
PROGRAM



INTERNATIONAL GROWTH FOR DANISH SMES

– GO GLOBAL, SMART AND SAFE

INTERNATIONAL GROWTH FOR DANISH SMES

PURPOSE

Amid shifting geopolitical landscapes, fragile supply chains, and increasingly unpredictable global markets, Danish SMEs face both extraordinary risks and unparalleled opportunities.

International Growth for Danish SMEs: Go Global, Smart and Safe is a one-day, hands-on executive mentorship course that helps leaders move from a reactive stance to a proactive, strategy-driven approach to international expansion.

Built on cutting-edge insights from international business research and grounded in real Danish SME cases, the course equips you to evaluate markets and entry modes, manage cross-border operations, and address internationalization risks systematically.

You will leave with a concrete 90-day international growth plan that aligns ambition with capability and risk awareness.

In one intensive day, you'll gain strategic clarity, personalized feedback, and the tools to strengthen your company's global growth with speed, focus, and resilience.

Delivered in English - the global language of international business - the program provides an authentic environment for Danish executives to think, plan, and communicate as they would with foreign partners, customers, and investors.

As part of the course each participant receives two complimentary one-to-one sessions with the instructors: One before the workshop to shape learning around your company's specific challenges, and one afterwards to support implementation of your specific 90-day international growth plan.

Participating in this course signals ambition and readiness: you're not just planning to export, you're preparing to scale internationally with structure, agility, and confidence. Join a select group of forward-thinking Danish executives to exchange ideas, refine your company's global strategy, and strengthen your competitiveness in an increasingly interconnected world.

Not theory. Not consulting. This course is a research-based growth accelerator that turns insight into action through practical tools, Danish SME cases, and tailored guidance - helping leaders take decisive, low-risk steps toward growth in international markets.

This course is taught in English – the global language of international business.

WHO SHOULD ATTEND?

This program is designed for owners, founders, and senior executives of small and medium-sized Danish enterprises who are considering, preparing for, or currently managing international expansion.

It is particularly relevant for leaders who:

- want to enter new foreign markets but need clarity on where and how to start.
- are already exporting and wish to strengthen their international strategy, improve partner management, or scale up current activities.
- seek to reduce the risks associated with operating abroad through better strategic and financial planning.
- aim to leverage digital tools and sustainability credentials to open new global opportunities.
- prefer a practical, time-efficient learning experience that produces concrete outcomes directly applicable to their business.

Typical participants include:

- CEOs, Managing Directors, or Founders of SMEs
- Commercial or Business Development Directors
- Export Managers or International Sales Managers
- Second-generation family business leaders managing global growth
- Danish firms in manufacturing, technology, design, or professional services

KEY LEARNING OUTCOMES

By the end of the one-day program, participants will be able to:

- Diagnose their company's readiness and growth potential for international markets by linking resources, capabilities, and strategic motivations to realistic expansion goals.
- Select and justify high-potential markets and suitable entry modes using evidence-based screening tools and partner evaluation frameworks.
- Design or adapt an international business model that aligns products, pricing, and operations with target-market requirements and company strengths.
- Manage risks by estimating key cost drivers and identifying risk sources.
- Leverage digital platforms and Danish sustainability advantages as strategic tools to enhance market access, partner collaboration, and brand differentiation abroad.
- Translate insights into a 90-day international growth plan with concrete objectives, milestones, and accountability that will be reviewed through individualized post-course mentoring

In short: you'll be ready to accelerator your international growth.

PROFESSORS



PROFESSOR OF STRATEGY AND INTERNATIONAL BUSINESS AT AARHUS UNIVERSITY: INGO KLEINDIENST

Professor Ingo Kleindienst is a seasoned Full Professor of Strategy and International Business at Aarhus University, with deep expertise in areas critical to organizations navigating international growth. His work combines academic rigor with practical relevance, making him particularly well-suited to lead high-impact executive trainings.

