



# GLOBAL CLASS:

GLOBAL GROWTH MASTERCLASS (ON-DEMAND LEARNING)

NOVEMBER 29, 2022

## Definitions

Five ways to help your  
five problems

Answers to the right questions

Euphoria amidst repeatedly  
in the gut

Involving partners,  
investors, and advisors



HELPING COMPANIES REACH GLOBAL SCALE

# WHO WE ARE



Global Class is a Silicon Valley-based consulting firm that works with companies expanding globally to implement best practices of the most success global scale businesses. In today's global business environment, companies have the opportunity to revisit their operation models and look to international markets for both target customers and talent - once that decision is made, the question become HOW.

The Global Class team (the same team that founded 10X Innovation Lab, a global accelerator located in Silicon Valley) has worked with over 2,500 corporate executives and more than 1,700 entrepreneurs across 5 continents. We serve as trusted advisors for market-leading global corporations, fast-growing companies and multi-billion dollar government agencies through delivering virtual, home country-based, and Silicon Valley-based programs with the aim of helping these businesses grow globally.

Through previous partnerships, the Global Class team has been involved in several company expansion and soft-landing programs for government agencies in Asia and LATAM. In fact, it's our core expertise and we have successfully developed frameworks that provide training, mentorship, and interconnectivity to client organizations.



COMPLETED  
PROGRAMS



COACHED BY  
TEAM



COACHED BY  
TEAM



EDUCATED &  
MENTORED BY  
TEAM



RAISED CAPITAL  
BY PROGRAM  
STARTUPS

“

Klaus and Aaron have literally written the book on INTL Go-To-Market. Their observations and rubric are very powerful for us

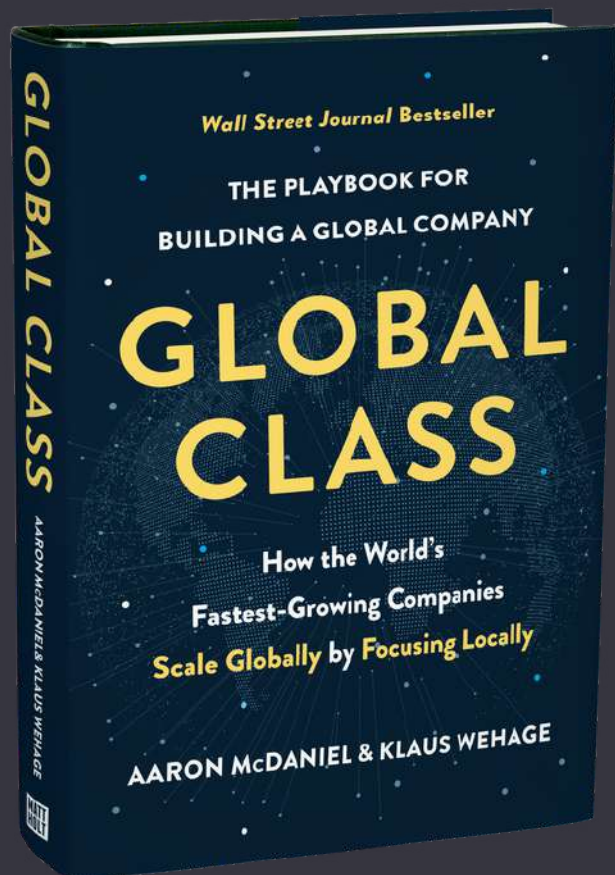
**ABE SMITH**

HEAD OF INTERNATIONAL

**zoom**



# GLOBAL CLASS ACCOLADES



400+

Executives  
Interviews

45+

Endorsements



USA  
TODAY

BESTSELLER

“

“Achieving global scale takes iteration while managing complexity. In Global Class, Aaron & Klaus provide the playbook you need to navigate these changes and reach global scale.”

ERIC RIES

BESTSELLING AUTHOR OF  
THE LEAN STARTUP



# CURRICULUM OBJECTIVES



The objectives of the online learning curriculum is to help accelerate the development of local [talent, entrepreneurs and/or company employees] in [insert country/company] by sharing key learnings from the Wall Street Journal and National Bestselling book, **Global Class**.

Through this course, participants will learn how the world's fastest-growing companies have succeeded in scaling globally. The content draws upon the learnings and frameworks from 1000s of hours of research and interviews with more than 400 executives from the most innovative companies in the world, that has been endorsed by Eric Ries (author of *The Lean Startup*), Steve Blank (author of *The Startup Owner's Manual*) and 40+ top executives who led expansion for leading companies like Google, Apple, Slack, Zoom, Airbnb and many more (see endorsements below).

## Why Global Class

The Global Class curriculum helps fast-growing companies:

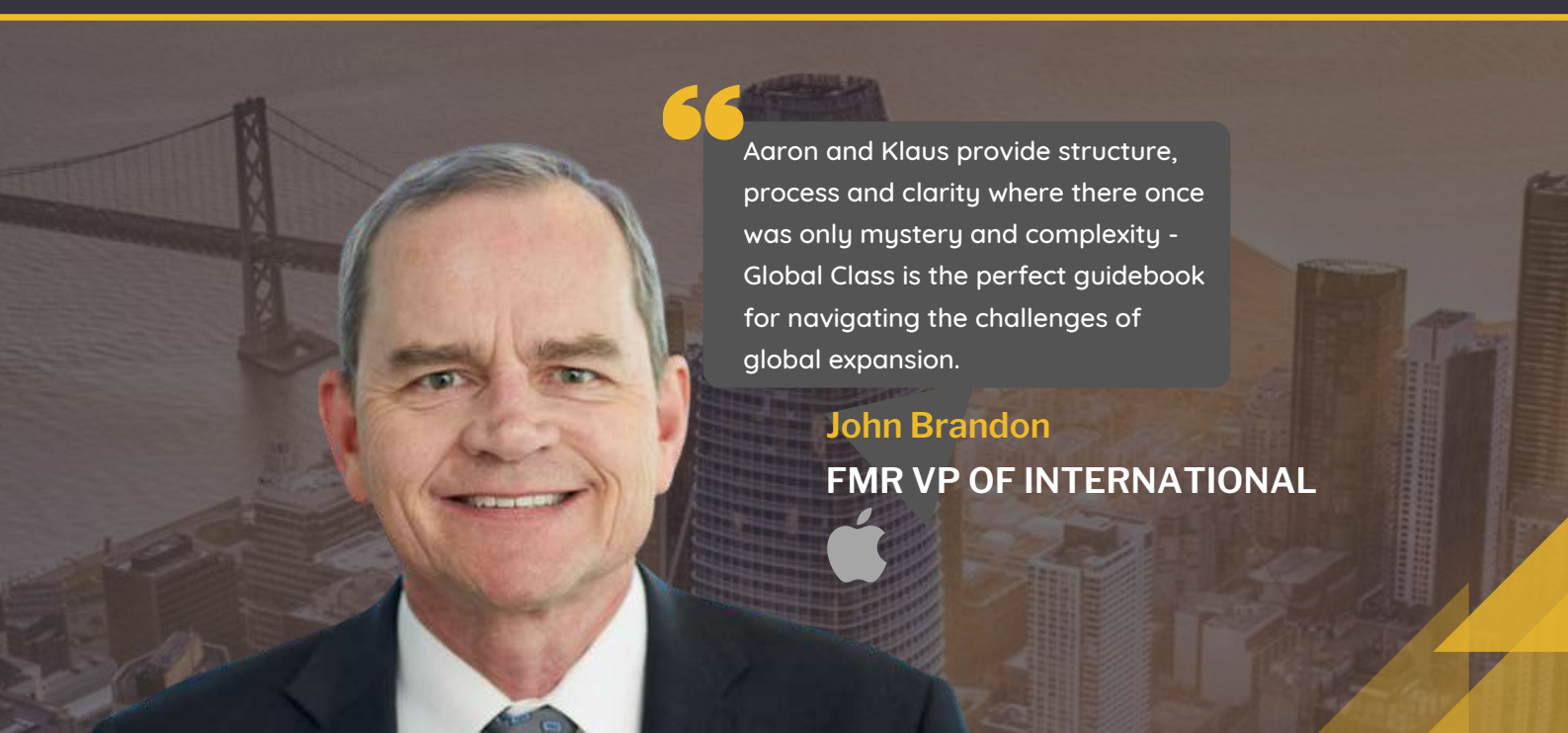
- Avoid the top mistakes that lead to failure and cost companies millions of dollars
- Leverage the mindset that top companies use to scale internationally
- Find the best-in-class talent who can enable your global growth
- Ensure cross-functional and leadership team alignment around expansion initiatives
- Utilize the right methodology to achieve product-market fit in international markets
- Balance differences in company and local cultures
- Manage the complexity that comes with localizing the business for new markets
- Build the idea structures and processes to accelerate global growth and support scale

