



ROHAN DUVVURU
JULIETTE GRIJALVA
ALIZA LOWEN
AARTHI NIMMA
MICHAEL SALZMAN
TIMOTHY VOLCHOK

FACULTY MEMBER: JULIA IVY

Intueor Consulting Expansion Case

Dilemma:

In November 2021, Mr. Sreeni Malireddy, co-owner of Intueor, a consulting company from California, USA that specializes in transportation, is looking for opportunities to diversify in emerging transportation markets. With old transportation systems, over the years the system doesn't function as well or doesn't improve with technology so there needs to be an improvement to work out the kinks in the old system.

The markets that are under consideration are Canada and Greece, the countries with old transportation systems that have a lot of potential to do consulting work in. The need to transition these transportation systems to the modern world is crucial to maximizing efficiency, sustainability, and profits. Canada's first railroad was built in 1836 whilst Greece's was built in 1869.

Methodology:

The data has been collected through primary and secondary data sources.

Primary	Secondary
Information was gathered from an interview with one of the co-founders Sreeni Malireddy.	Publicly disclosed information on Google
Collect existing information on Intueor's website	
Former case studies published on Intueor's website	

We found that an interview with the co-founder Sreeni Malireddy was the greatest way of finding information about the company as Mr. Malireddy provided us with an abundance of information. Intueor website provides insight into the world economy with articles written by the co-founders and employees. Intueor also provides insights on previous projects that have been worked on that include the business needs of the company, Intueor's solution, and benefits that have been delivered.

The framework that is being used to analyze the data to move into a foreign market is PESTLE. We find that PESTLE is the best model to analyze a potential move into a foreign market because it looks at multiple aspects to consider the five W's to enter a country. This is perfect for Intueor because they have a 360-degree transit & transportation domain expertise that encompasses Capital Program, Infrastructure Operations, and Administrative Function. This will help utilize the PESTLE framework model as Intueor will be able to understand the potential foreign markets to enter into.

Timeline:

- 2005:** Intueor was established
- 2010:** 20+ projects with 14 employees
- 2011:** Developed a 9-cell value proposition matrix
- 2016:** Opened up an office in Atlanta, Georgia
- 2017:** Opened up an office in New York City, New York

Company Overview:

Intueor was founded in California, 2005. The company initially only used to work for the transportation engineering sector but later on diversified to perform three main types of functions: capital programs, administrative functions, and infrastructure operations. Intueor has also expanded its consulting services into the following sectors: Unemployment Insurance, Asset Management, State & Local Government, and Capital Projects & Infrastructure. After this diversification, the company has done overall projects over more than 250, with more than 75 clients.

Business Model	Intueor aims to maximize value for clients through Business Transformation that covers Strategizing, Innovation, and Operation. The company is value-driven, which makes them better at delivering the service at optimal cost and maximum efficiency. With a blend of three competencies, Intueor aims to provide a 360-degree service that covers capital programs, infrastructure operations, and administrative functions. (Refer to Exhibit A, B, C)
Operations	The primary activities of the value chain include strategy consulting, operations consulting and technology consulting (Refer to exhibit D for value chain)
Capabilities	The company's core competencies involve 75 people with two Co-founders and one vice president. The present company follows a functional structure which can be referred to at Exhibit E . Intueor is an American based company hence English is the dominant spoken language. Intueor has worked with a majority of the leading companies and state governments. (Refer to Exhibit E, F, for companies that Intueor has worked with)
Resources	The company is relatively small in size with 75 people with two Co-Founders and one Vice president. Intueor has appointed several individuals to specific sectors such as Asset Management, Transit Technologies, Business Development, etc. (Refer to Exhibit G for organizational structure)
Leaders' Stand	The rationale is to seek opportunities to capitalize on old transportation systems to drive profits. Currently, Intueor is working on a massive project with the LA transportation system to get ready for the upcoming 2028 Olympics held in Los Angeles, California. Intueor being a small consulting company, they do not currently have the resources to exhaust as they are working on the LA project. After consulting with Mr. Malireddy, it would be best to expand to foreign markets after the 2028 Olympics. Greece and Canada are the two potential countries to expand to due to the existing transportation system and similarity with the American-based transportation system.

Canada Market Overview

Political:

The Canadian government is in the form of parliamentary democracy. It has a prime minister who is the head of government and two legislative bodies: the Senate and the House of Commons. The Senate is appointed by the Governor-General to represent provinces while the House of Commons' members are elected by eligible voters in the country. According to the World Justice Project's Rule of Law index, Canada ranks as the 12th best government in 2021¹. This shows the quality of the government, the rights it provides, and the lack of corruption within it. Justin Trudeau has been the prime minister of Canada since 2015 and is the face of the Canadian government. Similar to the United States, the Canadian government guarantees freedom of speech, assembly, and religion.

Canada supports national and regional businesses by the means of financing, providing grants, and establishing regulations and tax incentives. Additionally, Canada has strong economic growth and has an availability of skilled workers and natural resources. Canada's low taxes and low business costs make it an appealing country to do business in.

Economic:

GNI: \$1.626 trillion USD (2020)

GDP: \$1.644 trillion USD (2020)

GDP, PPP: \$1.899 trillion (2019)

The currency of Canada is the Canadian dollar, so Intueor will have to adjust to doing transactions in a new currency. The Canadian GDP has grown 17.82% since 2009, but there was a -5.31% decline in 2020 due to the COVID-19 Pandemic as seen in **Exhibit H**. As of 2019, the PPP per capita in Canada is \$50,510 which is far greater than the \$17,568.4 global average but below the current United States statistic (**Exhibit I**). Of the GDP, approximately 20% has been made up of government spending in the past 10 years (**Exhibit J**). This is important for Intueor to consider since the company deals with government projects. Intueor should look at how much the government spends on the country for possible opportunities. Comparatively, in the United States, government spending made up 35.68% of the GDP in 2019 and rose to 44% in 2020 due to the pandemic².

Social:

In Canada, as of the 2016 census, 74.5% of people speak English at home and 86.2% can have a conversation in English. French is the other national language of the country, but the rate of the language being the mother tongue of residents is declining. Overall, 17.9% of people are bilingual in English and French³. This should not cause too many issues for Intueor as English is a national language and most common in the country.

