

Going Global

How can service businesses
scale internationally?

Global scale-up experts share
their insights into the challenges,
best practices and benefits of
exporting services internationally.

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Introduction

When it comes to driving business growth, expanding into new markets is one of the most powerful tools available to organisations.

By picking up new learnings, competitors, suppliers and solutions internationally, businesses that export become more innovative, more productive and more sustainable than their domestic counterparts. They also become stronger, increasing their market share and opportunities to raise investment as a result.

Despite these opportunities, UK SMEs have demonstrated a low propensity to export their services. According to the most recent Annual Business Survey, less than 8% of service businesses with up to 50 staff engage in international trade, rising to just 34% for firms with over 250 employees.

Exporting services doesn't have to be costly or difficult. In fact, the world has never been more accessible for businesses in the North. Whether you're creating your first global strategy or developing existing exports, there's a wealth of support available to help you grow internationally.

At the Growth Company, we unlock potential in business by opening new markets. We do this in partnership with a strong international network of public and private partners that can support businesses in finding opportunities and expanding overseas, including the Department for International Trade.

Our Global Scale-Up programme, backed by KPMG and other international leaders, is a great example of this, and has already delivered a host of global success stories from the North.

At our roundtable, Going Global – Scaling Service Businesses Internationally, we gathered insights into the challenges, best practices and benefits of exporting services from some of the North's leading experts that have experienced the global scale-up journey themselves.

From knowing when you're ready to expand, through to the nuances of different markets and where to look to for support along the way, this whitepaper is based on those insights. I hope that it proves useful to you as you establish yourself in new geographies around the world.

Richard Jeffery,
Director of Business Growth at the Growth Company



Meet the experts

This whitepaper is based on insights from the experts below, who all contributed to *Going Global – Scaling Service Businesses Internationally*, a roundtable hosted by the Growth Company in 2020.

Laura Blakey

Investment Director at Greater Manchester Combined Authority

David Pichilingi

Chief Executive Officer at Modern Sky UK and North America

Nicholas Clark

Head of Channel Management at NatWest

Liz Scott

Head of Entrepreneur Engagement at Tech Nation

Nikki Le-Grys

International Trade Development Manager at GC Business Growth Hub

Frank Shephard

Head of Corporate at DWF

Dolan Hewison

Chief Operating Officer at Ear to the Ground

Paul Webster

Managing Director at International Investment Services, Gateley

Richard Jeffery

Director of Business Growth at the Growth Company

John Willis

Programmes Manager at Manchester Metropolitan University

Nigel Jones

Technology and Creative Sector Specialist at the Department for International Trade

What do we mean by 'services'?

Any business can deliver services that they can market and sell overseas. The term refers to transactions that don't include physical goods being transferred from seller to buyer. Services can therefore be delivered in a huge range of sectors and sub-sectors.

Sara Knowles

International Trade Team Leader at the Department for International Trade

Damian Mohammed

Investment Director at GC Angels

Additional content was provided by Sara Knowles, international trade team leader at the Department for International Trade, and Kevin Ledwith, export finance manager at UK Export Finance.

Greater Manchester

The Creative and Digital sector is the most export intensive sector in Greater Manchester (35%). The vast majority of businesses involved in international trade have links with EU states (87% in 2017, up from 75% in 2016). Almost half of businesses involved in international trade (47%) have links with North America and a similar proportion (45%) have links with non-EU European states.

Source: Greater Manchester Business Survey 2017

How do we get started?

Establish strategy leadership

Any services export strategy should have the full support of the whole management and leadership team. It is important that there is agreement to dedicate resources to the business internationalisation strategy and there is a shared commitment to its development and delivery. There should be clear reasons to start exporting and a vision which is clearly communicated and understood across the company.

Conduct market research

The next essential step is to conduct thorough market research. This should include a competitor analysis of the specific economic, political, social and legal factors that indicate new opportunities and your unique selling proposition (USP). Data gathering can be conducted by your own desk research or via an agency/consultant. Ideally, you can also conduct market visits and trade missions, and options are now available to engage with virtual trade missions and exhibitions; these are a great way of obtaining deeper market information and making contacts with potential clients or partners.

***Did you know?** Advice and support for conducting overseas market research, events and missions can be accessed through your local Growth Hub or the Department for International Trade (DIT). There are also grants available to support businesses. To find out more, visit: [Growth Company's International Trade website.](#)*

Identify costs

Once you have identified markets with demand for your products and prioritised them, you can consider your financial ability to enter the market. Things to consider include the costs of adapting your services for different cultural contexts and technological platforms; language translation and interpreting; legal costs, including protecting your intellectual property; and health, safety and travel costs associated with the movement of people. We will look at some of these areas in further detail in the following sections.

