

Planning to win work in **overseas** **markets**

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NEW DOORS



Hello!

I am Alicia Brown

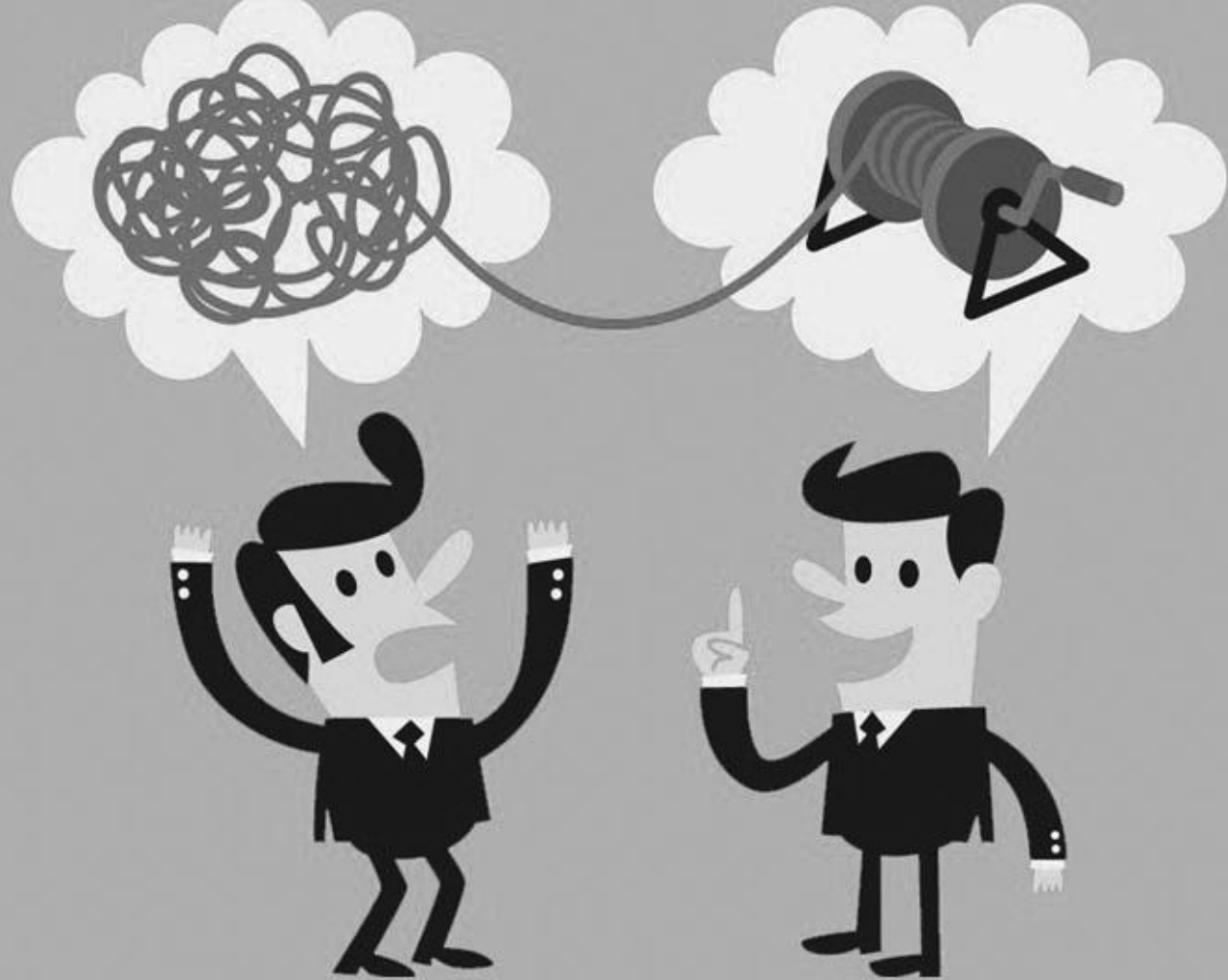
I am the director and founder of New Doors, a marketing agency for businesses involved in the built environment.

I am a strategic marketing consultant with more than 15 years experience supporting the business development activities of architects.

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Today we will cover



Which overseas markets and why?



Understanding overseas markets



Building a network in overseas markets



Building a profile in overseas markets



Bidding for work



Assistance and incentives

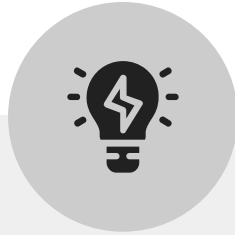


**Which
overseas
markets and
why?**

Which overseas markets and why?



**Alignment with
practice vision**



**Key areas of
expertise**



**Demand for
your services**



**Ease of
operation**

Which overseas markets and why?



Alignment with practice vision

What do you want your practice to look like in

- 1 year
- 3 years
- 10 years

Why, How, What?

- Why does your practice exist? What are the key ideas and principles that underpin your work?
- How do you practice?
- What sorts of clients/projects enable you to do your best work?