In **Exhibit K**, the Hofstede metrics of both Canada and the United States are compared. Overall, the metrics are similar for each country, but the United States is more individualistic while Canada has more long-term orientation. Both of the countries both fall in the same subcategory for each of these metrics as they both are individualistic and normative (tend to stick to and defend tradition).

In terms of business, Canadian culture is similar to that of the United States. Business formal is the expected dress code across most industries, and presentations given should be concise. Handshakes should be given when meeting clients or partners, but do not be surprised by a European-style double kiss on the cheek if the person is French Canadian. New acquaintances should be addressed by their title and last name to ensure that there is no

disrespect. It should be noted that the overall business culture in Quebec is slightly more formal than in the rest of the provinces⁴.

Technological:

Canada remains near the bottom of its peer group on innovation, ranking 13th among the 16 peer countries (**Exhibit L**). More innovative countries are passing Canada on measures such as income per capita, productivity, and the quality of social programs. However, efforts to improve innovation are prominent within the country. Canada is well supplied with good universities, engineering schools, teaching hospitals, and technical institutes. It produces science that is well respected around the world. But, with some exceptions, Canada does not take the steps that other countries take to ensure research can be successfully commercialized and used as a source of advantage for innovative companies seeking global market share. Canadian companies are thus rarely at the leading edge of new technology and too often find themselves a generation or more behind the productivity growth achieved by global industry leaders⁵.

However, Canada's transportation sector is growing rapidly due to the emergence of innovative transportation technologies. Such technologies have the potential to improve corridor flows, reduce costs, improve safety and reduce environmental impacts and create more effective transportation services⁶. This information is important to Intueor as a transportation consulting firm. If Intueor enters Canada, the firm could potentially play a role in the advancement of transportation technology and Canada's growing economy.

Environmental:

The main types of environmental issues in Canada include air and water pollution, climate change, mining, and logging. Atlantic Canada is one region in Canada most threatened by global climate change. The region will experience more storm events, increasing storm intensity, rising sea levels, storm surges, coastal erosion, and flooding from warming in global temperatures. Environment Canada (EC) comprises Canada's largest group of climate scientists and is the only scientific agency in Canada with the mandate to study climate change at a national level. EC's climate science helps to broaden the state of knowledge on domestic impacts supporting decision-making on adaptation, to plan and monitor mitigation efforts, to make projections of future changes, and to contribute to international assessments that underpin key climate negotiations⁷.

Legal:

According to the International Property Rights Index, Canada ranks 14th in the world in the strength of its intellectual property protection laws. Canada's justice system is a combination of two legal traditions: common law and civil law. Canada's common law system is not written legislation but instead a law that is derived from past decisions. As for Canada's civil law system, there is a statement of civil codes that are to be followed. Upon making decisions under civil law, the codes are to be referenced first then past cases are reviewed if necessary⁸.

Canadians have the right to be treated fairly in workplaces free from discrimination, and our country has laws and programs to protect this right. The Canadian Human Rights Act is a broad-reaching piece of legislation that prohibits discrimination based on gender, race, ethnicity, and other grounds⁹.

The Competition Act is Canada's general antitrust statute. The purpose of this federal law is to maintain and encourage fair competition in Canada. By doing so, the country can promote efficiency and adaptability of the Canadian economy, expand opportunities for Canada in other world markets, ensure small and medium-sized businesses have equal access to the Canadian economy and provide consumers with competitive prices and products¹⁰.

Canada Consumer Product Safety Act (CPSA) prohibits the manufacture, import, and sale of products that pose a danger to human health or safety. The prohibition also extends to any advertising, packaging, or labeling that may mislead consumers as to the safety of the product. This law applies to a wide variety of consumer products including children's toys, household products, and sporting goods, but excludes products like motor vehicles and their integral parts, food, drugs (including natural health products), and animals as these are regulated by other Canadian laws¹¹.

Canada Transportation Act is the economic legislation for Canada's national transportation system. This act legislates modes of transport such as rail, aviation, and submarines. Specifically, the types of railway transportation it covers are crude oil, land, metropolitan area, railway company, and road¹².

Industry and Competitive Analysis for Canada

Industry Analysis:

In February 2021, Prime Minister Justin Trudeau announced that Canada will be adding an additional \$C14.9 Billion into public transportation over the next eight years¹³. This highlights a perfect time to enter the market as the country is attempting to grow its public transportation services. Transportation output also made up 8% of the country's GDP in 2016, showing its weight in the country's economy¹⁴. In **Exhibit M**, the size of the consulting market can be seen. In 2019, this represents a growing market that Intueor could enter and take advantage of.

Within that market, technology consulting services only make up 16% of total sales¹⁵. This was the second biggest sector in the market behind management consulting. 15.3% of sales in the consulting industry were to governments and non-profit organizations. This was the greatest share outside of private businesses¹⁶.

The advancement of technology in the transportation industry of Canada has been on an upward trend with no signs of slowing down. Such innovations are working to improve Canada's corridor flows, improve safety, and alter the overall nature of transportation services in Canada. Due to Canada's supportive government system, regional and national businesses in Canada are gaining internal support to pursue innovations.

Competitive Analysis:

Though Intueor has done projects in Canada before, they would be entering the market late compared to other consulting firms. As seen in **Exhibit N**, firms like Boston Consulting Group, Deloitte, and Ernst & Young have been in Canada for extended periods of time. These are some of the top consulting firms in terms of public transportation in Canada, but their offices in the country deal with various other industries.

Finances:

In 2020, Intueor had revenue of \$18 million. We believe that the brand name of the firm will carry weight in Canada while bringing in approximately \$1 million in revenue in its first year in the country. This is much lower than the current revenue of the company, but since Intueor would only be focusing on transportation, the expected revenue should be lower. As the firm becomes more and more well known, the revenue will keep increasing and reach \$5 million annually after 6 years as they can differentiate themselves from their competitors.

Greek Market Overview

Political:

Greece's current political system is a parliamentary republic. The president is elected on a 5-year basis. The head of the government is Greece's Prime Minister. Decision-makers in government consist of the Prime Minister, Ministers, Deputy Ministers, and ministers without portfolio ¹⁷.

Greece has had severe political turnover over the last decade. The Prime Minister has changed 7 times throughout the last decade, indicating large political disagreement in the country. This turmoil has also increased Greece's poor economic performance¹⁸. Corruption has been a continual problem in Greece, however, the corruption in Greece is in line or even performing better than the rest of the region.

