Marketing Plan for Global Transitions Consulting Group (GTC)

Introduction:
This marketing plan has been written to describe a potential consulting business venture that I would undertake in the future. I foresee this consulting group being formed after I have at least 10-15 years of global work experience. As such, the time line for starting this business is the year 2023 – 2028.

Purpose of the Business / Positioning Statement:
Global Transitions Consulting Group (GTC) would specialize in helping business focus on the human side of a global transition by working to better prepare employees for international assignments using a global network of partners. The areas of increased employee retention after an international assignment, increased employee satisfaction with the international assignment experience, increased willingness to participate in an international assignment, and a reduction in culture shock and reverse culture shock will be used as measures for consulting success.

Current Competitors:
A google search provided numerous consulting groups specializing in the area of global business consulting. A detailed list of competitors in global business consulting can be found in Appendix A. It was from this search, that I determined it was necessary to define a market niche for my consulting group. As such, I decided to focus on the human side of global business consulting. Below is a cross-section of the groups which remain as my competition after this focus (human transition training for international assignments) was defined.

Global Human Resource Options, LLC (http://www.globalhroptions.com/)
- Global Human Resource Options is a HR consulting group who focuses, among other things, on helping to prepare individuals for international assignments. They are a small consulting group located in Denver, Colorado in much the same market as I am planning to target.

LOF International Human Resource Solutions (http://www.lofsolutions.com/companies.html)
- LOF is a small consulting company that focuses on the human side of international assignments by helping organizations to write proper HR procedures for their expat workforce. They also can help with international mergers and/or downsizing initiatives.

Scarcliffe Associates (http://scarcliffe.com)
- Scarcliffe Associates list themselves as a global HR firm specializing in helping organizations redefine their HR policy for the international market, but seem to focus on NGOs and other non-profit or government agencies as key clients.

Global Business Consulting (http://www.yourculturecoach.org/)
- Global Business Consulting is a management consultant named Nan Leaptrott specializing in the human side of globalization. She specializes in diversity training related to global corporate culture, helping workers to understand and function in global organizations by looking at differences in religion, education, economics, politics, family, class structure, language, history and geography. She has one associate, a German born national, based in London, England.

Necessary differentiators for my group, Global Transitions Consulting Group, include:
- A global network of partner consulting groups/relocation experts with connections to the services necessary for new employees in a country to make themselves at home (realtors, bank advisors, healthcare professionals, etc.)
• A bank of knowledge about what it takes to be successful in a new culture / environment and the ability and willingness to share that experience to fully prepare employees for their assignments
• Personal international business / executive training and development experience
• Resources in the area of global HR law to help corporations prepare for any changes that will be necessary in employee benefits or pay regarding an international assignment
• Ties to major research universities or organizations to help stay abreast of new global trends and best practices

Strategic Issues / Business Environment to Watch
• Need for the business: As corporations become more global, they will need assistance in the logistics of setting up employees for international assignment success. This need will continue to increase as the world of corporate globalization continues to develop.
• Volatility: There is a bit of risk in determining in which countries to gain the necessary network of expertise. I will begin by working in politically stable countries. I history to politically stability, economic stability, and global partnerships will be used as indicators of good prospects. As organizations choose to venture into less stable counties, the risk versus reward will be determined before a relocation network is established.
• Strategic Partnerships: Partnership relationship with the relocation experts will need to be legal and binding. A reputable United State law firm will be used to develop a partnership template and partners will be vetted to assure reputation.

Marketing Objectives:
GTC will be marketed as the premier consulting agency specializing in human transition training for international assignments. Marketing objectives include:

• **Name Recognition** – a growth of 10% per year in the first five years of operation in name recognition among the United State’s Fortune 1000 corporations
• **Credibility Growth** – a growth of 10% per year in the first five years of operation in successful consulting ventures completed
• **Global Network** – Two complete relocation networks developed yearly for the first five years of operation in countries outside of the United States

Marketing Strategy / Cost:
Name Recognition
• Publishing books, articles, and white papers in the area of global relocation
  - Cost: personal time
• Television interviews on business networks
  - Self fulfilling pipeline
• Public speaking engagements in high visibility markets
  - Self fulfilling pipeline
• A top-of-the-line website, blog space, and webinar sharing network
  - Social Media Management Company - $2,000 monthly

Credibility Growth
• Relationship building with the proper economic buyers in corporations looking for this kind of help
  - Travel - $1,000 monthly
• Successful consulting relationships resulting in referrals and endorsements on my social media centers (website, blog, etc.)
  o Self fulfilling pipeline