Values

- What do you believe
- How do you behave
- What behaviour do you expect/tolerate from others?

Which overseas markets and why?



Key areas of expertise

- What are your practice's key areas of expertise? Eg:
 - Social infrastructure
 - Tourism
 - City making
 - Transport infrastructure
 - Commercial infrastructure
- Prioritising one area of expertise, at least to begin with, is highly recommended
- Is this well demonstrated by your Australian portfolio?
- Are the relevant projects captured?
- Are relevant processes and knowledge captured?
- Into what sector/s can your expertise be leveraged?

Which overseas markets and why?



Demand for your services

- What are your perceptions of good business opportunities based on?
 - Anecdotes?
 - Media reports?
 - The work of other practices?
 - Data?
 - Encouragement from clients?
- Where on the demand curve does the location sit?
 - On the cusp of growth
 - Growth
 - Maturity

Which overseas markets and why?



Ease of operation

- How will services be delivered?
 - Cross border - Provide services from abroad via regular travel and/or telecommunications infrastructure
 - Commercial presence - The service is provided within the country by a locally-established affiliate, subsidiary, or representative office of a foreign-owned company.
- How does delivery in the relevant locations align with your resourcing and capacity?
- How does delivery in the relevant locations align with the relevant time zones?
- Is travel to and from onerous?
- Can you speak the language?



Understanding overseas markets

Understanding overseas markets



Political/Legal



Economic



Social/Cultural



Technological



Natural Environment



Competition



Target Audience/s

Understanding overseas markets

Political/Legal



Government	<ul style="list-style-type: none">• System• Stability	<ul style="list-style-type: none">• Austrade• State-based export assistance agencies• Get reading reporting from global news outlets like Bloomberg; the BBC and The Guardian
Legal System	<ul style="list-style-type: none">• Characteristics of the legal system• Eg. civil/codified law or common law• The availability of dispute resolution mechanisms (mediation, arbitration etc.)• Whether the country has signed an arbitration agreement, such as the New York Convention• Intellectual property laws and precedents	<ul style="list-style-type: none">• Desktop research• Specialist advice
Right to trade	<ul style="list-style-type: none">• Is there a relevant free trade agreement?• If not, on what basis can you trade legally?	<ul style="list-style-type: none">• Department of Foreign Affairs and Trade• Austrade• Global Victoria

Understanding overseas markets

Political/Legal



Relevant legislation and policies

- Construction regulation
- Urban policies
- Environmental policies

- Desktop research
- Really important to talk to people 'on the ground'

Jurisdictional compliance

- Licensing
- Taxation
- Corporate/legal structure of your practice
- Immigration
- Employment law
- It is also important to understand any restrictions on whether (and how) one party may be indemnified by another and if there is any requirement for architects to maintain specific types of insurance.

- Seek specialist advice

Understanding overseas markets

Economic



Economic situation

- GDP
 - The stock market
 - Unemployment rate
 - Consumer price index (CPI)
 - Producer price index (PPI)
 - Housing starts
 - Interest rates
 - Currency strength
 - Income and wages
 - Consumer spending
- [The World Bank Open Data](#)
 - Finance publications eg. [Financial Times](#)

Size and growth of relevant market sector/s

- Demand for relevant infrastructure
 - Typical forms of procurement
 - Typical scope of work for architectural services
 - How are projects funded in the relevant sector/s
 - Government funding
 - Private equity (local/offshore)
 - Institutional funding
 - Foreign investment
- Look at purchasing a construction market report (budget around AUD\$3,000) eg. <https://www.researchandmarkets.com/>
 - Desktop research
 - Really important to talk to people 'on the ground'

Understanding overseas markets

Economic



Pricing	<ul style="list-style-type: none">• Typical fee structure• Typical fee percentages• Is the target market typically willing to accept fees in a foreign currency or not?• How volatile is the local currency?	<ul style="list-style-type: none">• Really important to talk to people 'on the ground'• Seek specialist advice
Propensity for corruption	<ul style="list-style-type: none">• Eg. Is bribery commonplace?	<ul style="list-style-type: none">• <u>Transparency International Corruption Perception Index</u>
Business environment	<ul style="list-style-type: none">• Who's who?• What deals and projects are getting attention?	

Understanding overseas markets

Social/Cultural



Social customs	<ul style="list-style-type: none">• Religious customs• Holidays• Attitudes to time and punctuality	<ul style="list-style-type: none">• <u>SBS Cultural Atlas</u>• Experiencing the country for yourself• Utilising a local guide/partner to help navigate the culture
Business culture	<ul style="list-style-type: none">• Commonly spoken language/s• Etiquette and body language• Culturally appropriate verbal and written communications• Cultural aspects of contracts• Attitude to awarding contracts to foreigners	
Societal trends	<ul style="list-style-type: none">• Demographics• Major trends, for example:<ul style="list-style-type: none">◦ Population ageing◦ Urbanisation	<ul style="list-style-type: none">• Desktop research• Join local and international industry associations
Architecture	<ul style="list-style-type: none">• History: style, trends and influences• Cultural impact on<ul style="list-style-type: none">◦ Spatial requirements and relationships◦ Fixtures and fittings	That's your area of expertise ;-)