Transparency International ranks corruption on an index from 0 (very corrupt) -100 (very clean). Looking at **Exhibit O** Greece is given a value of 50, meaning there is corruption plaguing the country, but not nearly as much as the region around it, with smaller eastern Europe countries being assigned 30-40. Greece's score on CPI has grown by 14 points since 2012, indicating a movement away from corruption¹⁹. Greece is in the Schengen Area of the European Union, meaning travel in and out of Greece is very simple.

Economic:

GNI: USD 193.73 billion (2020)

GDP: USD 190 billion (2020)

GDP, PPP: USD 305.005 billion (2019)

Greece is part of the EU, so their currency is currently the Euro. This would require Intueor to adapt to a foreign currency other than USD. GDP in 2020 was 190 Billion. The financial crisis of 2008 moved GDP from 350 billion to 190 billion (**Exhibit P**). GDP Growth went positive back in 2014. Discounting the COVID-19 Crisis, Greece's GDP annual growth was increasing from 2014-2019²⁰.

The public sector share of GDP exceeds 40%. Public procurement is consequently an important feature of the commercial landscape. The Government of Greece prefers and often requires, foreign bidders to partner with Greek companies²¹.

The economy of Greece crumbled during its 2009 financial crisis and still hasn't completely recovered from it. Greece has been given several bailouts amounting to over 300 billion dollars to try to rectify its financial misdeeds²². EU financial assistance programs provide a wide array of grants, loans, loan guarantees, and co-financing for feasibility studies and projects in several key sectors (e.g., environmental, transportation, energy, telecommunications, tourism, public health).

Qualified companies are exempt from paying income tax on their pre-tax profits for all their activities. There is a fixed corporate income tax rate and fast licensing procedures. Eligible economic activities are manufacturing, shipbuilding, transportation/infrastructure, tourism, and energy²¹.

Social:

99% of the population's primary language is Greek, and 51% percent of the population is fluent in English. 98% of the population is Greek Orthodox. Being Greek Orthodox holds social power and is a crucial cultural force in Greece. Greece is a collectivist society with strong family Solidarity, generosity, and interdependence values embedded in their way of life. Greeks are ethnocentric. According to Hofstede's dimensions (**Exhibit Q**), Greek culture has the highest possible score for uncertainty avoidance. Society is not tightly organized, and schedules are not closely followed. Greeks do not like criticism. Interpersonal relationships play an important role in Greek business culture. The communication style encompasses theatrical, exaggerated, and emotional language to express one's point. In Greek organizational and business culture, hierarchies are fundamental, and rank is determined by age and position.

Technological:

Besides its huge economic crisis, Greece is a very well-developed country. Greece has adapted to the digital age by creating an electronic platform named Promitheus that is accessible worldwide and is overseen by the

Greek State. Greece also passed a policy that introduced PPP (Private Public Partnerships) in which the private venture bears initial costs, with public entities specifying requirements and payment ²¹.

Greek state-owned enterprises (SOEs) are active in utilities, transportation, energy, media, health, and the defense industry. SOEs used to function as monopolies in Greece, but Greece is planning for privatization in these industries, as this is required by their bailouts. The sectors included are water, sewage, and urban transportation. However, private competitors to SOEs have reported preferential treatment toward SOEs for license and leasing ²³.

Legal:

Greece's legal system operates under civil law. Foreign enterprises may establish operations in Greece. In the case of industrial projects, the foreign investor is generally required to organize a Greek corporation.

Greek law allows for foreign operations to be easily established in Greece. However, with industrial projects, Greece usually requires partnering with a Greek corporation or establishing a new one. Many laws have been passed intended to increase foreign investment and development. 3894/2010 fast tracks licensing procedures for qualifying investments in industry, technology, and transportation. 4146/2013 provides tax relief, grants, and allowances on investments and services in key economic sectors. This includes public transportation ²¹.

Environmental:

Greece is a member of the European Union which regulates issues including air pollution, ozone layer degradation, and hazardous waste disposal, etc. Greece has signed various international environmental conventions ¹⁷. Internationally, Greece follows procedures put in place by the United Nations Environment Program (UNEP), is actively participating in the United Nations Commission on Sustainable Development, and has attended the Earth Summit Conferences since 1992.

Improving the transit system in Greece is good because it will reduce the use of cars and congestion in cities caused by cars thus improving air quality. In the winter ferries are postponed due to weather. Road conditions can be very poor, from bad surfaces and inadequate signposting to unmarked railway crossings.

Industry and Competitive Analysis

Industry Analysis:

Recent laws and regulations have increased the participation of private enterprises in the public sector. Because SOEs monopolized these markets for many years, there is a huge opportunity with relatively small competition when entering the transportation sector of Greece. Law 3894/2010 and Law 4146/2013 (described in detail above) are huge incentives for Intueor to enter the market.

Because the public sector accounts for 40% of the GDP, Greece is looking to innovate and expand in the near future. Transportation technologies and services account for 70% of GDP (public and private) meaning the economy of Greece is heavily reliant on this industry. Transportation interests are increasing, with a 1.2 billion dollar railway infrastructure deal recently being signed.

From a macro perspective, Greece is coming out of a terrible recession and their GDP growth % turned positive back in 2015. This means Intueor has the opportunity to enter a market that is only recently beginning to thrive. Because Intueor operates in both the public and private sectors, it is important to see how Greece operates in public sectors. The public sector includes ministries, local gov. Agencies, public Legal Entities, and independent administrative authorities. Intueor needs to work with public legal entities (public transport and infrastructure). Greece has aspirations to be an energy/transport gateway between the east and west.

Competitive Analysis:

Competition is very low in the transport sector, even with billions of dollars of investments going to their infrastructure. This is because there are still many state-owned enterprises within Greece and the transportation system. Although competition is low, it is difficult to operate against the state-backed enterprises as of right now. Greece has passed a policy that is slowly reversing its state monopolies and allows for smaller competitors to enter. The only major competition in Greece would be SOE and smaller consulting groups operating domestically. Working in the public sector will require a strong relationship between the operating companies and the Greek government because Greece has employed an infant-industry protection approach to its transportation industry.

Comparative Analysis:

Intueor is a unique consulting firm primed to enter the global market in the coming years, but both markets selected need to be comparatively dissected to determine which is best for the future of the company.