Global Network
• Relationship building with individuals in the proper markets with the proper connections
  o Additional Travel - $500 monthly
• Membership in international rotary groups, relocation expert groups, etc.
  o Membership fees - $500 monthly

Annual Marketing Budget: $48,000 yearly

Establishing the Business:
Step 1: Gaining Credibility
• To gain credibility as an expert in the area of workforce global business readiness, an advanced degree in the area of Organization Development / Human Resources will be necessary.
• Additional credibility will be gained by working with experts in the area of global workforce training and development. Such experts include global business schools and/or large global consulting groups. It will be necessary that my contract does not contain a noncompete clause, as I will be developing skills in this position to advance my private consulting agenda.
• Name recognition will also be an important part of credibility. Articles / books written in the area of global workforce HR issues will gain necessary credentials as an expert in this area.
• Lastly, credibility will be built through personal experience. Personally relocating and / or managing HR for a globally diverse corporation will be necessary.

Step 2: Market Selection
• Since extensive knowledge of the area and a large network of associates in the area will be necessary parts of this venture, market selection will need to be performed strategically. It will not be possible to be an immediate expert in all areas. Countries of expertise will be developed strategically to insure the best network is being built.
• Potential areas to specialize in will be developed according to the business needs of the market at the time of development. Research on the top outsourcing areas will be completed as well as the markets with the largest numbers of American executive level expat workers. Those markets will be extensively studied and networks will be developed one at a time to ensure full support in each country before moving to others.

Step 3: Building the Network
• Partnerships will be developed in targeted countries with local consultants, lawyers, and relocation experts.
• Past corporate clients will continually be reengaged in the targeted countries to strengthen personal ties to and resources in the market.

Step 4: Marketing
• Potential clients will be chosen by leveraging the business relationships I develop in the “gaining credibility” phase. After I incorporate, I will stay in contact with all of my past contacts, making sure to inform them of my new capability. I will have positioned myself as an expert in this area and make myself available to them as a consultant.
• Large corporations on the verge of globalization will be identified and targeted.
• Opportunities to leverage articles and books will be capitalized on, making sure to accept speaking engagements to further develop my name recognition and credibility as an expert in
this area.
- Current network contacts will be leveraged to remain as a top of mind referral.
- As client successes amass, case studies will be written and published (with client permission) to future develop credibility and name recognition.

Step 5: Staying Top of Mind / Best in the Business
- Steps will be taken each quarter to make sure that business is continually developing, consultants are staying current, and networks are being developed in in-demand areas.
- Current clients will be leveraged for new client referrals and recommendations.
- Consortium / networking events will be planned and held to engage clients with others in their area.
- Particular attention will be paid to the international network partners, making sure all members are still current, trusted, reputable, and the best in the business.

Timeline for Implementation:
See Appendix A for a full Gantt Chart detailing the process for business establishment.

Cash Flow:
During steps 1-3, personal income will be supplied by employment with a university or consulting firm. Once step three is completed and the business network is established, cash flow will begin to come in through the personal consulting venture (around year two). Once a stable platform of business and relationships are established (around year three), employment ties can be shed to the point of adjunct faculty or consulting advisor (depending on the place of employment).

Projected Cash Flow for GTC over the first Five Years of Operation

Note. In this diagram, other income represents income from book royalties, speaking engagements, networking and consortium events, and other non client contract work completed as a consultant.
Pricing Philosophy:
None of the direct competitors that I found list pricing strategies on their websites. I do feel this service would be highly sought by organizations that value their employees and know the value of employee satisfaction and retention. As such, I would use the following pricing philosophy when discussing this service with potential clients:

<table>
<thead>
<tr>
<th>Cost of hiring a new employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Time in the organization until the employee is ready for an international assignment</td>
</tr>
<tr>
<td>* Employee salary</td>
</tr>
<tr>
<td>Money saved by properly preparing employees for an international assignment</td>
</tr>
<tr>
<td>+ Increase in corporate reputation / Good will</td>
</tr>
<tr>
<td>+ Increase in employee performance (satisfied employee benefit)</td>
</tr>
<tr>
<td>Value of my service</td>
</tr>
</tbody>
</table>

Unique Qualifications:
By completing the steps in this marking plan, I will be uniquely qualified to be successful for six important reasons.

1. **One-source provider of a global network of experts:** I will have a global network of experts that I can manage for my clients, bringing them the best knowledge in the world through one source.

2. **Reliable globalization network:** I will have a trusted and vetted group of associated who will act in the best interest of my clients, eliminating the missteps often taken as clients learn the globalization process.

