

## **Is Global Expansion Feasible for Your Program?**

Many certification programs are looking to global expansion to extend their markets and enhance the visibility of their credentials. The following steps will help to guide you in determining whether expansion is right for your program.

**Assess your relationship with related groups in other countries.** Success is more likely if you already have in place well-established international relationships and a history of working effectively in cooperative ventures with organizations outside the U.S. Also consider how local organizations will react to your entry into the market. Will they support or oppose it?

**Evaluate the legal implications of the proposed changes.** Trademark and copyright protection, liability, tax status, and psychometric requirements are just some of the aspects of the program that may be affected.

**Determine whether occupational/professional practice in other countries is sufficiently similar to that in your country to warrant a global credential.** How widely do practice standards differ between your country and the targeted countries?

**Evaluate the acceptability of existing exam procedures and the applicability of the eligibility requirements in other markets.** For example, in the U.S., multiple-choice tests are well accepted, but in many other countries, oral and essay exams are considered to be superior to multiple-choice tests. If certain degrees or credentials are required, can equivalencies be established between those awarded inside and outside of your country?

**Assess the size and characteristics of the market outside of your country.** Is there sufficient demand to support an expansion? Can the program successfully meet the needs of these markets and effectively promote itself?

**Identify what operational changes would be required and what resources would be necessary to accomplish these changes.** Such changes may include creating a new corporate entity, increasing staff, hiring multilingual employees, establishing offices outside of the country, contracting with business agents in the target country, expanding hours of operation, and introducing new procedures for processing applications and delivering examinations.