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When developing a market entry strategy, pragmatism rules every time. Consider where your customers are, the areas in which you can be successful quickly and whether you have the working capital to enter that market
”

Paul Webster, Managing Director at International Investment Services, Gately

“
The scale of breaking the US market can be overwhelming for many smaller businesses. That's why it's vital that businesses strategise early when considering this step
”

Laura Blakey, Investment Director at Greater Manchester Combined Authority

“
Many businesses can be overwhelmed by the advice and support available to them and might not know where to start
”

Frank Shephard, Head of Corporate at DWF

“
Universities are placing a much greater emphasis on disseminating academic expertise. It's vital that businesses use this as an opportunity to strengthen their links with local universities, as these will not only be able to provide valuable information, but they also often have pre-existing connections internationally with other universities and businesses
”

John Willis, Programmes Manager at Manchester Metropolitan University

The Global Scale-Up Programme, delivered by GC Business Growth Hub and the Growth Company, is a great place to start when considering selling services internationally. We help you build peer to peer networks, identify target markets and even conduct tailored trade missions to your chosen geographies.

Register your interest for the next cohort [here.](#)

Routes to market

Creating your international roadmap, with clear target markets researched, defined and prioritised, is crucial. You then need to establish your route to market, considering time, cost, market impact and long-term objectives. There are several routes to market you may consider as a service provider.

Online

You may be able to sell and deliver your services online directly to your customer. This may work if you are selling, for example, e-learning packages or advisory documents, books or templates, apps or other software that can be downloaded for a fee paid online or a service that can be delivered remotely through the exchange of knowledge documents, such as translation or consultancy. This could be direct through your own website or via an e-commerce platform such as Amazon Web Services (AWS), Creative Pool or an app store such as the App Store, Play Store and Steam.

Direct

Selling and delivering services direct in market is often necessary or preferred where personalisation of the service is part of the offer, such as with training, consultancy or where it is necessary to survey a location – architecture, planning and design, for example. Considerable time and money is required for the movement of people, and management of their health, safety and security. Consider which policies and procedures need to be in place to manage this.

Changes to UK recruitment and immigration policy and legislation are expected in early 2021 – ensure that you are aware of the latest guidance and requirements from sources such as the Home Office and legal professionals specialising in employment law.

You may choose to employ people in market using an International Professional Employer Organisation (PEO) to be the legal Employer of Record. Consider which policies and procedures need to be in place to move people across borders or attract, recruit and manage local staff.

Partnerships and joint ventures

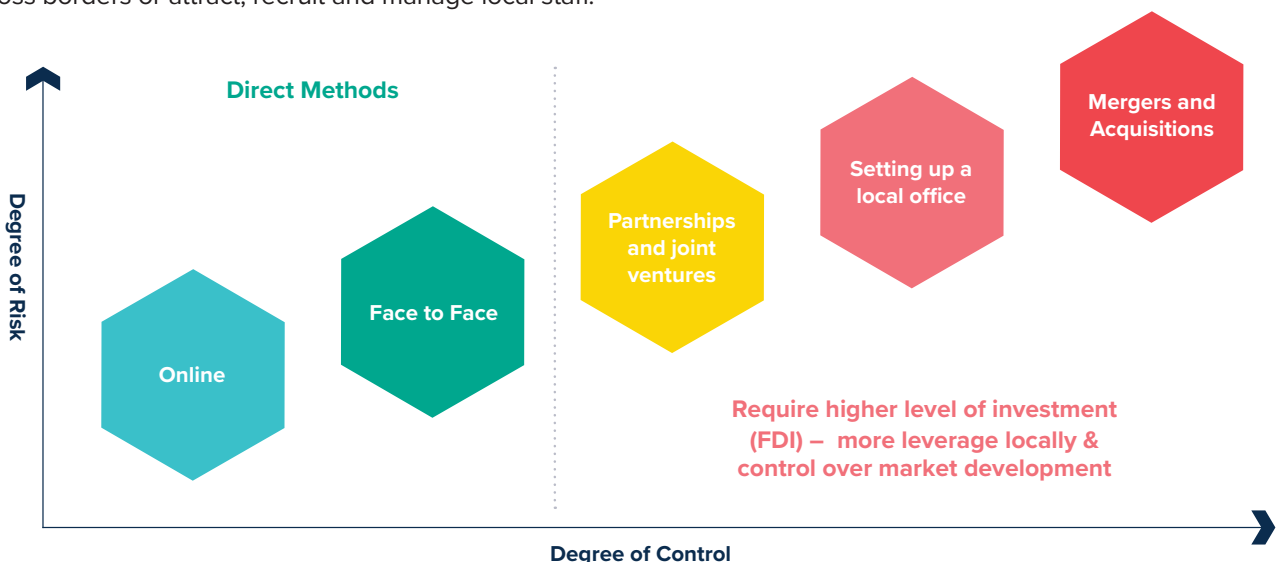
Partnerships and joint ventures enable you to establish a localised offer and access to market intelligence and local client-bases. In some markets it may be necessary to have a partner based in your target market to comply with the local regulations. Always seek professional legal and financial advice when planning to set up an entity of this type.

