CDPQ—HEC MONTRÉAL PROGRAM
INTERNATIONAL GROWTH OF SMES

IS THIS PROGRAM FOR YOU?

- Are you running a small or medium-sized business and looking to conquer new international markets?

- Are you wondering what strategy to adopt and how to prepare your business for this challenge?

- Are you hoping to guide your team through the transition by embracing an influential, strategic leadership style?

- Would you like to learn from world-respected experts and business leaders who have been particularly successful in their efforts to go global?

- Then, yes, this program is for you!

DISTINCTIVE BENEFITS

- Program that caters exclusively to SME leaders determined to explore and capitalize on new business opportunities in foreign markets.

- Led by a high-calibre team of HEC Montréal faculty members.

- Inspiring stories from entrepreneurs and executives who have “been there” and met the challenge of going global head on.

- Jam-packed with content that extends beyond a traditional seminar, this program will take participants on a learning trajectory geared specifically to their needs so that they can PLAN, EXECUTE and LEAD this game-changing transformation.

- The formula combines training, networking and coaching opportunities to allow you to fine-tune your ability to utilize the right growth strategy and share your newfound knowledge with your closest colleagues.
OUR VALUE PROPOSITION

The International Growth of SMEs program, a joint initiative of la Caisse de dépôt et placement du Québec and HEC Montréal, has been developed to address the following questions:

- What strengths do SMEs need to develop to be ready, willing and able to go global?
- What’s the secret to deciphering the global environment and new business cultures?
- How can you select the best strategy for entering a foreign market?
- How can you differentiate your product or service in the international marketplace?
- How can you optimize your supply chain and achieve operational excellence on a global scale?
- Which business and financial risks are the most critical for SMEs as they expand into the world arena?
- Drive, determination, engagement, leadership… how can a leader and an executive team prepare themselves to face the new management challenges that come with global expansion?

A THREE-PRONGED APPROACH

Our unique program is divided into three parts: TRAINING, NETWORKING and COACHING.

TRAINING:

- EMBA-inspired teaching style that is dynamic, hands-on and practical, where participants are actively encouraged to share their thoughts and experiences.

- Six training modules over six months (1.5 days per module).
• Facilitated by six HEC Montréal professors and business leaders, all of which have been selected for their expertise, superior teaching skills and complementary styles.

• Divided into three blocks, which constitute the pillars of the learning process:

**NETWORKING:**

• Facilitated by HEC Montréal.

• Opportunity to meet other business leaders up against similar circumstances.

• Encourages participating SMEs to share best practices and benefit from mutual support.

• Compelling range of one-of-a-kind activities designed to help SMEs continue to gain a better understanding of the challenges associated with international growth, including Observatoire PDG, seminars run by HEC Montréal Executive Education and the National Bank | HEC Montréal Institute for Entrepreneurship, Carrefour Logistique seminars, Mosaic’s “5@8 créatifs,” the “Meet a CFO” series and HR leadership talks.

• Fosters links with HEC Montréal’s consulting teams to support globalization-oriented initiatives, through the MBA, M. Sc. internship and Campus Abroad programs.

• Access to HEC Montréal’s international alumni network of ambassadors and delegates, active in more than 25 countries.
COACHING:

- **Day of individual coaching** with an experienced professional to map out the key elements of an action plan for growth in the global market.

- **A series of exclusive webinars to complement the training content**, led by recognized experts in various technical fields, e.g., doing business in Asia or Mexico; standards and certification; taxation issues, legal and customs considerations; and managing currency risk.

- **A wealth of electronic resources** for each training module is available: Web interviews, articles, evaluation grids, resources, financing, business opportunities.