“

Aaron and Klaus provide structure, process and clarity where there once was only mystery and complexity - Global Class is the perfect guidebook for navigating the challenges of global expansion.

**John Brandon**

**FMR VP OF INTERNATIONAL**



# WHO IS THIS FOR?



The Global Class Masterclass curriculum can be embedded into accelerators, universities and corporates, enabling the internationalization of your local ecosystem.

## FOR ACCELERATORS...

As accelerator startup portfolios mature there's a need for extended services to help founders and executives translate local success to international success. Global Class frameworks, tools and insights are the essential guide and playbook to help your companies achieve global success.

- Fast-track the expansion of companies in your ecosystem, meeting export expectations set by your government stakeholders
- Grant your startups immediate access to international markets, enabling them to reach a global customer base and scale faster
- Provide unique support to companies beyond traditional accelerator programs, leveraging the Global Class model
- Access our vetted community of expansion leaders that can support your companies...

## FOR UNIVERSITIES...

Does your university have the ambition to educate the next-generation global leaders for fast-growing companies? The Global Class Online Masterclass can equip your students with the necessary tools to be successful in global markets, allowing for companies in your local ecosystem to leverage the pipeline of emerging talent for international success. With both the video library and teaching resources, instructors have the tools needed to teach the course.

- Develop the next generation of company leaders to be ready to drive scale at fast-growing companies around the world
- Fast-track student learning and grant them access to management models needed to be successful in today's global business environment
- Tap into a library of case studies to illustrate keys to succeed in scaling globally
- Access our vetted community of expansion leaders that can mentor and support your students

## FOR COMPANIES...

Is your company "hardcoded" for the local market and do you face challenges in managing a company at global scale? The Global Class program can help transform the mindset of your organization and leverage best-in-class tools to successfully implement global strategies and develop structures enabling two-way innovation in the company

- Get a comprehensive playbook that provides structure around how to scale in multiple global markets, simultaneously
- Build a strategy to align company leadership around granting local teams the right level of autonomy to localize
- Leverage analysis tools that track all the business model changes needed to achieve scale in current and new markets
- Implement a management model that capture insights from smaller markets through feedback loops, fostering two-way innovation

# PROGRAM COMPONENTS



Our team aims to make international a shared experience. To achieve this mission it's imperative to work with local partners aligned on this mission. Hence, we have launched the Global Class Masterclass online program to enable local partners to teach the curriculum of *The Wall Street Journal* and National Bestselling Book, **Global Class**. Below are the four program components of the roll-out of the Global Class curriculum.

## 1. On-Demand Video Library

- Self-serve course content for fast-growing companies
- Asynchronous digital learning
- Customized learning including language localization and integration of local use cases from local scale-ups

## 2. Train-the-Trainer

- Equip partner to autonomously teach curriculum for maximum impact, with guides and tools
- Ongoing team coaching & mentorship
- Align on further customization to localize for your community



Building a Scale-up Mindset in Your Ecosystem

## 3. Content Integration

- Integrate video content into your learning environment or on-board to Global Class' Learning Management System
- Ability to run program autonomously or with support of the Global Class team