Mergers and Acquisitions (M&A)

The process of consolidating your company with an overseas business may be appropriate where there is a competitor to your service or to diversify your offer, expand your reach and gain a greater market share. When considering mergers and acquisitions, conduct careful research and due diligence and obtain professional financial and legal advice.

Setting up a local office

Setting up a separate business arm or office in your target market can help you to overcome some of the challenges faced in entering that market or operations such as language, culture, market intelligence, legal requirements and taxation. It can also help to establish your marketing and brand presence in-market, where having an office can embed service localisation through a locally-employed workforce, or where it is necessary to have face-to-face contact with your clients to deliver your service, such as in healthcare. Many services can now be delivered remotely via online platforms, but having an office based overseas can be advantageous for marketing, legal or taxation reasons.





Arctic Shores

Founded in 2014 by Robert Newry and Safe Hammad, Arctic Shores combines neuroscience, data science and game technology to create the next generation of psychometric assessments for talent selection, helping companies recruit more efficiently and in a fairer way.

The results speak for themselves, with one engineering client achieving a 100% increase in female job offers and a 40% improvement in the quality of hire, as well as a 26% reduction in the cost to hire. The business currently has 150+ clients using the platform across 45 countries – including KPMG, PwC, Airbus, Siemens and Coca Cola Bottling – while its psychometric assessment has been translated into 20 languages.

Employing 33 staff at the company's Manchester HQ, with 30 more working out of its London office, two in Cologne and three based in Singapore, Arctic Shores is committed to rapid international growth and recently went through the Growth Company's Global Scale-Up Programme, supported by KPMG. Managing Director Robert Newry says: "We had international interest very early on and we were in two minds on whether to stay focused on the UK market or start to follow through on the international interest.

"As someone who had worked overseas, I was keen to create a strong export side to our business and we are seeing the benefits of that now as it represents 40% of our sales. We've learnt a lot from branching out beyond the UK market: we

“
I was keen to create a strong export side to our business and we are seeing the benefits of that now as it represents 40% of our sales

”
Robert Newry,
Arctic Shores

should have planned more, been more selective about the markets and the partners we chose to work with – if only we had come across the Growth Company earlier!

"We received some great advice during the Global Scale-Up Programme on planning and prioritising, as well as getting access to experienced business advisors. We live in a global marketplace so every company should plan to sell beyond the UK's shores, however which markets to target, why and how are crucial decisions to make early on. I'd encourage any company to get good advice before jumping in."

The Global Scale-Up Programme enables companies across Greater Manchester to rapidly expand into multiple markets.

Successful applicants will have access to a set of global experts, the latest international growth tools, global market opportunities and an exclusive peer-to-peer network of businesses that have scaled globally.

Register your interest at
www.businessgrowthhub.com/global-scale-up-programme

Pricing services

Pricing your services will need to account for how you deliver, whether remotely or face-to-face (or a combination of both).

Your routes to market may include opening an overseas office, setting up a partnership or joint venture overseas or selling your service under licence or as a franchise – any related legal costs will need to be built into your pricing. Many services will need to be delivered as bespoke services, such as design, architecture, recruitment, management consultancy and training or software specific to the client's individual needs, and the costs adjusted accordingly, with consideration given to language and localisation factors (see pages 11-14).

