

Growing Global:

Lessons for the New Enterprise

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The Center for
Global Enterprise
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The modern corporation operates with unprecedented speed, scale, and connectivity. But while technological advances and ease of communication have made it easier than ever to operate across borders, building a Globally Integrated Enterprise (GIE) remains a challenge for business leaders.

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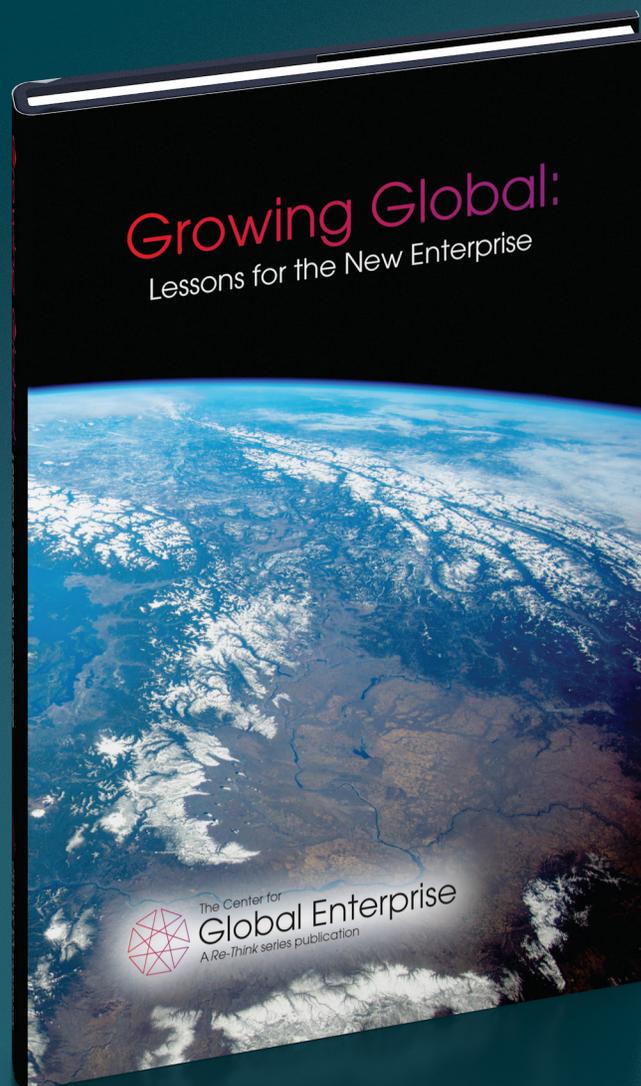
[published by the Center for Global Enterprise (CGE), a nonprofit dedicated to the study of the contemporary corporation; on sale 11/10/15] examines the forces transforming global economies and how leaders can apply real-world lessons to their organizations.

Growing Global draws from the insight, seasoned experience, and front-line knowledge of accomplished global leaders affiliated with the CGE. They describe key drivers of global economic integration—such as speed, leadership, branding, and disruptive technologies—by drawing on their respective areas of expertise. And they focus on what’s changed over the past decade and what they expect will change in the decade ahead. With a foreword by Sam Palmisano, founder and Chairman of the CGE and former CEO of IBM, *Growing Global* offers valuable lessons, focused on the next phase of the new enterprise, for business leaders from all backgrounds, positions, and industries, as well as those interested in management issues.

❁ ***Beyond Translation*** Shelly Lazarus, former worldwide Chairman and CEO of Ogilvy & Mather, says that it’s possible to build a global brand if your company projects a universal truth. She examines how to build a global brand that transcends borders, yet resonates locally.

❁ ***Company Culture: The Foundation for Lasting Performance*** Douglas Haynes, President of Point72 Asset Management and former Director at McKinsey & Company, argues that shaping a positive company culture should be management’s number one priority. And he explains how platform businesses—primed to harness the Internet for immediate global distribution—are “raising the bar” when it comes to company culture.

❁ ***A Market Force Like No Other*** Chris Caine, President of CGE, and IBM’s former Vice President for Governmental Programs, points out that companies often overlook the largest entity in the global marketplace: government. He explains how companies can optimize their relationships with governments and the crucial importance of building government trust.