3. **Successful globalization for all organization:** I will provide the expertise and knowledge of the world for all organizations looking to move to a more global workforce. No longer will clients need to manage their own in-company globalization staffs; I will be able to provide that service for them.

4. **Employee relations:** Through my years of experience in workforce education and globalization, I will provide my clients with the necessary knowledge and skill they need to successfully manage a global workforce.

5. **Reliability and caring:** I am committed to diversity, globalization, and bringing the best of the world to everyone. I have the skills necessary to foster that same determination in client organizations. Through my personal commitment to success, my clients will succeed.

6. **Success from working with the best:** Clients will know me, know my work, and be familiar with my successes. People will want to work with me, and those that do will gain global respect simply by being associated with my consulting firm.
Appendix A

The Boston Consulting Group, BCG (http://www.bcg.com/)
- BCG is a global management consulting firm with offices and consultants all over the world helping organizations in global strategy planning, among other things.

Global Human Resource Options, LLC (http://www.globalhroptions.com/)
- Global Human Resource Options is a HR consulting group who focuses, among other things, helping to prepare individuals for international assignments. They are a small consulting group located in Denver, Colorado in much the same market as I am planning to target.

Global Business Consulting (http://www.gbcnet/global_market_penetration_services.shtml)
- This group is a consortium of consultants located in numerous cities in the United States and worldwide providing global market penetration services, in addition to numerous other business consulting services. They have numerous HR services, but do not list specifically global relocation planning and training.

Bain & Company (http://www.bain.com/bainweb/home.asp)
- Bain & Company is a global business consulting firm with offices in numerous cities in the United States and worldwide specializing in strategy and acquisition planning for global business. They do not appear to specialize in HR issues related to globalization.

Global Business Consulting (http://www.yourculturecoach.org/)
- This is a different group from the consortium group listed earlier. In this case, Global Business Consulting is a management consultant named Nan Leaptrott specializing in the human side of globalization. She specializes in diversity training related to global corporate culture, helping workers to understand and function in global organizations by looking at differences in religion, education, economics, politics, family, class structure, language, history and geography. She has one associate, a German born national, based in London, England.

Global Business Consulting Services of Edison, New Jersey (http://www.gbcusa.com/)
- This organization offers business and IT consulting services, including application development, IT infrastructure, and outsourcing in the areas of global healthcare and global finance.

- This Global Business Consulting Group is based in Australia. They are a specialist consulting firm established to work with entrepreneurial businesses who wish to grow their profits while at the same time exercising effective financial control and asset protection. They offer business services in the following areas: marketing; business coaching; joint venture advising; tax and accounting assistance; and corporate training programs.

L.E.K Consulting (http://www.lek.com/)
- L.E.K. is a global consulting firm specializing in the areas of global strategy development; mergers and acquisitions; shareholder value management; operations and organization; and marketing and sales. They have a stable of consultants specializing in different industry and in different areas and pair organizations with a consultant that is trained to fit their needs.

Global Business Associates (http://www.gbausa.com/)
- Global Business Associates is a business consulting firm designed to help corporate clients capture new business opportunities. They specialize in the areas of strategy; advertising and marketing; operations management; financial management; HR and staffing; investor relations; and technology. They break each area into subgroups. For example, in their HR portfolio they include hiring and retention; outsourcing; workforce management; workplace health and safety; and employee training.
Global Business Union (http://www.globalbusinessunion.com/)
- Global Business Union is a global business coaching firm, offering customized business solutions to their client organization. They specialize in “internationalizing companies” using a five step approach: business analysis, business valuation, implementation of the internationalization, creation of foreign partnerships, and assistance in continual innovation in new technology.

Lombard Global (http://www.lombardglobal.com/)
- Lombard Global is a general management and investment banking consultancy specializing in the areas of globalization and investment banking, helping client organizations execute on merger, acquisition and capital needs for growth.

Global Business Management Services (http://www.glblbusinessmanagement.com/)
- Global Business Management Services is a management consulting group in Georgia specializing in the areas of business management; HR management, operation management, strategic management, small business management, marketing management, financial management, motivational speakers, and real estate management. While they have global in their name, none of their credentials represent a truly global knowledgebase.

Scarcliffe Associates (http://scarcliffe.com)
- Scarcliffe Associates lists themselves as a global HR firm specializing in helping organizations redefine their HR policy for the international market, but seem to focus on NGOs and other non profit or government agencies.

There is also state support for organizations looking to move into global business through government run programs like SEDA-COG in Pennsylvania (http://www.seda-cog.org/Pages/Home.aspx) and the Small Business Development Center here at Penn State (http://sbdc.psu.edu/about-us.htm).