Pricing should take into account:

- Preparation, travel and acclimatisation time
- Health and safety costs where there is movement of people
- Conducting due diligence on clients and partners
- Invoicing and up-front part payments to ensure preparation costs are covered
- Currency – exchange rates and fluctuations
- Translation and interpreters
- Cultural alignment and localisation
- Legal costs e.g. for licensing, franchising or establishing a joint venture
- Accountancy and taxation – advice should be sought from a qualified accountant with international expertise

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Sustainability is increasingly becoming the number one priority for businesses worldwide. Organisations considering expanding their international presence should be aware of their carbon footprint when travel planning

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Nicholas Clark, Head
of Channel
Management at
NatWest

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The profile of e-commerce needs to be raised as a viable avenue for businesses that are looking to scale up internationally. Freight liners and cargo aren't the only routes to market for service businesses. There needs to be a shift in perception and more businesses need to start acknowledging the opportunities that e-commerce can present when entering international markets

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Sara Knowles, Team
Leader at the Department
for International Trade

Legal factors and protecting your Intellectual Property (IP)

Services are often based on a unique proposition of knowledge, expertise and design, such as software or a gaming app. It's essential that before launching your services you know how to use, protect and enforce your rights.

IP rights tend to be territorial – they only give protection in the countries where they are granted. For copyright, however, the UK is a member of several international conventions, so UK works are automatically protected in some countries. Take professional advice from a lawyer or IP professional and build the costs of protecting your IP, including trademarks, patents and copyright, into your sales and marketing budget. There is detailed guidance on the IPO website, including country guides.

<https://www.gov.uk/government/organisations/intellectual-property-office>

“

We shouldn't try to replicate London's early-stage financial opportunities because it has entirely different circumstances to ours. Instead, we should be looking to follow the examples of financial ecosystems that are similar to ours, such as Denver

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Liz Scott, Head of
Entrepreneur Engagement at
Tech Nation

“

It's worthwhile starting to make local partnerships and building networks in even potential new marketplaces early on, so that these links are well-established for when you need them

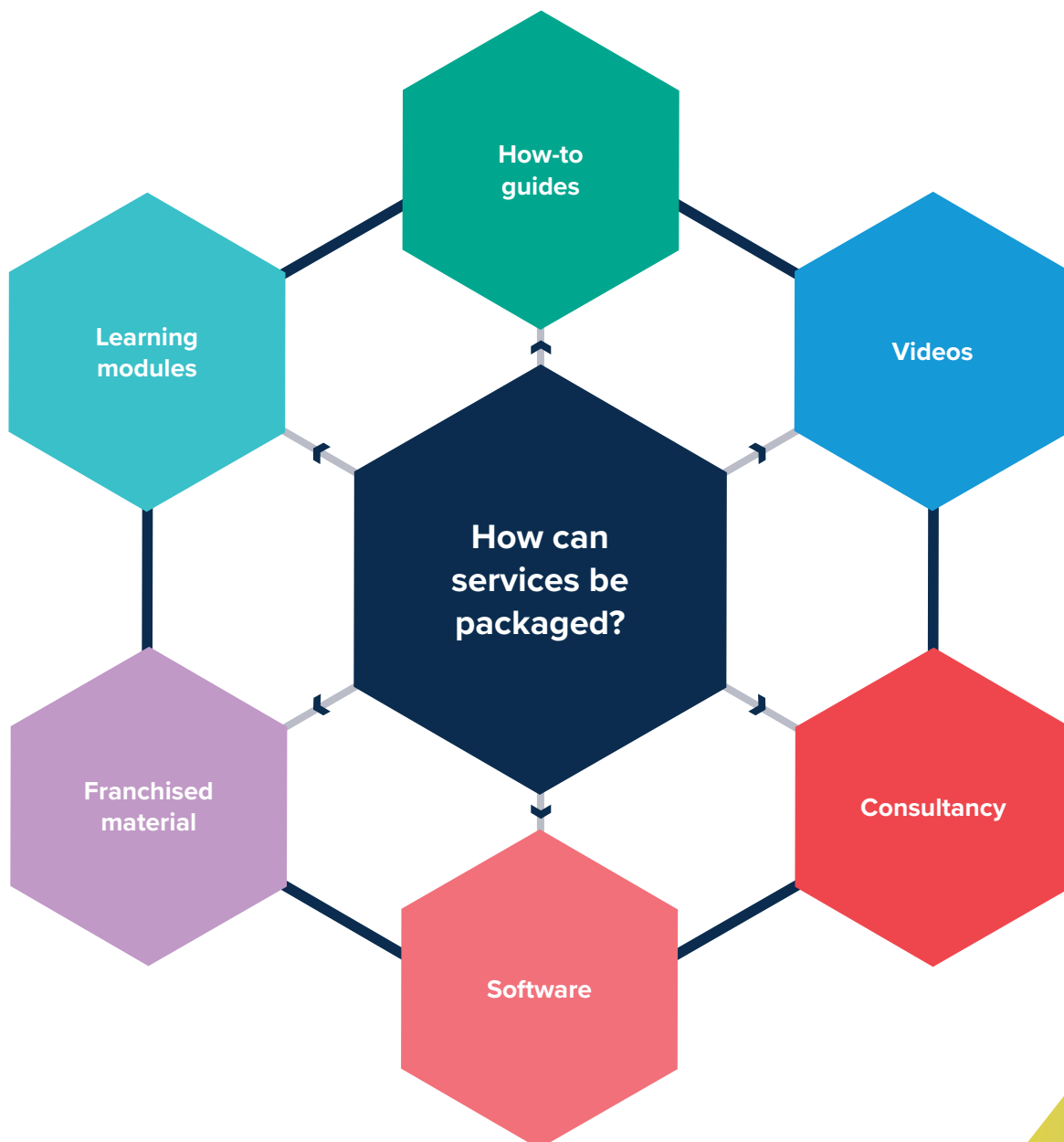
”