## 4. Ecosystem Impact

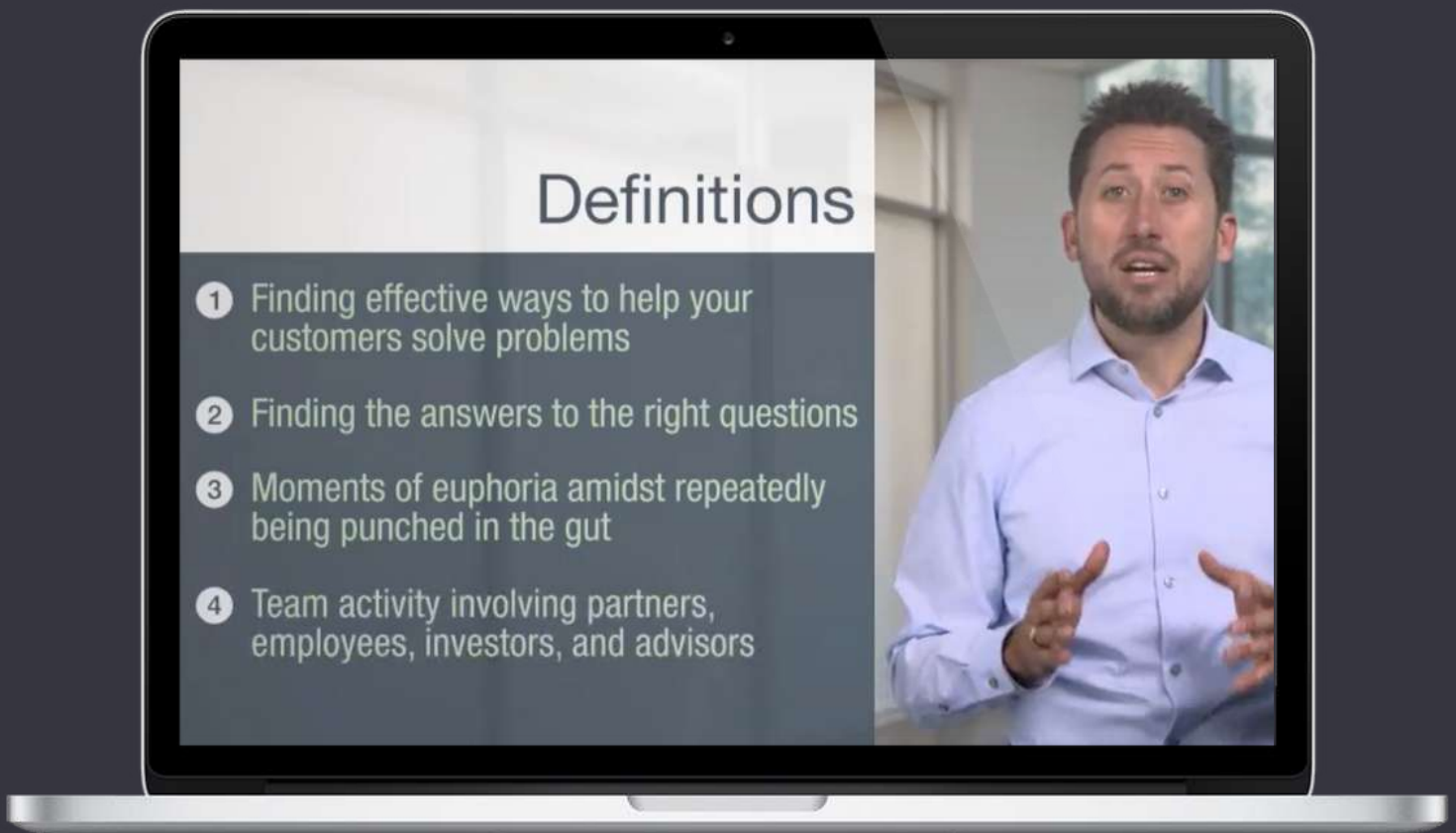
- Building the next-generation of global leadership talent
- Reduce wasted capital and time for companies looking to scale globally
- Offer content & tools to companies past early stages

# 1. ON-DEMAND VIDEO LIBRARY



## EXPLANATION OF ONLINE LEARNING FORMAT

Participants have the opportunity to improve their learning through video-based lecture content. These high-quality videos let your teams learn at their own pace and overcome language barriers. Each video is short and concise (3-7 minutes in length), best fitting for busy executives and students.



## BENEFITS

- **Pause & Rewatch** - By using the ability to stop and rewind features, participants can ensure they fully understand course content
- **Closed Caption/Translation** - Content can be translated into local languages
- **Better use of In-Person time** - with content being covered through video library, live time with trainers can be used for asking/answering questions and doing exercises to apply frameworks and course concepts
- **Reduced Time Commitment/Workload** - With on-demand content, concepts are covered in a more concise format to maximize learning in time spent
- **On-Demand Learning** - Participants are able to watch course content when it best fits their schedules

# 1. ON-DEMAND VIDEO LIBRARY



## SUMMARY OF COURSE OUTLINE (SEE DETAILED PROGRAM ON PAGE 23-30)

The curriculum consist of 16 modules and a total of 100+ videos. It includes real-world case studies from companies like Airbnb, Zoom, Slack, Salesforce, highlighting how they approached their international expansion to new markets. Each video is targeted to specific sub-topics to. make it easier for learners to revisit topics when needed.

<b>Module 1</b>	<b>Introduction &amp; Course Overview</b> (Incl. 4 videos)
<b>Module 2</b>	<b>The Stages of Global Growth</b> (Incl. 9 videos)
<b>Module 3</b>	<b>The Global Class Mindset</b> (Incl. 8 videos)
<b>Module 4</b>	<b>The Interpreneur: The Catalyst for Reaching Global Scale</b> (Incl. 6 videos)
<b>Module 5</b>	<b>Foundations for Global Growth</b> (Incl. 6 videos)
<b>Module 6</b>	<b>Agile/Lean Methodology Refresher</b> (Incl. 4 videos)
<b>Module 7</b>	<b>WHAT is Localization, WHY is it Important &amp; HOW to do it</b> (Incl. 3 videos)
<b>Module 8</b>	<b>Global Agile Stage 1 - Discovery &amp; Hypothesis Development</b> (Incl. 4 videos)
<b>Module 9</b>	<b>Global Agile Stage 2 - Preparation, Validation &amp; Implementation</b> (Incl. 13 videos)
<b>Module 10</b>	<b>Taking Global Agile to the Next Level</b> (Incl. 6 videos)
<b>Module 11</b>	<b>Momentum Builders - Processes and Structures to Support Global Scale</b> (Incl. 10 videos)
<b>Module 12</b>	<b>People &amp; Global Class Team Building</b> (Incl. 7 videos)
<b>Module 13</b>	<b>Managing a Distributed Organization at Global Scale</b> (Incl. 15 videos)
<b>Module 14</b>	<b>Balancing Differences in Culture to Engage a Diverse Organization</b> (Incl. 8 videos)
<b>Module 15</b>	<b>Summary and Applying Concepts to Your Business</b> (Incl. 3 videos)
<b>Module 16</b>	<b>BONUS Module</b> (Incl. 3 videos)



# 2. TRAIN-THE-TRAINER PROGRAM



## TRAINER EXPECTATIONS & TEACHING FORMAT

### Expectations of Trainers

The need for well trained instructors is critical to have a strong impact on the ecosystem and hence, Global Class is diligent in selecting the right partners to represent the material of Global Class.

Global Class "Certified Coaches" are expected to:

- Be knowledgeable in the subject of acceleration and global expansion
- Possess the skills necessary to inspire and support fast-growing companies
- Deliver effective and engaging lectures on Global Class course material
- Conduct productive discussions with teams enrolled in the program
- Inspire participants in the possibilities beyond teams initial market
- Global Class will work with partner and their selected instructor candidates to impart our teaching methodology as well as the frameworks developed in The Wall Street Journal bestselling book, *Global Class*

### Training Format

- Initial Coaching (including the core tenets of Global Class, teaching methodology, course material and relevant case studies)
- Virtual Training (In-person can be arranged but would be additional cost)
  - Teach trainers the Global Class content and frameworks
  - Simulate coaching sessions and best practices on how to mentor program participants
  - Lecture delivery skills to best translate core concepts
  - Learn the Global Class mindset and core mission to make global expansion a shared experience
  - Learning Management System (LMS) training, when using Global Class' platform
- Ongoing Coaching and Instructional Support
  - 1:1 Coaching with trainers (depending on contractual agreement)
  - Periodic updates and refreshers to ensure trainers have last case studies and updated tools
  - Ad hoc assistance when questions and challenges arise related to technology platform or program content

