

SECTION OVERVIEW

6.37: Globalizing the Management Model

Previous chapters focused on the challenges associated with globalizing the first three components of the business model framework—the value proposition, market choices, and the value-chain infrastructure. This chapter looks at globalizing the fourth component—the company’s management model—which summarizes its choices about a suitable global organizational structure and decision-making framework.

The judicious globalization of a company’s management model is critical to unlocking the potential for global competitive advantage. But globalizing a company’s management model can be ruinous if conditions are not right or the process for doing so is flawed. So key questions include when, and to what extent, should a company globalize its decision-making processes and its organizational and control structure; what are some of the key implementation challenges; and how does a company get started?

This chapter is organized in two parts. The first discusses a key “soft” dimension of globalizing a company’s management model—creating and embedding a global mind-set—a prerequisite for global success. The second part deals with the “hard” dimensions of creating a global architecture: choosing a suitable *organizational structure* and streamlining *global decision-making* processes.

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