SOSP **Localization Spectrum**
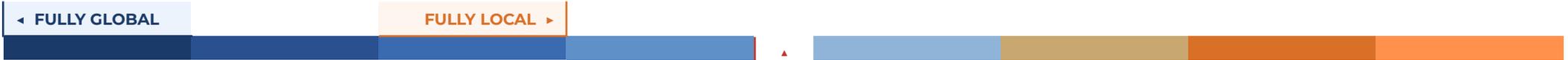
What to keep global. What to redesign locally. Where most FDI operating models draw the line in the wrong place.

◄ **FULLY GLOBAL**   **FULLY LOCAL** ►

DESIGN DECISION POINT

⚠ **Most FDI companies draw this line here.**
It should be further right, more elements need local adaptation than most imported operating models assume.

KEEP GLOBAL *Works across markets Do not change*	**Brand Standards** Visual identity, naming, brand voice: consistent everywhere.	**Financial Controls** Reporting frameworks, audit requirements, budget approval thresholds.	**Core Product / Service Specs** What you deliver and at what quality baseline: non-negotiable.	**Compliance Frameworks** Legal, regulatory, and ethical requirements that apply globally.	**Strategic KPIs** The top-line metrics the business is accountable for at group level.

▼ **The divide most imported operating models get wrong** ▼

ADAPT LOCALLY *Must be redesigned for Vietnam context*	**>> Governance Style** How decisions are made: consensus, speed, hierarchy involvement.	**>> Decision Speed Norms** Timeline expectations built into SOPs and review cadences.	**>> Role Authority** What acting without direction looks like, explicit scope per role.	**>>Communication Structure** How information flows up, down, and across the team.	**>> Performance Feedback** Mechanisms that actually create accountability in this context.