# 2. TRAIN-THE-TRAINER PROGRAM



## DETAILED ONBOARDING PLAN

<b>Step 1: Detailed Scoping</b>	Global Class team will meet with partner and any other stakeholders who would like to be present to finalize scoping of the project
<b>Step 2: Contracting</b>	Global Class will provide partner with a detailed Statement of Work to initiate the project. After signature, the preparatory processes will commence.
<b>Step 3: Prep work</b>	Global Class will work with partner on LMS onboarding or integrate the curriculum in partners own platform. Also, any customized content will be recorded prior to the program launch date.
<b>Step 4: Train the Trainer Cohorts (Training Phase 1)</b>	<p>Global Class will train the selected instructors who will lead the teaching for local partner. The “Train the Trainer” program is designed to help local partner to be able to teach the program autonomously without the involved of the Global Class team (unless desired to have us involved). The content of the program will be as follows:</p> <ul style="list-style-type: none"><li>• Global Class will teach the partner on how to manage the LMS system.</li><li>• Global Class will teach the future “trainers” about core frameworks and methodologies,</li><li>• After the material has been taught, the trainers will teach the material back to Global Class team to ensure the quality of teaching is high (if partner wants to be listed as a “Certified Coach”)</li></ul>
<b>Step 5: Sourcing and prep work</b>	<p>In preparation for Global Class training programs, “students” will be sourced by partner and will be onboarded to the LMS system. Students will go through an admissions process (Global Class can consult on this for an extra fee).</p> <p>Students will be onboarded into Global Class’ Learning Management System and will receive full access to the course and any related material.</p> <p>Students’ work will be monitored by partner program manager who will lead student engagement, onboarding and communication.</p>
<b>Step 6: Train the Trainer Cohorts (Training Phase 2)</b>	The initial training cohort begins. Global Class will be of assistance should any technical issues occur and if agreed with partner, Global Class will support in teaching part of the material.

# 2. TRAIN-THE-TRAINER PROGRAM



## DETAILED ONBOARDING PLAN CONT'D

<b>Step 7:</b> Second phase of cohorts begin (Training Phase 3)	Partner will now be able to autonomously manage the curriculum without the involvement of the Global Class team. Of course, Global Class will be of assistance should any technical issues occur with the LMS system.
<b>Step 8:</b> Ongoing Support	<p>Partners can opt into have regular check-ins with the Global Class team as well as including authors in the teaching of the curriculum. The continued support can be arranged as weekly checkins (or as needed) depending on the support needed. Support will primarily be remote but on-site support is also available which would incur additional costs.</p> <p>Ongoing support for partner's trained instructors can include:</p> <ul style="list-style-type: none"><li>• Regularly schedule sessions with Global Class team to discuss teaching methodology, core material, etc</li><li>• Ideas for further program customization (new videos, case studies, etc)</li><li>• Periodic training refreshers to ensure the latest case studies and tools are used with new cohorts</li></ul>
<b>Step 9:</b> Training Phase 4	Global Class "Certified Trainers" will run curriculum independently, unless Global Class is required to reach part of the curriculum based on partner agreement. If partner uses Global Class' LMS system, the team will, of course, continue to provide technical support as needed.



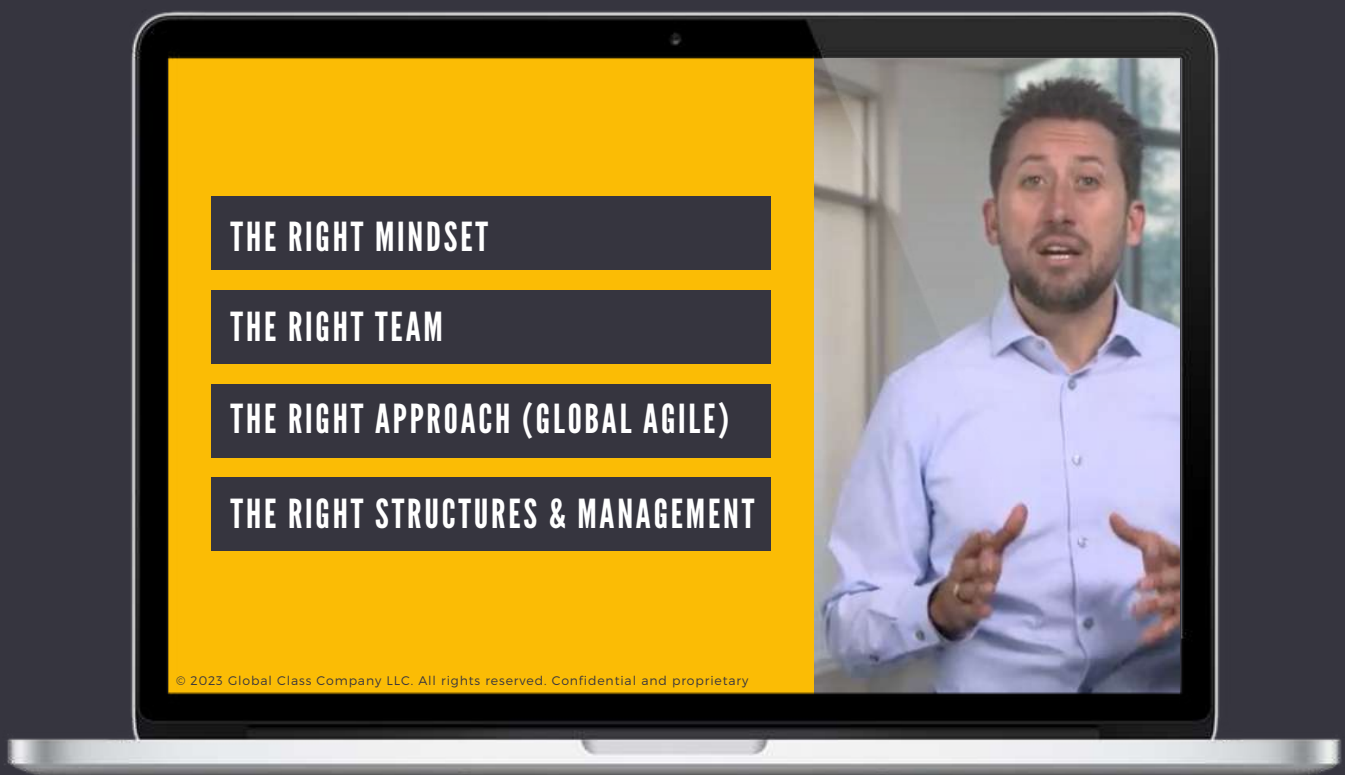
[CLICK TO LEARN HOW TROY MALONE BENEFITTED FROM GLOBAL CLASS](#)

# 3. LMS PLATFORM ONBOARDING



## ONBOARDING CONTENT TO YOUR PLATFORM OR SETTING UP YOUR PARTICIPANTS ON GLOBAL CLASS PLATFORM

As detailed in the onboarding plan, Global Class will either help integrate videos within partner's existing learning environment or onboard partner on our own Learning Management System (LMS) platform. The platform will include all pre-recorded and any additional material to enhance the learnings of participants. Material includes downloadable frameworks, workshop tools and descriptions of all modules and learning sessions.



