Globalisation Strategy for Executives: Cross-Border Risk, Markets and Competitiveness Course

3 – 7 May 2027
Tokyo

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Programme Summary

Globalisation strategy for executives is the subject of this one-week training course for directors, heads of function and senior planners, ending in a cross-border strategy brief for one business unit. Organisations that sell, source and invest across borders face shifting trade conditions, supplier concentration and uneven market access, yet decisions are often made market by market. The programme moves from the forces shaping global exposure to diagnosis, option design and application, using cases from manufacturing, finance and energy. Mars Training Centre UK delivers this programme on globalisation strategy for executives to mixed-organisation cohorts.

The Business Case

Cross-border activity creates value and exposure together. Where supply, sales and investment choices sit in separate functions, concentration risk and trade barriers are seen late. Leaders who assess exposure and weigh entry options can defend their choices to boards with evidence.

- Supplier and Market Concentration: Falls as sourcing and sales are diversified against ranked exposure.
- Cross-Border Decision Cycle Time: Improves as country risk screening gives a shared basis for entry and exit choices.
- Competitiveness Position: Strengthens as global scale is balanced with local adaptation in each market.

Principles and Evidence Base

- Global value chains: Mapping where activities are located and who captures value guides the exposure diagnosis in Session 2.
- Resilience through diversification: Spreading sourcing, markets and partners against shared shocks structures the option design in Session 3.
- Market entry modes: Comparing exporting, partnership, licensing and direct investment frames the choices in Session 3.
- Country risk screening: Scoring political, economic and regulatory conditions by exposure informs the priorities in Session 4.

Intended Participants

- Directors who set the direction of organisations with cross-border supply, sales or investment.
- Heads of strategy and planning who prepare market and sourcing options for the board.
- Heads of procurement and operations who manage international suppliers and logistics routes.
- Senior commercial leaders who carry responsibility for markets outside their home base.
- Senior officials who shape trade or investment policy and need a business view of its effects.

Typical functions include manufacturing, banking, energy and public sector economic development.

Learning Outcomes

1. Participants will be able to evaluate the forces of globalisation that act on a specific business.
2. Participants will be able to construct a map of global value chains that shows where exposure sits.
3. Participants will be able to diagnose supplier, market and trade policy concentration.
4. Participants will be able to prioritise cross-border risks by likelihood, impact and control.
5. Participants will be able to design market entry and diversification options for a defined business unit.
6. Participants will be able to justify a balance between global standardisation and local adaptation.

Programme Structure

Day 1: Globalisation Strategy and the Forces of Exposure

What forces of globalisation act on this business, and where do they reach it?

- Drivers of Trade and Investment Integration
- Global Value Chain Mapping
- Trade Policy and Barrier Inventory
- Competitiveness Factors by Market
- Exposure Baseline Sheet

Day 2: Diagnosing Cross-Border Concentration

Where is the business dependent on one supplier, route, customer group or market?

- Supplier Concentration Analysis
- Market Dependence Matrix
- Logistics Route and Chokepoint Review
- Geopolitical Signal Log
- Exposure Heat Map

Day 3: Designing Diversification and Entry Options

Which sourcing, market and partner options reduce exposure at an acceptable cost?

- Diversification Option Set
- Market Entry Mode Comparison
- Local Versus Global Adaptation Grid
- Partner Screening Criteria
- Option Cost and Benefit Table

Day 4: Country Risk and Strategic Prioritisation

How are markets and options ranked so that the board can choose between them?

- Country Risk Screening Scorecard
- Scenario Set for Trade Shocks
- Risk Likelihood and Impact Ranking
- Trigger and Early Warning Indicators
- Priority Decision Matrix

Day 5: Applying the Tools to One Business Unit

Do the exposure, option and risk tools support one cross-border strategy brief?

- Applying the Session 2 Exposure Heat Map
- Using the Session 3 Market Entry Mode Comparison
- Testing the Session 4 Country Risk Screening Scorecard
- Rehearsing a Board Challenge Round
- Completing the Cross-Border Strategy Brief

Methodology

The programme uses case analysis built on anonymised supply, sales and investment situations from manufacturing, financial services and energy. Participants work in peer groups on one shared business unit, argue the case for and against each option, and receive written facilitator feedback.

- Suggested activity: Mapping a value chain and marking the single points of failure.
- Suggested activity: Comparing two market entry modes for the same product against one risk scorecard.
- Suggested activity: Presenting a diversification choice to a role-played board that challenges the assumptions.

Capstone Output

Each participant completes a cross-border strategy brief for one business unit. It holds a value chain map, an exposure heat map, a set of diversification and entry options, a country risk ranking and a recommended course of action. The brief is used at work to open a board discussion, brief partners and review the unit's position.

Frequently Asked Questions

Is globalisation strategy for executives suitable for leaders without an international background?

Yes. Globalisation strategy for executives assumes senior responsibility for planning, sourcing or markets and builds cross-border analysis step by step, with no prior trade expertise required.

Which models does globalisation strategy for executives rest on in this programme?

Globalisation strategy for executives rests on global value chains, resilience through diversification, market entry modes and country risk screening.

How is the brief from globalisation strategy for executives used at work?

You use the cross-border strategy brief to open a board discussion, brief partners and review your unit's position.

How does globalisation strategy for executives differ from international trade operations training?

Globalisation strategy for executives centres on exposure, options and risk at board level, while trade operations training centres on documents, customs procedures and shipment handling.