**ACADEMIC TEAM**

**MODULE 1: UNDERSTANDING THE INTERNATIONAL BUSINESS ENVIRONMENT**

**Nicolas Vincent**, Ph. D. (Economics), Northwestern University (Chicago)

[hec.ca/profs/nicolas.vincent.html](http://hec.ca/profs/nicolas.vincent.html)

[linkedin.com/pub/nicolas-vincent/6/32b/7a4](https://www.linkedin.com/pub/nicolas-vincent/6/32b/7a4)

Since joining the HEC Montréal faculty in 2007, Nicolas Vincent has developed an expertise in educating today’s business managers on vital macroeconomic issues. He has been singled out for awards on several occasions in recognition of his excellence in research and teaching. His regular course load includes “Global Economic Environment” and “Understanding the Business Environment of the Firm” in the MBA and EMBA programs. He is a frequent guest lecturer at Columbia Business School (New York), INSEAD (Paris) and the Kellogg School of Management (Chicago). His key research interests include inflation and businesses’ investment decisions, and he was awarded the 2012 HEC Montréal grand prize for outstanding achievement in research. Prior to obtaining his Ph. D., Dr. Vincent worked at the Canadian Department of Finance.
Content

- Beyond borders and outside your comfort zone: Anticipating economic, institutional, social and regulatory differences from one country to another
- Recognizing, decoding and interpreting key signs to avoid pitfalls and maximize performance in the global environment
- Making sense of current economic issues and challenges and understanding their potential impacts on SMEs looking to expand globally

Better grasping the role and power of various global players (governments and central banks) that influence the economic environment for SMEs

MODULE 2: GROWTH STRATEGIES AND GLOBALIZATION

Louis Hébert, Ph. D. (Management), University of Western Ontario

[hec.ca/profs/louis.hebert.html](http://hec.ca/profs/louis.hebert.html)

[linkedin.com/pub/louis-hebert/0/604/b82](https://www.linkedin.com/pub/louis-hebert/0/604/b82)

Co-director of the McGill–HEC Montréal EMBA program, Louis Hébert has been teaching strategy to MBA and EMBA students for 20 years. Prior to joining the faculty at HEC Montréal, he taught at the Richard Ivey School of Business (Western University) and Concordia University. He is a multiple recipient of the MBA program’s Professor of the Year award and has published a number of papers in prominent journals worldwide. The focus of his primary area of research lies in growth strategies and international business development, especially when achieved through mergers, acquisitions and strategic partnerships. Dr. Hébert has an extensive background in teaching strategy and international management in several executive programs in North America, Europe and Asia. He has been leading seminars in strategic management for many years through HEC Montréal Executive Education. He currently sits on four boards and consults for a number of private firms. He is a frequent media contributor on the
topic of strategy. He is also the editor and co-author of the book *Paroles de PDG – Comment 75 grands patrons du Québec vivent leur métier*, published in 2014 by Rogers.

Content

- Expansion, exporting and globalization for SMEs: Making the decision to grow
- Competitive strengths and assets to leverage on national and international markets
- Diagnosing sources of value creation: The choice of imposing or adapting an existing business model
- Strategies and approaches for international growth: Direct investment, partnership, collaboration, joint venture, takeover, etc.
- Developing and implementing a strategy for going global: Which approach is best?

**MODULE 3: OPERATIONAL EXCELLENCE**

**Jacques Roy**, Ph. D. (Major in Operations Management, Minor in Economics), HEC Montréal

[hec.ca/profs/jacques.roy.html](http://hec.ca/profs/jacques.roy.html)

Jacques Roy is a professor at the Department of Logistics and Operations Management at HEC Montréal and the supervisor of Carrefour logistique, an organization dedicated to cultivating organic ties between industry and academia. He teaches in the HEC Montréal MBA program and lectures worldwide. He also leads several HEC Montréal Executive Education seminars. Dr. Roy has many years of experience as a management consultant for a number of Canadian small and mid-sized businesses. He is a respected authority in logistics and transportation and is often sought out by the media for his input in this regard.
Content

- Key levers and best practices for achieving operational excellence on a global scale
- Optimizing your supply chain: A must for going global
  - Using KPIs to maximize performance
  - Managing procurement in foreign markets, especially in countries with a significant price differential
  - Managing relations with suppliers and service providers
  - Optimizing transportation, warehousing and distribution operations
- Risk management, incoterms and trade compliance

