COPY EXACTLY STRATEGIES

GLOBAL BUSINESS STRATEGY

FALL 200

THE LEARNING/KNOWLEDGE PARADOX

- LEARNING IS ALWAYS SITUATED
- BUT KNOWLEDGE IS NOT
- THE PARADOX:
  - LEARNING IS LOCAL
  - KNOWLEDGE IS WIDELY SHARED

LEARNING IS SITUATED

- LEARNING IS CONTEXT DEPENDENT
- DISTANCE & DIFFERENCE BETWEEN SITES OR CONTEXTS--->DIFFICULT TO RECONCILE MULTIPLE THREADS OF LEARNING
- LACK OF CONSISTENCY & COHERENCE IN LARGE FIRMS

LEARNING IS ALWAYS

- DISTINGUISHED BY NUMEROUS FEATUES, SUCH AS EMOTIONAL, INTELLECTUAL, PHYSICAL, PSYCHOLOGICAL, SOCIAL, SOCIAL PSYCHOLOGICAL PROPERTIES
- CONTEXT AFFECTS RATE, CONTENT & QUALITY OF LEARNING

SITE-SPECIFIC ORGANIZATIONAL LEARNING

- SSOL IS MARKED BY A DEPENDENCE ON PARTICULAR SITES/CONTEXTS FOR LEARNING
- GENERALIZED/STANDARDIZED LEARNING IS LESS SITE-SPECIFIC
  - SCHOOL SYSTEMS TRY TO STANDARDIZE LEARNING ACROSS SITES
  - THE MORE IMPORTANT CONTEXT, THE LESS LEARNING IS GENERALIZED

COPY EXACTLY STRATEGY

- INTEL & AMD HAVE DIFFERENT LEARNING STRATEGIES
  - INTEL TRIES “TO COPY EXACTLY” WHEN MOVING CHIPS FROM DEVELOPMENT TO PRODUCTION
  - AMD DOES NOT

INTEL, AMD & COPY EXACTLY

- PRODUCING A PROTOTYPE IN SMALL VOLUME IS NOT THE SAME AS PRODUCING IN LARGE VOLUME
- CONTEXT MAKES A DIFFERENCE
  - THE SUM OF THE DIFFERENCES, TANGIBLE & NOT, BETWEEN DEVELOPMENT & PRODUCTION SITES
  - CHANGE PRE-PRODUCTION CONTEXT AS LITTLE AS POSSIBLE

INTEL, AMD & COPY EXACTLY

- INTEL HAS A LOT OF FABS AND MANY ARE PROXIMATE TO DESIGN & DEVELOPMENT SITES
- “COPY EXACTLY” MEANS CHANGE AS LITTLE AS POSSIBLE BETWEEN CONTEXTS
- AMD HAS FAR FEWER & LESS PROXIMATE FABS--->CANNOT COPY EXACTLY

TOSHIBA & SSOL

- TOSHIBA MAKES 11,500 DIFFERENT PRODUCTS IN 27 FACTORIES IN JAPAN
- FACTORIES NECESSARILY SPECIALIZE IN WHAT THEY MAKE
- AND, THUS, IN TERMS OF WHAT THEY DESIGN AND DEVELOP
- IF TRANSFER PRODUCT/PROCESS KNOWHOW, IT IS ONE-TO-ONE OR FACTORY-TO-FACTORY (MOTHER-CHILD) TRANSFER

SSOL & MSOL

- IF MAKE/ASSEMBLE/DESIGN PRODUCTS IN MORE THAN ONE SITE, THEN MULTIPLE SOURCES/SITES OF LEARNING
- COPY EXACTLY NOT POSSIBLE
- WHAT ALTERNATIVES ARE THERE TO ENSURE CONSISTENCY & RELIABILITY

CONTEXT & CULTURE

- CONTEXT IS SHARED, NON-RANDOM EXPERIENCE
- CULTURE IS SHARED, NON-RANDOM, SOCIALLY/ORGANIZATIONALLY EMBEDDED EXPERIENCE THAT HAS PREDICTIVE VALUE

CONNECTING CONTEXT & CULTURE

- WHAT MAKES SHARED, NON-RANDOM EXPERIENCE INTO SOMETHING EMBEDDED AND PREDICTABLE?
  - REPEATED, CONFIRMING EXPERIENCE
  - SOCIALIZATION
  - POSITIVE FEEDBACK
  - SENSE-MAKING

CONTEXT & CONFIRMING EXPERIENCE

- CO-LOCATION
  - TOSHIBA'S MULTIFUNCTION, MULTIPRODUCT FACTORY MODEL
- CO-SETTING
  - ORGANIZATIONAL CAMPAIGNING
  - SUPPLIER MANAGEMENT
  - PRODUCT DEVELOPMENT

CONTEXT--->CULTURE

- TOP-DOWN, COMPANYWIDE PLANNING & PROMOTION
- BOTTOM-UP LOCAL LEARNING & SENSE MAKING ARE GENERALIZED
  - FROM SINGLE- TO DOUBLE-LOOP LEARNING
  - ORGANIZATIONAL CAMPAIGNING
  - FROM ONE TO MANY

KNOWLEDGE DOES NOT FLOW

- KNOWLEDGE IS A TIE BETWEEN BELIEF & DISPOSITION
- IF--->THEN
- AN ABSTRACTION OR GENERALIZATION
- WHEN KNOWLEDGE FLOWS BETWEEN INDIVIDUALS/ORGANIZATIONS, IT FLOWS AS A PACKAGE OR BUNDLE
  - CODED, SENT, DECODED

KNOWLEDGE FLOWS

- KNOWLEDGE DOES NOT TRANSFER WITHOUT PACKAGING
- PACKAGING ASSUMES SHARED UNDERSTANDING
- UNPACKAGING ASSUMES THAT RECEIVER WILL TAKE IT INTO HIS/HER OWN CONTEXT
- LIKELY TO BE MEANING CHANGES BETWEEN SENDER & RECEIVER

4 WAYS TO DECONTEXTUALIZE

- MAKE KNOWLEDGE UNIVERSAL (DEEMPHASIZE CONTEXT)
- STATE THE CONTEXT (MAKE THE CONTEXT EXPLICIT)
- DECOMPOSE AND TRANSFER AS BASIC BUILDING BLOCKS
- CLONE SYSTEMS SO THAT DECONTEXTUALIZATION UNNEEDED

RECONTEXTUALIZATION

- FIRM OFFERINGS EMBEDDED IN OWN SYSTEM OF MEANINGS
- RECONTEXTUALIZATION
  - HOW FIRM OFFERINGS ARE INITIALLY UNDERSTOOD
  - HOW MEANINGS EVOLVE IN NEW ENVIRONMENT
  - NOT ONCE-AND-FOR-ALL(ALWAYS)