

Global Expansion Toolkit

Many credentialing organizations are already operating their programs outside of their home country while others may be in the initial stages of deciding whether or not they should expand their credential into global markets. Below is a "Going Global" list of questions prepared by the ICE International Committee to help you generate discussion with your stakeholders and ask the right questions if you are considering global expansion. While it is certainly not exhaustive, the list provides a high-level overview of the issues you should be considering.

- 1) How do you define "going global" for your organization as there are varied meanings and effects of globalization?
- 2) What are the reasons your organization wishes to expand globally?
 - a. Brand recognition/expansion
 - b. Mobility of professionals
 - i. 1. Emigration or immigration
 - c. US or local credential
 - i. Content development
 - ii. Competency definition
- 3) Will you want to offer your North American credential in another country or offer a different exam that is customized to a domestic credential?
- 4) Is there a strong market demand for your certification program in the desired international country?
- 5) What is your ability to invest in international program needs to meet product revenue objectives?
- 6) Is localization key to your global program success?
- 7) Is your organization willing to forgo consistency, standardization, policies, rules and control in return for access and possible lower examination costs and revenue?
- 8) Does your organization have an unwavering commitment to maintaining IP protection consistent with US offering?
- 9) In regards to localization issues such as examination content adaptation, has your organization considered literal translations verses developing a country-specific certification examination/credential and taken into account cultural issues as well as ancillary communications; clarity verses uniform specifications, criteria, methods, processes or practices?
- 10) What considerations have been made regarding: a) examination registration, scheduling, b) payment/currency, administration and test center networks, c) test security, IP and copyright protection, d) data flow, and e) stakeholder needs?

- 11) What distance challenges might you encounter (e.g. international travel/expense, culture differences, local vs. US, officials, education, local regulatory group).
- 12) Has your organization considered a Cultural Expert to advise on complex business and legal regulations in the chosen international country? This individual can serve as an invaluable partner and be critical in guiding you through both the expansion planning the execution of your plan.
- 13) Has your organization explored cross-border alliances and partnerships? In charting your global strategy, consider joining forces with another company of similar size and market presence that's located in a foreign country where you're already doing business, or would like to? You must have a willingness-to take on a 50/50 partnership and determine what it can and cannot do for your organization.
- 14) Has your organization gauged its readiness or made personal contact with the new market, armed with culture-specific information and courtesies, professionalism and consistency? The goal should be to enter a different culture, adapt to it and make it your own.
- 15) Can you use existing forms or do you need to customize exam content?
- 16) Can you deliver the exams in English?
- 17) Can you employ your existing application processes and procedures (prerequisites)?
- 18) Does the local culture accept multiple-choice questions?
- 19) Does the local community wish to share revenue and expenses?
- 20) Who controls the organizational intellectual property in a foreign country?
- 21) Can the host organization develop and administer the entire program in a foreign country or can partnerships be forged?
- 22) Does the culture of the host organization allow for global growth?
- 23) Do you do "business" in American dollars or local currency?
- 24) Can exams be delivered in a secured environment?