gained from logistical improvements.
  - Competitive advantage or [market share](#) gained as a result of the expansion.

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1. Finally, compare the value of the costs against the value of the benefits – if the benefits outweigh the costs, you have a strong argument to proceed with the expansion. Keep in mind how long it will take you to break even on the investment, also known as the payback period. If this will take years, will this place strain on your existing operations?
2. Once you have a better picture of the cost of the project, make sure you have made contingency plans by factoring in a buffer amount in case of unforeseen circumstances that even your estimations cannot account for.

## **Key considerations:**

Increased demand will likely increase your production levels- keep in mind the logistical and operational costs of fulfilling demand and working in your chosen location. Weigh this up against the potential for profit.

There may be elements of your business that need to be adapted to suit the marketplace or conditions of the new location you have chosen. Can you make and sell your product in the same way, and if not – how much will it cost to make the changes? The basic considerations to be taken into account are as follows:

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- Pricing/margins; consider any new overheads. Can you sell your product for the same price locally? When researching your chosen country, hopefully you will have established whether your price-points fit in with local expectations – if you are having to make small reductions to ensure you are not priced out of the market, ensure you have accounted for this.
- Logistical or operational arrangements such as manufacture, transportation and storage of goods; do you need local premises and new employees? How much do you need to allow for this?
- Customer impacts – will your expansion impact existing customers and their purchases? What is the monetary value of this?
- Advertising and marketing strategy- How much will you have to outlay to bring your product into the consumer consciousness?

During the planning phase of expanding your business into a new market, it is easy to get caught up in the excitement and potential rewards that setting up overseas often brings. However, as we mentioned last week as we guided you through costing your venture, ensuring you have tight financial processes in place is important to ensure your business maximises its profits and makes the best of the investment.

Financial requirements will change from location to location, so you should ensure you properly understand the fiscal environment and have sourced the right support before you take the plunge. Some financial aspects to consider as you plan your international expansion:

## Step 6 – Explore Local Financial and Banking Requirements



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1. Is your current bank operational in other markets? Many banks today pride themselves on being international to facilitate cross-border business transactions. If they themselves do not have overseas branches, banks will often create partnerships with other banks in the same group, and piggyback on their international coverage to meet client needs. Could you open an in-country bank account via your bank's local branch or network, or will you need to source a new, secure and reputable bank to look after your local funds?

2. Consider potential bank and foreign exchange charges for any cross-border financial transactions. Timescales for cross-border payments between banks can be lengthy and funds can go missing. It may be worthwhile to use the services of an FX company specialising in international payments and with access to better deals on foreign currency – partnering with companies like this can minimise banking charges and ensure speedier payments.

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3. The payroll of any local staff, whether expatriates or nationals, is another important factor to get right. Dealing with the payroll of employees in foreign countries can place strain on your resources, especially if you are not familiar with local practices. Taxation requirements are often different from country-to-country – make sure you are paying them correctly in line with local law. Add to that the importance of ensuring your employees are paid on time to keep their morale up, and the process can become a headache – especially if you are dealing with multiple country locations.

Utilising the services of a global payroll company can help you guarantee compliant and timely remittance of funds to your workers. These companies work alongside your existing, in-house departments responsible for payments, and if they have an international network covering your locations, they can provide a single point-of-contact to standardise your processes.

When looking for a global payroll provider, check whether they cover the following:

- Organisation of local payroll set up;
- Secure records and timely, detailed reporting;
- Clear local payroll calculations;
- Rapid movement of funds for salaries and tax remittances;
- Continuous monitoring of tax regulation in host countries.

If you are planning expansion into one location only, your local accountant may be able to carry out payroll duties on your behalf. Make sure you have good processes in place to ensure timely remittance of funds to your local partner in time for them to pay any deductions to the authorities and the net funds to the worker. A salary deposit can help with this.

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1. Fiscal compliance is absolutely essential to ensuring the success of your international enterprise. Compliance is a key buzzword as governments crack down on loopholes and shady practices to raise funds through fines. Do extensive research on the country's individual requirements, and check and account for finance and taxation legalities to avoid unnecessary fines. You and your business can be blacklisted from operating locally if you do not comply. This applies to income taxation **and** corporate requirements.

2. Secure the right partners. SMEs and companies in the process of expansion are often priced out of the services of the big 5 international accountancy firms; however, sourcing local accountants and financial advisors can often provide you with good advice on local circumstances and access to better pricing. Alternatively, global service providers like Mauve Group can offer surprisingly competitive consultancy and services through their international network of companies and experts.

## **Step 7 – Familiarise Yourself with Local Law**

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International expansion projects often operate to rapid deployment timescales, tight budgets and urgent in-country requirements. The pressing nature of getting into a new market can sometimes lead to corners cut and snap decisions made. From this, risky situations can arise. Although operating internationally will undeniably broaden your organisation's horizons, ignoring potential legal red-flags risks will impact compliance and can lead to headaches, penalties and damage control further down the line.

