

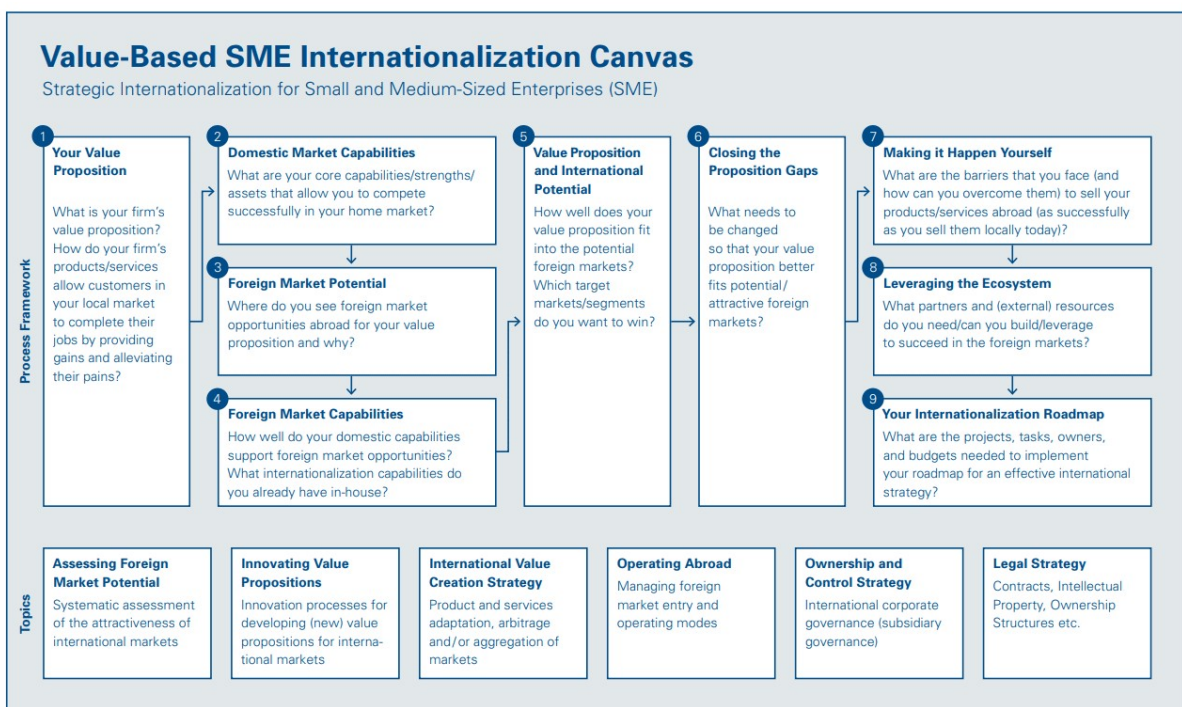
# Project 3: Assessing the Sensitivity of SME International Strategies to a VUCA World

## Context of Project

It is not generally accepted that the world is entering a phase of deglobalization and as a result great uncertainty with respect to cross border strategies (Luo & Witt, 2022; Witt, 2019; Witt et al. 2021), especially for small and medium-sized enterprises (SMEs). A potentially very useful framework for describing the greater complexity facing Swiss SMEs as a result of this deglobalization is the VUCA framing, where the external environment of the firm is described in terms of its volatility, uncertainty, complexity and ambiguity (Bartscht, 2015; Bennett & Lemoine, 2014; Cousins, 2018; Euchner, 2013; Millar et al., 2018). SME managers require a tool that can support them in effectively describing their international value creation strategies in such a manner that their exposure to VUCA conditions can be subjectively evaluated and then recommendations can be made for where to focus managerial attention to address potential concerns.

## Client Expectations

The expectation is that the project will develop a hybrid solution, that uses machine-based rules to make a recommendation for specific actions to be taken in response to human assessment of general attributes of a SME international strategies, and then recommends concrete activities for the SME, with respect to its international strategy, that may require managerial attention. This should be aligned with the following international competitiveness canvas: <https://www.fhnw.ch/en/about-fhnw/schools/business/jcc/focus-international-market-strategies-for-smes/internationalization-canvas-and-workshops>. The goal is to allow a VUCA assessment for managers for dimensions 1 to 9 at the minimum.



## Project Goal

The goal of the project is to develop a tool that uses managers idiosyncratic assessments, of the strategy of the SME that they work for, to provide an assessment of the dimensions of the strategy most subject to the VUCA conditions (and potentially recommendations for specific general actions that could be undertaken in response). The solution does not have to be implemented as a webpage, but should have the potential to be converted into an assessment tool for online use.

## Note

Depending on the outcome of the projects it may be possible to facilitate the development of a web-based implementation of an integration of the projects, should teams be interested after the course. A condition of participation in these projects is agreement that the projects may be used to develop such a solution, with attribution to the project authors, under the guidance of the project sponsor. This solution if made available will be used in relation to the work of the [ICC Focus International Market Strategies](#).

## Literature

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