## EXAMPLE TYPE OF TOOLS

- **Business Model Localization Canvas** - Framework to help companies identify aspects of their business that need to be localized for new markets
- **Localization Premium Analysis** - Tool that allows companies to visualize and manage the complexity that comes with localization, prioritizing key markets and changes to best get product-market fit
- **Global Class Management Model** - Framework and methodology for managing a globally distributed team at scale
- **Global Class Team Building Framework** - Resource to help company leaders build best-in-class local teams when expanding in new markets

# THE BUDGET



## Global Class Masterclass Program Budget Overview

Service	Fee	Description
Training & Onboarding	Upon Request	Includes 3 onboarding sessions where founders walk team's through the frameworks to ensure the team understands the Global Class frameworks and can successfully facilitate the program. We will also customize (non-video) content to be co-branded with accelerator's branding
Curriculum Development (should customization be needed)	Upon Request	Must be scoped; price depends on number of hours involved
Annual License	Upon Request	Includes access to updated material (presentations, learning curriculum etc) and an annual "refresher" workshop to learn update case studies and improvements to frameworks and annual customizations accelerator requests
Integration License	Upon Request	Permits licensee to incorporate our frameworks into their own teaching materials (online learning courses, etc)
New Business Referral Fee	10%	Receive a fee when any past/present cohort company engaged with Global Class' other services (advisory, consulting, speaking, etc.), or when referring a new Masterclass client (accelerator, university, company, etc.) - based on amount paid to Global Class, not equity
Additional "Train the Trainer" Training (Per Hour / Per Person)	Upon Request	Ad hoc sessions to train, support, troubleshoot with existing team facilitating Global Class program
Keynote by authors (Klaus Wehage & Aaron McDaniel)	Upon Request	Keynote where authors share Global Class methodology directly with accelerator cohort companies, including Q&A
Workshop by authors (Klaus Wehage & Aaron McDaniel)	Upon Request	In depth workshop where authors facilitate Global Class sessions with accelerator cohort companies

# ABOUT THE BOOK

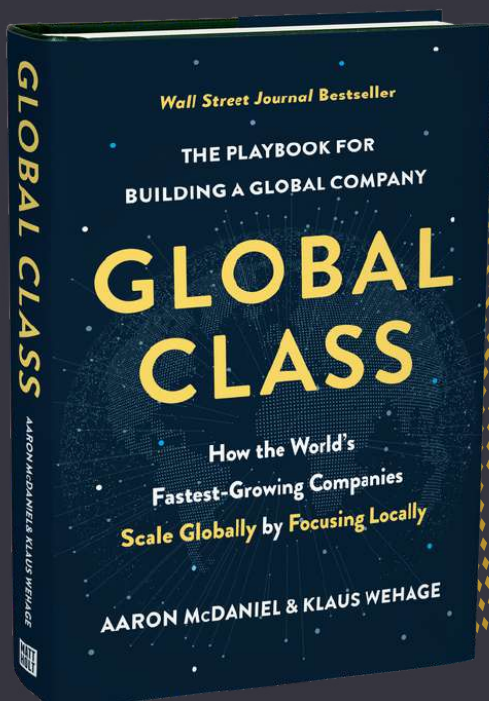


The business world has changed and to stay ahead companies have to think, operate and scale differently. Companies need to adopt a new mindset and build distributed teams with a unique set of skills to succeed in new markets. A revision to the agile methodology is necessary to better balance the need to localize with the complexity that localization and managing a global footprint creates. To date, business leaders have had to learn how to scale globally the hard way, through trial, error and failure, since no guidebook existed to light the way; until now.

## Enter Global Class.

Global Class is the **playbook** that teaches you the mindset, culture and strategies to successfully build global businesses. Through case studies and insights from over 300 of the world's fastest growing companies, Global Class illuminates what the new class of successful global businesses ("Global Class Companies") do to succeed, who are part of their high performing teams and how they do it. From market entry to global growth, Global Class introduces a comprehensive toolkit of practical frameworks that provide a blueprint for how to build and manage a company at global scale.

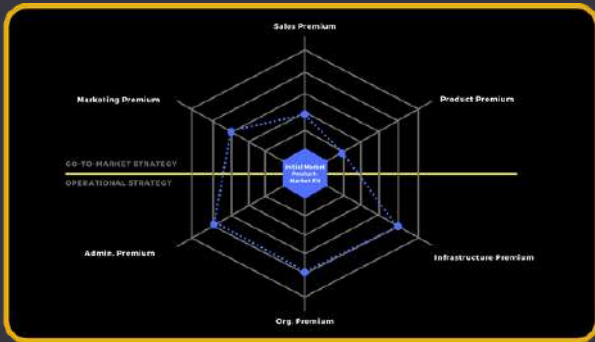
No matter whether you are considering entering your first international market, have a mature global presence Global Class is the essential playbook for reaching global scale for businesses of all sizes and stages.



# OUR GLOBAL CLASS TOOLKIT



Our toolkit helps any organization with an international footprint (or desire to become a global organization): manage organizational complexity, find product-market fit in new locations, identify Global Class talent, manage a distributed workforce and build strong company culture.



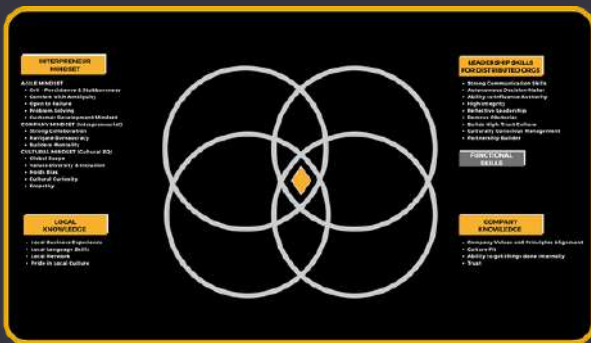
## Localization Premium Analysis

As you enter new markets you must localize to get traction. With these changes comes complexity that must be addressed head-on. The Localization Premium Chart can help.

## Global Market Localization Canvas

Expanding to new countries means revisiting product-market fit and your operating model. Use our Global Market Validation Canvas to test, iterate and achieve traction in international markets.