Your venture will run far more smoothly if you arm yourself with a working knowledge of your target country's legal landscape. In this week's Step 7 of *Take Your Business Global in 10 Easy Steps*, we give some guidance on where to focus your legal research.

## **Think Beyond Your Product**

In our pursuit of profit, we sometimes get clouded by the logistical requirements of our product or service and forget the "hidden" legalities of operating an overseas entity. Consider corporate taxation, permanent establishment, labour and immigration laws as well as the laws associated with your product offering, such as import and export regulations.

## **Visas and Immigration**

Ensure that your plans comply to the letter of the law- don't assume you can send your regional sales manager out to work long-term in South Africa on a tourist visa when he will need a work permit to do so. This type of assumption can cost you huge amounts of money and put your employees at risk. Check the worker's nationality, the activities that are permissible on different types of available visa and the visa types your local entity can support. Also consider the amount of time the individual will be in-country along with any entries and exits that will be required for things like home visits and business trips.

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## Employment Law

Be mindful that employment laws may differ from those of your home country and you may need to take professional advice. In fact, we highly encourage this. Mauve's employment law experts frequently have to step in to assist businesses who have terminated overseas employees according to the labour laws of their home countries, not realising that they have actually unfairly dismissed the employee. That employee may then return with a lawsuit – the judgement often falls in their favour in this situation as they are actually making a completely legitimate claim.

Financial payouts in such a case can be huge – and can spark other employees to follow suit. Mauve's experts have seen this happen in Italy, the UAE, Japan- all because companies make the assumption they can do things how they do them in their own country. It is very important to avoid that costly mistake.

## SLAs

Carefully research any local legal partners and take recommendations from trusted sources. On the subject of partners and suppliers, ensure you have watertight SLAs in place with any local providers you take on, legal or otherwise. If you are not on-the-ground to monitor their activities, you should make your expectations crystal clear contractually - never rely on trust or verbal arrangements. Although local expertise and connections are valuable, make sure you have the right protections in place to minimise the impact of any breaches.

## Compliance is Key

If there is one area where you should not economise, it is compliance - the penalties and legal processes relating to non-compliance can be financially disabling and can result in jail - naivety will not be tolerated as an excuse by most authorities.

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Companies expanding internationally can benefit from risk assessment monitoring. These reports assess the individual, current circumstances of the company's operations in their chosen country, and shed light on operational red flags and recommendations. Focus areas of potential risk include disguised employment, correct entity registration, risk of permanent establishment, contracts and labour issues, and tax and accounting compliance.

## **Step 8- Manage your Personnel Effectively**

Any business owner will understand that people are integral to success. Although manual tasks are increasingly moving towards automation, people are still the heart and lifeblood of an organisation, making managerial and process decisions that will pave the way forward. How you decide to secure and distribute personnel resources on a project will ultimately determine its success or failure.

The same is true for organisations looking to expand overseas. Very little headway can be made without placing the right people in the right positions as you embark on your venture – particularly when entering into a new or unfamiliar location where the stakes are high. By playing to your strengths and planning your human resources well, you will avoid mistakes, inefficiency and morale issues that can put the brakes on profit.

In this week's Step 8 of *Take Your Business Global in 10 Easy Steps*, we break down the different areas of the personnel issue to help you continue your expansion planning.

### *Existing Staff*

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Look at whether your existing staff can manage the workload of an additional location remotely. While a new venture is an exciting prospect, you should make sure that existing roles are not being neglected – a sudden onslaught of new duties could impact time, accuracy and morale. Make sure you keep your existing staff members informed about your expansion plans and progress. An open, honest environment around the project will help you to achieve their buy-in to pull together through any challenges.

## *Expatriating Workers*

If existing staff cannot afford the workload or you need resources locally, another option is to expatriate some of your staff to set up and manage your new venture in-country. There are many factors to be considered here to ensure a smooth move, including relocation packages, associated bonuses, promotions or salary changes, visas, home search, relocation of any dependents and pets, travel bookings, transportation of belongings and so on. A key priority is proper planning from an early stage to prevent your relocated personnel from feeling isolated in their new location.

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Are there language or cultural barriers that your expatriate workers might come up against? Translation assistance and cultural awareness courses can help improve your company's resources and better assimilate expatriate staff. Bear in mind that even if the worker speaks the language, there may be a difference in business/industry translations, so utilising the services of a professional translator can help your organisation assimilate better into the new country.

## *Visa and Immigration*

If expatriating staff, a big factor to consider will be the associated immigration requirements. You will need to determine the type of visa or permit to suit their activities in-country and the timeframe they are required to be there. Will they need a work permit? When considering the type of visa they will need, you should bear in mind the following:

- Worker's job role;
- Length of assignment;
- Location of work (e.g. the town or city, and whether from home or an office location);
- The worker's qualifications and previous experience;
- Any residency requirement;
- Do they need multiple re-entries?