His research centers on corporate growth strategies—such as internationalization and de-internationalization, the role of distance in global expansion, cross-border mergers and acquisitions, and the strategic influence of top executives, especially CEOs. His work is published in leading international journals, including *Academy of Management Discoveries*, *Journal of International Management*, *Journal of Management*, *Journal of World Business*, *Journal of Business Ethics*, and *Multinational Business Review*. He also serves on the editorial review boards of respected journals such as *Long Range Planning*, *Journal of Business Research*, and *Business Strategy and the Environment*.

For over a decade, Professor Kleindienst has taught MBA-level courses in strategy and change management, as well as international business courses at the MSc level. He also serves as Academic Director of the Aarhus BSS MSc International Business program. He brings extensive experience in clarifying strategic concepts and aligning them with real-world business priorities. His teaching bridges the gap between scientific research and practical application, making complex theories both accessible and directly useful for professionals.

Prior to his academic career, Professor Kleindienst worked as a Senior Consultant, leading strategy-focused projects such as corporate planning or customer profitability analysis. This hands-on experience enables him to connect academic insight with real-world decision-making—an essential capability when working with professionals.

He earned both his doctorate and Habilitation from WHU – Otto Beisheim School of Management in Germany and previously served as Assistant Professor of Strategy Processes at WHU.



ASSOCIATE PROFESSOR OF INTERNATIONAL BUSINESS AT AARHUS UNIVERSITY: YULIA MURATOVA

Associate Professor Yulia Muratova has extensive experience in research and teaching on international business strategy. Her primary research domain is firm strategies in emerging markets, business-government relationships, interactions of multinational enterprises with stakeholders in foreign markets, cross-border M&As and divestments. Her current research projects focus on the implications of cyberattacks for global business and the influence of politics on strategies of multinational enterprises. Her research has been published in leading academic journals such as the *Journal of International Business Studies*, *Multinational Business Review*, *Asia Pacific Journal of Management*, and *Management and Organization Review*. Yulia is a recipient of a prestigious best paper in International Business and Policy award at the 2022 Academy of Management, USA.

Yulia has taught international business-related courses at Aarhus University for over 10 years with *Global Business Strategy* being one of the most popular courses among students. Yulia also is an affiliate scholar at the Sino-Danish Center for Education and Research, which is an educational joint venture between Danish universities and the Chinese Academy of Sciences. She teaches organization and management topics on Beijing campus every year.

Prior to joining academia, Yulia occupied various analytical roles in public and private organizations spanning market research, real estate, R&D and consultancy sectors. She holds a PhD in Management from Aarhus University and an MSc in International Relations from Loughborough University, UK.

COURSE CONTENT OVERVIEW

One Full Day + Pre/Post Coaching

- Pre-course 1:1 Diagnostic (30 min, online) – Analyze your firm’s current internationalization efforts and define your primary challenges.
- 1-Day On-Site Workshop at Aarhus University
- Post-course 1:1 Coaching (60 min) – Review implementation and refine your roadmap

09.00-09.30

WELCOME & DANISH SME GLOBAL CONTEXT

Recognize current trends, export data, and success patterns from Danish SMEs.

Output/Tool: “Global Readiness Radar” self-assessment

09.30-10.45

WHERE TO PLAY: MARKET & PARTNER PRIORITIZATION

Learn simple, evidence-based methods to identify promising markets and evaluate potential distributors or partners.

Output/Tool: Market screening matrix

10.45-11.00

COFFEE BREAK

11.00-12.15

HOW TO WIN: DESIGNING AN INTERNATIONAL BUSINESS MODEL

Adjust product/service offerings, pricing, and branding to ensure competitiveness abroad.

Output/Tool: “Value proposition redesign” template

12.15-13.00

LUNCH

13.00-14.15

RISK MANAGEMENT AND FINANCING

Understand cost structures, risk sources and mitigation measures.

Output/Tool: Export budget & risk checklist

14.15-15.15

DIGITAL AND SUSTAINABLE INTERNATIONALIZATION

Explore how going digital and leveraging Danish sustainability values open new markets.

Output/Tool: "Green & Digital Advantage" mapping sheet

15.15-15.30

COFFEE BREAK

15.30-16.30

YOUR 90-DAY INTERNATIONAL GROWTH PLAN

Integrate insights into a concise action plan. Receive peer and expert feedback.

Output/Tool: Completed action plan, ready for post-course mentoring