



Mobilizing Knowledge for Global Projects

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How do firms mobilize needed knowledge for global projects?

“NICK”



We operate in “*bump navigation*” mode on international projects- we really share our knowledge *haphazardly*

“JIM”

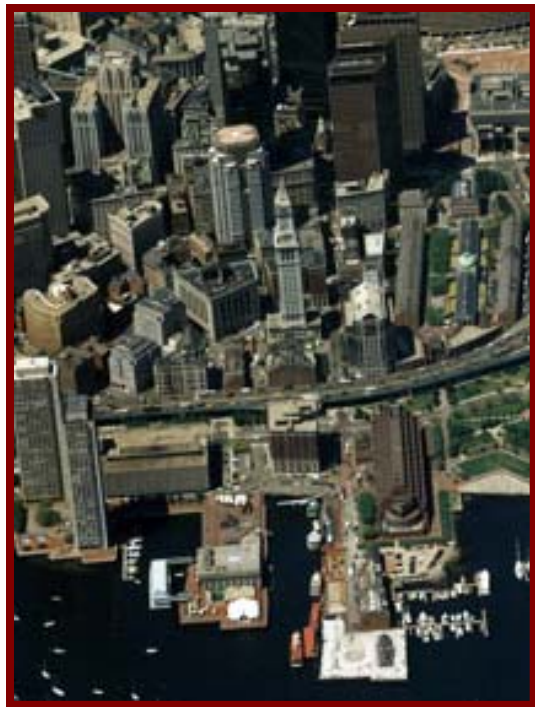


We try to *systematically* share our knowledge through our *online platform*. We can look up info on the country, past projects, experiences and *who* has been there for in person follow up to get the knowledge to the people that need it.

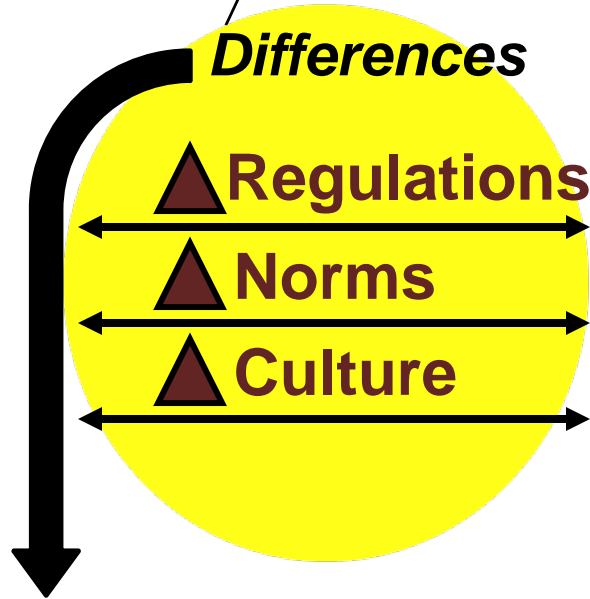
How can organizations learn about & transfer these Institutional elements?

To better align the project with the local environment (*reducing mistakes/reinvention of the wheel*)?