You might need to send expatriates in to train local staff and get your new company off the ground. Will staff visiting short-term for training purposes require business visas? Even short-term assignments and training visits may require visas or permits.

## *Hiring Locally*



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Would it be better to hire local staff?

Local nationals may understand the market better and act as a local representative. In that vein, some customers respond better to companies with personnel on-the-ground or speaking the same language. If you do decide to hire locally, you should carry out salary benchmarking for the roles you require in-country. The salary packages may be different to your other locations and this could effect operational costs.

*Can You Employ Locally?*

Whether expatriates or locals, you need to ascertain how you are going to employ staff locally. If you have already selected the type of entity you will set up, then you should check if this can support the employment of staff, and whether it can sponsor visas or work permits for expatriates. If your entity cannot support employment of staff, or you are looking to dip your toe into the new country without the commitment of an entity, an Employer of Record solution might be a good alternative.

## **Step 9- Choosing the Right Type of Entity**

You are nearing the final stage of your global expansion planning. By now hopefully you have established that there is a good niche for your product in your country of choice and that the end justifies the means.

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Every organisation is individual, and there is no specific blueprint that has been written for the unique considerations of your company. You will need to look through the steps of your planning, particularly at your existing company audit in Step 1 and the goals of your expansion in Step 2, to ensure you are considering the right entity types or local presence to fit your circumstances. This will take further research into the different options available in your chosen country, but will ensure you are not tethering yourself to an ill-thought-out venture.

This week's Step 9 of *Take Your Business Global in 10 Easy Steps* helps you to understand the entity type or in-country presence that best suits the specifics of your business, and defines what is meant by an alternative option - the Employer of Record solution.

## **Understanding the Aims of the Entity**

The aims and functions of the company will have a bearing on the type of entity you choose. For example, if the requirement of the business is just to market a product or carry out other non-transactional operations, you may choose a representative office. A taxable presence in the country will likely warrant the setup of a branch or subsidiary.

## **Testing the Waters**

If you are feeling risk-averse and not fully confident about developing your business abroad yet, decide whether you realistically need to place your organisation physically on-the-ground or is there an alternative you can use to 'test the waters' first? Operating online could be a good initial strategy, or utilising an Employer of Record if you need staff members in-country before an entity is established.

## **Which Entity Is Right for Me?**

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If you do want to set up a physical entity, there are a number of different types of local in-country entities you can utilise with varying benefits, such as:

LLC / LTDs (Limited Liability Company)

PLC (Public Limited Company)

Joint Venture

Registered Office for Tax

Branch

Subsidiary

Ascertain which option is available to you locally and best suits the scope of your operations. You can also source a reputable global business services provider to advise you on the best route available. These companies are usually able (if required) to assist in setting up entities on their clients' behalf as part of their services.

## **PEO or Employer of Record**

A 3<sup>rd</sup> party organisation specialising in Global Workforce Solutions can also provide a type of service known as either Professional Employment Outsourcing (PEO), Employer of Record (EoR) or Co-Employment Services.

An Employer of Record solution compliantly employs a company's workers in countries where their own local entity is lacking. The EoR provider takes care of the necessary local employment and HR tasks, while the client retains day-to-day management of their worker. An EoR arrangement can be beneficial overseas or on home soil, either for short- or long-term projects.

EoR providers have representative offices in many different countries and you may choose to outsource the employment of your chosen local or expatriate individual to such a company. This avoids the necessity to establish your own entity in a new country and yet still retain control over your employee's activities.

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Companies providing EoR benefit from having the local knowledge necessary to employ individuals and as such, can cut-through the local red-tape on your behalf if necessary. They can also act as a first point-of-contact for multiple requirements, saving you time, stress and most importantly, the expense in achieving your expansion goals. Mauve has acted as employer of record around the world for individuals in positions as varied as actors, engineers, professors, aid workers, video game developers.

## **Step 10- Employ External Partners, Consultants and Support**

We've arrived at the final phase of our 10-part series *Take Your Business Global in 10 Easy Steps*. Over the past nine stages, you have learnt how to evaluate the readiness of your existing business for expansion, and develop the planning and processes that will enable you to seek new overseas routes to profit.

Positioning the right partnerships and support around your business is important for success whether at home or abroad. As you begin implementing your expansion plan, you'll want to know that you have a good external network in place locally that is aligned with your goals and can provide long-term benefits to your business.

The final stage of *Take Your Business Global in 10 Easy Steps* gives you examples of the types of in-country support you should be seeking out, and the questions to ask to ensure they are right for you. Once you have this phase in place alongside the other steps in the process, you have the tools and strategy secured to move forward with your global vision.

