

# BUSINESS DIPLOMACY

Introduction to Business Diplomacy (BD)

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# All Companies Are Abroad - in Search of:

- New markets
- Components
- Raw materials
- New ideas
- Cheap production conditions



# Even those who think they are not ...

- Global supply chains
- Internet
- Internet of things





# Being abroad means exposure to

...

- Volatile and unpredictable international business environment
- Foreign political economy systems and cultures
- Geopolitical/non-commercial/exogenous risk



# International Business Environment

- Globalization
- US Decline
- Entropic World System
- Asymmetric Governance



# Can no longer rely on governments ...

- Divergent interests
- Lack of influence
- Complex corporate nationalities
- Embassies don't understand what's needed
- Budget cuts
- BUT Governments can still be useful partners



# Conclusions for Business

- Fragmentation of international rule sets
- Stagnation of international institutions
- Complex multilevel heterogeneous environment
- Increasing tensions/conflicts
- Increasing regulatory uncertainty
- More risk - more opportunities
- Need navigation systems



# Non-Commercial Risk for Companies

- Geopolitical
- Political
- Economic
- Legislative
- Reputational
- Physical
- Natural Disaster
- Cyberattack
- Non-State Actor Attack





# Business Diplomacy

- Adapts the techniques and mindset of the diplomat to enable companies to mitigate risks and seize opportunities in a volatile international environment.



# What kind of diplomat?

- Innovative
- Strategic mindset
- Networker
- Diplomatic tools - public/digital diplomacy





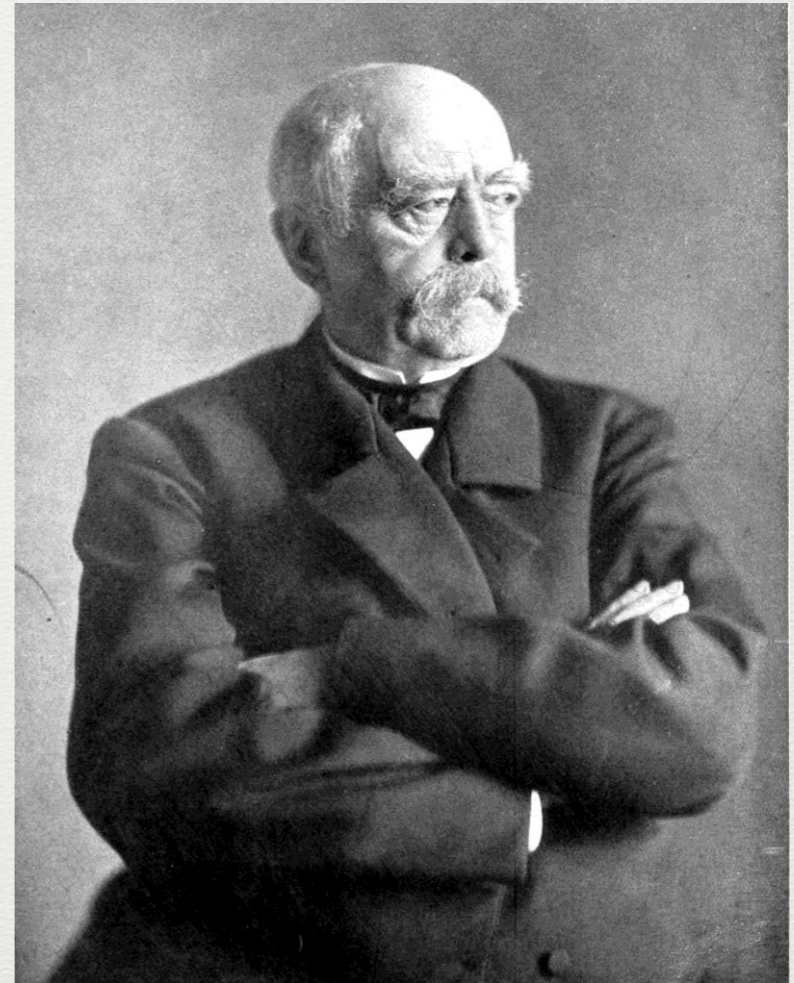
# BD Methodology

- #4DStrategicVision - risks, opportunities & stakeholders
- Networks of information/influence
- Coalitions of stakeholders - promote/protect commercial interests
- COIN - disrupt hostile coalitions/isolate malign stakeholders



# Diplomatic Skills

- #4DStrategicVision
- Multicultural understanding
- Networking
- Diplomatic entrepreneurship
- Negotiation
- Digital understanding





# BD Strategy?

- No plan survives first contact with the enemy
- Strategy is a system of expedients
- Strategy as a narrative
- "Between the plan and the reality lies the strategy."





# BD Strategy y Company Strategy

- "If they want me in on the crash landings, I better damned well be in on the take-offs."

