



How to Excel as a Globalization Champion

*Linking Translation to the Bigger
Picture of International Business*

By Rebecca Ray and Donald A. DePalma

August 2011

How to Excel as a Globalization Champion

By Rebecca Ray and Donald A. DePalma

August 2011

ISBN 978-0-9834358-5-3

Copyright © 2011 by Common Sense Advisory, Inc., Lowell, Massachusetts,
United States of America.

Published by:

Common Sense Advisory, Inc.

100 Merrimack Street

Suite 301

Lowell, MA 01852-1708 USA

+1.978.275.0500

info@commonsenseadvisory.com

www.commonsenseadvisory.com

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without the prior written permission of the Publisher.

Permission requests should be addressed to the Permissions Department, Common Sense Advisory, Inc., Suite 301, 100 Merrimack Street, Lowell, MA 01852-1708, +1.978.275.0500, E-Mail: info@commonsenseadvisory.com. See www.commonsenseadvisory.com/en/citationpolicy.html for usage guidelines.

Trademarks: Common Sense Advisory, Global Watchtower, Global DataSet, DataPoint, Globa Vista, Quick Take, and Technical Take are trademarks of Common Sense Advisory, Inc. All other trademarks are the property of their respective owners.

Information is based on the best available resources at the time of analysis. Opinions reflect the best judgment of Common Sense Advisory's analysts at the time, and are subject to change.

Table of Contents

Topic.....	1
What You Will Find in This Report.....	1
Previous Research on This Subject	2
Vox Populi.....	3
Globalization Champions Face Complex Issues	3
Newbies Wrestle with In-Country and Channel Pressures.....	4
More Experienced Managers Must Collaborate with Other Functions.....	4
Even Mature Organizations Confront Scalability Issues	5
Success Requires Enterprise-Wide Globalization Strategies.....	5
Winning Strategies Map to Corporate Initiatives.....	6
Champions Seek Executive Sponsors for Their Strategies	7
Pitching Globalization Is a Full-Time Job at All Levels.....	8
Veterans Are Challenged to Keep Globalization “Top of Mind”	8
Globalization Champions Set Their Sights on Peers	10
Experienced Managers Recommend that You Deflect Resistance	10
Localization Leaders Say that Education Smooths the Way	11
Battle-Scarred Veterans Share Tactics for Success	12
Experienced Managers Choose Their Battles Wisely	12
Successful Globalization Champions Think Big.....	12
Globalization Winners Articulate and Repeat a Compelling Vision.....	13
Successful Leaders Link Performance to Globalization Deliverables.....	13
It Doesn’t Matter Where You Start – Veterans Say, “Just Get Started”	14
Summary of What Globalization Champions Told Us.....	15
Analysis	16
Why Is Business Process Globalization So Hard?.....	16
Successful Globalization Strategies Are Based on Six Steps	18
Globalization Champions Appear in Three Incarnations	19
Aspirational Managers Ignite the Globalization Flame	19
Enabled Leaders Do the Heavy Lifting	20
Designated Chiefs Institutionalize Globalization.....	21
Aspirational Managers Plan Their Journey According to the Six Steps	21
Global Business Issues Present a Big Opportunity for New Managers.....	22
Find an Executive Sponsor Who Will Be an Effective Evangelist.....	22
Connect the Dots with Corporate Initiatives	23
Find Your “Globalization Voice”	23
Gain Support for Your New Role and Internal Partnerships.....	24
Enabled Leaders Accelerate through the Six Steps.....	25
Business Realities Confront Enabled Leaders.....	25
Evangelization Programs Speed Up the Endorsement Process	26
Chart a Course to Guide You through Budget Cycles	27
Monitor for Sustainability	27
Designated Chiefs Should Base Compliance on the Six Steps.....	29
Use the LMM to Benchmark Globalization Progress.....	29
Scorecards and Dashboards Aren’t Just for Engineering	29
Integrate Mergers and Acquisitions into Your Strategic Planning	30

