



**MIT Sloan**  
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# Smart Globalization

**Designing Global Strategies,  
Creating Global Networks**

EDITED BY

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# Smart Globalization

**Dimitry Anastakis, Andrew Smith**



## **Smart Globalization:**

**Smart Globalization** Andrew Smith, Dimitry Anastakis, 2014-02-24 Today's globalization debates pit neoliberals who favour even deeper integration into the global economy against neo mercantilists who call for a relatively selective approach to globalization and the return to more interventionist industrial policies Both sides claim to have the facts on their side Inspired by the work of economists Ha Joon Chang and Dani Rodrik editors Andrew Smith and Dimitry Anastakis bring together essays from both historians and economists in this collection to test claims that wealth comes from either protectionism or free trade With empirical research that spans more than a century of Canadian history Smart Globalization demonstrates that Canada's success stemmed neither from complete openness to globalization or policies of isolation and self sufficiency

**Smart Globalization** Andrew Smith, Dimitry Anastakis, 2014-01-01 Today's globalization debates pit neoliberals who favour even deeper integration into the global economy against neo mercantilists who call for a relatively selective approach to globalization and the return to more interventionist industrial policies Both sides claim to have the facts on their side Inspired by the work of economists Ha Joon Chang and Dani Rodrik editors Andrew Smith and Dimitry Anastakis bring together essays from both historians and economists in this collection to test claims that wealth comes from either protectionism or free trade With empirical research that spans more than a century of Canadian history Smart Globalization demonstrates that Canada's success stemmed neither from complete openness to globalization or policies of isolation and self sufficiency

**Smart Globalization** Anil K. Gupta, 2003-02-28 Smart Globalization is a compendium of leading edge thinking on global strategy first published in the acclaimed MIT Sloan Management Review The central premise underlying this book is that globalization can be a double edged sword The global or globalizing firm has the potential to reap several types of benefits such as the vast potential of a much larger market arena opportunities to capture scale and location based cost efficiencies and exposure to a multiplicity of new product and process ideas However globalization also exposes the firm to numerous strategic and organizational challenges emanating from a dramatic increase in diversity complexity and uncertainty external as well as internal to the firm How managers address these challenges determines whether globalization yields competitive advantage or disadvantage and makes the company stronger or weaker Smart globalization is the ability to capture the benefits and minimize the costs and risks Smart Globalization's expert contributors<sup>3</sup> 4 leaders in the design of winning global strategies and in the creation of effective global networks<sup>3</sup> 4 include David J Arnold Christopher A Bartlett Julian M Birkeinshaw J Stewart Black Joseph N Fry Sumantra Ghoshal Vijay Govindarajan Hal B Gregersen Anil K Gupta Stuart L Hart W Chan Kim Bruce Kogut David L Levy Ren e A Mauborgne Allen J Morrison Mark B Milstein Das Narayandas John A Quelch Gordon Swartz Stephen E Weiss and George S Yip

**The Rise Of The New Economic Powers And The Changing Global Landscape** Haico Ebberts, 2022-12-19 This book explores the catching up process of a group of large emerging markets the New Economic Powers This process is extremely robust and should be

considered as the defining trend of our age resulting in a pivotal change in world economics and politics The outcome is that the West cannot dominate the world as it did in the previous 200 years Today s world is pluralistic and the larger emerging markets are becoming increasingly influential That is the new reality which at times caused and will cause further discomfort and uncertainty in the West In the eight chapters the viewpoints on globalization of nine New Economic Powers are discussed Each chapter is an essential element in understanding the process of globalization and the role the New Economic Powers play in it Essentially their views are guided by a fundamental different look about the role of the market and the government in society compared to what we see in the West The New Economic Powers understand the power of the market to create prosperity but at the same time emphasize the need for government interference This delicate balance is particularly visible with respect to their international trade and investment policies which bring them in conflict with Western countries and multilateral institutions such as the WTO and the IMF The book helps the reader to understand the fundamental choices made by policymakers in the New Economic Powers      **Roadmapping Future** Tuğrul U.