Country:	Date:	Correlated By:
<b>EXAMPLE</b>	<b>Validated Model in Initial Market</b>	<b>Regulation</b>
Customer Segment		
Value Proposition		
Channels		
Customer Relationships		
Revenue Streams		
Key Resources		
Key Activities		
Key Partners		
Cost Structure		
		<b>Culture</b>
		<b>New Hypotheses</b>

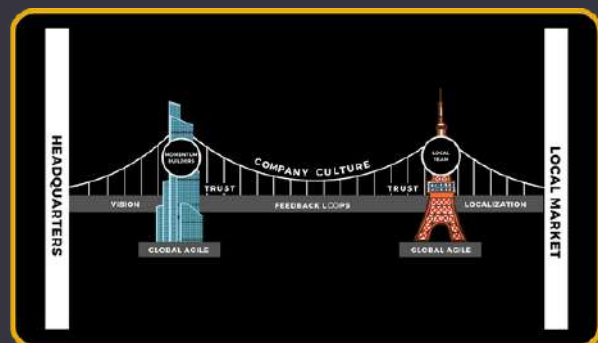


## Global Class Team Building Framework

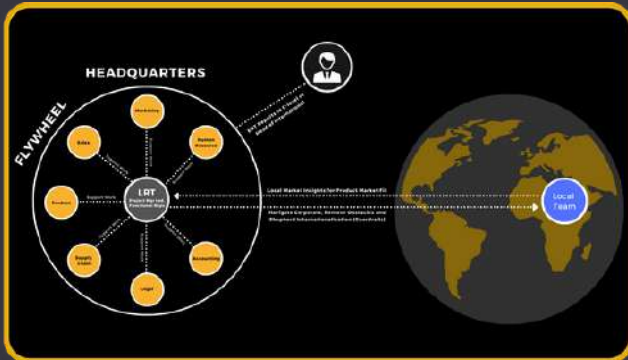
90% of executives surveyed identified talent as being the most critical factor in achieving global success. Our team building framework helps you identify talent gaps and focus on the traits needed to ensure expansion success.

## Global Expansion Management Model

Our research has found that companies with a strong organizational culture called upon in strategy development and decision-making can help steward global success. Learn how the management model can help you ensure alignment and accelerate growth in new international markets



# OUR GLOBAL CLASS TOOLKIT

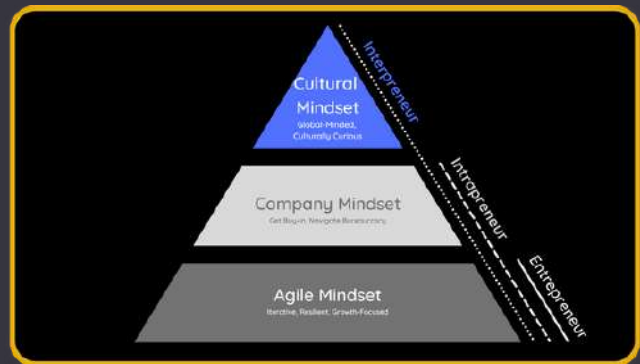


## Localization Resource Team

As companies scale to int'l markets, it is necessary to build support functions that remove obstacles for global teams so they can focus on traction in new markets. Learn how the best-in-class companies build processes that allow organizations to scale

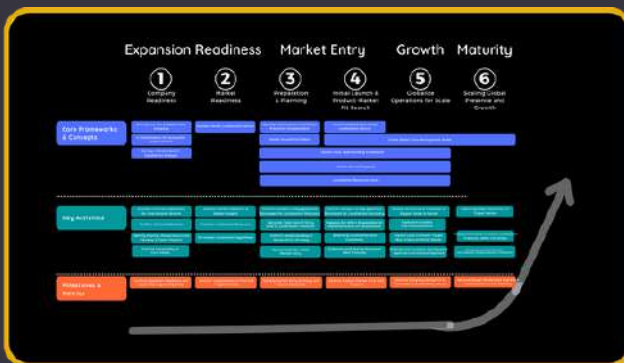
## The Interpreneur Mindset

Culturally curious and global-minded talent is in more demand in today's distributed world. Learn how the fastest-growing companies in the world hire, develop and manage Interpreneurial talent to create a competitive advantage.



## The Stages of International Growth

Expansion has often happened in a vacuum and leaders driving those efforts have had to reinvent the wheel. Through hundreds of hours of research, we have developed a framework for global success that takes leaders through the various stages of growth.



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Through Global Class, Klaus & Aaron solves the puzzle for how to globalize and localize in today's competitive business environment.

**ELISE RUBIN**  
GLOBAL HEAD INTERNATIONALIZATION





# THE COMMUNITY



The Global Class book couldn't have been written without the support of our community of "expansion experts". We're grateful for the support of an esteemed group of people leading international efforts at some of the fastest-growing companies in the world. With int'l business professionals distributed all over the world, our mission is to connect global industry leaders and help them succeed.



Based on interviews with top executives who leads international expansion for some of the fastest growing companies in the world.



# AUTHOR BIOGRAPHY



## AARON MCDANIEL

**CO-FOUNDER AND HEAD OF ENTREPRENEURSHIP AT 10X AND LECTURER, BERKELEY HAAS SCHOOL OF BUSINESS**

Aaron McDaniel is an entrepreneur, corporate manager, speaker, and author with a passion for helping organizations innovate and better engage their millennial workforce. He pairs his multi-generational teamwork expertise with strong corporate experience, having been in leadership and management roles for over a decade. At the age of 27, McDaniel became one of the youngest ever to serve as Regional Vice President at AT&T, a Fortune Global 100 company. He was a graduate of AT&T's flagship MBA-only Leadership Development Program (as an undergraduate), and was part of AT&T's Diamond Club, being part of the top 1% of sales leaders worldwide.

He has built many successful ventures including three that were acquired (Access Invest, the nation's largest mobile aggregator of alternative investments acquired in 2016; Tycoon, the first real estate crowdfunding platform to be acquired in 2015; and Pong360, an e-commerce portal targeting millennials, acquired in 2012).

Currently, McDaniel is a co-founder of 10x Innovation Lab, an organization that educates and connects international entrepreneurs, government organizations, and corporations with Silicon Valley. He is a member of the faculty at Berkeley Haas and is a founding partner of Velocity Capital Group.

### **Expertise and Research Interests**

- Millennial Workplace Trends
- Corporate Innovation and Cultural Transformation
- Entrepreneurship and Emerging Tech Trends

# AUTHOR BIOGRAPHY



## KLAUS WEHAGE

**CO-FOUNDER AND CEO AT 10X AND ADVISOR TO THE JAPANESE AND TAIWANESE GOVERNMENT**

Klaus Wehage is the Founder & CEO at 10X Innovation Lab, an organization that builds entrepreneurial and innovation ecosystems across the globe. Klaus has built a reputation for being a Silicon Valley ambassador for international corporations, entrepreneurs, government agencies, international investment firms, and accelerators, providing key insights into what makes the Silicon Valley ecosystem uniquely successful and serves as a conduit, connecting the world to the startup community elite. He is known as the secret weapon for those looking to expand their businesses worldwide, raise capital, implement innovation programs, and strengthen their ties to the Silicon Valley ecosystem.

Klaus previously served as the Head of International Relations at Silicon Valley Forum, the most prestigious non-profit promoting innovation and entrepreneurship where he started dedicating his career to building and cultivating high-value, sustainable partnerships with international organizations.

To date, Klaus has mentored and assisted 2000+ founders and corporate executives worked with 50+ countries, has mentored executives from some of the largest global companies and currently advises governments on ecosystem building, including Japan and Taiwan amongst others.

Klaus earned an MBA at Hult University and a Bachelors in Business and Culture from Copenhagen Business School, the nation's most prestigious program of its type. Originally from Denmark, Klaus has lived and worked in 4 continents and has called Silicon Valley home for the last 6 years.

