# Chapter 4.26
# Enacting Global Enterprise Transitions

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## INTRODUCTION

This chapter discusses:

- 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 organiza-

*Figure 1. Global enterprise transition in practice*
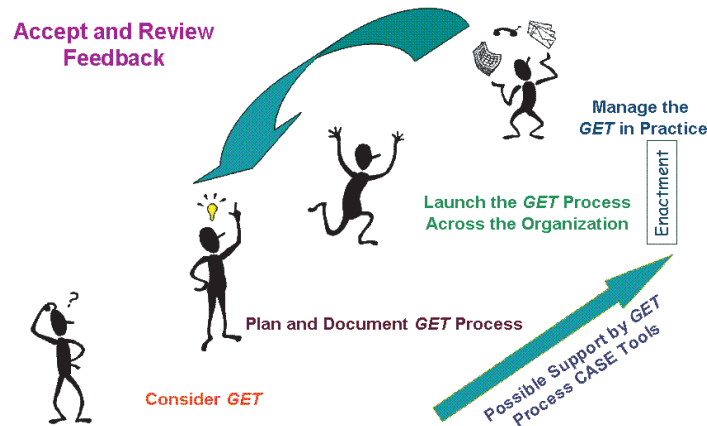


tion finds itself, together called "Enactment," as shown in Figure 4.1. With the commencement of this practical enactment phase of the GET, various additional and valuable activities like handling the "feedback" from the stakeholders in terms of the efficacy of the process of GET, mechanisms to manage the process in practice and approach to measuring the results of the GET, all come into play. It is this practical phase of the transition that forms the crux of this Chapter IV. In terms of the aforementioned roadmap analogy, it can be said that just as the same roadmap can be followed in different ways to reach the same destination, similarly the GET process may also be enacted in different ways depending, amongst other factors, on the state of preparedness of the organization and the actual "driving conditions" (based on discussions by Unhelkar and Mamdapur, 1995). The need for continuous feedback and acting on the feedback is as important in a GET enactment as in driving a vehicle. Discussions on these significant aspects of enactment follow.

## ENACTMENT: TRANSITION IN PRACTICE

Enactment of the GET process moves the organization from theory to practice, bringing into play

the dynamics and the unknowns of globalization. This requires careful management of all practical aspects of the transition project including people, processes and technologies – the latter involving development and implementation of software systems. Thus, the skills and acumen of the people and teams in charge of these transitions become significant during this GET enactment. The earlier planning framework outlined in this book may be considered necessary for globalization, but it is certainly not sufficient. It is the ensuing enactment that makes the planning and documentation of the GET real. The enactment of the global transition is execution of a sophisticated project that involves enormous skills and resources from all parts of the organization. This requires each phase of the transition partitioned into small chunks of activities that can be easily managed, measured and assessed through the appropriate measurement protocols at predetermined checkpoints. The measurements will also provide information on the quality of the transition process as well as the success, or lack thereof, of the resultant global organization. The overall activities that form part of the enactment involve the following:

- Launching the global transition – in itself a senior management responsibility and a

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