Daim,2021-03-16 This volume presents a portfolio of cases and applications on technology roadmapping TRM for products and services It provides a brief overview on criteria or metrics used for evaluating the success level of TRM and then offers six case examples from sectors such as transportation smart technologies and household electronics A new innovation in this book is a section of detailed technology roadmap samples that technology managers can apply to emerging technologies

Globalization Robert Goehrlert,2003      *Foundations of the American Century* Inderjeet Parmar,2012-03-20 Inderjeet Parmar reveals the complex interrelations shared mindsets and collaborative efforts of influential public and private organizations in the building of American hegemony Focusing on the involvement of the Ford Rockefeller and Carnegie foundations in U S foreign affairs Parmar traces the transformation of America from an isolationist nation into the world s only superpower all in the name of benevolent stewardship Parmar begins in the 1920s with the establishment of these foundations and their system of top down elitist scientific giving which focused more on managing social political and economic change than on solving modern society s structural problems Consulting rare documents and other archival materials he recounts how the American intellectuals academics and policy makers affiliated with these organizations institutionalized such elitism which then bled into the machinery of U S foreign policy and became regarded as the essence of modernity America hoped to replace Britain in the role of global hegemon and created the necessary political ideological military and institutional capacity to do so yet far from being objective the Ford Rockefeller and Carnegie foundations often advanced U S interests at the expense of other nations Incorporating case studies of American philanthropy in Nigeria Chile and Indonesia Parmar boldly exposes the knowledge networks underwriting American dominance in the twentieth century

*Capitalism at the Crossroads* Stuart L. Hart,2007-07-18 Capitalism at the Crossroads is built on strong theoretical underpinnings and illustrated with many practical examples The author offers a pioneering roadmap to responsible

macroeconomics and corporate growth Clayton Christensen Professor of Business Administration Harvard Business School and author of *The Innovator's Dilemma* I hope this book will be able to influence the thought processes of corporations and motivate them to adapt to forthcoming business realities for the sake of their own long term existence Besides business leaders this is a thought provoking book for the readers who are looking for solutions to capitalism's problems Muhammad Yunus Founder and Managing Director Grameen Bank Bangladesh and 2007 Nobel Peace Prize recipient *Capitalism at the Crossroads* is a practical manifesto for business in the twenty first century Professor Stuart L Hart provides a succinct framework for managers to harmonize concerns for the planet with wealth creation and unambiguously demonstrates the connection between the two This book represents a turning point in the debate about the emerging role and responsibility of business in society C K Prahalad Ross School of Business University of Michigan co author of *Competing for the Future* and author of *The Fortune at the Bottom of the Pyramid* Stuart Hart was there at the beginning Years ago when the term sustainability had not yet reached the business schools Stuart Hart stood as a beacon glowing in the umbrage It is clear commerce is the engine of change design the first signal of human intention and global capitalism is at the crossroads Stuart Hart is there again this time lighting up the intersection William McDonough University of Virginia co author of *Cradle to Cradle* Professor Hart is on the leading edge of making sustainability an understandable and useful framework for building business value This book brings together much of his insights developed over the past decade Through case studies and practical advice he argues powerfully that unlimited opportunities for profitable business growth will flow to those companies that bring innovative technology and solutions to bear on some of the world's most intractable social and environmental problems Chad Holliday Chairman and CEO DuPont *Capitalism at the Crossroads* clearly reveals the essence of what sustainability means to today's business world Hart's analysis that businesses must increasingly adopt a business framework based on building sustainable value speaks to the entire sustainability movement's relevance Sustainability is more than today's competitive edge it is tomorrow's model for success Don Pether President and CEO Dofasco Inc Stuart Hart has written a book full of big insights painted with bold strokes He may make you mad He will certainly make you think Jonathan Lash President The World Resources Institute A must read for every CEO and every MBA John Elkington Chairman SustainAbility This book provides us with a vast array of innovative and practical ideas to accelerate the transformation to global sustainability and the role businesses and corporations will have to play therein Stuart Hart manages to contribute in an essential way to the growing intellectual capital that addresses this topic But beyond that the book will also prove to be a pioneer in the literature on corporate strategy by adding this new dimension to the current thinking Jan Oosterveld Professor IESE Business School Barcelona Spain Member Group Management Committee Ret Royal Philips Electronics *Capitalism at the Crossroads* captures a disturbing and descriptive picture of the global condition Dr Hart constructs a compelling new corporate business model that simultaneously merges the metric of profitability along with societal value and environmental