Intueor SWOT:

Opportunities	Threats	Strengths	Weaknesses
Has partnership with other companies and has the potential to work with them on projects outside of the U.S.	Bigger names in the consulting field like Dellote, McKinsey, Boston Consulting Group, etc.	Very value-driven company looking to put out high-quality work	The company is relatively small with about 75 employees
Can expand to other markets in the US or Canada		Adopted a 360 view of the Transit & Transportation domain	
		Have a strong background in civil engineering and transportation	
		Has partnerships and good relations with other companies such as IBM.	
		Won a UI strategic consulting statewide engagement over an EY competitive proposal	
		Built their own technology platform: Exodus Framework	

Canada SWOT Analysis:

Opportunities	Threats	Strengths	Weaknesses
14th in the world in intellectual property protection	Use of Canadian dollar	Strong leadership to take them global	Operate in United States Dollar
\$C14.9 Billion investment into transportation over the next 8 years	20% of GDP due to government spending	Small operation & setup costs	Smaller in size than other consulting firms
Growing consulting industry	Technology consulting only makes up 16% of the consulting industry	Allows for easy foreign hires	
Transportation makes up 8% of the GDP	Ranks lower than peers in terms of innovation	Works closely with public sectors	

Parliamentary democracy	Existent competition within Canada by big consulting firms.	Strong consulting team for infrastructure	
Lack of corruption		Worked in Canada previously	
Freedom of speech, religion, and assembly			
Steady GDP growth			

Greece SWOT Analysis:

Opportunities	Threats	Strengths	Weaknesses
Parliamentary democracy	Use of Euro	Strong leadership to take them global	Little to no relationship with the Greek government
#18 in infrastructure value when compared with EU	Lower government spending in GDP than the United States	Small operation & setup costs	Not currently working with Greek companies
Growing consulting industry	Greece is a collectivist society and will most likely work with people they already know	Allows for easy foreign hires	operates with the US dollar
Transportation makes up 50% of the GDP	Language Barrier	Works closely with public sectors	No experience working in Greece or the EU
Member of the European Union	Competition from State-Owned enterprises	Strong consulting team for infrastructure	No experience working with a somewhat corrupt government
High dependency on-road transportation (88%)	Greece favors domestic competition over international		
the railroad system only has a few lines	Recovering from a recession		
deregulation of public sectors	Corruption is prevalent in government		

Refer to **Exhibit R** and **Exhibit S** to see the comparative analysis of the two potential markets.

Recommendation:

We believe Intueor should enter Canada as a globalization of markets. There are 4 reasons for this decision:

1. The Canadian transportation consulting market is more stable than Greece's
2. Intueor already has its foot in the door in Canada from doing prior projects in the country
3. New investment into public transportation by the Canadian government
4. Canadian business and social culture is similar to that of the United States

We acknowledge that Intueor will face far more competition in Canada than Greece, but we believe that if Intueor sticks to its values and specializes in transportation consulting, it will be able to enter the market without too many issues.

Global Strategy:

The type of global strategy that is best fit for Intueor entering Canada is a localization strategy (**Exhibit T**). A localization strategy focuses primarily on increasing Intueor's profitability by customizing the transportation service so that it provides a good match to the tastes and preferences of Canada. For example, Intueor should look to customize its transportation consulting services to best suit the weather conditions of Canada, whether that be the type of infrastructure that is most sustainable or the types of materials that are suitable for cold weather conditions. As competition emerges, Intueor should be prepared to adjust their strategy from a localization strategy to a transnational strategy. Intueor would then have to decrease their costs as they would need to differentiate themselves from their competitors. In doing this, they would need to make sure they are still appealing to the local market to maintain their local responsiveness.

Mode of Entry:

As for the mode of entry, choosing to become a wholly-owned subsidiary would be most beneficial for Intueor. Intueor would set up an entirely new operation in Canada as it would allow for the company to keep their intellectual integrity that they have become known for in the United States. Since transportation consulting relies heavily on technological competence, being a wholly-owned subsidiary would allow Intueor to keep control. Though this is more costly than any other option, the price would be.

In the early stages of expansion, leasing commercial real estate in Canada would be most beneficial. The cost of leasing office space in Canada ranges depending on the area. In Toronto, leasing options range from \$8.00 to \$27.00 per square foot. In Vancouver, the average rent in 2015 was about \$1,700²⁴. If Intueor were to enter Toronto, they could potentially save money and have access to cheaper rent. According to the Canadian Property Tax Rate Benchmark Report, in 2018, the average commercial property tax rate was \$24.21 per \$1,000 of property value. Initial startup costs when entering Canada depend on the size of the business. On average, the startup costs in Canada range between \$5,000 to \$10,000. Due to Canada's reasonable costs and economic sustainability, expanding to Canada would be ideal for Intueor.

Implementation:

Global HRM solution:

After establishing a wholly-owned subsidiary, we would recommend a geocentric hiring approach in Canada. Canada has two official languages- English and French. Intueor needs to hire employees fluent in both languages. Since Intueor operates in the transportation consulting industry, they require skills in both government relations and industrial consulting. Being that these are specialized skills, Intueor should evaluate the proficiency of an employee rather than the nationality of the employee. Consulting is a process that requires constant collaboration with clients, so it will be vital for Intueor to employ highly skilled and multilingual people at the new Canadian office. We recommend Intueor employs a divisional structure within their organization in order for Canada to have all required expendable resources

Cultural tips:

American businesses emphasize using facts, data, and statistics to guide decisions in all facets of business operations, including human relations, where a scientific approach is the norm. American employees are encouraged to express their opinions even if they are different from their superiors. Canadians are more reserved and may not like lively confrontation. In general, Canadians approach business in a more group-oriented manner, and Canadian business meetings are more reserved. Expansive gestures are frowned upon. Meetings are more likely to strive for a consensus, and disagreements are always conducted respectfully. Everyone is expected to take turns speaking, and interruptions are considered impolite.

Ethical/corporate social responsibility implications:

The main ethical issue that Intueor will face when conducting transportation consulting in Canada is environmental ethics. Intueor should strive to reduce emissions and waste associated with transportation. Intueor can suggest the use of renewable energy, recycled materials, and minimize land use. Intueor has a social responsibility to create a public transportation system that is financially affordable for everyone, safe for people and their property, and a system that helps to support a diverse economy. Intueor suggestions should allow for transportation systems to be operated in such a way that it maximizes economic efficiency while minimizing costs.