ENTRANT

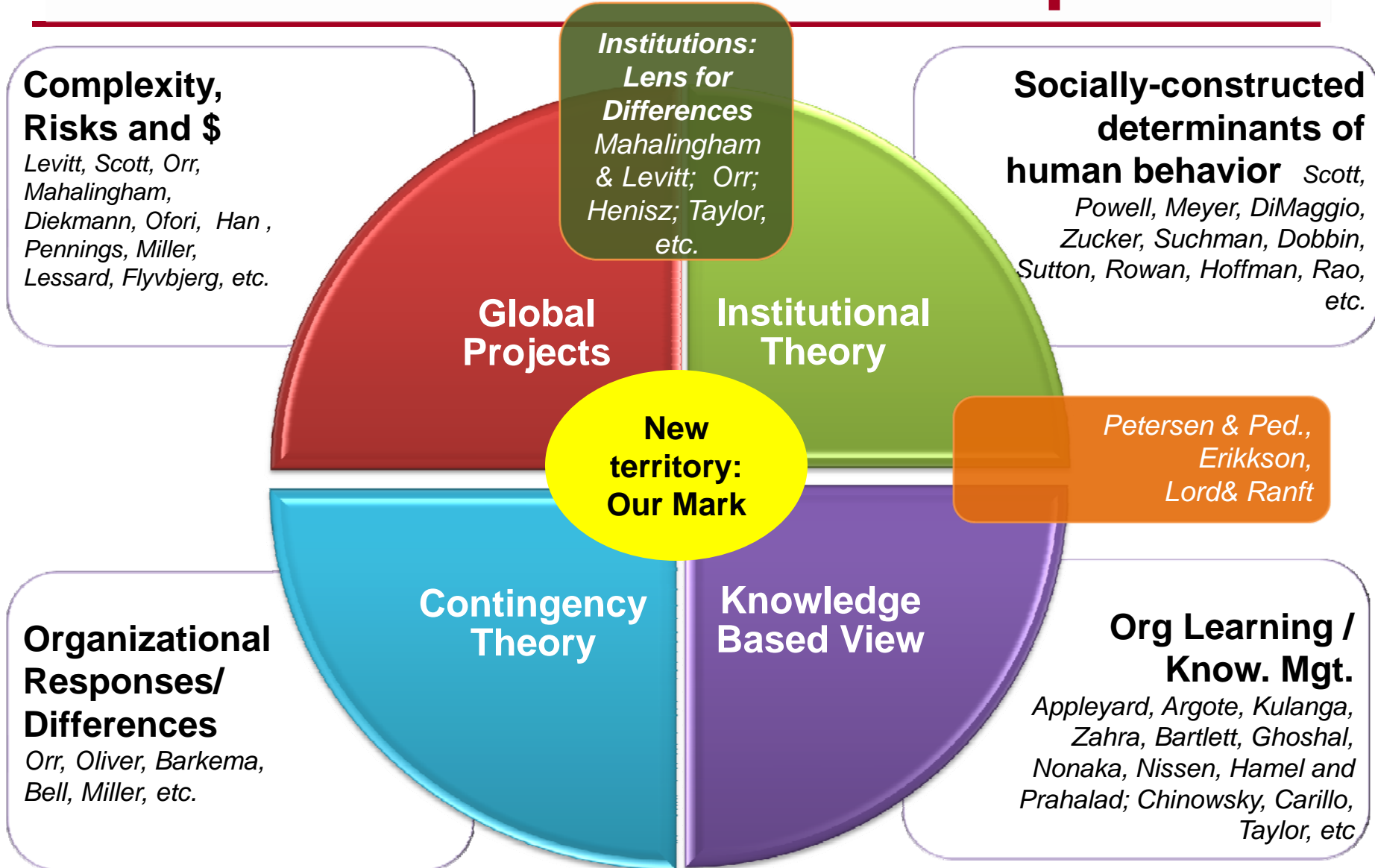


PROJECT LOCATION



Increased: Risks, Misunderstandings, Costs & Durations, Reputation Damage, etc.

Points of Departure



Research Questions & Trajectory

1

What **kinds of** local **institutional knowledge** are **important** for firms engaged in international projects?

2

How do firms **initially acquire** institutional knowledge when they internationalize (external)?

3

How do firms **internally transfer** institutional knowledge within the firm?

4

Can we develop a **theoretical framework** to explain and predict **how this varies** by firm type, level of embeddedness or other differences?

❖ Methods/processes/incentives/organizational information

Institutional Knowledge

REGULATIVE

Laws & Regulations

Operating Laws (*Labor Laws, Tax Laws, Customs, Company Registration, Money Repatriation, Insurance, Land Laws*)

Knowledge of Government (*Government Creditworthiness, Political Stability, Dispute System*)

Design & Construction Standards (*Standards, Building Codes & Permits*)

Approval Processes

NORMATIVE

Work Practices (*Labor Intensive, etc.*)

Social Norms, Expectations & Local Preferences

Industry Organization (*Professional Roles, Unions*)

Logistics (*Site access, deliveries, camps, safety/security, currency & banks*)

Relationships

Resources & Productivity (*Cost, Quality and Availability of Labor and Material*)

Market Knowledge (*Knowledge of existing infrastructure/buildings, GDP, History of Payment*)