integrity He challenges the corporate sector to take the lead and to invoke this change so that the benefits of capitalism can be shared with the entire human community worldwide Mac Bridger CEO of Tandus Group Stuart L Hart makes a very important contribution to the understanding of how enterprise can help save the world's environment Crucial reading Hernando de Soto President of The Institute for Liberty and Democracy and author of The Mystery of Capital Stuart Hart's insights into the business sense of sustainability come through compellingly in Capitalism at the Crossroads Any businessperson interested in the long view will find resonance with his wise reasoning Ray Anderson Founder and Chairman Interface Inc This stimulating book documents the central role that business will play in humanity's efforts to develop a sustainable global economy Professor Hart presents an attractive vision of opportunity for those corporations that develop the new technologies new business models and new mental frames that are essential to a sustainable future Jeffrey Lehman Former President of Cornell University The people of the world are in desperate need of new ideas if global industrial development is ever to result in something other than the rich getting richer and the poor getting poorer with nature and potentially all of us suffering the collateral damage Few have contributed more to meeting this need over the past decade than Stuart Hart by helping to illuminate the potential role for business and new thinking in business strategy in the journey ahead Capitalism at the Crossroads challenges provokes and no doubt will stimulate many debates which is exactly what is needed Peter Senge Massachusetts Institute of Technology Chairperson of the Society for Organizational Learning and author of The Fifth Discipline The Art and Practice of The Learning Organization New Foreword by Al Gore Brand New Second Edition Completely Revised with Up to the minute trends and lessons learned New and updated case studies The latest corporate responses to climate change energy and terrorism Global capitalism stands at a crossroads facing terrorism environmental destruction and anti globalization backlash Today's global companies are at a crossroads too searching desperately for new sources of profitable growth Stuart L Hart's Capitalism at the Crossroads Second Edition is about solving both of those problems at the same time It's about igniting new growth by creating sustainable products that solve urgent societal problems It's about using new technology to deliver profitable solutions that reduce poverty and protect the environment It's about becoming truly indigenous to all your markets and avoiding the pitfalls of first generation greening and sustainability strategies Hart has thoroughly revised this seminal book with new case studies trends and lessons learned including the latest experiences of leaders like GE and Wal Mart You'll find new insights from the pioneering BoP Protocol initiative in which multinationals are incubating new businesses in income poor communities You'll also discover creative new ways in which corporations are responding to global warming and terrorism More than ever this book points the way toward a capitalism that's more inclusive more welcome and far more successful for both companies and communities worldwide Paths to profitable sustainability Lessons from GE and Wal Mart Shattering the trade off myth New commercial strategies for serving the base of the pyramid What enterprises have learned about doing business in income poor regions

Becoming indigenous for real for good Codiscovering new opportunities cocreating new businesses with the poor Learning from leaders 20 new and updated case studies Best practices from DuPont HP Unilever SC Johnson Tata P G Cemex and more About the Author xii Acknowledgments xiii Foreword Al Gore Former Vice President of the U S xxiv Foreword Fisk Johnson Chairman and CEO S C Johnson Son Inc xxvii Prologue Capitalism at the Crossroads xxxi PART ONE MAPPING THE TERRAIN Chapter 1 From Obligation to Opportunity 3 Chapter 2 Worlds in Collision 31 Chapter 3 The Sustainable Value Portfolio 59 PART TWO BEYOND GREENING Chapter 4 Creative Destruction and Sustainability 87 Chapter 5 The Great Leap Downward 111 Chapter 6 Reaching the Base of the Pyramid 139 PART THREE BECOMING INDIGENOUS Chapter 7 Broadening the Corporate Bandwidth 169 Chapter 8 Developing Native Capability 193 Chapter 9 Toward a Sustainable Global Enterprise 223 Epilogue 249 Index 254      *Annual Editions* Fred H. Maidment, 2002-12 This reader of public press articles from a cross section of periodicals covers topics such as the nature of international business organizations and monetary systems in the international environment foreign environments and dynamics and how management deals with environmental forces      **New Emerging Economies and Their Culture** Janez Prašnikar, Andreja Cirman, 2007

