

7 **Managing Risks in Digital Globalization**

Satish Nambisan and Yadong Luo

For multinationals, the benefits from digital globalization are clear, but not the inherent business risks. The authors offer a practical framework to evaluate and manage the risks from digital globalization.

18 **Digital Strategies for Managing Global Operations in a Geopolitically Fragmented World**

Satish Nambisan

Both global and local forces have become more intense and mercurial. The author offers a framework that the leaders of multinationals can use to develop and deploy digital strategies, improving global operations to meet these novel market conditions.

27 **How to Manage Technical Debt and Shadow IT to Synchronize Digital Strategy**

Sunil Mithas and Rajiv Kohli

The digital transformation of many firms is impeded by misalignment between their IT and business strategies, evidenced by technical debt and shadow IT. The authors explain how companies can overcome these hurdles by investing wisely in information technology.

34 **Infusing an Operational Perspective into Franchise Management**

Benjamin Lawrence and Jie J. Zhang

The authors argue that an operational perspective on franchise management combines, centralizes, and coordinates the franchise system, allowing it to thrive in the current digital economy.

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Maude Lavanchy, Amit Joshi, and Arnaud Chevallier

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