

Harold L. Sirkin, James W. Hemerling, and Arindam K. Bhattacharya are partners with the Boston Consulting Group (BCG). They define Globality as "a new and different reality in which we will all be competing with everyone, from everywhere, for everything."

Without doubt, globalization has reached an inflexion point. The size and role of rapidly developing economies in the global economy is changing the rules of the game. In earlier stages of globalization, companies were building factories overseas and/or outsourcing to low-cost countries. The Globality stage now sees companies from both developed and developing countries in direct competition with each other.

The authors analyze business and strategic perspectives of "Incumbents" (large established companies, primarily belonging to developed nations) and "Challengers" (flagship companies in economies such as Brazil, China, India, Mexico, Russia, and others). In this new global competition, Sirkin, Hemerling and Bhattacharya argue, all companies must deal with the "Seven Struggles":



- minding the cost gap,
- growing people,
- reaching deep into markets,
- pinpointing (= sharply differentiating the advantages of each particular location),
- thinking big / acting fast / going outside,
- innovating with ingenuity,
- embracing manyness (= adopting or adapting strategies for different cultures, products and services, customers, times, and competitive services.

Each of these topics receives extensive discussion in a separate chapter. Principles are illustrated with examples and anecdotes, and each of the chapters includes a discussion of implications and recommended strategies. At times, it is hard to overlook the book's nature as an advertisement piece for the authors' employer, though. The text offers numerous examples of companies which apparently embraced the BCG's particular ideas and strategic recommendations, describing how these companies benefited from implementing them. Stories of failing companies are suspiciously absent.

Don't expect an exhaustive explanation of how today's (or tomorrow's) world works. Nevertheless, *Globality* outlines plenty of useful strategies for business success. It is an excellent book for leaders, executives and entrepreneurs. Whether they represent Incumbents or Challengers, makes no difference.



Lothar Katz is the founder of Leadership Crossroads. He has a wealth of experience in achieving productive cooperation across cultures and driving business success on a global scale.

A seasoned former executive of Fortune 500 company Texas Instruments, he regularly interacted with employees, customers, outsourcing partners, and third parties in more than 25 countries around the world, including many parts of Asia. Mr. Katz is the author of "Negotiating International Business – The Negotiator's Reference Guide to 50 Countries Around the World".