Feasibility:

The legal cost to set up a wholly-owned subsidiary in Canada is USD \$12,000 on average. This means that wages and leasing costs would be the bulk of expenses for expanding into Canada. The average leasing expense for Intueor in Canada would be \$10,000 + USD annually. With an estimated initial workforce of around 10-15 consultants and 2-3 international managers, wage expenses in Canada would amount to around USD 1.7 million (15 x USD 85,000) + (3 x USD 130,000). Intueor had annual revenue of 17 million dollars for FY 2020. Current lease expenses for Intueor are estimated to be \$450,000 - 500,000 and consultancy wage expenses are \$7.5 million USD (100,000 x 75). Because of Intueor's low cost of services other than wages, we believe that Intueor would have the financial capabilities to pay for leases and expenses of new hires.

We would recommend Intueor attempts to find affordable leasing in Toronto because of cheap real estate and good transportation opportunities. Considering we estimate gross profit to be 9 million dollars for FY 2020, we recommend Intueor set a goal to stay within 5 million dollars. With our estimated 5 million dollars expendable for Intueor, they will be able to afford operations for about 3 years without returns (with only financing from this year) before running out of capital. This gives Intueor plenty of time to set up solid operations in Canada and allows buffer time for them to test the Canadian market before fully committing with all available capital.

Conclusion:

After spending countless hours as a team researching and working on this report, we firmly believe that entering the Canadian market is the right choice for Intueor. This report has allowed this team to fully understand the discussed topics of International Business in a real-world example. Ranging from identifying the dilemma to implementing an entry mode, we were able to bring each topic discussed in the course onto this report. Adding a case brief of this report to our respective LinkedIns' or submitting this report as a work sample in job interviews will be a valuable asset for our future. It shows that as a team, and individuals, we can analyze any business and give a detailed and thorough consulting report. We hope the great people at Intueor will seriously take into consideration our recommendations about the future of their company.

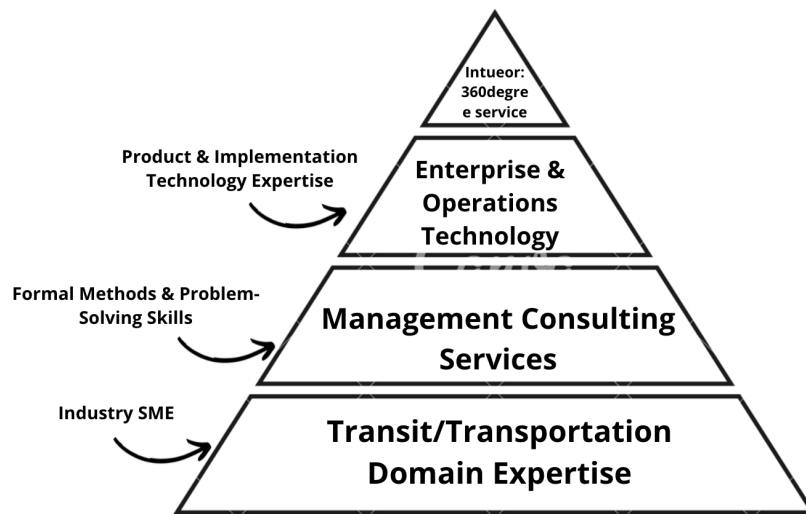
Appendix

Exhibit A:



Source: Developed by the case writers from references

Exhibit B:



Source: Created by the case writers with references

Exhibit C:

Source: Developed by the case writers from references

Target Audience	Transportation sectors(Roads, Highways, Railways, Air), State and Local transportation government systems
Competitive Advantage	360-degree transit and transportation domain expertise that covers all Administrative functions, Capital programs, and Infrastructure Operations. The company has value-driven employees who deliver domain experienced work by identifying pockets of inefficiencies
Product Offered	<ol style="list-style-type: none">1. Transit Technologies2. Business Process Optimization3. Capital Program Management4. Organizational Change Management5. Procurement Strategy and Support6. Business Casing and ROI7. Strategic Planning8. Organizational Design9. Research and Modeling10. IT Modernization and Transformation11. Integration and Shared Services12. Traffic Engineering
Competitors	<ol style="list-style-type: none">1. Transit/Transportation Domain Expertise(A&E Firms, Design Consultants, PM/CM Firms, etc.)2. Management Consulting Services (McKinsey, EY, BCG, Deloitte, KPMG, Accenture, etc.)3. Enterprise & Operations Technology (IBM, Oracle, PeopleSoft, Infor, SAP, Maximo, Trapeze, Clever)

Exhibit D:

