

# Business Without Borders

By Doug Allen

If you aren't asking questions about how you and your enterprise will react to a business frontier that is so dramatically unlike any we have ever seen, it might be because such issues are so daunting... so, well, *global* that it is difficult to know where to begin.

Is your enterprise ready for a world where U.S.-owned IBM earns over half of its revenue overseas, while the India-owned Tata Consultancy Services earns over half its revenues in North America? Are your costing and operational models ready to adapt to a reality where, by 2030, China will demand all the oil the globe currently produces? Is your supply chain ready to take advantage of the most explosive growth in middle-class markets the world has ever seen, but reachable with infrastructures totally unlike business has been accustomed to?

And if you think these are issues for behemoth, multinational corporations, consider that Colorado exported \$8 billion in manufactured goods to the world in 2006; 87% of the approximately 4,000 Colorado businesses that exported goods were small and medium-sized enterprises with fewer than 500 employees; and over 71,000 Coloradans are employed by internationally held companies.

At Daniels, we consider it our responsibility to produce leaders and transform enterprises for what can only be described as a new frontier of business. Our International MBA program requires graduates to demonstrate proficiency in a second language and requires courses in international finance, law, marketing, and more. The program partners with the University of Denver's Josef Korbel School of International Studies to give our students a true cross-discipline perspective of the governmental, regulatory,

and cultural forces that impact global business.

But in the new frontier of business, there is no textbook, no standard curriculum. It is being written by enterprises, scholars, and the communities affected every day. At Daniels, we've launched several innovative international travel experiences that add value to all three.

This August, a team of Daniels graduate students will study the power that business can bring to bear in helping a nonprofit organization develop tomorrow's leaders. Working with Peace House, a humanitarian organization that helps children orphaned by the HIV/AIDS pandemic, Daniels faculty and students will participate in the development of an Innovation and Entrepreneurship center. On the ground and with a real-world deliverable, students will study sustainable models for helping Peace House develop better, more successful leaders for their and their country's future. Such a program will deliver more relevant learning experiences for our students, infuse our College's curriculum with the kind of data only actual-world studies can provide, and make the world a better place by helping Peace House with their mission.

This model is an important trend at Daniels (and we believe in business education): this past December, Daniels students worked with a multinational corporation (with whom we have long worked in developing sustainable development strategies in their business) on an on-site project involving operations in Ghana. Students studied firsthand such challenges as employment, environmental, corporate citizenship, and sustainable entrepreneurial issues. We'll deliver another such experience in the fall with operations in Peru and across many other departments at Daniels.

## Partner with us

Such deep learning can only take place with the engagement of enterprises with shared values in the global business space—partnerships that help your enterprise, our educational mission, and the world in which our decisions have an increasingly significant impact.

There are many ways we can work together in facing the challenges presented by the new frontier of business. Enrolling yourself or your enterprise's talent in one of our world-ranked programs is one option. Developing your talent in a customized program is another. But the new frontier of business requires a multipronged approach like our work with Peace House and other organizations. If your enterprise would like to join us, I would very much welcome you to contact me to explore how.

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# THE TOP 10 JOBS OF 2015 DON'T EXIST TODAY.

- SWEAT
- PREPARE

Tomorrow is hurtling toward us, and doing so at blinding speed. It is a tomorrow drenched in promise. But also a tomorrow that calls us to adapt. And adapt we will. At the University of Denver's Daniels College of Business we have developed a core curriculum called The Daniels Compass designed to prepare you for any future. Every future. For more information, please visit [daniels.du.edu](http://daniels.du.edu). ENROLL. EMPLOY. ENGAGE.

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