**Summary**

Name:

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The article “The Global company’s challenge” by Dewhurst, Harris & Heywood (2012) asserted that the global companies have had an unending challenge of managing their people, costs, risks, and strategies as the economic spotlight shifts from the developed countries to the developing countries. According to Dewhurst, Harris & Heywood (2012), the nature of the business conducted in Europe and North America is shifting to the developing regions of the world that include Asia, Latin America, and Africa. The fastest-growing economies of the world during this period stand to be the very emerging markets in which most multi0nationals are focussing on. For instance, IBM anticipates earning up to 30 percent of its revenues in the emerging markets, from its normal 17 percent.

In general, most of the international companies struggling to adapt to the current dynamic economic environment in which the emerging markets seem to be the point of interest. This has become evident from the surveys and structured interviews that have contributed to the finding of the state of the multinationals. It has become clear that no single organizational model, is fit for all of the organizations. Dewhurst, Harris & Heywood (2012) also indicated that every organization has its own specific challenges and strengths which need to be considered while trying to find the most suitable model to apply in the given organization. Going global means the company has the ability to access new markets, new suppliers, and even new partners. These immediate strengths also come with their additional secondary ones that help the organization. Being global also comes with challenges. Some of these challenges include growing a customer base and establishing reliable relationships with the suppliers (Craig, 2018). According to most of the executives interviewed, find an invaluable asset in the reserves of the knowledge, skills, and experience from the international scale of economy. At the same time, a good number of companies find it challenging to develop and deploy new talent in the emerging markets. Having to adapt to the different cultures that are represented in the different regions of the world make it difficult to come with a dedicated team to work with. For those large companies, investing in the emerging markets gives them the ability to enjoy economic leverage in the shared infrastructure which ranges from the procurement functions to the management roles. When global companies grow bigger, get and diverse there are costs that come along with these things.

**Comment on cultural profile**

The cultural aspect is a crucial part of the global company since the company is going to traverse through different cultural orientations. The representation of different cultural backgrounds presents the company with the urgency of developing an effective strategy for the cultural outfit. The employee relationships are basically based on the kind of organizational culture that is built into the organization. Therefore, as a company seeks to go global, it should be committed to building a strong organizational culture that would accommodate the diverse cultural orientations around the world.

**My opinions and comments**

The success of a company going global is pegged on the ability to of the company to take advantage of the global resources and utilize them to the benefit of the organizational goals and objectives. However, as indicated by Nichitoiu (2016), there are inevitable challenges that the global challenges are bound to face. One of the greatest challenges is for such companies is to create new markets and establish strong, long-lasting relationships with important stakeholders such as partners and suppliers.

**Relevance to this week’s topics**

This piece is relevant to the topics covered in this week because it shades light on the preparations before a company rolls out its global strategy. Global environment and analysis is part of what is covered. This is important for it helps to tell the viability of the company in the new global markets. The companies have to relook into the critical success factors and the competitive positioning as well.

References

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