Understanding overseas markets

Technological



Communications infrastructure	<ul style="list-style-type: none">• Reliable internet connectivity• Internet speed	<ul style="list-style-type: none">• <u>Global Innovation Index</u>
Business technology	<ul style="list-style-type: none">• Software sophistication and compatibility	<ul style="list-style-type: none">• Talk to software suppliers• Really important to talk to people 'on the ground'
Construction technology	<ul style="list-style-type: none">• Common construction systems• Availability of skilled labour• Common construction materials	<ul style="list-style-type: none">• Desktop research• Really important to talk to people 'on the ground'

Understanding overseas markets

Natural Environment



Climate	<ul style="list-style-type: none">• This will tie in with architectural research	<ul style="list-style-type: none">• Nothing better than experiencing for yourself
Geography	<ul style="list-style-type: none">• Urban/Suburban/Peri-urban/rural mix• Level of urban infrastructure - take particular note of deficits• Ease of movement• Special districts• Distance between key districts/towns/cities• Presence of slums• Key forms of transport• Road network	<ul style="list-style-type: none">• Nothing better than exploring and experiencing for yourself• Really important here to be across any high level strategic/policy material on long term planning
Topography/ Geology	<ul style="list-style-type: none">• Understand any particular structural challenges and protocols	<ul style="list-style-type: none">• Desktop research• Nothing better than exploring and experiencing for yourself
Natural disaster risk/mitigation	<ul style="list-style-type: none">• Tsunami• Earthquake• Fire• Security	<ul style="list-style-type: none">• The help of a local representative or affiliate practice is invaluable here

Understanding overseas markets

Competition



	Knowledge/ Expertise	Portfolio	Local presence	Established relationships/ Network	Key Personnel (local and international)
Local					
International					

Understanding overseas markets

Target Audience



	Demographics / psychographics	Needs - pain points and market opportunities	Network - who have they worked with before?	Competitive environment	Define the value they are aiming to provide
Decision-makers					
Influencers					
Users					



**Building a
network in
overseas
markets**

ISHII

Science-based target

Building a network in overseas markets

How:

- Leverage your existing network
 - Your own or your family's cultural connections
 - Leverage your staff's networks or cultural connections
 - Business relationships
 - Sub-consultants with a presence in the relevant location/s
 - Colleagues past and present who have had experience working in the relevant location
- Leverage membership organisations
 - Join or reach out to O/S architecture industry associations
 - Join relevant international industry sector associations
 - The AIA can facilitate introductions to overseas practices at The Biennale
- Attend global and local industry events

Building a network in overseas markets

Who:

- Potential affiliate practices/local representatives or delivery partners
 - Present your credentials
 - Discuss your vision and strategy
 - Test ease of rapport building
 - Formalise partnerships
- Broader business and delivery relationships
 - Local sub consultants
 - Local contractors
 - Local advisors/business service providers
 - Who might you be able to provide opportunities to at home?
- Client representatives
 - Present your credentials
 - Learn about their business



**Building a
profile in
overseas
markets**

Building a profile in overseas markets

Marketing and communications strategy

Strategy	Plan	Regular business development meeting
<ul style="list-style-type: none">● Market positioning and messaging● Draw in information gathering● Marketing objectives and metrics● Channels<ul style="list-style-type: none">○ Website - RIBA Internationalising your website○ Social media○ Local/global business and industry press○ Events and conferences● Content marketing<ul style="list-style-type: none">○ Project-related○ People/talent-related○ Thought leadership: opinion/trends/design smarts/guides	<ul style="list-style-type: none">● Launch● Ongoing communications	<ul style="list-style-type: none">● Allows the content strategy to pivot around current opportunities and market insights



Bidding for work

Bidding for work

- Think of it primarily as an investment in raising your profile, establishing/strengthening a relationship and in building your market experience and knowledge.
- Look carefully at the rules/contract.
- Consider the opportunity in light of your ‘which overseas markets and why’ analysis.
- Research the opportunity thoroughly - use the framework I have provided for understanding overseas markets - but apply it to the project.
- Consider partnering with a local practice of record from the very beginning and even in a competition scenario.
- Include a mobilisation fee in your proposal.



Assistance and incentives

Assistance and incentives

- Join the Export Council of Australia
- Federal programs:
 - Export Market Development Grants (EMDG) - information on upcoming changes to the EMDG scheme
 - Austrade
 - Export Finance Australia
- VIC grants and assistance programs
- NSW grants and assistance programs
- QLD grants and assistance programs
- SA grants and assistance programs
- State-based export assistance agencies
 - Global VIC
 - Global NSW
 - Trade & Investment QLD
 - SA Department of Trade and Investment
 - WA Small Business Development Corporation
 - Business Tasmania
 - CBR Canberra

Thanks!

Do you have any questions?

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