Dolan Hewison, COO
at creative marketing agency
Ear to the Ground

Packaging and delivering your services

You can optimise the value proposition of your service and increase sales volumes by packaging your services.

Elements of your package may include written or video content, or reference material, as well as advisory, training or consultancy services delivered in person or via an online platform. You may want to license or franchise the delivery of your content. Examples of a packaged service include a set of learning modules that can be delivered in a company; how-to guides and video that help a client solve a problem; or franchised material that help an individual or organisation to deliver your unique concepts to other audiences; or software that can be applied across multiple platforms.



Localising your services

Localisation involves adapting products or content to a specific locale or market.

Language and culture

Success in service sales in overseas markets is highly dependent on building trust, professional credibility and strong communication. Careful consideration of language and culture requires insight into the social, economic, political, religious and environmental factors that influence culture, and how they may affect how people think, behave, communicate and do business. Licensing, franchising or working with a partner can be good ways of ensuring that your services are effectively adapted with local know-how.

Building successful business relationships needs slightly different approaches in different cultures. For example, it's crucial to take into account different attitudes to:

- Time (punctuality, deadlines, response times)
- Hierarchy, status and attitudes to risk (affecting decision-making, influencing and management and leadership styles)
- The individual or group (affecting the dynamics of communication in business as well as marketing and advertising)



According to the Department of Business, Innovation and Skills, deficient language skills are costing the UK economy around £48bn per year.

