

AN EXECUTIVE COURSE



CALIFORNIA INSTITUTE OF TECHNOLOGY INDUSTRIAL RELATIONS CENTER

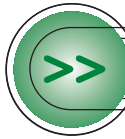
Successful Global Business Operations

Connecting Global Strategy to Local Execution

Alan G. Dunn — *Offered as a Customized Course at Your Location*

www.irc.caltech.edu

Successful Global Business Operations



Business Issues Addressed

PAST PARTICIPANT COMMENTS...

"Alan has great expertise. The course content and presentation are outstanding. I gained insights from the sharing of ideas, experiences, and lessons learned from global strategy implementations."

Michael Dougherty
Plant Operations Manager
Cisco Systems

"I used this course to compare our plans with Alan's suggestions. I thought the course content and presentation were excellent."

John Bodine
President
Bodine Electric

"Understanding how to interface with international supplier measurements and the discussion about new options with quality management are relevant and very appropriate."

John Segal
Manager
Northrop Grumman Company

***Successful Global Business Operations* addresses the operational and execution issues enterprises face when looking internationally for new opportunities:**

- Anticipating the impact of operating globally in economic and operational terms
- Managing the key issues and risks of sourcing and manufacturing internationally
- Taking advantage of the rapid growth for products and services globally

Attend *Successful Global Business Operations* to develop an action plan for growing, competing, and operating globally.

You'll get the specific tools your company needs. This course is applicable to companies expanding globally for competitive advantage.

Why this is the *one* global business course to attend:

This course uses **an integrated global business systems approach**. It connects your global strategy to local execution.

Key Questions Addressed

- How does my company implement its global business strategy?
- How can we improve our global supply chain management?
- How do we manage a global labor force?
- How do we compete in foreign markets?
- How do we find, hire, and acquire technical and professional talent internationally?
- How do we access foreign capital and what are the financial implications?
- How do we manage and protect our intellectual property investment?
- How do we manage our working capital in a business operating and selling globally?

Course Outline

Building and Executing Your Global Business Strategy

- Adapting to a global business environment: the rapid pace of globalization, a new executive 'mindset,' emerging capital markets, and the 'globalization of knowledge'
- Examining the economic and operational characteristics of a global enterprise
- Reviewing the pros and cons of various legal structures for global operations
- The necessity of developing your company's Fundamental Economic Model (FEM) *before* globalization

Sourcing Globally

- Understanding global supply economic considerations
- Identifying key issues and risks of sourcing internationally
- Managing foreign supply quality
- Finding foreign technical superiority in the supplier base
- Managing intellectual property with global suppliers
- Managing global supplier relationships
- Integrating global suppliers with your domestic operations

Manufacturing Globally

- Understanding the economics of global manufacturing
- Managing production quality in global factories
- Finding the best technology to use in foreign operations
- Managing the operational issues and risks inherent in a global factory
- Integrating global factories with your domestic business

Selling and Distributing Globally

- Identifying *real* market expectations in the global marketplace
- Understanding the economic considerations of global distribution and logistics
- Targeting global demand opportunities
- Managing currencies in demand and supply directions
- Developing customers in different countries
- Managing international sales, distribution, and logistics risks
- Integrating global selling, distribution, and logistics with your domestic enterprise

Serving and Servicing Globally

- Understanding the economic considerations of global customer support
- Supporting global customers
- Defining value in the eyes of the global customer
- Designing support services for local markets
- Integrating global service with your domestic business

Creating Your Global Research and Development Strategy

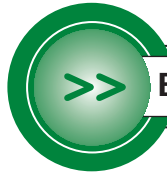
- Integrating foreign R&D with your domestic business
- Executing basic design for global products, including intellectual property considerations
- Looking for global R&D talent and finding superior local technical capabilities

Profitably Growing Your Global Business

- Understanding the economics of value-creation in global business
- Building a global expansion strategy ... structural method vs value creation method
- Determining profitability of the global enterprise and true global value enhancements
- Overcoming profitability limitations in a global business
- Choosing the right strategies for growing globally: evolving organically vs expanding through acquisition
- Targeting acquisitions to provide global, strategic, and economic value

