

OKLC 2005 Abstract

Drag and Drop: The extraction of manufacturing capability and the breakdown of the transfer metaphor

Jonathan Sapsed

Ammon Salter

(Corresponding author)

CENTRIM,
The Freeman Centre,
(University of Sussex campus)
Falmer, Brighton
BN1 9QE, UK

Tanaka Business School,
Imperial College,
South Kensington campus,
London
SW7 2AZ, UK

And

Advanced Institute of Management
Research (AIM),
Cranfield School of Management,
Cranfield, Bedford, MK43 0AL, UK

j.d.sapsed@bton.ac.uk

Jonathan.sapsed@cranfield.ac.uk

a.salter@imperial.ac.uk

Research on international transfer of manufacturing capability has focused on the viewpoint of the ‘transferor’. The nature of knowledge in the transferor is identified as the core determinant of the ‘transferability’ of capability, independent of the host context. In this paper we consider the problem from the viewpoint of the ‘transferee’; *extracting* the capability that it needs from a relatively passive transferor. In such cases the ‘knowledge transfer’ metaphor breaks down. We illustrate this with a case study of a major US computer manufacturer transferring the capability of building its most complex server product to a site in Europe.

Keywords: manufacturing, knowledge transfer, international management