The Globalization Champion’s Job: Sell Up, Down, and Across 30

Implications..... 32

Recast Training as a Strategic Tool to Advance the Globalization Agenda 32

Pick Up Speed as You Move Toward Globalization Maturity 33

The End of the Value Chain May Just Turn Out to be the Best Spot of All 34

Sustained Global Success Requires a Globalization Champion 35

🌐 About Common Sense Advisory 36

🌐 Future Research..... 36

🌐 Applied Research and Advisory Services..... 36

Figures

Figure 1: Globalization as a Business Process Requires Promotion at All Levels 9

Figure 2: Don’t Distract People with Globalization Minutiae..... 14

Figure 3: All Functions Must Be Plugged into the Global Grid 17

Figure 4: Three Personas Drive Globalization Initiatives 20

Figure 5: Globalization Personas Map to the Localization Maturity Model..... 20

Figure 6: Learn to Work around Middle Management Inertia 26

Figure 7: Globalization Is Measured by Long-Term Business Success 35

Tables

Table 1: All Globalization Personas Follow a Variation of These Six Steps..... 31



Topic

The business case for globalization is actually very simple in theory: “Make our products and services available in more languages, and we’ll increase sales.” Yet, managers struggle to make a clear, concise case for why it is critical to their companies’ medium- and long-term success. Individuals in charge of translation and localization activities often report feeling that they are working in a “[localization ghetto](#)” – that is, that translation and localization are marginalized and viewed merely as tactics to sustain international marketing, sales, and customer support.

However, as [demand has exploded for localized products](#) in emerging markets around the world, establishing a link between globalization and shareholder value is more important than ever before. To break out of the confines of language services, business globalization requires the persistent effort and dedication of a leader, whom we refer to as a “globalization champion.” This report provides specific strategies and tactics to enable these champions to do away with the roadblocks that prevent their firms from implementing globalization as a business process up, down, and across their organizations.

What You Will Find in This Report

Based on interviews with 36 companies and insights gleaned from our research, consulting engagements, and briefings over the course of more than a decade, this report will equip you with various tactics to cross the “final frontier” to the corner office to gain a sustainable level of [executive sponsorship](#) for globalization. It contains the following sections:

- **Vox Populi.** Learn how localization and translation managers from several industry sectors, including clean energy, consumer, insurance, life sciences, manufacturing, retail, software, telecommunications, and transportation, set up and promote their globalization strategies. Find out how they deal with the barriers to implementing globalization as a business process.
- **Analysis.** Recognize the underlying reasons for the disconnect between upper-level support for international expansion and the actual work required to make it a reality. Become familiar with the six steps required to build and maintain globalization strategies. Determine which tactics will enable you to keep your strategy on track at all levels within your organization.

- **Implications.** Discover how executive expectations are changing with regard to the role of translation and localization managers. Understand how this transition may affect your job in the years to come.

Previous Research on This Subject

Whether you are just beginning to build your business case for translation and localization, or you are preparing to renew executive support for globalization, you can benefit from related research in the following areas:

- **Accelerating localization maturity.** Organizations may pass through the same phases as they gain maturity, but they may not do so at the same pace (see "[Accelerating Localization Maturity](#)," Jan11; "[From Reactive to Repeatable Localization Maturity](#)," Jan11; "[From Repeatable to Managed Localization Maturity](#)," Jan11; "[From Managed to Optimized Localization Maturity](#)," Feb11; "[From Optimized to Transparent Localization Maturity](#)," Feb11; "[The Global Business Leadership Manifesto](#)," Mar11; and "[The Telltale Signs of Globalization Immaturity](#)," Mar10).
- **Pitching globalization at the strategic level.** The ways in which managers sell globalization are just as important as how they communicate the message (see "[Keep Your Globalization Strategy On-Track](#)," Jun11; "[Tactics for Success in Emerging Markets](#)," Jun10; and "[You Have a Meeting with the CEO – Now What?](#)," Apr11).
- **Catching the eye of executive leadership.** Without support from the top, globalization initiatives are doomed to failure (see "[Chief Globalization Officer](#)," Jan07; "[Dream Team Executive Begins with Global Vision](#)," Jun11; and "[Six Steps to Executive Sponsorship of Globalization](#)," Oct10).
- **Calculating return on investment.** No case for business globalization can be successful without addressing ROI (see "[Global Product Localization](#)," Jun10; "[How Much Does Global Contribute to Revenue?](#)," May11; and "[Localization Return on Investment](#)," Apr10).