Understanding Financial Imperatives for Operating Globally

- Using more robust, global centric accounting processes and developing global centric performance metrics
- Constructing a Fundamental Economic Model (FEM) that describes how profits are made and lost in the global marketplace
- Defining operating drivers of global purchase spend and global sales revenues
- Incorporating the key economic drivers of global sales growth
- Implementing five drivers of global operations cost reductions into your business
- Understanding the key economic drivers of captive global factories and suppliers
- Converting global cost analysis from incremental thinking to a total cost approach
- Addressing the eight key factors when constructing a total cost analysis of a global supplier



Bring This Course To Your Company

Minimizing Your Global Business Risks

Workshop: *Learn how to minimize the fundamental economic, financial, execution, political, intellectual property, and integration risks your company or business unit faces on a global basis.*

Developing Management Reporting and Information Systems Requirements for the Global Enterprise

- Establishing information system requirements and superior architectures for operating across the globe
- Determining the necessary changes to cost accounting systems
- Using advanced metrics for global supply chain and production functions
- Measuring sourced quality proactively
- Developing new financial and managerial P&Ls for the global business

Organizational, Behavioral, and Performance Measurement Changes for the Global Company

- Changing leadership requirements to move from a domestic thinking organization to a global acting business
- Reorganizing functions to support global business objectives ... the 'country management' structure
- Creating the framework to transform sales, distribution, and logistics functions to succeed in the global marketplace
- Developing the framework and metrics to transform the manufacturing, supply chain, and purchasing functions to succeed in the global marketplace
- Managing the risks experienced in transforming domestic centric organizations to the realities of the global marketplace

Creating Your Globalization Action Plan

Workshop: *Based on effective principles for globalization, create your technical, organizational, and behavioral action plan framework to globalize your sourcing, manufacturing, sales, distribution, customer service functions, and research and development.*

All courses offered by the Caltech Industrial Relations Center can be customized to meet the specific needs of your organization and offered at significant cost savings at your facility.

Customized courses address important company issues in a confidential environment, build a team with a common language, and save travel time and costs for participants.

Among the wide selection of courses which can be customized to your company's requirements, are the following:

- **Successful Global Business Operations**
- **Competing and Partnering With Japanese Business**
- **Doing Business With India: Key Success Factors**
- **Partnering With Chinese Business**
- **Manufacturing Cost Strategies**
- **Driving Business Performance: Implementing New Metrics and Incentives**

For complete details regarding customized courses, please call 626.395.2348 or email cstprg@caltech.edu.



Special Feature

Participants are invited to attend a dinner the first evening of the course, providing an opportunity to share information and ideas with the instructor and other participants.

Internet Access

See this course and others at our website:
www.irc.caltech.edu

Course Leader

Alan G. Dunn is president of GDI and chairman of GDI's business investment firm. He specializes in global manufacturing management, cost management, and business finance. Previously, Mr. Dunn was a partner at Coopers & Lybrand and a vice president at Gemini Consulting.

Mr. Dunn has worked with: AlliedSignal, American Cyanamid, Amgen, AT&T, Ballard Power Systems, Baxter, Boeing, General Instrument, General Motors, Intel, Johnson & Johnson, Lockheed Martin, Loral, Monier Lifetiles, Phelps Dodge, Sony Corporation, Sybron Dental Specialties, Technicolor, Toshiba Corporation, United Technologies, U.S. Borax, the U.S. Department of Energy, and Warner Bros.

Mr. Dunn is an international educator, speaker, and author on performance measurement, manufacturing systems, cost management, value engineering, business process reengineering, information systems management, business transformation, corporate governance, and business finance. He has addressed the American Production and Inventory Control Society (APICS), the Council of Logistics Management (CLM), the Product Development Management Association (PDMA), the Society of Manufacturing Engineers (SME), the National Association of Accountants (NAA), and the Young Presidents' Organization (YPO).

His articles have been published in the *Los Angeles Times*, *Journal of Manufacturing Systems*, *Material Handling Engineering*, *Automation*, *Production and Inventory Review*, *Managing Automation*, *Warehouse Cost Digest*, *Transformation Magazine*, and *Industrial Engineering Management*.

Mr. Dunn has served on the boards of directors of both public and privately held international companies in the aerospace, asphalt production, automotive, and nutraceutical sectors. He is currently an active member in the National Association of Corporate Directors (NACD).

Mr. Dunn has a degree in business management.



***Successful Global Business Operations* is eligible for credit in the Engineering Management Certificate Program. See our website for details, www.irc.caltech.edu, or call us at 626.395.4043.**