This chapter appears in the book, *Global Enterprise Transitions: Managing the Process* by
Yi-chen Lan and Bhuvan Unhelkar © 2005, Idea Group Inc.

Chapter IV

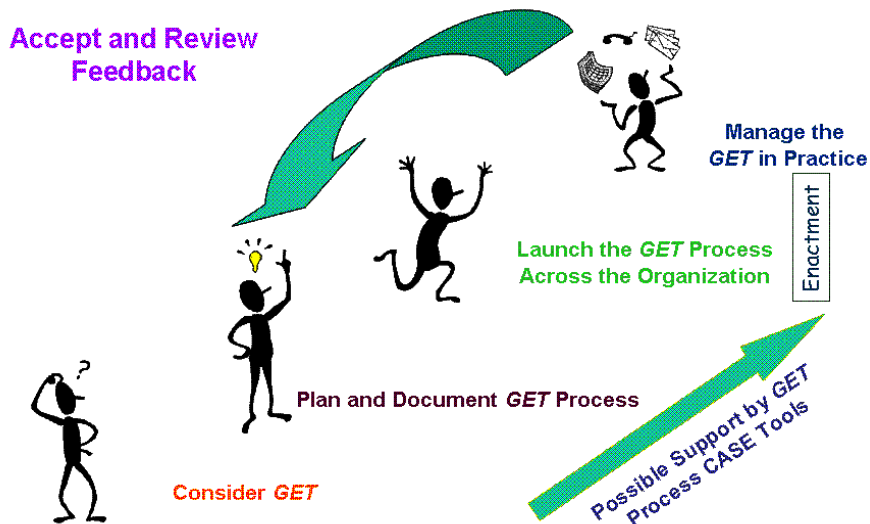# Enacting Global Enterprise Transitions

In this chapter we discuss:

- Enacting, in practice, the Global Enterprise Transitions (GET)
- Formally launching the transition
- Managing the human resources, time and budgets in practice
- Training, knowledge dissipation and change management in practice
- Measuring the process of GET during enactment
- Discuss practical tips and guidance relevant to GET in practice
- Verification of successful, practical GET
- Quality aspects in practical GET

Enactment is the application of the theory of the Global Enterprise Transition (GET) process *in practice*. Thus, while the discussion up to the previous chapter in this book may be considered akin to a roadmap, the discussion here is more like *actual driving* on the road. Figure 4.1 explains the subtle differences between enactment and the earlier works an organization undertakes during the globalization process.

In Figure 4.1, the "Consider GET" phase indicates that the organization is investigating and weighing various options, issues and factors in terms of

globalization. These options and factors were considered in detail in Chapter I. As described earlier, this is the state when the organization realizes that irrespective of its current profitability and position in the market, globalization is becoming a serious part of its business strategy for survival and growth. Once the organization is satisfied and its stakeholders are convinced of the need to globalize, it then moves into the phase of "Planning and Documenting the GET process" as shown in Figure 4.1. During this phase, the organization is again applying the discussions undertaken so far in this book, particularly Chapters II and III, which encompass the vision, framework and technologies for global enterprise transitions. These visions and frameworks provide the backdrop for the planning and documentation activities that described the GETs. The organization may be considered in a strategic mode thus far. However, once the strategic aspect of the GET is consummated, the very practical phase of the process — the launching and management of the GET begins. These are the third and fourth states in which the organization finds itself, together called "Enactment," as shown in Figure 4.1. With the commencement of this practical enactment phase of the GET, various additional and valuable activities like handling the "feedback" from the stakeholders in terms of the efficacy of the process of GET, mechanisms to manage the process in practice and approach to measuring the results of the GET, all come into play. It is this practical phase

Figure 4.1. Global enterprise transition in practice

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