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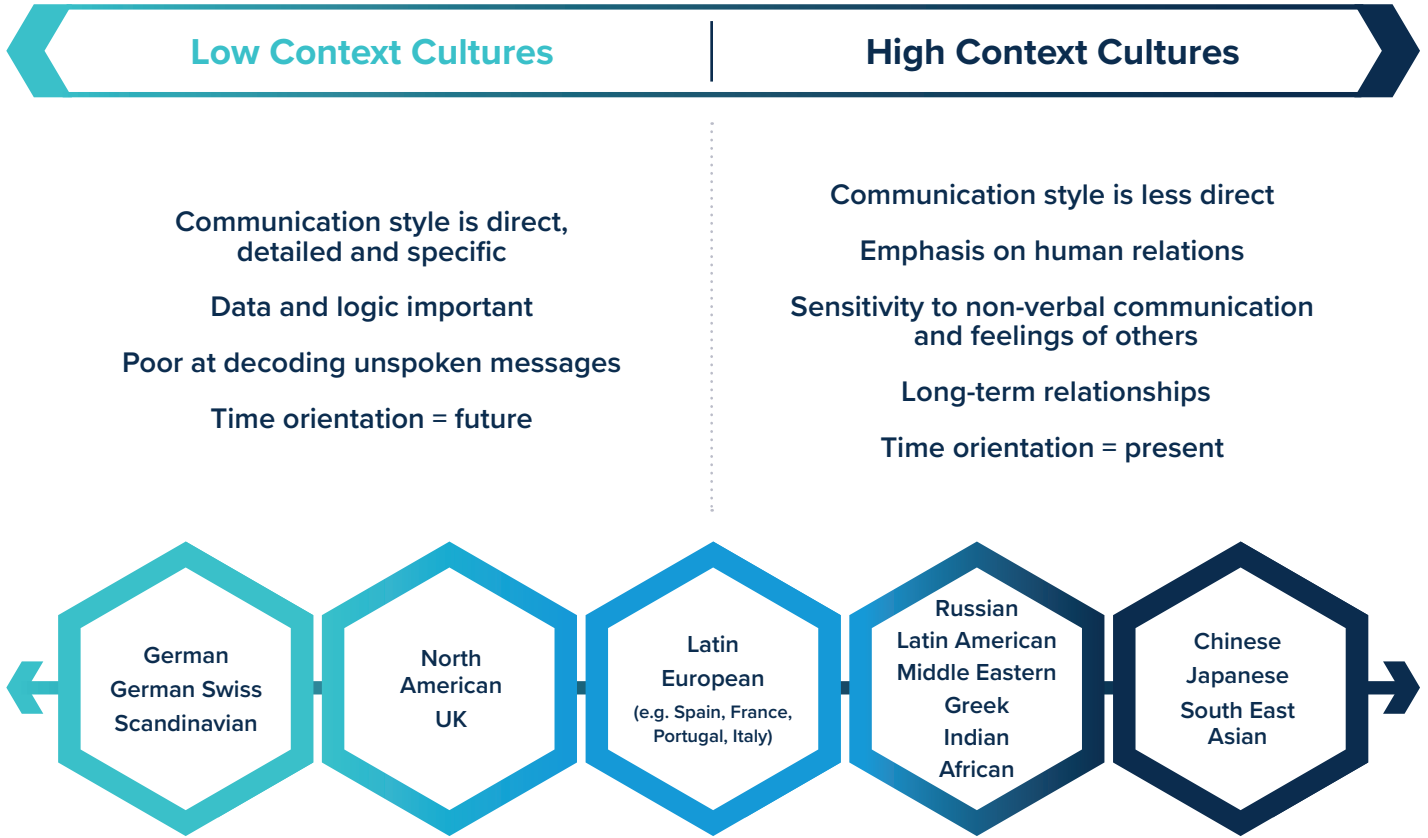
There's a great opportunity here for businesses to benefit from the expertise of each other. Overseas businesses looking to establish a presence in the UK may be interested in sharing knowledge and bolstering language and cultural skills in return for the same expertise on UK customs

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Damian Mohammed,
Investment Director
at GC Angels

There are several cultural models that help us understand the complexities of culture and how to adapt our communication style for different cultural contexts. One of the simplest of these models refers to low and high context cultures.

So, for example, a low context culture, such as those of the UK, USA, Germany and Switzerland, is characterised by decision making and communication that is based on logic, facts and figures, and treats business as a transactional process.



In contrast, high context cultures such as those of Japan, China and many parts of the Middle East, are concerned with long-term relationship building before decisions are reached and business is done. Understanding this allows you to prepare, manage expectations (your own and those of your buyers) and can ease some of the frustrations associated with doing business internationally.

but shows commitment to building the relationship.

There are many ways of addressing language needs that needn't be costly. This could involve, for example, recruiting university students who can assist with language and culture-related marketing, market research, sales and customer care tasks that require language skills and cultural knowledge.

Did you know? According to the All Party Parliamentary Group for Modern Foreign Languages (2019), the UK's lack of language skills already costs an estimated 3.5% of GDP. SMEs using languages report 43% higher export/turnover ratios. But over 80% of SMEs operate in English only.

Symbolism, branding and design

Building an international brand involves building trust through all of your marketing and communications relationships and interactions. When planning your export communications and marketing strategy, it is useful to consider every communication touch point or platform, be it online, face-to-face, over the phone, video-conferencing or through your written interactions.

Language knowledge and awareness is crucial for international trade, and even small efforts can go a long way. Speaking to your international buyers in their language not only eases communication

Your marketing, branding and packaging should take your buyers' expectations, preferences and beliefs into account. This requires thorough market research — getting it wrong could be costly.

Did you know? Colours have different associations – choose red and gold over black and white for Chinese markets; orange for positive, spiritual alliance in Southern Asia; and avoid purple in Brazil (as it's associated with mourning).

Be mindful of the colours, numbers and symbols used in your branding – be aware of cultural sensitivities to gender and the status of women in society and how they should be portrayed in media and advertising. Even visuals of plants, flowers, and animals used in designs and logos might just create the wrong brand message. Do your research!