❁ ***Spurring Creative Genius for Society’s Benefit*** David Kappos, a partner at Cravath, Swaine & Moore and former Director of the U.S. Patent and Trademark Office, discusses the megatrends impacting the creative economy of the future and how a new “innovation era” may help solve many of the world’s most pressing challenges.

❁ ***Advantage: Supply Chain*** Jean-Pascal Tricoire, Chairman and CEO of Schneider Electric, and Annette Clayton, the company’s chief supply chain officer and Executive Vice President, describe how Schneider transformed their supply chain management from a cost-cutting function to a source of global competitive advantage. They demonstrate how fine-tuning traditional business functions within your organization can deliver differentiated value to customers and the marketplace.

❁ **A 20-Year Arc of Rapid Change and Innovative Disruption**

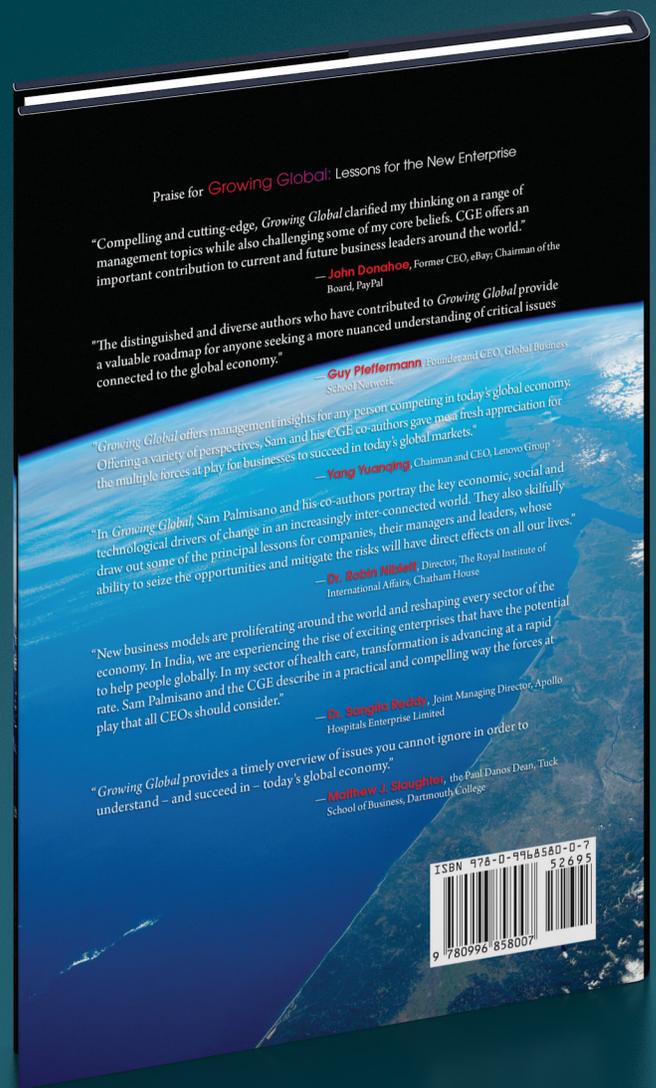
Jerry Yang, co-founder of Yahoo!, says that disruptive innovation involves good ideas and new technologies, but also a business model that attracts customers and a management model that keeps the company focused and able to pivot. He examines how digital forces have reordered virtually every industry and emphasizes the importance of improving the customer experience through an enterprise-wide innovative mindset.

❁ **Forces of Change: Networks, Data and Platforms**

Peter Evans, a VP of the CGE and former Director of General Electric's Corporate Global Strategy and Analytics team, discusses how extensive ecosystems, greater volumes of data, and the rise of highly successful platform business models are transforming the corporate landscape. He calls for a rethink of traditional management approaches and practices and a focus on how to achieve long-term competitiveness.

❁ **Where did the Growth Go?** Michael Spence, recipient of the 2001 Nobel Memorial Prize in Economic Sciences, and Kevin Warsh, former member of the Board of Governors of the Federal Reserve System, say that the weakness of global economic growth during the last several years is as much about the post-crisis policy response as the proverbial hangover from the crisis itself. They focus on the two largest economies in the world—China and the U.S. and write about the shortfall in U.S. capital investment and the challenges facing China as it transitions to middle-income status. They emphasize the need for business leaders to develop a comprehensive understanding of economic trends—local, national, regional, and global—and to engage with policymakers to press for overdue reforms.

