

# INTERNATIONALIZATION: FROM IDEA TO SUCCESS



Everything mid-sized companies need to know when expanding internationally for the first time.

**CBS**  
EXECUTIVE  
FONDEN

**SUMMER  
SCHOOL**

# CBS EXECUTIVE SUMMER SCHOOL 2025

## CENTRAL THEMES

- Converting a dream into an actionable plan
- Internationalization strategy for first-timers
- Best practices of setting up subsidiaries abroad
- Stakeholder management abroad and at home
- Work-life balance of an expatriate

*CBS Executive reserves the right to make changes*



## COURSE INSTRUCTORS



**Max von Zedtwitz**  
Professor of international business and innovation, Copenhagen Business School (CBS)

Max is originally from Switzerland but has lived and worked abroad most of his life. In China, he taught at Tsinghua University, then started a technology advisory firm called AsiaCompete, and worked as a vice-president for PRTM Management Consultants. He taught at SkolTech in Moscow, IMD in Lausanne, and KTU in Kaunas. He has written extensively on management of innovation, especially global R&D and corporate incubation.



**Claus Sehested**  
Entrepreneur and external lecturer at CBS

Claus is an accomplished entrepreneur with a background in the international manufacturing industry and management consulting. His professional journey has taken him across Europe, the US, the Middle East, and Asia, where he has lived, studied, and worked extensively. Claus holds a Ph.D. in Engineering from the Technical University of Denmark and the Technical University of Munich, Germany. In addition, he has furthered his education by participating in executive programs at institutions such as IMD in Switzerland and INSEAD in France, enhancing his expertise in global business leadership.

# INTERNATIONALIZATION: FROM IDEA TO SUCCESS

## INTRODUCTION

Do you dream of building a business that operates internationally? Are you and your leadership team planning to open subsidiaries in other countries? Has your company attempted to establish itself abroad without achieving the success you hoped for?

Expanding a business into foreign markets is a dream for many business owners and executives. However, the journey from idea to success is long and complex, requiring many critical considerations and decisive actions. Internationalization – From Idea to Success outlines the key steps needed to turn your global aspirations into reality. This course offers insights into what awaits you and your business as you venture abroad, the essential issues you must resolve, and the challenges that can arise—not only during the internationalization process but also in the years that follow.

- Why should you do it?
- Which country should you choose?
- How do you hire talented people?
- What do customers in new markets want?
- Who should you partner with?
- How do you navigate cultural and legal differences?
- How can you create effective collaboration between your headquarters and the subsidiary?
- And what will your own role be in all of this?

These are just some of the questions our program addresses. Through compelling examples, the latest research, and own experiences, Claus Sehested and Max von Zedtwitz offer a clear path for anyone aiming for success abroad. With over 20 years of experience as advisors to companies seeking to enter foreign markets, and having personally been expatriate managers building business internationally, the authors share everything they wish they had known before venturing out for the first time.

## CONTENT

### DAY 1

- Do you have what it takes?
- Transforming a dream into a mission and a core story into a strategy
- Foundations of foreign direct and indirect investment
- Building a financial model and creating a realistic plan

### DAY 2

- The Trash-0 Case: Adapting business models for local markets
- Establishing leadership and effectively managing your boss
- Boots on the ground: Leveraging networks for success
- Introduction to intercultural management

### DAY 3

- Change management for expatriate managers
- Evaluating the performance of subsidiaries
- The Astra Case: Close-down, ramp-up, or sell-off?
- Key takeaways and final insights

## KEY BENEFITS

At the course you will learn:

- How to articulate a persuasive core story
- How to determine what product to take where
- How to put boots on the ground: Setting up abroad
- How to make the sponsorship model work for you
- How to delocalize your home organization

## PARTICIPANT PROFILE

This course is ideal for:

- Target company size: 50 – 1500 employees. Mid-sized companies large enough not just to sell internationally but also to invest internationally.
- CEOs of mid-sized firms, or key individuals in such firms with strong ambitions to establish international operations for their firms.





# PRACTICAL INFORMATION

## TEACHING STYLE

The teaching is based on a combination of lectures, presentations, exercises and group work ect. This allows you to explore and work with your own business context.

In addition, you will experience a rich source of inspirational sharing of experience among the participants. These circumstances combined will equip you to make a plan for application in your business.

## PREPARATION

Before the start of the course, participants will get access to the course web portal, where relevant articles, material, assignments, and case studies will be found. The material is in English.

## ABOUT CBS EXECUTIVE SUMMER SCHOOL

Every summer CBS Executive Summer School offers several intensive courses covering both traditional and cutting-edge business school subjects. The courses run over 2-5 days with research-based theory being converted into practical tools and methods.

Focus is on active participation, dialogue and sparring with the other participants, as well as on inspiration and perspectivation from highly engaging faculty, teaching at a high academic level. No examination will take place.

A typical participant is an experienced employee with a medium or long secondary education. Participants are typically managers, leaders or specialists across all professions and will be able to include and process own professional challenges and experiences throughout the course..

### DATES

18-20 August 2025,  
daily 09:00 - approx. 16:30

### VENUE

Copenhagen Business School - Frederiksberg

### CERTIFICATE

A digital certificate is issued after the course, given active participation all days

### TUITION FEE

DKK 18,000 (excl. Danish VAT: 25%).  
Includes all expenses associated with the course apart from accomodation and transport

### REGISTRATION

Deadline for registration 1 June 2025  
Signup at [sommerskole.dk](https://sommerskole.dk)

### CONTACT INFORMATION

Nina M. Ingvarstsen, [nmi@cbs-executive.dk](mailto:nmi@cbs-executive.dk)  
Telefon +45 3511 6000



**CBS**  
EXECUTIVE  
FONDEN

**SUMMER  
SCHOOL**