

## Globalization

Global market pressures require executives to challenge traditional methodologies, consider alternatives that will decrease time to market and reduce expenses associated with programs. While globalization is not a new concept, in today's terms it may represent a radical and necessary change in business. The decision rationale to move to globalization processes must include a strategic evaluation of a wide range of issues, understanding of a broad range of technologies, careful planning and thoughtful implementation. Some of the major issues that must be considered are security of intellectual properties, current resources to support international communications, language/cultural differences and technology evolutions that will enhance efficiencies.

Technology enhancements have dramatically increased the performance of data networks that are required to support international operations. The recent introduction of the 787 Dreamliner by Boeing Commercial Aircraft is an outstanding example of globalization. Because Boeing set up a worldwide data transfer network it allowed development engineers to work on the project 24 hours a day. After work was finished at Boeing's headquarters, engineers in Australia using the network took over and continued work on the project, when they were done Europe took over and when they were finished it came back to engineers starting their day at Boeing.

No time was ever lost working on the aircraft. The process not only cut back on time, but also cost. Because the worldwide network engineers were able to work off of the same data there was never a need for a set of plans for the massive aircraft. The efficiency gains from Boeing's worldwide high-speed data transfers and processing technology enabled tight integration of all aspects of the development processes. Market pressure has reduced the expense of bandwidth to support the high-speed data transfers resulting in lower overhead expenses for global projects. This level of technology and planning permits American companies to take advantage of lower labor costs and decreased time to market yet retain operational control of international operations.



Many companies have realized significant expense reduction through global outsourcing of overhead functions. One component of the expense reduction is the telephony resources required to support international operations. Overall telephony expenses continue to decrease as a result of a wider acceptance of Voice over Internet Protocol (VoIP) technologies. There are many reasons to implement a VoIP-based voice communication system: reduced long-distance telephony charges; lower capital costs; lower management and administrative costs; improved integration of distributed business entities; and a greater ease with which voice applications may be combined with other business systems. However, deployment of these systems can come at a price. Call security may be an issue with this technology unless the call is completed within a single secure network. The VoIP systems tend to require more time to bring on line than other types of telephony systems. A strategic and integrated planning process should be utilized when considering or implementing VoIP into your organization.

Globalization has come to be seen as a profitable and successful strategy to bring products and services to market for all types of companies. As with all opportunities, the challenge is defining the vision and then implementing the resources to support organizational growth and the evolution of technologies.

*Ken Langley is a Strategic-Partner with Schooley Mitchell Telecom Consultants, North America's largest independent telecom consulting company. For information about cost-effective solutions to address the ever-changing telecom market: [ken.langley@schooleymitchell.com](mailto:ken.langley@schooleymitchell.com) (214) 256-3279 [www.schooleymitchell.com/klangley](http://www.schooleymitchell.com/klangley)*

