



The Research of Multinational Corporation Knowledge Management New Pattern in Globalization

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Abstract

The traditional multinational corporation theory manifests unidirectional steps and ladders output the knowledge management pattern primarily to be already obsolete. In fact, the knowledge economy and globalized competition's further development causes the knowledge which the global management needs not only exists in some place, the multinational corporation must learn to distinguish knowledge which disperses in the global, and performs conformity and innovation, on this base, creates the product and the service which suits global market, and promotion and sale in the global market. This is precisely the globalization business strategy core.

Keywords: Multinational corporation, Knowledge management, Globalization

The globalized tendency has been irresistible at the beginning of the 21st century, multinational corporation take well the globalization as the business strategy in the new era, the knowledge management becomes more and more important in the globalized process, before the multinational corporation provides the product and the service which mostly design according to its country needs, then sells the world market, but present, multinational corporation's product and service are actually the whole world knowledge management results. The multinational corporation says, establishes the suit of productions, retailing and the sales effective network in the world cannot construct its competitive advantage, only through recognition and conformity the knowledge which disperses in the world place, based on this and carries on innovation, thus designs product and service which conforms to the global market, it can form the competitive advantage.

1. Multinational corporation traditional knowledge management pattern

The multinational corporation tradition's knowledge management pattern is the unidirectional knowledge output, namely the multinational corporation uses it technical the management skill as well as product and the service which obtains in the motherland, carries on manufacture, sale in the host country market. Thus, on the one hand, the multinational company may obtain the world scale economy, on the other hand, there are some different of the technical know-how and management knowledge which the motherland market between the host country market, the multinational corporation may carry on arbitrage activity, when the multinational corporation carries on transnational operations, may provide the service for other multinational corporation customers, may also use its can utilize the global resources ability to bring the pressure to the local competitor. For example, American Nike Corporation's headquarters located at Beaverton of Oregon State, it mainly carries on function activity such as research and development, the product design, brand management, e quality control, financial control and so on. Nike Corporation in Some low cost position's country, like China, Indonesia and Thailand has established the stable production network by the contract way, and has established the quality control and the purchase network in these Asian countries, simultaneously; Nike Corporation has also established the marketing center in the global important market. The unusual Multinational Corporation, for example Siemens, P&G, General Motors and so on is also developing like this.

2. Knowledge economy to traditional transnational operations knowledge management pattern challenge

Knowledge economy is economy which establishment in above knowledge and information production, assignment and using, is economy which by the knowledge primarily. The strategic resources are a capital in the industry economy society, but in the era of knowledge economy, it is knowledge and information. Knowledge economy is changing the global competition environment, and challenge to the traditional transnational operations pattern.

2.1 The enterprise globalization management needs the knowledge no longer originates from some place, but is distributes in the world place.

In the past, when the multinational corporation carried out transnational operations, mostly take the domestic market's production, the sales management experience in to the host country operative activity, and revised suitably according to the local situation. Along with world economics' development, many developing country rapidly expands, enable the world market to become a globalized market, if relies on the multinational corporation headquarters, then cannot satisfy the enterprise globalization need, is most obvious that will be enterprise's technical alliance and cooperation increases day by day as well as many multinational corporations will establish research and develop organization to approaching customer's market.

2.2 the global production and sales network cannot constitute global management competitive advantage, an effective global production, retailing and sales network is the essential condition which establishes the global competition superiority, but is not the sufficient condition.

The globalized management cannot guarantee its global competition superiority. For example, in the early-1990s, American Pepsi Cola Corporation formulated one great goal which increase its international drink income more 2 times, namely income will be increased from 1.5 billion U.S. dollars in 1990 to 5 billion U.S. dollars in 1995. To the mid-1990s, Pepsi Cola Corporation has established the subsidiary company in global each area, but this kind of expansion has not transformed into the growth and the profit. In fact to 1997, the result is actually 1 billion U.S. dollars losses. In addition, in the majority of industry's main competitors already knew how to carry on the globalized management, many companies already started to use the Internet to provide standardized rapidly the product and service for the world.

2.3 Multinational Corporation only uses the monopoly knowledge and the technical know-how which establishes in the motherland market no longer can guarantee that it wins in the global competition.

Because may cause the multinational corporation to surmount the competitor skill to disperse the expert hand who has the specialty skill in the world. Present's winner must understand that recognition and gain the new technology, ability and the technical know-how which disperses in the world, and conformity, thus creates the world first-class product and the service. For example, represents American new economy development' company, Microsoft Corporation, Oracle and so on could surpass General Motors, Ford Motor Company and so on Multinational Corporation's Stock market value in such a short time.

2.4 The sole domestic market's demand no longer is many industrial leading forces.

In the past, Multinational Corporation accorded to own country market demand to develop products and the service, and sold its product and the service in the world. Especially American market, because its power of consumption is high, the domestic market capacity is big, it becomes the new product and the service birthplace frequently. But, this does not mean the American market demand to be possible completely on behalf of the world market demand. Especially in the era of knowledge economy, many guide the market the demand to appear in some the fringe market which multinational corporations manages network. For example, there are many new demands for mobile phone in China. If the multinational corporation cannot distinguish these dispersions and multi-dimensional market demand to the competitor, and uses its whole world knowledge management ability, it will be inferiority in the competition.