MODULE 4: INTERNATIONAL MARKETING

Jean-François Ouellet, Fellow, Centre interuniversitaire de recherche en analyse des organisations (CIRANO), Ph. D. in Management (Marketing), Université de Grenoble II, Postdoctoral Fellowship (Innovation Management), MIT  
hec.ca/profs/jean-francois.ouellet.html

Jean-François Ouellet is an associate professor with the HEC Montréal Department of Marketing. A born entrepreneur, he was 16 when he founded his first company, Les Produits JV, which earned him a student entrepreneur award from the Business Development Bank of Canada. He later joined Lyrtech, a small but mighty tech company based in Quebec City, taking over as the head of the marketing team. Between 1997 and 2002, he played a role in taking the company public and expanding its operations to 20 countries around the world. Since fall 2010, he has been the host of Génération INC., a business affairs program on the V television network, and is a regular speaker and workshop leader at private- and public-sector organizations. Jean-François’s expertise extends to product management, entrepreneurial-minded innovation and B2B/international marketing.
Content

- What characterizes international marketing strategies?
- Selecting the right market entry strategy
- International marketing and cultural sensitivity: Application vs. adaptation
- Communication, promotion and negotiation strategies
- New channels and “Marketing 2.0”
- The role of branding

MODULE 5: BUSINESS RISKS, FINANCING AND FINANCIAL STRATEGY

Jacques Lemay, LL.B., LL.M., MBA, HEC Montréal
[hec.ca/profs/jacques.lemay.html](http://hec.ca/profs/jacques.lemay.html)

Jacques Lemay joined HEC Montréal as a guest professor after a long and productive career in the business world. His specific fields of expertise include financing transactions, mergers and acquisitions, financial standards and regulations, and corporate financial strategy. The courses he teaches in the MBA program touch on such topics as financial decision-making, contemporary financing issues and venture capital. He has worked closely with businesses of all sizes to finance and empower their national and international growth.

Content

- Various sources of organizational and business risk in the global environment
- Financial assessment: a tool for measuring profitability and risk
- Relevance, benefits and limitations of various sources of funds
- Financial strategy and risk management
Alain Gosselin is a professor in the Department of Human Resources Management at HEC Montréal. He is also the director of HEC Montréal Executive Education, where he lends his expertise to several leadership, organizational development and talent management seminars. In addition, he serves as the director of the Reflective Mindset module of the McGill–HEC Montréal program. HEC Montréal presented him with a grand prize for teaching in 2007 and the Esdras-Minville award in 2012 for his outstanding efforts in promoting HEC Montréal in academic, business and public spheres. He was named a CRHA Fellow in 2013. He is the co-author of *Paroles de PDG – Comment 75 grands patrons du Québec vivent leur métier*, published by Rogers in 2014. He is regularly approached by the media for his insights and vision with regard to leadership, team dynamics and talent management.

**Content**

- Lessons learned by business leaders who have gone global
- Applying transformational leadership at a critical moment
- Taking your team’s performance to the next level
- Tips for world-class SMEs: How to attract, develop and retain top-notch talent
- Taking stock of existing skill sets in intercultural management
PROGRAM REGISTRATION

All registrations must be accompanied by a letter of intent that includes a brief description of the following:

- The participant’s firm (number of employees, sector, main products/services, recent sales performance/growth)
- Competitive advantages that differentiate the business from its rivals
- Motivating factors underlying the decision to go global (why now?) and short-term outlook.

An individual meeting with preselected participants will be incorporated into the registration process to go over the program’s objectives and applicants’ expectations.

**Six modules, consisting of one evening (6:30 p.m. to 9:30 p.m.) followed by a full day (9 a.m. to 5 p.m.), between October 22, 2015, and March 18, 2016**

**FEE**

$5,995 + taxes

**FOR MORE INFORMATION**

Contact Chantal Bruneau

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