## **Networking**

# TAKE YOUR BUSINESS GLOBAL IN 10 EASY STEPS

Local business networking groups can put you in touch with knowledgeable figures and partners in your target location. At networking events or even using social groups, source “insiders” and experts – these individuals are valuable for advice and support to your globalisation strategy as they are specialists in local conditions. Think about how you can harness the information they offer to reinforce your activities in their country.

## **Industry societies**

International governing bodies and societies in HR and global mobility such as SHRM, Worldwide ERC, Expat Academy and so on have a wealth of knowledge and resources you can utilise for a membership fee or free in some cases. Many countries have industry groups who help businesses in a specific industry develop their offering and engage the right local partnerships. In Spain for example, an organisation called Secartys provides not-for-profit guidance and support services to companies in the fields of electronics, energy, smart technologies and ICT.

## **Local partners**

# TAKE YOUR BUSINESS GLOBAL IN 10 EASY STEPS

Local partners such as lawyers, accountants and recruiters are a must-have for any company wanting to do business overseas. However, it is important to ensure they are reputable, suit your requirements and will deliver even if you are not physically in-country. Carry out robust research and obtain quotes before securing services. Ask the right questions - are they specialists in the chosen market? Are they trustworthy? Do any of your local contacts have recommendations? What are their credentials and can they provide references or testimonials to support this? Are they happy to work with staff within your business who might not necessarily be on-the-ground? Ensure you have watertight SLAs in place with any partner - set ground rules around fees, scope, points of contact and timescales for responses. Mauve Group's partners are due-diligence checked for compliance by professional third-party Dun and Bradstreet.

## **Trade and investment departments**

Seek support and advice from the Trade and Investment Bureau in your home country on doing business internationally. Similarly, local government departments for business often provide advice and attractive incentives to entice foreign companies into their country and are therefore a beneficial resource.

## **Global expansion solution specialists**

# TAKE YOUR BUSINESS GLOBAL IN 10 EASY STEPS

Another alternative is a dedicated third-party organisation specialising in global expansion and workforce mobility solutions like Mauve Group. An established partner of this sort with an extensive worldwide reach can provide a huge variety of supporting services, including project-managing your global strategy, advice and consultancy and/or providing local support for payroll, immigration, compliance etc. Mauve Group has been providing solutions of this kind since 1996 in more than 150 countries worldwide, and is ready to assist if you feel you need support beyond the ten steps of the planning process.

## The Mauve Group

The Mauve Group of Companies came into being in 1996, from an office the size of a small cupboard and a kernel of an idea born out of practicality. At the time of Mauve's conception, technology was rapidly advancing and as a consequence, business was shifting into a global arena.

With extensive backgrounds in the telecommunications industry, Mauve's founders knew well the need for remote or mobile workforces. They identified a gap in the market for compliant global payroll, employment and immigration solutions, knowing these would provide organisations and individuals the freedom and opportunity to explore new business territory.

As the organisation expanded its size and reach with a network of strategically positioned local entities, the scope of Mauve Group's services began to evolve from core employment solutions into the broad bill-of-fare we offer today in more than 60 countries worldwide.

# TAKE YOUR BUSINESS GLOBAL IN 10 EASY STEPS

From the smallest requirement to the largest, today the Mauve Group provides expert global knowledge and services to companies across a diverse field of industries, but still retains the inclusive, supportive ethos of its earliest incarnation as the “Company in the Cupboard”.

For more information, visit <https://mauvegroup.com/>.

**Pruune Consulting Ltd.**

Pruune Consulting Ltd was opened in August 2017 by Founder and CEO Basseyy Duke. With over 15-years experience in leadership. procurement management, logistics operations and supply chain consulting for a number of global multinationals, Basseyy set up Pruune with the aim of making businesses more profitable by reducing their operational costs in a sustainable way. Pruune is a team of dedicated procurement practitioners who are passionate about exceeding our customers's expectations.

In 2019, Pruune added leadership training based on the John Maxwell content to its portfolio of service offering. Pruune believes leadership is the foundation of every successful business and wants to train new managers, experienced managers and C-level within organizations to increase performance and engagement.

For more information, visit <https://pruune.com/>

**Pine Hub**



# TAKE YOUR BUSINESS GLOBAL IN 10 EASY STEPS

Pine Hub Coworking space was founded in September 2018 with a clear goal in mind: to grow and nurture a network of start-ups, entrepreneurs and SMEs through the support of a community and the lessons of those who have walked the path of entrepreneurship before. For the past year, Pine Hub has continued to pursue this ideal, offering to its members more than just a shared office. Opportunities to learn and to connect with members and local professionals remain staples of the shared office to this day, as essential to the Pine Hub name as high-speed internet, affordable workspace and complimentary tea and coffee.

For more information, visit [www.pruune.com](http://www.pruune.com)