Did you know? The number 8 and multiples such as 88 and 888 are highly positive in South East Asia, whereas the number 4 is negative and associated with death – important to know if your standard packaging normally contains four items – many companies have failed to sell products (beer, crockery, golf balls...) packaged as four-packs in these markets.

If your business involves the creation of presentations, e-learning modules or other knowledge and learning materials you should consider your audience and research the cultural factors that influence its learning preferences and design requirements. For example, when working with speakers of English as an additional language you may need more data, key words, phrases and definitions, and to be careful with humour and irony (avoid losing face, especially in 'high context' cultures). Select imagery and topics carefully – be mindful of gender, religion, political sensitivities, interpretations of colours, body language and tone of voice.

Translation and interpretation

While English is widely spoken, language localisation may be essential to compete in some markets. Even where English is a native language there may need to be adaptations to take account of the type of English spoken there, e.g. USA, Australia, Canada, New Zealand.

Did you know? Over 4,000 words in USA English are different to the UK equivalent.

You may need to translate written content into the language(s) spoken by your overseas clients or employ interpreters to help you deliver spoken content that you deliver face-to-face or via audio or video platforms. Seek professional advice on how to select and work with translators and interpreters, and manage language and localisation projects. You may also come across the term 'transcreation' or 'creative translation,' which is what you are likely to need when you are working with marketing materials, slogans or e-commerce. Slogan translations require creative translation – direct translation could be inappropriate or, at worse, cause major offence.

Did you know? Pepsi's slogan "Come alive with the Pepsi generation" was translated as "Pepsi will bring your ancestors back from the dead" in Mandarin. An example of where direct translation doesn't work.



“
Working across both the Australian and UK markets is a proven formula which has strengthened the company’s culture, governance and competitiveness

”
Elizabeth Vega,
Informed Solutions

Informed Solutions

Formed in 1992, with offices across the UK and Australia and clients in over 40 countries, Informed Solutions is a leading international provider of digital transformation solutions and secure digital infrastructure enabled by leading technologies, space sciences, data analytics, AI, machine learning and systems integration services.

Informed works with some of the world’s largest and most respected organisations, delivering digital services that are used by millions of people every day in a more secure, connected, converged and personalised world.

International trade is an essential part of the company’s growth plans, and its client base is reflective of this. Informed works with global energy majors, national energy suppliers, as well as the UK and Australian governments and this has seen it recognised with numerous prestigious awards. In the UK, this includes the Queen’s Award for Innovation, Nuclear Sector Technology Solution Excellence Award and the Whitehall and Westminster Knowledge Management Award. In Australia, the company earned three iAwards for Infrastructure and Platforms Innovation of the Year, Public Sector and Government Markets, and a special New South Wales Government iAward for Outstanding Public Sector and Government Innovation. Globally, Informed was recognised with the World IT Congress Excellence in Emerging Digital Platforms award.

Group CEO, Elizabeth Vega comments: “Working across both the Australian and UK markets is a proven formula which has strengthened the company’s culture, governance and competitiveness. Trading globally matured and made our operating model more resilient, scalable and adaptive. This enables us to pivot the business more quickly and we’ve emerged stronger from the numerous economic downturns experienced over the last 28 years.

“The success that we have enjoyed in trading globally has not only relied on the excellence, integrity and innovation that we offer through our people and products, but also on the strength and synergies of our local partnerships. GC Business Growth Hub supported our work on scaling up the business and preparing us to increase our global trading; sharpening the narrative around our company values and culture, as well as internationalising our communications, website and company positioning. This enabled us to work more efficiently with the Department for International Trade, Austrade, the various Chambers of Commerce and local partners on both sides of the world.”

Get in touch to find out how the Growth Company’s International Trade team can support you.

T 0333 320 0392

E international@growthco.uk

Due diligence

When selecting partners, suppliers and working with clients overseas it's important to undertake due diligence – do you really know who you're working with?

You can conduct desk research by checking the Companies House equivalent in the market, LinkedIn and obtaining advice from an overseas Chamber of Commerce or Embassy Companies House. Be aware of different cultural attitudes to contracts and question whether agreements are legally binding. Obtain professional advice if in any doubt.