Globalisation has changed the political and economic picture of the contemporary world This book addresses the questions of globalisation international trade microeconomics and new business models and comparative economic systems The author discusses the integration of cultural and strategic fit in the development of competitive advantages of firms The role of corporate and national culture on the efficiency of international companies is analysed A special contribution of the book is that it offers tools for the research of the international alliances with the companies in most important developing countries

**Globalization** Mālinī Bhaṭṭācārya, 2004 The essays put together in this volume are the proceedings of a seminar on Globalizing Women organized by the School of Women s Studies Jadavpur University in early 2001 The idea behind the seminar was to assess how women are involved in and affected by the profound economic political and cultural changes that have been going on in India for more than a decade under the name of globalization Globalization offers a particular model of modernity As in a patriarchal system the onus of upholding and preserving traditional identities lies upon the woman any paradigm of modernity has a special implication for women and has to reach out to them so that traditions may be reformulated whether as a strategy for cooption or to inaugurate radical breaks in them Proponents of modernity also have to negotiate with traditionalities The process of globalization as a project for modernity thus has a special significance for women whether they are the subjects or the objects in the process The volume is divided into three sections The opening section covers many of the multifarious aspects of globalization The second section looks at the impact of economic liberalization on food security labour conditions and agriculture and whether this impact has a specific gender content The third section seeks a gendered understanding of changing cultural codes in the general context of rapid advancement in satellite and computer technology and the worldwide explosion in audio visual media The articles on food security women

and agricultural workers under the overarching theme of globalization are extremely useful The Hindu Global Strategy and the Organization Anil K. Gupta, Vijay Govindarajan, 2004 A STRATEGIC FRAMEWORK FOR GLOBAL DOMINANCE In the battle for global dominance only those organizations that lead the ongoing globalization of their industries will succeed That is why students need a strategic framework that they can apply in a global setting In GLOBAL STRATEGY AND ORGANIZATION awarding winning scholars and teachers Anil L Gupta and Vijay Govindarajan focus on the four essential tasks for transforming a company in a global success Identify market opportunities worldwide and pursue those opportunities by establishing the necessary presence in all key markets Convert global presence into global competitive advantage Cultivate a global mindset Strive to reinvent the rules of the global game Each chapter focuses on a specific action oriented issue Reports on the activities of real firms such as Wal Mart Dell Computer and Canon provide insights into the challenges associated with globalization and illustrate the author's findings *Policies for Sustainable Governance of Global Ecosystem Services* Janet Ranganathan, Mohan Munasinghe, Frances Irwin, 2008 This edited work provides policy institutional and governance recommendations in response to the MEA finding that humans have degraded ecosystems services at a faster rate and on a larger scale than at any time in human history This book focuses on ecosystems services as the benefits people receive from nature **Smart Globalization** Dimitry Anastakis, Andrew Smith, 2014 Inspired by the work of economists Ha Joon Chang and Dani Rodrik editors Andrew Smith and Dimitry Anastakis bring together essays from both historians and economists in this collection to test claims that wealth comes from either protectionism or free trade **Business Week**, 2001 *Business Ethics* Joseph W. Weiss, 2003 This comprehensive text spotlights major contemporary and international topics in business ethics the text equips readers with practical guidelines to apply to the ethical dilemmas they will ultimately face *Multinational Business Review*, 2010 The Quest for Global Dominance Anil K. Gupta, Vijay Govindarajan, Haiyan Wang, 2008-03-21 In The Quest for Global Dominance they present the lessons from their twenty year study of over two hundred corporations They argue that in order for a company to create and maintain its position as a globally dominant player executives must ensure that their company leads its industry in four essential tasks The Quest for Global Dominance provides executives with leading edge ideas on how to accomplish these tasks in a manner that makes them easy to put into action Jacket **The Quest for Global Dominance** Vijay Govindarajan, Anil K. Gupta, 2001-08-20 A resource for managers who need an informative and practical guide to the subject of global business strategy The book provides the intellectual trail of where we've been where we are and where we are headed in a global business environment Organizational Behavior Michael A. Hitt, C. Chet Miller, Adrienne Colella, 2005-11-04 This text shows readers how to efficiently manage behavior in organizations that in turn helps implement the organization's strategy affects the organization's productivity and allows the organization to gain advantages over its competitors



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