



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

presented in cooperation with:



World Association of  
Investment Promotion  
Agencies



TII  
TRADE  
INVESTMENT  
INNOVATION  
KNOWLEDGE HUB

# INTERNATIONAL BUSINESS ALLIANCES

**MOBILIZING INVESTMENT FOR  
SUSTAINABLE GLOBAL VALUE CHAINS**

**ONLINE TRAINING COURSE**

<https://tii.unido.org>

The globalization of markets is characterized by an aggressive competitive environment and a development scenario of continuing and accelerated technological innovation and change that can generate disruptions anytime, anywhere. The main players in this context are, on the one hand, the multinational enterprises (MNEs) and their evolving internationalization strategies; and on the other hand, governments and enterprises of developing countries, who aim at technological progress, economic growth and social development by taking advantage of foreign direct investment (FDI) and other forms of association to MNEs operations such as sub-contracting, original equipment manufacturing (OEM), participation in global supply chains and value chains (GSCs, GVCs), global manufacturing networks (GMNs), joint ventures (JVs) and other kinds of business alliances.

This training package is intended to help firms and investment promotion institutions of developing countries to link with foreign partners, leveraging the relationships with them, and learning further in order to achieve technological self-sufficiency and innovative capabilities of their own. In this connection, particular attention will be given to MNEs strategies and business models, the drivers of their business in developing countries, and their alliances with local firms, including the motivations of the participating enterprises, the opportunities for partnerships, and their negotiation, implementation and management. As a result, investment promotion institutions will achieve a better understanding of MNEs' internationalization approaches for them to provide better and more customized investment facilitation support for this specific type of FDI.

## TRAINING OBJECTIVE

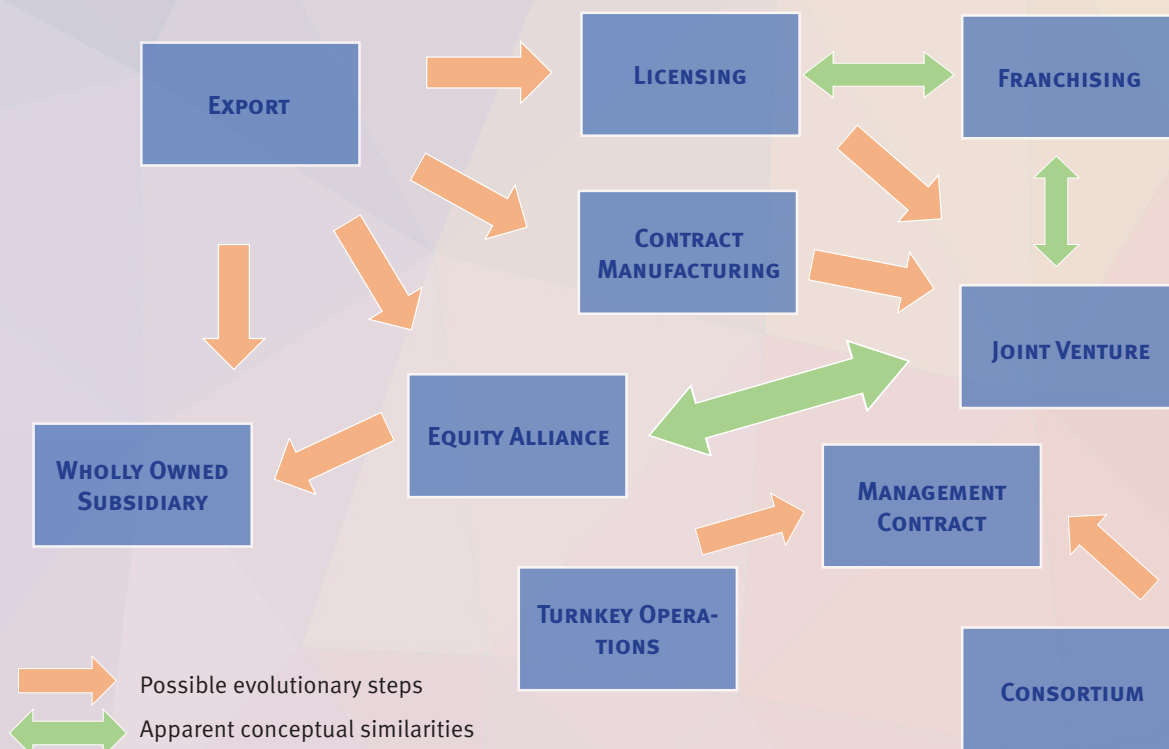
The objective of this training is to increase the understanding of the expansion strategies and behaviour of MNEs, and to show how enterprises in developing countries can take advantage of opportunities provided by MNEs in order to move higher in the supply and value chains. Related to this, the training will introduce the trainees to handle the practical issues associated to the preparation, formation, negotiation and management of the various types of alliances and joint ventures that firms of developing countries may wish to enter into with foreign partners. Investment promotion institutions will be enabled to re-orient their investment promotion strategies towards the attraction and retention of business alliances and joint ventures involving a domestic as well as a foreign partner for increased know how and technology transfer.

## TARGET AUDIENCE

This training package will demonstrate the opportunities available for growth and internationalization for enterprises in developing countries. In this context, investment promotion institutions as well as governments also have a key roles to play. Hence, this training is addressing issues relevant both to policymakers, staff of investment promotion institutions and managers of enterprises in developing countries.

## FOREIGN MARKET ENTRY STRATEGIES

Possible pathways and approaches taken by enterprises willing to operate in foreign markets



## TRAINING STRUCTURE

The training consists of four training modules. The first module provides the broad picture of the current development scenario, the drivers of MNEs' expansion and the related challenges and opportunities for developing countries. The second module deals with the subject of business alliances in its broad scope, clarifies terminology and reviews the main forms of alliances and their specific and distinctive features. The third module covers the whole process of implementing joint ventures, both as a form of foreign direct investment (FDI) and as a framework for cooperation and development for host countries. The fourth module deals with negotiations and contracting, having in mind that the success of a business alliance depends to a great extent on the ability of the parties to negotiate and achieve mutually acceptable deals.

## TRAINING MODULES

**Module 1: International Development Scenario**

**Module 2: Business Alliances**

**Module 3: Implementing Joint Ventures**

**Module 4: Business Negotiations**

*Upon successful completion, participants will receive a certificate.*