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Finding the right partners was vital in taking my business global. My international partner is based in China and was only interested in businesses that have a good trajectory in industries that they can really add value to. Once you understand your position in the marketplace and identify the partners that meet your own organisation's values, your global scale-up journey will be much smoother

”

David Pichilingi,
CEO at Modern Sky

Financing service exports

Managing cash flow

The effects on cash flow for foreign sales needs to be carefully managed when selling services internationally, especially if you are offering credit terms. You can usually agree at the contract negotiation stage for milestone payments to be made. This may be especially important for you in managing the risk of a project where you have to do considerable preparatory or development work ahead of the project being delivered to the client.

However, your client may be reluctant to pay for your project work up-front. Your short-term funding arrangements with your bank should be one of the first steps you take when planning to access additional working capital.

UK Export Finance (UKEF) has an Export Working Capital Scheme operated by the main UK banks that can provide them with a guarantee of up to 80% to cover additional lending required for an export project.

A discussion with your local Growth Hub can often open the door to other funding providers. For example, GC Business Finance provides alternative business finance options for growing businesses that have been unable to obtain funding through a mainstream lender.

Businesses in Greater Manchester looking to trade overseas for the first time, or expand their current levels of trade, can access loans of £3,000 - £150,000.

T 0161 245 4977

E businessfinance@growthco.uk

FOREX

Pricing the project in sterling can mean you don't have any foreign exchange worries. Foreign buyers like to see pricing in their own currency. However, pricing in the buyer's domestic currency can open up exchange rate risk. Using a currency bank account and paying for any foreign purchases in the same currency can be helpful in reducing the exposure.

Banks and numerous foreign exchange companies offer foreign exchange forward contracts. This allows you to sell a specific currency at an agreed future date at a known exchange rate.

Getting paid

This is often a worry for companies that export. How can you mitigate the risk of the buyer not paying? It's true that it's a little more difficult to use the traditional bank methods to secure payment. However, if worded correctly you can still use a letter of credit and potentially documentary collections to present invoices for payment.

Credit insurance can also be used to mitigate against non-payment when credit terms are being offered. If the private market is unable to provide the cover required, UKEF may be able to provide single buyer policies to support your export drive. You can contact UKEF directly or via a broker for this.

Contracts

Always take legal advice and understand the implications of any contract that is agreed. Be aware that there are different attitudes to contracts across cultures – you should seek to ensure that you have agreements in place that protect your assets and are legally-binding.

Trade finance products

We often find that UK exporters of services are asked to provide bank guarantees by the buyer, especially when it's a large contract or where the buyer is a foreign government department. This can often be an advanced payment guarantee or performance bond. If your bank is willing to provide this guarantee they will usually only do so if you provide cash cover.

UK Export Finance has a bond support scheme that can be accessed via the main UK banks. This can provide your bank with up to 80% support for issuing the guarantee, releasing funds back to your account.

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The North West is making a big name for itself globally. There are world class businesses here and more international organisations are beginning to understand the value of investing smartly in them

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Nigel Jones, Technology and Creative Sector Specialist at the Department for International Trade

Checklist and next steps

Before you develop your own export strategy, ask yourself the following questions:

- ✓ Have I thought about what I need to do to get started?
- ✓ Have I established the best routes to market?
- ✓ Have I priced my services appropriately?
- ✓ Have I taken legal measures to protect my intellectual property?
- ✓ Have I considered how to package and deliver my services?
- ✓ Have I considered how to localise my services?
- ✓ Have I conducted due diligence on my new partners, suppliers and clients?
- ✓ Have I thought about how to finance my service exports?

If the answer to all of these questions is yes, you're well-placed to begin selling services internationally, but we'd always recommend seeking professional advice and support.

At the Growth Company we can help you with all of these areas and more, including:

- Obtaining buy-in from senior management and cross-company communication and planning
- Creating an export strategy and action plan with the support of expert advisors and peer support networks
- Conducting in-depth market research
- Addressing intellectual property protection
- Defining a communications and marketing plan addressing localisation, language and cultural factors for each target country/region

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There's a wealth of support available to first-time and high-growth exporters in the North. It's crucial that service businesses take advantage of this support to consolidate the region's potential and build on its success stories internationally

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Nikki Le-Grys, International
Trade Development
Manager at the Growth
Company



Inspiring International Potential podcast
Listen now at international.growthco.uk/podcast

Where to get advice and support with selling services

This whitepaper provides a basic guide to selling services. Contact us to find out how we can provide further advice and support to help you sell your services overseas.

Contact us


T 0161 228 1111

E info@growthco.uk

www.growthco.uk

 @GrowthCoUK

 @growthcouk

 @thegrowthcompany