CULTURAL-COGNITIVE

Local cultural beliefs

Concepts/Meanings

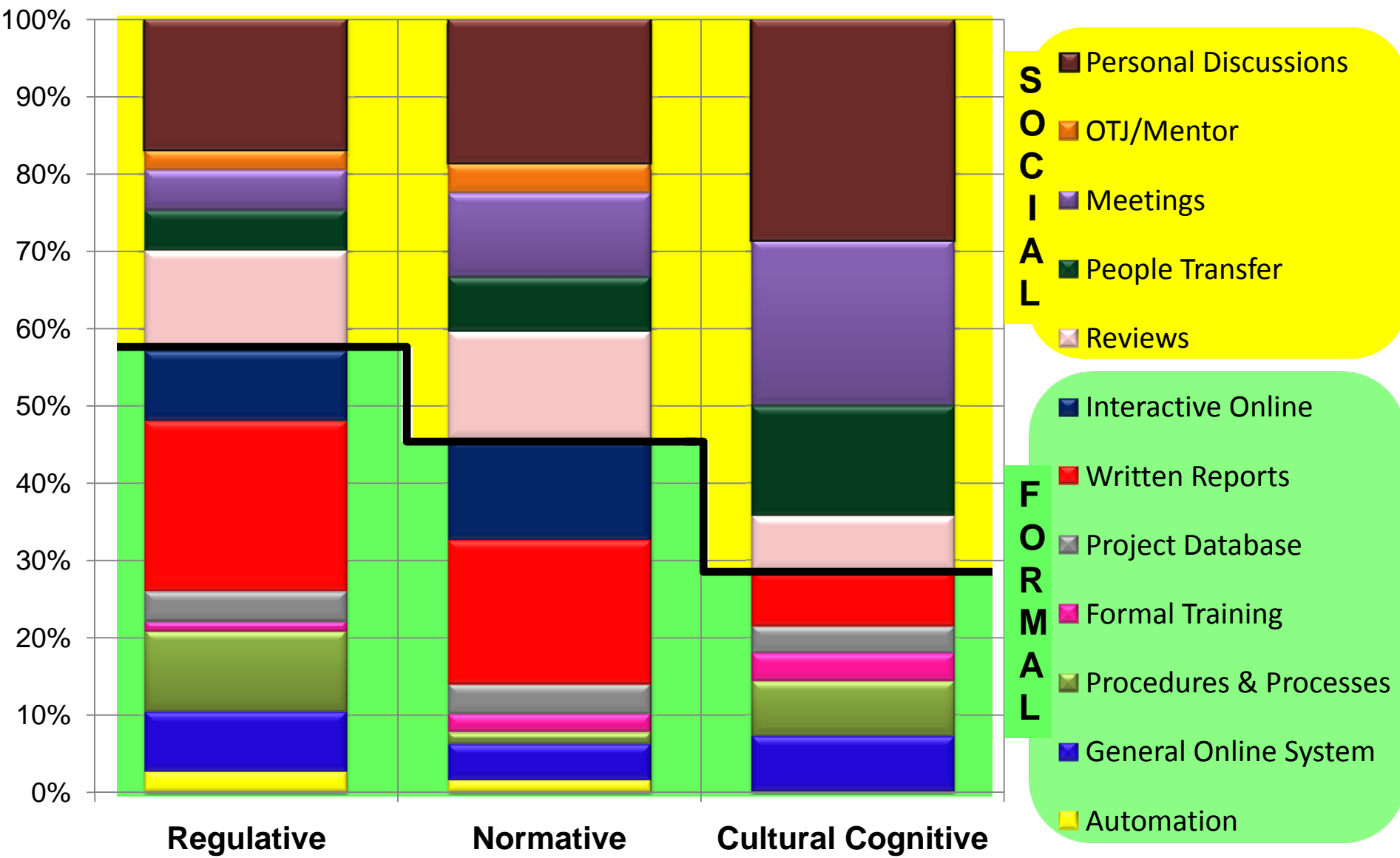
Cross-Cultural Disputes

OTHER

Climate & Conditions

Language

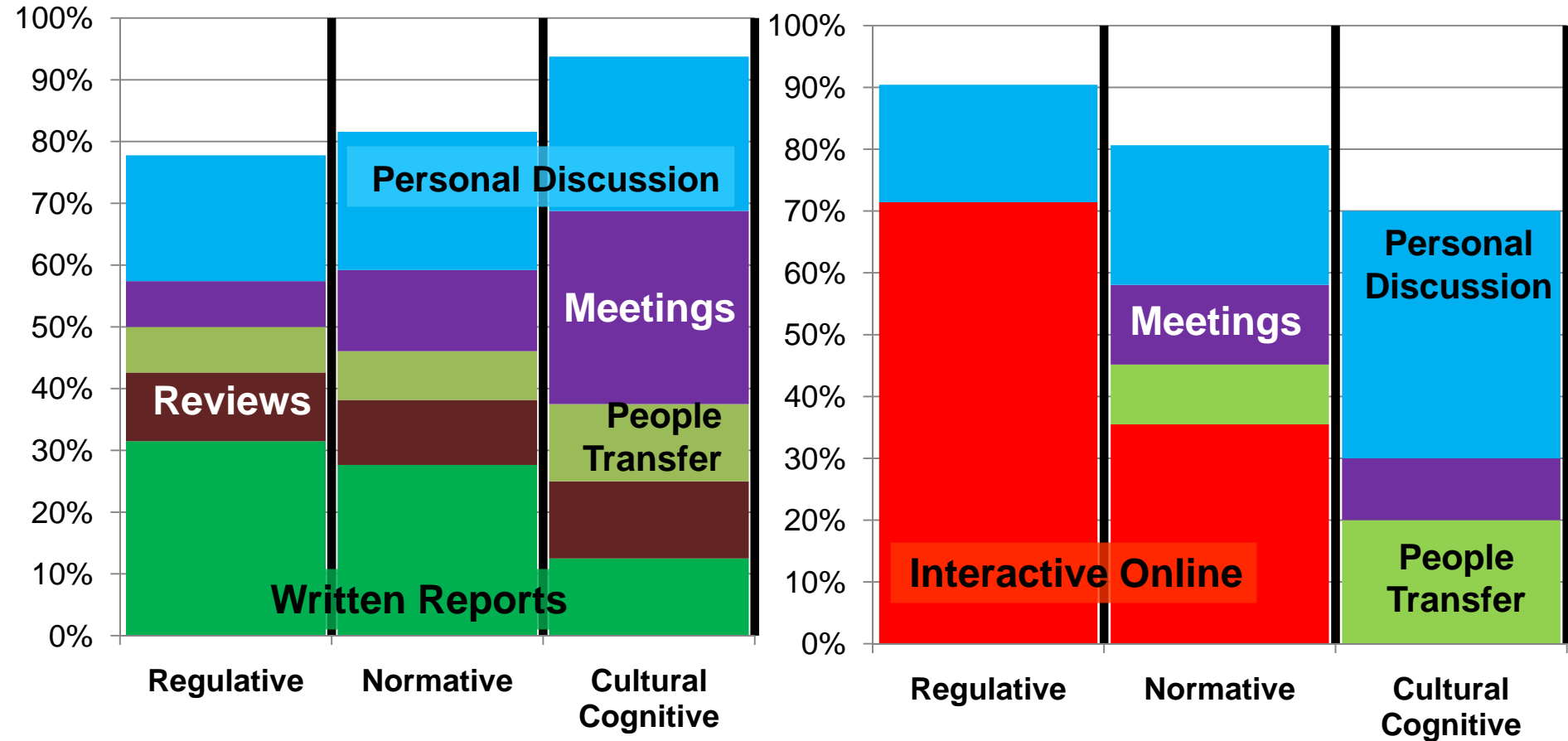
Institutional Knowledge Sharing Methods



Interactive Online

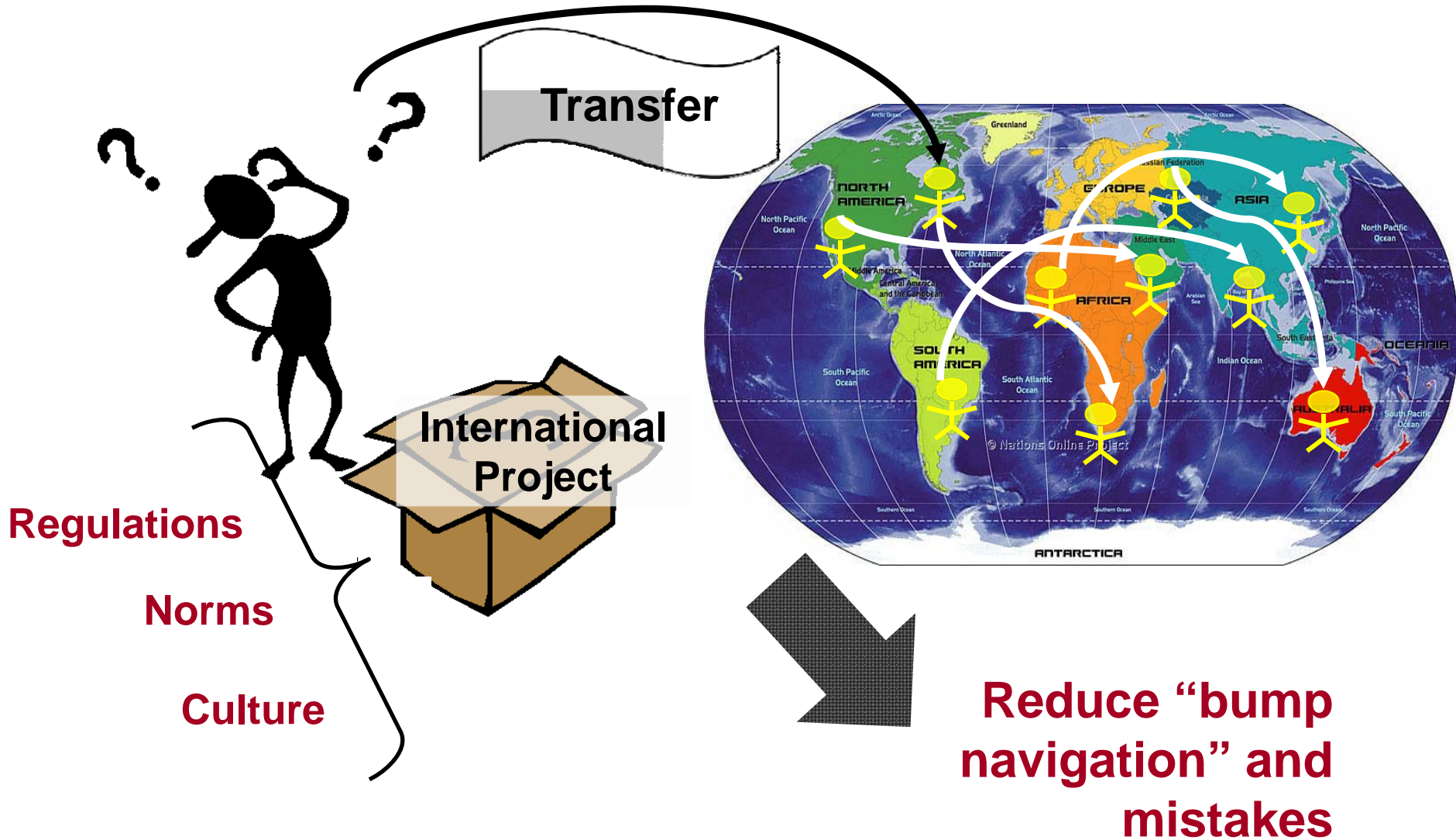
Companies without IO

Companies with IO



CRGI	Benefits	Limitations	Knowledge Types Shared
Interactive Online	<ul style="list-style-type: none"> •Democratic- everyone has voice •Allows global reach & connectivity •Quickly integrates new members with org knowledge •Allows people to people connections before climbing Org chart 	<ul style="list-style-type: none"> •Not all knowledge can be shared •Has to be used by a majority within the company •Maintenance or additional context required 	<ul style="list-style-type: none"> •Regulative (<i>explicit/tacit</i>) •Normative (<i>follow up</i>) •Company Processes •Technical Knowledge
Socialization	<ul style="list-style-type: none"> • All knowledge can be shared •Builds intimate knowledge of people within organizations •No “handcuffs”– employees feel free to share 	<ul style="list-style-type: none"> •Limited to personal experiences and known experiences of peers •Limits the reach & thus the impact of knowledge •Enables knowledge brokers to maintain control •Have to work way up Org Chart/ have prior experience to know who knows what 	<ul style="list-style-type: none"> •ALL •Directly allows Cultural/Cog

Implications



PARTICIPANTS/ SPONSORS

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