### **Expertise and Research Interests**

- Entrepreneurship and Startup Support
- Building Successful International Expansion Strategies
- Building Thriving Entrepreneurial Ecosystems
- Corporate Innovation and Cultural Transformation

# GLOBAL CLASS TESTIMONIALS



“Global Class solves the puzzle for how to globalize and localize in today’s competitive business environment, driving organizational strategy, innovation and business transformation.”

— Elise Rubin, Global Head Internationalization @ Google Nest



“To succeed as a global business in today’s ultra-competitive environment, you have to act fast and hyperscale. In Global Class, Klaus & Aaron show you how to create the speed and momentum needed to succeed in that environment.”

— Emil Michaels, Fmr Chief Business Officer @ Uber



“The team behind Global Class connected us with Flexport’s Europe team as we look to scale into the market.”

— Casey Armstrong, CMO @ ShipBob



I’ve seen 100s of startups go through the pain of int’l growth. I will ask every founder to read Global Class! If only this book existed when I did global expansion at Yahoo!

— Marvin Liao, Partner @ GameGroove Capital



“Trust is the number one value when expanding your business internationally. It goes hand in hand with customer success. Global Class is a blue print for how to achieve both and have YOUR business be a platform (catalyst) for change in every market and community you enter and embrace.”

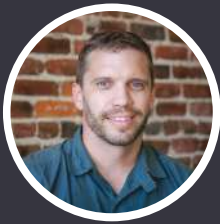
— Polly Sumner, Chief Adoption Officer @ Salesforce

# GLOBAL CLASS TESTIMONIALS



"Aaron and Klaus provide structure, process and clarity where there once was only mystery and complexity - Global Class is the perfect guidebook for navigating the challenges of global expansion."

— John Brandon, Fmr VP of International @ Apple



"The way Aaron & Klaus describe a Global Class Company is the exact model we aspire to at Flexport - culturally curious, localized, and strong in our core company values."

— Ryan Petersen, CEO & Founder @ Flexport



"This book should be required reading for any business leader with an eye on international markets."

— Steve Blank, The Father of Modern Entrepreneurship



"Entering new global markets is hard. Global Class, helps you bridge the chasm between local market success and global-market fit."

— Alex Osterwalder, CEO Strategyzer and inventor of the Business Model Canvas



"Aaron & Klaus have literally written the book on International Go-To-Market... This is the book I wish I had 15 years ago!"

— Abe Smith, Head of International @ Zoom



# PAST PARTNERS

We have worked across geographies and industries to support startups in their expansion efforts. Our partners always rank our services highly and continue to engage with us in programs that focus on educating entrepreneurs on entrepreneurial best practices, coupled with meeting support that helps them validate expansion opportunities.

- KISED Korea Institute of Startup & Entrepreneurship Development
- Ministry of Trade, Economy and Industry of Japan
- JETRO (Export Agency)
- Tokyo Metropolitan Government (City Government)
- J-Startup (Startup Platform)
- NEDO Silicon Valley (R&D Funding Agency)
- Ministry of Science and Technology Taiwan
- Taitra (Export Agency)
- Institute for Information Industry(III) (NGO)
- Taiwan Tech Arena (Startup Platform)
- Meet Taipei (Media Company)
- Business Next Media (Media Company)
- Enterprise Singapore (Export Agency)
- Cyberport Hong Kong (Science Park)
- Ministry of Science and Technology Vietnam
- Ministry of Science and Technology Guadalajara, Mexico
- ProColombia (Export Agency)
- Apex Brasil (Export Agency)

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“10X has been a strong partner to a number of our central government initiatives while at the same time, has launched an extensive entrepreneurial program with our leading educational institutions, helping us create a strong pipeline of talent and advocating for entrepreneurship. All of this has led to progress in our goal to solidify our country’s global reputation as a champion of entrepreneurship and innovation.”

**CHYOU-HUEY**

DIRECTOR GENERAL

MINISTRY OF SCIENCE AND TECHNOLOGY



# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY

### Module 1 -- Introduction & Course Overview

<b>a.</b>	Course Overview - who is this for (growth stage startups to established companies to those who want a global career - we have worked with all, it applies to all), who are instructors
<b>b.</b>	The Chasm (an initial market success or worldwide success?)
<b>c.</b>	Why Global Initiatives Fail (The 10 Failures)
<b>d.</b>	The World has Changed - There's a New Way of Building Your Startup

### Module 2 -- The Stages of Global Growth

<b>a.</b>	The "Initial" Market
<b>b.</b>	Phases of Growth - market entry (product-market fit), market growth (company-market fit), maturity
<b>c.</b>	Company Readiness
<b>d.</b>	Market Readiness
<b>e.</b>	Planning & Preparation
<b>f.</b>	Initial Launch & Product-Market Fit Search - Demand Generation and Building Initial Traction (Zendesk's initial growth in Brazil)
<b>g.</b>	Globalize Operations for Scale - Product-Market Fit vs. Company-Market Fit
<b>h.</b>	Scaling Global Presence (and Growth)

# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY (CON'T)

### Module 3 -- The Global Class Mindset

a.	Thinking Global Day 1
b.	Global Class Vision
c.	Global Class Team Building
d.	The Global Class HQ, The new definition
e.	Two-Way Innovation
f.	Global Class Strategy (company way vs. local way)
g.	The Global Class View on Disruption: How to Successfully Build Relationships in Local Ecosystems
h.	Case Studies - Building for 2 markets (BlaBlaCar), Canva, etc

### Module 4 -- The Interpreneur: The Catalyst for Reaching Global Scale

a.	Acceleration of Distributed Work & the Power of Diversity (Plep case study)
b.	The Interpreneur - The Three Layers of the Interpreneurial Pyramid
c.	Characteristics of Interpreneurs - Global Mindset/Sees Opportunities, Values Diversity & Inclusion, Takes Educated Risks, Open/Sharing/Always Learning, Cultural Curiosity/Creativity, Seeks to Understand/Sensitive to Culture, Builder's Mentality, Thinks in terms of Focus, Long-term view, global citizenship
d.	Interpreneur Case Studies - Abe Smith (Zoom), Katheryn Hymes (Slack), Troy Malone (EvernoteO, Masami Takahashi (Uber/WeWork), Israel Bimpe (Zipline), etc.
e.	How to find, acquire, nurture Interpreneurial Talent
f.	Exercise - Interpreneurial Survey



# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY (CON'T)

### Module 5 -- Foundations for Global Growth

a.	Leadership Alignment/Org Buy-In
b.	The 4 commitments for successful global growth - Resource Alignment
c.	The 4 commitments for successful global growth - Trust & Autonomy (Trust Curve)
d.	The 4 commitments for successful global growth - Communication & Clarity (feedback loops)
e.	The 4 commitments for successful global growth - Global Agile Methodology & Why the 4 commitments are important
f.	Exercise - Company Readiness Questions

