QUICK OVERVIEW OF RESOURCE CONVERSION

GLOBAL BUSINESS STRATEGY

RESOURCES ARE MORE STICKY THAN NOT

- SITE- AND RELATION-SPECIFIC RESOURCES NEED TO BE MOBILIZED
- SUPPLIER CHAIN MANAGEMENT AS EXAMPLE OF RELATION-SPECIFIC
- ORGANIZATIONAL CAMPAIGNING AS EXAMPLE OF SITE-SPECIFIC

TO MOBILIZE W/ RELIABILITY

- ORGANIZATIONAL LEARNING IS NEEDED
- LEARNING NEEDS TO BE CONVERTED IN ROUTINES & PRACTICES
- ROUTINES & PRACTICES NEED TO BE PERIODICALLY REVIEWED, REFINED & REVAMPED
- ORG CAMPAIGNING IS HOW TOSHIBA DOES THIS

2 STEP CONVERSIONS

- RESOURCES TO CAPABILITIES
- CAPABILITIES TO COMPETENCIES
- END RESULT IS THE CULMINATION OF HUNDREDS OF INTERCONNECTED PATTERNS OF RESOURCE USE & CAPABILITY DEVELOPMENT
- MOST OF THIS IS INVISIBLE & TACIT

MANAGEMENT'S JOB

- UNDERSTAND PROCESS UNDERPININGS OF BUILDING COMPETITIVE ADVANTAGE
- UNDERSTAND THE LEARNING/ KNOWLEDGE PARADOX
  - LEARNING IS ROOTED IN SPECIFIC CONTEXTS
  - KNOWLEDGE IS COMMUNITY PROPERTY & AS SUCH, IS MOBILE & TRANSFERABLE

MANAGEMENT'S JOB

- LEARNING TO KNOWLEDGE CONVERSION
- MECHANISMS FOR DOING SO
  - SUPPLIER ASSOCIATION
  - SUPPLIER EVALUATION
  - PUSHING SINGLE-LOOP TO DOUBLE-LOOP LEARNING
  - BUILDING A LEARNING-KNOWLEDGE RICH ORGANIZATION

MANAGEMENT'S JOB

- LEARN TO MOVE LEARNING & KNOWLEDGE PACKAGES FROM SITE TO SITE & FUNCTION TO FUNCTION
  - DEVELOP MULTICONTEXTUAL CAPABILITIES
  - PRACTICE, PRACTICE, PRACTICE