

SPECIAL REPORT GLOBALIZATION

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Balancing Act

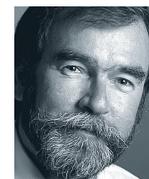
Global enterprises need standard processes. IT pros like Pat Smith Fernandez of Stiefel Laboratories offer tips for creating equilibrium. **PAGE 24**

Global Gotchas

How to avoid hidden traps in international laws. **PAGE 32**

Blind Spots

Uncovering the holes in your global supply chain. **PAGE 38**



OPINION CIOs (Should) Rule

On the global scene, a good CIO is a far better asset than a good CFO, says columnist Mark Hall. **PAGE 44**

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UROPE is a [regulatory] minefield. You're probably breaking some rule." That was the blunt assessment of John Parkinson, chief technology officer at Capgemini,

speaking at last year's Premier 100 IT Leaders conference. You know about Europe's strict privacy regulations (I hope), but how about labor laws that

EDITOR'S NOTE

make it exceedingly difficult to fire or lay off employees? And did you know that, in France, Germany

and the Netherlands, you must consult with powerful "work councils" before reorganizing or relocating employees?

This special report — with additional articles online at *Computerworld.com* — is full of "didja-knows" like that. For example, did you know the following?

- In Mexico, throwing documents on the table is considered highly offensive.

- In Taiwan, a signed contract isn't necessarily a final agreement.

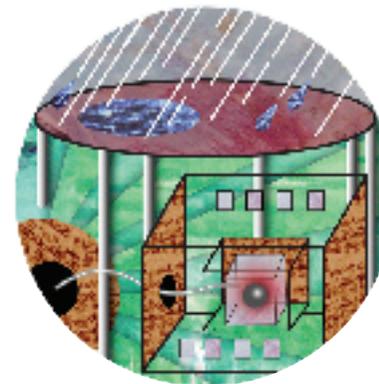
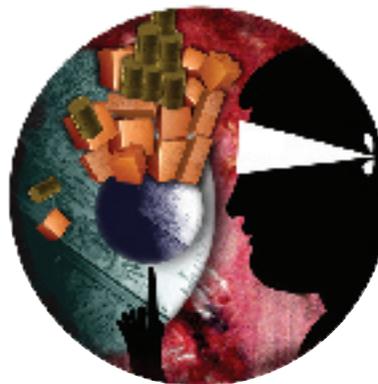
- In India, it's better for an American to hire a local driver than to drive himself on the chaotic, congested roads.

Besides the cultural and legal issues of going global, there's the governance challenge of figuring out how much control headquarters should have when setting IT standards and how much should be left to foreign offices. Just getting everyone in various countries to use the same product codes for the company's consolidated finance and sales systems can be a big headache.

All of these topics and more are covered in this guide to global IT operations. We hope it will reduce the number of surprises you'll face — though it could never eliminate them all. ▶

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LARRY GOODE



Navigating Global IT

IT managers at multinational companies must manage a surprising array of governance, legal, personnel and cultural issues – diplomatically.