I. Introduction:

“Clearly the globalization (transnational operations) of business and technology is no longer just to maintain preeminence or market share; it has become an imperative for survival in the 21st century.”

A. A factual, first hand experience lecture with sidebar recollections.

B. The objective is to inform and advise on preparing for the future.

C. The multifaceted nature of successful, true globalization requires the integration of all elements, including continuous adjustment.

D. Soft analogies to get started
   1. Jesse Jackson – “You must globalize to futurize.”
   3. John Kerry – We must pass the global test.”
   4. George Bush – Globalization is hard work – stay the course.”
II. **Elements of a Never-Ending Quest:**

“It is vital that business firms recognize, understand and respond to global competition through responding to global competition through technological advances and an on-going quest to become operationally transnational.”

A. Political correctness is constantly changing to suit multiple situations – BEWARE!

B. The new millennium customer.
   1. Faster (just in time).
   2. Cheaper (optional cost).
   3. High quality (nothing sacrificed).
   4. One stop shopping (full service).
   5. Everywhere (worldwide sales).
   6. All the time (24 X 7 X 365).

C. Responding to the Global Competitor
   1. “If you don’t do it, we will!”
   2. Must serve the world all over the world.
   3. Decentralize operations, centralize control.

D. Setting the desired future state.
   1. Know your capabilities
   2. Assess the changing environments
   3. Set down detailed operational scenarios.
   4. Establish “best fit” through planning.
   5. Measure success in milestones not on a predetermined timetable.
E. Stay ahead of the technological change curve.
1. Train, educate and hire the expertise needed.
2. Apply state-of-the-art information technology and systems.
3. New products and services must be faster, smaller, more accurate, longer lasting, and multi-functional.
4. Use the technology, human or physical, wherever it exists in the world.
5. But do not lose sight of the desired future state and the core ideology of the organization

F. Serving the World.
1. Think global (transnational)
2. Act locally (all over the world)
3. Service fully (one stop shopping)
G. Navigate the trade routes

1. “The pessimist complains about the wind, the optimist expects it to change and the realist adjusts the sails.”

2. Be a realist. Know by analysis, test and first hand knowledge.

3. Know the regulations, the culture, the standards and change to meet them.

4. Change: “Preserve the best and invent the rest” (Carly Fiorina, HP); there are only two kinds of companies . . . those that are changing and those that are going out of business.”

5. Be there: locate operations on a global scale without over extending.

6. Work within local systems. Do not try to change them right away.

7. Hire Nationals. Be Canadian in Canada, Chinese in China, Mexican in Mexico, Danish in Denmark, etc.

8. Acquire the culture – become a National.
III. **Ten (10) Key Success Factors:**

A. Establish commitment, belief and will to stay the course . . . “There are two kinds of people in the world; those who are committed and those who require the commitment of others,” John Adams.
   1. Top down, based on bottom-up input
   2. Top must set the example through leadership.
   3. Management, staff, the Board, the customers, the users and the CEO must believe in the future state objective and convey this belief based on truth.
   4. In it for the long-run; learn from mistakes; adjust and continue . . . “Success is not possible without responding to the opportunities presented by failures.” Sony Executive.

B. Scenario planning for future state success.
   1. Study all facets of the business in a changing global environment.
   2. Record detailed scenarios of success and failure (See graphic #1).
   3. Develop a “best fit” using scenario planning methods and qualitative/quantitative calculations. (See graphic #2).
4. Set down the desired future state in detail.

C. Establish international affiliations.
   1. Can not do globalization of business or technology alone or by brute force.
   2. Seek out key global partners for multi-level affiliations before heading into fully operational globalization plans . . . “in all things set priorities, first things first.” (Ben Franklin)
   3. Establish through bottom-up negotiations and top level face-to-face meetings Memoranda of Understanding (MOU’s), Operational Business Agreements (OBA’s) and Joint Ventures (JV’s).
   4. Set up fully operational and separate subsidiaries with expat’s and nationals, pursuant to “nationals in charge.”

D. Develop a plan for global credentialing.
   1. Identify key national and international credentialing needs.
   2. Pursue and acquire all top level licenses, registrations, certifications and multi-national accreditations.
   3. Put in the hard work necessary to become a credentialed global leader.
E. Leverage physical, human and monetary resources.

1. Global growth depends heavily on identifying unused, inactive or outdated resources.

2. Leveraging the applicable and available resources for future state success is a key element of any globalization program – e.g.,
   a. Training programs
   b. IT systems upgrade.
   c. Reinvention & change projects.
   d. Globalization initiatives.
   e. Major acquisitions.
   f. Establishing Memoranda of Understanding, Agreements and Joint Ventures.

3. Synergistically integrate physical, human and monetary resources.
   a. Combining different resources at the right time and place can have exponential value.
   b. Think “out of the box” . . . innovatively apply resources in a global environment to meet and beat the competition.
   c. Can not succeed through spending or saving alone.
F. Establish key global locations and control expansion.
1. Can not be everywhere all at once; careful research and prioritization against the prevailing global and competitive environments will maximize success.
2. Always remember the value of the right location at the right time . . . “location – location – location.”
3. All global locations (operations) must have what they need for success . . . apply resources wisely.
4. Over expansion will “kill” globalization success and could affect overall corporate growth . . . “curb enthusiasm.”

G. Lead the way and beat competition by serving and responding to all sides of business . . . all constituents (See graphic #3).
1. Analyze and record all of the constituents of the business . . . “the four sides of business” . . . CEO and management are caught in the middle.
   a. Clients/customers
   b. Buyers/users
   c. Company/staff
   d. Board/communications
2. Factor in scenario planning and the desired future state if leadership is to be attained . . . do not waiver.
3. Consider the strength of the linkages (interactions/relationships) between all sides of the business square . . . some are strong; others may be nonexistent.

4. Establish and/or reestablish missing or weak links, e.g., Boards may not understand customers, buyers may not understand the company, etc.

H. Achieve global brands of key products and services.
   1. Apply planning methods, identify products/services and establish branding procedure(s).
   2. National (U.S. only brands will not “sell” internationally.
   3. Establish initiatives to strengthen key products/services (i.e., brands) on a global scale.
   4. Pursue newly directed marketing and advertising methods on a country-by-country and/or region-by-region basis.
I. Continually monitor the overall globalization effort, feedback problems/fixes and make the necessary adjustments.

1. To reach the desired future state, a full knowledge of the current state is essential.

2. Clear, easy to follow monitoring, feedback and mid-course adjustments of all major elements of the globalization initiative must be put in place.

3. Adjustments to the initiatives for globalization are an ongoing, never ending process, vis-à-vis the future state.
   a. Human resources.
   b. Physical resources
   c. Infrastructure
   d. Systems.
J. Assess accomplishments in globalization at key milestones and measure against the desired future state.
   1. Record all successes and failures.
   2. Reward success and realize increased staff morale.
   3. Communicate key business information to all four sides of the business constituency.
   4. Use milestone achievements to convey the “state of the organization.”

IV. Closing

“Constantly communicate and reinforce that true (transnational) globalization is an on-going quest for a future state . . . it is a journey NOT a destination.”

A. Commit
B. Plan
C. Affiliate
D. Credential
E. Leverage
F. Locate
G. Lead
H. Brand
I. Adjust
J. Assess