Source: Developed by the case writers from references

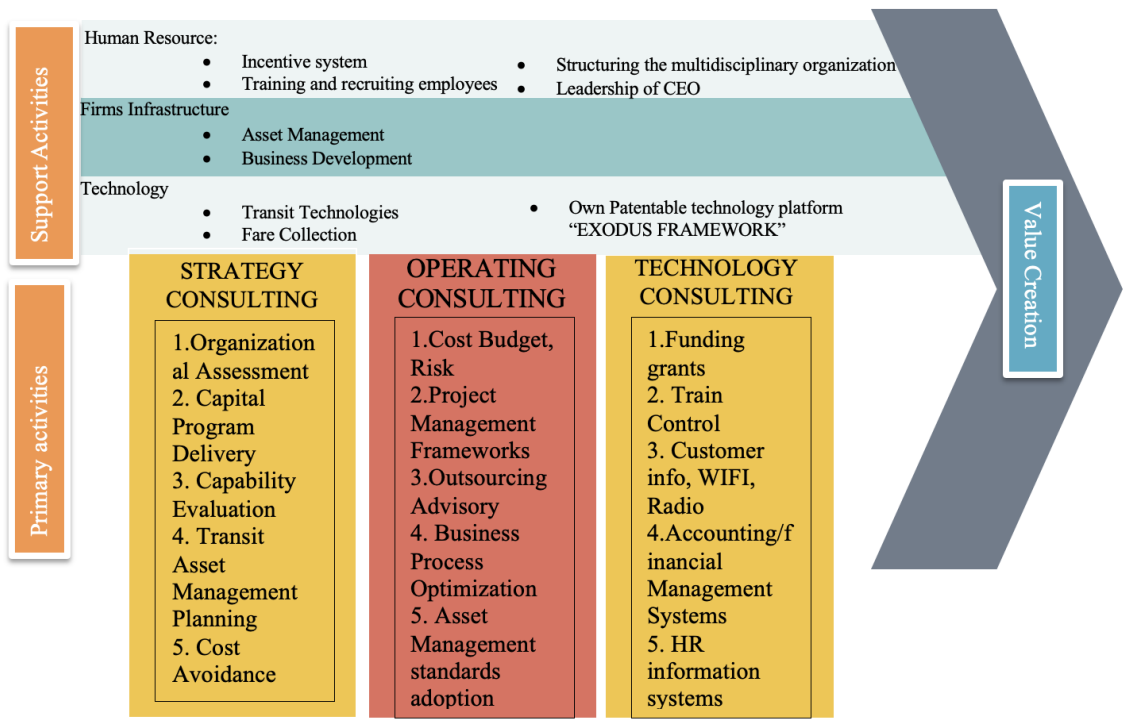


Exhibit E:



Map of Intueor's presence in Markets

Source: Developed by the case writers from references

Exhibit F:



Source: Intueor's company information PPT

Exhibit G:

Source: Developed by the case writers from references

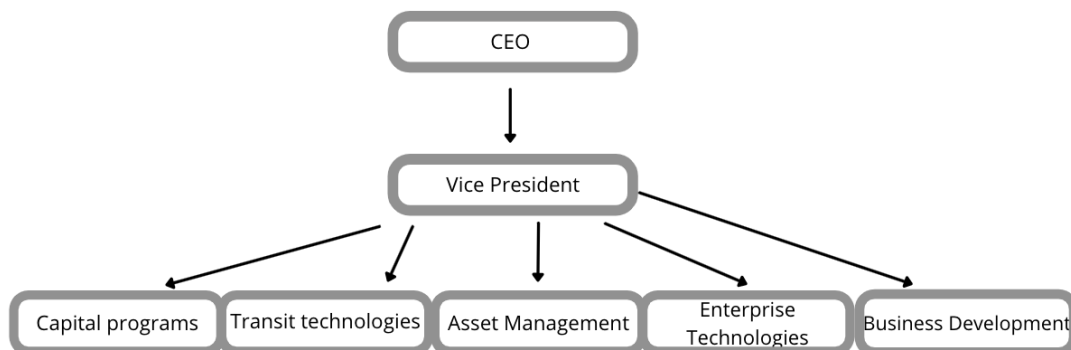


Exhibit H:

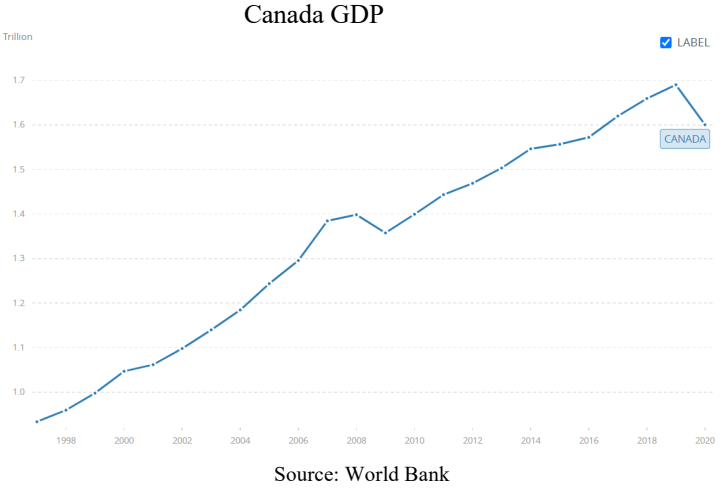


Exhibit I:

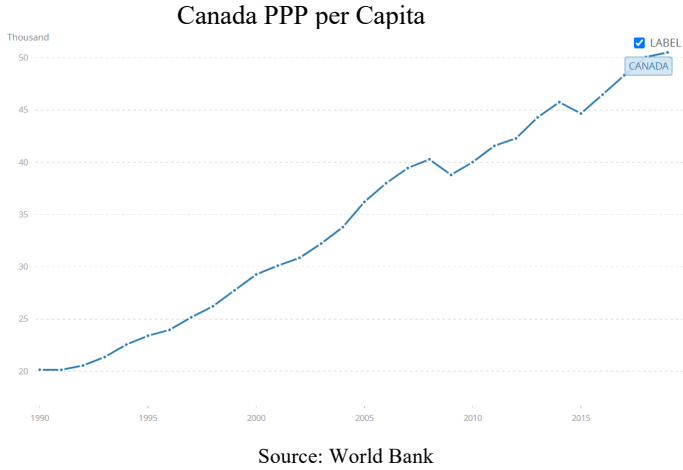


Exhibit J:

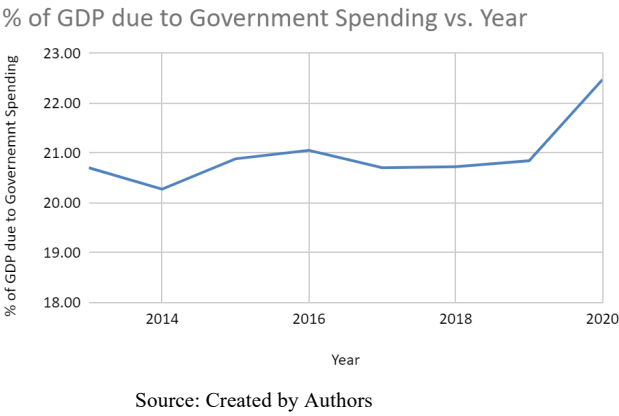


Exhibit K:

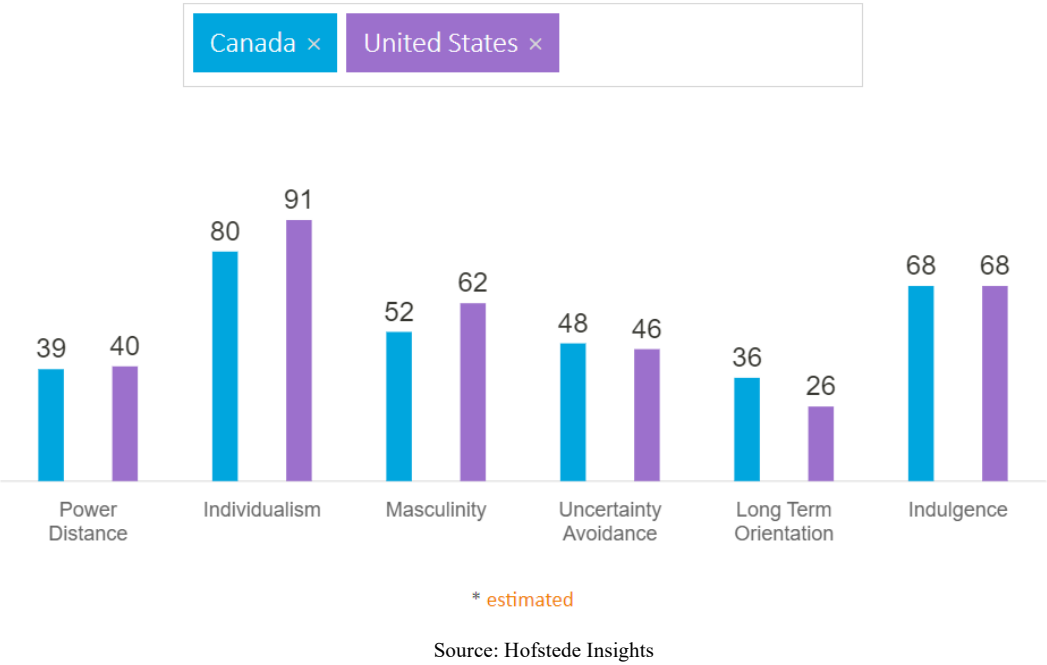


Exhibit L:

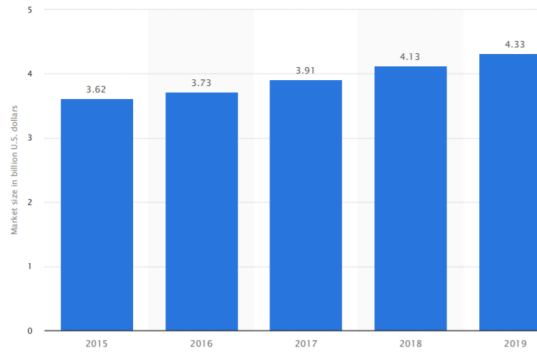
REPORT CARD		
Innovation		
1	Switzerland	A
2	Sweden	A
3	U.S.	A
4	Denmark	B
5	Netherlands	B
6	U.K.	B
7	Finland	B
8	Ireland	C
9	Japan	C
10	France	C
11	Germany	D
12	Australia	D
13	Canada	D
14	Norway	D
15	Austria	D
16	Belgium	D

Note: Data for the most recent year available were used.
Source: The Conference Board of Canada.

*This ranking is based on innovation indicators such as scientific articles, patents by population, patents index, high- and medium-high technology manufacturing, knowledge-intensive services, export market share, trademarks, ICT investments, new firm density, venture capital, and ease of entrepreneurship

Exhibit M:

Size of the consulting market in Canada from 2015 to 2019
(in billion U.S. dollars)



Details: Canada; Source Global Research; Statista; 2015 to 2018

Exhibit N:

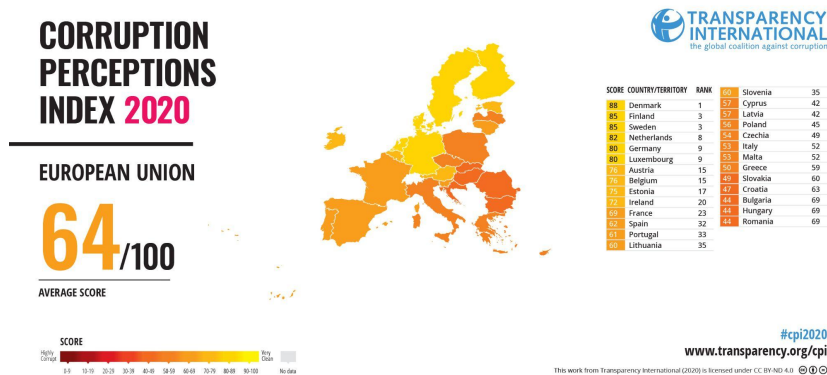
Top Public Transportation Consulting Firms in Canada:

Company	Based In	# of Offices in Canada
Deloitte	United Kingdom	22
BCG	United States	3
Ernst & Young	United Kingdom	16
KPMG	Netherlands	41
McKinsey & Company	United States	5

Source: Table created by Authors

Exhibit O:

CPI Index for Greece



Source: Transparency International

Exhibit P:

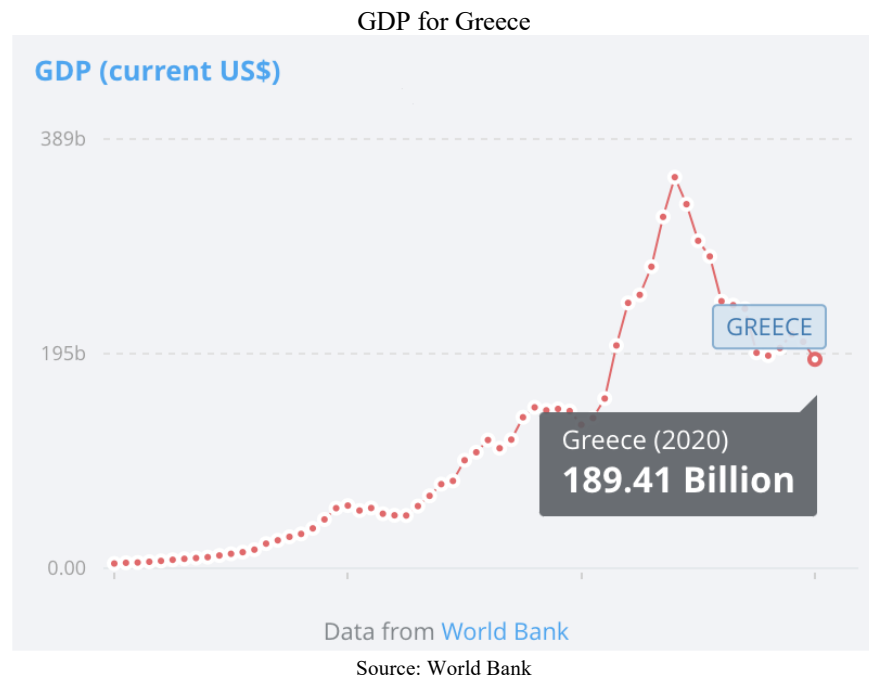
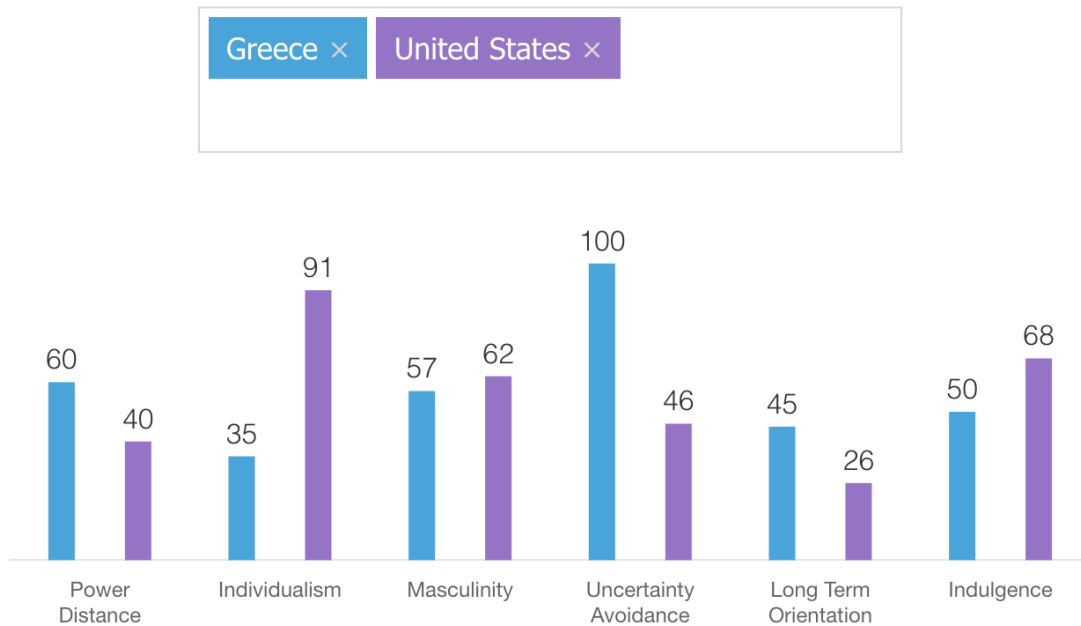


Exhibit Q:
Greece's Hofstede insights



Source: Hofstede Insights

Exhibit R: Canada Analysis

Opportunities	Threats	Strengths	Weaknesses
14th in the world in intellectual property protection	Use of Canadian dollar	Strong leadership to take them global	Operate in United States Dollar
\$C14.9 Billion investment into transportation over the next 8 years	20% of GDP due to government spending	Small operation & setup costs	Smaller in size than other consulting firms
Growing consulting industry	Technology consulting only makes up 16% of the consulting industry	Allows for easy foreign hires	
Transportation makes up 8% of the GDP	Ranks lower than peers in terms of innovation	Works closely with public sectors	
Parliamentary democracy	Existent competition within Canada by big consulting firms.	Strong consulting team for infrastructure and transportation	
Lack of corruption		Worked in Canada previously	
Freedom of speech, religion, and assembly			
Steady GDP growth			
High PPP per capita in comparison to world average			
Majority English speakers			
Similar business culture			
Similar Hofstede metrics			

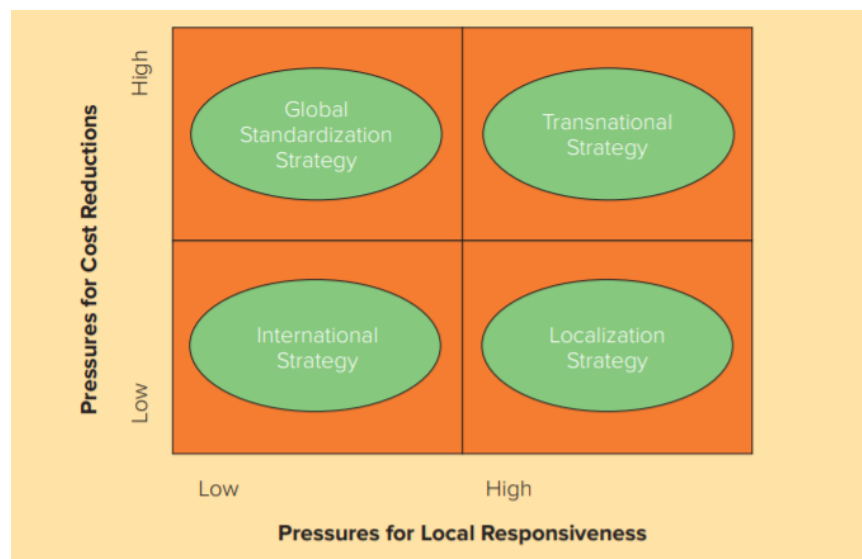
Source: Created by case writers

Exhibit S: Greece Analysis

Greece			
Opportunities	Threats	Strengths	Weaknesses
Parliamentary democracy	Use of Euro	Strong leadership to take them global	Little to no relationship with Greek government
#18 in infrastructure value when compared with EU	Lower government spending in GDP than United States	Small operation & setup costs	Not currently working with Greek companies
Growing consulting industry	Greece is a collectivist society and will most likely work with people they already know	Allows for easy foreign hires	operates with the US dollar
Transportation makes up 50% of the GDP	Language Barrier	Works closely with public sectors	No experience working in Greece or the EU
Member of the European Union	Competition from State-Owned enterprises	Strong consulting team for infrastructure	No experience working with a somewhat corrupt government
High dependency on road transportation (88%)	Greece favors domestic competition over international		
The railroad system only has a few lines	Recovering from a recession		
deregulation of public sectors	Corruption is prevalent in government		

Source: Created by case writers

Exhibit T:



Source: Global Business Today

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