### Module 6 -- Agile/Lean Methodology Refresher

a.	Customer Discovery - along with Customer Development Process jump back to cust. Discovery (otherwise you risk doing things the "Company Way" and failing)
b.	Iteration & MVPs
c.	Pivoting
d.	Differences in Metrics

### Module 7 -- WHAT is Localization, WHY is it Important & HOW to do it

a.	The importance of localizing
b.	The scope of localizing (beyond language translation) - Zendesk in Singapore
c.	Language Translation: The Multifaceted Process of Localizing Products, Websites and Market Materials for New Markets - Tableau Germany example, Why it's important. China example (PRC and diaspora sites)
d.	Global Agile Overview - (Show the Global Agile 2 Stage Process)

# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY (CON'T)

### Module 8 -- Global Agile Stage 1 - Discovery & Hypothesis Development

a.	Revisiting Customer Discovery
b.	Localization Discovery - bridge between Loc Disc and BLMC with "asking the right questions"
c.	Identifying the right stakeholders to connect with during localization discovery
d.	BMLC Case Studies (like DocuSign in Japan), Zoom Localization of Tech, LinkedIn Value Prop change,
e.	Exercise - Fill out the BMLC

### Module 9 -- Global Agile Stage 2 - Preparation, Validation & Implementation

a.	Localization Premium defined
b.	LPA overview - the purpose, the iceberg, go-to-market and operational
c.	Marketing Premium - LinkedIn value proposition change
d.	Sales Premium - DocuSign in Germany, Deutsche Telekom, Customer service in Japan vs USA or hiring a large account team for Korean clients
e.	Product Premium - Heinz in Brazil, Slack Button, Nike shoes
f.	Infrastructure Premium - Google Maps in Oman / Data location in Germany
g.	Org Premium - Talabat and hiring Oman people
h.	Admin Premium - Zendesk and getting money in and out or hiring regulation in Korea (hard to fire people)
i.	Filling out the LPA - Apple (Brazil), Talabat (Oman)

# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY (CON'T)

j.	Uses of LPA - New Market Analysis, Market Prioritization, Communication Tool, Visualization of Risks, Overcome Myopia, Road Map Alignment, Foundation of Playbook, Implementation Tracking,
k.	Familiarity Bias - Square (UK/Australia)
l.	Linked Markets & Pattern Identification - Airbnb (APAC)
m.	Exercise - Fill out LPA for a country

### Module 10 -- Taking Global Agile to the Next Level

a.	Balancing Company-Market Fit and Localization Premium
b.	The Interplay between Premiums - like Language Translation
c.	Perception vs. Reality: Expected Localizations vs. What Led to Market Penetration and Grow (Evernote's expansion into India)
d.	LPA Detailed Analysis tool (core value alignment, prioritization)
e.	Total Cost of Entry equation
f.	Scaling Localizations to Multiple Markets
g.	Mitigating Localization Premium - Internationalization
h.	Exercise - Calculate Total Cost of Entry

### Module 11 -- Momentum Builders - Processes and Structures to Support Global Scale

a.	Momentum Builders Overview
b.	Global Growth Pitch Deck

# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY (CON'T)

<b>c.</b>	Localization Resource Team
<b>d.</b>	Facilitating Two-Way Innovation & Communication <ul style="list-style-type: none"><li>• GM Monthly Meetings</li><li>• Ambassador Program</li><li>• All Hands / Small Hands</li></ul>
<b>e.</b>	Global Growth Playbook (including sample TOC)
<b>f.</b>	Exercise - Global Growth Playbook Table of Contents & Outline
<b>g.</b>	Separation of Initial Market from HQ
<b>h.</b>	Job Function Pendulum
<b>i.</b>	Small Hands and other best practices for communication & supporting scale
<b>j.</b>	Balancing Process with Flexibility - Not overdoing it with complexity, hampering growth
<b>Module 12 -- People &amp; Global Class Team Building</b>	
<b>a.</b>	The Global Class Team Building Framework Overview
<b>b.</b>	Interpreneurial Mindset (revisited)
<b>c.</b>	Leadership Skills for Distributed Organizations
<b>d.</b>	Company Knowledge
<b>e.</b>	Local Knowledge
<b>f.</b>	Bridging Company Knowledge with Local Knowledge for Effective Localization

# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY (CON'T)

<b>g.</b>	Effective Team Building Strategies - Enable Decentralized Talent Strategy <ul style="list-style-type: none"><li>• Micro-moves (work in different geo's)</li><li>• Cross-cultural collaboration</li></ul>
<b>h.</b>	Vetting & Hiring Candidates
<b>Module 13 -- People &amp; Global Class Team Building</b>	
<b>a.</b>	The Global Class Management Model
<b>b.</b>	Building a bridge between HQ & Local Teams - Reminder of new HQ
<b>c.</b>	Decision Rights
<b>d.</b>	Resource Allocation - unlocked based on milestones
<b>e.</b>	Global Class Management Best Practices - Vision and Core Value Alignment
<b>f.</b>	Global Class Management Best Practices - Culturally Conscious Management
<b>g.</b>	Global Class Management Best Practices - Balance Localization and Complexity
<b>h.</b>	Global Class Management Best Practices - Building a Team of Interpreneurs
<b>i.</b>	Global Class Management Best Practices - Effective Communication
<b>j.</b>	Global Class Management Best Practices - Balancing Autonomy and Speed
<b>k.</b>	Global Class Management Best Practices - Transparency and Trust
<b>l.</b>	Global Class Management Best Practices - Localized Empowerment
<b>m.</b>	Global Class Management Best Practices - Prioritization and Focus

# APPENDIX: ON-DEMAND VIDEO LIBRARY



## DETAILED OUTLINE OF VIDEO LIBRARY (CON'T)

<b>o.</b>	Global Class Management Best Practices - Removing Obstacles
<b>p.</b>	Case study: Rakuten and Feedback Loops Through Asakai's (Monday Morning Meeting)

### Module 14 -- Balancing Differences in Culture to Engage a Diverse Organization

<b>a.</b>	The 3 types of culture & Why culture matters <ul style="list-style-type: none"><li>• Navigating Local Business Culture</li><li>• Navigating Local Market Culture</li></ul>
<b>b.</b>	What to do when cultures conflict - Rakuten UK story
<b>c.</b>	The Rise of Community Culture - Cultures that Transcends Borders
<b>d.</b>	Integrating Culture
<b>e.</b>	Universalizing Core Values
<b>f.</b>	Culturally Conscious Management Revisited
<b>g.</b>	Exercise - Universalize Core Values, evaluate if they apply universally
<b>h.</b>	Hiring the right team (revisited)

### Module 15 -- Balancing Differences in Culture to Engage a Diverse Organization

<b>a.</b>	Tying all the concepts together
<b>b.</b>	The role of Global Class Companies & Call to Action
<b>c.</b>	The 5 Questions: How to Help Your Organization Join the Global Class + Are you a global class company? Survey questions



LET'S SCALE COMPANIES, TOGETHER

Investors who have completed 10X programs

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