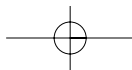


Securing the business benefits of globalisation

A European perspective

*Directed and edited by **Catherine Distler & Bernard Nivollet***



Securing the business benefits of globalisation: a European perspective

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Securing the business benefits of globalisation: a European perspective

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Securing the benefits of globalisation



Lucio Loubet

9^{ème} série de la Métamorphose n° 70
(55 x 46 cm)

Lucio Loubet, born in Argentina in 1927, returned to his family's national roots, in France, in 1975. Whilst there, he dedicated his life to painting until his passing in 1995. His paintings reveal a world of sensations and equilibria. A 'colourist' painter, Loubet projects energy and light in both his abstract and figurative paintings.

Foreword

Jean-Marc Lazzari
Vice-President & General Manager
Unisys Continental Europe

Learning from European corporations' globalisation processes

While 'The Europe of Citizens' vividly questions the movement toward greater economic integration and expresses fears of delocalisation and threats to its social model, 'The Europe of Corporations', of which such citizens are shareholders and employees, has been, in many instances, at the forefront of the globalisation turn. Indeed, many of the world's leading companies are headquartered in Europe.

But what level of success have European corporations achieved in globalising their respective businesses?¹ Have their citizens' devout attachment to local cultures, traditions and social models impeded these processes? Or, on the contrary, are globalisation efforts prospering because European companies have long been accustomed to managing complexity and leveraging diversity to overcome barriers at home?

Questions such as these prompted the present book. However, one might be surprised that Unisys, a company viewed by many Europeans as a distinctly

1. I am here using the term in the narrow, but factual, sense of 'corporations headquartered in Europe'.

Securing the benefits of globalisation



Lucio Loubet

9^{ème} série de la Métamorphose n° 8
(130 x 89 cm)

American technology venture, would be interested in breaching this subject matter. Let me explain.

For decades now, Unisys has ceased to operate as a pure hardware company, functioning instead as a robust services-provider.² As such, Unisys' present focus centres upon designing and implementing solutions to secure the business operations of global companies, a mounting challenge in a more open and complex world. Unisys, like many of its European clients, adheres to the 'glocal' paradigm, and sees Europe as a major area of business. Coming to terms with the European corporate sector's complicity in these affairs is thus imperative to our mission, and we are enthusiastic to share the results of our investigations with the broader business community.

As a company focused on operations and concrete matters, we have decided with our partner, PROMETHEE, to investigate this issue via the following link of questions: Are there typical patterns and lessons learned in European corporations' globalisation processes which reflect their European origin? And if so, could these be used as benchmarks or leading practices for the benefit of other European businesses?

This book tackles these matters through the rich and multi-faceted contributions of the leading executives who have participated in this project, and through the analytical assessments of PROMETHEE and Unisys.

The main finding is illuminating: while there are common steps, difficulties and lessons to learn, there is neither 'one way' to successfully approach the globalisation process, nor 'one governance model' which dominates how European corporations have globalised.

Some argue that globalisation merely concerns standardisation or uniformity. Well, the reality of successful globalisation from a European business perspective indicates just the opposite.

I am thankful to the great leaders who agreed to share their experiences and insights with us. I am additionally grateful to the PROMETHEE and Unisys teams who made this book possible... and something that our audience will find both enlightening and useful in furthering tomorrow's business frontier.

2. 80% of Unisys income is made of services.