3. The new knowledge management pattern superiority in multinational corporation operations

Because in traditional Multinational corporation business model, knowledge management pattern limitation, therefore needs one kind of new knowledge management pattern, which mainly carries on the knowledge management from globalized, but is not embarks from the motherland needs. This management pattern divides into three stages, namely knowledge recognition in global scale; in global scale knowledge conformity and innovation; knowledge operation and implementation in global scale.

3.1 The new knowledge management pattern is the true globalized strategy

Not only the globalized strategy refers to sells the product and provides the service in the world market, simultaneously must construct and maintain the transnational infrastructure, and causes an enterprise's all function including research and development, purchase, production, logistic management, marketing, human resources management as well as financial internationalization, all these are finally for provide the best product and the service to the world customer. Uses the new knowledge management pattern to be possible to help the enterprise to participate in the competition in all markets, because the enterprise may seek for any possible market in the world and unceasingly analysis information which comes from the global, even if is the domain which the enterprise not yet steps can also demonstrate the latent superiority and threat. For example, Nokia Corporation which carried on the multiplex management in the 1980s, it only decided that concentrated in the two-way charges for cellular phones domain in 1992. Speaking of Nokia, the mobile phone and the network service not produces from Finland and export to the overseas, in fact, production and sale in the overseas, this means the company development in the global synchronization. Nokia must study advanced

technology and global marketing skill to the U.S., studies to grasp the customer to the electronic products demand psychology to Japan, and must study the low cost manufacture management skill to the Southeast Asian country. The Nokia Headquarters' superintendent is dispatched to the world important region and carries on the management, like this, constituted the entire company knowledge sharing network. Through to the global knowledge network effective management, therefore Nokia can always think that the market demand from the global angle, from the GSM development to "put the Internet each into person's pocket" and "e mobile electron commerce", Nokia's concept and behavior are always lead one step to the competitor. Because Motorola Corporation limits its innovation mentality to the US territory, has lost taking the initiative which changes to the numeric mobile telephone and the GSM standard, thus fell on Nokia's behind.

3.2 The new knowledge management pattern is helpful to the Multinational corporation constructs core competitiveness

3.2.1 The whole world knowledge management may help the enterprise to open the global customer's potential demand. Many new customers' new demand possibly appear outside place of the motherland market. The enterprise except meets when these special needs obtains the profit, may also bring these special demands to the global customer market, thus creates a bigger market and profit space.

3.2.2 The whole world knowledge management is the enterprise creates different strategic and the unique superiority new way. Through the global knowledge management, may help the enterprise to be separated from the original geography boundary and the enterprise field of vision limitation, discovered customer's new demand, found the technological innovation origin, and thus produced the global first-class product and the service. In addition, can distinguish and conformity the knowledge and skill which from many place is very difficult and the cost is soaring, only then minority company which has the forward-looking judgment to be able achieve. Although its investment is much bigger than management in a place, but its repayment is also astonishing.

3.2.3 The whole world knowledge management means that the enterprise has ability of develops global new service rapidly. An enterprise can accept the knowledge and skill which disperses in the worlds, understands d other market change besides the motherland, this explained that the enterprise has had the rapid development internationalization management ability. Through conformity the knowledge and skill which disperses in the world, the enterprise can obtain benefits very quickly from the global research, development and management.

4. Chinese enterprise implements global knowledge management countermeasure

Regarding any country, globalization is a handle double-edged sword, namely has opened gate to the world, and also has welcomed the global competitor. In view of China's actual condition, the World Bank proposed that including uses global knowledge and so on six suggestions to the Chinese syllable knowledge economy challenge. This explained fully as a result of the globalized development, knowledge may globally unrestricted flow. If the Chinese Enterprise wants to obtain competitive advantage, must grasp this opportunity, raises enterprise's technical level and competitive ability.

4.1 Integrate the global knowledge management to the enterprise strategy

Through comparison tradition transnational operations unidirectional steps and ladders' knowledge shift pattern and the global knowledge management pattern, may discover that the Chinese enterprise is in passive and disadvantageous position in the former, but the Chinese enterprise and other multinational corporations occupy the same position in the latter, the multinational corporation has more experience which in three stratification planes of the global knowledge management, therefore, Chinese enterprise should integrate the whole world knowledge management in the enterprise strategy.

4.2 *Transforms the thinking mode, utilizes the global knowledge in the management and operation* Regarding the majority Chinese enterprises, thought logic usually is that hope gains other country technical transfer by our country market, is impossible to use the global knowledge on own initiative. This mainly reason is that China's majority enterprises have not "gone out", lacks the understanding to the world market, in fact, transportation and technology of communication progress, Internet technology application, already caused the understanding information cost to be reduced greatly, moreover, along with the Chinese economy high speed development, many enterprises has had "go out" strength and ability, is only because the vision limitation and thinking mode's barrier prevented the enterprise to step forward important one step. Therefore, the Chinese enterprise transformation idea and expands the field of vision, treats enterprise's knowledge and management from the globalization, may transform the global knowledge to the enterprise's knowledge and ability, thus enhancement enterprise's international competitiveness.

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