❁ **Managing the Opportunities and Challenges of Innovation** Sam Palmisano explores a number of issues that are arising amid the technology-driven changes to the labor market, with a particular focus on key management priorities that can help companies navigate through this era of fast-paced, technology-induced change.



The Center for Global Enterprise (CGE) is a private, nonprofit, nonpartisan research institution devoted to the study of the contemporary corporation, globalization, economic trends, and their impact on society. The CGE was established to help educate societal stakeholders—as well as individuals from the private sector, the public sector, and academia—on the globally integrated economy and its promise for a better future. Fundamental to the Center's educational efforts will be identifying the many ways in which the world has been transformed by the globalization of business and pinpointing the business practices, leadership styles and innovations that will help unleash even greater opportunity and prosperity.

Praise for **Growing Global**: Lessons for the New Enterprise

“Compelling and cutting-edge, *Growing Global* clarified my thinking on a range of management topics while also challenging some of my core beliefs. CGE offers an important contribution to current and future business leaders around the world.”

— **John Donahoe**, Former CEO, eBay; Chairman of the Board, PayPal

“The distinguished and diverse authors who have contributed to *Growing Global* provide a valuable roadmap for anyone seeking a more nuanced understanding of critical issues connected to the global economy.”

— **Guy Pfeffermann**, Founder and CEO, Global Business School Network

“*Growing Global* offers management insights for any person competing in today’s global economy. Offering a variety of perspectives, Sam and his CGE co-authors gave me a fresh appreciation for the multiple forces at play for businesses to succeed in today’s global markets.”

— **Yang Yuanqing**, Chairman and CEO, Lenovo Group

“In *Growing Global*, Sam Palmisano and his co-authors portray the key economic, social and technological drivers of change in an increasingly inter-connected world. They also skilfully draw out some of the principal lessons for companies, their managers and leaders, whose ability to seize the opportunities and mitigate the risks will have direct effects on all our lives.”

— **Dr. Robin Niblett**, Director, The Royal Institute of International Affairs, Chatham House

“New business models are proliferating around the world and reshaping every sector of the economy. In India, we are experiencing the rise of exciting enterprises that have the potential to help people globally. In my sector of health care, transformation is advancing at a rapid rate. Sam Palmisano and the CGE describe in a practical and compelling way the forces at play that all CEOs should consider.”

— **Dr. Sangita Reddy**, Joint Managing Director, Apollo Hospitals Enterprise Limited

“*Growing Global* provides a timely overview of issues you cannot ignore in order to understand—and succeed in—today’s global economy.”

— **Matthew J. Slaughter**, the Paul Danos Dean, Tuck School of Business, Dartmouth College



Christopher G. Caine is the President and Co-Founder of the Center for Global Enterprise, and CEO of Mercator XXI. Previously, he served as Vice President of Global Governmental Programs for IBM.



Samuel J. Palmisano is the Co-Founder and Chairman of the Center for Global Enterprise. He is the former Chairman, CEO, and President of IBM.



Peter C. Evans is Vice President of the Center for Global Enterprise, and former Director of Corporate Global Strategy and Analytics for General Electric.



Michael Spence is a Professor of Economics at New York University’s Stern School of Business and a Nobel Laureate for his work on growth in developing countries and on the convergence between advanced and developing economies.



Douglas D. Haynes is the President of Point72 Asset Management and a former Director at McKinsey & Company.



Jean-Pascal Tricoire is the Chairman and CEO of Schneider Electric.



David J. Kappos is a Partner at the law firm of Cravath, Swaine & Moore and served as Under Secretary of Commerce and Director of the United States Patent and Trademark office from August 2009 – January 2013.



Kevin M. Walsh serves as Distinguished Visiting Fellow at Stanford University’s Hoover Institution. Previously, he served as a member of the Board of Governors of the Federal Reserve System from 2006 until 2011.



Shelly Lazarus is the former Chairman and CEO of Ogilvy & Mather.



Jerry Yang is the Founder of AME Cloud Ventures and Co-Founder and former CEO of Yahoo!

For more information about *Growing Global* and the Center for Global Enterprise contact **Kristen Palmisano** at kpalmisano@thecge.net or visit www.thecge.net